

CITIES OF THE UNITED STATES

6th Edition

Volume 1 — The South

Volume 2 — The West

Volume 3 — The Midwest

Volume 4 — The Northeast



Cities of the United States

SIXTH EDITION

Cities of the United States

SIXTH EDITION

VOLUME 1

THE SOUTH

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Cities of the United States, 6th edition

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Introduction

Cities of the United States (CUS) provides a one-stop source for all the vital information you need on 199 of America's top cities—those fastest-growing, as well as those with a particular historical, political, industrial, and/or commercial significance. Spanning the entire country, from Anaheim to Virginia Beach, each geographically-arranged volume of *CUS* brings together a wide range of comprehensive data. The volumes include: *The South*; *The West*; *The Midwest*; and *The Northeast*.

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

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

- Aberdeen, SD
 - Aurora, CO
 - Cambridge, MA
 - Chesapeake, VA
 - Huntsville, AL
 - Missoula, MT
 - Shreveport, LA
 - Sioux City, IA
 - Vancouver, WA
 - Winston-Salem, NC
-

Key Features Unlock Vital Information

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

- Section headings—Comprehensive categories, which include **History, Geography and Climate, Population Profile, Municipal Government, Economy, Education, Research, Health Care, Recreation, Convention Facilities, Transportation, and Communications** (including city web sites), make it easy for you to locate answers to your specific questions.
- Combined facts and analysis—Fact-packed charts and detailed descriptions bring you the statistics and the rest of the story.
- “In Brief” fact sheets—One-page “at a glance” overviews provide the essential facts for each state and each city profiled.
- Economic information—Detailed updates about such topics as incentive programs, development projects, and largest employers help you rate the business climate using criteria that matter to you.
- Directory information—Contact information at the end of many entry sections provides addresses, phone numbers, and email addresses for organizations, agencies, and institutions you may need to contact.
- Selected bibliography listings—Historical accounts, biographical works, and other print resources suggest titles to read if you wish to learn more about a particular city.
- Web sites for vital city resources—Access points to URLs for information-rich sources, such as city government, visitors and convention bureaus, economic development agencies, libraries, schools, and newspapers provide researchers an opportunity to explore cities in more detail.
- Enlightening illustrations—Numerous photographs highlight points of interest to you.
- Handy indexing—A referencing guide not only to main city entries, but also to the hundreds of people and place names that fall within those main entries, leading you directly to the information you seek.

Designed for a Variety of Users

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

- Business people, market researchers, and other decision-makers will find the current data that helps them stay informed.
- People vacationing, conventioning, or relocating will consult this source for questions they have about what's new, unique, or significant about where they are going.
- Students, media professionals, and researchers will discover their background work already completed.

Definitions of Key Statistical Resources

Following are explanations of key resources used for statistical data:

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

according to standardized specifications. Information regarding ACCRA and the Cost of Living Index can be found at www.accra.org. Please note that the ACCRA Cost of Living Index and ACCRA housing price information are reprinted by permission of ACCRA.

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

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

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

Method of Compilation

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

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Comments and Suggestions Welcome

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

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The State in Brief

Nickname: Heart of Dixie; Camellia State

Motto: We dare defend our rights

Flower: Camellia

Bird: Yellowhammer

Area: 50,744 square miles (2000; U.S. rank 30th)

Elevation: Ranges from sea level to 2,407 feet

Climate: Subtropical and humid; summers are long and hot, winters mild, rainfall abundant

Admitted to Union: December 14, 1819

Capital: Montgomery

Head Official: Governor Bob Riley (R) (until 2010)

Population

1980: 3,894,000

1990: 4,040,587

2000: 4,447,100

2006 estimate: 4,599,030

Percent change, 1990–2000: 10.1%

U.S. rank in 2006: 23rd

Percent of residents born in state: 70.91% (2006)

Density: 89.8 people per square mile (2006)

2006 FBI Crime Index Total: 200,578

Racial and Ethnic Characteristics (2006)

White: 3,237,958

Black or African American: 1,209,321

American Indian and Alaska Native: 20,592

Asian: 45,882

Native Hawaiian and Pacific Islander: 3,244

Hispanic or Latino (may be of any race): 111,432

Other: 34,990

Age Characteristics (2006)

Population under 5 years old: 293,727

Population 5 to 19 years old: 962,687

Percent of population 65 years and over: 13.3%

Median age: 37.2

Vital Statistics

Total number of births (2006): 61,007

Total number of deaths (2006): 47,205

AIDS cases reported through 2005: 8,252

Economy

Major industries: Paper products, agriculture, chemicals, textiles, lumber, wood, metals, electronics, automobiles, food processing

Unemployment rate (2006): 6.9%

Per capita income (2006): \$21,270

Median household income (2006): \$38,783

Percentage of persons below poverty level (2006): 16.6%

Income tax rate: 2.0% to 5.0%

Sales tax rate: 4.0%



Birmingham

■ The City in Brief

Founded: 1871 (chartered 1864)

Head Official: Mayor Larry P. Langford (since 2007)

City Population

1980: 284,413

1990: 265,347

2000: 242,820

2006 estimate: 229,424

Percent change, 1990–2000: -8.7%

U.S. rank in 1980: 50th

U.S. rank in 1990: 60th (State rank: 1st)

U.S. rank in 2000: 82nd (State rank: 1st)

Metropolitan Area Population

1980: 815,000

1990: 839,945

2000: 921,106

2006 estimate: 1,100,019

Percent change, 1990–2000: 9.6%

U.S. rank in 1980: 42nd

U.S. rank in 1990: Not reported

U.S. rank in 2000: 54th

Area: 151.95 square miles (2000)

Elevation: Average 620 feet above sea level

Average Annual Temperatures: January, 42.6° F; July, 80.2° F; annual average, 62.2° F

Average Annual Precipitation: 53.99 inches of rain

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.6% (June 2007)

Per Capita Income: \$16,129 (2005)

2005 FBI Crime Index Property: 18,923

2005 FBI Crime Index Violent: 3,449

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

Daily Newspaper: *Birmingham News*

■ Introduction

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

of fire and the forge. To many, Birmingham seems to have been magically forged anew.

■ Geography and Climate

Located 300 miles north of the Gulf of Mexico in north-central Alabama, Birmingham lies in the Jones Valley between a ridge of hills running from northeast to southwest and the Red Mountain Range, which runs in roughly the same direction. A hilly city, Birmingham stretches for about 15 miles along the valley. The hills northeast and north of the city are the foothills of the Appalachian Mountains.

During the winter, Birmingham experiences rather low minimum temperatures. Occasional very low temperatures prevent the growth of some vegetation that might usually be expected in a subtropical climate. Snow accumulation, however, is seldom heavy enough to cause problems. In summer, days are very warm; from April through October the daily highs are usually above 75° F, with lows seldom falling below 50° F. Most of the summer precipitation comes in the form of thunderstorms, especially in the month of July. Birmingham is located in Dixie Alley, a tornado alley that runs from northeast Texas to northern Alabama. Each year, an average of 23 tornadoes are recorded in the state of Alabama. The highest number ever recorded in a single year was 55 tornadoes, in 2001.

Area: 151.95 square miles (2000)

Elevation: Average 620 feet above sea level

Average Temperatures: January, 42.6° F; July, 80.2° F; annual average, 62.2° F

Average Annual Precipitation: 53.99 inches of rain

■ History

Steel-Making Potential Spurs Growth

The Cherokee, Choctaw, and Chickasaw tribes hunted in the Jones Valley long before the first white man set foot there. The natives found a valley teeming with game and strikingly marked with giant outcroppings of red rock. John Jones and a group of pioneers came to the area in 1815 and established the village of Jonesboro, and in 1819 Jefferson County was formed. Over the next few decades the population of the area gradually increased, and the abundant red rock was found to be high-grade iron ore. By the time of the Civil War, two ore-reducing furnaces were operating for the Confederacy. They were destroyed by Wilson's Raiders in 1865, and development of the valley was virtually halted until 1871, when the Elyton Land Company, realizing the tremendous

potential of the valley rich in not only iron ore, but also coal and limestone—the essential ingredients in steel making—founded and incorporated a city to be built at the junction of two major railroads. Thus Birmingham, named for the steel-producing city in England, came into being.

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

After January 1, 1900, when the first commercial shipment of steel was made, rolling mills and other factories producing finished steel products began operating in Birmingham. Labor troubles continued in the new century, and the city was plagued with corrupt government officials, vice, and gambling. But Birmingham was growing in positive ways as well. A new model town of Corey, planned by U.S. Steel, was developed by private business, and eight suburbs were incorporated into the city, doubling its population. In October 1921, the city celebrated its fiftieth birthday with four days of festivities, including a visit by U.S. President Warren G. Harding and his wife. On a crest of prosperity that followed World War I, new apartment buildings, hotels, business facilities, and homes went up in Birmingham. During the 1920s, however, the secret white-supremacist organization, the Ku Klux Klan, gained considerable influence in the city; harassment, floggings, and unexplained violence against African Americans were unofficially tolerated by local authorities. As a one-industry town, Birmingham was devastated when the Great Depression of the 1930s reduced demand for iron and steel products; it was quickly deemed "the hardest hit city in the nation" by President Hoover's administration.

Birmingham was slow to recover from the Depression, although the federal government poured more than \$350 million into the area in an attempt to stimulate the economy. The Works Progress Administration (WPA) tended to Birmingham's streets and parks, and among its projects was the restoration of the city's statue of Vulcan, the Roman god of the forge. The statue was removed from the fairgrounds and placed atop a pedestal on Red Mountain, where it still stands today. Gradually the city

began to recover, and by the time World War II was declared in Europe, Birmingham's manufacturing plants were busy preparing for an all-out war effort.

City Meets Post-War Challenges

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

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

In 2005 the Gulf Coast of Alabama and neighboring states were severely damaged by Hurricane Katrina. Some 112,866 Alabamans registered with the Federal Emergency Management Agency (FEMA) following the hurricane. Birmingham, like all cities and towns in Alabama, provided assistance to more than 40,000 displaced residents of areas where homes were destroyed. Thirteen of Alabama's state parks were opened to shelter hurricane evacuees. As of 2006, one year after the hurricane, some 2,688 individuals were still living in travel trailers and other interim housing on public and private property in Alabama.

Today's Birmingham, with just over one million residents in the metropolitan area, is the largest city in Alabama. It has become a worldwide center for health

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

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

■ Population Profile

Metropolitan Area Residents

1980: 815,000
 1990: 839,945
 2000: 921,106
 2006 estimate: 1,100,019
 Percent change, 1990–2000: 9.6%
 U.S. rank in 1980: 42nd
 U.S. rank in 1990: Not reported
 U.S. rank in 2000: 54th

City Residents

1980: 284,413
 1990: 265,347
 2000: 242,820
 2006 estimate: 229,424
 Percent change, 1990–2000: -8.7%
 U.S. rank in 1980: 50th
 U.S. rank in 1990: 60th (State rank: 1st)
 U.S. rank in 2000: 82nd (State rank: 1st)

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

Racial and ethnic characteristics (2000)

White: 58,457
 Black: 178,372
 American Indian and Alaska Native: 422
 Asian: 1,942
 Native Hawaiian and Pacific Islander: 8
 Hispanic or Latino (may be of any race): 3,764
 Other: 1,513

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

Age characteristics (2005)

Population under 5 years old: 17,422
 Population 5 to 9 years old: 13,534
 Population 10 to 14 years old: 17,403
 Population 15 to 19 years old: 16,485



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Population 20 to 24 years old: 16,890
Population 25 to 34 years old: 32,211
Population 35 to 44 years old: 31,199
Population 45 to 54 years old: 30,486
Population 55 to 59 years old: 11,860
Population 60 to 64 years old: 8,781
Population 65 to 74 years old: 13,279
Population 75 to 84 years old: 9,359
Population 85 years and older: 3,245
Median age: 34.1 years

Births (2006, MSA)

Total number: 15,234

Deaths (2006, MSA)

Total number: 11,478

Money income (2005)

Per capita income: \$16,129
Median household income: \$27,020
Total households: 93,205

Number of households with income of . . .

less than \$10,000: 17,201
\$10,000 to \$14,999: 11,090

\$15,000 to \$24,999: 14,777
\$25,000 to \$34,999: 12,704
\$35,000 to \$49,999: 13,609
\$50,000 to \$74,999: 12,943
\$75,000 to \$99,999: 5,277
\$100,000 to \$149,999: 3,900
\$150,000 to \$199,999: 1,040
\$200,000 or more: 664

Percent of families below poverty level: 13.3% (2005)

2005 FBI Crime Index Property: 18,923

2005 FBI Crime Index Violent: 3,449

■ **Municipal Government**

Birmingham operates under a mayor-council form of government. The mayor is elected at large every four years; the nine council members are also elected at large, but on a staggered basis in odd-numbered years. Birmingham was one of the nation's first cities to participate in an innovative program whereby citizens serve on boards, make economic decisions, and undertake various neighborhood projects. The Birmingham City Council is

divided into nine committees, with three Council Members on each committee. Committee chairpersons are assigned by the president of the council. Each committee is responsible for hearing items that fall under its jurisdiction and then making recommendations to the council as a whole.

Head Official: Mayor Larry P. Langford (since 2007; current term expires 2011)

Total Number of City Employees: 4,567 (2006)

City Information: City Hall, 710 N. 20th St., Birmingham, AL 35203; telephone (205)254-2277

■ Economy

Major Industries and Commercial Activity

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

With a plethora of Birmingham businesses working in international trade and warehousing and with the city's nearby waterways, Birmingham is a major distribution center. The city's proximity to the Warrior-Tombigbee River System, which connects to the Tennessee-Tombigbee Waterway, enables Birmingham to be a major shipper of general commodities. Birmingham has also experienced significant growth as a transportation hub because of its central southeast location, and the fact that it is served by nine airlines, eight air cargo services, approximately 100 truck lines, three Class I and two short-line railroads, and more than ten barge lines.

Multimillion-dollar runway and cargo facility expansions at Birmingham International Airport were completed in 2007 as part of the city's efforts to encourage further growth in the transportation and distribution industries.

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

Incentive Programs—New and Existing Companies

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

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

State programs: Alabama boasts a progressive state business environment as demonstrated by its comprehensive right-to-work laws, one-stop environmental permitting, and a positive state and local government attitude toward new and expanding business. In fact, the Alabama Development Office was named the top state economic development agency in the United States in 2006. Tax rates are competitive; for example, employers who provide or sponsor an approved basic skills education program qualify to receive a 20 percent credit on state corporate income tax liability. The Alabama Enterprise Zone Program helps attract new business to Alabama with tax breaks to those operating in the designated 10,000-acre industrial area. Information about these incentives is available through the Alabama Development Office. Birmingham's Office of Economic Development offers a Business Retention Program, Marketing Recruitment Program, and Industrial Parks Program, all designed to promote business development in the city.

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

Development Training Program, which does everything from advertising, to processing job applications, to training and delivering employees.

Development Projects

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

In private developments, so many auto-related companies have located in greater Birmingham that residents call the area "little Detroit." A half hour southwest of Birmingham, in the tiny town of Vance in Tuscaloosa County, a new road called Mercedes Drive leads to the first Mercedes-Benz auto plant ever built in North America. The Mercedes-Benz Vance plant, built in 1993, is also the first Mercedes-Benz passenger-car assembly plant outside Germany. Alabama offered \$80 million in incentives to entice Mercedes-Benz to set up shop in the state; by 2000 Mercedes had invested \$380 million in Alabama. In 2001 Mercedes-Benz began construction on a \$600 million expansion. Completed in May 2005, the expansion doubled production capacity and increased the size of the workforce to 4,000. State investments in auto production have led several auto service production plants to open shop near Birmingham and in other areas of the state. These include four new plants, opened in 2004 and 2005, by BLG Logistics, Quality Sorting Service, TW-Fittings-NA, and WKW Erbsloh Automotive GmbH. Hyundai has a plant in Montgomery and Honda operates one in Lincoln.

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

There is also plenty of activity going on at the University of Alabama at Birmingham (UAB). In 1998, Alabama health officials endorsed a 5-year, \$578 million expansion of UAB's University Hospital complex. In late 2004, the new 885,000 square foot, 11-story hospital opened with 37 operating suites, 4 intensive care units, 96 private patient rooms, and an emergency unit the size of a football field. In April 2002, UAB broke ground on a new 323,000-square-foot, 12-story Shelby Interdisciplinary Biomedical Research Building. Phase I was completed in April 2006, with Phase II and Phase III scheduled for completion by fall 2007. The facility was planned to house four distinct research programs, and was expected to generate \$100 million in annual grants and employ 1,400 people. Oxmoor Valley Research Park was created by a partnership of UAB and the city of Birmingham, and houses the university's Office for the Advancement of Developing Industries Technology Center (OADI). Since UAB became an autonomous campus, it has spent about \$800 million on new construction and has built about 100 buildings in an 82-block area.

Economic Development Information: City of Birmingham Office of Economic Development, 710 20th Street North, Birmingham, AL 35203; telephone (205) 254-2799; fax (205)254-7741; email cmsmith@earthlink.net. BBRC, 110 12th Street North, Birmingham, AL 35203; telephone (205)250-6380; fax (205)250-6384; email info@bbrc.biz. Alabama Development Office, Neal Wade, Director, 401 Adams Avenue, Suite 670, Montgomery, AL 36130-4106; telephone (800)248-0033; email idinfo@www.ado.state.al.us. Alabama Department of Industrial Relations, Phyllis Kennedy, Director, 649 Monroe Street, Montgomery, AL 36131; telephone (334)242-8990; fax (334)242-3960; email LMI@dir.state.al.us. Operation New Birmingham, 505 20th Street North, Suite 150, Birmingham, AL, 35203; telephone (205)324-8797; fax (205)324-8799.

Commercial Shipping

Born at the junction of two railroads, and always an important transportation center, Birmingham today is served by an outstanding network of highways, extensive rail track, air-cargo facilities, and nearby navigable waterways. The CSX and Burlington Northern Santa Fe railroad

systems haul freight to and from the metropolitan area, where a multimodal system is located. More than 100 truck lines, many with nationwide service, and five air-cargo firms move goods and products for Birmingham companies. Birmingham's Airport Industrial Park is designated as a Foreign Trade Zone, a major asset in attracting additional business to the area. General commodities are transported economically on barges along the nearby Warrior-Tombigbee River System and the Tennessee-Tombigbee Waterway to other inland cities and through the Port of Mobile to foreign countries.

Labor Force and Employment Outlook

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

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

The following is a summary of data regarding the Birmingham-Hoover metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 528,200

Number of workers employed in . . .

construction and mining:	37,800
manufacturing:	44,300
trade, transportation and utilities:	113,600
information:	12,500
financial activities:	39,900
professional and business services:	68,000
educational and health services:	62,500
leisure and hospitality:	44,200
other services:	23,400
government:	82,000

Average hourly earnings of production workers employed in manufacturing: \$16.16

Unemployment rate: 3.6% (June 2007)

Largest regional employers (2007)

	<i>Number of employees</i>
University of Alabama at Birmingham	18,750
AT&T	5,485
Regions Bank	5,000
Birmingham Board of Education	5,000
City of Birmingham	4,989
Jefferson County Board of Education	4,800

Birmingham Public Schools	4,555
Honda Manufacturing of Alabama	4,500
Walmart	4,320
Jefferson County Government	4,191
Baptist Health Systems	4,000
Mercedes-Benz U.S. International, Inc.	4,000
Bruno's Supermarkets, Inc.	3,477

Cost of Living

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

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

2007 (1st quarter) ACCRA Average House Price: \$259,000

2007 (1st quarter) ACCRA Cost of Living Index: 95.6

State income tax rate: 2.0% to 5.0%

State sales tax rate: 4.0%

Local income tax rate: 1.00% (occupational)

Local sales tax rate: 3.0%

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

Economic Information: Metropolitan Development Board, 2027 First Avenue North, Suite 1300, Birmingham, AL 35203; telephone (205)328-3047; fax (205) 328-3073. Office of Economic Development, City of Birmingham, 710 North 20th Street, Birmingham, AL 35203; telephone (205)254-2799; fax (205)254-7741. State of Alabama, Department of Industrial Relations, Phyllis Kennedy, Director, 649 Monroe Street, Montgomery, AL 36131; telephone (334)242-8990; fax (334)242-3960.

■ Education and Research

Elementary and Secondary Schools

Birmingham City Schools employ over 4,000 individuals to serve approximately 30,730 students. Enrollment has been declining since the 1990s. In 2003 several schools closed and several were reorganized to become K-8 schools. Ensley High School merged with Jackson Olin High School to become P. D. Jackson Olin High School.

Ossie Ware Mitchell Elementary School is a new elementary school built to serve the eastern part of the city. Glen Iris Elementary, Robinson Elementary, and Wenhah High School were all housed in new buildings as of the 2007–08 school year. The system offers specialized programs in English as a Second Language (ESL) and family literacy. In addition to special programs for gifted students, the Birmingham City Schools operate the Education Program for the Individual Child (EPIC schools) with a population of 50 percent typical children and 50 percent children with developmental challenges; or 50 percent African American students and 50 percent white students; or 50 percent girls and 50 percent boys. EPIC schools aim to foster the individual student's sense of self-worth by helping students to communicate and understand one another. Seventeen public school systems serve the five-county Birmingham area. Fourteen of the seventeen systems rank above the national average on Scholastic Aptitude Test scores. Birmingham is the home of the Alabama School of Fine Arts, one of only a few such schools in the country to offer intensive study in both academic areas and the arts for grades seven through twelve. Mikhail Baryshnikov ranks the ballet school as one of the top three in the country.

The following is a summary of data regarding the Birmingham City Schools as of the 2005–2006 school year.

Total enrollment: 30,730

Number of facilities

- elementary schools: 35
- junior high/middle schools: 13
- senior high schools: 9
- other: 2

Student/teacher ratio: 15.1:1

Teacher salaries (2005–06)

- elementary median: \$40,830
- junior high/middle median: \$41,960
- secondary median: \$41,840

Funding per pupil: \$7,797

Colleges and Universities

Eleven major institutions of higher learning are located in metropolitan Birmingham. They offer undergraduate and graduate degrees in such fields as engineering, business, education, medicine, nursing, pharmacy, religion, law, music, and liberal arts. The largest is the University of Alabama at Birmingham (UAB), with 16,000 students. UAB is ranked as one of the finest medical centers in the world. According to *The New York Times*, UAB plays a major role in the life of the city. It provides assistance to 90 public schools and research information to numerous developing local businesses. Other Birmingham schools

include Samford University, a private institution affiliated with the Baptist State Convention; Birmingham-Southern College, a four-year liberal arts school affiliated with the Methodist Church; Miles College; Bessemer State Technical College; Jefferson State Community College; University of Montevallo; Virginia College at Birmingham; Herzing College; Lawson State Community College; and ITT Technical Institute.

Libraries and Research Centers

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

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

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

■ **Health Care**

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

Many of the 17 hospitals in the area offer specialized care while providing a total of more than 6,000 beds. Health care institutions other than those affiliated with the University of Alabama include hospitals operated by the Baptist and Methodist churches and others. UAB's

specialty hospitals include the Spain Rehabilitation Center and the Callahan Eye Foundation Hospital. UAB's \$125-million Kirklin Clinic, an outpatient facility, employs more than 700 physicians in 35 specialties.

■ Recreation

Sightseeing

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

One of the largest zoos in the Southeast, the Birmingham Zoo exhibits mammals, birds, and reptiles in near-natural surroundings within a 100-acre compound. Rare species such as Siberian tigers, white rhinoceroses, gorillas, and polar bears join exhibits of specimens from nations around the globe. The Social Animals Building is the latest example of a leading-edge zoo concept that groups animals in exhibits according to lifestyle characteristics rather than species. In 2005, the zoo celebrated its 50th year with the addition of a \$15 million exhibit devoted to the urban, rural, and wild animals and environment of Alabama. Across the street from the zoo are Birmingham's internationally known Botanical Gardens, which offer the visitor both indoor and outdoor plant displays of common and rare plants. Among its more than 67 acres of flowers and plants from all over the world are an authentic Japanese garden and a rose garden featuring more than 2,000 blooming plants.

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

At Ruffner Mountain Nature Center, a 1,000-acre nature preserve just five miles from the heart of the city center, 11 miles of hiking trails allow visitors to explore the nation's largest urban wilderness. The environmental education center offers a variety of changing exhibits and a gift shop. Free admission and free and fee-based programs are available for all ages. Thirty minutes south of

the city, Oak Mountain State Park is Alabama's largest state park and offers 10,000 acres of mountains, forest land and lakes with space for camping, hiking biking, fishing and horseback riding.

Arts and Culture

Birmingham is fast becoming a leading center for the arts in the Southeast, providing superb facilities, emphasizing arts education, and showcasing numerous performances and exhibits. The pride of Birmingham is the Birmingham-Jefferson Convention Complex, which occupies a seven-square-block area in the heart of the city. Presenting more than 600 events a year, the complex hosts meetings, conventions, sporting events, ballets, operas, plays, concerts, shows, and lectures. The complex's concert hall, called one of the finest facilities in the world, seats 3,000 people in an acoustically superior auditorium. Its theater seats more than 1,000 people and features a stage that can change from a proscenium opening to three other forms, depending on the performance. The theater plays host to the Alabama Symphony Orchestra, which showcases both classical and pops performances. For young people interested in drama, the Birmingham Children's Theatre, which performs at the theater, has gained a national reputation.

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

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

The University of Alabama at Birmingham hosts many cultural events; the city expanded its offerings in 1997 when the \$17 million Alys Robinson Stephens Performing Arts Center opened its doors. That facility is part of a complex that includes a recital hall, a "black

box” theater for student productions, and the Sirote Theater, where performances of the Alabama Shakespeare Festival are scheduled.

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

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

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

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

Festivals and Holidays

Each April, the world-famous Birmingham International Festival, Birmingham’s largest festival, salutes a different foreign country. During three days of activities devoted

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

The young and growing Sidewalk Moving Picture Festival in September offers four days of independent film viewing at venues in Birmingham’s downtown theater district. At the Bluff Park Arts and Crafts Show each October, browsers can see and buy arts and crafts items and enjoy a barbecue. Fall is the season for the Alabama State Fair, held at the State Fairgrounds in Birmingham. Demonstrations, exhibitions, contests, and entertainment are presented along with items for display and for sale. Other major celebrations include the Greek Food Festival, Oktoberfest, the Juneteenth Culture Fest, and the Lebanese Food and Cultural Festival.

Sports for the Spectator

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

Sports for the Participant

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

Fishing enthusiasts enjoy bass fishing in the area surrounding Birmingham, especially at Inland Lake, Lake Purdy, and in a bend in the Warrior River known as Locust Fork. The quality of the bass fishing in the area earned Birmingham the designation as "Bass Capital of the World" by ESPN and *Bassmaster Magazine* in 2006.

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

Shopping and Dining

The most recent center to open is Colonial Promenade Tutwiler Farm shopping center, whose tenants include Home Depot, SuperTarget, and Books-A-Million. The new Watermark Place Outlet Center features more than 30 outlet stores. The Summit, with just under 80 shops opened in November 1997 and includes stores never before seen in the state, including Williams-Sonoma. One of the most exciting shopping centers in the Southeast is the Riverchase Galleria, located at the interchange of I-459 and U.S. 31, 13 miles south of downtown Birmingham and in the center of the Riverchase community. The mall boasts the luxurious Wynfrey Hotel, an office tower, a ten-foot statue of blue herons in flight, the largest skylight in the country, and more than 200 stores. Five Points South is an entertainment and shopping area on the south side that offers unique restaurants, bars and specialty shops; it is the scene of a variety of festivals. The sights, sounds, and scents of an old-fashioned farmer's market are available at two Birmingham locations—the Jefferson County Truck Growers Association and Pepper Place Market. The Jefferson County market is open daily, year-round. The Pepper Place Market in the Lakeview Design District operates on Saturdays and offers fresh

vegetables and flowers, baked goods, local organic produce and cooking demonstrations by area chefs.

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

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

■ Convention Facilities

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

The historic art deco Boutwell Municipal Auditorium offers a main arena seating capacity of up to 6,000 people and an exhibition hall capacity of 1,000. About 20 minutes from the airport, the Bessemer Civic Center has a main hall that seats 1,600 people and additional meeting rooms for up to 300 people. Arthur's Conference Center has 2,560 square feet of meeting/banquet space that can be broken down into three smaller rooms. With a total of more than 14,000 hotel and motel rooms in the metropolitan area, many of them having gone through renovations in the 1990s and in the early part of the new century, Birmingham is ready to accommodate large and small groups.

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

■ Transportation

Approaching the City

Nine commercial airlines operating at Birmingham International Airport offer more than 160 daily flights to and from 25 non-stop destinations and 27 direct flight destinations. The airport is only ten minutes from downtown. It completed a \$43-million runway expansion in 2007 and added 400,000 square feet to its air cargo facility space. Four interstate highways bring motorists into Birmingham: Interstates 20 and 59 connect from the east/northeast to the west/southwest; Interstate 65 from north to south; and Interstate 459, which bypasses the central city on the south. U.S. Highway 280 enters from the southeast, U.S. 31 from the north, U.S. 78 from the northwest, and U.S. 11 from the southwest and northeast. Amtrak offers daily passenger service to Birmingham from Mobile, New Orleans, and New York. Service to Los Angeles, Orlando and New Orleans is provided three times per week. Greyhound serves Birmingham out of a downtown terminal.

Traveling in the City

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

■ Communications

Newspapers and Magazines

Birmingham's only major daily newspaper is the *Birmingham News*, which is published seven days a week. The *Birmingham Times* serves the city's African American community. Other newspapers in the city serve college students and various religious groups. Birmingham is also the home of the Southern Progress Corporation, which publishes magazines such as *Southern Living*, a monthly focusing on homes, cuisine, gardens, and recreation; and *Cooking Light*, one of the country's leading healthy lifestyle magazines. Other magazines published in Birmingham include: *Stroke Smart*, *Birmingham Magazine*, *Executive Traveler*, and *Business Alabama*.

Television and Radio

Birmingham is served by eight television stations, of which four are affiliated with the major commercial networks and one with public broadcasting. Additional

stations are available via cable and satellite dish. The largest Roman Catholic media outlet in the world, EWTN, is headquartered in the Birmingham suburb of Irondale. The Birmingham metro area is served by 15 AM and 24 FM radio stations, which broadcast a wide range of programs, from gospel, country/western, and inspirational, to big band, jazz, news/talk, and rock.

Media Information: *Birmingham News*, PO Box 2553, Birmingham, AL 35202; telephone (205)325-2444.

Birmingham Online

- Alabama Bureau of Tourism and Travel. Available www.touralabama.org
- Alabama Development Office. Available www.ado.state.al.us
- Alabama Live (entertainment listings and more). Available www.al.com
- Birmingham City Schools. Available birmingham.schoolinsites.com
- Birmingham International Airport. Available www.bhamintairport.com
- Birmingham News. Available www.al.com/news
- Birmingham Public Library. Available www.bham.lib.al.us
- City of Birmingham Home Page. Available www.informationbirmingham.com
- City of Birmingham Office of Economic Development. Available www.informationbirmingham.com/economic.htm
- Greater Birmingham Convention and Visitors Bureau. Available www.bcvb.org
- Information about development opportunities, events, and amenities in City Center. Available www.yourcitycenter.com/ONB/onb_index.htm

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Huntsville

■ The City in Brief

Founded: 1805 (incorporated 1811)

Head Official: Mayor Loretta P. Spencer (since 1996)

City Population

1980: 143,000

1990: 159,789

2000: 158,216

2006 estimate: 168,132

Percent change, 1990–2000: 1.3%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Metropolitan Area Population

1980: Not available

1990: 238,912

2000: 342,376

2006 estimate: 376,753

Percent change, 1990–2000: Not available

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 119th (MSA)

Area: 174.43 square miles (2007)

Elevation: 600 feet above sea level

Average Annual Temperatures: January, 39.8° F; July, 79.5° F; annual average, 60.6° F

Average Annual Precipitation: 57.51 inches of rain; 2.7 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.2% (June 2007)

Per Capita Income: \$30,424 (2005)

2005 FBI Crime Index Property: 11,513

2005 FBI Crime Index Violent: 1,220

Major Colleges and Universities: Alabama A&M University, University of Alabama in Huntsville, Oakwood College

Daily Newspaper: *The Huntsville Times*

■ Introduction

Huntsville is one of the southeast's most interesting cities. It blends Southern hospitality with innovative high technology ventures and cultural diversity. Technology, space, and defense industries have a major presence in Huntsville with the army's Redstone Arsenal, NASA's Marshall Space Flight Center, and Cummings Research Park. Huntsville is home to several *Fortune* 500 companies, and offers a wide range of manufacturing, retail, and service industries. The city also offers residents a variety of educational, recreational, and cultural opportunities. Visitors as well as residents are drawn to Huntsville's museums, arts performances, historic districts, festivals, parks, and other outdoor activities. Indeed, demonstrating the city's recreational potential, *National Geographic Adventure* listed Huntsville among the nation's top 50 cities for outdoor adventure activities in 2007. Huntsville is consistently named as one of the best places to live and work by a number of national publications. The city is often listed as a prime location for both business and quality of life. In 2007 *Foreign-Direct Investment* magazine named Huntsville the number one U.S. small city of the future.

Huntsville, a 200-year-old city, can send those who seek its secrets to the moon and stars at the Space and Rocket Center or back to the city's beginnings at Constitution Hall Village. Science or history, the city has it all.

■ Geography and Climate

Huntsville is located in the Tennessee River Valley. There are many mesas and large hills partially surrounding the city, associated with the Cumberland Plateau. Monte Sano (“Mountain of Health” in Italian), east of the city, is the most notable. Here the 25th Alabama Battalion surrendered to Union troops on May 11, 1865. Other mountains include Round Top, Huntsville, and the Green Mountains. Also, Wade Mountain lies to the north, Rainbow Mountain to the west, and Weeden and Madkin Mountains on Redstone Arsenal in the south. One can see Brindlee Mountain in the south across the Tennessee River. Like other regions of the Cumberland Plateau, Huntsville’s land is karst in nature. Huntsville was founded around a karst spring, Big Spring, and there are many caves perforating the limestone bedrock underneath the city.

Huntsville experiences hot, humid summers and generally mild winters. Although most winters record some measurable snow, overall there is little significant snowfall. During the spring and fall, there may be tornadoes. Significant tornadoes occurred in 1974, 1989, and 1995.

Area: 174.43 square miles (2007)

Elevation: 600 feet above sea level

Average Temperatures: January, 39.8° F; July, 79.5° F; annual average, 60.6° F

Average Annual Precipitation: 57.51 inches of rain; 2.7 inches of snow

■ History

Huntsville, the county seat of Madison County, was incorporated in 1811. Its history began earlier, however; 1805 is recognized as the city’s birth date. In that year, the city’s namesake and first settler, John Hunt, arrived to settle the land around Big Spring, a karst spring. However, Hunt did not properly register his claim. The area was sold to the Georgian capitalist LeRoy Pope for \$23 an acre. Pope named the town Twickenham to honor the home village of his distant kinsman, the eighteenth-century English poet Alexander Pope. The people of the town later had the unpopular name changed back to Huntsville.

In 1819 Alabama became the 22nd state of the Union, and Huntsville was chosen as the first capital. It was here that the first state constitution was drafted, the first governor inaugurated, and the first legislature convened. It was only a temporary designation, however; the capital later moved to Cahaba, and eventually to Montgomery.

Many settlers from the east in the early nineteenth century bought land in the Tennessee Valley. Soon Huntsville became a frontier metropolis. Its growth came from the cotton and railroad industries—1,000 pounds of cotton per acre could regularly be harvested by the farmers of the region. The high price of cotton spawned the growth of cotton merchants, bankers, and lawyers, and they operated out of offices on the west side of the square facing the courthouse, an area that came to be known as “Cotton Row.” Huntsville’s economy so depended upon cotton that the entire west side of town was reserved for cotton wagons and carts. Cotton was shipped down the Tennessee River to New Orleans. In 1831 the Indian Creek canal was opened from Hunt’s Spring to Triana on the Tennessee River. In 1855 the Memphis and Charleston Railroad was completed, which made overland transportation much easier.

The Civil War

As the Civil War approached, Huntsville was initially opposed to secession, favoring compromise. But when President Lincoln called for an invasion of the South in 1861, Huntsville provided many men for the state’s defense. The Fourth Alabama Infantry Regiment, led by Col. Egbert J. Jones of Huntsville, distinguished itself at the Battle of Manassas-Bull Run, the war’s first major battle. The Fourth Alabama Infantry contained two Huntsville companies. These were the first Alabama troops to fight in the war and they were present at the war’s end when General Robert E. Lee surrendered to General Ulysses S. Grant at Appomattox in April 1865. Eight generals of the war were born in or near Huntsville, with four on each side. On April 11, 1862, Union troops led by General Ormsby M. Mitchell took the city by surprise. Mitchell seized the city to sever the Confederacy’s rail communications. The Union troops used the city as a communications center for the remainder of the war, but guerrilla attacks harassed them. On May 11, 1865, the 25th Alabama Battalion was forced to surrender on Monte Sano.

Textile Center and Watercress Capital of the World

After the Civil War, with the completion of the Nashville, Chattanooga, and St. Louis Railway, industrialization in Huntsville took off. Northern and western capitalists invested in real estate and cotton processing expanded. Huntsville became a center for cotton textile mills, such as the Lincoln and Merrimack mills. Many of present-day Huntsville’s neighborhoods were built to house the mill workers. The oldest textile mill in the state was the Huntsville Bell Factory, which began in 1809 and ceased operations in 1885. Lower pay gave the Huntsville mills a competitive advantage over New England factories. Other economic mainstays were commerce, banking, nurseries, fruit orchards, and, later, watercress. Indeed, Huntsville became known as “The Watercress Capital of

the World” because so much of the watercress from the region’s cold springs was sold all over the East Coast, which had an appetite for the delicate leaves.

“Rocket City”

The Depression brought hard times to Huntsville’s farmers and mill workers. There were a number of strikes in 1933–34, which led to walkouts and shutdowns in the textile industry. New Deal programs provided some relief, and with the establishment of the Tennessee Valley Authority (TVA), many power plants were built on the river. Such plants provided energy for large industrial initiatives, and created a number of lakes, including the Guntersville lakes near Huntsville.

Huntsville played a large role in World War II. The Huntsville Arsenal, a chemical warfare plant, and the Redstone Ordnance Plant, which manufactured conventional artillery shells, were constructed on 40,000 acres of cotton land and swamps south of the Tennessee River. Thousands of workers poured into small-town Huntsville. When the war ended, the Huntsville Industrial Expansion Committee was formed to attract both large and small businesses to the region to capitalize on the trained labor force.

The Huntsville Arsenal closed in mid-1949, but later that year was merged with the Redstone Ordnance Plant to become the “Ordnance Guided Missile Center,” the center of the Army’s missile program. In 1950, under the direction of the German scientist Wernher von Braun, a team of rocket scientists came to Huntsville to work for the missile defense program. They developed the “Redstone Rocket,” a surface-to-surface missile. Later the Redstone Rocket was modified to become the Jupiter C. After the Soviet Union launched the first satellite into orbit in 1957, the United States scrambled to find a vehicle for the American Explorer I. It found one in Huntsville’s Jupiter C. On January 31, 1958, the satellite launching was a success, and the National Aeronautics and Space Administration (NASA) was founded. In 1960 Redstone Arsenal was named Marshall Space Flight Center (MSFC) after Gen. George C. Marshall. Von Braun was named its director. The MSFC also developed the Saturn V rocket, which lifted America’s astronauts to the moon during the Apollo program.

In 1970 the U.S. Space and Rocket Center was established in Huntsville. It became one of the most modern museums in the world, with 60 hands-on exhibits. Also, a Space Camp was established, where youth could discover what it takes to become an astronaut. As of 2007 the army maintained training facilities for the North Atlantic Treaty Organization (NATO) and other allied military personnel at the Redstone Arsenal.

“Preserve America Community”

In 2007 Huntsville was recognized by First Lady Laura Bush as a “Preserve America Community.” Laura Bush noted that Huntsville’s historical and cultural resources

form an important part of the nation’s heritage and should be preserved and enjoyed. Mayor Loretta Spencer noted that Huntsville “has a rich history that has played pivotal roles in the history of Alabama and our nation,” and that although many U.S. cities’ histories began or ended after World War II, Huntsville’s history has continued to be significant since 1805.

Historical Information: Madison County Commission, 100 Northside Square, Courthouse 700, Huntsville, AL 35801; telephone (256)532-3492; fax (256)532-6994

■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 238,912
 2000: 342,376
 2006 estimate: 376,753
 Percent change, 1990–2000: Not available
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 119th (MSA)

City Residents

1980: 143,000
 1990: 159,789
 2000: 158,216
 2006 estimate: 168,132
 Percent change, 1990–2000: 1.3%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: Not available

Density: Not available

Racial and ethnic characteristics (2005)

White: 101,915
 Black: 46,581
 American Indian and Alaska Native: 2,251
 Asian: 4,285
 Native Hawaiian and Pacific Islander: 217
 Hispanic or Latino (may be of any race): 3,479
 Other: 1,751

Percent of residents born in state: 44.8%

Age characteristics (2005)

Population under 5 years old: 9,315
 Population 5 to 9 years old: 7,803
 Population 10 to 14 years old: 11,238
 Population 15 to 19 years old: 10,760
 Population 20 to 24 years old: 12,793
 Population 25 to 34 years old: 20,624

Population 35 to 44 years old: 24,303
Population 45 to 54 years old: 21,018
Population 55 to 59 years old: 9,948
Population 60 to 64 years old: 7,500
Population 65 to 74 years old: 14,704
Population 75 to 84 years old: 7,156
Population 85 years and older: 1,456
Median age: 39.2 years

Births (2006, MSA)

Total number: 4,605

Deaths (2006, MSA)

Total number: 3,001

Money income (2005)

Per capita income: \$30,424
Median household income: \$44,000
Total households: 70,273

Number of households with income of . . .

less than \$10,000: 6,619
\$10,000 to \$14,999: 3,660
\$15,000 to \$24,999: 10,580
\$25,000 to \$34,999: 8,506
\$35,000 to \$49,999: 9,220
\$50,000 to \$74,999: 11,477
\$75,000 to \$99,999: 7,311
\$100,000 to \$149,999: 7,851
\$150,000 to \$199,999: 2,791
\$200,000 or more: 2,258

Percent of families below poverty level: 10.5%
(2005)

2005 FBI Crime Index Property: 11,513

2005 FBI Crime Index Violent: 1,220

■ Municipal Government

The city of Huntsville is governed by a strong mayor-council form of government. The mayor is elected for a term of four years. He or she is chief executive and administrator of the city. The city council is made up of five council districts, established in 1988. Council members' terms are for four years with staggered terms: representatives of districts one and two run with the mayor, while representatives of districts three, four, and five run two years from that time.

Head Official: Mayor Loretta P. Spencer (since 1996; current term expires 2008)

Total Number of City Employees: 2,100 (2007)

City Information: City of Huntsville, P.O. Box 308, Huntsville, AL 35804; telephone (256)535-2489

■ Economy

Major Industries and Commercial Activity

Since World War II, Huntsville has relied upon its military and space industries for its economic well-being. However, new industries, such as the computer-related industries and the biotech industry, are emerging. The city promotes the establishment and retention of small businesses that strive to expand into tomorrow's large corporations. Forty-two *Fortune* 500 companies have operations in Huntsville.

Nearly every major U.S. aerospace corporation is represented in Huntsville, with more than 90 companies employing more than 11,000 people in the local aerospace industry. Huntsville also plays a key role in the U.S. Army's technology development programs. A majority of the Army's weapons procurement budget is managed by Huntsville-based operations. Also, more than half of the Army's foreign weapons sales are handled through Redstone Arsenal.

Founded in 1962, Cummings Research Park has expanded to become the second largest research park in the United States. It began as a public-private initiative among the City of Huntsville, the University of Alabama in Huntsville Foundation, and Teledyne Brown Engineering. Today, Cummings Research Park is one of the world's leading science and technology business parks, home to *Fortune* 500 companies, local and international high-tech enterprises, U.S. space and defense agencies, and competitive higher-education institutions. It has been a magnet for corporate investment, including such companies as IBM and Lockheed Martin. Already exceeding 3,800 acres, the Cummings Research Park was undertaking the development of a Commercial Center in 2007; commercial activities are not allowed in other districts in the park.

From Redstone Arsenal and Boeing to Intergraph and Toyota, business is continuing to grow in Huntsville. In 2007 Raytheon, Northrop Grumman, Verizon Wireless, Lockheed Martin, SPARTA, and Westar Aerospace and Defense Group were all expanding in Huntsville. Telecommunications provider Deltacom, Inc., the free software company Digium, and copper tube manufacturer and distributor Wolverine Tube are also based in Huntsville. Huntsville is a city of economic prosperity and resources for companies looking to relocate. In 2007 *The Wall Street Journal* listed Huntsville as one of its top ten cities for business vitality. That year, *Expansion Management Magazine* named Huntsville one of America's "Leading Five-Star Business Metros."

Items and goods produced: aerospace hardware, vehicles, electronics, computer software, copper tubing

Incentive Programs—New and Existing Companies

Local programs: The Chamber of Commerce of Huntsville-Madison County's Existing Industry Services program is designed to assist local companies on expansion plans in Huntsville-Madison County. Local incentives for new and existing businesses include property tax and sales tax abatements, income tax capital credit, industrial development grants, industrial revenue bonds, the Tennessee Valley Authority (TVA) Economic Development Loan Fund, and the Appalachian Regional Grant.

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

Job training programs: The Alabama Industrial Development Training (AIDT)-Huntsville Center provides pre-employment training, on the job training, and training to upgrade employee's skills for new and expanding industries throughout the region. Pre-hire applicant screening, employee selection, and pre-employment training are also provided at no charge to the company. The AIDT-Huntsville Center is a 15,000-square-foot facility located near the Huntsville International Airport. With the high concentration of aerospace, machinery, automotive, engineering, and advanced information systems activity in the region, AIDT has joined with Huntsville businesses to create a successful model of worker training and assistance through the Huntsville Center.

Development Projects

With the growth of the city's energetic economy, new retail, schools, and industry are coming to Huntsville. The downtown area of Huntsville was experiencing a revitalization as of 2007. Progress was seen in the first phase of the downtown streetscape improvement project on the center square's southwestern corner along the eastern portion of Madison Street. Renovations, including a new sidewalk design construction, landscaping, irrigation, lighting, and relocation of a traffic signal cabinet on the east side of Madison Street from Southside Square to Constitution Hall Park, had been completed at a cost of \$113,891. The city's long-term goal of a downtown

convention hotel was also realized with the opening in November 2006 of the 10-story Embassy Suites Convention Hotel.

New to Huntsville are a Target Distribution Center and Toyota's V-8 engine plant. As of 2007 plans were underway to build a Commercial Center at Cummings Research Park. The Commercial Center will include a new business-class hotel, upscale and casual restaurants with lakeside dining, multi-tenant office buildings, residential units, specialty retail development, childcare facilities, and other commercial activities. The master plan was completed in 2001, and the search for a master developer was taking place in 2007.

Economic Development Information: Chamber of Commerce of Huntsville/Madison County, 225 Church Street, Huntsville, AL 35801; telephone (256)535-2000; fax (256)535-2015; email hcc@hsvchamber.org. City of Huntsville, P.O. Box 308, Huntsville, AL 35804; telephone (256)535-2489

Commercial Shipping

The area's strong interstate, rail, and air cargo infrastructure make for an ideal manufacturing location. The Port of Huntsville's Huntsville International Airport is home to Foreign Trade Zone 83 and the International Intermodal Center, as well as U.S. Customs.

The International Intermodal Center (IIC) is an innovative inland port facility. The IIC is a single hub location that specializes in a wide range of services including receiving, transferring, storing, and distributing air, rail, and highway cargo both domestically and internationally. An intermodal rail yard, complete with container handling and storage, is located adjacent to Huntsville International Airport (HSV) air cargo facilities.

The Huntsville International Airport has two parallel runways, one 10,000 feet and one 12,600 feet, with a 5,000-foot separation and 1 million square feet of cargo ramp space. The facility is equipped for Category I operations. This high-tech air cargo market is served by domestic and international all-cargo carriers. Weekly international nonstop service is available to Europe daily and three times per week to Mexico.

Regarding rail transport at the IIC, containers move on a direct spur from the Norfolk Southern main line. There is a container yard/depot; parking for 1,700 wheeled units; stacking capability for over 800 loads; two 45-ton overhead gantry cranes; bottom and top lift, including wide top-pick; and 24-hour U.S. Customs and Border Protection on site.

Huntsville is served by several U.S. highways, including 72, 231, 431 and an interstate highway spur, I-565, that links the cities of Huntsville and Decatur to I-65. Alabama Highway 53 also connects the city with I-65 in Ardmore, Tennessee.



SellersPhoto, Huntsville, AL (sellersphoto.com)

Labor Force and Employment Outlook

The Huntsville-Madison County manufacturing base is a diverse mix of traditional and technology manufacturers comprising approximately one-fifth of the overall local area employment. The manufacturing sector has over 220 companies with 32,000 workers, with many workers being highly trained and skilled to perform technology-based precision manufacturing. Cumings Research Park continues to offer enticing employment opportunities for highly qualified area residents. In 2007 Huntsville was listed as one of the leading top 20 cities for business and careers by *Forbes* magazine. *Manpower* named Huntsville one of the nation's top ten cities for job growth markets.

The following is a summary of data regarding the Huntsville metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 203,200

Number of workers employed in ...

- construction and mining: 7,400
- manufacturing: 32,400
- trade, transportation and utilities: 31,300
- information: 2,600

- financial activities: 6,100
- professional and business services: 42,300
- educational and health services: 14,900
- leisure and hospitality: 16,600
- other services: Not available
- government: 42,200

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.2% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
U.S. Army Redstone Arsenal	14,601
Huntsville Hospital System	5,126
Huntsville City Schools	3,000
The Boeing Company	3,000
NASA/Marshall Space Flight Center	2,555
CINRAM	2,500
Sanmina SCI Corporation	2,500
Intergraph Corporation	2,450

City of Huntsville	2,199
Madison County Schools	2,150

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
\$240,690

2007 (1st quarter) ACCRA Cost of Living Index:
92.0

State income tax rate: 2.0% to 5.0%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 0.5%

Property tax rate: \$5.80 for every \$100 of assessed valuation (2007)

Economic Information: Chamber of Commerce of Huntsville/Madison County, 225 Church Street, Huntsville, AL 35801; telephone (256)535-2000; fax (256)535-2015; email hcc@hsvchamber.org. City of Huntsville, P.O. Box 308, Huntsville, AL 35804; telephone (256)535-2489

■ Education and Research

Elementary and Secondary Schools

Schools were established in Huntsville in 1812. The Huntsville City School System is one of the premier school districts in the state of Alabama. In addition to the regular curriculum, the school district offers a variety of magnet programs, including: Creative and Performing Arts; Pre-engineering; International Education; Science and Foreign Language; Academy of Academics and Arts; and the Huntsville Center for Technology. The Huntsville Center for Technology provides world-class, skilled technical training for high school students preparing to go to colleges and universities or entering the workforce. The adult night program provides skills training required to meet the needs of local businesses and industries. Through Mayor Loretta Spencer's implementation of Tax Increment Financing (TIF) districts, \$75 million had been provided for building schools and making capital improvements to Huntsville City Schools by 2007.

The following is a summary of data regarding the Huntsville City Schools as of the 2005–2006 school year.

Total enrollment: 60,365

Number of facilities

elementary schools: 29
junior high/middle schools: 14
senior high schools: 7
other: 3

Student/teacher ratio: 15.3:1

Teacher salaries (2005–06)

elementary median: \$42,510
junior high/middle median: \$43,940
secondary median: \$46,670

Funding per pupil: \$11,912

More than 20 private, religiously affiliated, or independent schools are located in the Huntsville and Madison areas of north Alabama.

Public Schools Information: Huntsville City Schools, 200 White Street, Huntsville, AL 35801; telephone (256)428-6800

Colleges and Universities

Alabama Agricultural and Mechanical University (Alabama A & M University) was established on December 16, 1875, as a land grant college. As of 2007 total enrollment was over 6,000 students. There are 24 programs of study, including education, engineering, and psychology and social work. Graduate degrees are also offered; there are four Ph.D. programs.

The University of Alabama in Huntsville is organized in five colleges: business, engineering, liberal arts, nursing and science. UAH is renowned for its engineering and science programs, such as astrophysics and atmospheric science. The university has a history of cooperation with both NASA at the Marshall Space Flight Center and the U.S. Army Aviation and Missile Command at Redstone Arsenal. Enrollment is approximately 7,200.

Oakwood College, founded in 1896, is a historically black college affiliated with the Seventh-Day Adventist Church. The college's first master's program was approved in 2007. Enrollment is approximately 1,800 students.

J. F. Drake State Technical College trains individuals for employment in vocational, technical, and industrial pursuits. The college profits from being located in Huntsville, with its strong history of high technology and space industries. The college is dedicated to the teaching and advancement of the highest caliber of technical skills obtained through state of the art facilities and equipment. Enrollment is approximately 900 students.

Calhoun Community College is a two-year institution with its main campus located in Decatur. However, it has two campuses in Huntsville—at Cummings Research Park and Redstone Arsenal. Calhoun serves just over 9,000 students at the Decatur campus, the Cummings Research Park site, the Redstone Arsenal, and the Limestone County Correctional Facility.

Libraries and Research Centers

The Huntsville-Madison County Public Library system was founded in 1818. It is Alabama's oldest continually operating library system. It has a Main Library plus 11 other branches and a bookmobile. There are a total of 541,083 volumes in the library's holdings. The Main Library archives contain a wealth of historical resources, including displays of photographic collections and artifacts. The library has the state's highest circulation rate, and features daily public programs.

In addition to the academic libraries of colleges and universities in the area, Huntsville is home to such special libraries as the library of the National Speleological Society, Redstone Scientific Information Center, and the Elbert Parsons Law Library.

Public Library Information: Huntsville-Madison County Public Library, 915 Monroe Street, Huntsville, AL 35801; telephone (256)532-5940

■ Health Care

Huntsville Emergency Medical Services provides care to over 300,000 citizens in over 800 square miles of Huntsville-Madison County. It is the state's only nationally-accredited emergency medical service.

Huntsville Hospital, established as an infirmary in 1895, includes the facilities of Huntsville Hospital, Huntsville Hospital for Women & Children, an outpatient Medical Mall, Madison Medical Park, and a 70-bed rehabilitation hospital located at the main campus. Huntsville Hospital has a medical staff of more than 650 physicians supported by 5,000 hospital employees, including nearly 2,000 nurses.

The HealthSouth Rehabilitation Hospital of North Alabama in Huntsville has 50 beds.

■ Recreation

Sightseeing

The Twickenham Historic District contains scores of outstanding early nineteenth-century homes dating from as early as 1814. Early merchants, bankers, and attorneys built fashionable brick homes, many of which were seized during the Civil War by the Union Army. The occupation saved the houses from destruction. The Old Town district, north of the Square, contains many fine Victorian homes. Charming bungalows dominate the Five Points district. Madison's historic district dates from the mid-19th century.

Maple Hill Cemetery was established in 1818 on two acres of land purchased by the city from LeRoy Pope for \$200. Today, Maple Hill Cemetery covers nearly 100 acres, in which between 80,000 and 100,000 people are buried. Maple Hill Cemetery is the oldest and largest

cemetery in Alabama. At Constitution Village, visitors can experience Alabama's rich history and become a part of the nineteenth century, as villagers dressed in period clothing lead groups through eight reconstructed Federal-style buildings. One can visit the site where 44 delegates gathered to forge the way for Alabama's statehood in 1819. The Clay House, built in 1853, serves as a museum and art gallery. Harrison Brothers Hardware is the oldest continuously operating hardware store in Alabama, established in 1879 and on the downtown square since 1897.

Burritt on the Mountain is a museum and historic park. The museum of regional history is housed in the mountaintop home of Dr. William Henry Burritt. The 14-room mansion was built in the shape of an X in the 1930s and is insulated with 2,200 bales of wheat straw. The Historic Park contains restored farm buildings, which interpret rural life from 1850 through 1900. Many nature trails wind through heavily wooded forest. The grounds offer a spectacular panoramic view of Huntsville and the Tennessee Valley.

The U.S. Space and Rocket Center is the world's largest space attraction. It features many interactive exhibits surrounding Apollo, Mercury, and Space Shuttle spacecraft. Rockets developed in Huntsville range from the Army boosters that put America's first satellite and astronauts in orbit to NASA's Saturn V moon rocket and the Space Shuttle. At the U.S. Space and Rocket Center one can stand under a "full stack"—the Space Shuttle, external tank and two rocket boosters. Visitors can see the U.S. Space Camp Training Center and conduct simulated missions. They can experience three times the force of gravity in the G-Force Accelerator, maneuver through space aboard the Mission to Mars, and travel through space during shows in the Spacedome Omnimax theater.

The Veterans Memorial Museum is dedicated to honoring the accomplishments of American military men and women. The museum displays more than 30 historical military vehicles from World War I to the present, as well as tableaux, artifacts, and other memorabilia.

The Early Works Children's Museum is the South's largest hands-on history museum. Children can go back in time in the museum's rotunda, where exhibits bring to life Alabama's early history. They can hear stories from a talking tree, play a tune on giant-sized instruments, try building a house in the interactive architecture exhibit, walk the gangplank and explore a 46-foot keelboat, and try on clothing in the Federal house.

Sci-Quest is North Alabama's primary hands-on science center. More than 150 interactive exhibits await the young and young at heart. Exhibits include the Tornado Simulator, the Magnetic Pendulum, and Grossology, an exhibit of the human body. In addition to permanent and traveling exhibits, Sci-Quest offers education programs

for children, age four through sixth grade. 3-D presentations are offered in the Immersive Reality Theater.

Harmony Park is a nature preserve of free-ranging exotic and endangered animals. Visitors remain in their cars on a two-mile route to see zebras, zebus, antelope, buffalo, a camel, ostriches, pythons, and crocodiles.

The Huntsville Botanical Garden is a beautiful 110-acre site with floral collections, woodland paths, and broad grassy meadows. The five-acre Central Corridor Garden features aquatic, perennial, and annual displays blooming from early spring through fall. Children of all ages love the G-scale trains that travel the Garden Railway. The Butterfly House features over 50 species of native butterflies and is open May through September. Each year, more than 200,000 visitors enjoy special events such as the Spring Festival of Flowers, Scarecrow Trail, Galaxy of Lights, and summer concerts.

At Cathedral Caverns State Park the large opening into the cavern measures 126 feet wide and 25 feet high. At the state park, visitors can explore Big Rock Canyon, Mystery River, Stalagmite Mountain, the Frozen Waterfall, and Goliath, a huge stalagmite column that reaches the ceiling of the cave some 45 feet above.

Arts and Culture

The Huntsville Museum, located in downtown Huntsville, includes seven galleries and a 2,522-piece permanent collection. The Museum is also the home of the world's largest collection of Buccellati silver animals. Weeden House Museum, built in 1819, is the oldest building in Alabama still open to the public. The Weeden House Museum is noted for its entrance fanlight and collection of period furnishings. It was home to poet and artist Maria Howard Weeden.

In 2006 it was announced that a performing arts center would be built in Merrimack Hall, once the center of social activities for the Merrimack Mill Village. The 25,000-square-foot facility will be transformed into a performing arts center providing educational programs and performance opportunities to both established and emerging performers in the areas of dance, drama, and music.

The Broadway Theatre League puts on Broadway performances, programs for the entire family, and "star spotlights"; Lily Tomlin was one star performer in 2007. Theatre Huntsville stages six to eight productions a year. The six main stage shows are presented in the 332-seat Von Braun Center Playhouse. Theatre Huntsville also stages some performances, such as the popular "Shakespeare on the Mountain," at other area venues. The Renaissance Theatre seats 85 for performances ranging from Shakespeare to opera to Christmas programs. Fantasy Playhouse Children's Theater presents 9 to 10 performances of three regular season productions and an annual production of "A Christmas Carol" in the Von Braun Center Playhouse. The Fantasy Playhouse Children's Theater delights 12,000 people yearly.

The Huntsville Symphony Orchestra, directed by Carlos Miguel Prieto, presents a six-concert classical series, a three-concert pop series and a four-concert Mainly Mozart Series at the Von Braun Center Concert Hall. The Huntsville Community Chorus Association (HCCA), the area's oldest performing arts organization, began in 1946; its name changed from Trichoral to HCCA in 1950. This organization offers the best in choral music and musical theater. Musical entertainment is also provided by the Huntsville Chamber Music Guild, the Huntsville Traditional Music Association, and the Madison Community Chorus.

For dance, Huntsville is home to the Community Ballet Association. The ballet school and the Huntsville Ballet Company are housed in a building near Parkway Place; performances are held in the Von Braun Center Concert Hall. Top guest dancers, such as the Hubbard Street Dance Chicago and the North Carolina Dance Theatre, are brought to town. The ballet company's annual production of "The Nutcracker" is a local holiday tradition. The North Alabama Dance Center typically presents one public performance per year in the Von Braun Center Concert Hall. The Performing DanzArtz troupe traditionally does a production of an updated version of "The Nutcracker" called "The Nutcracker: The Next Generation." Other productions have included adaptations of classic fairy tales. The Performing DanzArtz also performs in the Von Braun Center Concert Hall.

Festivals and Holidays

The annual Northeast Alabama Craftsmen Association (NEACA) Craft Shows take place every March, September, and December at the Von Braun Center Exhibit Hall, with nearly every arts and crafts category represented. In April, the Panoply Arts Festival, a Huntsville tradition for over 25 years, is a three-day outdoor festival featuring presentations and demonstrations, while promoting and enhancing the arts. On the first Sunday in May, the Maple Hill Cemetery Stroll takes place; more than 80 Huntsville residents in period costumes represent notables from the past who are buried in the cemetery. They include five Alabama governors, characters from the Revolutionary and Civil Wars, a gypsy queen, renowned architect George Steele, artist Howard Weeden, and Tallulah Bankhead.

In June, the WEUP Black Arts Festival brings more than 165 performers to Alabama A & M University's campus; WEUP was Alabama's first black-owned and black-operated radio station, which took to the airwaves in 1958. Oktoberfest takes place in September, with vendors serving traditional German fare, as well as all-American hamburgers and hot dogs. The Big Spring Jam also takes place in September; it is Huntsville's largest music festival. Tens of thousands of music lovers from Alabama and surrounding states gather to enjoy

professional acts representing the best of country, rhythm & blues, rock, and jazz. In mid-November, the Huntsville Botanical Garden is home to the Galaxy of Nights Walk Through Nights, where visitors can walk through a winter wonderland of holiday lights, enjoy the sounds of the season, and see real-life nursery rhyme characters, including Santa. The next weekend the Botanical Garden also hosts Galaxy of Nights Drive-Through, the largest holiday light show in the Tennessee Valley. It is a family-oriented drive-through display featuring holiday themes, cartoon characters, and fantasy creations. In December, the Twickenham District is aglow, with luminaries, trees, and front doors glimmering with holiday decorations; carolers also stroll through the streets.

Sports for the Spectator

The Huntsville Stars are a Southern League (Class AA) baseball team for the Milwaukee Brewers. The Huntsville Havoc is a Southern Professional Hockey League (SPHL) team. NASCAR sanctioned stock car racing takes place at the Huntsville Speedway. The Tennessee Valley Vipers are Huntsville's Arena Football 2 franchise. The Dixie Derby Girls Roller Derby League is a member of the Women's Flat Track Roller Derby Association.

The Bulldogs are Alabama A & M University's NCAA Division-I athletic teams. Men play soccer, golf, basketball, baseball, football, track and field, and tennis. Women play basketball, bowling, cross country, track and field, volleyball, tennis, softball, and soccer. The University of Alabama at Huntsville athletic teams are the NCAA Division-II Chargers. Men's teams include soccer, basketball, baseball, ice hockey, tennis, track, and cross country. Women's teams include softball, basketball, tennis, track, cross country, soccer, and volleyball.

In 2007 the Huntsville Sports Commission announced that Huntsville will be the site of the Men's Division I National Championship Golf Tournament in 2008, 2009, and 2010. The National Junior College Athletic Association (NCJAA) selected Huntsville for the event, which is usually held in the Midwest.

Sports for the Participant

The Huntsville and Madison county area offers open space along scenic roadways to local pedestrians and bicyclists. Within the city limits, Huntsville offers many facilities for outdoor recreation. Huntsville has a total of 1,879 acres of parks; forty-eight parks are regularly cleaned and maintained. There are 11 city recreation centers. Golfers can tee off at the municipal golf course, or at three other public golf courses and two country club golf courses. There are two miles of bicycle pathways in the city, and three municipal swimming pools. Huntsville has 16 lighted municipal tennis courts for day or night play, and 75 courts for day use only. There are at least 40 other public and private tennis courts available for use as well.

Shopping and Dining

Downtown Huntsville's historic ambience makes it a pleasurable shopping and dining destination for residents and tourists alike. Harrison Brothers Hardware Store, Alabama's oldest operating hardware store, is filled with nostalgic hardware items, household gadgets, and local crafts. Railroad Antique Mall, Artistic Images Gallery, and numerous small shops can be found in the area.

Madison Square Mall, a 1.1 million square-foot shopping mall, is one of the largest retail shopping complexes in northern Alabama and south-central Tennessee. Anchored by Parisian, Dillard's, McRae's, JCPenney and Sears, it has 120 specialty shops. Inside, the Garden Food Court offers 20 fast-food stops and restaurants, a 12-theater movie complex, and the Time Out Amusement arcade.

Shoppers can also find what they want at Parkway Place Mall, featuring Banana Republic, Abercrombie & Fitch, Hollister, Williams-Sonoma, and all of the GAP concepts including GAP Baby and GAP Kids. Parkway Place is 650,000 square feet anchored by Parisian and Dillard's, with 70 other stores and a food court.

Downtown, the Huntsville Hilton, the exclusive Heritage Club, 801 Franklin, and several other upscale restaurants and nightspots offer great dining options. In Huntsville one can enjoy a large variety of cuisines, including Southern; Asian—including Chinese, Thai, Korean, and Japanese; Indian; Mexican; French; Greek; German; and Italian. There are also many seafood restaurants, steakhouses, and cafes.

Visitor Information: Huntsville/Madison County Convention & Visitors Bureau, 500 Church Street, Suite One, Huntsville, AL 35801; telephone (256)551-2230; toll-free (800)843-0468; fax (256)551-2324; email info@huntsville.org

■ Convention Facilities

Convention facilities are found in the Von Braun Center, which opened in 1975. The Von Braun Center has an arena capable of seating 9,000, a 2,153-seat concert hall, a 502-seat playhouse, and 150,000 square feet of convention space. The state-of-the-art South Hall provides over 100,000 square feet of continuous space and 82,000 feet of column-free exhibit space, as well as its own 500-space covered parking garage, in addition to meeting rooms and a more than 20,000 square feet lobby and pre-function area. The North Hall and East/West Hall provide an additional 50,000 square feet of flexible exhibit, meeting, and banquet space. Meeting rooms accommodate groups of all sizes.

Approximately 800 people can be accommodated at Sci-Quest science center. The Bertha Jones Conference Center at Alabama A&M University can accommodate 75 to 100 people; there are also other venues at the

university that can accommodate up to 6,000 people standing up and 400–500 sitting down. Burritt on the Mountain has various rooms that can accommodate 100 people. Huntsville Botanical Garden can seat 80–100 people. Approximately 350 people can sit down in one large room at the Huntsville Depot Roundhouse. The Huntsville Museum of Art has various rooms that can seat 200.

Convention Information : Huntsville/Madison County Convention & Visitors Bureau, 500 Church Street, Suite One, Huntsville, AL 35801; telephone (256)551-2230; toll-free (800)843-0468; fax (256)551-2324; email info@huntsville.org

■ Transportation

Approaching the City

The Port of Huntsville is an inland port that combines three major operating entities: the Huntsville International Airport, the International Intermodal Center, and the Jetplex Industrial Park. There are seven major airlines operating out of the Huntsville International Airport: Allegiant Air, American Airlines, Delta, Continental Airlines, Northwest, US Airways, and United. Non-stop service is offered to 13 destinations.

For those arriving by car, Huntsville is served by several U.S. Highways, including 72, 231, 431 and an Interstate highway spur, I-565, that links the two cities of Huntsville and Decatur to I-65. Alabama Highway 53 also connects the city with I-65 in Ardmore, Tennessee. Greyhound bus service is available.

Huntsville has two active commercial rail lines. The main line is run by Norfolk Southern. Another rail line, formerly part of the Louisville and Nashville Railroad, successor to the Nashville, Chattanooga, and Saint Louis Railroad, is operated by HMCRA (Huntsville-Madison County Railroad Authority). The line connects to the Norfolk Southern line downtown and runs 13 miles south, terminating at Norton Switch near Hobbs Island.

Traveling in the City

Public transportation in the city includes a shuttle bus service, with 13 routes. Average daily ridership on the shuttle bus service is approximately 1,135. Miles of service traveled annually is approximately 568,238. Handi-Ride Paratransit Service for seniors and disabled citizens consists of 14 vehicles. RideShare, a computerized service for working commuters, links commuters with potential carpooling companions. The RideShare database contains over 1,200 commuters. RideShare has contact with approximately 30 of Huntsville's largest employers.

■ Communications

Newspapers and Magazines

The Huntsville Times is Huntsville's only daily newspaper. *The Valley Planet* covers entertainment in the Huntsville region. The *Redstone Rocket* is a newspaper covering activities on Redstone Arsenal. *Speakin' Out News* is a weekly newspaper focused on African Americans. *El Reportero* is a Spanish-language newspaper for North Alabama. A number of magazines are also based in the city; most serve specific business or religious interests. *Old Huntsville* is one of the most popular magazines in North Alabama; it combines a mixture of history, folklore, recipes, and memories.

Television and Radio

Four television stations broadcast from Huntsville: affiliates of ABC, CBS, NBC, and Fox. Eleven AM and FM radio stations serve listeners in the area with a variety of formats.

Media Information: *The Huntsville Times*; telephone (256)532-4444; email circulation@htimes.com

Huntsville Online

Chamber of Commerce of Huntsville/Madison County. Available www.huntsvillealabamusa.com

City of Huntsville home page. Available www.hsvcity.com

Huntsville City Schools. Available www.hsv.k12.al.us

Huntsville-Madison County Convention & Visitors Bureau. Available www.huntsville.org

Huntsville-Madison County Public Library. Available hpl.lib.al.us

The Huntsville Times. Available www.htimes.com

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Mobile

■ The City in Brief

Founded: 1702 (incorporated 1819)

Head Official: Mayor Sam Jones (since 2005)

City Population

1980: 200,452

1990: 199,973

2000: 198,915

2006 estimate: 192,830

Percent change, 1990–2000: .3%

U.S. rank in 1980: 72nd

U.S. rank in 1990: 79th

U.S. rank in 2000: 105th (State rank: 3rd)

Metropolitan Area Population

1980: 444,000

1990: 476,923

2000: 540,258

2006 estimate: 404,157

Percent change, 1990–2000: 13.3%

U.S. rank in 1980: 74th

U.S. rank in 1990: Not reported

U.S. rank in 2000: 78th

Area: 118 square miles (2000)

Elevation: 211 feet above sea level

Average Annual Temperatures: January, 50.1° F; July, 81.5° F; average annual temperature, 66.8° F

Average Annual Precipitation: 66.29 inches total precipitation

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.1% (June 2007)

Per Capita Income: \$20,532 (2005)

2005 FBI Crime Index Property: 14,349

2005 FBI Crime Index Violent: 1,165

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

Daily Newspaper: *The Mobile Press-Register*

■ Introduction

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

■ Geography and Climate

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

Mobile is one of the nation's wettest cities. Rainfall occurs fairly evenly throughout the year. Summers are hot and muggy; winters are mild. Mobile averages only 19 days each year at or below freezing temperatures. Average annual snowfall is less than half an inch.

The city is occasionally threatened by hurricanes from the Gulf of Mexico and the West Indies. In 2004 Hurricane Ivan wreaked havoc on Mobile and surrounding areas. In August 2005 Mobile was hit again, this time by Hurricane Katrina, which flooded the city's downtown.

Area: 118 square miles (2000)

Elevation: 211 feet above sea level

Average Temperatures: January, 50.1° F; July, 81.5° F; average annual temperature, 66.8° F

Average Annual Precipitation: 66.29 inches total precipitation

■ History

French Establish First Settlement

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

The settlement, which consisted of the log fort, Creole houses, a church, a hospital, a marketplace with shops, and a well, served as the capital of the vast Louisiana Territory. Women joined the community in 1704. When river flooding forced the colony to abandon Fort Louis de la Mobile in 1711, the settlement's four hundred inhabitants moved downstream to a new site protected by a wooden fort at the river's mouth on Mobile Bay. During this era, pelts, furs, wax, and tallow

were transported down river to where the bay meets the gulf for transfer to ocean-going vessels. This settlement retained the name Mobile and remained the capital of the Louisiana Territory until New Orleans assumed that title in 1720. That same year Mobile renamed its fort Fort Conde. A brick structure later replaced the original fort.

Mobile Becomes Part of the United States

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

When Spain, at war with Britain, captured Mobile in 1779, the area traded in cotton and indigo and supported sawmills and brickyards. After two decades of Spanish rule, the region was returned to France, who sold the Louisiana Territory to the United States in 1803. It was not until after the War of 1812, however, that U.S. influence began to be felt in the region. The Bank of Mobile was established in 1818, Mobile was incorporated as a city shortly after Alabama attained statehood in 1819, and Fort Charlotte was dismantled in 1820.

Explosion Destroys City

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

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

Mobile Emerges Triumphant

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

While Mobile found itself weathering the violent racial tensions that swept the nation in the 1960s, the city was and is often the site of damaging tropical storms. Mobile sustained heavy losses after Hurricane Camille hit the Gulf Coast in 1969, destroying a total of \$1.5 billion worth of property along the coast and claiming 250 lives in Mobile. Ten years later Hurricane Frederic was especially brutal for the city, with property damage in Mobile mounting to \$1 billion. In 2004 Hurricane Ivan attacked the Gulf Coast, leaving Mobile another hefty bill. In August 2005 Mobile was hit again, this time by Hurricane Katrina, which flooded the city's downtown, taking several lives. The storm surge recorded in Mobile Bay was 11.45 feet, nearly the highest ever recorded. (The previous record, from July 5, 1916, was 11.60 feet.) Downtown Mobile was flooded and a dusk-to-dawn curfew was imposed in the days after the storm. When the floodwaters subsided Mobile had suffered little damage and people displaced by the storm from Louisiana and elsewhere in Alabama were able to relocate to Mobile. A total of 24 deaths likely related to Hurricane Katrina were recorded for Mobile and Baldwin counties.

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

Historical Information: Historic Mobile Preservation Society, 300 Oakleigh Place, Mobile, AL 36604; telephone (251)432-6161

■ Population Profile

Metropolitan Area Residents

1980: 444,000
 1990: 476,923
 2000: 540,258
 2006 estimate: 404,157
 Percent change, 1990–2000: 13.3%
 U.S. rank in 1980: 74th
 U.S. rank in 1990: Not reported
 U.S. rank in 2000: 78th

City Residents

1980: 200,452
 1990: 199,973
 2000: 198,915
 2006 estimate: 192,830
 Percent change, 1990–2000: .3%
 U.S. rank in 1980: 72nd
 U.S. rank in 1990: 79th
 U.S. rank in 2000: 105th (State rank: 3rd)

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

Racial and ethnic characteristics (2005)

White: 95,172
 Black: 90,230
 American Indian and Alaska Native: 422
 Asian: 3,953
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 2,946
 Other: 1,714

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

Age characteristics (2005)

Population under 5 years old: 14,480
 Population 5 to 9 years old: 14,740
 Population 10 to 14 years old: 13,238
 Population 15 to 19 years old: 13,306
 Population 20 to 24 years old: 14,144
 Population 25 to 34 years old: 27,335
 Population 35 to 44 years old: 25,284
 Population 45 to 54 years old: 23,847
 Population 55 to 59 years old: 12,529
 Population 60 to 64 years old: 8,272
 Population 65 to 74 years old: 12,913
 Population 75 to 84 years old: 10,434
 Population 85 years and older: 2,810
 Median age: 34.8 years

Births (2006, MSA)

Total number: 5,879

Deaths (2006, MSA)

Total number: 3,965

Money income (2005)

Per capita income: \$20,532

Median household income: \$31,107

Total households: 78769

Number of households with income of . . .

less than \$10,000: 12,886

\$10,000 to \$14,999: 5,763

\$15,000 to \$24,999: 14,378

\$25,000 to \$34,999: 9,914

\$35,000 to \$49,999: 11,646

\$50,000 to \$74,999: 11,528

\$75,000 to \$99,999: 4,790

\$100,000 to \$149,999: 5,322

\$150,000 to \$199,999: 1,044

\$200,000 or more: 1,498

Percent of families below poverty level: 19.8% (2005)

2005 FBI Crime Index Property: 14,349

2005 FBI Crime Index Violent: 1,165

■ Municipal Government

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

Head Official: Mayor Sam Jones (since 2005; current term expires 2009)

Total Number of City Employees: 2,848 (2006)

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

■ Economy

Major Industries and Commercial Activity

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

Medicine and research, aerospace, retail trade, services, construction, and manufacturing are among Mobile's major businesses. From 1993 to 2003, 87 new companies were created and 399 existing companies were expanded, resulting in 13,983 new jobs. After Hurricane Katrina left Mobile with less damage than other cities in the region in 2005, the city experienced an influx of

people displaced by the storm. As a result Mobile's retail-sales-tax revenue rose more than 20% in the 12 months ended in July 2006. The city's fastest-growing jobs are those in tourism and services. *Expansion Management* listed Mobile at number 27 on its annual list of "America's Hottest Cities" in February 2007.

Austal USA, a joint venture between its parent company in Australia and Mobile's Bender Shipbuilding and Repair Company, completed a shipbuilding facility in November 2005 for the design and construction of a new U.S. Navy ship, as well as for civilian vessels. Also in early 2005 EADS CASA North America began construction on a new 13,000-square-foot aircraft service and support facility adjacent to the Mobile Regional Airport. An April 2004 article in the *Mobile Register* quoted Carl Ferguson, director of the University of Alabama's Center for Business and Economic Research, as saying that Mobile added 1,700 new jobs from February 2003 to February 2004. In 2004 Carnival Cruise Lines opened a terminal at the Port of Mobile for the company's cruise operations. In 2006 German steelmaker ThyssenKrupp selected the Mobile area as the site for its new steel and stainless steel processing facility. Construction was scheduled to begin in late 2007, with the plant beginning operations in 2010. Some 2,700 people will be employed at the plant.

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

Incentive Programs—New and Existing Companies

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

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

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

Development Projects

The Museum of Mobile expanded in 2000 and moved next door to the Exploreum in the Southern Market/Old City Hall on Royal Street. After massive renovations in the late 1990s and early in the new century, the city of Mobile's waterfront and downtown areas were rebuilt into a venue of cultural, tourist, and entertainment outlets named Mobile Landing. In addition to a host of new restaurants, a waterfront and concert park and the Gulf Coast Exploreum Science Center and IMAX Theater have sprung up. In 2004 Carnival Cruise Lines began sailing its cruise ship, the 1,452-passenger Holiday, out of Mobile Bay. The ship leaves the new \$20 million Mobile Alabama Cruise Terminal on four and five-night cruises to Mexico, boosting what is already a \$500 million tourism industry. Meanwhile, work also began on the city's Maritime Center.

In 2000 the Mobile Public Library began work on a multimillion-dollar expansion program. On May 31, 2007, the Ben May Main Library reopened after an expansion from 20,000 to more than 63,000 square feet at a projected cost of \$7.5 million. The Main Library was renamed to honor philanthropist Ben May, who donated \$1 million for the library renovation through his charitable trust. In 2002 First Lady Laura Bush attended the opening of the 58,457-square-foot West Regional Library on Grelot Road. The new Toulminville Branch opened after construction was completed at a cost of \$2 million.

In April 2005 ground was broken for the University of South Alabama's \$100-million USA Mitchell Cancer Institute (USAMCI). The 100,000 square foot center focuses on both research and treatment. By 2008, the USAMCI will represent a total investment of \$125 million, including the USAMCI building, a \$75 million investment in construction and equipment. The Center is named for Mobile's Mitchell family. The Mitchells made a \$22 million gift to the University of South Alabama to support the Institute in 2006.

In 2001 Ipsco Inc. completed construction of a new plate mill in Mobile County. The steel mill, which cost \$425 million to build, generates 1.25 million tons of steel annually and employs 450 people. The company selected Mobile County because of its highly skilled workforce,

competitive power rates, good tax practices, and transportation logistics.

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

Commercial Shipping

Mobile, long recognized as a prime port location, experienced a period of strong growth in the 1990s that continued into the new century. The Port of Mobile is one of the largest deepwater ports in the United States. Covering 4,000 acres, the port has 37 berths and 4 million square feet of open yards and warehousing. Mobile also boasts ship repair businesses and numerous barge repair companies. Overall there were more than 1,300 vessel calls at the port in 2006. Mobile's importance as the center of a far-reaching distribution network is further enhanced by the Brookley Complex, a designated Foreign Trade Zone. The 1,700-acre trade and industrial complex is operated by the Mobile Airport Authority and provides connections to air, rail, waterway, and interstate transportation. A U.S.-Mexico rail-ferry service operates between the Port of Mobile and Coatzacoalcos, Mexico.

Labor Force and Employment Outlook

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

The following is a summary of data regarding the Mobile metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 179,800

Number of workers employed in . . .

- construction and mining: 14,800
- manufacturing: 15,100
- trade, transportation and utilities: 40,000
- information: 2,700
- financial activities: 9,700
- professional and business services: 22,200
- educational and health services: 22,500
- leisure and hospitality: 15,700
- other services: 9,500
- government: 27,700

Average hourly earnings of production workers employed in manufacturing: \$15.63

Unemployment rate: 4.1% (June 2007)



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<i>Largest employers (2007)</i>	<i>Number of employees</i>	2007 (1st quarter) ACCRA Cost of Living Index: 92.2
Mobile County Public School System	8,125	State income tax rate: 2.0% to 5.0%
Univ. of South Alabama and USA Health System	5,600	State sales tax rate: 4.0%
Mobile Infirmary Medical Center	4,000	Local income tax rate: None
Wal-Mart	3,000	Local sales tax rate: 4.0% (city); 1.5% (county)
City of Mobile	2,429	Property tax rate: \$56.50 total for city, county, and state per \$1000 assessed valuation; assessment rate, 10% for residential, 20% for commercial (2005)
Providence Hospital	2,245	Economic Information: Mobile Area Chamber of Commerce, 451 Government Street, PO Box 2187, Mobile, AL 36652; telephone (251) 433-6951; fax (251) 432-1143; e-mail info@mobilechamber.org
Mobile County Springhill Memorial Hospital	1,677	
ST Mobile Aerospace Engineering	1,375	
Austal	1,202	
	800	

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$242,250

■ **Education and Research**

Elementary and Secondary Schools

The Mobile County Public School System is the oldest in the state and encompasses five separate school districts. The system educates 65,000 students and employs more

than 8,500 people. The school system completed the largest building program in its history with the opening of Spencer Elementary School in the fall of 1999. Spencer Elementary was the last project in the Phase I Building Program that consisted of one high school, two middle schools, five elementary schools, and six additions to existing elementary schools. The school system then began another aggressive building program that includes several new elementary schools. In 2001, voters passed a bond to increase funding for the school system. For the 2005/06 school year, the systems' budget exceeded \$617 million.

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

The following is a summary of data regarding the Mobile County Public Schools System as of the 2005–2006 school year.

Total enrollment: 65,643

Number of facilities

elementary schools: 59
 junior high/middle schools: 22
 senior high schools: 14
 other: 0

Student/teacher ratio: 15.8:1

Teacher salaries (2005–06)

elementary median: \$37,170
 junior high/middle median: \$40,900
 secondary median: \$42,320

Funding per pupil: \$6,412

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

Public Schools Information: Mobile County Public Schools, 504 Government Street, Mobile, AL 36605; telephone (251)221-4000; fax (251)693-8344

Colleges and Universities

Two private institutions and one state-supported school offer college degrees in the Mobile area. The University of South Alabama is a state school that

offers bachelor's and master's degrees and enrolls more than 13,000 students. The University of Mobile, a private institution, is affiliated with the Southern Baptist Church. Spring Hill College is a private Catholic institution. Mobile is also home to six technical and trade schools, including an aviation school; a branch of Montgomery's Faulkner University offering two-year degrees; and four campuses of Bishop State Community College.

Libraries and Research Centers

The Mobile Public Library maintains seven branches, bookmobiles, and a collection of more than 400,000 volumes, as well as CDs, films, and tapes. Much of the material in the library's special collections focuses on regional history. The system's specialized libraries in the area maintain holdings on fine arts, banking and finance, law, sports, and health sciences.

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

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

■ **Health Care**

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

■ Recreation

Sightseeing

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

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

Seven miles from Mobile Bay, near Spring Hill College, the Spring Hill historic district features mansions dating from the 1850s. The 1855 Bragg Mitchell Mansion on Spring Hill Avenue is a handsome antebellum mansion open to the public. The nine-block area known as De Tonti Square historic district consists of elegant townhouses, built in a variety of styles between 1840 and 1900, which are illuminated by the neighborhood's antique gas lights. The 1860 Italianate Richards-DAR House is splendidly furnished and boasts iron lace porches and beautiful gardens. Included on the National Register of Historic Places are Mobile's Church Street Graveyard and Magnolia Cemetery, which contain headstones and funerary monuments from the earliest days of the area's history.

At Mobile's Battleship Alabama Memorial Park, the USS *Alabama*, the World War II submarine USS *Drum*, and the Aircraft Pavilion can be toured. The park also features a nature observatory. The Mobile Botanical Gardens, adjacent to Langan Municipal Park, presents 100 acres of azaleas, camellias, magnolias, roses, and other native and exotic plants. Twenty miles south of Mobile, the 900-acre Bellingrath Gardens estate dazzles sightseers with 65 acres of landscaped flowers, trees, shrubs, and flowering bushes surrounding a luxurious home; 200 species of birds frequent the gardens. Bayou La Batre, a fishing and shipbuilding community near Mobile, affords visitors many sightseeing opportunities, especially during the festivities connected with the annual

blessing of the fleet. When Dauphin Island, two miles off the coast of Mobile County where Mobile Bay meets the Gulf of Mexico, was discovered by the Le Moyne brothers in 1699, it was found to be the site of burial grounds termed Indian shell mounds. The island also features Fort Gaines and lovely gulf beaches. Fort Morgan on the tip of Gulf Shores Island is another remaining Confederate fort.

Arts and Culture

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

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

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

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

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

Festivals and Holidays

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

Also in late winter, Mobile celebrates its Azalea Trail Festival, when 37 miles of azalea shrubs in bloom throughout Mobile are marked out on two driving routes that afford trail followers a spectacular floral display. The festival also includes a 10-kilometer (6.21 miles) footrace, a historic homes tour, and other events. Spring events in Mobile include the Festival of Flowers on the campus of Spring Hill College, and the Blakeley Battle Festival re-enactment commemorating the last major Civil War land battle. In June, contestants in the America's Junior Miss program compete in Mobile for college scholarships and other prizes.

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

October's National Shrimp Festival in Gulf Shores promises seafood contests, a parade, an arts and crafts show, dancing, fireworks, boat racing, and a ten-kilometer footrace. Also in October, the Greater Gulf State Fair features exhibits of commercial, cultural, leisure, military, and agricultural interest. In October 2007 the annual three-day music festival, BayFest, was expected to draw 200,000 people. The Mobile International Festival in November showcases food and customs of

more than 30 countries. Seasonal celebrations at Mobile's historic locations in December are followed by festivities surrounding January's Senior Bowl, a yearly football event that draws national attention.

Sports for the Spectator

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

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

Sports for the Participant

The city of Mobile maintains 85 facilities that provide a variety of sports activities and opportunities. Langan Park's 700 acres surrounding a 40-acre lake offer golf, tennis, baseball, bicycling, paddle boating, and picnicking. Bowling alleys, skating rinks, swimming pools, and many tennis and basketball courts throughout Mobile add to the city's active life. Mobile's Magnolia Grove Golf Course is a stop on the Robert Trent Jones Golf Trail, the largest golf course construction project ever attempted with a total of 378 holes over 10 courses throughout the state.

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

Fishing and hunting are also popular pursuits in the Mobile area. Freshwater fishing on such waterways as Dog River, Mobile River, the Tennessee-Tombigbee system, and the Tensaw River yield catches of bream, bass, and perch. Saltwater fishing from piers or banks on the Mobile Bay or the gulf brings in trout, flounder, and Spanish mackerel. Deep-sea fishing can be chartered in

the Mobile area, yielding land sharks, snapper, amberjack, and sailfish. Hunters in the Mobile area bag waterfowl and game such as deer and wild turkey.

Shopping and Dining

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

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

■ Convention Facilities

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

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

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

■ Transportation

Approaching the City

The Mobile Regional Airport is located approximately 14 miles from downtown Mobile. Air travelers are served by Delta, Northwest Airlines, Continental Express, American Eagle, Atlantic Southeast Airlines (ASA), and U.S.

Airways. The Downtown Airport at Brookley is a 1,700-acre transportation terminal favored by private and corporate planes for its proximity to downtown Mobile, which is only four minutes away by car. Motorists may reach Mobile via two interstate highways, I-10 and I-65, and by U.S. highways 31, 43, 45, 90, and 98. A \$100 million interstate spur completed in 1995 connects I-65 and I-10 in downtown Mobile. In addition, several state roads head into the city.

Traveling in the City

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

■ Communications

Newspapers and Magazines

Mobile's only daily newspaper is *The Mobile Press-Register*, Alabama's oldest newspaper, dating back to 1813. Other publications focus on industry, education, and Christian themes.

Television and Radio

Mobile is served by four local television stations and receives broadcasts from other stations originating in Pensacola, Florida, and Huntsville, Alabama. There are some 38 radio stations within close listening range of Mobile, some of which are in Florida and Mississippi. Within the city proper, there are 6 AM radio stations which have news/talk, religious, or gospel music formats. There are 7 FM radio stations with programming that includes classical, adult contemporary, Christian, hip-hop, classic and contemporary rock music.

Media Information: *The Mobile Press-Register*, PO Box 2488, Mobile, AL 36652; telephone (251)219-5454

Mobile Online

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

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

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

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

Mobile Chamber of Commerce. Available www.mobilechamber.com

Mobile County Public Schools. Available www.mcps.com

Mobile Museum of Art. Available [www
.mobilemuseumofart.com](http://www.mobilemuseumofart.com)
Mobile Press-Register. Available [www.al.com/
mobileregister](http://www.al.com/mobileregister)
Mobile Public Library. Available www.mplonline.org

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Montgomery

■ The City in Brief

Founded: 1819 (incorporated 1819)

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

City Population

1980: 177,857

1990: 187,106

2000: 201,568

2006 estimate: 201,998

Percent change, 1990–2000: 5.6%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 100th (State rank: 2nd)

Metropolitan Area Population

1980: 272,631

1990: 292,517

2000: 333,055

2006 estimate: 361,748

Percent change, 1990–2000: 13.9%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 120th (MSA)

U.S. rank in 2000: 121st (MSA)

Area: 155 square miles (2000)

Elevation: 221 feet above sea level

Average Annual Temperatures: January, 46.6 ° F; July, 81.8 ° F; annual average, 65.0 ° F

Average Annual Precipitation: 54.77 inches total precipitation

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.9% (June 2007)

Per Capita Income: \$25,122 (2005)

2005 FBI Crime Index Property: 12,997

2005 FBI Crime Index Violent: 1,641

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

Daily Newspaper: *The Montgomery Advertiser*

■ Introduction

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

■ Geography and Climate

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

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

rarity, damaging tornadoes are not uncommon. In the period 1950–2002, 31 tornadoes were recorded in Montgomery County. In 1996, a damaging tornado known as “The Montgomery Tornado” left two people dead and seventeen injured.

Area: 155 square miles (2000)

Elevation: 221 feet above sea level

Average Temperatures: January, 46.6° F; July, 81.8° F; annual average, 65.0° F

Average Annual Precipitation: 54.77 inches total precipitation

■ History

Early Days in Montgomery

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

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

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

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

Lafayette’s Visit a Local Highlight

The year 1821 was an important one for Montgomery as the first steamboats reached the city, which was the northernmost point up the Missouri River to which large

vessels from Mobile could travel. That same year a stage line began to carry passengers eastward, and the newspaper the *Montgomery Republican* was founded.

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

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

Montgomery Becomes State Capital

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

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

Secession and Its Consequences

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

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

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

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

Troubled Times Improve

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

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

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

First Half of Twentieth Century Brings Industrial Growth

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

During the 1940s, African American citizens began to show their dissatisfaction with the restrictive "Jim Crow" laws allowing discrimination, including the restriction of their voting rights. By the mid-1950s, the call

for African American voter registration had greatly increased.

Desegregation and the Civil Rights Movement

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

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

In 1962, George Corley Wallace won the governorship of Alabama after a campaign based on his support for segregation. Standing on the state's Capitol steps, he made a famous speech championing segregation. The next year, Dr. Martin Luther King, Jr. came to Montgomery and preached against segregation.

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

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

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

In 2005 coastal areas of Alabama and neighboring states were severely damaged by Hurricane Katrina. Some 112,866 Alabamans registered with the Federal Emergency Management Agency (FEMA) following the hurricane. Montgomery, along with all the cities and towns in Alabama, provided assistance to more than 40,000 displaced residents of areas where homes were destroyed. Montgomery was the site of the American Red Cross Disaster Relief effort for Alabama, and the city became a staging area for distribution of emergency personnel and supplies. Thirteen of Alabama's state parks were opened to shelter hurricane evacuees. As of 2006, one year after the hurricane, some 2,688 individuals were still living in travel trailers and other interim housing on public and private property in Alabama.

Alabama has done much to promote tourism in the state, and all cities, including Montgomery, benefit. In 2005, the Alabama Bureau of Tourism and Travel launched a campaign, "Year of Alabama Food," which won best promotion from the National Council of State Travel Directors. In addition to its many restaurants and cultural sites, Montgomery attracts tourists with its plethora of Civil War and civil rights historical sites.

Historical Information: Montgomery County Historical Society, 512 South Court Street, PO Box 1829, Montgomery, AL 36102; telephone (334)264-1837; fax (334)834-9292. Alabama Department of Archives and History Museum, 624 Washington Ave., Montgomery, AL 36130; telephone (334)242-4435; email Mark.Palmer@archives.alabama.gov

■ Population Profile

Metropolitan Area Residents

1980: 272,631
 1990: 292,517
 2000: 333,055
 2006 estimate: 361,748
 Percent change, 1990–2000: 13.9%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: 120th (MSA)
 U.S. rank in 2000: 121st (MSA)

City Residents

1980: 177,857

1990: 187,106
 2000: 201,568
 2006 estimate: 201,998
 Percent change, 1990–2000: 5.6%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 100th (State rank: 2nd)

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

Racial and ethnic characteristics (2005)

White: 85,229
 Black: 102,292
 American Indian and Alaska Native: 316
 Asian: 2,589
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 2,862
 Other: 650

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

Age characteristics (2005)

Population under 5 years old: 15,201
 Population 5 to 9 years old: 15,107
 Population 10 to 14 years old: 13,570
 Population 15 to 19 years old: 12,993
 Population 20 to 24 years old: 14,129
 Population 25 to 34 years old: 24,682
 Population 35 to 44 years old: 27,176
 Population 45 to 54 years old: 28,518
 Population 55 to 59 years old: 11,407
 Population 60 to 64 years old: 7,955
 Population 65 to 74 years old: 12,202
 Population 75 to 84 years old: 7,471
 Population 85 years and older: 2,631
 Median age: 35.4 years

Births (2006, MSA)

Total number: 5,290

Deaths (2006, MSA)

Total number: 3,378

Money income (2005)

Per capita income: \$25,122
 Median household income: \$40,582
 Total households: 80,947

Number of households with income of . . .

less than \$10,000: 10,412
 \$10,000 to \$14,999: 5,773
 \$15,000 to \$24,999: 11,235
 \$25,000 to \$34,999: 8,407
 \$35,000 to \$49,999: 12,310
 \$50,000 to \$74,999: 13,732
 \$75,000 to \$99,999: 7,535

\$100,000 to \$149,999: 7,646

\$150,000 to \$199,999: 1,289

\$200,000 or more: 2,608

Percent of families below poverty level: 15.5% (2005)

2005 FBI Crime Index Property: 12,997

2005 FBI Crime Index Violent: 1,641

■ Municipal Government

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

Head Official: Mayor Bobby N. Bright (NP) (since 1999; current term expires 2011)

Total Number of City Employees: 3,125 (2006)

City Information: Mayor's Office, City of Montgomery, 103 North Perry Street, Montgomery, AL 36104; telephone (334)241-2000; email mayor@ci.montgomery.al.us

■ Economy

Major Industries and Commercial Activity

Services, public administration (local, state and federal government), and wholesale and retail trade play a major role in Montgomery's economy. Together, these 4 sectors account for nearly 74 percent of the work force. The local colleges and universities make an important contribution to the economy, as does the major military presence of Maxwell-Gunter Air Force Base. The relatively new addition of automotive companies to central Alabama has created new opportunities for workers and suppliers.

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

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

Some 135 information technology (IT) companies had operations in Montgomery in 2006. The IT industry in Montgomery has an estimated \$1 billion per year economic impact and accounts for approximately 14,000 workers in private, federal, and state sectors. The city's

largest single employer is Maxwell-Gunter Air Force Base, which has over 12,200 employees. Tourism is also an important industry; Montgomery County welcomed 1.3 million visitors in 2006, and tourism provides some 8,528 jobs in the county. When it opened in nearby Prattville in August 2007, Bass Pro Shops Outdoor World, a 185,000-square-foot megastore, became a tourist destination. An estimated 10,000 shoppers visited the store on its opening day.

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

Incentive Programs—New and Existing Companies

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

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

Alabama offers one of the strongest programs of financial incentives aimed at promoting economic growth among the fifty states. In fact, the Alabama Development Office was named the top state economic development agency in the country in 2006. Incentives include payroll tax breaks, industrial revenue bonds for land, building, and equipment for new and expanding plants. The Alabama Economic Development Loan Program can be used to purchase land, buildings, machinery, and equipment. There are also three revolving loan funds. Business loan guarantees are available to firms that create or retain permanent jobs. The Capital Investment Tax Credit program is available to new and expanding businesses involved in manufacturing, warehousing, research, and computer services. Other innovative programs include the State Industrial Site Preparation Grant Program and the Public Works and Development Facilities Grant Program.

Job training programs: The Alabama Industrial Development Training (AIDT) program provides a total delivery system for screening and selecting trainees and for designing and implementing training for any new or expanding manufacturer in the state of Alabama. The

program provides a full range of customized technical training programs that are free to employers and trainees. Mobile training units go directly to the employer site to provide classroom and hands-on training. The program's AIDT project supports the development and enhancement of the city's professional Information Technology community as well as its aerospace, chemical industry, and other area manufacturers. The Workforce Investment Act helps defer the costs of hiring and training new employees for private businesses.

Development Projects

In 2005 work began on a major overhaul of the Montgomery Riverfront district. A combined effort by the City of Montgomery, the Montgomery Riverfront Development Foundation, and the Montgomery Area Chamber of Commerce, a \$29 million upgrade to the current civic center was performed, while a new \$160 million hotel in the heart of the district was being built with an anticipated completion date of February 2008. These efforts join a new amphitheatre, stadium, and riverwalk, combining with an already thriving entertainment district. A new intermodal transportation center at Union Center was also built. It serves as a hub for the transportation system and the downtown trolley system. The center was funded in part by \$8.1 million in federal grants.

In 2004 construction of four new shopping centers also began. Each new center was to be anchored by a Publix grocery store. The four centers offer 500,000 square feet of retail and business space. In 2004 the Headquarters Standards Systems Group (SSG) also broke ground at Gunter-Maxwell Airforce Base for a new \$12.6 million 51,450-square-foot Integrated Operational Support Facility.

Also in 2004 plastics manufacturer Webster Industries expanded, opening a second operating facility and adding 300 new jobs. In the spring of 2005, production began at Hyundai Motor Manufacturing Alabama's Montgomery plant. As of 2006 the plant employed some 2,700 people. In early 2006 Hyundai announced that it would build a second engine plant, creating another 522 jobs.

Economic Development Information: Montgomery Planning and Development Department, Ken J. Groves Jr., Director, 103 North Perry Street, Montgomery, AL 36104; telephone (334)241-2712. Montgomery Area Chamber of Commerce, 41 Commerce Street, PO Box 79, Montgomery, AL 36101; telephone (334)834-5200; fax: (334)265-4745.

Commercial Shipping

Montgomery is served by a number of motor freight carriers. The Norfolk Southern Company and CSX railroads provide transport opportunities for many local

industries. The Alabama River provides a nine-foot channel for barges to cross into the Gulf of Mexico through the port of Mobile. Alabama State docks in Mobile, accessible via waterway from Montgomery, offer 1000-ton capacity facilities inside a protected barge-turning basin. Barge transportation to the Great Lakes is available through the Tennessee-Tombigbee Waterway.

Labor Force and Employment Outlook

In the Montgomery Metropolitan Area, a total of 177,227 people were employed as of 2006. That same year, Montgomery County accounted for 63 percent of the state's population but 85 percent of state's jobs. The city is also one of the nation's top small metropolitan areas for economic growth. As a result, the area's unemployment rate is lower than the national average. As of May 2007, the area's unemployment rate was 3.9 percent, while the national average stood at 4.3 percent. Montgomery's job growth relies on the city's burgeoning tourism industry as well as its resident air force base, universities, and information technology industry. The city's largest single employer is Maxwell-Gunter Air Force Base which has over 12,200 employees.

The following is a summary of data regarding the Montgomery metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 177,000

Number of workers employed in . . .

- construction and mining: 8,700
- manufacturing: 20,700
- trade, transportation and utilities: 30,800
- information: 2,500
- financial activities: 10,600
- professional and business services: 20,400
- educational and health services: 17,700
- leisure and hospitality: 15,500
- other services: 7,800
- government: 42,400

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.9% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Maxwell-Gunter Air Force Base	12,200
State of Alabama	9,400
Baptist Health	4,300
Montgomery Public Schools	4,188
ALFA Insurance Companies	2,600



The State Capitol building in Montgomery. *Al Michaud/Taxi/Getty Images*

City of Montgomery	2,595
754th Electronics Systems Group	1,943
Jackson Hospital & Clinic	1,430
Rheem Manufacturing Co.	1,150

Economic Information: Montgomery Area Chamber of Commerce, 41 Commerce Street, PO Box 79, Montgomery, AL 36101; telephone (334)834-5200; fax (334)265-4745

■ Education and Research

Elementary and Secondary Schools

As of 2006, the Montgomery Public School System operated a total of 58 schools, which consisted of 32 elementary schools, 10 junior high or middle schools, 4 traditional high schools, 9 magnet schools that cover all grade levels, 1 alternative school, and 2 special education centers. There are programs for gifted students who are able to perform above their grade level. The magnet schools offer specialized programs, each with its own focus, including arts, technology, math, science, international studies, and advanced academics. The Children's Center of Montgomery is a non-profit organization serving Montgomery's severely disabled and special needs children. The Center is funded in part by the County Board of Education and the State Department of Education, among others. The late 1990s saw the opening of several new schools and a number of additions to existing schools. Brewbaker Technology Magnet High School is

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
\$290,211

2007 (1st quarter) ACCRA Cost of Living Index:
95.9

State income tax rate: 2.0% to 5.0%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 3.5% (city); 2.5% (county)

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

designed to expose students to career opportunities in such diverse technical fields as graphics design, pre-engineering, building sciences, e-commerce, medicine, and computer information systems. As of fall 2007, the public school system employed 2,382 full-time teachers and 1,545 substitute teachers. In the 2006–07 school year, Montgomery Public Schools had more National Merit and National Achievement Scholars than all the public school systems in neighboring Autauga and Elmore counties combined.

The following is a summary of data regarding the Montgomery Public Schools as of the 2005–06 school year.

Total enrollment: 56,611

Number of facilities

- elementary schools: 32
- junior high/middle schools: 10
- senior high schools: 4
- other: 12

Student/teacher ratio: 15.7:1

Teacher salaries (2005–06)

- elementary median: \$38,540
- junior high/middle median: \$36,160
- secondary median: \$39,010

Funding per pupil: \$6,619

Montgomery also has a number of private and religious schools and pre-kindergarten and early childhood education centers.

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

Colleges and Universities

Montgomery is home to a variety of institutions of higher learning. Alabama State University, a historically black university, was founded as Lincoln School by nine former slaves. In 1874, it became the first state-supported educational institution for black students. In 1969 the institution became Alabama State University. As of 2007, ASU had an enrollment of approximately 5,000 students, one-third of whom came from 41 states other than Alabama. In 2004, the university ranked first in the nation in the number of black teachers it produced. ASU offers 31 bachelor's degrees, 11 master's programs, 2 education specialist degrees, and 3 doctoral programs. Notable among its programs are the master of accountancy, occupational therapy program, health information management, and a clinical doctorate in physical therapy. In 2006–07, a doctoral program in microbiology was introduced. Also that year, construction was scheduled to

be completed on a building to house a forensic sciences program.

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

The Trenholm State Technical College offers varied programs in technical, industrial, and service professions. South College Montgomery, a branch of Savannah, Georgia's South College, offers associate degrees in business and computer-related fields. Montgomery is also home to Regions University (formerly Southern Christian University), a private Christian-oriented college. Adult students who work during the day are the special focus of Troy State University Montgomery. Students there earn associate, undergraduate, or graduate degrees while attending school exclusively at night and on the weekends. Troy State programs focus on business, education, the arts, history, sciences, and social science; its graduate programs offer degrees in education, counseling, and business.

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

Libraries and Research Centers

Montgomery has a variety of public and private libraries. Montgomery City-County Public Library has over 600,000 volumes with a circulation of more than 500,000 items each year. The system has ten branches and a bookmobile service. The Alabama Supreme Court & State Law Library has 200,000 volumes on Alabama law and history. Maxwell-Gunter Air Force Base is home to the Air University Library, one of the largest federal libraries outside Washington D.C., and one of the largest military academic libraries in the world.

College libraries include the Alabama State University Library, which has special collections on accounting and allied health; the Auburn University Montgomery (AUM) library; and the Huntingdon College Library with subject interests in business education, ethnic studies, and gerontology. Faulkner University Library's

collection is housed in its Gus Nichols Main Library; the George H. Jones, Jr. Law Library serves the needs of the University's law school students. Troy State University Montgomery Library is housed on the 2nd and 3rd floors of the Rosa Parks Library and Museum building. Opened in 2000, the new structure was built on the site where Mrs. Parks boarded the bus on which she refused to give up her seat.

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

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

■ Health Care

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

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

■ Recreation

Sightseeing

The Visitor Center, located in historic Union Station at Riverfront Park, offers maps and brochures for visitors to use in touring the city. Many of Montgomery's most important tourist sites are located in the city's downtown and are within walking distance of one another. The Alabama State Capitol, built in 1850–1851, is a National Historic Landmark and has been restored to its original

design. At this site Jefferson Davis was sworn in as President of the Confederacy and Martin Luther King, Jr. culminated the historic march through downtown Montgomery by asking for equality for all Americans.

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

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

Old Alabama Town is a collection of restored homes and buildings from the 19th and early 20th centuries, set in the heart of Montgomery's historic downtown. The site features a walking tour, live demonstrations, and a gift shop. Another popular tourist stop is the U.S. Air Force Heritage Museum, which houses the Air Force Enlisted Heritage Hall. The museum, on the grounds of Maxwell-Gunter Air Force Base, highlights important achievements of enlisted soldiers and the airplanes they used, as well as vintage military uniforms, historical photos, and paintings. The Air Force Base occupies the site where in 1910 Wilbur and Orville Wright operated the world's first flight training school. Tours of the stainless steel Monument to Powered Flight are conducted there daily and visitors have the opportunity to see vintage aircraft.

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

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

Rosa L. Parks, the African American heroine who was the catalyst for the 1955 Montgomery bus boycott, is honored at Troy State University Montgomery's Rosa Parks Library and Museum, which opened in 2000. The 55,000-square-foot structure was built on the site where Mrs. Parks boarded the bus on which she refused to yield her seat. The interpretive museum is housed in the 7,000-square-foot first floor of the three-story building, which also houses the Troy State University Library. Permanent exhibits commemorating the civil rights movement are

displayed, including a replica of the bus, original historical documents on loan from the City of Montgomery, and various sculptures. The Museum also contains a 2,200-square-foot, 103-seat multimedia auditorium.

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

Visitors are alerted to "expect the unexpected" at the over 48-acre Montgomery Zoo, which displays more than 700 animals from five continents living in a "barrier free" setting lush with vegetation and crashing waterfalls. One of the largest planetariums in the Southeast, the W. A. Gayle Planetarium allows 230 visitors to view the sun, moon, planets, and stars projected on a 50-foot domed ceiling. Laser Lights are a highlight of the facility, which is set in beautiful Oak Park.

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

Arts and Culture

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

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

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

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

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

The 34,406-square-foot Armory Learning Arts Center, a one-time National Guard Armory that underwent complete renovation in 1983, brings art, music, dance, and gymnastic instruction to the community. The Center is the permanent home of the Alabama Dance Theatre, which presents both contemporary and classical dance performances, and twice a year presents major productions at the Davis Theatre. The company offers a free performance each summer at the Armory Center. The Capri Theatre features art, foreign, and classic films.

Festivals and Holidays

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

October's calendar features the 10-day Alabama National Fair at the Alabama Agricultural Center (Garrett Coliseum). Also in October, residents have enjoyed the Festival in the Riverfront Park (formerly the Festival in the Park) in downtown Montgomery since 1972. The festival features arts and crafts exhibitors, children's activities, food, and a 5-kilometer run/walk. November brings the Turkey Day Classic at Crampton Bowl, where Alabama State University takes a stand against its biggest rival, Tuskegee University. Events kick off with the Turkey Day Classic Parade down Dexter Avenue.

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

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

Sports for the Spectator

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

Sports for the Participant

Montgomery's Department of Parks and Recreation operates some 90 parks and other facilities, in addition to 5 special needs facilities, and 31 ballfield locations. Among the most popular are Buddy Watson Park, Oak Park, Riverfront Park, Overlook Park, Vaughn Road Park, and Woodmere Park. Tennis and softball facilities dot the parks, and arts, crafts, and fitness programming is available at The Armory Learning Arts Center on Madison Avenue. The 26,000 square foot Therapeutic Center on Augusta Street features a gymnasium, indoor and outdoor swimming pools, a weight room, game room, locker rooms, meeting rooms, a kitchen, and tennis courts. Lagoon Park Golf Course offers year-round opportunity to play.

Shopping and Dining

As of 2007, there were six major shopping malls in the Montgomery, Alabama area. One of the newest to open was the Shoppes at EastChase which opened in 2002. Based on an open-air "main street" concept, the mall features fountains, street lamps, lush landscaping, and upscale tenants. Other malls include Eastdale Mall, with 100 stores, Festival Plaza, Peppertree Shopping Center and the Mulberry District. The Eastbrook Flea Market and Antique Mall offers something a little different for the antique and bargain shopper. The Mulberry Shopping District features unique boutiques, antique shops, galleries, and restaurants. Fresh fruits, vegetables, and home-cooked specialties are for sale year-round at the State Farmers Market; the Montgomery Curb Market and Fairview Farmers Market are open seasonally.

Tourist-friendly Montgomery offers restaurants featuring a variety of cuisines from country to Cajun, Mexican, and Thai. Specialties include down-home Southern fare and just-caught seafood from the Gulf of

Mexico. Other choices include Indian restaurants, an Australian steakhouse, Italian, Chinese, and the Farmers Market Café, which features fresh fruits and vegetables.

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

■ Convention Facilities

Montgomery offers a variety of sites for conferences and conventions. The Montgomery Civic Center is the city's main convention venue. Undergoing a \$29 million renovation, the Civic Center and a new \$160 million hotel were slated for opening in February 2008. In addition to the Civic Center, Garrett Coliseum offers 31,000-square-feet of meeting space and contains seating for 13,500, with an arena, barns, and parking facilities for 5,000 people.

Other convention and conference sites in Montgomery include the Embassy Suites Hotel, across from the Civic Center, the Governor's House Hotel & Conference Center, the Hilton Garden Inn, and the Quality Inn and Suites Conference Center.

Convention Information: Montgomery Area Chamber of Commerce, 41 Commerce Street, PO Box 79, Montgomery, AL 36101; telephone (334)834-5200; fax (334)265-4745; email macoc@montgomerychamber.com. Montgomery Area Visitor Center, 300 Water Street, Montgomery, AL 36104; telephone (334)261-1100 or (800)240-9452; email tourism@montgomerychamber.com

■ Transportation

Approaching the City

Montgomery Regional Airport, located six miles southwest of the city, supports civilian use and provides facilities for the Alabama Army and Air National Guard. Air carriers serving Montgomery include Delta Connection, NWA Airlink, US Airways Express, and Continental Express. Daily flights travel to and from Atlanta, Cincinnati, Houston, Memphis, and Charlotte.

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

Traveling in the City

Montgomery is served by U.S. Highways 31, 80, 82, 231, and 331, all of which are connected by a four-lane perimeter road surrounding the city. Major east-west

streets include Fairview Avenue, Madison Avenue, and South Boulevard, while important north-south streets are Union and Perry streets and Norman Bridge Road.

The Montgomery Area Transit System (MATS) is the local bus line with 16 fixed service routes throughout Montgomery. MATS also provides a demand response service that allows riders to specify pickup and drop-off locations, and the Lightning Route, a turn of the century replica trolley that circulates the historic downtown district.

■ Communications

Newspapers and Magazines

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

Television and Radio

The six local television stations include five network stations, and a public television station. There are 28 radio stations within close listening range to residents of the Montgomery area. Of these, 19 are FM stations offering jazz, country, religious, adult contemporary, and Top 40 formats, while there are nine AM stations that feature religious, talk, and sports programming.

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

Montgomery Online

Alabama Shakespeare Festival. Available www.asf.net
City of Montgomery. Available www.montgomery.al.us
City of Montgomery Parks and Recreation. Available parks.ci.montgomery.al.us
Maxwell-Gunter Air Force Base. Available www.au.af.mil
Montgomery Area Chamber of Commerce. Available www.montgomerychamber.com
Montgomery Area Visitor Center. Available www.visitingmontgomery.com
Montgomery Biscuits baseball. Available www.biscuitsbaseball.com
Montgomery City-County Public Library. Available www.montgomery.al.us/city/library
Montgomery Public School System. Available www.mccpl.lib.al.us
Online Montgomery. Available www.onlinemontgomery.com

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Arkansas

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The State in Brief

Nickname: Land of Opportunity

Motto: Regnat populus (The people rule)

Flower: Apple blossom

Bird: Mockingbird

Area: 53,179 square miles (2000; U.S. rank 29th)

Elevation: Ranges from 55 feet to 2,753 feet above sea level

Climate: Long hot summers, mild winters, ample rainfall

Admitted to Union: June 15, 1836

Capital: Little Rock

Head Official: Governor Mike Beebe (D) (until 2010)

Population

1980: 2,286,000

1990: 2,350,725

2000: 2,673,398

2006 estimate: 2,810,872

Percent change, 1990–2000: 13.7%

U.S. rank in 2006: 32nd

Percent of residents born in state: 61.31% (2006)

Density: 53.4 people per square mile (2006)

2006 FBI Crime Index Total: 127,027

Racial and Ethnic Characteristics (2006)

White: 2,208,224

Black or African American: 437,680

American Indian and Alaska Native: 22,787

Asian: 28,168

Native Hawaiian and Pacific Islander: 2,045

Hispanic or Latino (may be of any race): 138,283

Other: 68,264

Age Characteristics (2006)

Population under 5 years old: 194,741

Population 5 to 19 years old: 578,567

Percent of population 65 years and over: 13.8%

Median age: 37.1

Vital Statistics

Total number of births (2006): 39,790

Total number of deaths (2006): 28,259

AIDS cases reported through 2005: 3,703

Economy

Major industries: Food products, agriculture, tourism, manufacturing

Unemployment rate (2006): 7.0%

Per capita income (2006): \$19,758

Median household income (2006): \$36,599

Percentage of persons below poverty level (2006): 17.3%

Income tax rate: 1.0% to 7.0%

Sales tax rate: 6.0%



Fort Smith

■ The City in Brief

Founded: 1817

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

City Population

1980: 72,734

1990: 73,511

2000: 80,268

2006 estimate: 83,461

Percent change, 1990–2000: 9.2%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: 363rd

Metropolitan Area Population

1980: 203,511

1990: 175,911

2000: 207,290

2006 estimate: 288,818

Percent change, 1990–2000: 17.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 162nd

Area: 52.94 square miles (2000)

Elevation: Approximately 463 feet above sea level

Average Annual Temperatures: January, 38.0° F; July, 82.2° F; annual average, 61.2° F

Average Annual Precipitation: 43.87 total inches of precipitation; 6.2 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.0% (June 2007)

Per Capita Income: \$19,586 (2005)

2005 FBI Crime Index Property: 5,459

2005 FBI Crime Index Violent: 865

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

Daily Newspaper: *Times Record*

■ Introduction

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

■ Geography and Climate

Fort Smith is located on the Arkansas-Oklahoma border, where it is bisected by the Arkansas River and sandwiched between the Ouachita and Ozark national forests. Built

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

Area: 52.94 square miles (2000)

Elevation: Approximately 463 feet above sea level

Average Temperatures: January, 38.0° F; July, 82.2° F; annual average, 61.2° F

Average Annual Precipitation: 43.87 total inches of precipitation; 6.2 inches of snow

■ History

The Fort That Wouldn't Die

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

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

Smith of the federal garrison in St. Louis. For the next seven years, Fort Smith military personnel arbitrated clashes between the Osage and Cherokee tribes, negotiated treaties, and also patrolled the borders of the United States that were contested by Spain.

The military presence in Arkansas allowed for an influx of settlers from the east, and a community began to grow up around Fort Smith. New businesses catered to the soldiers with a drive to keep the installation occupied and thriving. Military forts of the time typically had a relatively brief lifespan as the western boundary of the United States continued to edge toward the Pacific. Indeed, the troops encamped at Fort Smith were relocated further west in 1924; the fort retained its utility by serving as the headquarters for the Western Choctaw Agency and also as the hub of enforcement for prohibition activities in that area. Location played a major role in Fort Smith's continued viability; the Arkansas River Valley provided easy access to the west where the fort and its surrounding community became the meeting point for many primary roads. The federal government and its military more and more viewed Fort Smith as a strategic site based on access and the fact that it was near but not encroaching a newly established Choctaw reservation in what had come to be known as Indian Territory. A new Fort Smith garrison was constructed in 1938, bringing with it an official town of the same name.

Fort Smith: A Stop on the “Trail of Tears”

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

Fort Smith had come full circle. Its troops were once again in the position of keeping watch on a forced collective of age-old foes and allies in a relatively concentrated area, more for purposes of protecting pioneers and

California-bound prospectors of European descent than for protecting and preserving the tribes themselves. But then came a new kind of war.

Citizen Against Citizen: The Civil War at Fort Smith

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

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

Reconstruction, Retribution and Reconciliation

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

In 1896, Fort Smith ceased operations as a military outpost and the community's focus became that of municipal growth while sustaining the city's formative history. Reverberations from the Civil War continued as, in 1891, Jim Crow legislation was passed segregating rail stations and keeping the population divided literally and figuratively, until the issue of integration came to a head in 1957. In the interim, Arkansas weathered the Great

Depression, accompanied as it was by crop-killing drought and the departure of many citizens from Fort Smith and Arkansas for what appeared to be greener pastures.

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

Following national trends, by the first decade of the 21st century, employment in manufacturing had declined, with jobs in that sector going overseas. In January 2007, Fort Smith was selected by the U.S. Department of the Interior to be the location of the U.S. Marshal Service National Museum.

Historical Information: Fort Smith Historical Society, PO Box 3676, Fort Smith, AR 72913; telephone (479)573-0942

■ Population Profile

Metropolitan Area Residents

1980: 203,511
 1990: 175,911
 2000: 207,290
 2006 estimate: 288,818
 Percent change, 1990–2000: 17.8%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 162nd

City Residents

1980: 72,734
 1990: 73,511
 2000: 80,268
 2006 estimate: 83,461
 Percent change, 1990–2000: 9.2%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: Not reported
 U.S. rank in 2000: 363rd

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

Racial and ethnic characteristics (2000)

White: 63,868
 Black: 7,548
 American Indian and Alaska Native: 2,541



Airphoto-Jim Wark

Asian: 4,101
Native Hawaiian and Pacific Islander: 105
Hispanic or Latino (may be of any race): 7,048
Other: 4,040

Percent of residents born in state: 56.1% (2006)

Age characteristics (2005)

Population under 5 years old: 6,914
Population 5 to 9 years old: 5,619
Population 10 to 14 years old: 5,145
Population 15 to 19 years old: 5,479
Population 20 to 24 years old: 5,285
Population 25 to 34 years old: 12,500
Population 35 to 44 years old: 11,137
Population 45 to 54 years old: 11,591
Population 55 to 59 years old: 3,901
Population 60 to 64 years old: 3,859
Population 65 to 74 years old: 5,725
Population 75 to 84 years old: 3,340
Population 85 years and older: 559
Median age: 34.5 years

Births (2006, AR-OK MSA)

Total number: 4,264

Deaths (2006, AR-OK MSA)

Total number: 2,804

Money income (2005)

Per capita income: \$19,586
Median household income: \$32,271
Total households: 32,958

Number of households with income of...

less than \$10,000: 3,592
\$10,000 to \$14,999: 3,094
\$15,000 to \$24,999: 5,917
\$25,000 to \$34,999: 4,740
\$35,000 to \$49,999: 5,596
\$50,000 to \$74,999: 4,923
\$75,000 to \$99,999: 2,270
\$100,000 to \$149,999: 1,823
\$150,000 to \$199,999: 651
\$200,000 or more: 352

Percent of families below poverty level: 19.2% (2005)

2005 FBI Crime Index Property: 5,459

2005 FBI Crime Index Violent: 865

■ Municipal Government

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

Head Official: Mayor C. Ray Baker, Jr. (unaffiliated) (since 1991; term expires 2010)

Total Number of City Employees: 850 (2006)

City Information: City of Fort Smith, 623 Garrison Avenue, Fort Smith, AR 72901; telephone (479)784-2201; fax (479)784-2430

■ Economy

Major Industries and Commercial Activity

Fort Smith is the manufacturing hub of Arkansas, with more goods produced in that vicinity than anywhere else in the state. National and international companies such as Weyerhaeuser, Gerber Foods, Whirlpool Corporation and Rheem Air Conditioning Products have facilities in Fort Smith and employ thousands of area workers to generate wood and paper products, food products, air conditioning system components and appliances. Recreation and tourism, particularly structured around the unique history of Fort Smith, is a growing industry with a workforce that is growing apace.

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

Incentive Programs—New and Existing Companies

Local programs: In conjunction with the Arkansas Economic Development Commission, Fort Smith offers a variety of investment and job creation incentives designed to attract and retain thriving businesses. Business retention teams conduct industry visits with major employers throughout the greater Fort Smith region, with the 2007 goal of visiting at least 100 businesses and further facilitating business retention. Business recruitment teams conduct recruitment visits to targeted industries in selected domestic and international regions to promote the greater Fort Smith region. The Chamber of Commerce works to promote riverfront development.

State programs: The Arkansas Science and Technology Authority promotes scientific research, technology development, and business innovation in the state. To this end, it provides financial support for the transfer and development of innovative technology to an enterprise based in Arkansas. The Authority offers a number of programs, including the Applied Research Grant Program, the Seed Capital Investment Program, and the Technology Development Program.

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

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

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

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

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

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

The Arkansas Construction Education Foundation Training Program offers classroom and real-world experience through apprenticeship programs in Fort Smith and three other Arkansas locations. The University of Arkansas Fort Smith's Center for Business and Professional

Development partners with local companies to develop skills of employees.

Development Projects

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

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

Nearby Fort Chaffee is undergoing change in the 2000s. The Fort Chaffee Redevelopment Authority, created in 1997 after the base was closed in 1995, is in the process of creating residential, commercial and industrial resources on 7,000 acres of former military land. Chaffee Crossing will preserve the local history of the fort while offering modern facilities, parks, homes and business opportunities.

The Fort Smith Economic Development Investors Council meets quarterly to be informed and updated on efforts related to the "River Valley: At the Tipping Point" Plan. The Transportation Council promotes transportation issues throughout the greater Fort Smith region, placing a strong emphasis on I-49 while working to put to use Regional Mobility Authority legislation passed in the 2007 Arkansas legislature. The development of an entrepreneurship center in the downtown area in conjunction with the City of Fort Smith and the University of Arkansas at Fort Smith was in the works in 2007.

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

Commercial Shipping

Sited at the confluence of the Arkansas and Poteau Rivers, the Port of Fort Smith is experiencing growth in tonnage, primarily composed of steel and scrap metal,

passing through its terminal and on through the Mississippi River system. The port is served by the Arkansas-Missouri Railroad and a variety of trucking companies. In general, local trucking companies have seen continued demand for service as they transport general commodities throughout the United States. Air freight services are also available through local companies and the Fort Smith Regional Airport, which serves an eight-county area.

Labor Force and Employment Outlook

With a strong base of manufacturing and the addition of a major medical center, Fort Smith has been experiencing an upswing in employment since the 1990s, as evidenced by decreased layoffs compared to years previous. From 1990 to 2001, the Fort Smith metropolitan area demonstrated a 26.2% growth in nonfarm employment, compared to a rate of 25.2% for the state of Arkansas. Mainstay local manufacturers such as Gerber Foods, Weyerhaeuser, Rheem Air Conditioning and Whirlpool Corporation all provide products for which there appears to be relatively stable demand, thereby minimizing employment fluctuations. Growing areas of employment include health services, as well as leisure and hospitality. With a growing and involved local university, Fort Smith is seeing increasing support for professional and business service professions. According to the U.S. Department of Labor, a long term shift from goods-producing employment to service-producing activities is expected.

The following is a summary of data regarding the Fort Smith metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 123,200

Number of workers employed in . . .

- construction and mining: 7,900
- manufacturing: 28,700
- trade, transportation and utilities: 24,500
- information: 1,600
- financial activities: 4,200
- professional and business services: 11,700
- educational and health services: 14,700
- leisure and hospitality: 9,000
- other services: 3,800
- government: 17,200

Average hourly earnings of production workers employed in manufacturing: \$12.86

Unemployment rate: 5.0% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
O.K. Industries	4,748
Whirlpool Corporation	3,000
Baldor Electric Company	2,262

Sparks Health System	2,170
St. Edward Mercy Medical Center	1,800
Rheem Manufacturing Company	1,774
Fort Smith Public Schools	1,702
Arkansas Best Corporation	946
City of Fort Smith	842

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
\$220,000

2007 (1st quarter) ACCRA Cost of Living Index:
87.7

State income tax rate: 1.0% to 7.0%

State sales tax rate: 6.0%

Local income tax rate: 1.5%

Local sales tax rate: 2.0% on taxable goods and services

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

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

■ Education and Research

Elementary and Secondary Schools

The Fort Smith Public Schools (FSPS) offers education services to students within the city's municipal boundaries, with students from outside the area eligible to apply to the School of Choice program. The student population increased by more than 400 students in 2006–07 over the previous year, with the most marked growth in non-English speaking and economically disadvantaged students. Fort Smith Public Schools celebrates its diversity, noting that some 20 languages are spoken by FSPS students. The school system demonstrates gains on all categories of the Arkansas End of Course tests, which determine student mastery of essential academic skills and knowledge in core areas.

The school district has created discipline-specific task forces to support curriculum development in math, science, literacy and social sciences. Other facilities in the

school district include an adult education center, a parent resource center, an alternative learning center, and a professional development and technology center.

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

The following is a summary of data regarding the Fort Smith Public Schools as of the 2007–2008 school year.

Total enrollment: 13,900

Number of facilities

elementary schools: 19
junior high/middle schools: 4
senior high schools: 2
other: 1

Student/teacher ratio: 15:1

Teacher salaries (2005–06)

elementary median: \$37,260
junior high/middle median: \$37,920
secondary median: \$39,580

Funding per pupil: \$6,737

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

Public Schools Information: Fort Smith Public Schools, 3205 Jenny Lind, PO Box 1948, Fort Smith, AR 72902-1948; telephone (479)785-2501

Colleges and Universities

Institutions of higher education in Fort Smith offer a full array of academic opportunities including associate degrees, bachelor degrees, and master's degrees through the University of Arkansas at Fort Smith, the University Center at Westark and the Business and Industrial Institute. Advanced degrees are also available through John Brown University and Webster University. The University of Arkansas at Fort Smith (UA Fort Smith) had an enrollment of 6,775 reported for fall 2006. UA Fort Smith offers a range of educational degree programs, including technical certifications, certificates of proficiency, associate degrees, bachelor degrees and master's degrees. UA Fort Smith students are able to tap into the resources of other University of Arkansas campuses via the University Center; an active and involved Business and Professional Institute at the University offers training and continuing education programs to area businesses and community agencies. Health Sciences is also an education concentration that makes UA Fort Smith remarkable; between Business and Health Sciences

students, UA Fort Smith provides the state of Arkansas with the bulk of its technical and health care workers.

John Brown University (JBU), a private Christian institution, maintains an educational outreach center in Fort Smith. Total enrollment for JBU in 2006 was 2,081 students; students are offered 50 undergraduate majors and 7 graduate programs. Two endowed, associated centers located at JBU indicate the university's commitment to graduating civically engaged students: The Soderquist Center for Leadership & Ethics and the Center for Relationship Enrichment.

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

Libraries and Research Centers

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

The Fort Smith Public Libraries system is comprised of one main library and three branch libraries, supplemented by a bookmobile program. The library hosts a specialized section for genealogical research. A law library is available at the Sebastian County Courthouse facility in Fort Smith. The Fort Smith Historical Society produces a journal and maintains archives of historical information regarding the city and its environs.

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

Health Care

The greater Fort Smith Arkansas-Oklahoma metropolitan area is served by a number of hospitals and clinics, with outpatient and specialty services being provided by nearly 600 organizations and individuals in private practice. The primary provider of healthcare services locally is Sparks Regional Medical Center, established in Arkansas in 1887. Sparks offers a range of outpatient and inpatient services, from preventive programs for diabetes and heart disease to rehabilitation for post-operative patients. The hospital's oncology unit is supported by a local cancer care house for the comfort and convenience of cancer patients and their families. Saint Edward Mercy Medical

Center, an affiliate of the Sisters of Mercy healthcare network, has served the Fort Smith community since 1905, providing acute care medical intervention to the metropolitan area. Specialties of the medical center include behavioral services, a hospice program, and the Mercy Northside Clinic, which provides affordable healthcare and bilingual staff to an underserved segment of the Fort Smith population. Vista Health of Fort Smith, originally part of the Saint Edward Mercy system, now acts as a stand-alone not-for-profit behavioral health provider of inpatient and outpatient services to adults, adolescents and children. Nearly 20 local organizations and individuals provide alternative health care services to the metropolitan community.

Fort Smith and greater Sebastian County have created a Hometown Health Initiative under the auspices of the Arkansas Department of Health. The Initiative encourages communities to actively participate in large-scale prevention and health improvement.

Recreation

Sightseeing

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

The history tour of Fort Smith continues in the downtown area with the Belle Grove Historic District, a 22-square-block area that was added to the National Register of Historic Places in the early 1970s. Within the vicinity of 5th, H, 8th, and C Streets are nearly 25 houses, some 130 years old, that have been restored along with the brick-paved streets. The area contains a number of notable residences such as the Darby House, the Vaughn-Schaap House and the Clayton House. No visit to downtown Fort Smith would be complete without a stop at Miss Laura's Visitor Center, allegedly the only former house of prostitution on the National Register of Historic Places. From there it's a short distance to The Hangman's House, the former residence of George

Maledon, who carried out executions for Judge Isaac Parker for a number of years.

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

The U.S. National Cemetery in Fort Smith, served by the trolley and within walking distance of downtown, provides its own silent commentary on the history of Fort Smith, with 10,000 gravesites dating from the establishment of the original fort. Confederate and Union soldiers both rest at this site, and visitors can view the repositories of men hung at the order of Judge Isaac Parker as well as the grave of the infamous judge himself. Judge Parker's hanging legacy continues at the Oak Cemetery, which is also the final resting place of a number of deputy U.S. Marshals who worked with the judge. As of 2007, Fort Smith was due to become the home of the U.S. Marshals Museum. With 10,000 square feet of historical artifacts, the planned U.S. Marshals Museum is designed to evoke the past, present, and future law enforcement roles of the nation's oldest federal law enforcement agency.

In 2006, a family-friendly "retro" amusement park, "West End Park," was created. This art deco attraction features a vintage carousel and Ferris wheel, an antique rail car and classic double-decker bus.

Arts and Culture

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

The Western Arkansas Ballet Company not only offers lavish productions of well-known ballets but also operates a ballet academy and summer ballet instruction for local children and adults. Productions are often performed in conjunction with performing arts departments of the Fort Smith Public Schools system or the University of Arkansas at Fort Smith. In 2007, the Fort Smith Symphony began its 84th season as a professional orchestra performing classical and popular music throughout the region.

Theater fans can take in a performance of "The Medicine Show on Hanging Day" at Miss Laura's Visitor Center, featuring Miss Laura and Hanging Judge Parker

as characters. A more mainstream option might be provided by the all-volunteer Fort Smith Little Theater, which debuted in 1948. The players produce and perform an eclectic assortment of comedies, dramas and musicals year-round.

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

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

Festivals and Holidays

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

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

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

Sports for the Spectator

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

Sports for the Participant

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

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

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

Shopping and Dining

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

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

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

■ Convention Facilities

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

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

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

■ Transportation

Approaching the City

The Fort Smith Regional Airport is located just outside the city limits to the south and is served by American and Northwest Airlines. In 2002, the airport completed a new terminal complex with improved accommodations for waiting passengers. This effort was followed in 2004 by the construction of two new jet bridges that allow passengers to avoid inclement weather when boarding planes. Car rental services are available at the airport terminal, which is also the site of an aviation museum. In 2006, Fort Smith completed an airport master plan.

Vehicle traffic enters and exits Fort Smith via a network of interstate, national and state highways, including Interstates 40 and 540, State highway 22, and U.S. Highways 71 and 64. Greyhound Bus service operates a terminal in Fort Smith.

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

Traveling in the City

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

■ Communications

Newspapers and Magazines

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

events, *Entertainment Fort Smith*, is also published locally.

Television and Radio

Fort Smith is served by television stations representing the major networks. Approximately 14 radio stations broadcast in the Fort Smith metro area, running the gamut from alternative rock to talk radio.

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

Fort Smith Online

City of Fort Smith. Available www.fsark.com
Fort Smith Convention and Visitors Bureau.
Available www.fortsmith.org

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

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

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

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

Times Record. Available www.swtimes.com

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

BIBLIOGRAPHY

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



Little Rock

■ The City in Brief

Founded: 1820 (incorporated 1835)

Head Official: Mayor Mark Stodola (D) (since 2007)

City Population

1980: 158,915

1990: 175,727

2000: 183,133

2006 estimate: 184,422

Percent change, 1990–2000: 4.2%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 96th (State rank: 1st)

U.S. rank in 2000: 128th (State rank: 1st)

Metropolitan Area Population

1980: 474,484

1990: 513,026

2000: 583,845

2006 estimate: 652,834

Percent change, 1990–2000: 13.8%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 71st

U.S. rank in 2000: 73rd

Area: 116 square miles (2000)

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

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

Average Annual Precipitation: 45.7 inches of rain; 5.2 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.5% (June 2007)

Per Capita Income: \$27,122 (2005)

2005 FBI Crime Index Property: 16,322

2005 FBI Crime Index Violent: 3,293

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

Daily Newspaper: *Arkansas Democrat-Gazette*

■ Introduction

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

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

■ Geography and Climate

Centrally located on the Arkansas River on the dividing line between the Ouachita Mountains to the west and the flat lowlands of the Mississippi River valley to the

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

Area: 116 square miles (2000)

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

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

Average Annual Precipitation: 45.7 inches of rain; 5.2 inches of snow

■ History

Little Rock Named Territorial Capitol

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

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

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

larger bluff upstream, which he christened "French Rock."

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

Civil War Divides Citizens

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

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

Conservatives Rule for a Century

The postwar Reconstruction period in Arkansas was marked by financial ruin and political upheaval. Attempts to create a northern-style industrial economy failed, largely because the demands placed on the agrarian society were too great. Furthermore, disagreements between Republican liberals (who controlled the state government through a system of executive patronage) and mostly Democratic conservatives crippled efforts to establish a more progressive regime. The conflict came to a head in 1874 with the so-called Brooks-Baxter War, when two rival politicians claimed

the governorship of Arkansas. A legal battle ensued, and eventually the state constitution was rewritten to impose severe limits on the chief executive's power. Arkansas then entered a phase of conservative rule that endured for nearly a century.

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

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

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

A Presidential City

The election of progressive Arkansas Governor Bill Clinton to the U.S. presidency in 1992 placed a new focus on the city. The nation began associating Little Rock with the birthplace of its president rather than a center of racial strife. President Clinton facilitated this new focus, accepting the presidency on the steps of the Old State House in 1992, and celebrating his reelection in 1996 on its balcony. Even after his terms expired, he continued the momentum of this presidential connection. In 2004 the William J. Clinton Presidential Center opened its doors, drawing the spotlight of national and international attention and tourism to Little Rock for years to come. The next year, *American Heritage Magazine* named Little Rock the "Great American Place" for 2005. In 2007 former Arkansas Governor Mike Huckabee announced his candidacy for the presidential election in 2008.

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

■ Population Profile

Metropolitan Area Residents

1980: 474,484
 1990: 513,026
 2000: 583,845
 2006 estimate: 652,834
 Percent change, 1990–2000: 13.8%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: 71st
 U.S. rank in 2000: 73rd

City Residents

1980: 158,915
 1990: 175,727
 2000: 183,133
 2006 estimate: 184,422
 Percent change, 1990–2000: 4.2%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: 96th (State rank: 1st)
 U.S. rank in 2000: 128th (State rank: 1st)

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

Racial and ethnic characteristics (2005)

White: 92,043
 Black: 77,171
 American Indian and Alaska Native: 558
 Asian: 2,220
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 4,341
 Other: 2,174

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

Age characteristics (2005)

Population under 5 years old: 13,639
 Population 5 to 9 years old: 12,295
 Population 10 to 14 years old: 11,090
 Population 15 to 19 years old: 9,602
 Population 20 to 24 years old: 11,811
 Population 25 to 34 years old: 26,845
 Population 35 to 44 years old: 26,307
 Population 45 to 54 years old: 26,434
 Population 55 to 59 years old: 9,698
 Population 60 to 64 years old: 7,920
 Population 65 to 74 years old: 11,249
 Population 75 to 84 years old: 7,008
 Population 85 years and older: 3,026
 Median age: 36 years



Little Rock, Arkansas, photograph.

Births (2006, MSA)

Total number: 9,582

Deaths (2006, MSA)

Total number: 5,463

Money income (2005)

Per capita income: \$27,122

Median household income: \$39,882

Total households: 79,042

Number of households with income of . . .

less than \$10,000: 9,321

\$10,000 to \$14,999: 4,702

\$15,000 to \$24,999: 10,807

\$25,000 to \$34,999: 10,360

\$35,000 to \$49,999: 11,870

\$50,000 to \$74,999: 12,758

\$75,000 to \$99,999: 6,851

\$100,000 to \$149,999: 7,133

\$150,000 to \$199,999: 2,488

\$200,000 or more: 2,752

Percent of families below poverty level: 13.1% (2005)

2005 FBI Crime Index Property: 16,322

2005 FBI Crime Index Violent: 3,293

■ **Municipal Government**

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

The city appointed its first African American police chief in 2000. Chief Lawrence Johnson had a difficult tenure, however. According to *The New York Times*, the Fraternal Order of Police accused Johnson of being unresponsive to the needs of officers and of showing favoritism toward African American officers. He, in turn, criticized city leaders for a lack of support for the

department and the community. On January 1, 2005, Johnson stepped down from his position, stating that his decision was part of his plan to retire after five years and not an outcome of his frustration with officials.

Head Official: Mayor Mark Stodola (D) (since 2007) and City Manager Bruce Moore

Total Number of City Employees: over 2,500 (2007)

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

■ Economy

Major Industries and Commercial Activity

As the largest city in a primarily rural and agricultural state, Little Rock is the center of economic activity in Arkansas. For decades, cotton and then rice, soybeans, and other crops were the area's main source of income. Their cultivation and distribution monopolized the labor pool and available capital and made it virtually impossible for industry to gain a foothold, even in Little Rock. During the 1950s and 1960s, however, the Arkansas Industrial Development Corp., headed by Winthrop Rockefeller, who later served as governor, began an aggressive campaign to attract manufacturers to the state. Although few firms established large operations, hundreds of companies moved in and set up small factories employing fewer than 1,000 people.

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

Revitalization of downtown Little Rock has fueled its attraction to major corporations in a variety of industries, particularly manufacturing, transportation, and service. In 2007 Denmark's LM Glasfiber announced that it planned to build a facility to manufacture wind blades in Little Rock. Scheduled to begin operation in early 2008, the facility is expected to employ 1,000 people. The city manager's office reports that Little Rock was one of the nation's 15 most aggressive development markets in the early part of the new century; it has doubled since the 1980s and is expected to double again by the 2020s.

Aviation is among the most dynamic industries in Little Rock. Aircraft and spacecraft are Arkansas' largest exports. Exports in the aviation sector were up 65 percent in 2005, following a 35 percent increase in 2004. In Little Rock itself, several aircraft companies bolster the local economy. Central Flying Service Inc. is one of the nation's largest fixed-base operations, and Dassault Aviation SA's primary service and completion center for its

Falcon jets is located in Little Rock. Additionally, Raytheon Aircraft expanded its Little Rock plant, adding 350 new jobs to the city in 2004 and 2005.

Biotechnology is an emerging industry in Little Rock. The University of Arkansas for Medical Sciences is the cornerstone for medical biotechnology research in Arkansas. The facility not only conducts research and development, it offers a business incubator program to support start-up biotechnology companies. Cytomedix Inc. manufactures wound-healing therapy in Little Rock.

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

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

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

Incentive Programs—New and Existing Companies

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

State programs: The Arkansas Science and Technology Authority promotes scientific research, technology development, and business innovation in the state. To this end, it provides financial support for the transfer and development of innovative technology to an enterprise based in Arkansas. The Authority offers a number of programs, including the Applied Research Grant Program, the Seed Capital Investment Program, and the Technology Development Program.

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

There are several special industrial location incentives offered by the State of Arkansas. Two of the major programs are the Arkansas Enterprise Zone Program and Arkansas Workers' Compensation, legislation passed in 1993 that makes workers' compensation insurance more

affordable for employers. Many other incentives offered by the state of Arkansas include corporate income tax credits, sales and use tax refunds, and the payment in lieu of taxes program.

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

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

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

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

Development Projects

Eleven counties, including Pulaski, united in 2003 to form the Central Arkansas Economic Development Alliance (CAEDA) to promote the region as an attractive location to new businesses. CAEDA changed its name to the Metro Little Rock Alliance in 2004 to incorporate "Little Rock" and improve the region's name recognition both nationally and internationally. The name change came as part of the adoption of the region's strategic plan. Funded by both private-sector companies and individual economic development agencies, the Metro Little Rock Alliance markets the region's workforce, low cost of doing business, central U.S. location, and transportation infrastructure.

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

In 2002 Pulaski County received the long-sought designation as an Urban Empowerment Zone by the U.S. Department of Housing and Urban Development. In a

program that extends through 2009, this designation will entitle Pulaski County to a portion of the \$17- to \$22-billion national package to foster growth and revitalization in distressed communities.

The efforts have already produced results in Little Rock, as evidenced by the establishment or expansion of large-scale business in the 2000s. In 2003 ground was broken in the River Market District for a new International Center for Heifer International, an organization that assists small-scale farmers worldwide in an effort to combat hunger, alleviate poverty, and restore the environment. In 2006 Heifer International dedicated a \$17.5 million world headquarters in downtown Little Rock, and announced plans to further develop the 33-acre location into the Heifer International Center campus.

The \$23 million First Security Center is a 14-story building occupied by First Security Bank, a 120-room hotel by Marriott Courtyard, as well as luxury condominiums. Raytheon Aircraft announced in 2002 the expansion of its plant in Little Rock, adding 350 jobs to the area. In a \$6 billion deal that will add 4,000 new employees and make it the nation's fifth-largest wireless company, ALLTEL Corp. announced its acquisition of Western Wireless Corp. in January 2005.

The Pulaski County Pedestrian and Bicycle Bridge, or the "Big Dam Bridge," opened in 2006. The Big Dam Bridge extends 3,463 feet across the Arkansas River. In 2007 Dickey-Stephens Park opened; it is home to the Arkansas Travelers minor league baseball team. The ball park has a capacity of 7,000 and is situated on the Arkansas River in North Little Rock

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

Commercial Shipping

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

of warehouse space and 45,000 square feet of outside storage area.

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

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

More than 60 franchised motor carriers in the metropolitan area provide regular service to points in each of the 48 contiguous states; ten major cities are within a day's drive. Air freight service, ranging from small package expediting to international freight forwarding, is readily available at Little Rock National Airport, where airlines and air cargo carriers processed more than 19 million pounds of freight and 14 million pounds of mail annually in the early 2000s.

Labor Force and Employment Outlook

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

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

The following is a summary of data regarding the Little Rock-North Little Rock-Conway metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 341,500

Number of workers employed in . . .

construction and mining: 18,600
 manufacturing: 25,200
 trade, transportation and utilities: 70,600
 information: 9,600
 financial activities: 20,000
 professional and business services: 42,800
 educational and health services: 45,300
 leisure and hospitality: 27,700
 other services: 14,500
 government: 67,100

Average hourly earnings of production workers employed in manufacturing: \$15.15

Unemployment rate: 4.5% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
State of Arkansas	52,723
Baptist Health	7,707
Arkansas Children's Hospital	4,132
ALLTEL Corp.	3,600
St. Vincent Health Systems	2,864
FedEx Corp.	2,700
Axiom Corp.	2,672

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$242,193

2007 (1st quarter) ACCRA Cost of Living Index: 92.6

State income tax rate: 1.0% to 7.0%

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: 2007 effective rate of 126.6% per \$100 valuation (assessed valuation = 20% of market value)

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

ARKANSAS; fax (501) 682-7394; email info@1800arkansas.com

■ Education and Research

Elementary and Secondary Schools

The Little Rock School District provides education to students within the city boundaries, as well as to students who live outside the city who opt to transfer to one of the magnet or interdistrict schools. Local schools are recognized for their multicultural diversity and high academic standards. *Newsweek* ranked Little Rock Central High School number 26 on the 2007 edition of its annual list, "Best Public High Schools." Nearly two dozen magnet and incentive schools offer students focused academic programs in such disciplines as art, math/science, communications, and international studies.

In 2002 after more than 40 years of court-supervised desegregation monitoring, Little Rock was found to have met the terms of a 1998 plan to improve performance of minority students. Two years later, however, this ruling was reversed, citing inadequate measurement of such progress. In February 2007, the U.S. District Court of Eastern Arkansas ruled that the school district was "substantially complying" with its Revised Desegregation and Education Plan. The school district was thereby released from court supervision.

The following is a summary of data regarding the Little Rock School District as of the 2005–2006 school year.

Total enrollment: 26,691

Number of facilities

elementary schools: 30
junior high/middle schools: 8
senior high schools: 5
other: 7

Student/teacher ratio: 14.8:1

Teacher salaries (2005–06)

elementary median: \$39,270
junior high/middle median: \$42,230
secondary median: \$43,200

Funding per pupil: \$8,318

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

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

Colleges and Universities

Little Rock has two universities and two colleges that offer a variety of two- and four-year programs as well as advanced study in such areas as medicine, engineering, law, and social work. The University of Arkansas at Little Rock is by far the largest institution of higher learning in the city, enrolling more than 10,000 students. A branch of the main campus in Fayetteville, the Little Rock facility offers more than 90 degree programs ranging from associate to doctoral. Medicine, nursing, health-related professions, and pharmacy are taught on a separate campus in town, the University of Arkansas for Medical Sciences. The university's William H. Bowen School of Law is located within walking distance from the judicial hub of downtown Little Rock.

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

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

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

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

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

Libraries and Research Centers

The Central Arkansas Library System (CALs) serves Pulaski County and neighboring Perry County (with the exception of North Little Rock). In 1997 the main branch spent \$12.5 million to renovate a warehouse, and relocated into the River Market District of downtown Little Rock. That same year, the Richard C. Butler Center for Arkansas Studies was established within CALs to promote the study of Arkansas history through online resources and lesson plans for teachers. Additionally, there are 11 branches throughout the area, housing a total of more than 600,000 volumes.

Approximately two dozen special libraries also operate in Little Rock, most of them serving very specific medical or business needs. Other libraries offering specialized collections are the Arkansas Arts Center/Elizabeth Prewitt Taylor Memorial Library, which specializes in art, drama, and early American jazz; the Arkansas State University/Dean B. Ellis Library, which houses

the Lois Lenski Collection, Arkansas Authors of Children's Books Collections, and the Cass S. Hough Aeronautical Collection; and the Arkansas Territorial Restoration Library, which features material on state and local history, decorative arts, conservation, and historic preservation.

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

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

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

■ Health Care

Medical facilities in the Greater Little Rock area provide comprehensive, quality service for more than two million people in the metropolitan area and the state. Little Rock itself has some 650 physicians and surgeons in more than 10 hospitals and 70 clinics, with bed space for more than 5,000 patients. The largest among these is Baptist Medical Center, which houses cardiac and cancer units and the state's only rehabilitation institute. St. Vincent's Health System, founded in 1888, is one of the city's oldest healthcare institutions. Its network includes an infirmary medical center, a doctors' hospital, a North Little Rock medical center, a rehabilitation hospital, and various medical clinics and free community clinics. The University of Arkansas for Medical Sciences (UAMS) is the state's only comprehensive academic health center. Founded in 1879 as a proprietary medical school by a group of 8 physicians with 22 students, the institution is affiliated with the Arkansas Children's Hospital and the Central Arkansas Veterans Healthcare System.

■ Recreation

Sightseeing

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

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

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

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

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

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

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

Little Rock Central High School was designated a National Historic Site in 1998. Located at the intersection of Daisy L. Gatson Bates Drive and Park Street, the

school commemorates the desegregation movement in the United States, particularly the nine African American students, known as the “Little Rock Nine,” who were escorted into the school by federal troops in 1957. Across the street, a visitor’s center is located in a former Mobil gasoline station.

Sightseeing Information: Little Rock Convention & Visitors Bureau, Markham and Broadway, Little Rock, AR 72201; telephone (501)376-4781; toll-free (800) 844-4781

Arts and Culture

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

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

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

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

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

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

The University of Arkansas at Little Rock features a fine arts museum and a planetarium that are open to the public. The museum has changing exhibits of paintings,

sculpture, graphics, arts and crafts, and photography, while the planetarium stages shows that cover astronomy, history, and science fiction.

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

Arts and Culture Information: Little Rock Convention & Visitors Bureau, Markham and Broadway, Little Rock, AR 72201; telephone (501)376-4781; toll-free (800)844-4781. William J. Clinton Presidential Center, 1200 President Clinton Ave., Little Rock, AR 72201; telephone (501)374-4242

Festivals and Holidays

Riverfest, celebrated in Riverfront Park every Memorial Day weekend, is Little Rock’s biggest annual event. Attendees walk through the park, sampling ethnic foods, and admiring the arts and crafts on display. There are also performances by musicians, including major stars, along with impromptu shows by jugglers, mimes, and magicians.

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

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

Festivals Information: Little Rock Convention & Visitors Bureau, Markham and Broadway, Little Rock, AR 72201; telephone (501)376-4781; toll-free (800) 844-4781

Sports for the Spectator

North Little Rock’s ALLTEL Arena, an \$80 million facility, opened with an Arkansas RiverBlades ice hockey game on October 28, 1999. ALLTEL Arena is also home to the University of Arkansas basketball team as well as

the Arkansas Rim-Rockers, the state's first professional basketball team, which was born into the American Basketball Association in January 2004.

Also in North Little Rock is Dickey-Stephens Park, a ballpark stadium and complex for the Arkansas Travelers, a farm club of baseball's St. Louis Cardinals, who play from April to August.

Sports for the Participant

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

For those who prefer to stay within the city, Little Rock has more than 50 public parks and nearly 200 recreation facilities, some featuring such amenities as swimming pools, tennis courts, playgrounds, golf courses, and softball fields. Little Rock's best-known park is Riverfront Park, which boasts an amphitheater on the riverbank and an open-air pavilion as well as fountains and tree-lined walkways. War Memorial Park, one of the city's oldest, features a zoo, a fitness center, the 8,000-seat Ray Winder Field, and the 53,000-seat War Memorial Stadium.

Shopping and Dining

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

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

Visitor Information: Little Rock Convention & Visitors Bureau, Markham and Broadway, Little Rock, AR 72201; telephone (501)376-4781; toll-free (800)844-4781

■ Convention Facilities

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

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

Down the street from the Statehouse Convention Center is the Robinson Center, which has a 14,867-square-foot exhibition hall that can hold nearly 800 people in the main room, with additional exhibition space and seating in other exhibition and meeting rooms. Adjacent to this complex is the DoubleTree Hotel, which emerged from a 1996 renovation of the former Camelot Hotel with nearly 300 rooms.

Additional meeting rooms in the Statehouse Plaza area are available at the Old State House.

On November 20, 2006, the new Arkansas Bar Center was completed and opened. Located in the Riverdale area near downtown Little Rock, the two-story building features a large conference center and multi-purpose room.

Other area hotels and motels also provide meeting facilities for smaller groups.

Convention Information: Little Rock Convention & Visitors Bureau, Markham and Broadway, Little Rock, AR 72201; telephone (501)376-4781; toll-free (800)844-4781

■ Transportation

Approaching the City

The Little Rock National Airport is located within the city limits and is only three miles from downtown, thus making it one of the most convenient urban airports in the country. It is served by American Eagle, Continental Express, Delta, Delta Connection, Frontier, Northwest, Northwest AirlinK, Southwest, and US Airways Express. The airport handles about 2.1 million passengers each year and has facilities for private planes and corporate aircraft. Each day more than 150 flights arrive or depart, among them regional jets to and from Cincinnati, a service it launched in 1997. A parking deck was added in 2001, and a \$3 million renovation of the baggage claim wing was completed. Upgrades to the second level, including the concourse, were underway in 2007.

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

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

Traveling in the City

Little Rock is laid out in a basic grid pattern with streets numbered consecutively from the river to the edge of town. Two major expressways, I-630 and I-30, bisect the city; freeway traffic is usually heavy. Bus service is provided by the municipally owned and operated Central Arkansas Transit (CAT).

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

■ Communications

Newspapers and Magazines

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

Television and Radio

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

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

Little Rock Online

Arkansas Democrat-Gazette. Available www.ardemgaz.com
Arkansas Department of Economic Development. Available www.1800arkansas.com
Arkansas History Commission. Available www.ark-ives.com
Little Rock City Hall. Available www.accesslittlerock.org
Little Rock Convention & Visitors Bureau. Available www.littlerock.com
Little Rock Regional Chamber of Commerce. Available www.littlerockchamber.com
Little Rock School District. Available www.lrsd.org
University of Arkansas at Little Rock. Available www.ualr.edu
William J. Clinton Presidential Center. Available www.clintonpresidentialcenter.org

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Delaware

Dover...85

Wilmington...95



The State in Brief

Nickname: First State; Diamond State

Motto: Liberty and independence

Flower: Peach blossom

Bird: Blue hen chicken

Area: 2,489 square miles (2000; U.S. rank 49th)

Elevation: Ranges from sea level to 440 feet above sea level

Climate: Temperate, with mild winters and hot summers

Admitted to Union: December 7, 1787

Capital: Dover

Head Official: Governor Ruth Ann Minner (D) (until 2008)

Population

1980: 594,000

1990: 666,000

2000: 783,600

2006 estimate: 853,476

Percent change, 1990–2000: 17.6%

U.S. rank in 2006: 45th

Percent of residents born in state: 46.98% (2006)

Density: 431.8 people per square mile (2006)

2006 FBI Crime Index Total: 34,988

Racial and Ethnic Characteristics (2006)

White: 615,638

Black or African American: 176,845

American Indian and Alaska Native: 2,581

Asian: 24,413

Native Hawaiian and Pacific Islander: 154

Hispanic or Latino (may be of any race): 53,836

Other: 21,555

Age Characteristics (2006)

Population under 5 years old: 57,091

Population 5 to 19 years old: 172,186

Percent of population 65 years and over: 13.4%

Median age: 37.5

Vital Statistics

Total number of births (2006): 11,411

Total number of deaths (2006): 7,332

AIDS cases reported through 2005: 3,458

Economy

Major industries: Chemicals, agriculture, food products, paper products, printing and publishing, rubber and plastic products

Unemployment rate (2006): 5.9%

Per capita income (2006): \$26,812

Median household income (2006): \$52,833

Percentage of persons below poverty level (2006): 11.1%

Income tax rate: 2.2% to 5.95%

Sales tax rate: None



Dover

■ The City in Brief

Founded: 1683 (incorporated 1829)

Head Official: Mayor Carleton E. Carey (NP) (since 2007)

City Population

1980: 23,507

1990: 27,630

2000: 32,135

2006 estimate: 34,735

Percent change, 1990–2000: 16.30%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 1,160th (State rank: 2nd)

U.S. rank in 2000: Not reported (State rank: 2nd)

Metropolitan Area Population

1980: 98,219 (Kent County)

1990: 110,993 (MSA)

2000: 126,697 (MSA)

2006 estimate: 147,601

Percent change, 1990–2000: 14.15%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 225th

Area: 22.7 square miles (2000)

Elevation: 36 feet above sea level

Average Annual Temperature: 54.4° F

Average Annual Precipitation: 42.81 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.6% (June 2007)

Per Capita Income: \$19,445 (1999)

2005 FBI Crime Index Property: 1,642

2005 FBI Crime Index Violent: 207

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

Daily Newspaper: *Delaware State News, The News Journal*

■ Introduction

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

■ Geography and Climate

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

Area: 22.7 square miles (2000)

Elevation: 36 feet above sea level

Average Annual Temperature: 54.4° F

Average Annual Precipitation: 42.81 inches

■ History

Dover Becomes State Capital

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

From the 1720s to the 1770s the construction of many fine homes took place throughout Dover and the surrounding countryside, many of which still survive today. During the Revolutionary War, the famous Delaware militia marched to join Washington’s main army. It earned the nickname “Blue Hens Chickens” because of the spirited fighting cocks that Delaware men carried with them to war.

In 1784 Thomas Coke and Francis Asbury, ordained ministers of the new religious movement known as Methodism, came to the area from England to serve as superintendents for the denomination in the United States. Thomas Coke was soon appointed as the first bishop of the Methodist Episcopal Church in America and the area around Dover became known as the “Cradle of Methodism in America.”

The city of Dover was incorporated in 1829 and has remained one of the nation’s smallest state capitals. During the eighteenth century, Kent County was an important agricultural area, providing grain, fruit, and vegetables to the Continental army. However, worn out by generations of poor farming practices, Kent County’s soil became far less productive during the Federal period. By the time of the Civil War, the soil had recovered and agriculture became stronger than ever. Farmers

introduced fertilizer and employed scientific methods to graft peach trees. The extension of the Delaware Railroad line to Dover in 1855 enabled Kent County farmers to reach a national market. Just the year before, two men by the names of Richardson and Roberts had opened a canning company to process local products, and other canneries soon followed. Eventually, canning became Dover and Kent County’s principal industry.

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

A Century of Development

During the post Civil-War era, Dover continued to grow. Electricity was introduced to the city and building boom added the post office, a Roman Catholic Church, and a new Kent County court house. The year 1873 marked the opening of the Wilmington Conference Academy, now Wesley College.

U.S. Route 13 was completed in 1924, marking the beginning of commercial development in the area. In 1933, Capitol Square was laid out and the Legislative Hall became the home of the State’s General Assembly. The creation of the capitol complex, paid for out of lottery funds, along with the expansion of City Plaza, lent a handsome setting for Dover’s Georgian and Victorian architecture. The first non-agricultural major industry to locate in Dover was International Latex, now known as Playtex, which opened its first operation in 1937 and continues to be an important employer in the community.

In 1941, the U.S. government established the Dover Air Force Base at the site of the city’s new airport facilities. The site served as a rocket research center as well as a pilot training center. After World War II, several large manufacturing companies began moving into the area. From 1960 to 1970, the city annexed over 8,000 acres of land into its jurisdiction, primarily for residential purposes. Further development of U.S. Route 13 and Route 8 through the 1980s and 1990s provided another boost for commercial development.

In May 2000, Dover was chosen by *Employment Review* magazine as one of the best small cities to live and work for job seekers looking for a much quieter lifestyle than can be found in the larger cities that usually appear on such lists. The magazine referred to Dover as a city that has “displayed incredible employment potential, a top-notch quality of life, outstanding educational standards, [and] opportunities for companies interested in relocating.”

Dover has created a unique balance between maintaining its small-town feel and economic prosperity. This is illustrated by the continuing population and job growth despite the country’s economic recession with Dover Air



Julia Robertson/drr.net

Force Base providing great stability as the top employer along with prominent manufacturers such as Playtex. NASCAR racing and slots gambling at Dover Downs make the area a hotbed of tourist activity.

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

1990: 27,630
 2000: 32,135
 2006 estimate: 34,735
 Percent change, 1990–2000: 16.30%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: 1,160th (State rank: 2nd)
 U.S. rank in 2000: Not reported (State rank: 2nd)

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

■ Population Profile

Metropolitan Area Residents

1980: 98,219 (Kent County)
 1990: 110,993 (MSA)
 2000: 126,697 (MSA)
 2006 estimate: 147,601
 Percent change, 1990–2000: 14.15%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 225th

City Residents

1980: 23,507

Racial and ethnic characteristics (2000)

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

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

Age characteristics (2000)

Population under 5 years old: 2,146
 Population 5 to 9 years old: 2,118

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

Births (2006, MSA)

Total number: 2,059

Deaths (2006, MSA)

Total number: 1,195

Money income (1999)

Per capita income: \$19,445
Median household income: \$38,669
Total households: 12,460

Number of households with income of . . .

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

Percent of families below poverty level: 10.7% (1999)

2005 FBI Crime Index Property: 1,642

2005 FBI Crime Index Violent: 207

■ **Municipal Government**

Dover operates with a council-manager form of government. The mayor and nine council members serve two-year terms. Eight council members are elected from four districts. One council member and the mayor are elected at large.

Head Official: Mayor Carleton E. Carey (NP) (since 2007; current term expires 2009)

Total Number of City Employees: 378 (2004)

City Information: City of Dover, City Hall, P.O. Box 475, Dover, DE 19903-0475; telephone (302)736-7004; www.cityofdover.com

■ **Economy**

Major Industries and Commercial Activity

Dover is a center of government, commerce, and industry for Central Delaware. Since the early 1980s, the number of farms in the area has decreased. The number of acres under cultivation suffered a decline of about 10,000 acres from 1997 to 2002 (about 185,000 acres). Field crops in Kent County had a market value of approximately \$54 million (from \$62.6 million in 1997) and the once-growing broiler chicken industry witnessed a reduction in farms down from 133 in 1997 to 121 in 2002. Agricultural trade and support industries such as farm machinery, fertilizers, and grain elevators have continued to play significant roles in the economy. The city is home to Kraft Foods, which produces gelatin, pudding desserts, rice, and other food items at its 121-acre site. Foods and food items produced in Dover include soft drinks, dairy products, corn, wheat, fruits and vegetables, and dry and canned goods.

Dover Air Force Base has a substantial economic impact on the local economy totaling more than \$466 million per year. The base operates the largest aerial port facility on the East Coast and serves as a focal point for military cargo movement to Europe and the Middle East. Its mechanized-computerized cargo handling arrangement makes possible the processing of up to 1,200 tons of cargo during a 24-hour period. The air base's military and civilian payroll of over \$170 million is mostly pumped back into the local economy.

Procter & Gamble's Dover plant produces disposable wet wipe paper products at a 546,000-square-foot site it acquired in 1996. Playtex Apparel, Inc. and Playtex Products, Inc. manufacture and distribute intimate apparel as well as personal care items. Major manufacturers include PPG Industries, which produces paint products; Hirsch Industries, a leading manufacturer of consumer durables such as file cabinets; Reichold Inc., a producer of coatings, polyesters, emulsions, and adhesives; and Sunroc Corporation, which produces water coolers and drinking fountains.

Delaware State University, Delaware Technical and Community College, and Wesley College are considered to be major employers in education. In health care and social services top employers include Bayhealth Medical Center, Silver Lake Center (eldercare), and Westminster Village (retirement community).

Tourism is a growing industry in Dover and Kent County. Due to the absence of sales tax, visitors from nearby states such as New York and New Jersey come quite often. The addition of slot machines at the horse racing tracks in Dover (Dover Downs), Harrington, and Wilmington brings in even more visitors. Ticket sales at the local NASCAR races, as well as related industries such as the restaurants and hotel/motel businesses, have about a \$47 million impact on Dover's economy.

Items and goods produced: foodstuffs, paper products, personal care products, paint, office appliances, beverages, and apparel

Incentive Programs—New and Existing Companies

The Central Delaware Economic Development Council assists companies with basic information, building and site selection, and dealing with local and state government agencies. The Kent County branch of the Delaware Small Business and Development Center is located at Delaware State University.

Local programs: In 1999 Kent County implemented a development incentive fund. The Central Delaware Chamber of Commerce offers existing businesses consulting assistance and counseling services by retired executives. Downtown Dover Redevelopment Incentives are offered by the city that may include a 10-year property tax abatement and a waiver of some permit fees. The Downtown Dover Development Corporation also offers loans and grants for some projects.

State programs: The state of Delaware has no general sales tax and no personal property or inventory tax. Real property taxes are among the lowest in the nation and some investment and holding companies may receive exemptions on corporate income tax. The Small Business Administration Section 504 Program offers long-term fixed-rate subordinate mortgage financing for acquisition and renovation projects in amounts ranging from \$250,000 to \$2.5 million. Financing for these projects usually involves 50% funding from a private lender, 40% from the Delaware Development Corporation, and 10% from the business. The Delaware Economic Development Office (DEDO) has a Technology-Based Seed Fund which offers seed capital ranging between \$50,000–\$100,000 to qualified early stage companies. DEDO offers assistance in loan packaging by utilizing existing state and federal programs, including Industrial Revenue Bond Financing, various bridge grants and loans, and Small Business Administration Assistance.

The state of Delaware has created incentives for financial institutions through the passage of the Financial Center Development Act in 1981, by which banks in certain circumstances receive a declining rate of taxation; the Consumer Credit Bank Act in the early 1980s, which gives financial benefits to smaller banks locating operations in the state; and the International Banking Act.

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

Development Projects

According to local analysts, Dover's population growth is primarily fueled by local business expansion and the growth of Dover Air Force Base. The construction of Kent County's Aeropark, a 115-acre industrial park adjacent to the air force base, began in the mid-1990s to house Sunroc, a water cooler manufacturer. The Aeropark project was greatly enhanced by the Air Force's granting of two military runways to accommodate Aeropark businesses. As of 2007 there were seven other industrial parks in Dover and five office and research parks.

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

The city is expected to continue with plans to maintain and improve the downtown area as a major employment, residential, and commercial center. The area known as the West Side, just west of downtown, has particularly been targeted for potential development. The city hopes to fill empty storefronts with specialty product and service firms, such as hobby shops and music stores. The West Side also holds potential for development of new office spaces for government and private firms.

Economic Development Information: Central Delaware Economic Development Council, 435 N. DuPont Highway, P.O. Box 576, Dover, DE 19903; telephone (800)624-2522; www.cdcdc.org. Delaware Economic Development Office, 99 Kings Hwy., Dover, DE 19901; telephone (302) 739-4271; fax (302) 739-5749; www.dedo.delaware.gov. Downtown Dover Development Corporation, Main Street Dover, #14 The Plaza, Dover, DE 19901; telephone (302)678-9112; www.dover-mainstreet.com

Commercial Shipping

The Port of Wilmington, 40 miles north, provides direct access to I-495, and both Norfolk Southern and CSX railroads serve the terminal with rail sidings viable at most warehouse facilities at the port. In the late 1990s, the port expanded its docking area to handle both larger ships and

a greater number of ships. Motor freight services are available.

Labor Force and Employment Outlook

Kent County boasts an available and trainable labor force and a pool of skilled labor with an excellent work ethic. Between 1970 and 2000, the county's labor force more than doubled while the number of new companies increased by more than 10 percent in a decade. In 2007 the Central Delaware Economic Development Council, which covers the Dover area, listed the following companies as major employers: Playtex Products, Playtex Apparel, Kraft Foods, Scott Paper, Citicorp Insurance Group, Bank of America, Aetna Insurance, PPG Industries, Discover Card (Greenwood Trust), ILC Dover, Sunroc Corporation, Eagle Group, Inc., General Metalcraft, Dentsply International, and Perdue Farms. In November 2004 the Milken Institute, a nonpartisan and nonprofit research organization, ranked Dover as fourth on their "Best Performing Cities: Small Cities List" which marked an improvement from the 29th position it occupied in 2003. Also, a study by the American City Business Journals in 2004 named the Dover metropolitan area as the "Hottest Market in the East for Job Creation." In 2004 Delaware's economy marked its return to the Corporation for Enterprise Development's (CFED) ratings list that grades the best states in the nation on a variety of economic factors. Compared to other states, Delaware is among the top five in the nation, earning As and Bs in the major grading categories by the nationally-recognized economic research organization. For seven consecutive years prior to 2000, personal and business taxes were cut in Delaware.

The 1999 purchase by the city of Dover of 385-plus acres, known as the Garrison Oak Technology Park, provides Kent County with the potential for significant future job growth in manufacturing, research and development, and high-technology industry. In addition, the High-Technology Business Incubator, to be located at Delaware State University, will provide additional future job and company growth potential. As of 2007, however, employment projections indicated that the number of jobs would remain relatively stable for the short-term. Possible growth areas include retail, construction, and financial services.

The following is a summary of data regarding the Dover metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 65,000

Number of workers employed in . . .

- construction and mining: 3,700
- manufacturing: 3,600
- trade, transportation and utilities: 13,700
- information: 700

- financial activities: 2,900
- professional and business services: 4,000
- educational and health services: 8,200
- leisure and hospitality: 7,300
- other services: 2,500
- government: 18,600

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.6% (June 2007)

<i>Largest employers (2005)</i>	<i>Number of employees</i>
Dover Air Force Base	8,595 total: 5,715 (military); 1,090 (civilian); 1,790 (reserves)
Bayhealth Medical Center (includes Kent General Hospital and Milford Memorial Hospital)	2,505
Dover Downs	981
Playtex Products	796
Delaware State University	650 full-time; 500 part-time
Bank of America	615
Kraft Foods	522
Comcast Cable	324
Wal-Mart	324
Procter and Gamble	315
Aetna U.S. Healthcare	245

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$296,010

2007 (1st quarter) ACCRA Cost of Living Index: 100.7

State income tax rate: 0.0% to 5.95%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

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

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

■ Education and Research

Elementary and Secondary Schools

In 1995 the Capital School District received one of 17 national Challenge Grants from the U.S. Department of Education in the program's inaugural year. The \$5.5 million grant spanned five years and supported technology at school and in the home. The district offers a computer training laboratory in each school, gifted programs in elementary and secondary schools, language arts and mathematics programs, and a school with multiage grouping. There are 12 public schools in the district. In 2007 Dover High School ranked in the top 5 percent of schools in the nation. Dover High School offers a Technical Preparation program. The schools also conduct a curriculum in which members of the community serve as writing coaches. Handicapped children are served by the Kent County Community School. The Caesar Rodney School District has a few schools in Dover, including the Dover Air Force Base Middle School.

There are several private schools in Dover, including Catholic and Amish elementary schools.

The following is a summary of data regarding the Capital School District as of the 2005–2006 school year.

Total enrollment: 6,336

Number of facilities

elementary schools: 7
 junior high/middle schools: 2
 senior high schools: 1
 other: 2

Student/teacher ratio: 15.5:1

Teacher salaries (2005–06)

elementary median: \$42,840
 junior high/middle median: \$43,290
 secondary median: \$48,480

Funding per pupil: \$8,922

Public Schools Information: Superintendent's Office, Capital School District, 945 Forest St., Dover, DE 19904-3498; telephone (302)672-1500; fax (302)672-1714; www.capital.k12.de.us/default.htm

Colleges and Universities

Delaware State University, with an enrollment of about 3,600 students, was founded in 1890 as a college for African Americans. The university offers 64 undergraduate degrees, 20 graduate degrees, and 2 doctoral degrees. Founded in 1873, Wesley College has 30 bachelor's degree programs and four associate's degrees along with four master's programs. It is affiliated with the United Methodist Church. Bachelor's and master's degree programs are available through Wilmington College,

which has sites at Dover Air Force Base and just north of Dover Downs. More than 42,500 students each year enroll in diversified technical associate degree programs, diploma programs, and certificate and special interest programs offered at the Delaware Technical and Community College's (DTCC) four locations. About 3,000 students attend the Dover campus each semester; the other campuses are in Georgetown, Stanton, and Wilmington. The University of Delaware maintains an extension site on the DTCC campus that offers an associate's degree program.

Libraries and Research Centers

The Dover Public Library, which underwent renovations in 2002 and 2003, has more than 107,000 volumes, 370 magazine subscriptions, and 9,800 audio and video materials. Total circulation is about 348,270. Services include reference materials and aids, book talks, and seasonal and children's programs. The Kent County Library, also located in Dover, has about 15,865 volumes and sponsors a bookmobile.

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

The William C. Jason Library of the University of Delaware has over 300,000 volumes and 1,300 serial subscriptions. The Parker Library at Wesley College shares library privileges with all the public libraries in Kent and Sussex counties and all Delaware technical libraries.

The Applied Mathematics Research Center at Delaware State University was established in 2003 with funding from the Department of Defense. Other research departments at the University include the Delaware Center for Scientific and Applied Computation, the Applied Optics Center, the Delaware Biotechnology Institute, and the Delaware Center for Enterprise Development.

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

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

strives to promote the general public's knowledge of estuaries.

Public Library Information: Dover Public Library, 45 South State St., Dover, DE 19901-3526; telephone (302)736-7030; www.doverpubliclibrary.org

Research Information: Delaware National Estuarine Research Reserve, 818 Kitts Hummock Rd., Dover, DE 19901; telephone (302)739-3436; www.dnrec.state.de.us. Delaware State University, 1200 DuPont Highway, Dover, DE 1990; telephone (302)857-6060; www.desu.edu/research

■ Health Care

The medical needs of Dover's residents are met at the city's Kent General Hospital, a 211-bed facility. The hospital is administered as part of the Bayhealth Medical Center and offers a variety of services including in-patient and outpatient care, neonatal special care, coronary care, same-day surgery, a modern imaging department, respiratory care, a cancer center, neurodiagnostics, and a 24-hour emergency department.

■ Recreation

Sightseeing

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

At one end of the Green stands the Old State House, where the General Assembly met from 1777 until 1934, which was restored in 1976. That body now meets in the Legislative Hall, which displays paintings of former governors and war heroes. Nearby are the Colonel John Haslett Armory and the refurbished Richardson & Robbins canning plant, which now houses the Department of Natural Resources and other state offices. At Christ's Church there is a monument to Caesar Rodney (1729–84), a signer of the Declaration of Independence and an esteemed patriot and local leader. Perhaps the quaintest building on the Green is the tiny Old Post Office, believed to be the city's first. The Delaware Museum of Small Town Life and the Delaware Archaeology Museum, together known as the Meeting House Galleries, occupy a 1790 Presbyterian Church and a 1880 Sunday

school building on Meeting House Square, about three blocks from the Green. The archaeological exhibit focuses on Native Americans and the Main Street exhibit on typical small town life.

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

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

Nipper, the famous RCA Victor canine symbol, is the star of the Johnson Victrola Museum, which traces the history of the Victor Talking Machine Company, now known as RCA. The museum is a replica of a 1920s Victrola dealer's store.

Arts and Culture

Dover has a number of interesting historical and art museums. The Hall of Records, which houses the Division of Historical and Cultural Affairs, contains the Royal Charter that Charles II gave to the Duke of York for the land that is now Delaware. The Sewell Biggs Museum of American Art, which opened in 1993 and was founded by Sewell C. Biggs, features 14 galleries of decorative arts.

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

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

The Dover Art League's Art Center offers classes, a series of exhibits, and a children's summer arts camp.

Arts and Culture Information: Greater Dover Arts Council, PO Box 475, Dover, DE 19903-0475; telephone (302)736-7050. Kent County and Greater Dover, DE Convention and Visitors Bureau, 435 North DuPont Highway, Dover, DE 19901; telephone (800)233-KENT or (302)734-1736; www.visitdover.com

Festivals and Holidays

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

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

Sports for the Spectator

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

Sports for the Participant

Dover's Silver Lake, one of four lakes in Kent County, offers picnicking, boating, and fishing on 182 acres. The city has 25 other parks that provide a variety of features including historic monuments, children's playground equipment, and fishing piers. Short drives to Delaware Bay and the Atlantic Ocean provide opportunities for swimming, water skiing, and other water-related

activities. Public golf courses are available and tennis courts can be found at school and college grounds.

Schutte Park, one of the city's more recently opened parks, is located on the west side of town and takes up 57 acres to house its softball/baseball and hockey/soccer fields along with ample space for picnic pavilion rentals. The Parks and Recreation Department is seeking to expand next to this land with a site proposed in 2004 named "West Side Recreation Center" on more than 19,000 square feet and at a projected cost exceeding \$2.3 million. As of 2007 the project was still in the proposal stage.

The Amish Country Bike Tour is sponsored in part by the city each year on the first Saturday after Labor Day. Bike routes are mapped to take riders through the farmlands and small settlements that dot the Kent County landscape. Stops for food and live music are available.

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

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

Shopping and Dining

Tax-free shopping attracts people from all over the region to Dover's stores. Main Street Dover boasts many specialty shops located in unique buildings. Curbside horses and buggies from nearby Amish towns are a common site at the legendary Spence's Bazaar on New Street, where bargain hunters peruse everything from housewares to antique furniture. The Dover Mall features many national chain stores.

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

Visitor Information: Kent County and Greater Dover, DE Convention and Visitors Bureau, 435 North DuPont Highway, Dover, DE 19901; telephone (800) 233-KENT or (302)734-1736; www.visitdover.com

■ Convention Facilities

The Sheraton Dover Hotel and Conference Center is the primary conference site in the city. The center offers 21,000 square feet of exhibition space, a ballroom that can accommodate 1,500 for dinner, and 22 meeting

rooms, as well as 156 hotel rooms. An 18,000-square-foot ballroom is available at the Dover Downs Hotel & Casino, and can be divided into three separate areas for events such as stand-up receptions, sit-down dinners, and tradeshow. Further, the hotel provides six corporate meeting rooms and three smaller hospitality suites. Military and veterans groups can reserve meeting rooms for 30 to 200 people at the Air Mobility Command Museum on Dover Air Force Base. Delaware State University has a meeting space to accommodate 3,000 people. Wesley College and Delaware technical and Community College offer spaces for smaller groups.

Convention Information: Kent County and Greater Dover, DE Convention and Visitors Bureau, 435 North DuPont Highway, Dover, DE 19901; telephone (800) 233-KENT or (302)734-1736; www.visitdover.com. Dover Downs Hotel & Casino, 1131 North DuPont Highway, Dover DE 19901; telephone (800)711-5882 or (302)674-4600; www.doverdowns.com. Sheraton Dover Hotel, 1570 North DuPont Highway, Dover, DE 19901; telephone (302)678-8500

■ Transportation

Approaching the City

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

Traveling in the City

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

■ Communications

Newspapers and Magazines

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

Television and Radio

The major commercial television stations received in the air are all broadcast from other cities. The Fox network maintains a newsroom in Dover. Cable television is available through Comcast Cable TV. Two AM radio stations (WDOV and WKEN) and two FM stations (WSDS and WRDX) are broadcast out of Dover. Local telephone service is provided through Verizon-Delaware.

Media Information: *Delaware State News*, PO Box 737, Dover, DE 19903; telephone (800) 282-8586 or (302)674-3600

Dover Online

- Capital School District. Available www.capital.k12.de.us/default.htm
- Central Delaware Chamber of Commerce. Available www.cdcc.net
- Central Delaware Economic Development Council. Available www.cdcdc.org
- City of Dover home page. Available www.cityofdover.com
- Delaware Economic Development Office. Available www.dedo.delaware.gov
- Delaware Online. Available www.delawareonline.com
- Dover Air Force Base. Available public.dover.af.mil
- Dover Post. Available www.doverpost.com
- The Historical Society of Delaware. Available www.hsd.org
- Kent County Convention and Visitors Bureau. Available www.visitdover.com
- State of Delaware, Department of Transportation. Available www.deldot.net/index.shtml
- University of Delaware. Available www.udel.edu
- WDOV-AM radio home page. Available www.wdov.com
- WSDS-FM radio home page. Available www.wdsd.com
- Welcome to Dover. Available www.state.de.us/facts/history/dover.htm

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- Slavin, Timothy A., *Dover: Images of America* (Mount Pleasant, SC: Arcadia Publishing, 2003)
- Walls, Bruce, *Tales of Old Dover* (Decatur, IL: Spectator Books, 1977)



Wilmington

■ The City in Brief

Founded: 1638 (chartered 1739)

Head Official: Mayor James M. Baker (D)
(since 2001)

City Population

1980: 70,195

1990: 71,529

2000: 72,664

2006 estimate: 72,826

Percent change, 1990–2000: 1.5%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 311th (State rank: 1st)

U.S. rank in 2000: 417th (State rank: 1st)

Metropolitan Area Population

1980: Not reported

1990: 5,892,937 (CMSA)

2000: 6,188,463 (CMSA)

2006 estimate: 5,826,742

Percent change, 1990–2000: 14.2%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 5th (CMSA)

U.S. rank in 2000: 6th (CMSA)

Area: 10.8 square miles (2000)

Elevation: Approximately 74 feet above sea level

Average Annual Temperatures: January, 32.0° F; July, 76.0° F; annual average, 54.0° F

Average Annual Precipitation: 40.25 inches; 19.9 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.3% (June 2007)

Per Capita Income: \$22,981 (2005)

2005 FBI Crime Index Property: 3,434

2005 FBI Crime Index Violent: 1,049

Major Colleges and Universities: University of Delaware, Widener University

Daily Newspaper: *The News Journal*

■ Introduction

After years of living in Philadelphia's shadow, Wilmington has emerged as a national banking center. Beginning with the du Pont family enterprises, the city has been a leading industrial and shipping hub since the nineteenth century. A diversified labor force, low corporate tax burden, economic incentives for new and expanding companies, and teamwork between the public and private sectors make Wilmington extremely attractive to new businesses. Although situated in the most densely populated area of the northeast, Wilmington is a very livable city. Because of its small size, it enjoys the advantages of a large metropolitan area while escaping the disadvantages, such as traffic congestion, noise pollution, and smog. City residents profit from a comparatively low cost of living and cultural perquisites inherent in an area that boasts two of the country's top museums and bills itself as the "Corporate Capital of the World."

■ Geography and Climate

Wilmington is located in the northeast corner of Delaware, on the western bank of the Delaware River where the Christina River joins Brandywine Creek. The city is part of the Atlantic Coastal Plain, which combines flat, low land at sea level with gentle, rolling hills that extend northward into Pennsylvania. The Delaware River forms

the city's eastern border with the Atlantic Ocean beyond; Chesapeake Bay lies to the southwest. These large water masses determine the city's climate. Summers are warm and humid, and winters are generally mild. During the summer relative humidity is about 75 percent and fog is frequent throughout the year. Most winter precipitation falls as rain or sleet. Rainfall is heaviest in summer when it comes in the form of thunderstorms. Hurricanes moving northward along the Atlantic Coast occasionally cause heavy rainfall, but winds seldom reach hurricane force in Wilmington. Strong easterly and southeasterly winds sometimes cause high tides in the Delaware River, resulting in flooding of lowlands and damage to riverfront properties.

Area: 10.8 square miles (2000)

Elevation: Approximately 74 feet above sea level

Average Temperatures: January, 32.0° F; July, 76.0° F; annual average, 54.0° F

Average Annual Precipitation: 40.25 inches; 19.9 inches of snow

■ History

Lenni-Lenape Indians lived in the Wilmington area long before Europeans and Africans arrived on Delaware's shores. "Lenni" means pure or original and "Lenape" means the people. Their control extended north into Pennsylvania and south to the Potomac; their customs and traditions resembled those of their neighbors, the Nanticokes and the Powhatans of Virginia. European settlers first encountered this tribe of "peacemakers" in the early seventeenth century.

Various Countries Possess Early Colony

Wilmington was the first permanent Old World settlement in the entire Delaware Valley. In March 1638, a Swedish expedition led by Peter Minuit entered Delaware Bay. They sailed up the river and entered the Minquas Kill (today's Christina River). Going two miles inland, they cast anchor opposite a natural stone wharf. Here at "The Rocks"—which are still visible today at the foot of Seventh Street—Minuit stepped ashore and made a treaty with the Lenni-Lenapes. The land he purchased was dubbed New Sweden and Swedish soldiers soon began constructing a fort they named after their queen, Christina. Inside the fort they built the first log cabins in America. Before the ship left in June, the 24 original Swedes, Finns, Dutch, and German settlers were joined by Anthoni, "The Black Swede," a freedman from the Caribbean. All 25 were alive and well two years later when the ship returned. In all, Sweden sent 12 expeditions to the new world, but the fledgling colony received little support from Queen Christina and in 1656 was

overtaken by the Dutch. Peter Stuyvesant, the Governor of New Amsterdam, laid siege to the tiny colony and ultimately the Swedes surrendered.

In 1664, as a result of a war between Holland and England, the colony along the Delaware was brought under English rule. Then, in 1681, William Penn received a grant from England's King Charles II for the largest tract ever given a commoner. "Penn's Woods," or Pennsylvania, was intended to be a haven for members of the Society of Friends, or Quakers. For the next fifty years, Penn and Lord Baltimore would vie for ownership of the three counties of New Castle, Kent, and Sussex. As Pennsylvania added western counties, Delaware demanded home rule, and in 1704 the counties were granted their own assembly with Pennsylvania and Delaware sharing the same crown-appointed governor.

Around 1730, a large tract of land in what is now Wilmington was deeded to a man named Thomas Willing, who called the tiny settlement Willingtown. Willingtown was a farming community of 15 to 20 houses when prosperous Quakers began to arrive in 1735. Immediately they began investing in property and, simultaneously, the town began to grow. At this time there was no formal government; therefore, decisions were made by consent of all the townspeople. Then, in 1739, England's King George II granted a charter addressed to "the People of Wilmington;" the king is thought to have arbitrarily named the town after his friend Spencer Compton, Earl of Wilmington. The first election held under the borough charter took place on September 8, 1740. This same year the first vessel built for foreign trade, the *Wilmington*, sailed for Jamaica. A brisk shipping trade continued to benefit local merchants despite wars and privateers. Industries such as brick-making, pottery, tanning, and flour-milling (at mills along the Brandywine) began to flourish.

Wilmington in Revolutionary Times

The summer of 1777 found the community of Wilmington in the center of the struggle for American independence from England. George Washington established Revolutionary army headquarters in Wilmington, as did General Anthony Wayne. After the British took Wilmington, following the Battle of Brandywine, the town became a British camp. The Presbyterian Meeting House was used as a prison and residents' houses were requisitioned to care for the wounded. Wilmingtonians did not see the last of British troops until the end of October 1777.

An economic slump followed the war, but soon Wilmington had a fleet of ships engaged in coastal, as well as European, trade. Many Irish passed through the Port of Wilmington at this time, as well as French refugees from Santo Domingo. Scarcely had these immigrants settled when hundreds more poured in from Philadelphia, where yellow fever was rampant. Until the

epidemic, Wilmington merchants had depended on Philadelphia banks for financial support. Suddenly isolated from their neighbor, they realized the need for economic self-sufficiency and founded the Bank of Delaware in 1795.

Economic Development Marks Nineteenth Century

Between the close of the Revolution and the War of 1812, Wilmington's population increased to 5,000, the town spread westward, and streets were widened to accommodate the flow of traffic. Five turnpikes built between 1808 and 1815 greatly increased Wilmington's trade. Steamboats ran regularly between the town and Philadelphia, as did stagecoaches carrying passengers and freight. One of the earliest railroads in the United States, the Newcastle & Frenchtown Railway, opened in 1831, and soon after came the Wilmington & Susquehanna. By 1831 Wilmington's population had grown so large that leading citizens petitioned the legislature to incorporate the town as a city. The charter was granted in 1832 and city officials were elected.

From 1832 until the Civil War, new enterprises sprang up on the shores of the Christina River, supplementing those already prospering along the Brandywine. Shipbuilding, paper milling, and the manufacture of machine tools, iron, railroad cars, and cotton joined the earlier industries of flour milling and leather tanning. As new industries developed, the population grew. In 1860 there were 21,250 residents in the city; in 1920 there were 110,168.

Wilmington in the Twentieth Century

World War I kept all available industrial plants working full time; blast furnaces and shipyards operated round-the-clock. The conflict brought immense trade to E. I. du Pont de Nemours and Company, which had been producing gun powder in the area since 1802. After the war du Pont moved away from explosives to manufacture materials such as Nylon, Dacron, Orlon, and Cellophane. When other chemical companies moved into the region, Wilmington became known as "The Chemical Capital of the World." This industrial expansion brought great wealth to the area, and in the decades following World War II, a large increase in population.

Like many American cities, Wilmington has seen a steady flow of residents leave the city for the suburbs. The exodus of the middle class left the city to the urban poor, particularly to blacks and the elderly, creating new problems. Racial violence that broke out in the wake of Martin Luther King, Jr.'s assassination on April 4, 1968, required heavy patrol by the National Guard for many months.

A shift in economy began in 1981 with the Financial Center Development Act. The act liberalized many laws governing banking operations with the state. Subsequent

state legislation was directed to attracting international finance and insurance companies. Through the 1990s, several banking and financial services organizations moved to the state and to Wilmington to take advantage of this pleasant economic climate. With a liberal tax structure, many *Fortune* 500 companies decided to incorporate in or near Wilmington, bringing the city yet another nickname, the "Corporate Capital."

Since the mid-1990s more than \$1 billion, much of it in private funds, has been invested in major downtown redevelopment projects. The MBNA complex, after moving to downtown Wilmington in 1993 and undertaking a \$32 million renovation of the former Daniel L. Herrmann Courthouse, consists of seven buildings. In 2002 the huge former Delaware Trust Building, which had been destroyed by fire, was converted to the Residences at Rodney Square, a 278 unit luxury apartment complex.

The revitalization of downtown buildings and new housing construction and the redevelopment of the Christina Riverfront continue to be priorities for the city and state governments. The revitalization of the central business area continues to stimulate increased interest in Wilmington. Revitalization efforts include many new restaurants plus the construction of a new live performance theater, a baseball stadium, the First USA Riverfront Arts Center in 1998, a 1.7-mile Riverwalk and the Shipyard Shops along the riverfront, and the 2003 installation of a steel-rail trolley connecting the riverfront with the business area. Other cultural developments include a recent \$12 million expansion of the Grand Opera House on Market Street, a \$25 million expansion of the Delaware Art Museum on Grand Kentmere Parkway, and construction of Theatre N at Nemours, the first movie theater in the city since 1982.

Mayor James M. Baker, who took office in 2001, saw positive developments in the city's ongoing fight with crime and blight. Overall crime rates dropped and the city enforced stricter registration fees and building code violations on owners of vacant properties to encourage property rehabilitation. In 2007, *fDi Magazine* named Wilmington among the top ten "North American Cities of the Future" in its micro city category.

Historical Information: Historical Society of Delaware Library, 505 Market Street, Wilmington DE 19801; telephone (302)655-7161; www.hsd.org

■ Population Profile

Metropolitan Area Residents

1980:	Not reported
1990:	5,892,937 (CMSA)
2000:	6,188,463 (CMSA)
2006 estimate:	5,826,742
Percent change, 1990–2000:	14.2%

U.S. rank in 1980: Not reported
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 6th (CMSA)

City Residents

1980: 70,195
1990: 71,529
2000: 72,664
2006 estimate: 72,826
Percent change, 1990–2000: 1.5%
U.S. rank in 1980: Not reported
U.S. rank in 1990: 311th (State rank: 1st)
U.S. rank in 2000: 417th (State rank: 1st)

Density: 6,698 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 25,811
Black: 41,001
American Indian and Alaska Native: 185
Asian: 473
Native Hawaiian and Pacific Islander: 20
Hispanic or Latino (may be of any race): 7,148
Other: 3,750

Percent of residents born in state: 58.1% (2000)

Age characteristics (2005)

Population under 5 years old: 4,919
Population 5 to 9 years old: 4,896
Population 10 to 14 years old: 4,760
Population 15 to 19 years old: 3,415
Population 20 to 24 years old: 5,103
Population 25 to 34 years old: 11,369
Population 35 to 44 years old: 8,445
Population 45 to 54 years old: 6,334
Population 55 to 59 years old: 3,605
Population 60 to 64 years old: 2,301
Population 65 to 74 years old: 4,083
Population 75 to 84 years old: 2,131
Population 85 years and older: 1,019
Median age: 31.3 years

Births (2006, MSA)

Total number: 3,884

Deaths (2006, MSA)

Total number: 2,863

Money income (2005)

Per capita income: \$22,981
Median household income: \$33,240
Total households: 26,770

Number of households with income of . . .

less than \$10,000: 2,835

\$10,000 to \$14,999: 3,108
\$15,000 to \$24,999: 4,214
\$25,000 to \$34,999: 3,449
\$35,000 to \$49,999: 4,055
\$50,000 to \$74,999: 3,829
\$75,000 to \$99,999: 2,575
\$100,000 to \$149,999: 1,597
\$150,000 to \$199,999: 577
\$200,000 or more: 531

Percent of families below poverty level: 11.7% (2005)

2005 FBI Crime Index Property: 3,434

2005 FBI Crime Index Violent: 1,049

■ Municipal Government

Wilmington, the New Castle County seat, has a mayor-council form of government. Elected to a four-year term, the mayor is the city's chief administrator. Like the mayor, Wilmington's 13 city council members are elected for four-year terms every presidential election year. There are eight council members representing city districts and four members-at-large.

Head Official: Mayor James M. Baker (D) (since January 2001; term expires November 2008)

Total Number of City Employees: 1,192 (2005)

City Information: City of Wilmington, 800 French St., Wilmington, DE 19801; telephone (302)576-2100; www.ci.wilmington.de.us

■ Economy

Major Industries and Commercial Activity

The major industries in Wilmington include banking, chemicals, pharmaceuticals, imports and exports, and tourism and hospitality. The Wilmington/Newark metropolitan area is home to some of the world's most prominent technology companies, including DuPont, AstraZeneca, W. L. Gore and Associates, Hercules, Inc., and Andersen Consulting. The Delaware Technology Park in Newark is host to more than 49 technology-driven businesses. Delaware is a national corporate center and more than half of the *Fortune* 500 charter their operations in the city because of the state's favorable corporate franchise tax laws and nationally recognized Court of Chancery.

More than 60 banks—state, national and regional—are located in Wilmington. MBNA Bank is the area's largest employer with more than 11,000 workers. American Life Insurance Company's world headquarters is an impressive anchor in the city's developing Christina

Gateway, a commercial center encompassing the eastern sector to the waterfront. Blue Cross–Blue Shield built a new headquarters in the downtown area that accommodates about 700 employees. Chase Manhattan has invested millions of dollars in downtown offices, as have PNC, First Union, Wilmington Trust, First USA, and Beneficial National Bank. Manufacturers Hanover has relocated a portion of its domestic lending operation to the city as well.

Other large manufacturing companies with operations in the Wilmington region include Daimler-Chrysler, General Motors, Ciba-Geigy (pharmaceuticals) and Dade Behring (medical apparatus manufacturers).

The Port of Delaware has a major impact on both the local and state economies. The port employs about 5,300 people and contributes over \$23 million each year in tax revenues. This full-service deepwater port welcomes over 400 vessels each year and handles over 4 million tons of cargo. The Port of Wilmington is the nation's leading gateway for fresh fruit imports and the world's largest import hub for bananas, with Dole and Chiquita as the primary companies. Over 100,000 automobile imports and exports are passed through the port each year for Volkswagen, Audi, and General Motors. Other products received at the port include steel, forest products, petroleum, and bulk materials.

Tax-free shopping and historical attractions are the big draws for tourists. The Greater Wilmington area receives about 2.4 million visitors annually.

Items and goods produced: chemicals, medical apparatus, pharmaceuticals, automobiles

Incentive Programs—New and Existing Companies

Local programs: Wilmington provides strong incentives to businesses thinking of establishing operations in the city. Among the city incentives are these: Christina Gateway Tax Incentive Program; Real Property Tax Exemption Program; Head Tax, which allows any new or relocating business in the city that brings over 100 new employees to obtain a waiver to the City's Head tax, a \$6.00 fee per employee the city charges for upkeep of the city's infrastructure, police and other city services; Enterprise Zone; Blue Collar Tax Program, which provides that any business that creates blue-collar jobs in the city is eligible for a \$250.00 state tax credit per \$100 million invested; and incentives for locating in brownfields. The city also sponsors a micro-loan program.

State programs: The state of Delaware has no general sales tax and no personal property or inventory tax. Real property taxes are among the lowest in the nation and some investment and holding companies may receive exemptions on corporate income tax. The Small Business Administration Section 504 Program offers long-term

fixed-rate subordinate mortgage financing for acquisition and renovation projects in amounts ranging from \$250,000 to \$2.5 million. Financing for these projects usually involves 50% funding from a private lender, 40% from the Delaware Development Corporation, and 10% from the business. The Delaware Economic Development Office (DEDO) has a Technology-Based Seed Fund which offers seed capital ranging between \$50,000–\$100,000 to qualified early stage companies. DEDO offers assistance in loan packaging by utilizing existing state and federal programs, including Industrial Revenue Bond Financing, various bridge grants and loans, and Small Business Administration Assistance.

The state of Delaware has created incentives for financial institutions through the passage of the Financial Center Development Act in 1981, by which banks in certain circumstances receive a declining rate of taxation; the Consumer Credit Bank Act in the early 1980s, which gives financial benefits to smaller banks locating operations in the state; and the International Banking Act.

Job training programs: When the labor market cannot respond to an employer's needs, or when additional skills are necessary because of a particular business situation, the Delaware Economic Development Office has access to recognized educational resources that can provide skill training designed to the company's specifications. Training contracts may be arranged with colleges, vocational schools, specialized training centers, and independent agencies that provide business, industrial, and service-related instruction.

Development Projects

Since 2000 the city has initiated several projects to renovate and revitalize the downtown area. In 2004, the city's historic Ships Tavern District was redeveloped in a \$24 million project that added 80 apartments and 18 retail shops to a city block that holds more than a dozen historically significant buildings. Originally constructed in the 18th and 19th centuries, the three- and four-story buildings had mostly been sitting vacant or used as warehouse space for more than two decades.

In 2007 a new 150,000-square-foot office and retail complex was completed at the site of the former Wilmington Dry Goods in downtown Wilmington. Called the Renaissance Centre, the \$50 million project houses more than 550 employees. The Drydock Building at the Wilmington Riverfront was redeveloped for office and retail space. The WSFS Bank center was also developed to house both the bank as well as other groups, such as the law firms of Asby & Geddes and Morris James.

The city supports county and state efforts in continued development at the Port of Wilmington. In 2006 Dole Food Company built a new \$16 million warehouse near their container yard with about \$4 million of funding from the Delaware River and Bay Authority. Continued maintenance and development of the Wilmington



©Kevin Fleming/Corbis.

Riverfront is also a high priority for the city. From 1997 through 2006 the city invested \$16.8 million in Riverfront development with a return of more than \$18.5 million in revenues. Construction of Justison Landing, a retail and residential development project on the Riverfront, began in 2006. The project includes plans for 160 condominiums, 50 townhouses, over 250 apartment units, 98,000 square feet of retail space, and 300,000 square feet of commercial space. The Christina Landing residential complex of townhouses, condominiums, and a 22-story apartment was also under development as of 2007.

According to a report commissioned by the Wilmington Renaissance Corporation, the city is working to attract specialty retail and service businesses to the downtown area. Recommendations for new business include music stores, bakeries and cafes, women's clothing and accessory shops, art galleries, florists, and gift shops.

Economic Development Information: Wilmington Renaissance Corporation, 214 North Market Street, Wilmington, DE 19801; telephone (302)425-5500; www.wilmingtonrenaissance.com. Wilmington Economic Development Corporation, Community Service Building, 100 West 10th Street, Suite 706, Wilmington, DE; telephone (302)571-9088; www.wedco.org. Port of

Wilmington, 1 Hausel Road, Wilmington, DE 19801-5852; telephone (302)472-PORT; www.portofwilmingtonde.com

Commercial Shipping

The flow of goods in and out of Wilmington is facilitated by its network of interstate highways and air and rail freight service. Perhaps the city's greatest economic asset, the state-owned Port of Wilmington lies at the mouth of the Christina River, only 65 miles from Atlantic Ocean shipping lanes. Incoming cargo, such as fresh fruit, concentrated juice, vehicles, lumber, and steel can be dispatched directly from ships to freight cars, trucks, and lighter carriers, saving handling costs and speeding delivery. The port has been designated a Free Trade Zone, offering customs benefits that are attractive to international trade. The full-service, deepwater port handles more than 400 vessels and over 4 million tons of cargo yearly, and its discharging facilities include two 46-ton container cranes that can handle 35 containers an hour. Rail access to the port is available through Norfolk Southern and CSX.

The interstate highways that pass through Wilmington give truckers direct access to one-third of the nation's consumers; more than 60 common and contract

carriers operate in the metropolitan area. Wilmington is also served by the mainline of Norfolk Southern System, with excellent direct freight service to major markets.

The New Castle County Airport offers worldwide cargo services with an unusually fast and efficient ground delivery system. Repair and maintenance services, leasing and storage facilities for commercial and corporate aircraft are also available. Also within a short commute of Wilmington are both Philadelphia International Airport and Dover Air Force Base. Additionally the smaller public-use airports of New Garden, Brandywine, and Spitfire are within 20 miles of downtown Wilmington.

Labor Force and Employment Outlook

Wilmington offers businesses a diverse labor force with a good mixture of blue- and white-collar workers. *Forbes* magazine rated the Wilmington-Newark and Dover metropolitan areas among the nation's "Best Places for Business and Careers" in the May 2000 edition. In 2007, *fDi Magazine* named Wilmington among the top ten "North American Cities of the Future." Special honors were mentioned for Most Business Friendly, Best Human Resources, and Best Economic Potential. As of 2007 the greatest employment potential was predicted for the retail and hospitality industries. The largest number of jobs were in trade and transportation.

The following is a summary of data regarding the Wilmington DE-MD-NJ Metropolitan Division metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 352,500

Number of workers employed in . . .

- construction and mining: 22,200
- manufacturing: 25,400
- trade, transportation and utilities: 66,200
- information: 5,900
- financial activities: 37,900
- professional and business services: 56,500
- educational and health services: 45,200
- leisure and hospitality: 29,000
- other services: 15,500
- government: 48,800

Average hourly earnings of production workers employed in manufacturing: \$21.15

Unemployment rate: 4.3% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Christina Care Health Services	10,968
E.I. DuPont de Nemours Co.	8,867
Bank of American Bank, N.A.	8,591

J.P. Morgan Chase & Co.	5,710
Astra-Zeneca	4,751
A.I. DuPont Hospital for Children	2,700
Christina School District	2,562
Wilmington Trust	2,162
Red Clay School District	1,860
PNC Bank	1,721

Cost of Living

In comparison with other eastern seaboard cities such as Philadelphia and New York, Wilmington boasts of relatively low living costs, particularly those associated with housing.

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

2007 (1st quarter) ACCRA Average House Price: \$313,880

2007 (1st quarter) ACCRA Cost of Living Index: 104.6

State income tax rate: 0.0% to 5.95%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$1.3348 per \$100 of assessed valuation (assessed valuation = 100% of fair market value)

Economic Information: Delaware Department of Labor, Wilmington Office, 4425 North Market Street, Wilmington, DE 19802; telephone (302)761-8085; www.delawareworks.com

■ Education and Research

Elementary and Secondary Schools

In 1976 the New Castle County School District was reorganized and divided into four separate districts: Brandywine (about 19 schools district wide), Red Clay Consolidated (28), Christina (30), and Colonial (15). Each district encompasses some part of Wilmington, along with other suburban communities, and each elects a seven-member board of education to govern its elementary and secondary schools. The New Castle County Vo-Tech School District provides vocational training for area students. The Christina, Brandywine, and Colonial districts all offer special programs for gifted students.

Christiana offers programs including the Delaware Autistic Program and the state's school for visually-impaired and hearing-impaired persons. Tally Middle School and Mount Pleasant High School in the Brandywine district offer students an International Baccalaureate Program. Red clay has special mentoring programs.

There are several charter schools in the city as well. Wilmington Charter School, founded in 1996, is sponsored by a group of companies that include DuPont, Hercules, Delmarva Power and Verizon. The school has classes focusing on material science and computer education. Cab Calloway School of the Arts, founded in 1992, matches traditional learning with an arts curriculum.

In addition to the public school system, there are over 50 private schools, both religious (Catholic and Jewish) and independent. The Cathedral Choir School and the Wilmington Music School are notable for music education.

The following is a summary of data regarding the Christina School District as of the 2005–2006 school year.

Total enrollment: 18,500

Number of facilities

- elementary schools: 20
- junior high/middle schools: 3
- senior high schools: 3
- other: 2

Student/teacher ratio: 15.2:1

Teacher salaries (2005–06)

- elementary median: \$52,440
- junior high/middle median: \$51,350
- secondary median: \$53,410

Funding per pupil: \$9,373

Colleges and Universities

Since the late 1990s five post-secondary institutions have established operations in downtown Wilmington. Much of this growth in post-secondary education in Wilmington was the result of an aggressive recruitment strategy by the Wilmington Renaissance Corporation, which called for the creation of a university campus district near Market Street. Together these efforts brought over 7,000 students to downtown Wilmington. Both Delaware State University and Drexel University have recently opened satellite campuses on Market Street. In addition, the Delaware College of Art and Design, Delaware's only professional art and design school, opened in 1997; and Springfield College also launched a center for human services near downtown. Delaware Technical and Community College also has an extension site in Wilmington. The Delaware Campus of Widener University School of

Law is in North Wilmington. This campus also houses the Legal Education Institute.

Other major accredited institutions in the Wilmington metropolitan region include the University of Delaware (Newark, DE), West Chester University of Pennsylvania (West Chester, PA), Wilmington College (New Castle, DE), and Goldey-Beacom College (Pike Creek Valley, DE).

Libraries and Research Centers

The Wilmington Public Library system, consisting of the Wilmington, North Wilmington, La Biblioteca del Pueblo libraries, and Woodlawn, is the primary system. Founded in 1788, the library houses more than 335,000 volumes, as well as a special collection on Delaware history, film and record collections, and an African American Collection of books, videos, and audio cassettes. Woodlawn Library has a collection of about 50,000 volumes and shares a campus with a small park. Brandywine Hundred, Kirkwood Highway, and Elsemere Public libraries are all part of the county system.

Wilmington is also home to numerous special libraries. Among them are the Delaware Academy of Medicine's Lewis B. Flinn Library, devoted to consumer health; Delaware Art Museum Library; School of Law Library at Widener University; E. I. du Pont de Nemours and Company Law Library; Hagley Museum and Library; and the Historical Society of Delaware Library. Research centers located in Wilmington include the Delaware Biotechnology Institute, a public-private partnership doing scientific research that is helping to develop Delaware's growing life sciences industry. In addition, five state-sponsored Advanced Technology Centers provide research and development in the areas of laser optics, semiconductors, and advanced materials. Alfred I. du Pont Institute of the Nemours Foundation performs research in pediatric orthopedics, cytogenetics, and microbial genetics. Delaware All-Sports Research performs and publishes research in sports medicine. Boeing Vertol Aircraft has a flight test center at New Castle Airport, five miles from downtown Wilmington.

Public Library Information: Wilmington Public Library, 10th and Market Streets, Wilmington, DE 19801; telephone (302)571-7400; www.wilmlib.org

■ **Health Care**

Two of Delaware's largest medical facilities, Christiana Care Health System and the Alfred I. du Pont Institute, are located in Wilmington. Christiana Care comprises Christiana Hospital (in Newark), Eugene du Pont Preventive Medicine and Rehabilitation Institute, Riverside Transitional Care, and Wilmington Hospital. The center is a teaching hospital affiliated with Thomas Jefferson University, the University of Delaware, and Delaware

Technical and Community College. Christiana also maintains services at three medical clinics in Wilmington and the Pike Creek Fitness Club. In 2007 Christiana Care was ranked in the top 40 best hospitals by *U.S. News & World Report* in the fields of digestive disorders, endocrinology, respiratory disorders, and ear, nose and throat.

Since 1940, the Alfred I. du Pont Institute has treated children who suffer from crippling diseases. Today it is a multispecialty pediatric center researching problems in neurology, genetics, developmental medicine, plastic surgery and sports medicine. The institute also works with the Nemours Health Clinic to provide health services to the elderly.

Wilmington's other medical facilities include St. Francis Hospital, the only Catholic hospital in Delaware, and The Veteran's Administration Medical Center.

■ Recreation

Sightseeing

From the eighteenth-century homes in Wilmington Square to the country estates along the Brandywine, Wilmington's attractions are rich in history. Prominent among them is the legacy of one family. The du Ponts, who did so much to shape the city's economy, have also had a pervasive influence on its cultural life.

One of the du Pont's greatest contributions is Nemours Mansion and Gardens, the 300-acre estate of Alfred I. du Pont, who designed the mansion in the style of a Louis XVI chateau and filled it with European art works. Its 77 rooms are furnished with antique furniture, oriental rugs, tapestries, and outstanding paintings dating to the fifteenth century. Outside, formal gardens extend a third of a mile from the main vista of the mansion. Ten miles north is Longwood Gardens, the 1,050-acre horticultural masterpiece of Pierre Samuel du Pont. In spring, summer, and fall, visitors enjoy more than 350 acres of outdoor gardens, fountain displays, fireworks, theatrical productions, and concerts. During the winter months the main attraction is a group of heated conservatories that shelter many rare and exotic plants. Gardening enthusiasts can also experience naturalistic garden designs and native plants at their best at the Mt. Cuba Center, the former estate of Mr. and Mrs. Lamont Copeland du Pont, in nearby Greenville.

Historic Wilmington can be glimpsed at several locations in the area. Fort Christina State Park is the site of the original fort the Swedes built when they landed in 1638. Today visitors see a monument to that expedition by Swedish sculptor Carl Milles and the kind of log cabin that would have been built by an early settler. Next to the park is the Tall Ship *Kalmar Nyckel*, a full-size recreation of the ornate, armed ship that brought the early settlers here. The 139-foot ship is Delaware's sea-going Ambassador of Good Will. Erected in 1698, Holy Trinity

Church (also known as Old Swedes Church) is the oldest church in the United States that stands as originally built and is still used for regular worship. Once of Swedish Lutheran affiliation, it has been used for Episcopal services since 1791. Formerly the center of Wilmington's social and political life, Old Town Hall (1798) serves as a museum, while a beautiful Art Deco building across the street houses the Historical Society of Delaware's Museum offices and Research Library. Visitors can view exhibits pertaining to Delaware history at the Delaware History Museum, part of the complex. Rockwood Mansion, built in 1851 by Quaker merchant Joseph Shipley, serves as an outstanding example of rural Gothic architecture; the English-style country house and gardens are now administered by New Castle County's Department of Parks and Recreation. The mansion's furnishings include decorative arts and archives from the seventeenth to the early twentieth centuries. At Wilmington Square are four beautiful eighteenth-century houses, moved to the site in 1976, which are now used for meeting and office space by the Historical Society of Delaware.

Wilmington residents enjoy a total of more than 550 acres of park land, almost 200 acres of which comprise Brandywine Park. Designed by Frederick Law Olmsted, who created New York City's Central Park, Brandywine provides a setting of natural beauty only ten minutes from downtown Wilmington. Brandywine Zoo houses many exotic species of animals from North and South America and Africa. A focal point of Wilmington's waterfront attractions is the Port of Wilmington at the end of Christina and Terminal avenues. Visitors are invited to witness the day-to-day operations of one of the nation's busiest ports. Approximately four miles upstream, running from the Amtrak Station to the Shipyard Shops/Frawley Stadium/Bank One Riverfront Arts Center, is the Riverwalk with many Christina River attractions. The Christina Riverboat Company offers lunch, dinner, moonlight, and specialty cruises on a three-mile boat ride down the Christina Riverfront.

Other notable historic and architectural sites include the century old Wilmington Train Station, the African Union First Colored Methodist Protestant Church, the Quaker Meeting House, the Wilmington Club, and Wilmington Tower, designed by I. M. Pei. Visitors may also enjoy taking a relaxing stroll through a few of the city's historic neighborhoods, such as Brandywine Village, Little Italy, Quaker Hill, and the Ships Tavern District.

Arts and Culture

The cultural tastes of Wilmington's benefactors are reflected in sites throughout the area, while widespread patronage sustains local artists and arts organizations. The Delaware State Arts Council, headquartered in Wilmington, is the mentor to many of the city's cultural groups. It directly supports monthly exhibitions of the visual arts and publishes a directory of visual artists.

Theater, dance, and music productions figure prominently in the city's cultural life. Highlighting Wilmington's downtown renewal efforts is the 1,100-seat Grand Opera House. The Grand Opera House is one of the finest examples of cast-iron architecture in America. Built in 1871, the meticulously restored theater serves as the home the City Theater Company, the Contemporary Stage Company (summer theater), First Street Ballet Theater, the Delaware Symphony Orchestra, and Opera Delaware. The Delaware Symphony Orchestra is a professional symphony orchestra that performs more than 40 classical, pops, and chamber concerts each year, as well as touring engagements. One of the city's oldest arts companies, Opera Delaware performs two annual fully-staged productions with complete orchestra plus a Family Opera Theater production each spring. The Opera House also hosts stand-up comedians, jazz concerts, and world culture events on its 100-event annual schedule. The Baby Grand, the Opera House's small stage, seats about 300.

The 400-seat Delaware Theatre Company, founded in 1979, offers a series of plays in its Christina Riverfront location from November to April. Six professional first-run Broadway shows and an acclaimed children's series are staged regularly from September to May at the 1,200-seat DuPont Theater (formerly the Playhouse Theatre) in the Hotel du Pont. The DuPont Theater is also the setting each December for a lavish production of the "Nutcracker Ballet" performed by the Wilmington Academy of the Dance. Other theater groups include the Wilmington Drama League, the New Candlelight Theater in Arden, and Three Little Bakers Dinner Theatre. Kahunaville is the city's Riverfront pop and rock concert venue.

Like so many other attractions in the area, several of Wilmington's major museums and galleries are linked to the du Pont family. Henry Francis du Pont spent a lifetime collecting the finest American furniture and decorative arts made or used between 1640 and 1840. At Winterthur Museum and Country Estate, the furniture of Duncan Phyfe, the silver of Paul Revere, and room furnishings from all over the eastern seaboard are displayed in 200 period settings, from a New England kitchen to a Georgia Empire-style dining room. Three new galleries have been built adjacent to the existing museum. Surrounding the museum are 200 landscaped acres, reminiscent of an eighteenth-century English park, and Chandler Woods. The Enchanted Woods Children's Garden is there.

Eleuthere I. du Pont, discovering that high-quality black powder (gunpowder) was a scarce commodity in eighteenth-century America, began an industry that grew into one of the world's largest corporations. At Hagley Museum on the Brandywine the life of the nineteenth-century mill worker has been recreated. As visitors stroll along the banks of the river, they see a restored operating

wooden water wheel, turbine-powered roll wheels, a vintage steam engine, a stone quarry, a machine shop, and a hydroelectric plant. Overlooking the powder yards is Eleutherian Mills, the Georgian-style country home built by E. I. du Pont in 1803. The Hagley Library is one of the finest repositories of industrial and manufacturing history in the United States.

The Delaware Museum of Natural History reflects the interests of its founder, John du Pont. Visitors encounter examples of Delaware flora and fauna. They can also walk across Australia's Great Barrier Reef, view an African waterhole, and enter the Hall of Birds, which features a 27-pound bird egg. In addition, the museum houses one of the world's finest shell collections, a scale model of the International Space Station, and a permanent dinosaur exhibit. A new gallery for traveling shows was added in 2005.

The Delaware Art Museum completed an expansion and renovation project in 2005 to update the facility with a new facade, additional exhibit and conference space, outdoor gardens for sculptural displays, and improved handicap access. A world-class institution, the Museum hosts a 12,000 piece collection of traditional and contemporary paintings, sculpture, photography, and crafts that represent some of the finest American art from 1840 to the present, and includes the largest collection of Pre-Raphaelite paintings outside the United Kingdom. The Delaware Center for Contemporary Arts opened at the Riverfront in 2000. It houses 7 art galleries, 26 artist studios, an auditorium, a classroom, and a gift shop. The Christina Cultural Arts Center, originally designed as a community center for Polish and Swedish families, now hosts multicultural events and performances throughout the year.

The Wilmington area's other museums include the Brandywine River Museum, which houses three generations of Wyeth family paintings as well as works by Howard Pyle, Maxfield Parrish, and many other American artists. The Delaware Center for Horticulture is located on DuPont Street. The Rockwood Museum, a nineteenth-century country estate, features decorative arts from the seventeenth through nineteenth centuries, and the George Reed II House & Garden in Historic New Castle is a fine example of Georgian architecture. The First USA Riverfront Arts Center opened in 1998 as a major part of the redevelopment of the Christina Riverfront. This 25,000-square-foot exhibition center's first exhibition was Nicholas & Alexandra: The Last Imperial Family of Czarist Russia. The exhibit attracted more than 500,000 people during its six-month run. The Delaware Sports Museum and Hall of Fame is also located on the Riverfront. One popular out-of-town attraction includes the Biggs Museum of American Art in Dover. For military history buffs, the Air Mobility Command Museum houses some of the most unique and distinguished military flying machines of the past 50+ years.

Festivals and Holidays

Ethnic festivals dot the city's calendar, beginning with the Irish Worker's Festival in April. In May, residents celebrate the Jewish Festival, as well as the annual Wilmington Flower Market week-long celebration, followed in June by the Greek Festival at Holy Trinity Church. June is also the month when thousands flock to Wilmington's Little Italy (the area surrounding St. Anthony of Padua Church) for the annual Italian Festival. Independence Day is celebrated with an annual event on the Riverfront. Also in July, Rockwood Museum's Old-Fashioned Ice Cream Festival is a family favorite. In fall comes the Brandywine Arts Festival, when more than 250 artists from around the country exhibit their works along the riverbank. Visitors can find paintings, sculpture, jewelry, and crafts, or partake in an afternoon auction each day of the festival while they enjoy the scenic beauty of Brandywine Park. The August Quarterly is considered to be the oldest continually held African American festival in the nation. The focus of the festival is on religious revival and freedom with several local churches providing gospel music and youth performances. The Riverfront Blues Festival and the People's Tribute to Bob Marley Festival are also held in August. September is the month for the DuPont Riverfest and Delaware Transportation Festival, the Polish Festival at St. Hedwig's Church, and the Hispanic Festival. The annual Halloween Loop costume party draws between 15,000 and 20,000 people each year. Many local museums host special Christmas events, including a Christmas at Rockwood, a Yuletide Tour at Winterthur, and a holiday Candlelight Tour at Hagley Mills Museum. The Saint Lucia Celebration, the Swedish festival of Lights, is hosted at Old Swedes Church. The city sponsors a First Night celebration at Rodney Square.

Sports for the Spectator

The Wilmington Blue Rocks, a Class A minor league team affiliated with the 2004 World Champion Boston Red Sox, plays at the 6,532 seat Daniels S. Frawley Stadium on Madison Street. Racing enthusiasts in Wilmington enjoy the Delaware Park Race Track and Slots Casino, which hosts daytime thoroughbred racing from April to September at one of the nation's most picturesque sporting facilities. A different kind of racing draws Wilmingtonians to the Winterthur Point-to-Point on the first Sunday in May. Five amateur steeplechases are the main event, preceded by pony races and a parade of horse-drawn coaches and carriages. Every June, the du Pont Country Club welcomes the world's best women golfers for the LPGA McDonald's Championship. The First Union Cycling includes Wilmington in its Mid-Atlantic series of venues in May. The massively popular NASCAR auto racing circuit makes two stops annually at the Dover International Speedway. Blue Diamond Park in New Castle features

Motocross, BMX, and ATV racing. The Wilmington Rowing Center sponsors an annual regatta.

Sports for the Participant

Wilmington residents have easy access to more than 4,500 acres of county park land. Those who prefer to ride their own horses are invited to try the equestrian trails at Bellevue State Park on the former estate of William du Pont. The park's nearly 300 acres offer bridle trails, indoor and outdoor equestrian tracks, a fishing pond, a fitness track, and the Bellevue Tennis Center. Rockford Park offers tennis courts, a baseball field, a special dog run area, and snow-sledding hills. The Rockford Tower is open for climbers. Public golf courses include Rock Manor Golf Course, Three Little Bakers Country Club, Frog Hollow Golf Course, Ed Oliver Golf Club, and the private Delaware National Country Club. Delaware's largest freshwater marsh is in Brandywine State Park, making it a favorite with birdwatchers. Avid fishermen reel in crappie, bluegill, and rock bass here. The park offers 12 miles of hiking and equestrian trails, as well as canoeing on Brandywine Creek. Rolling meadows and woodlands also make this a winter favorite for cross-country skiers. Wilmington has three YMCAs and a downtown racquetball facility. The Caesar Rodney Half Marathon and 5K Run takes place in the city in March.

Shopping and Dining

Because there is no sales tax in Delaware, retailing is strong in Wilmington. The enclaves of Trolley Square, Historic New Castle, Hockessin, Little Italy, Newark, Centreville, and Kennett Square in PA, offer one-of-a-kind shops and boutiques. Market Street Mall offers specialty shops, restaurants, and cafes in the heart of Wilmington's central business district. Christina Mall (south of Wilmington, along I-95) features four major anchor stores and more than 130 shops. Concord Mall, on Concord Pike, has more than 90 specialty shops. The 200,000-square-foot Riverfront Wilmington's Shipyard Shops outlets offer daily discounts. Four art galleries featuring hand-made crafts and fine art from around the country are within a half-hour drive of each other: The Andre Harvey Studio, Creations Fine Woodworking Gallery, Helen May Glickstein Gallery, and Sommerville Manning Gallery.

Fine dining is the norm for Wilmington's upscale population. City restaurants feature everything from Chesapeake Bay blue crabs to Japanese tempura. Many of the area's colonial inns and taverns are still serving guests. Fresh seafood and steaks are the norm at the waterside restaurants along Riverfront Wilmington. Mediterranean and Italian fare can be found at Wilmington's Little Italy neighborhood. Trolley Square has sidewalk cafes, cozy bistros, and lively pubs. For a taste of history, visitors and locals go to the colonial taverns in nearby historic New Castle.

Rodney Square and Little Italy have farmers markets open from May or June through October. The Trolley Square Farmer's Market is only open on Fridays in September.

Visitor Information: Wilmington Convention and Visitors Bureau, 100 West 10th Street, Suite 20, Wilmington, DE 19801; telephone (302)295-2210 or (800)489-6664; www.wilmcvb.org. Wilmington Renaissance Corporation, 214 North Market Street, Wilmington, DE 19801; telephone (302)425-5500; www.wilmingtonrenaissance.com

■ Convention Facilities

The Wilmington area offers meeting planners more than 4,000 rooms plus meeting facilities that range from intimate country getaways to large world-class conference centers accommodating 1,000 people in a single room. The area's largest event and convention venue is the Bank One Center on the Riverfront, which offers more than 60,000 square feet of exhibit and meeting space, including an additional 45,000 square feet new in 2005. Convenient to major airports, hotels, I-95, and Amtrak, the center has boardrooms, meeting rooms, ballrooms, state-of-the-art audio-visual, and more than 2,400 parking spaces.

New Castle County convention bureau officials boast of more than 40 hotels that specialize in medium-size and small conferences and meetings plus 400 restaurants, all set in the beautiful Brandywine Valley with its vistas made famous by three generations of Wyeths. One of the larger venues is Clayton Hall Conference Center at the University of Delaware, which offers state-of-the-art amenities accommodating intimate gatherings to 1,500-person conclaves. The Chadds Ford Ramada Inn & Conference Center in nearby Glenn Mills, Pennsylvania, offers almost 15,000 square feet made up of 13 well-lit meeting/banquet rooms, including a state-of-the-art auditorium with built-in AV and seating for up to 200 people. The Hotel du Pont is a historic property that includes 30 meeting rooms, five in the self-contained Executive Conference Center, and 11 rooms in a state-of-the-art High Tech Conference Center. Also located within the Hotel du Pont is the multipurpose 1,200-seat Du Pont Theater, available for meetings. Both the Embassy Suites Hotel and the Radisson Hotel and Suites Wilmington offer meeting space in the Greater Wilmington Area. Unique meeting sites in Wilmington include the Delaware Art Museum, Delaware Museum of Natural History, and the Grand Opera House.

Convention Information: Wilmington Convention and Visitors Bureau, 100 West 10th Street, Suite 20, Wilmington, DE 19801; telephone (302)295-2210 or (800)489-6664; www.wilmcvb.org

■ Transportation

Approaching the City

More than 580 flights arrive daily at the Philadelphia International Airport, making Wilmington (30 minutes away) easy to reach by plane. Door-to-door limousine service is available to all parts of the city. New Castle County Airport provides commercial service to and from Atlanta via Delta.

Located in the middle of the heavily traveled northeast corridor, Wilmington is also convenient to reach by car. Interstate 95, the major north-south route from Maine to Florida, cuts through the western portion of the city. The Wilmington Bypass, I-495, connects I-95 with downtown and offers easy access to the Port of Wilmington. Travelers arriving on the New Jersey Turnpike from points north cross the Delaware River and enter Wilmington on I-295. In addition to the interstate highway system, U.S. routes 13, 40, 41, and 202 allow access to the city. With the completion of limited access Delaware-1, central and south Delaware to the Maryland border are now connected to Interstate 95.

Wilmington's Amtrak Station provides passenger service with connections to all major points. Travelers arriving from New York, Philadelphia, Baltimore, or Washington, D.C. can take the high speed Acela Express rapid metroliner as well as conventional Amtrak and SEPTA (commuter) trains. The station is a five-minute walk to downtown stores and hotels, and has facilities for both long-term and short-term parking. Currently more than 70 trains daily stop at the Amtrak Station.

Traveling in the City

Because of Wilmington's small size, residents enjoy minimal levels of traffic congestion, noise pollution, and smog. If they choose, they can drive from the heart of downtown to the open spaces of the "chateau country" in fifteen minutes. A number of well-traveled routes carry commuters to the central business district from the densely populated suburbs. Well over 10,000 parking spaces in the downtown area allow for easy access to offices, restaurants, shops, and entertainment centers. To promote individual and business use of carpooling, van-pooling and bus service, Delaware's Commuter Service Administration has developed a free, computerized matching service including auto-geo coding for more than 17,000 streets in New Castle County. As of 2007, development projects were underway to add or replace sidewalks, signage, lights and crosswalks through the Trolley Square area. The Wilmington Wayfinding Project added over 100 signs throughout the city to direct visitors to major locations and attractions.

Another alternative for city residents is public transportation. The Delaware Authority for Regional Transit (DART) operates bus routes through Wilmington and its

suburbs. The Delaware Authority for Specialized Transit (DAST) provides lift-equipped buses for the elderly and the handicapped. The RT 32 City Circuit Bus runs loop services through downtown, including to the Wilmington Train Stations where the R2 SEPTA (commuter) trains embark.

■ Communications

Newspapers and Magazines

The News Journal is the primary newspaper serving Wilmington as well as the state of Delaware. Other Wilmington-based publications include: *Delaware Today*, a general-interest monthly magazine; *The Dialog*, published by the Catholic Press of Wilmington; *Delaware Medical Journal*; and the monthly *New Castle Business Ledger*.

Television and Radio

Two television stations originate in Wilmington, one of which is an educational affiliate of the Public Broadcasting System. Comcast Cable provides cable television service to greater Wilmington. Wilmington viewers receive most programs from stations located in Philadelphia and other cities in Pennsylvania and New Jersey. The same is true of radio broadcasts; the city is home to 2 AM stations and 4 FM stations, but is considered part of a market that also encompasses eastern Pennsylvania (including Philadelphia) and northern New Jersey.

Media Information: *The News Journal*, P.O. Box 15505, Wilmington, DE 19850; telephone (800)235-9100 or (302)324-2500; www.delawareonline.com

Wilmington Online

Brandywine School District. Available www.bsd.k12.de.us

Christina School District. Available www.christina.k12.de.us

City of Wilmington home page. Available www.ci.wilmington.de.us

Delaware Department of Labor. Available www.delawareworks.com

Delaware Office of Economic Development. Available www.dedo.delaware.gov

Delaware Online. Available www.delawareonline.com

New Castle County Economic Development Council. Available www.nccedc.com

New Castle County VoTech. Available www.k12.de.us/nccvotech

Red Clay Consolidated School District. Available www.redclay.k12.de.us

Wilmington Convention and Visitors Bureau. Available www.wilmcvb.org

Wilmington Public Library. Available www.wilmlib.org

Wilmington Renaissance Corporation. Available www.wilmingtonrenaissance.com

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The State in Brief

Nickname: Sunshine State

Motto: In God we trust

Flower: Orange blossom

Bird: Mockingbird

Area: 65,754.59 square miles (2000; U.S. rank 22nd)

Elevation: Ranges from sea level to 345 feet above sea level

Climate: Humid with abundant sunshine; ranges from subtropical to tropical

Admitted to Union: March 3, 1845

Capital: Tallahassee

Head Official: Governor Charlie Crist (R) (until 2010)

Population

1980: 9,746,000

1990: 12,938,000

2000: 15,982,378

2006 estimate: 18,089,889

Percent change, 1990–2000: 23.5%

U.S. rank in 2006: 4th

Percent of residents born in state: 33.61% (2006)

Density: 329.9 people per square mile (2006)

2006 FBI Crime Index Total: 849,879

Racial and Ethnic Characteristics (2006)

White: 13,767,248

Black or African American: 2,778,549

American Indian and Alaska Native: 54,150

Asian: 393,427

Native Hawaiian and Pacific Islander: 9,125

Hispanic or Latino (may be of any race):
3,642,989

Other: 770,503

Age Characteristics (2006)

Population under 5 years old: 1,117,630

Population 5 to 19 years old: 3,357,732

Percent of population 65 years and over: 16.8%

Median age: 39.8

Vital Statistics

Total number of births (2006): 232,713

Total number of deaths (2006): 174,147

AIDS cases reported through 2005: 100,809

Economy

Major industries: Agriculture, tourism, manufacturing, services, trade, government

Unemployment rate (2006): 5.5%

Per capita income (2006): \$25,297

Median household income (2006): \$45,495

Percentage of persons below poverty level (2006): 12.6%

Income tax rate: None

Sales tax rate: 6%



Jacksonville

■ The City in Brief

Founded: 1816 (incorporated 1832)

Head Official: Mayor John Peyton (R) (since 2003)

City Population

1980: 540,920

1990: 635,230

2000: 735,617

2006 estimate: 794,555

Percent change, 1990–2000: 15.8%

U.S. rank in 1980: 53rd

U.S. rank in 1990: 15th (State rank: 1st)

U.S. rank in 2000: 20th (State rank: 1st)

Metropolitan Area Population

1980: 722,000

1990: 906,727

2000: 1,100,491

2006 estimate: 1,277,997

Percent change, 1990–2000: 21.3%

U.S. rank in 1980: 50th

U.S. rank in 1990: 47th

U.S. rank in 2000: 45th

Area: 841 square miles (2007)

Elevation: Ranges from sea level to 71 feet

Average Annual Temperatures: January, 53.1° F; July 81.6° F; annual average, 68.0° F

Average Annual Precipitation: 52.34 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.8% (June 2007)

Per Capita Income: \$23,076 (2005)

2005 FBI Crime Index Property: 43,517

2005 FBI Crime Index Violent: 6,600

Major Colleges and Universities: University of North Florida, Jacksonville University, Florida Community College at Jacksonville

Daily Newspaper: *Florida Times-Union*

■ Introduction

Jacksonville is a cosmopolitan riverside city that is one of the largest cities in area in the United States. In addition to the miles of beautiful sea coastline nearby, tourists are drawn to this growing city by its sunny climate, recreational activities, culture, a bustling downtown, as well as sites such as a restored Civil War fortress, America's oldest city (St. Augustine, which is nearby), and the rich African American cultural heritage evident in many of its historical sites. With its variety of naval facilities that remain a major employer, Jacksonville is one of the most requested U.S. Navy duty stations.

Within comfortable driving distance from many large southeastern metropolitan areas, Jacksonville is a major transportation and distribution center. Developments in the late twentieth and early twenty-first centuries attest to the success of the city's efforts to diversify and revitalize the downtown area, which had stagnated. City leaders successfully attracted new companies and retained existing businesses, and by 2007 Jacksonville was home to eight *Fortune* 500 companies, including Winn-Dixie Stores, Fidelity National Financial, and CSX. Only 12 years after winning an NFL franchise, the Jacksonville Jaguars, the city hosted Super Bowl XXXIX in 2005.

Jacksonville consistently ranks high in terms of quality of life and business. In March 2004 *Inc.* magazine named Jacksonville one of the top 10 large U.S. cities for doing business. *Money* magazine placed the city in the number three spot in its "Best Places to Retire" ranking

in July 2004. And in the February 2005 issue of *Men's Fitness*, Jacksonville was ranked as one of the top 20 fittest cities in the nation. In 2006 *Expansion Management* magazine listed Jacksonville at number eight among "America's 50 Hottest Cities" for business expansion.

■ Geography and Climate

Jacksonville is located in the northeast corner of Florida on the banks of the St. Johns River, adjacent to the Atlantic Ocean. The city has four distinct seasons: cool in spring and fall, mild in winter, and warm in summer with plenty of sunshine year round. There was only one serious hurricane in the twentieth century (Hurricane Dora in 1964) as natural phenomena form a weather shield for the area.

Area: 841 square miles (2007)

Elevation: Ranges from sea level to 71 feet

Average Temperatures: January, 53.1° F; July 81.6° F; annual average, 68.0° F

Average Annual Precipitation: 52.34 inches

■ History

Town Founded on River Site

Historians hold that the Timucua tribe lived on the site of today's Jacksonville since before the year 2000 B.C. The first documented European visitors to the area were a group of French Huguenots, led by Rene de Laudonniere, who sailed into the mouth of the St. Johns River in 1562. They soon founded Fort Caroline (on the river north of the present downtown), which was captured by the Spanish during a bloody massacre in 1565. The Florida region became a territory of the United States in 1821, following a 300-year period of battles between Spain, France, and Great Britain. That same year Georgia plantation owner Isaiah D. Hart moved to the narrowest spot of the St. Johns River known as "Cowford," where cows were transported by ferry across the river. On this site in 1822 Hart laid out the plans for the town of Jacksonville, which he named after General Andrew Jackson, provisional governor of the Florida Territory who later became president. The small community of 100 people was chartered as a town and elected its first mayor in 1832. In 1845 Florida became a state. By 1859 when Jacksonville was chartered as a city, it had become the state's major port, exporting both timber goods and cotton.

Jacksonville During the Latter Nineteenth Century

Jacksonville was not part of the Confederacy during the time of the Civil War (1861–1865); however, both sides fought for the land and the Union Army occupied the

city on four different occasions. Following the battle of Olustee, which took place in the city, wounded Union soldiers were brought to Jacksonville's homes and churches, some of which were converted to military hospitals. Union forces destroyed the city but it was quickly rebuilt.

During the second half of the nineteenth century, Jacksonville had a population of about 7,500 permanent residents and drew more than 75,000 tourists annually. Jacksonville began to grow and prosper during the 1870s with the development of its lumber and shipping industries. Like many other east Florida coastal areas, Jacksonville's beach communities became established with the development of the railway system. A group of Jacksonville businessmen united in the late 1800s to construct a rail system that ended at the beach east of town. In time deluxe hotels were built, beach property was sold, and in 1888 the first direct railroad service between the city and the North was established. That same year, 427 people were killed by a yellow fever epidemic that assailed the city.

Fire Causes Large-Scale Destruction

By 1900 the city had a population approaching 30,000 people. The new century dawned with the Great Fire of 1901 when embers from a stove ignited materials at the Cleveland Fiber Factory. Before it was extinguished, the fire had destroyed nearly 2,400 buildings, decimated 146 city blocks, killed 7 people, left 10,000 people homeless, and destroyed \$15 million worth of property. Fortunately, the city was once again quickly rebuilt and the population grew to more than 91,000 people by 1920.

Briefly a Film Center; Industry Revives

Jacksonville was an important site for the early development of the film industry, and Florida's first motion picture studios opened there in 1908. The warm weather year round and the low cost of labor and housing boosted this development, which continued until the early 1920s, when the industry moved to California.

The population of Jacksonville stood at more than 173,000 people by 1940. Mayport Naval Base and two naval air stations were built in the city during the Second World War (1941–1945). Suburban sprawl during the 1950s resulted in a loss of population for the city, while the county population grew. In 1968 the city and Duval County consolidated, and Jacksonville grew in the rankings of U.S. cities by size from sixty-first to twenty-second.

In the period of the 1960s and 1970s local focus was directed toward industrial diversification and development of the city's port facilities. Redevelopment efforts transformed the downtown area, and new service industries, especially finance and insurance, were booming as the city entered the twenty-first century.



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Jacksonville expanded into a new direction when it was awarded a team franchise by the National Football League in 1993. The Jacksonville Jaguars draw thousands of fans to the downtown area on a regular basis, adding lifeblood to the local businesses. This newfound football momentum sharply increased when the city hosted Super Bowl XXXIX in February 2005, the smallest market ever to do so. "I hope this will be an experience that will introduce the city to the world," said Mayor John Peyton in the *Los Angeles Times*. In 2007 the Jacksonville Historical Society celebrated the city's founding 185 years ago in 1822.

Historical Information: Jacksonville Historical Society, 317 A. Philip Randolph Blvd., Jacksonville, FL 32202; telephone (904)665-0064; fax (904)665-0069

■ Population Profile

Metropolitan Area Residents

1980: 722,000
 1990: 906,727
 2000: 1,100,491
 2006: 1,277,997
 Percent change, 1990–2000: 21.3%
 U.S. rank in 1980: 50th

U.S. rank in 1990: 47th
 U.S. rank in 2000: 45th

City Residents

1980: 540,920
 1990: 635,230
 2000: 735,617
 2006 estimate: 794,555
 Percent change, 1990–2000: 15.8%
 U.S. rank in 1980: 53rd
 U.S. rank in 1990: 15th (State rank: 1st)
 U.S. rank in 2000: 20th (State rank: 1st)

Density: 970.9 people per square mile (based on 2000 land area)

Racial and ethnic characteristics (2005)

White: 471,521
 Black: 235,582
 American Indian and Alaska Native: 2,486
 Asian: 28,485
 Native Hawaiian and Pacific Islander: 264
 Hispanic or Latino (may be of any race): 41,556
 Other: 18,353

Percent of residents born in state: 49.2% (2000)

Age characteristics (2005)

Population under 5 years old: 62,072
Population 5 to 9 years old: 57,012
Population 10 to 14 years old: 57,552
Population 15 to 19 years old: 54,904
Population 20 to 24 years old: 47,498
Population 25 to 34 years old: 103,230
Population 35 to 44 years old: 118,620
Population 45 to 54 years old: 112,057
Population 55 to 59 years old: 46,494
Population 60 to 64 years old: 32,760
Population 65 to 74 years old: 45,021
Population 75 to 84 years old: 24,694
Population 85 years and older: 6,623
Median age: 35.2 years

Births (2006, MSA)

Total number: 18,528

Deaths (2006, MSA)

Total number: 10,693

Money income (2005)

Per capita income: \$23,076
Median household income: \$44,173
Total households: 313,695

Number of households with income of . . .

less than \$10,000: 27,411
\$10,000 to \$14,999: 18,955
\$15,000 to \$24,999: 29,674
\$25,000 to \$34,999: 46,269
\$35,000 to \$49,999: 54,116
\$50,000 to \$74,999: 63,382
\$75,000 to \$99,999: 35,272
\$100,000 to \$149,999: 25,617
\$150,000 to \$199,999: 6,873
\$200,000 or more: 6,126

Percent of families below poverty level: 10.8% (2005)

2005 FBI Crime Index Property: 43,517

2005 FBI Crime Index Violent: 6,600

■ Municipal Government

The city of Jacksonville and Duval County voted in 1968 to establish a consolidated government designed to use all community resources in solving problems that affect the entire county area. The city's strong-mayor form of government is divided into 14 districts of nearly equal population, each of which is represented by a council member. Five additional council members represent the entire community as a whole. These 19 council members

are the legislative body of Jacksonville, and are elected to four-year terms.

Head Official: Mayor John Peyton (R) (since 2003; term expires June 2011)

Total Number of City Employees: 10,100 (2006)

City Information: City of Jacksonville, 117 W. Duval St., Jacksonville, FL 32202; telephone (904)630-CITY (2489).

■ Economy

Major Industries and Commercial Activity

With its diverse economic base, young, energetic population, and high quality of life, Jacksonville experienced substantial growth during the latter decades of the twentieth century and into the twenty-first.

The city is a transportation hub, with a deepwater port that ranks with New York as one of the top vehicle-handling ports in the nation. It is served by three airports, three seaports, a highway system that links the city to three major interstates, and a rail system served by three railroads—CSX, Norfolk Southern, and Florida East Coast.

The automotive parts and accessories industry is attracted by this logistics network, as well as the fact that less than two percent of the city's manufacturing industry is unionized. Jacksonville was selected as the site of Southeast Toyota, the largest distributor in the United States, and of a distribution center for General Motors Corp. that serves Georgia, South Carolina, and Florida.

Pulp and paper mills play substantial roles in the local economy, and Georgia Pacific Corp. and Smurfit-Stone Container Corp. are two of the area's largest manufacturers. Construction equipment and building materials is another key segment of the Jacksonville economy, with Ring Power Corp., U.S. Gypsum, and Florida Rock Industries Inc. among the top employers in the region. Other large manufacturers are Northrop Grumman Corp. (aircraft), Anheuser-Busch Companies Inc. (beer), Vistakon (optical products), Swisher International Inc. (cigars and smokeless tobacco), Medtronic Xomed (surgical products), and Dura Automotive Systems Inc. (automotive components).

Three important naval air stations within the city limits and Kings Bay Submarine Base nearby give Jacksonville one of the largest military presences in the country, topped only by Norfolk, Virginia, and San Diego, California. The total economic impact of the bases in the community is about \$6.1 billion annually.

Aviation is a natural fit to Jacksonville. Of the 6,000 naval personnel that exit the military every year in Jacksonville, over 80 percent remain in northeast Florida, supplying the area with a rich resource of aviation skills

and related technical experience. Additionally, more than 15,000 students enroll in aviation-related programs in the Jacksonville area. One such program is Florida Community College of Jacksonville's Aviation Center of Excellence, located at the Cecil Commerce Center, which is also home to one of four airports in Jacksonville. The city experienced a boom in the aviation industry in the early 2000s. Flightstar Aircraft Services Inc. began operations in Jacksonville in 2000 and Kaman Aerospace Corp. launched business there three years later. Although Brazilian aircraft manufacturer Embraer broke ground in 2004 on the Cecil Commerce Center to accommodate work on an \$879 million Army contract to assemble surveillance aircraft, the Army cancelled the contract in early 2006. Jacksonville planned to use the facility to build aircraft, but as of 2007 no contracts had been secured for the facility.

Import-export operations are a vital segment of Florida's economy, and Jacksonville is a major center for that activity. World Trade Center Jacksonville, one of six trade centers in the state, assists Florida companies to enter or expand into overseas markets. Along with an international trade library housing 2,500 volumes and 700 periodicals, it provides basic and intensive research, offers monthly seminars on various trade topics, and permits use of its boardroom and several meeting rooms at no charge. Jacksonville is also a pilot city for Trade-Roots, an initiative of the U.S. Chamber of Commerce and the National Chamber Foundation that studies the benefits that trade brings to local communities. The Jacksonville Port Authority manages the Free Trade Zone, an area in which goods arriving from a foreign country are temporarily exempt from import duties unless and until they are permanently delivered to the U.S. The city is home to Foreign Trade Zone #64 and there are designated customs facilities at the Jacksonville International Airport. The city's top exports are building materials, medical/health and beauty products, transportation equipment, food and restaurant equipment, construction equipment, packaging, generators, and chemicals.

Jacksonville, once abandoned by the motion picture and television industry, is experiencing a renaissance. The Jacksonville Film and Television Office was formed to attract film and video production to the area and helps streamline the production process. As a result, numerous motion pictures, television movies, commercials, and videos were produced in Jacksonville in recent years. Each movie or television series filmed there can add millions of dollars to the local economy, through housing, hiring of a local labor crew, catering, special heavy equipment rental, and expenses. The city was the filming location for the 2004 remake of the film *The Manchurian Candidate*.

Items and goods produced: aircraft, machinery, paper and paper products, building products, beer, soft drinks, tobacco, and optical and surgical products

Incentive Programs—New and Existing Companies

Local programs: Cornerstone is the economic development initiative of the Jacksonville Regional Chamber of Commerce. It is led by a group of companies and individuals who provide the leadership and resources to foster business expansion and relocation in Jacksonville. Investment dollars are channeled into business recruitment, existing business services, education and workforce preparation, and special economic initiatives.

Several incentive programs are managed at the local level. Portions of downtown Jacksonville are part of either the Empowerment Zone or the Enterprise Zone, each of which offers tax or wage credits to businesses based on the number of new jobs created. The Northwest Jacksonville Area Fund makes available grants or loans for infrastructure improvements, facade renovation, and purchase of land or buildings. The Qualified Target Industry Tax Refund is extended to companies that are on the list of industries identified by the city as desirable additions to the local economy. Similarly, Targeted Economic Development Area Special Funds are designed to induce the location of high economic value projects to critical areas of Jacksonville. Lastly, Industrial Development Revenue Bonds afford manufacturing companies access to low-interest, tax-exempt loans.

The Chamber of Commerce maintains close relationships with the City of Jacksonville, the Jacksonville Economic Development Commission, the Jacksonville Port Authority, and the 4,000 local businesses that are Chamber members and Cornerstone investors. The businesses that have located or expanded in Jacksonville cite the many city and state incentives that are available, the support of city and business leaders, and the fact that the consolidated city-county government allows for faster permitting and less bureaucratic red tape overall.

State programs: Enterprise Florida is a partnership between Florida's government and business leaders and is the principal economic development organization for the state of Florida. Enterprise Florida's mission is to increase economic opportunities for all Floridians by supporting the creation of quality jobs, a well-trained workforce, and globally competitive businesses. It pursues this mission in cooperation with its statewide network of economic development partners.

Among the incentive programs managed at the state level is the Economic Development Transportation Fund, which provides up to \$2 million to fund the cost of transportation projects such as access roads and road widening required for the establishment, expansion, or retention of businesses in Florida. The Brownfield Bonus Program, which is available to most of downtown Jacksonville, extends a bonus for each new job created. The state also offers various sales and use tax exemptions for machinery and equipment purchase, electric energy,

research and development, and other aspects of doing business in the area.

Job training programs: The Workforce Development Board (WDB), commonly known as Jobs & Education Partnership, is a part of Enterprise Florida. WDB provides policy, planning, and oversight for job training programs funded under the federal Workforce Investment Act, along with vocational training, adult education, employment placement, and other workforce programs administered by a variety of state and local agencies. Regional Workforce Development Boards operate under charters approved by the Workforce Development Board. The 24 regional boards have primary responsibility for direct services through a state-wide network of One-Stop Career systems.

State and local workforce development efforts are concentrated on three broad initiatives. First Jobs/First Wages focuses on preparing workers for entry-level employment including the School-to-Work and WAGES programs. High Skill/High Wages targets the higher skills needs of employers and trains workers for advancement through such programs as Performance Based Incentive Funding, Occupational Forecasting Conference/Targeted Occupations, Quick Response Training, and Incumbent Worker Training. One-Stop Career Centers are the central elements of the One-Stop system that provide integrated services to employers, workers, and job-seekers.

Development Projects

The Better Jacksonville Plan was approved by voters in 2000. This plan increased the sales tax by a half-cent to raise \$2.25 billion over 30 years to fund road improvements, environmental clean-up and conservation, the Northwest Jacksonville Economic Development Fund, and the construction of new public facilities downtown. It also enabled the establishment of Cecil Commerce Center, a mixed-use industrial/business park located about 20 minutes from downtown Jacksonville. Approximately 4,800 acres are available for light industrial expansion, with another 800 set aside for heavy industrial use. Also zoned for commercial, recreational, and aviation use, Cecil Commerce Center provides the setting to attract more distribution, manufacturing, and aviation economic activities to the city.

Also established in 2000 was Downtown Vision, Inc. (DVI), a not-for-profit organization designed to bolster the downtown community and promote it as an ideal venue for business and tourism. Its initiatives include programs to make the downtown area clean and safe, to market the area through television programs, radio spots, and publications, to tackle transportation and parking issues, and retain and attract business. In 2003 DVI launched a Downtown Image campaign that included a new logo and tagline: Downtown Jacksonville—Not Your Ordinary Neighborhood.

Cornerstone, the city's economic development initiative, reported that 60,000 new jobs were created by companies expanding or relocating to Jacksonville between 1999 and 2004. During that period, CSX Corp. and Fidelity National Financial, Inc. relocated their corporate headquarters to the city, joining Winn-Dixie Stores, Inc. in the ranks of *Fortune* 500 companies headquartered in Jacksonville. Between August 2005 and January 2007, major expansions and relocations to the Jacksonville region added another 4,700 jobs to the area.

Jacksonville was seeking to expand the scope of the life sciences industry, and in May 2007 the Belgian company, Ion Beam Applications (IBA), selected the city as the future home of its U.S. headquarters. The establishment of headquarters in Jacksonville was contingent on final approval of incentives from the state of Florida, but the Jacksonville Economic Development Commission had extended local incentives to the company. IBA is an international leader in producing equipment for a cancer radiotherapy.

Economic Development Information: Jacksonville Regional Chamber of Commerce, 3 Independent Dr., Jacksonville, FL 32202; telephone (904)366-6600; fax (904)632-0617. Downtown Vision, Inc., 214 N. Hogan St., Ste. 120, Jacksonville, FL 32202; telephone (904) 634-0303; fax (904)634-8988.

Commercial Shipping

The hub of seven major highways—I-10, I-95, I-295, and U.S. Highways 1, 17, 90, and 301—Jacksonville has a straight shipping line to the Midwest, West, and Northeast. It is served by numerous trucking lines, three major railroads, and Jacksonville International Airport. As one of the largest deepwater ports in the south Atlantic, Jacksonville is a leading U.S. port for automobile imports.

Labor Force and Employment Outlook

Jacksonville is an attractive site for expanding companies, in part because of its abundance of workers due to immigration, natural growth, a strong military presence, and the area's educational institutions. The metropolitan area population, which topped 1.15 million in 2000, is estimated at 1.27 million in 2006, with a median age of 35.2 years old. The May 2007 issue of *Black Enterprise Magazine* ranked the city as one of the nation's 10 Best Cities for African Americans, citing the positive employment outlook, among other factors.

Relocating businesses are drawn to the area's quality of life, its sunshine, and its sports, recreational, and cultural opportunities, as well as the region's emphasis on well-planned growth. Between 1999 and 2004, approximately 60,000 new jobs were created by companies expanding or relocating to Jacksonville. Between August 2005 and January 2007, major expansions and relocations to the Jacksonville region added 4,700 jobs to the

area. As of June 2007, the Jacksonville metropolitan area had an unemployment rate of 3.8 percent.

The following is a summary of data regarding the Jacksonville metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 624,400

Number of workers employed in . . .

- construction and mining: 50,000
- manufacturing: 33,200
- trade, transportation and utilities: 136,200
- information: 11,400
- financial activities: 60,300
- professional and business services: 95,500
- educational and health services: 74,400
- leisure and hospitality: 62,300
- other services: 27,200
- government: 74,000

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.8% (June 2007)

Largest employers (metropolitan area, 2004)

	<i>Number of employees</i>
Jacksonville Naval Air Station	19,537
Mayport Naval Station	15,293
Duval County Public Schools	15,000
Winn-Dixie Stores	12,253
City of Jacksonville	8,019
Blue Cross/Blue Shield of Florida	7,500
State of Florida	7,056
Publix Super Markets	6,767
Wal-Mart	5,800
Baptist Health System	5,658

Cost of Living

Jacksonville ranks lowest among the five major metropolitan statistical areas in Florida and lower than many comparable cities nationwide in terms of cost of living. Housing costs are among the least expensive in Florida among cities with populations over 500,000.

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

2007 (1st quarter) ACCRA Average House Price: \$283,789

2007 (1st quarter) ACCRA Cost of Living Index: 97.0

State income tax rate: None

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: 1.0% (county)

Property tax rate: \$19.3913 per \$1,000 (2004)

Economic Information: Jacksonville Regional Chamber of Commerce, 3 Independent Dr., Jacksonville, FL 32202; telephone (904)366-6600; fax (904)632-0617

■ Education and Research

Elementary and Secondary Schools

Duval County Public Schools is one of the nation's largest school systems. Serving 124,945 students, the system is run by a seven-member Board of Education, who are elected to four-year terms, and who appoint the superintendent. As of 2006, Duval County Public Schools included more than 160 public schools throughout the Jacksonville metropolitan area. The district consisted of four clusters: two elementary, one high school, one Superintendent Standard Bearer, and one Acceleration School cluster. There were 105 elementary schools, 28 middle schools, and 19 high schools in the system. The system also includes four alternative schools and three exceptional student centers. A magnet school program permits students to choose to attend specialized schools in such areas as language, arts, or mathematics. In 2007 Douglas Anderson School of the Arts was named one of the GRAMMY Foundation's 22 GRAMMY Signature Schools. That same year *Newsweek* magazine named four Duval County schools to its list of the nation's best high schools: Stanton High School ranked fifth; Paxon High School, 28th; Douglas Anderson School of the Arts, 446th; and Mandarin High School, 846th. The Duval County Public Schools enforce a mandatory uniform policy for elementary and middle school students throughout the district.

The following is a summary of data regarding the Duval County Public Schools as of the 2005–2006 school year.

Total enrollment: 124,945

Number of facilities

- elementary schools: 105
- junior high/middle schools: 28
- senior high schools: 19
- other: 7

Student/teacher ratio: 16.5:1

Teacher salaries (2005–2006)

elementary median: \$38,330
junior high/middle median: Not available
secondary median: \$39,930

Funding per pupil: \$10,799

There are some 143 private schools in the Jacksonville area. Many of these schools are religious, while some are for students with special needs.

Public Schools Information: Duval County Public Schools, 1701 Prudential Dr., Jacksonville, FL 32207; telephone (904)390-2000.

Colleges and Universities

As of 2007 there were more than 16 colleges and universities in the Jacksonville area that offered an associate's, bachelor's, master's, doctorate or law degree. Among the area's major colleges and universities were Florida Coastal School of Law, University of North Florida, Florida Community College at Jacksonville, Jacksonville University, Flagler College, and Edward Waters College. Others included Jones College, specializing in business and computers; and Trinity Baptist College. There are also a number of vocational and technical schools, including Florida Technical College and ITT Technical Institute.

Libraries and Research Centers

The Jacksonville Public Libraries include the main library and 21 regional, community, or neighborhood branches. In September 2000, Jacksonville voters approved the Better Jacksonville Plan to fund a new main library, six new regional branch libraries, and improvements to most other branches. As part of that plan, the main library, Haydon Burns Library, closed in September 2005; the new main library at Hemming Plaza opened two months later. The library also offers books by mail, talking books, and special needs library services. The library has some 3 million items. Special collections are devoted to Florida, music, and genealogy. There are some 19 other libraries in the city. Some are affiliated with higher educational institutions, while others are associated with religious groups, research centers, or the U.S. Navy. Their collections focus on such areas as art, science, health care delivery, law, business, education, and liberal arts.

Public Library Information: Jacksonville Public Libraries, 303 North Laura Street, Jacksonville, FL 32202; telephone (904)630-2665

■ Health Care

The Jacksonville area has 11 hospitals and medical centers. Among these are: University Medical Center, Baptist Medical Center, St. Luke's Hospital, St. Vincent's Medical Center, and Ed Fraser Memorial Hospital.

The city is also home to a branch of the renowned Mayo Clinic, which provides medical diagnosis, treatment, and surgery in more than 50 specialties. Opened in 1986, the Jacksonville facility was the first extension of Mayo Clinic of Rochester, Minnesota. In 2002 the clinic opened the doors of the Griffin Cancer Research Building, its first facility devoted primarily to cancer research. As of 2007, more than 310 physicians were affiliated with the Mayo Clinic in Jacksonville. Patients of the Mayo Clinic who need hospitalization are admitted to nearby St. Luke's Hospital, which affiliated with Mayo Clinic in 1987. St. Luke's Hospital includes 289 private patient rooms.

Also affiliated with the Mayo Clinic of Jacksonville is the Nemours Children's Clinic, an ambulatory care center that provides subspecialty services for children with complex medical or surgical problems. The clinic, located on the south bank of the St. Johns River, is connected by a walkway to the Wolfson Children's Hospital.

■ Recreation

Sightseeing

The hub of Florida's First Coast has much to offer visitors with its theaters, museums, art galleries, riverboat cruises, beautiful fountains, outstanding musical events, and historic sites.

Jacksonville's miles of beautiful wide beach area has three main sections: Atlantic Beach, Neptune Beach, and Jacksonville Beach. The Jacksonville Beach Pier is a place known for fishing and people-watching; artifacts, paintings, and lighthouse models are the focus at the American Lighthouse and Maritime Museum in Jacksonville Beach. The beach's Seawalk Pavilion features music concerts at its 2,000-seat open air auditorium. The Pablo Historical Park, a few blocks off the beach, preserves the area's railroad history with a nineteenth-century station master's house, a railroad depot, and a 1911-vintage steam locomotive. The nostalgic autoferry Jean Ribault carries visitors to the nearby fishing village of Mayport, home of a large commercial shrimp fleet, as well as to historic Fort George Island. Mayport Naval Air Station, one of the nation's largest navy ship facilities, is located in this charming community. Favorite beach area recreation and camping sites are the Kathryn Abbey Hanna State Park with 450 acres of picnic areas, salt and freshwater fishing, and Little Talbot Island State Park beach and campground.

Jacksonville's downtown area is centered around the shores of the St. Johns River. On the north bank of the river is Jacksonville Landing, a festive marketplace featuring fine dining, boutiques, and an open courtyard that frequently offers entertainment. Located at the landing is the Jacksonville Maritime Museum, which contains artifacts embracing all facets of the maritime scene from

historical to technical. Across the river on the Southbank is the Riverwalk. Its wooden boardwalk, lined with shops, restaurants, and outdoor vendors, extends for more than a mile along the river, allowing visitors a wonderful view of the city's skyline. At the end of the Riverwalk is Friendship Park, the site of one of the tallest fountains in the world. Water taxis offer an enjoyable way to cross the St. Johns River.

The Jacksonville Zoological Gardens, located on the city's north side, houses more than 1,000 animals. An African veldt (an open grazing area typical of southern Africa) has been recreated and visitors can experience it firsthand on a wood boardwalk. The Okavango Village is a replica of an African riverfront village that features a dock, wildlife exhibits, a petting zoo and a river shuttle back and forth from downtown. Tours that display all the steps of the beer-making process are available at the Anheuser-Busch Brewery. Visitors can also watch chocolate covered cookies and other chocolate confections move along the conveyor belt at the Peterbrooke Chocolatier production line on San Marco Boulevard. The World Golf Village (in nearby St. Augustine) is home to the World Golf Hall of Fame, a PGA Tour Academy, and an IMAX theater.

The Fort Caroline national memorial is the site of the first Protestant settlement in the United States. Established in 1564, the site overlooks the St. Johns River and includes a replica of the original fort. Located on Fort George Island, the 1792 Zephaniah Kingsley Plantation contains the remains of slave quarters. Nature walks are available at the Nature Trails at the University of North Florida, the only state university in the country located in a protected wildlife area. Self-guided and expert-guided walking tours of historical areas around the city are well worth the exploration.

Located 25 miles from the city, Fernandina Beach is a 300-year-old town that was once a haven for pirates and smugglers and today features many restored buildings and eighteenth-century homes. A half-hour south of Jacksonville by car is the nation's oldest city, St. Augustine. A walk along the recently restored St. George Street, with its authentic Spanish-Colonial homes and quaint shops, provides a view of more than 400 years of American history.

Camp Milton Historic Preserve, named for Florida's Civil War governor, John Milton, is a 124-acre park that features an educational center, boardwalk, interpretive hiking trails, and a tree sanctuary.

Arts and Culture

From musical theater to contemporary drama, the arts are alive and well in Jacksonville. This is partly due to the Cultural Council of Greater Jacksonville, which keeps the spotlight on the arts and encourages public and private partnerships to increase arts funding.

The Jacksonville Symphony Orchestra, one of the premier orchestras of the Southeast, offers classical performances with world-class guest artists in its more than 130 annual concerts at the Florida Theatre, the Times-Union Center for the Performing Arts, and in nearby communities. The Florida Community College at Jacksonville Artists Series brings top quality national and international entertainers to the Florida Theatre and to the Times-Union Center. The Alhambra Dinner Theatre, which has been producing professional Broadway style shows since 1967, features professional Equity actors.

Jacksonville's museums and galleries reflect the diverse historical and cultural interests of its residents. The Museum of Science and History features wonderful exhibits showing the history of the area, science and health demonstrations, and nature studies. An indoor playground at the museum and the adjacent Alexander Brest Planetarium bring fun to young and old alike. The Museum of Contemporary Art Jacksonville, on the city's south side, houses five galleries and features a collection of pre-Columbian artifacts as well as exhibits of painting, sculpture, and photography. Its adjacent outdoor sculpture garden is a famous place for picnicking. The Karpeles Manuscript Library Museum, located in the restored former First Church of Christ Scientist, is one of seven in the nation that exists to display the historical manuscript collection of David and Marsha Karpeles. Surrounded by two acres of beautiful English and Italian waterfront gardens in Riverside, the Cummer Museum of Art and Gardens is the largest museum in northeast Florida. Its permanent collection of more than 4,000 objects includes works from prehistoric, medieval, Renaissance, Baroque, Rococo, 19th Century Impressionist, and modern art eras. The Ritz Theatre houses the LaVilla Museum, displaying a permanent collection of African American history. The G. Howard Bryan Museum of Southern History features a collection of artifacts reflecting life in the southeastern United States, the Civil War, and genealogy of southern families. Other items of note are the Battle of Antietam replica, and more than 3,000 books, periodicals, military, and cultural items. Finally, the Jacksonville Maritime Museum is dedicated to artwork and large-scale models of maritime-related events and objects from the history of Jacksonville and the First Coast.

Festivals and Holidays

The Jacksonville Jazz Festival is the city's best-known annual event. This three-day celebration takes place in the spring, and draws classic and contemporary jazz and blues celebrities and includes the Great American Jazz Piano Competition. The JaxParks Family Fest, held in the spring, features games, entertainment, and food for the whole family. Also in the spring are the Jacksonville Film Festival; the World of Nations Celebration, which

provides an opportunity to experience the food, culture, and traditions of various countries around the globe; and the Kuumba Festival, devoted to African cultures.

The Fiesta Playera dia de San Juan Bautista is an annual summertime festival paying tribute to St. John the Baptist and celebrating the customs and culture of Puerto Rico. It has been voted among the top 20 festivals in the region by the Southeast Tourism Society. The Juneteenth Celebration celebrates the Emancipation Proclamation of 1863 with food, entertainment, and music. The Jacksonville Caribbean Carnival is held each autumn and features costumes, cuisine, and music. The Olustee Battle Festival re-enacts the 1864 Battle of Ocean Pond, a major Civil War battle, each winter.

Celebrations in Jacksonville are not limited to annual events. The First Wednesday Art Walk takes place on the first Wednesday of every month. On these days, Downtown Jacksonville is transformed into a walkable art gallery. A variety of art is displayed in dozens of historic buildings, and is accompanied by live bands, sidewalk artists, and street vendors.

Sports for the Spectator

More than 70,000 avid fans flock to watch the Jaguars of the National Football League, who play home games on Sundays from September to January at Alltel Stadium. This arena is also the site of two annual college event games: the Gator Bowl Classic and the University of Florida vs. University of Georgia contest. Jacksonville Veterans Memorial Arena, built on the site of the former Jacksonville Coliseum in 2003, is the venue for the Jacksonville Barracudas hockey games as well as other sporting and entertainment events.

Athletic enthusiasts in Jacksonville also enjoy March's Players Championship, which attracts 150,000 spectators to Sawgrass Resort, the toughest course on the Professional Golfer's Association tour. Up to 10,000 fans fill the Baseball Grounds of Jacksonville, a stadium constructed in 2003, to watch the Class AA Jacksonville Suns minor league team. The Greater Jacksonville Kingfish Tournament (fishing) in July draws nearly 50,000 people. The 42-mile Mug Race Regatta in May attracts both local and Olympic sailors for the longest river sailboat race in the world. Jacksonville has a year-round greyhound racing season at St. Johns Greyhound Racing Park, and the Orange Park Kennel Club.

Sports for the Participant

Jacksonville is home to one of the largest urban park systems in the nation. Residents and visitors enjoy more than 82,000 acres of land that extends from the rivers to the beaches. Nearly 60 miles of free beaches avail themselves to boating, sailing, surfing, fishing, and swimming. Playgrounds, tennis courts, picnic areas, about 70 golf courses, and dozens of public pools offer more choices.

The Fort Clinch State Park, a restored Civil War fort built in 1847, has picnic grounds, beaches, and an ocean fishing pier. Adventure Landing features two miniature golf courses, batting cages, a go-cart track, an uphill water coaster, and Shipwreck Island water park. Hikers enjoy the trails at Timucuan Ecological Historic Preserve.

Shopping and Dining

Jacksonville is a shopper's delight, offering interesting shops downtown and artsy shops along the beaches. Jacksonville Landing offers a festive marketplace atmosphere, with novelty and gift shops, name-brand apparel, antiques, toys, and locally made accessories along with entertainment venues. The Avenues Mall on the Southside and Regency Square in Arlington each offer more than 100 nationally known retailers. Avondale, one of the country's largest National Register of Historic Districts, is a charming place to stroll, shop, and dine. San Marco Square, in the style of St. Mark's Square in Venice, offers an open-air produce market, restaurants, and boutiques, together with a water fountain, bronze lions, and a gazebo.

Local fish camps and waterside restaurants with their fresh seafood fare add to the pleasure of dining in Jacksonville. Southern barbecue is also a tradition. A delectable selection of ethnic foods from Japanese to Greek to Indian or Tex Mex are offered by the city's many casual and upscale restaurants downtown or at suburban or beach locations.

Visitor Information: Jacksonville and the Beaches Convention and Visitors Bureau, 550 Water St., Ste. 1000, Jacksonville, FL 32202; telephone (904)798-9111; toll-free (800)733-2668

■ Convention Facilities

The Prime F. Osborn III Convention Center, formerly the Jacksonville Railroad Terminal, is the largest convention facility in the region. With 265,000 square feet of space, the center also includes a 5,000 square foot kitchen. The 1919 Neoclassical Revival railway terminal boasts a fully restored 10,000-square-foot ballroom (the Grand Lobby) and 22 meeting rooms. The convention center is connected to a nearby hotel by the Automated Skyway Express. The refurbished Times-Union Center for the Performing Arts includes a 3,000-seat concert theater, a 600-seat theater, and an 1,800-seat symphony hall. The refurbished Jacksonville Veterans Memorial Arena multipurpose facility accommodates 10,000 people for meetings. Other meeting facilities are the restored Florida Theater, Conference Center at the Avenues, and the University Center at the University of North Florida, a full-service conference and meeting facility.

Convention Information: Jacksonville and the Beaches Convention and Visitors Bureau, 550 Water St., Ste. 1000, Jacksonville, FL 32202; telephone (904)798-9111; toll-free (800)733-2668

■ Transportation

Approaching the City

Jacksonville International Airport (JIA), only minutes from the central business district, recently expanded its passenger terminal and expects to service more than 8 million passengers annually by the year 2009. In 2006 more than 5.9 million passengers passed through JIA. Most major airlines provide more than 200 flights in and out of the city every day. In addition to JIA, Jacksonville has two general aviation facilities, Craig Airport and Herlong Airport, which facilitate travel by private or corporate aircraft. Amtrak offers rail service.

Drivers approach Jacksonville via three major interstates that lead to the city (I-10, I-95 and I-295); U.S. Highways 1, 17, 90 and 301 also traverse the city. Beltways built around the city and main arteries linked to key locations make all parts of Jacksonville easily accessible.

Traveling in the City

The St. Johns River bisects the city and traveling across one or several bridges is commonplace. Seven bridges span the river within Duval County and the Intracoastal Waterway, and the area's many tributaries are crossed by dozens of small bridges. Local bus transportation is provided by the Jacksonville Transportation Authority (JTA). The Park-N-Ride service permits commuters to park in one of the JTA's outlying lots and ride the bus downtown. Community Transportation Services offers door-to-door transportation for the handicapped. The downtown area is also served by JTA's Automated Skyway Express, a monorail system.

■ Communications

Newspapers and Magazines

Jacksonville's major daily (morning) paper is the *Florida Times-Union*. The *Jacksonville Business Journal* and the *Financial News and Daily Record* are the area's business newspapers. Other weekly newspapers are the *Florida Star Times*, serving the black community, and the *Florida Baptist Witness*. Newspapers published in Jacksonville Beach include the semiweekly *Beaches Leader* and the weekly *Sun-Times*. *Jacksonville Magazine* is a monthly

publication devoted to the city's attractions, community resources, and recreational opportunities.

Television and Radio

Jacksonville is served by six local commercial television stations and one PBS station. There are 58 radio stations within close listening range to residents of the Jacksonville area. Of these, 39 are FM stations offering jazz, country, religious, adult contemporary, and Top 40 formats, while there are 19 AM stations that feature religious, talk, and sports programming.

Media Information: *Florida Times-Union*, 1 Riverside Ave., PO Box 1949, Jacksonville, FL 32231; telephone (904)359-4111

Jacksonville Online

- City of Jacksonville home page. Available www.coj.net
- Downtown Jacksonville, Inc. Available www.downtownjacksonville.org
- Duval County Public Schools. Available www.educationcentral.org
- Enterprise Florida. Available www.eflorida.com
- Florida Times-Union*. Available www.jacksonville.com
- Jacksonville and the Beaches Convention & Visitors Bureau. Available www.jaxcvb.com
- Jacksonville Regional Chamber of Commerce. Available www.myjaxchamber.com
- Mayo Clinic Jacksonville. Available www.mayoclinic.org/jacksonville

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- Crooks, James B., *Jacksonville After the Fire, 1901-1919: A New South City* (Jacksonville, FL: University of North Florida Press, 1991)
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Miami

■ The City in Brief

Founded: 1836 (incorporated 1896)

Head Official: Mayor Manuel A. Diaz (I) (since 2001)

City Population

1980: 346,681

1990: 358,648

2000: 362,470

2006 estimate: 404,048

Percent change, 1990–2000: 1.0%

U.S. rank in 1980: 41st

U.S. rank in 1990: 46th (State rank: 2nd)

U.S. rank in 2000: 56th (State rank: 2nd)

Metropolitan Area Population

1980: 1,626,000

1990: 1,973,194 (PMSA)

2000: 2,253,362 (PMSA)

2006 estimate: 2,402,208

Percent change, 1990–2000: 16.3%

U.S. rank in 1980: 12th (CMSA)

U.S. rank in 1990: 11th (CMSA)

U.S. rank in 2000: 12th (CMSA)

Area: 36 square miles (2000)

Elevation: 12 feet above sea level

Average Annual Temperatures: January, 68.1° F; July, 83.7° F; annual average, 76.7° F

Average Annual Precipitation: 58.53 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.6% (June 2007)

Per Capita Income: \$17,531 (2005)

2005 FBI Crime Index Property: 23,321

2005 FBI Crime Index Violent: 6,134

Major Colleges and Universities: University of Miami, Miami-Dade Community College, Florida International University, Barry University, St. Thomas University

Daily Newspaper: *The Miami Herald*; *Diario Las Americas*; *El Nuevo Patria*; *El Nuevo Herald*

■ Introduction

Described as the “only great city of the world that started as a fantasy,” Miami, with its subtropical climate, naturally protected harbor, and spectacular beaches, has traditionally been a haven for tourists and retirees. Since the late 1980s, however, the city has sustained unprecedented growth and, while transforming its image, has emerged as a center of international finance and commerce and as a regional center for Latin American and Haitian art.

An unincorporated village shortly before the turn of the twentieth century, Miami boasts a metropolitan area that includes a large unincorporated area and 30 incorporated areas or municipalities, all of which make up Miami-Dade County. Greater Miami offers a diversity of lifestyles and attractions to both residents and visitors in a variety of small towns and cities such as Coconut Grove, Miami Beach, South Beach, Coral Gables, Bal Harbor, and Hialeah. With easy access to other parts of the country, Miami has developed into one of America’s major transportation hubs, and thriving job and housing markets have made it an ideal location for business expansion and new construction. At one time, Miami came to life only in the winter with the influx of tourists from the north. Today it is a year-round city that offers something for everyone.

■ Geography and Climate

Located at the mouth of the Miami River on the lower east coast of Florida, Miami is bordered on the east by Biscayne Bay, an arm of the Atlantic Ocean. Further east, the islands of Key Biscayne and Miami Beach shelter the bay from the Atlantic Ocean, thus providing Miami with a naturally protected harbor. Once pine and palmetto flatlands, the Miami area boasts sandy beaches in its coastal areas and gives way to sparsely wooded outlying areas. A man-made canal connects the city to Lake Okeechobee, located 90 miles northwest of Miami.

Miami's year-round semi-tropical climate is free of extremes in temperature, with a long, warm summer and abundant rainfall followed by a mild, dry winter. Summer humidity levels—usually in the 86 to 89 percent range during the day—make Miami the second most humid city in the United States. Hurricanes occasionally affect the area in September and October; tornadoes are rare. Waterspouts are sometimes sighted from the beaches in the summer, but significant damage seldom occurs.

Area: 36 square miles (2000)

Elevation: 12 feet above sea level

Average Temperatures: January, 68.1° F; July, 83.7° F; annual average, 76.7° F

Average Annual Precipitation: 58.53 inches

■ History

Early Settlement Attempts Create Conflict

South Florida was settled more than four thousand years ago by primitive people who had established a thriving culture by the time Spanish explorers led by Ponce de Leon arrived in 1513. The principal native tribe in the region that is now Miami-Dade County was the Calusa (renamed Tequesta by de Leon), whose members built villages along the Miami River. The name Miami comes from the Calusa word “Mayami,” meaning “Big Water.” Tequesta—or Chequescha—their village on the north bank of the river, became the site of the future city of Miami.

Spanish conquistadors, attracted by the mild climate, abundant food sources, and fresh water supply—and by tales of gold and other riches—made repeated attempts to colonize the Miami region during the early sixteenth century but were met with hostility from the Calusas. Nevertheless, by the early 1700s, less than two hundred years after the arrival of the Spanish, most of the native population of south Florida had disappeared. European diseases like smallpox had severely reduced their numbers, as did inter-tribal wars. The few Calusas who remained were threatened by invading Creek and Seminole Indians, and in 1711 many fled to Havana, Cuba.

Spain, never really successful in settling the Miami region, supported France against the British during the French and Indian War, and as a result lost Florida to the victorious British in 1763. In 1783, after the American Revolution, Florida briefly reverted to Spanish possession, but in 1821 Spain ceded Florida to the United States for \$5 million. Over the next two decades, settlers moving into the Biscayne Bay area encountered conflict with the Seminoles living there. In 1836, as part of an effort to quell the angry Seminoles, the U.S. Army took over Fort Dallas—originally a naval post at the mouth of the Miami River. In 1842, after numerous skirmishes, the remaining Seminoles were driven into the Everglades swamp, a region so unfit for human habitation that the government did not challenge their occupation of it. Seven years later a permanent structure was built at Fort Dallas from which the army could monitor the Seminoles.

While other outposts in Florida flourished after the final Seminole conflict, Miami and Dade County suffered. Farming had become impossible and settlers drifted to other locales. By 1860 the name Miami no longer appeared in public records. The Civil War barely touched the few people who lived in the isolated Miami River settlement; in fact, it was assumed by those in prosperous north Florida towns that the southern region was uninhabited. Although stragglers, deserters, and freed slaves passed through Miami after the war, few settled there.

The City Attracts Entrepreneurs

In the 1870s investors and developers from the Midwest moved into the area, claiming old titles and buying land. Among them was Julia Tuttle, the wealthy widow of a Cleveland businessman, who enjoyed life in Miami and saw potential for a resort community there. She persuaded Henry Flagler to extend his Florida East Coast Railroad into the wilderness beyond Palm Beach. On April 15, 1896, Flagler brought his railroad into Miami and also began to develop the town, which was incorporated in 1896. Other entrepreneurs followed, and Miami grew from a village with a population of 343 people to a flourishing resort. Miami Beach was founded in 1915.

After World War I, improved highways gave greater access from the north and triggered an unprecedented building boom. In 1920 the city's population was 30,000 people; by 1925 real estate speculation swelled the population to 200,000 people. A year later the boom had collapsed, but it had laid the basis for future development in office buildings, hotels, housing, and a network of streets and roads. A hurricane in 1926 killed 243 people and caused damage estimated at \$1.4 billion in 1990 dollars. Miami's phenomenal growth slowed.

World War II brought a second boom to Miami. Soldiers replaced tourists, and after the war servicemen who had trained in the city returned to make their homes there. This second boom has continued without

significant interruption to the present. It was given impetus in the 1960s with the migration of more than 178,000 refugees from Communist Cuba. The Cuban migration transformed Miami into an international city, strengthening existing ties with the Caribbean and South America. Today the city is bilingual; Spanish-speaking employees work at most businesses, and downtown shops post signs in both English and Spanish. Still, racial tensions persisted. For example, an incident of alleged police brutality toward an African American caused major rioting in 1980. And African Americans staged a tourism boycott resulting from the snubbing by county commissioners of former South African President Nelson Mandela during his visit to Miami in 1990.

End of Century Sees Political Turmoil, Reform Efforts

Capitalizing on its multinational character, Miami moved during the 1980s and 1990s into the forefront of world commerce and finance. Hundreds of thousands of European visitors discovered Miami Beach, popularizing the Art Deco hotels and adding to the city's cosmopolitan flair. But in the wake of racial and ethnic tensions, some highly publicized murders of foreign tourists, and Hurricane Andrew in 1992, at least 100,000 non-Hispanic whites fled the Greater Miami area between 1990 and 1996, leaving a city that was the only large U.S. city with a Hispanic majority.

The city struggled in the late twentieth century to balance the needs of its mostly poor citizens with the need for business development. In spite of its glamorous image, Miami was the nation's fourth poorest city. In 1997, faced with a \$68 million budget shortfall, Miami became the first city in Florida to have an oversight board appointed by the state. City voters rejected a plan to dissolve Miami as separate entity and merge it with the county, though county voters approved to change the name of Dade County to Miami-Dade County. This name change did little to help Miami, whose problems had become more than financial. The 2000 incident involving Elian Gonzalez, a five-year-old Cuban boy who survived a shipwreck to arrive in the United States only to be returned to Cuba by the U.S. government, deepened ethnic tensions between Miami's Cuban and non-Cuban population. By the turn of the century, corruption in the city government and a number of controversial police shootings brought about scrutiny by the U.S. Department of Justice.

A Radical with a Business Vision

Desperate for a positive change, disenchanted voters shook up Miami's government by electing Manuel A. Diaz as mayor in 2001. Diaz, a lawyer who had never held elected office, immediately and radically restructured the government. Modeling it on a private-sector organization, he eliminated some departments and consolidated others, and

incorporated a vertical structure consisting of such positions as a Chief Executive Officer and Chief Financial Officer. Business processes were rewritten at each employee and government level, and a new emphasis was placed on accountability, training, and timely service to citizens. A number of programs were developed and implemented to boost the local economy and improve the quality of life for Miami's residents and visitors. By 2004 only three years after the city was nearly bankrupt and its bonds were junk grade, Wall Street gave its bonds an A+ rating, the highest in Miami's history. Diaz's remarkable results in such a short time earned him the Urban Innovator of the Year Award by the Manhattan Institute.

Historical Information: Historical Museum of Southern Florida, 101 W. Flagler St., Miami, FL 33130; telephone (305)375-1492; email hasf@historical-museum.org

■ Population Profile

Metropolitan Area Residents

1980: 1,626,000
 1990: 1,973,194 (PMSA)
 2000: 2,253,362 (PMSA)
 2006 estimate: 2,402,208
 Percent change, 1990–2000: 16.3%
 U.S. rank in 1980: 12th (CMSA)
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City Residents

1980: 346,681
 1990: 358,648
 2000: 362,470
 2006 estimate: 404,048
 Percent change, 1990–2000: 1.0%
 U.S. rank in 1980: 41st
 U.S. rank in 1990: 46th (State rank: 2nd)
 U.S. rank in 2000: 56th (State rank: 2nd)

Density: 10,160.9 people per square mile (based on 2000 land area)

Racial and ethnic characteristics (2005)

White: 247,882
 Black: 79,173
 American Indian and Alaska Native: 750
 Asian: 2,371
 Native Hawaiian and Pacific Islander: 113
 Hispanic or Latino (may be of any race): 243,874
 Other: 22,843

Percent of residents born in state: 26.6% (2000)



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Age characteristics (2005)

Population under 5 years old: 25,107
Population 5 to 9 years old: 22,876
Population 10 to 14 years old: 22,289
Population 15 to 19 years old: 20,376
Population 20 to 24 years old: 21,314
Population 25 to 34 years old: 50,616
Population 35 to 44 years old: 46,282
Population 45 to 54 years old: 46,537
Population 55 to 59 years old: 19,468
Population 60 to 64 years old: 22,555
Population 65 to 74 years old: 34,698
Population 75 to 84 years old: 21,785
Population 85 years and older: 7,798
Median age: 39.1 years

Births (2006, Metropolitan Division)

Total number: 34,281

Deaths (2006, Metropolitan Division)

Total number: 19,004

Money income (2005)

Per capita income: \$17,531
Median household income: \$25,211
Total households: 144,706

Number of households with income of . . .

less than \$10,000: 31,458
\$10,000 to \$14,999: 16,273
\$15,000 to \$24,999: 24,303
\$25,000 to \$34,999: 15,847
\$35,000 to \$49,999: 22,721
\$50,000 to \$74,999: 15,561
\$75,000 to \$99,999: 7,894
\$100,000 to \$149,999: 5,404
\$150,000 to \$199,999: 2,322
\$200,000 or more: 2,923

Percent of families below poverty level: 17.8% (2005)

2005 FBI Crime Index Property: 23,321

2005 FBI Crime Index Violent: 6,134

■ Municipal Government

Miami's system of government is two-tiered: municipal and county. At the municipal level are a city mayor, five commissioners, and a city manager. The Miami-Dade County, or metropolitan government, consists of an executive mayor, a county manager, and 13 county commissioners, each of whom represents a district and serves a four-year term. The county government administers issues that affect the greater metropolitan area, such as transportation and pollution control. In January 2007 voters passed changes to the Miami-Dade County charter to expand the powers of the county mayor.

Head Officials: City Mayor Manuel A. Diaz (I) (since 2001, term expires 2009); County Mayor Carlos Alvarez (since 2004, term expires 2008)

Total Number of City Employees: 3,500 (2005)

Government Information: City Mayor's Office, 3500 Pan American Dr., Miami, FL 33133; telephone (305)250-5300; fax (305)854-4001; email manny-diaz@ci.miami.fl.us. County Mayor's Office, Stephen Clark Center, 111 NW 1st St., 29th Fl., Miami, FL 33128; telephone (305)375-5071; fax (305)375-3618; email mayor@miamidade.gov

■ Economy

Major Industries and Commercial Activity

For most of Miami's history, its economy has been based on tourism. In fact, it was not so long ago that the city came to life only during the winter months when tourists from cold northern regions flocked to its beaches, hotels, and resorts. That phenomenon is no longer the case, as tourists visit the region throughout the year. In 2006 more than 11.5 million overnight visitors came to the greater Miami area, infusing the local economy with \$16.3 billion in direct expenses, such as hotel rooms, restaurants, shopping, transportation, and attractions, and another \$8.9 billion in indirect expenditures in such areas as real estate, medicine, and retail.

While tourism continues to be the principal industry in Miami, the city's economy has become more diversified. Trade is increasingly vital to the economy. Its close proximity to Latin America and the Caribbean make it the center of international trade with those areas. In 2006 the total merchandise trade through the Miami Customs District totaled \$72 billion. Because many companies choose to establish their Latin American headquarters in southern Florida, Miami-Dade County is known as the "Gateway to the Americas." Over 500 multinational corporations have operations in the region. In 2007 the influential Latin American business magazine,

AméricaEconomía named Miami the "#1 Best City to Do Business" in this hemisphere.

The city's international trade infrastructure is vast and varied. With an economic impact of more than \$19 billion, Miami International Airport in 2006 ranked first for international freight and third for international passengers. Over 32 million passengers passed through the airport that year. The Port of Miami is one of the busiest containerized ports in the United States. The World Trade Center Miami is Florida's oldest international organization, and assists member companies to introduce and expand their international presence. Miami is home to 61 foreign consulates, 25 international trade offices, and 40 bi-national chambers of commerce. Two free trade zones exist in Greater Miami, the Homestead Free Zone and the Miami Free Zone, one of the world's largest privately owned and operated zones.

Banking is another growing segment of the economy. As of 2007 there were 59 commercial banks and 11 thrift institutions doing business in the Miami area, with combined deposits of \$38.8 billion. There were also 38 state-licensed foreign bank agencies with operations in Miami, holding \$12.5 billion in deposits, while another 13 Edge Act banks operate in Miami, holding \$7 billion in deposits. Overall, Miami has one of the largest concentrations of domestic and international banks on the East Coast south of New York. Brazilian, British, Canadian, French, German, Israeli, Japanese, Spanish, and Venezuelan banks have offices in Miami-Dade County. Still, domestic banks dominate the market.

From the late 1990s until 2005 the Miami-Dade area was one the nation's hottest real estate markets, following a general trend throughout the United States. Nowhere was this more apparent than in the housing market. By 2006 the real estate market in Miami-Dade County and neighboring Broward County had cooled and foreclosures grew sharply. In the first half of 2007, foreclosures in the two counties had increased by some 300%.

Homebuilder Lennar was one of three companies headquartered in Miami on the 2007 *Fortune* 500 list. The others were World Fuel Services and Ryder Systems, a trucking company.

Items and goods produced: apparel, textiles, books and magazines, pharmaceuticals, medical and diagnostic testing equipment, plastics, aluminum products, furniture, light manufactured goods, transportation equipment, cement, electronic components, agricultural products such as tomatoes, beans, avocados, and citrus fruits

Incentive Programs—New and Existing Companies

Local programs: The Beacon Council is the agency responsible for recruiting new businesses to Miami-Dade County in an effort to create new jobs. The Council's many

free services include site identification; labor recruitment and training; business data and economic research; packaging local, state, and federal business incentives; and import/export assistance. The Council promotes the many advantages of doing business in Miami-Dade County, including a number of business incentive programs and a favorable tax structure. Business location incentives at the local level include Empowerment Zone and Enterprise Zone opportunities, each of which offers tax or wage credits to businesses based on the number of new jobs created. The Miami-Dade County Targeted Jobs Incentive Fund is available to companies that are on the list of industries identified by the county as desirable additions to the local economy. The Grow Miami Fund grants qualified small businesses long-term, low-interest loans ranging from \$50,000 to \$2 million. The city has also partnered with ACCION USA to make microloans available to the small business community.

State programs: Enterprise Florida is a partnership between Florida's government and business leaders and is the principal economic development organization for the state of Florida. Enterprise Florida's mission is to increase economic opportunities for all Floridians by supporting the creation of quality jobs, a well-trained workforce, and globally competitive businesses. It pursues this mission in cooperation with its statewide network of economic development partners.

Among the incentive programs managed at the state level is the Economic Development Transportation Fund, which helps fund the cost of transportation projects, such as access roads and road widening, required for the establishment, expansion, or retention of businesses in Florida. The state's Qualified Target Industry Tax Refund is similar to the Miami-Dade program that rewards the creation of jobs in certain industries. Florida also offers various sales and use tax exemptions for machinery and equipment purchase, electric energy, research and development, and other aspects of doing business in the area.

Job training programs: The Workforce Development Board (WDB), commonly known as Jobs & Education Partnership, is a part of Enterprise Florida. WDB provides policy, planning, and oversight for job training programs funded under the federal Workforce Investment Act, along with vocational training, adult education, employment placement, and other workforce programs administered by a variety of state and local agencies. Regional Workforce Development Boards operate under charters approved by the Workforce Development Board. The 24 regional boards have primary responsibility for direct services through a state-wide network of One-Stop Career systems.

State and local workforce development efforts are concentrated on three broad initiatives. First Jobs/First Wages focuses on preparing workers for entry-level employment including the School-to-Work and WAGES (Work and Gain Self-Sufficiency) programs. High Skill/

High Wages targets the higher skills needs of employers and training workers for advancement through such programs as Performance Based Incentive Funding, Occupational Forecasting Conference/Targeted Occupations, Quick Response Training, and Incumbent Worker Training. One-Stop Career Centers are the central elements of the One-Stop system that provide integrated services to employers, workers, and job-seekers.

Development Projects

The city of Miami experienced an unprecedented level of development and private investment. As of 2007 the city's department of economic development listed 27 projects underway. Two of the largest projects were the Midtown Miami Project, a \$1.75 billion commitment by a group of private investors to create mixed-use development at a 56-acre abandoned railroad yard. Nearby neighborhoods including Wynwood, Overtown, and Little Haiti, will benefit from the project. Grapeland Water Theme Park, an \$18-million project, was scheduled to be completed in early 2008. In August 2007 the first phase was completed. It included four lighted softball and baseball fields, batting cages, and concessions. Another significant development is the Wagner Square project, a residential and commercial development funded by \$1 million Brownfields Economic Development Incentive (BEDI) grant and a \$4 million grant from the U.S. Department of Housing and Urban Development. Clean-up of the 2.95-acre site had been completed by late 2005, with groundbreaking scheduled for the first quarter of 2008.

City leaders are determined to develop all areas of the Greater Miami region, not just the downtown area. Efforts have been made to help revitalize Overtown, the poorest neighborhood in Miami. In late 2006 the University of Miami's Miller School of Medicine opened its 15-story Clinical Research Building. In addition a nine-story basic science wet laboratory facility is also under construction. As of July 2007 Miami International Airport's \$6.2 billion program to renovate existing facilities and construct new ones was underway.

In addition to attracting new business developments, Miami is focused on improving the existing environment. The city has implemented an initiative to rebuild the city's entire infrastructure by reconstructing, resurfacing, and repairing every road, sidewalk, and curb on a 12-year cycle. The city has also sought to make the city safer and cleaner by tackling garbage dumping and housing violations, along with such illegal activities as drug dealing, prostitution, and gambling. In 2005 the city's overall crime rate continued to decline for the 12th consecutive year.

The Clean Up Miami Campaign includes daytime street sweepers and litter and graffiti clean-up teams. The Adopt-a-Waterway program, the first of its kind in the nation, is intended to improve water quality in the Miami River and its tributaries and complement the city's dredging of sediment from the river. Miami-Dade

County's Adopt-a-Tree program distributes thousands of trees throughout the region. Under the Miami River Greenways Plan, a series of pedestrian and bicycle paths to link parks and neighborhoods on both sides of the river are slated for development.

Economic Development Information: Miami Department of Economic Development, 444 SW 2nd Ave., 3rd Fl., Miami, FL 33130; telephone (305)416-1435; fax (305)416-2156; email ED@miamigov.com. The Beacon Council, 80 SW 8th St., Ste. 2400, Miami, FL 33130; telephone (305)579-1300; fax (305)375-0271; email info@beaconcouncil.com

Commercial Shipping

Miami is a major commercial shipping center. One reason is due to Miami International Airport (MIA). Served by 58 scheduled passenger airlines and 38 all-cargo carriers, MIA is a domestic and international trade hub, and a primary commerce link between North and South America. In 2005 the airport transported over 1.9 million tons of cargo, and more than 32 million passengers in 2006. That same year, MIA ranked first in the nation for international freight and third for international passengers. Its trade support infrastructure includes a Cargo Clearance Center that provides 24-hour service by inspectors from the U.S. Customs Service, Department of Agriculture, Fish and Wildlife Service, and Food and Drug Administration.

The Port of Miami is the world's largest cruise port. In 2006 the port handled more than 3.7 million cruise passengers. The Miami Free Zone's principal function is importing for domestic U.S. consumption. Fifteen minutes from the seaport and five minutes from the airport, the free zone is one of the largest duty-free zones in the United States. Major freight railroads serving Miami consist of two Class I railroads, CSX and Norfolk Southern, and the Florida East Coast, a regional carrier.

Labor Force and Employment Outlook

The Miami-Dade County labor force is Florida's largest and most comprehensive. The region's labor advantages include a large and diverse pool of Spanish-speaking and bilingual workers who contribute to Miami's expansion as a headquarters of international operations. The Beacon Council forecasts the largest employment growth sectors for the mid to late-2000s will be professional and business services, education, health services, and construction.

The following is a summary of data regarding the Miami-Fort Lauderdale-Pompano Beach metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 2,417,000

Number of workers employed in . . .

- construction and mining: 160,700
- manufacturing: 100,400

- trade, transportation and utilities: 541,000
- information: 54,000
- financial activities: 182,800
- professional and business services: 400,000
- educational and health services: 304,800
- leisure and hospitality: 251,100
- other services: 101,500
- government: 320,900

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.6% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
Miami-Dade County	
Public Schools	54,387
Miami-Dade County	32,265
Federal Government	20,100
Florida State	
Government	18,900
Jackson Memorial	
Hospital/Health	
System	11,700
Baptist Health Systems	
of South Florida	10,300
University of Miami	9,079
American Airlines	9,000
Miami-Dade College	7,500
Florida International	
University	5,000
United Parcel Service	
Inc.	5,000

Cost of Living

Miami's 2003 cost of living, while above the national average, was lower than other major urban areas like New York, Boston, Los Angeles, and Washington DC.

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

2007 (1st quarter) ACCRA Average House Price: \$427,783

2007 (1st quarter) ACCRA Cost of Living Index: 114.9

State income tax rate: None

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: 1.0% (county)

Property tax rate: \$26.23895 per \$1,000 of assessed property value (2004)

Economic Information: The Beacon Council, 80 SW 8th Street, Suite 2400, Miami, FL 33130; telephone (305)579-1300; fax (305)375-0271; email info@beaconcouncil.com

■ Education and Research

Elementary and Secondary Schools

Like all public schools in the state of Florida, the public elementary and secondary schools of Miami are part of a county-wide district. The Miami-Dade County district, one of the largest in the United States, is administered by a partisan nine-member elected school board that appoints a superintendent.

The district operates one of the largest magnet school systems in the nation, offering specialized fields of study in such areas as mathematics, science, and technology; gifted education; international education; Montessori; visual and performing arts; communications and humanities; and careers and professions. Additionally, 55 charter schools operate within the school district.

The following is a summary of data regarding the Miami Dade County Public Schools as of the 2005–2006 school year.

Total enrollment: 341,171

Number of facilities

elementary schools: 205
junior high/middle schools: 54
senior high schools: 31
other: 101

Student/teacher ratio: 16.8:1

Teacher salaries (2005–06)

elementary median: \$46,510
junior high/middle median: \$48,590
secondary median: \$51,980

Funding per pupil: \$7,292

As of 2006 Miami-Dade County had nearly 300 private schools.

Public Schools Information: Miami-Dade County Public Schools, 1450 N.E. Second Avenue, Miami, FL 33132; telephone (305)995-1000

Colleges and Universities

The Miami area has some seven colleges and universities, in addition to some 25 vocational/technical schools. Florida International University, which enrolls more than 38,000 students, is the largest four-year university in South Florida. The University of Miami is a private university noted for its business school. Miami-Dade College offers two-year and four-year degrees at its eight

campuses. It is recognized as one of the best in the nation. Barry University and St. Thomas University are both affiliated with the Roman Catholic Church; Florida Memorial University is affiliated with American Baptist Churches in the USA. A satellite campus is operated by Trinity International University (Illinois) in Davie, Florida. The school is affiliated with the Evangelical Free Church of America. The Miami International University of Art and Design offers associate, bachelor's, and master's degrees.

Libraries and Research Centers

In addition to its main branch in downtown Miami, the Miami-Dade Public Library System operates 41 branches. The library also operates two bookmobiles. Its entire collection numbers more than 4.2 million volumes. In addition, the library also holds numerous newspapers, magazines, films, records, tapes, sheet music, and photographs. The Main Library serves as a resource center for the system and provides information via seven subject departments: art, business, languages, music, science, urban affairs, and genealogy. Special collections are held in the Florida Room, the Foundations Center Regional Collection, and the U.S. and State Documents department; special interests include Florida and foreign languages, particularly Spanish. The library sponsors a wide array of educational and culturally enriching programs and exhibitions.

Miami is home to a number of special libraries, including the University of Miami, which houses more than 2.5 million volumes. The library at the Wolfsonian Museum features a collection of about 45,000 books and other materials focusing on industrial arts, design, and architecture. The Wolfsonian's research and study center traces the interconnections of European culture with other cultures. Numerous other research centers are affiliated with academic institutions, conducting research activities in such fields as medicine, energy, marine science, economics, Latin America and the Caribbean, the environment, and aging.

Public Library Information: Miami-Dade Public Library System, 101 W. Flagler St., Miami, FL 33130; telephone (305)375-2665.

■ Health Care

Miami-Dade County, with 22 hospitals and medical centers, has one of largest concentrations of medical facilities in the state. These facilities provide comprehensive human and social services through an array of programs that includes emergency assistance, mental health care, substance abuse treatment and prevention, homeless shelter, veteran services, and other traditional social services.

In 2000 Jackson Health System became the name for Miami's Jackson Memorial Hospital (JMH) and all its affiliated facilities. In 2000 the 199-bed Jackson South Community Hospital was added to the system. In 2006 Jackson Health System expanded further, acquiring Jackson North Medical Center in the northern end of the county. Considered one of the best hospitals in the United States, Jackson Memorial Hospital is Miami-Dade County's only public hospital. JMH is one of the nation's largest health care facilities with more than 1,550 licensed beds. The hospital is affiliated with the University of Miami School of Medicine and is known for research work in a number of fields, particularly eye and blood diseases, diabetes, and back pain.

With the only Level I trauma center in South Florida, JMH's Ryder Trauma Center is one of the busiest in the United States. The burn center, spinal cord injury center and organ transplant program are other JMH specialty areas unique to South Florida. Also, the Bascom-Palmer Eye Institute/Anne Bates Leach Eye Hospital, Mailman Center for Child Development, Sylvester Comprehensive Cancer Center, National Parkinson Foundation, Diabetes Research Institute, and the Miami Project to Cure Paralysis, among many others, have earned Miami-Dade County high marks nationally and internationally as a center for groundbreaking research and treatment programs.

Baptist Hospital owns several facilities in the area and is highly regarded for the quality of its patient care. Miami Children's Hospital, a 275-bed facility, is South Florida's only licensed specialty hospital especially for the treatment of children. The not-for-profit hospital has a medical staff numbering some 730 physicians and specialists, is the largest freestanding pediatric teaching hospital in the Southeastern United States, and has a tele-education program reaching more than 40 sites in Latin America and the Caribbean. In 2006 the MCH Dan Marino Center received "Gold" recognition from *South Florida* Parenting magazine for "Best Services for Special Needs Kids/Families;" the magazine also awarded "Kids' Crown Awards" to MCH for "Best Hospital for Pediatrics in Miami-Dade County" and "Best Pediatric Emergency Care in Miami-Dade County." Other Miami-area hospitals are Mount Sinai Medical Center of Greater Miami, Cedars Medical Center, and Mercy Hospital.

Health Care Information: Jackson Memorial Hospital/Jackson Health System, 1611 NW 12th Ave., Miami, FL 33136-1096; telephone (305)585-1111.

■ Recreation

Sightseeing

Visitors to Miami will find a variety of activities, from an adventure-filled day at a nature park to a nostalgic stroll through a historic district. The city's principal attraction is

Miami Seaquarium, south Florida's largest tropical aquarium. Seaquarium features performing dolphins, killer whales and sea lions, in addition to thousands of other sea creatures in display tanks, as well as tropical gardens and a wildlife sanctuary. Another popular family-oriented wildlife/nature park is Monkey Jungle, where hundreds of monkeys, gorillas, and trained chimpanzees swing freely through a natural rain forest. Chimpanzees perform daily. Similar to Monkey Jungle, Parrot Jungle Island presents more than 1,000 tropical birds that fly free. Featured are trained birds that perform daily in 20-minute shows. Located between downtown Miami and South Beach, Parrot Jungle includes an Everglades exhibit, children's area with petting zoo, animal barn, playground and water play areas, baby bird and plant nurseries, picnic pavilions, food court, a theater, two amphitheatres, jungle trails, and aviaries.

Perhaps the ultimate wildlife experience can be found at Miami MetroZoo. This cageless zoo is set on approximately 300 acres of natural habitats, where hundreds of species of the world's animals roam on islands separated from visitors by moats. Animal shows are presented daily, and elephant rides, monorail tours, walking tours, the children's petting zoo, PAWS, and an outdoor concert series are also available.

The Miami area maintains some of the nation's most beautiful tropical gardens. Fairchild Tropical Garden, in nearby Coral Gables, is one of the finest botanical gardens in the continental United States. It features paths that wind through a rain forest, sunken gardens, a rare plant house, and 11 lakes displaying a wide variety of tropical vegetation. When the gardens sustained massive damage from Hurricane Andrew in 1992, scientists from around the globe gathered to begin to help restore this world-class botanical paradise. The Richard H. Simons Rainforest is a two-acre exhibit that features a 500-foot gurgling stream, waterfalls, paved paths, and rest areas.

Miami has preserved much of its rich past and embraced its social and ethnic diversity. A 30-block strip called Calle Ocho showcases Miami's Cuban culture in restaurants, nightclubs, sidewalk coffee shops, parks, cigar factories, and boutiques. The Art Deco District in Miami Beach contains more than 800 buildings designed in the Art Deco architecture and pastel colors of the 1930s. Another reminder of the past is Vizcaya Museum and Gardens, an Italian Renaissance-style palace with beautiful formal gardens overlooking Biscayne Bay. Vizcaya—which was built by James Deering, the founder of International Harvester—houses a collection of fifteenth- to early nineteenth-century European art.

Arts and Culture

The primary venues for concerts and theatrical performances in Miami are the Gusman Center for the Performing Arts, the Jackie Gleason Theater of the Performing Arts (called TOPA), and the Miami-Dade

County Auditorium. The Gusman Center, an ornate Baroque-style theater, has been transformed from a 1920s movie palace into an elegant stage for the performing arts. The New World Symphony is housed at the Lincoln Theatre in Miami Beach's Art Deco District. The Miami-Dade County Auditorium, featuring Art Deco revival decor, is a performance site for many local and international artists. The Florida Shakespeare Theater performs in a new space in the Historic Biltmore Hotel. The Miami Light Project, which performs artistic works such as musicals, stand-up comedy, and dance, performs in various locations. The Greater Miami Performing Arts Center features three separate performance halls for ballet, opera, theater, and symphonic music. It is a venue for the Concert Association of Florida, Florida Grand Opera, Miami City Ballet, and the New World Symphony.

The Metro-Dade Cultural Center, which consists of the Miami-Dade Public Library, the Historical Museum of Southern Florida, and the Miami Art Museum, is part of a reviving downtown Miami. The Historical Museum traces the 10,000-year history of humans in south Florida through permanent and traveling exhibits. The Miami Art Museum presents a variety of traveling exhibits.

Several Miami-area museums and galleries reflect the city's varied culture. For example, the Cuban Museum of Arts and Culture exhibits works by traditional and contemporary Hispanic artists; documents and memorabilia pertaining to the Cuban culture and history are presented, along with concerts, lectures, and films. Other historical museums include the 1891 Barnacle State Historic Site in Coconut Grove, Coral Gables' restored 1920s Merrick House, and the Holocaust Memorial.

The Bass Museum of Art in the heart of the Art Deco district in Miami Beach houses a permanent collection of Old Masters, sculptures, textiles and period furniture. Newer museums in the region include the Sanford L. Ziff Jewish Museum of Florida, the Museum of Contemporary Art, and the Wolfsonian. The Wolfsonian boasts a collection that includes ceramics, glass, books, and furniture. Also instrumental in Miami's cultural life is the Art in Public Places program, one of the earliest of its kind, which has commissioned more than 700 works in the Metro-Dade area.

Arts and Culture Information: Greater Miami Convention and Visitors Bureau, 701 Brickell Ave., Ste. 2700, Miami, FL 33131; telephone (305)539-3000; toll-free (800)933-8448.

Festivals and Holidays

Miami hosts countless festivals and fairs throughout the year. Many reflect the city's rich cultural heritage. The Hispanic Heritage Festival features art, theater, dance, Latin folklore, and cuisine. The nation's largest Hispanic festival is Carnival Miami, featuring salsa, brilliant costumes, and Cuban delicacies. It culminates in an all-day block party in the heart of Little Havana, the Calle Ocho

Festival, which earned the title of the world's largest street party because it spans 23 city blocks. Cowbells, whistles, and washboard bands salute summer's Miami/Bahamas Goombay Festival, which celebrates Bahamian culture.

Art festivals abound. One of the largest and most prestigious is Art Basel Miami Beach. This fair, sister to the world famous Art Basel Switzerland, debuted in December 2002 and is now one of the most successful art fairs in North America. January's annual Art Deco Weekend in South Miami Beach features tours of the historic Art Deco district, site of more than 800 buildings from the 1920s and 1930s, and includes an antique car show, a costume ball, films, and lectures. Other art events include the Coconut Grove Arts Festival, a three-day event held in February, as well as the Miami Beach Festival of the Arts, and the South Miami Art Festival. Film festivals are just as common. The Miami International Film Festival showcases films from the United States, South America, Europe, the near East, and Australia that might not otherwise be seen in this country. Other festivals spotlight Jewish, gay and lesbian, Brazilian, African American, and Italian films.

The Orange Bowl Festival centers around the Orange Bowl football game on New Year's night. This festival, which has been held annually since 1933, includes the King Orange Jamboree and sports tournaments for children and adults. The season of Lent is kicked off with the Greater Miami Mardi Gras celebration. The South Beach Wine & Food Festival is ranked as one of the nation's top ten wine events. More than 100 rides and 50,000 exhibits are featured at the Miami-Dade County Fair & Exposition, an 18-day event held in the spring.

Sports for the Spectator

Miami offers a variety of spectator sports at both the professional and collegiate level. The Miami Dolphins of the National Football League play their home games in Dolphin Stadium, which is also home to the Florida Marlins National League baseball team. The American-Airlines Arena houses the professional basketball team the Miami Heat, who play from November through April. The Florida Panthers of the National Hockey League play from October through April at the BankAtlantic Center in neighboring Broward County.

The city of Miami is the site of the Orange Bowl Classic and Festival, which features the annual New Year's Day football game between two top-ranked collegiate teams. The University of Miami Hurricanes play their home basketball games in the Orange Bowl, while the Florida International University Golden Panthers play at the Golden Panther Arena.

Other popular spectator sports in the Miami area are horse and auto racing. Calder Race Course in Miami offers thoroughbred racing, while the Homestead-Miami Speedway is a magnet for auto racing enthusiasts. Jai-alai

is played year-round at the Miami Jai-Alai fronton. Those interested in other sports can choose among golf tournaments, greyhound races, horse shows, regattas, soccer matches, and tennis tournaments such as the Sony-Ericsson Open.

Sports for the Participant

A complete range of outdoor activities is available year-round in Miami at numerous public and private facilities. Miami-Dade County offers 29 public golf courses, 6 of which of which are operated by the Miami-Dade County Park and Recreation Department. Tennis courts for day and evening play are located in many parks and recreation areas throughout Miami and the county; in addition, most hotels have their own tennis facilities.

The extensive public park system in the Miami area includes more than 300 parks and nature centers. Two are national parks: Everglades and Biscayne. Among the recreational activities that can be pursued in Miami's parks are picnicking, canoeing, boating, hiking, camping, fishing, swimming, basketball, softball, handball, racquetball, vita course trails, and 80 miles of Class I bike trails.

Water sports are pursued with great enthusiasm in Miami's ocean and bay. Most local dive shops offer lessons, certification courses, and dive trips for scuba and skin diving. Among the favorite diving spots are Haulover Park and Biscayne National Park. For surfing one can go to Haulover Beach in Sunny Isles and South Pointe in South Miami Beach. A popular place for windsurfing is Hobie Beach in Key Biscayne. Waterskiing schools, jumps, towing services, and ski boat rentals can be found along beaches and causeways throughout the Miami area. Many beach hotels also offer water sports equipment rental.

Fishing is another favorite pastime. A fresh water fishing license, obtainable at bait and tackle stores, is required for anyone between the ages of 15 and 65 years. The Florida Game and Fresh Water Commission publishes guides to fishing regions. In the Miami area the popular spots are Tamiami Canal, from west Miami along U.S. 41, which is noted for pan fish and bass; and Thompson Park fishing camp, a 29-acre campground near Hialeah, with three fishing lakes available only to campers. No license is required for salt water fishing, but minimum size and bag limits apply. Fishing piers are located at Haulover Park, Baker's Haulover Cut, and South Pointe. Full-service charter boats and party boats for deep sea fishing are available at area marinas. Annual events include the Mayor's Cup Billfish and Miami Billfish tournaments.

Shopping and Dining

In keeping with its international image, Miami offers a cosmopolitan shopping experience. Every kind of shopping facility is available in the area, from indoor and

outdoor malls to elegant specialty boutiques. Virtually all famous high-end retailers and designers, have a presence in the area.

Aventura Mall, located in the northern portion of Miami-Dade County, is the largest super-regional mall in south Florida. It contains over 200 upscale shops and restaurants, as well as a 24-screen movie theater. The Village at Merrick Park, which opened in 2002, features 98 stores and restaurants in a natural environment complete with landscaped fountains, tropical foliage, and serene gardens. At the Downtown Miami Shopping District are more than 3,000 retail businesses, including the country's second-largest jewelry district. In Little Havana ethnic shops offer a variety of exotic items, from Cuban coffee and rum-soaked pastries to mantillas and furniture. The Falls, located on the southern edge of the city and anchored by Bloomingdale's and Macy's, sets its more than 100 shops among covered walkways, footbridges, and waterfalls. In Coconut Grove, CocoWalk shopping district resembles a European village. Bal Harbor Shops are in Miami Beach in an area called the Rodeo Drive of the South because of their exclusive stores and designer boutiques. Lincoln Road Shopping District, located in the Art Deco District of Miami Beach, was the first pedestrian-only shopping street in the United States. In trendy South Miami, The Shops at Sunset Place, an entertainment-shopping complex, has waterfalls, fountains, a grand staircase, and 35-foot Banyan trees.

Dadeland Mall features 181 specialty stores. Biscayne Bay's open-air Bayside Marketplace, on 20 acres of waterfront property at the north end of Bayside Park, has more than 120 shops that offer merchandise not ordinarily found in regional shopping areas. Just west of Miami Beach is the Miami Design District, comprised of interior design showrooms, and home furnishings and furniture stores that are open to the public.

With its expanding role in international trade, cuisine from every culture as well as local specialties can be found in a wide variety of dining establishments in Miami. Enhancing the ethnic diversity of Miami's dining possibilities are the more than 30 restaurants, supper clubs, and cafeterias in Little Havana.

Visitor Information: Greater Miami Convention and Visitors Bureau, 701 Brickell Ave., Ste. 2700, Miami, FL 33131; telephone (305)539-3000; toll-free (800)933-8448

■ Convention Facilities

With several convention centers, including a new ultra-modern downtown facility, Miami is an attractive gathering place for large or small groups. Generous hotel space and a warm climate, coupled with a diverse range of available leisure activities, make the city an ideal spot for business mixed with pleasure.

The Miami Convention Center is located on the Miami River in the heart of the business and financial district. One of the most advanced meeting, educational, sports, and entertainment complexes in the southeast, it offers 28,000 square feet of dividable space for exhibits, meetings, and banquets. Its main auditorium can accommodate over 4,600 people. Riverfront Hall adds another 28,000 square feet of space to the Convention Center, and a scenic promenade leads from the center to Bayside Marketplace. The Hyatt Regency Miami is adjacent to the center, and also offers convention facilities. The James L. Knight International Center can seat up to 5,000 people plus 16,000 square feet of exhibition space. It also has a fully professional sound system.

The Miami Beach Convention Center, which spans four city blocks and sits adjacent to the Jackie Gleason Theatre, offers over 1 million square feet of meeting space. Ten minutes from downtown Miami, the unique Coconut Grove Exhibition Center, offers up to 150,000 square feet of contiguous space, which can subdivide into five halls ranging from 7,000 to 50,000 square feet apiece. Located on Biscayne Bay, it is within walking distance of the center of the village of Coconut Grove and Sailboat Bay and Kennedy Park. The Sheraton Miami Mart Hotel & Convention Center is ranked as the largest hotel exhibit space in the region. It offers nearly 25,000 square feet of meeting space, with another 140,000 square feet available in the adjoining convention center.

For groups ranging in size from 20 to 1,350 people, other downtown meeting sites can be found in numerous hotels. Some resort hotels located in Miami offer meeting facilities along with a variety of activities, including health clubs and water sports; similarly, some resort hotels located in nearby Coconut Grove, Key Biscayne, and Coral Gables also accommodate large and small meeting groups. Miami Beach, too, offers a number of hotels with meeting facilities, of which the best known are the Fontainebleau, the Eden Roc, and the Doral, popular for decades as tourist resorts.

Convention Information: Greater Miami Convention and Visitors Bureau, 701 Brickell Ave., Ste. 2700, Miami, FL 33131; telephone (305)539-3000; toll-free (800)933-8448; email convservices@gmcb.com

■ Transportation

Approaching the City

The visitor arriving in Miami by plane will stop at the Miami International Airport (MIA), an ultramodern facility only seven miles from downtown and served by some 58 passenger airlines and 38 all-cargo carriers. MIA is the one of the busiest in the world, and has the third highest international passenger traffic in the country. The Metropolitan Miami-Dade County Aviation Department also maintains four general aviation facilities that handle

corporate aircraft flights. The Port of Miami is the world's busiest cruise port, having served more than 3.7 million passengers in 2006. Amtrak provides passenger rail service into and out of the city. A 65-mile commuter rail system, Tri-Rail, links downtown Miami to Fort Lauderdale and Palm Beach, and to Miami International Airport.

The major north-south expressways into Miami are Interstate 95, the Palmetto Expressway (also called State Road 826), and the Florida Turnpike. Main east-west routes are Interstate 195, the Dolphin Expressway (State Road 836), the Airport Expressway (State Road 112), the Tamiami Trail (U.S. 4, which is also Southwest Eighth Street), and the Miami Beach Causeways (MacArthur, Venetian, Julia Tuttle, and Seventy-ninth Street). Other east-west thoroughfares are the Bal Harbor (Broad Street), Sunny Isles (State Road 826) and William Lehman Causeways.

Traveling in the City

Miami is laid out in a grid pattern organized around a downtown intersection of Miami Avenue (east-west) and Flagler Street (north-south), which divides the city into four quadrants. For ease in getting around, visitors have only to remember that "streets," "lanes," and "terraces" run east and west, while "avenues," "courts," and "places" run north and south.

Miami's Metrorail-Metrobus system is operated by the MetroDade Transportation Administration. A tourist attraction in its own right, Metrorail carries passengers in air conditioned, stainless steel trains on an elevated railway over a 21.5-mile route from south of the city to north Miami-Dade. It provides connections to all major areas of the city. With the completion of the downtown Metromover, Miami-Dade County became the first community in the world to have a people mover connected to a rail system. The Metromover is a free service that is made up of individual motorized cars running atop a 4.4-mile elevated track, looping around the downtown and connecting to the Metrorail. Interconnecting with the Metrorail and the Metromover is the fleet of buses known as Metrobus, which runs almost 24 hours a day.

Bus, boat, and even helicopter tours are a relaxing way to see Miami and its environs. Comprehensive tour service is provided by numerous tour companies that feature half- and full-day bus or trolley excursions in and around Miami. For those who would like to experience the full effect of the city's skyline, several cruise lines in Miami Beach offer luncheon and moonlight boat excursions.

■ Communications

Newspapers and Magazines

Miami's major daily newspaper, the morning *The Miami Herald*, is supplemented by three Spanish-language dailies, *Diario Las Americas*, *El Nuevo Herald* (published by

the Herald), and *El Nuevo Patria*. The *Daily Business Review* serves the city's legal and business communities. The *Miami Times* is an African American community newspaper. *Miami Today* is a weekly newspaper aimed at upper management. The *Miami New Times* is an alternative news and arts weekly.

Television and Radio

Miami is served by 12 local television stations, 10 commercial stations and 2 public television stations. There are 49 radio stations within close listening range to residents of the Miami area. Of these, 24 are FM stations offering jazz, Spanish, country, religious, and pop music formats, while there are 25 AM stations, that feature religious, talk, Spanish/Caribbean, and sports programming.

Media Information: *The Miami Herald*, McClatchy Company, 1 Herald Plaza, Miami, FL 33132-1693; telephone (305)350-2111.

Miami Online

The Beacon Council. Available www.beaconcouncil.com
 City of Miami home page. Available www.ci.miami.fl.us
Diario las Americas. Available www.diariolasamericas.com
El Nuevo Herald. Available www.elnuevoherald.com
 Enterprise Florida. Available www.eflorida.com
 Historical Museum of Southern Florida. Available www.hmsf.org
 Greater Miami Chamber of Commerce. Available www.greatermiami.com
 Greater Miami Convention and Visitors Bureau. Available www.gmcb.com

Jackson Memorial Hospital/Jackson Health System. Available www.um-jmh.org
 Miami-Dade County home page. Available miami-dade.gov/wps/portal
 Miami-Dade County Public Schools. Available www.dadeschools.net
 Miami-Dade Public Library System. Available www.mdpls.org
 Miami Department of Economic Development. Available www.ci.miami.fl.us/economicdevelopment
The Miami Herald. Available www.miamiherald.com

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Orlando

■ The City in Brief

Founded: 1857 (incorporated 1875)

Head Official: Mayor Buddy Dyer (I) (since 2003)

City Population

1980: 128,291

1990: 164,674

2000: 185,951

2006 estimate: 220,186

Percent change, 1990–2000: 12.9%

U.S. rank in 1980: 124th

U.S. rank in 1990: 104th (State rank: 6th)

U.S. rank in 2000: 122nd (State rank: 6th)

Metropolitan Area Population

1980: 805,000

1990: 1,224,844

2000: 1,644,561

2006 estimate: 1,984,855

Percent change, 1990–2000: 34.2%

U.S. rank in 1980: 51st

U.S. rank in 1990: 37th

U.S. rank in 2000: 27th

Area: 94 square miles (2000)

Elevation: 127 feet above sea level (average)

Average Annual Temperatures: January, 60.9° F; July, 82.4° F; annual average, 72.8° F

Average Annual Precipitation: 48.35 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.6% (June 2007)

Per Capita Income: \$23,157 (2005)

2005 FBI Crime Index Property: 18,226

2005 FBI Crime Index Violent: 3,801

Major Colleges and Universities: University of Central Florida, Rollins College

Daily Newspaper: *Orlando Sentinel*

■ Introduction

Orlando's pleasant weather, affordable housing, and location at the center of one of the country's fastest growing markets have helped make the city a boom town. New residents are drawn by the city's attractive setting among the inland lakes and citrus groves and by the short drive from the coastal beaches. Growing numbers of manufacturers and distributors have relocated to the city to take advantage of its mushrooming work force. Major attractions like Walt Disney World, SeaWorld of Florida, and Universal Studios Florida bring millions of visitors annually. New industries such as film production, military simulation and training, and various technologies are adding to the booming local economy.

■ Geography and Climate

Orlando is the seat of Orange County, though its metropolitan area also includes portions of Seminole, Lake, and Osceola counties. Located approximately 150 miles from the Florida/Georgia border, in an area surrounded by numerous citrus growers and 1,200 lakes, Orlando lies about 50 miles from the Atlantic to the east, 75 miles from the Gulf Coast to the west, and about 375 miles from the tip of the Florida Keys. Abundant sunshine and warm temperatures are the norm. Daily temperatures range from the low 70s to the mid 80s from October to May, and nighttime lows average from the low 50s to the mid 60s, with occasional freezes in between December

and February. From May through September the daily average highs are in the upper 80s to mid 90s, and lows average from the upper 60s to mid 70s. Prevailing winds are southerly at nine miles per hour. The summers are humid and thundershowers occur frequently in the afternoon.

Area: 94 square miles (2000)

Elevation: Approximately 127 feet above sea level

Average Temperatures: January, 60.9° F; July, 82.4° F; annual average, 72.8° F

Average Annual Precipitation: 48.35 inches

■ History

City Built Around Fort

Orlando, once known as “The Phenomenal City,” has experienced phenomenal change since the arrival of European settlers in 1835. At that time, the region was inhabited by the Seminole tribe of Native Americans. Historians believe that the Seminoles, whose name is said to mean “wild and separate,” inhabited the Central Florida region for 6,000 to 12,000 years. The Second Seminole War, which spanned the period from 1835 to 1842, began when disagreements arose between the natives and the American settlers on such issues as land, cattle, and slaves. In the years following the war the natives moved away, leaving the pioneers who built their town around Fort Gatlin. Until 1845 Orange County, of which the city of Orlando is the county seat, was known as Mosquito County. Tradition holds that Orlando was named after Orlando Reeves, an American soldier on sentinel duty for a scouting party. While Reeves’ companion slept, a native approached disguised as a rolling log. Reeves, seeing what was occurring, fired his gun, woke the other soldiers, and saved them from peril. However, Reeves himself succumbed to an arrow shot by the native. Prior to receiving the name Orlando in 1857, the town was known as Jernigan, after Aaron Jernigan, a settler from Georgia. The first post office was established in 1850.

Citrus Industry Spurs Development

Prior to the 1880s, the two biggest industries in central Florida were cattle breeding and cotton growing. During the 1880s some of the pioneers started growing citrus trees. The growth of Orlando in size and prosperity was associated with the need for better transportation to citrus markets on the part of citrus growers. The city had its first rail lines by 1881, and during the 1880s and 1890s there was an influx of new fruit growers. In 1885 Rollins College was founded in Winter Park. By 1886 the city’s streets were lined with office buildings, churches, hotels,

and schools, and tourists from the north began to spend summers in the area.

Disaster struck in 1894 when a three-day freeze destroyed nearly all the citrus trees in Orange County. The freeze had a devastating effect on the community, which suffered losses of an estimated \$100 million. Packing plants closed, banks closed, people lost their jobs, and it was 15 years before Orlando fully recovered.

City Attains Major Status

Between 1910 and 1920 the population of Orlando doubled, and the city was transformed from a rural citrus growing area to a major city. During the 1920s a great building boom aided in Orlando’s continuing prosperity, evidenced by the opening of the Orlando Public Library in 1923 and the Municipal Auditorium (now Bob Carr Auditorium) in 1926. During the Great Depression of the 1930s, the federal government’s Works Progress Administration programs aided in the upgrading of the Municipal Airport, the building of a new football stadium at Tinker Field, and park development, and by 1944 many new jobs had been created.

Another building boom followed World War II, and new suburbs, new roadways, and new shopping centers were built. In 1956 the forerunner of the Lockheed Marietta company began operations, becoming the largest employer in Central Florida. Gradually many more companies and workers followed.

In 1968 Florida Technological University (now called the University of Central Florida) opened its doors. That same year marked the beginning of the Orlando Naval Training Center.

City Becomes World-Class Tourist Site

The development of Walt Disney World in 1971 spurred a construction boom that included apartment buildings, hotels and motels, banks, commercial shopping areas, and tourist-related businesses. The city’s Municipal Justice Building was erected in 1972 and SeaWorld of Florida followed in 1973. Tourism increased, thanks to tourist sites such as Epcot Center built in 1982, and the Disney-MGM Studios theme park, which opened in 1989. To the dismay of many local people, what had once been a sleepy backwater town was rapidly becoming a world class tourist mecca. The town of Orlando was recognized as one of the world’s most popular vacation sites.

The economic climate during the 1990s and 2000s was marked by diversification. The tools and technologies that were once geared toward military services were applied to the business sector, and the region developed into a high technology corridor. Industries like software, simulation, digital media, and biotechnology began to boom, fueling further growth and development. Tourism is still the city’s primary industry, but Orlando has also developed a reputation for high tech businesses and



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industries both related and unrelated to the entertainment industry.

Historical Information: Orange County Regional History Center, 65 E. Central Blvd., Orlando, FL 32801; telephone (407)836-8500; toll-free (800)965-2030

Percent change, 1990–2000: 12.9%

U.S. rank in 1980: 124th

U.S. rank in 1990: 104th (State rank: 6th)

U.S. rank in 2000: 122nd (State rank: 6th)

Density: 1,988.9 people per square mile (based on 2000 land area)

■ Population Profile

Metropolitan Area Residents

1980: 805,000

1990: 1,224,844

2000: 1,644,561

2006 estimate: 1,984,855

Percent change, 1990–2000: 34.2%

U.S. rank in 1980: 51st

U.S. rank in 1990: 37th

U.S. rank in 2000: 27th

City Residents

1980: 128,291

1990: 164,674

2000: 185,951

2006 estimate: 220,186

Racial and ethnic characteristics (2005)

White: 118,002

Black: 75,436

American Indian and Alaska Native: 1,294

Asian: 5,691

Native Hawaiian and Pacific Islander: 0

Hispanic or Latino (may be of any race): 43,978

Other: 16,191

Percent of residents born in state: 34% (2000)

Age characteristics (2005)

Population under 5 years old: 20,124

Population 5 to 9 years old: 15,369

Population 10 to 14 years old: 15,860

Population 15 to 19 years old: 12,751

Population 20 to 24 years old: 13,789

Population 25 to 34 years old: 40,846
Population 35 to 44 years old: 37,957
Population 45 to 54 years old: 26,657
Population 55 to 59 years old: 9,888
Population 60 to 64 years old: 6,912
Population 65 to 74 years old: 11,836
Population 75 to 84 years old: 6,597
Population 85 years and older: 2,713
Median age: 33.2 years

Births (2006, MSA)

Total number: 28,256

Deaths (2006, MSA)

Total number: 14,347

Money income (2005)

Per capita income: \$23,157
Median household income: \$36,699
Total households: 94,182

Number of households with income of . . .

less than \$10,000: 9,992
\$10,000 to \$14,999: 4,401
\$15,000 to \$24,999: 14,866
\$25,000 to \$34,999: 15,129
\$35,000 to \$49,999: 16,972
\$50,000 to \$74,999: 14,343
\$75,000 to \$99,999: 8,012
\$100,000 to \$149,999: 5,891
\$150,000 to \$199,999: 1,595
\$200,000 or more: 2,981

Percent of families below poverty level: 11.9% (2005)

2005 FBI Crime Index Property: 18,226

2005 FBI Crime Index Violent: 3,801

■ Municipal Government

The city of Orlando has a mayor and six commissioners, each of whom are elected to four-year terms. The mayor is the full-time chief executive officer of the city and presides over all city council meetings. The city council must confirm all mayoral appointments of department heads. The six city commissioners are elected on a non-partisan basis by district.

Head Official: Mayor Buddy Dyer (I) (since 2003; term expires 2008)

Total Number of City Employees: 3,272 (2002)

City Information: City of Orlando, 400 S. Orange Ave., PO Box 4990, Orlando, FL 32802-4990; telephone (407)246-2121

■ Economy

Major Industries and Commercial Activity

Orlando is known around the world for its major entertainment attractions, especially Walt Disney World, Epcot, and the film studios. Representing a 4.7 percent increase from the previous year, over 46.6 million tourists and conventioners visited Orlando in 2005, pumping about \$29.6 billion into the region's economy.

Behind the scenes of the area's tourism and entertainment industry is a dynamic and diversified economy that has expanded enormously. Among its most important industry sectors are high technology, aviation and aerospace, film and television production, biotechnology, and manufacturing, warehousing, and distribution.

The aviation and aerospace industry has had a foothold in the Orlando area for decades. The flight training industry was drawn to the area's favorable year-round climate, and military air bases were established in World War II. Since then, with a number of international and regional airports and thriving high technology expertise, the area has given rise to companies providing aircraft and ground support services; Signature Flight Support, one of the largest such companies in the world, is based in Orlando. Some of the world's most advanced flight training schools, such as Delta Connection Academy and FlightSafety International, are located in the area. Lockheed Martin Corp., and the Boeing Co., both major defense contractors, have a strong presence in metro Orlando.

The influx of technology-related companies to the area has made Orlando one of the fastest growing high technology centers in the nation. Overall, there were some 64 companies, government agencies, and academic research institutions based in Metro Orlando in 2006. The metro area has one of the country's largest concentrations of modeling, simulation and training (MS&T) businesses, research centers, and educational facilities. The MS&T sector, which has its roots in military services, provides applications in such diverse fields as homeland security, emergency services, entertainment, information and medical technologies, optics and photonics, and transportation. Another strong segment of the high technology industry is software. This field, another off-shoot of military applications, focuses on financial services, includes other areas like utilities, billing, higher education, multimedia, animation, and military training. Companies engaged in life sciences, digital media, and healthcare companies are all expanding. Notable firms include the video game maker, Electronic Arts, the Hollywood animation firm House of Moves, and the top-rated cancer research center, Burnham Institute.

Also benefiting from the area's specialization in high technology is the field of advanced manufacturing. Companies involved in this field provide high tech parts for a broad range of products and applications, such as

power generation systems, wireless communications, computers, medical imaging, instruments and control, and automotive systems.

In addition to advanced manufacturing, Orlando is a prime locale for other types of manufacturing, warehousing, and distribution. New manufacturers have been attracted in part by Orlando's efficient air service, low cost of doing business, growing work force, and high quality of life. Plastics is a key sector, with Tupperware Corp. leading the field. Other important manufacturing segments include metal fabrication and parts, infrastructure materials, defense, power plant systems, microelectronics, and laser equipment. As for distribution, Metro Orlando is one of the world's few quadramodal transportation centers, with the ability to transport goods via land, air, sea, and space. Hughes Supply, a wholesale distributor, was one of three Orlando-based companies on the 2006 *Fortune* 500 list of major corporations; the others were Darden Restaurants and AirTran Holdings.

The area's network of interstate highways, its international and regional airports, and its proximity to the Kennedy Space Center and the Port of Tampa, combine to give Orlando a distribution advantage over other areas. Such items as restaurant equipment, healthcare products, auto parts, and consumer electronics are all stored in the area's modern warehouses.

Orlando's fertile farmlands, regional healthcare system, and expertise in photonics and MS&T have also given rise to a strong biotechnology industry in such areas as research, clinical trials, agricultural sciences, and medical training. This vibrant field has applications in industrial food ingredients, plant reproduction, bioterrorism defense, medical products, and modeling systems for laboratories.

Items and goods produced: aviation and aerospace equipment, computer software, power generation systems, wireless communications, processed foods, plastic products, agricultural products, data systems equipment, film and video productions, metal fabrication and parts, power plant systems, microelectronics, and laser equipment

Incentive Programs—New and Existing Companies

Local programs: The Metro Orlando Economic Development Commission attracts new business investment by marketing the Orlando region worldwide as a top location for business. It also works with local companies to assist them with expansion plans and other business concerns. Its key services and support range from relocation and expansion expertise to export counsel to long-term planning with its community partners. Orange County commissioners aggressively provide inducements, such as tax credits and refunds for developing jobs and properties in targeted areas, to companies that will have a

significant impact on the economy. The city of Orlando also offers incentives to new or expanding businesses, including tax credits, assistance with development fees, and discounts on film production costs.

State programs: Enterprise Florida is a partnership between Florida's government and business leaders and is the principal economic development organization for the state of Florida. Enterprise Florida's mission is to increase economic opportunities for all Floridians by supporting the creation of quality jobs, a well-trained workforce, and globally competitive businesses. It pursues this mission in cooperation with its statewide network of economic development partners.

Among the incentive programs managed at the state level is the Economic Development Transportation Fund, which funds the cost of transportation projects, such as access roads and road widening, required for the establishment, expansion, or retention of businesses in Florida. The state's Qualified Target Industry Tax Refund rewards the creation of jobs in certain industries. Florida also offers various sales and use tax exemptions for machinery and equipment purchase, electric energy, research and development, and other aspects of doing business in the area.

Job training programs: Workforce Central Florida, representing Metro Orlando, is the regional arm of Workforce Florida Inc., an agency charged with administering the state's workforce policy, programs, and services. Quick Response Training is a state-administered program that provides funding for customized training for new or expanding businesses, while Incumbent Worker Training serves existing businesses.

Development Projects

In a developmental about-face, in recent years attention has shifted away from theme parks to downtown Orlando, where many of the most high-profile projects are taking place in the central city. High-rise offices and apartments are being built, and the city hopes that such projects will accelerate the downtown's evolution to a 24-hour hub of activity for the tens of thousands of newcomers who move to Orlando each year. In the city's northeast corner, the former Orlando Naval Training Center is being offered as a site for redevelopment into a self-contained community. In the city's southeast corner, new neighborhoods are taking shape near the ever-growing Orlando International Airport. Millions of dollars have been spent to revitalize the city's historic, African-American Parramore neighborhood. Plans call for the Central Business District to be a distinct family-oriented portion of downtown Orlando, complete with theaters, galleries, museums, and parks, as well as office and retail space.

The Sanctuary, a \$60 million residential, office, and retail development, was completed in 2005, while another development, The Vue at Lake Eola, was ready for

partial occupancy in October 2007 with construction scheduled for completion by early 2008. Residential, and retail space will also be available at 55 West on the Esplanade, a \$140 million project under construction as of July 2007.

Economic Development Information: Downtown Development Board/Community Redevelopment Agency, 400 S. Orange Ave., Orlando, FL 32801; telephone (407)246-2555; fax (407)246-3359. Metro Orlando Economic Development Commission, 301 E. Pine St., Ste. 900, Orlando, FL 32801; telephone (407) 422-7159; fax (407)425-6428; email info@orlandoedc.com

Commercial Shipping

With global shipping opportunities via air, land, sea, and space, Metropolitan Orlando is one of the world’s few quadramodal transportation centers. Orlando International Airport is the 12th largest in the United States and 21st largest in the world. It offers non-stop service to 86 domestic cities, and 16 international destinations. As of 2007 the airport was served by 71 airlines. In 2006 over 34 million passengers passed through Orlando International Airport. The airport is also the site of Foreign Trade Zone #42. Orlando is also served by six regional airports, of which Orlando/Sanford International Airport (Sanford, Florida) is the largest. Orlando/Sanford is also the site of Foreign Trade Zone #250. These zones permit foreign goods to be stored or processed without import duty. Orlando is also served by six regional airports. The city also benefits from Florida’s deregulation of the trucking industry within its borders. Many shippers report rates of 10 percent or less than the national average. Orlando is served by some 60 motor freight carriers, with Interstates 4 and 95 providing access to many areas throughout the state and the Southeast. Freight rail service is provided by CSX Transportation and Florida Central Railroad transport cargo. CSX Intermodal has a terminal located in Orlando. Orlando’s nearest navigable waterways are at Sanford, 20 miles away, Port Canaveral, 40 miles away, and Port of Tampa, 84 miles away. The nearby Kennedy Space Center offers deep water ports as well as launch facilities.

Labor Force and Employment Outlook

Orlando’s job market is booming. The city ranked 14th in the nation in number of new jobs created between April 2006 and April 2007 at 29,500, and was second in the number of jobs added for that same period. In labor markets of 1 million or more, Orlando’s job growth rate for the period April 2006 to April 2007 was 2.7 percent, the sixth highest in the United States. In 2007 *Business 2.0* magazine ranked Orlando number one among the 15 cities in the nation with hot job markets. Much of the increase derives from the area’s key growth sectors,

including software, film and television production, aviation and aerospace, biotechnology, and modeling, simulation, and training. The available labor pool in these industries is dependent on the availability of educational programs in those fields. In this respect, Orlando not only provides the demand for quality personnel, it creates the supply.

The University of Central Florida offers programs specifically designed to train students for many of these industries. Among them are the Institute for Simulation and Training, Center for Advanced Transportation Systems Simulation, School of Film and Digital Media, Florida Interactive Entertainment Academy, Center for Applied Human Factors in Aviation, Aerospace Engineering Program, and Biomolecular Science Center. Other regional schools, such as Valencia Community College and Seminole Community College, offer degrees in industry-related fields. The Digital Animation and Visual Effects School offers similar programs. Flight training schools like Delta Connection Academy and FlightSafety International operate independently or in cooperation with such organizations as Lockheed Martin Corp. and Embry-Riddle Aeronautical University.

The following is a summary of data regarding the Orlando-Kissimmee metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,077,300

Number of workers employed in . . .

- construction and mining: 187,200
- manufacturing: 43,600
- trade, transportation and utilities: 198,400
- information: 28,000
- financial activities: 66,300
- professional and business services: 191,800
- educational and health services: 107,000
- leisure and hospitality: 188,200
- other services: 52,500
- government: 114,500

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.6% (June 2007)

Largest employers (Metropolitan Area, 2006)

	<i>Number of employees</i>
Walt Disney World	56,800
Florida Hospital (Avent Health System)	19,270
Wal-Mart Stores, Inc. Publix Super Markets Inc.	16,757
Universal Orlando	15,606
	12,500

Orlando Regional Healthcare System	11,093
Central Florida Investments	7,500
Darden Restaurants, Inc.	7,361
Lockheed Martin Corporation	7,300

Cost of Living

The cost of living in metro Orlando has risen in recent years, from below the national average in 2004 to nearly 5 percent above it by 2007.

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

2007 (1st quarter) ACCRA Average House Price:
\$317,403

2007 (1st quarter) ACCRA Cost of Living Index:
104.7

State income tax rate: None

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None for city; 0.5% for county

Property tax rate: \$21.177 per \$1,000 of assessed property value (2003)

Economic Information: Metro Orlando Economic Development Commission, 301 E. Pine St., Ste. 900, Orlando, FL 32801; telephone (407)422-7159; fax (407)425-6428; email info@orlandoedc.com

■ Education and Research

Elementary and Secondary Schools

In the state of Florida, each county is its own school district. The Orange County Public School system is the 11th largest district in the nation. It is divided into seven districts, each of which elects one member to the school board. Members must live in the districts they represent while serving staggered, four-year terms. The superintendent is appointed by the board.

The Orange County school district offers pre-kindergarten classes during the regular school year and during the summer. All high schools offer some advanced placement and honors courses. Magnet programs are available in all high schools and some elementary schools in such areas aviation/aerospace, language, fine arts, science, economics, medicine, law, finance, animal science, and international studies. Programs are available for students who are physically or emotionally handicapped,

learning disabled, speech and language or hearing impaired, autistic, or visually impaired. Occupational and physical therapy programs are also available. Gifted education programs are offered at elementary, middle, and high school level.

The following is a summary of data regarding the Orange County Public Schools as of the 2005–2006 school year.

Total enrollment: 181,674

Number of facilities

elementary schools: 114
junior high/middle schools: 35
senior high schools: 17
other: 0

Student/teacher ratio: 16.4:1

Teacher salaries (2005–06)

elementary median: \$39,870
junior high/middle median: \$39,740
secondary median: \$41,030

Funding per pupil: \$6,453

Public Schools Information: Orange County Public Schools, 445 W. Amelia St., Orlando, FL 32801; telephone (407)317-3200

Colleges and Universities

Metropolitan Orlando has over 25 colleges and universities, and more than 50 professional and technical schools. The University of Central Florida (UCF) is the largest institution of higher learning in the Orlando area, with a total enrollment of some 45,000 students. UCF is a public state university based in Orlando with three regional campuses. The university offers undergraduate, graduate, and specialist programs in business, education, engineering, health sciences, nursing, and in high technology areas such as aviation and aerospace, biotechnology, and computer modeling, simulation and training. Rollins College in Winter Park is a private institution. Founded in 1885, it is mainly a coeducational liberal arts institution, offering bachelor's degrees in 36 fields and graduate study in business administration, education, and psychology. With a total enrollment of nearly 4,000 students, Rollins, which has produced Rhodes, Fulbright, Goldwater, and Truman scholars, is listed consistently by *U.S. News & World Report* magazine as one of "America's Best Colleges."

Valencia Community College, with over 28,000 students, has seven campuses and offers university parallel and career training programs. Seminole Community College, with an enrollment of over 29,500 students, offers traditional academic and industry-oriented courses of study.

Libraries and Research Centers

The Orange County Library System consists of the Orlando Public Library and 14 branches. The system houses approximately two million books, periodicals, DVDs, CDs, art reproductions, slides and maps. Its special collections include the Walt Disney World Collection, the Florida Collection, the Genealogy Collection, and state documents.

Located adjacent to the University of Central Florida (UCF) is the Central Florida Research Park, one of the top science parks in the world. The park is a joint venture between the university and Orange County to promote relations between industry and the university. Consisting of over 1,000 acres, it is occupied by 106 companies in the fields of simulation and training, lasers, optical filters, behavioral sciences, diagnostic test equipment, and oceanographic equipment. One of the park's major tenants is the Naval Air Warfare Center Training Systems Division, the world's leading simulation center for military training. Affiliated with UCF are a number of other research centers that focus on such diverse fields as electro-optics and lasers, tourism, sinkhole research, solar energy, and small business development.

Public Library Information: Orange County Library System, c/o Orlando Public Library, 101 E. Central Blvd., Orlando, FL 32801; telephone (407)835-7323

Health Care

Florida Hospital, based in Orlando, is a private, not-for-profit network of 7 hospital campuses and 15 Central Care urgent care facilities. Treating more than one million patients each year, Florida Hospital is one of the busiest in the United States. It is noted for its programs in cardiology, cancer, women's medicine, diabetes, orthopedics, and rehabilitation. Another not-for-profit, Orlando Regional Healthcare System, has seven locations in central Florida, including the Arnold Palmer Hospital for Children & Women and the M. D. Anderson Cancer Center Orlando, as well as the only Level I trauma center in the area. With some 1,780 beds, it serves nearly 2 million Central Florida residents and 4,500 international patients annually. Its specialties include pediatric emergency and cancer care, orthopedics, cardiology, brain injuries, burns, rehabilitation, women's services, infertility, mental health, sleep disturbances, and diabetes.

The Nemours Children's Clinic—Orlando is a nationally recognized center for pediatric subspecialties. The clinic serves children from the greater Orlando area as well as around the United States and the world. In addition, four independent medical centers, several mental health care facilities, and two nationally recognized cancer centers (Walt Disney Memorial Cancer Institute at Florida Hospital and the M.D. Anderson Cancer Center Orlando) ensure residents the best medical care. In 2006 California-

based research center Burnham Institute announced plans to establish a campus at Lake Nona in Orlando. The Orlando facility is expected to focus on diabetes and obesity research and to employ some 300 people. The Lake Nona facility is scheduled to be ready for operation in 2009; as of September 2007, the Burnham Institute was operating in temporary facilities.

Health Care Information: Florida Hospital, 601 E. Rollins St., Orlando, FL 32803; telephone (407)303-5600

Recreation

Sightseeing

Orlando's many attractions, particularly its theme parks, bring visitors to the area from all over the world. In order to draw tourists and keep them coming back, new projects are always under development. New rides and exhibits are unveiled every year at Walt Disney World's four parks: the Magic Kingdom, with its seven themed lands; Epcot, which provides "journeys" to Future World and to the World Showcase; Disney-MGM Studios, where spectators can experience actual movie and television production; and Animal Kingdom, Disney World's largest attraction at 500 acres. Universal Orlando's Islands of Adventure and Universal Studios, a high-technology movie-themed attraction with more than 40 rides, shows, shops, and restaurants, rank just below the Disney parks in annual attendance. Central Florida is served by Busch Gardens Tampa Bay, which is a combination amusement park and zoo with some 3,000 animals. The area's newest family theme park is Cypress Gardens Adventure Park; once the first tourist attraction in central Florida, this park reopened in late 2004.

Gatorland offers the chance to observe thousands of alligators, birds, and animals; its alligator breeding marsh was seen in the movie *Indiana Jones and the Temple of Doom*. Shamu the Killer Whale is the focus at SeaWorld Orlando marine life park. River Country and Typhoon Lagoon near Walt Disney World are spectacular water parks with rapids, wave lagoons, slides and waterfalls. Wet 'n Wild, and Blizzard Beach offer family slide and tubing fun. Pleasure Island on the Disney site is an entire island of nighttime entertainment with music, shops, and movies.

A view of Florida's floral splendor is the attraction at Harry P. Leu Gardens, featuring the largest formal rose garden in Florida. Also on display are 50 acres of camellias, as well as palm, bamboo, herb, vegetable, and butterfly gardens.

Arts and Culture

Once known primarily for sunshine and oranges, Orlando is developing its arts and cultural profile as the city continues to grow. Part of the Centroplex facility, the Bob

Carr Performing Arts Centre stages performances by the Orlando Ballet, Orlando Opera, and Orlando Philharmonic Orchestra. It is also the venue for Broadway musicals as well the Festival of Orchestras, a permanent concert series featuring at least five internationally acclaimed orchestras each season. Among the region's other musical groups are the Florida Symphony Youth Orchestra, whose members range from the third grade through college sophomore, and the Bach Festival Society, located in Winter Park.

Orlando Loch Haven Park, a 45-acre cultural oasis, is home to some of Florida's finest facilities for the arts, sciences, and humanities. Among them is the Orlando Museum of Art, considered one of the South's finest museums. It offers permanent collections of nineteenth- and twentieth-century American, pre-Columbian, and African art, as well as summer art camp and studio classes. Also in the park is the 207,000-square-foot Orlando Science Center, one of the largest facilities of its kind in the Southeast, and the Mennello Museum of American Art, Florida's only museum devoted solely to displaying vernacular work. Loch Haven is also the site of the Orlando Repertory Theatre, and the Orlando Garden Club.

The Charles Hosmer Morse Museum of American Art in Winter Park includes the world's most comprehensive collection of leaded and art glass by Louis Comfort Tiffany. An authentic 1926 firehouse complete with antique trucks, and Central Florida artifacts from pre-history, pioneer times, and the Victorian era are on view at the Orange County Regional History Center. Historic Bok Sanctuary, a national historic landmark located about 55 miles from Orlando in Lake Wales, offers tours of its historic bell tower, the visual centerpiece of a magnificent garden, which houses one of the world's great carillons.

The Albin Polasek Museum and Sculpture Gardens displays a number of the sculptor's works; the museum was added to the National Register of Historic Places in 2002. The Cornell Fine Arts Museum at Rollins College houses more than 6,000 works of art. In nearby Eatonville, America's oldest African American municipality, the Zora Neale Hurston National Museum of Fine Arts rotates exhibits of works by artists of African descent.

Festivals and Holidays

Fun and frolic abound at a variety of special events that attract residents and visitors alike in Greater Orlando. Kissimmee's Silver Spurs Rodeo in February attracts cowpokes from the U.S. and Canada to compete in an event billed as the largest rodeo east of the Mississippi. The Annual Bach Festival is also held in February, as are the George Washington's Birthday Festival, Valentine's Stroll at the Harry P. Leu Gardens, SeaWorld's Annual BBQ Fest, and the Festival of Rhythm & Blues in Kissimmee. The Central Florida Fair, which is approaching

its centennial, is held in the spring. Traditional and nontraditional Easter activities take place in Cocoa Beach at the Easter Surfing Festival, featuring an egg hunt and surfing competition, clinics, and demonstrations. April brings the Cabaret Festival, a two-week celebration of comedy and vocal performances, and the Fiesta Medina, Orlando's longest running Latin community festival. Orlando celebrates July Fourth with Fireworks Over the Fountain, a free fireworks display and laser show at Lake Eola. The two-week International Food & Wine Festival is held each autumn at Epcot. Halloween is celebrated at a number of local venues including Universal Studios Orlando, where the celebration lasts for 14 days. The lighting of Orlando's Great American Christmas Tree in early December ushers in the holiday season.

Several arts festivals are held in the region, including the Zora Neale Hurston Festival of Arts & Humanities in late January, and the Leesburg Fine Art Festival, Winter Park's Sidewalk Art Festival and Maitland Spring Festival of the Arts, all held in the spring. The Orlando Shakespeare Theater presents Shakespearean works performed by professional actors at the Lake Eola Amphitheater in April. It is followed by the Florida Film Festival, one of the top film festivals in the nation, and the Orlando International Fringe Theatre Festival, featuring more than 300 performing artists and theatrical troupes.

Sports for the Spectator

The wildly popular Orlando Magic National Basketball Association team plays its home games at the Amway Arena from November through April. The Amway is also home to the Orlando Predators, who play arena football from April through August; and the Orlando Seals, an Atlantic Coast Hockey League team founded in 2002. Jai alai is the focus at Orlando-Seminole Jai Alai fronton.

Football fans kick off the new year with the Capital One Bowl, a college contest held on New Year's Day at the Florida Citrus Bowl Stadium. This stadium is also home to University of Central Florida Knights football games, the Superbowl of Motorsports, and the AMA Supercross Series. The Champs Sports Bowl is an annual college event that takes place in December. Golf enthusiasts can enjoy the Bay Hill Invitational in March and the Children's Miracle Network Classic in the autumn.

Sports for the Participant

Metro Orlando is a golf and tennis mecca with numerous golf courses and tennis courts. Hundreds of freshwater lakes offer a paradise for boating enthusiasts and swimmers. For lovers of the sea, Orlando has the Atlantic Ocean and the Gulf of Mexico within a one and one-half hour drive. More than 100 campgrounds and thousands of acres of national forest are available to hunters and campers. Orlando itself has some 99 parks, and dozens of

recreation facilities including pools, tennis courts, athletic fields, and raquetball courts.

Shopping and Dining

Orlando provides a delightful array of combination shopping/entertainment experiences. The Florida Mall, anchored by Saks, Macy's, JCPenney, Dillard's, Nordstrom, and Sears, is central Florida's largest shopping center. The Mall at Millenia, also located in Orlando, offers dozens of specialty retailers as well as Neiman Marcus, Bloomingdale's, and Macy's. Located across from the Orange County Convention Center, Pointe Orlando is an open-air complex that features more than 60 retailers, seven restaurants, and entertainment facilities. Unique settings are offered by the Mercado (A Festive World Marketplace), which features specialty shops, themed restaurants, and free nightly entertainment. The Church Street Station has more than 50 shops and restaurants in a Victorian atmosphere. Discount shoppers may find treasures among the 119 shops at Orlando Premium Outlets, and the more than 160 outlet stores in the Belz Factory Outlet Mall. Across the street from Belz shopping centers is Festival Bay at International Drive, a retail and entertainment mall.

Orlando offers a wide array of dining experiences from fast-food and family restaurants, to lavish fine-dining establishments and novelty eateries. The region's some 4,400 restaurants can satisfy any palate, from sushi to steak and pasta to grits. A unique specialty is gator tail or gator "nuggets," true Florida-only fare. The pleasant weather permits many outdoor dining settings, as well as meals aboard a paddle wheel steamer. American, Indian, Italian, Chinese, Continental, Japanese, and Mediterranean cuisine are available in greater Orlando.

Visitor Information: Orlando/Orange County Convention and Visitors Bureau, Inc., 6700 Forum Dr., Ste. 100, Orlando, FL; 32821; telephone (407)363-5872; toll-free (800)972-3304

■ Convention Facilities

As befits a city with a reputation as an exciting destination with plenty to do, Orlando is popular with meeting planners. Greater Orlando is capable of accommodating meetings and expositions both large and small. The Orange County Convention Center, located just south of the city has more than two million square feet of exhibit space and 74 meeting rooms with an additional 62,000 square feet of space in the Valencia Room. Another major Orlando meeting space is the Centroplex, which is comprised of five separate facilities, two of which can accommodate conventions, conferences, and exhibitions: the Bob Carr Performing Arts Center, and the Amway Arena, which can seat up to 17,740 for concert, sporting, and other events. The combined meeting space in

Orlando area hotels adds up to more than one million square feet. Orlando offers nearly 113,000 hotel rooms with accommodations ranging from budget hotels to lavish themed resorts.

Convention Information: Orlando/Orange County Convention and Visitors Bureau, Inc., 6700 Forum Dr., Ste. 100, Orlando, FL; 32821; telephone (407)363-5872; toll-free (800)972-3304

■ Transportation

Approaching the City

Orlando International Airport is the 12th largest in the U.S. and 21st largest in the world. It offers non-stop service to 86 domestic cities, and 16 international destinations. The airport is served by 71 airlines. In 2006, over 34 million passengers passed through Orlando International. In nearby Sanford, Orlando/Sanford International Airport offers scheduled domestic, and scheduled/charter international service from 10 airlines. More than 1.6 million passengers passed through Orlando/Sanford in 2006. Other airports serving the Orlando area include Orlando Executive Airport, Kissimmee Gateway Airport, Leesburg International Airport, and Mid-Florida Airport.

For drivers to Orlando, two major limited-access highway systems bisect Central Florida, the crossroads of the state's highway network. Interstate Highway 4 runs east and west across Florida from Daytona Beach, and Interstate 95 runs from Tampa to the Atlantic coast. Florida's Turnpike runs south to Miami and north to join Interstate 95. Greyhound Lines offers interstate and intrastate bus service to and from Orlando. There are four Amtrak stations in the Orlando area. For those Amtrak passengers wishing to take their automobiles with them, the Auto Train can be boarded at nearby Sanford.

Traveling in the City

State Road 408 (East-West Expressway) expedites traffic through Orlando. The Martin Andersen Bee Line Expressway (State Road 528) provides direct access to JFK Space Center, Port Canaveral, and the Atlantic Coast beaches. Other highways serving the city include U.S. 441, which runs east and west, U.S. 17, U.S. 92, and U.S. 27, which run north and south, as well as numerous state roadways. State Road 417 (Central Florida GreeneWay) was named one of the nation's top ten roads by the American Automobile Association.

LYNX, the Central Florida Regional Transportation Authority, operates busses that serve Orange County and adjoining Seminole and Osceola counties. Free service in downtown Orlando is provided on the "FreeBee," and on a three-mile, dedicated-lane transit system called Lymmo.

■ Communications

Newspapers and Magazines

Orlando's daily (morning) newspaper is the *Orlando Sentinel*. *The Orlando Times* is a weekly newspaper focusing on the African American community, while the *Orlando Business Journal* speaks to the business community. *Orlando Weekly* is a weekly alternative newspaper covering news and entertainment in central Florida. A number of medical journals and religious magazines are also published in Orlando.

Television and Radio

Orlando is served by six local television stations, five commercial stations and one public television station. There are 44 radio stations within close listening range to residents of the Orlando area. Of these, 22 are FM stations offering jazz, country, religious, adult contemporary, and pop music formats. Another 22 are AM stations that feature religious, talk, Spanish, and sports programming.

Media Information: *Orlando Sentinel*, 633 North Orange Avenue, Orlando, FL 32801-1349; telephone (407)420-5000.

Orlando Online

City of Orlando's home page. Available www.ci.orlando.fl.us

Downtown Development Board/Community Redevelopment Agency. Available www.downtownorlando.com

Florida Hospital. Available www.floridahospital.org

Metro Orlando Economic Development Commission. Available www.business-orlando.org

Orange County Library System. Available www.ocls.info

Orange County Public Schools. Available www.ocps.k12.fl.us

Orange County Regional History Center. Available www.thehistorycenter.org

Orlando/Orange County Convention & Visitors Bureau. Available www.orlandoinfo.com

Orlando Sentinel. Available www.orlandosentinel.com

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St. Petersburg

■ The City in Brief

Founded: 1887 (incorporated 1893)

Head Official: Mayor Rick Baker (since 2001)

City Population

1980: 238,647

1990: 240,318

2000: 248,232

2006 estimate: 248,098

Percent change, 1990–2000: 3.2%

U.S. rank in 1980: 58th

U.S. rank in 1990: 65th (State rank: 4th)

U.S. rank in 2000: 79th (State rank: 4th)

Metropolitan Area Population

1980: 1,614,000

1990: 2,067,959

2000: 2,395,997

2006 estimate: Not reported

Percent change, 1990–2000: 15.8%

U.S. rank in 1980: 22nd

U.S. rank in 1990: 21st

U.S. rank in 2000: 20th

Area: 60 square miles (2000)

Elevation: Ranges from sea level to 60 feet above sea level

Average Annual Temperatures: January 61.3° F;
August 82.5° F; annual average 73.1° F

Average Annual Precipitation: 44.77 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.9% (June 2007)

Per Capita Income: \$26,446 (2005)

2005 FBI Crime Index Property: 16,323

2005 FBI Crime Index Violent: 3,937

Major Colleges and Universities: University of South Florida, St. Petersburg College, Eckerd College, Stetson University College of Law

Daily Newspaper: *St. Petersburg Times*; *Tampa Tribune*, *Pinellas Edition*

■ Introduction

The “Sunshine City” of St. Petersburg is so confident of its good weather that one of the local papers once had a tradition of giving away that day’s edition anytime the sun didn’t shine. Surrounded by water and beaches on three sides, the city has drawn generations of winter sun seekers—many of whom return permanently. St. Petersburg has a booming local economy, especially in tourism, health care, manufacturing, and high technology. And “St. Pete,” as it is frequently referred to, was the birthplace of spring training for several major league baseball teams in 1914; today Tropicana Field is home to the region’s own team, the Tampa Bay Devil Rays. Part of the larger Tampa Bay area that also includes the major cities of Tampa and Clearwater, St. Petersburg is connected directly to a string of small Gulf of Mexico beach communities across the Intra-coastal Waterway.

With continued development in business, residential, and tourist areas, the city has become a premier destination to work, live, and play.

■ Geography and Climate

St. Petersburg is situated on the Pinellas Peninsula in southernmost Pinellas County. It is surrounded by the Gulf of Mexico to the west and Tampa Bay to the east.

To the north, the city borders Clearwater. The 345 miles of shoreline around the peninsula include the resort communities of Clearwater Beach, Dunedin, Indian Rocks Beach, Redington/Belleair Beach, Madeira Beach, St. Petersburg, St. Pete Beach, Safety Harbor, Tarpon Springs, and Treasure Island. The Sunshine Skyway bridge spans Tampa Bay to connect St. Petersburg with Manatee County to the south. More than 20 barrier islands buffer the Pinellas Peninsula from the Gulf of Mexico, resulting in a calm surf ideal for family water activities. The area's semitropical climate includes the summer thunderstorm season running from June through September, with frequent afternoon rains. St. Petersburg has one of the highest relative humidity rates in the country at 70 percent, a distinction it shares with neighboring Tampa. Nevertheless, the "Sunshine City" holds a Guinness World Record for the most consecutive days of sunshine—768 days beginning in 1967—and boasts an average 361 days of sunshine per year.

Area: 60 square miles (2000)

Elevation: Ranges from sea level to 60 feet above sea level

Average Temperatures: January 61.3° F; August 82.5° F; annual average 73.1° F

Average Annual Precipitation: 44.77 inches

■ History

Railroad Line Leads to City's Founding

Like much of Florida, the Tampa Bay area had been settled by Native Americans for generations before the first white explorer arrived. The region was visited in 1513 when Ponce de Leon of Spain anchored near Mullet Bay to clean barnacles from his ships. His party was greeted with a violent reception from the Timucuan tribe and de Leon retreated. Eight years later, de Leon returned, suffered an arrow wound, and again fled, this time to Cuba, where he died of his injury. A statue of de Leon stands in the city's Waterfront Park today. Seven years after de Leon's disaster, another Spanish explorer, Panfile de Narvaez, landed in St. Petersburg on Good Friday of 1528. He, too, had notoriously bad relations with Native Americans, and following some preliminary explorations, Narvaez died in a storm while leaving the region.

The first modern settler to remain in the area was John Constantine Williams of Detroit, Michigan, where his father was the first mayor. Williams, like many who would come after him, moved to Florida for his health. An asthma sufferer, Williams bought thousands of acres in St. Petersburg, but lived in Tampa until an 1887 yellow fever epidemic there drove him across the bay.

Williams transferred part of his land to Russian exile Peter Demens and in return Demens extended his Orange Belt Railroad from Sanford, Florida, west to Tarpon Springs and then south along the Gulf coast to Williams's settlement. As part of the deal, Williams agreed to let the railway man name the settlement. Demens called it St. Petersburg after his Russian birthplace. When the railroad made its first run in 1888, the population of St. Petersburg numbered 30 people. Even with the new rail line, the population reached only 273 people two years later. Williams, who died in 1892, the same year St. Petersburg was incorporated, built the first big resort in the city at the corner of Central Avenue and Second Street. Called The Detroit, the hotel still stands today.

Tourism soon followed. By 1909, the first direct train arrived from New York City. The next year, Lew Brown, publisher of *The Independent* newspaper, began his tradition of giving away that day's papers anytime the sun didn't appear—a promise that was kept until the paper closed in the 1980s. Giveaways averaged just four a year, and according to the *Guinness Book of World Records*, the longest stretch of sunshine was 768 days in a row.

Early Baseball Days

Professional baseball's spring training had first come to Florida as early as 1888 in Jacksonville, but it was civic boosters in St. Petersburg who made "Grapefruit League" action an institution. The city's first game was played on February 27, 1914. The hosting St. Louis Browns lost to the Chicago Cubs, who were training in Tampa and made the trip by steamboat across Tampa Bay. Al Lang, a former Pittsburgh, Pennsylvania, launderer, moved to St. Petersburg in 1909 and soon became mayor. Lang, a baseball fan, enticed the Philadelphia Phillies to St. Petersburg in 1915. When Philadelphia got off to a rousing start back north for the regular season, St. Petersburg's good spring weather got much of the credit. City leaders later named their baseball stadium after Lang.

Real Estate Boom Collapses

Improved roads, increased automobile travel, and the search for warm weather helped make St. Petersburg one of the first Florida cities to live through the real estate boom of the 1920s. The city counted 14 residents in 1920 and 50,000 residents just five years later. The boom years left a legacy of landmarks built in the Mediterranean Revival style that today remain as a graceful reminder of the city's past.

But the first boom didn't last. By the Great Depression of the 1930s, all nine of the city's banks had collapsed, script was used instead of U.S. currency, and the population dropped back down to 40,000 people. Signs posted at the edge of the city warned newcomers against moving in.

On New Year's Day in 1914, commercial aviation was inaugurated in St. Petersburg, or, more precisely, in the waters just offshore. Pilot Tony Jannus flew a lone passenger (St. Petersburg's mayor), who had paid \$400 for the honor, from the yacht basin in St. Petersburg to the foot of Lee Street in Tampa. The flight, on the wooden airboat "Benoist," took 23 minutes, and 3,000 spectators cheered its arrival. The St. Petersburg-Tampa Airboat Line survived for a year before interest flagged.

Foul weather has altered the area on several occasions. In 1843, four decades before the Detroiters Williams arrived, Antonio Maximo set up a fishing camp at the southernmost tip of the Pinellas peninsula. But five years later, a hurricane wiped out his holdings and Maximo disappeared. Much later, the hurricane of 1921 brought 106-mile-per-hour winds and more than 6 inches of rain in one 24-hour period, washing ships up to a half mile inland. The city's main pier was destroyed.

Modern Development Extends to Gulf Beaches

Despite these weather-related problems, development continued. Ten major hotels were built in the first half of the 1920s. More important, bridges were extended to the Gulf beaches, which are separated from St. Petersburg proper by the Intracoastal Waterway. Then, in late 1924, the Gandy Bridge, connecting St. Petersburg to Tampa, was opened, eliminating dependence on unreliable ferry schedules or what could be a day-long train ride around Tampa Bay to the city of Tampa. When tourist-dependent St. Petersburg suffered because of gas rationing during World War II, the U.S. Air Corps filled the void by stationing many of its troops in the area's big hotels. The resorts returned to civilian use after the war. During the post-war years, a second bridge spanning Tampa Bay was added and the Sunshine Skyway linking St. Petersburg to communities to the south was built in 1954.

In the 1960s the city moved to shift its image from a retirement haven to a prime spot for investment and business growth. Besides tourism, the fields of health care, manufacturing, high technology, marine sciences, and electronics were emerging to lead St. Petersburg into its future. The 1970s brought concerns for environmental preservation, which led the city to develop the largest reclaimed water system in the nation.

In the 1980s the city began to take a closer look at redevelopment and revitalization of its downtown neighborhoods, including the urban core known as Midtown. In two decades, over \$1.6 billion dollars was invested in construction projects. Into the early 2000s, development in this area continued, particularly with a trend for mixed-use facilities incorporating retail, office, and residential spaces. Several major U.S. corporations were attracted to the region, opening up new avenues in job growth, especially in high-tech industries. In 2000

the National League of Cities awarded the city's efforts with its top award for promoting cultural diversity.

Historical Information: St. Petersburg Museum of History, 335 N. 2nd Ave. NE, St. Petersburg, FL 33701; telephone (727)894-1052; www.spmoh.org

■ Population Profile

Metropolitan Area Residents

1980: 1,614,000
 1990: 2,067,959
 2000: 2,395,997
 2006 estimate: Not reported
 Percent change, 1990–2000: 15.8%
 U.S. rank in 1980: 22nd
 U.S. rank in 1990: 21st
 U.S. rank in 2000: 20th

City Residents

1980: 238,647
 1990: 240,318
 2000: 248,232
 2006 estimate: 248,098
 Percent change, 1990–2000: 3.2%
 U.S. rank in 1980: 58th
 U.S. rank in 1990: 65th (State rank: 4th)
 U.S. rank in 2000: 79th (State rank: 4th)

Density: 4,163.1 people per square mile (based on 2000 land area)

Racial and ethnic characteristics (2005)

White: 160,202
 Black: 59,352
 American Indian and Alaska Native: 541
 Asian: 7,058
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 9,943
 Other: 1,709

Percent of residents born in state: 36% (2000)

Age characteristics (2005)

Population under 5 years old: 14,449
 Population 5 to 9 years old: 12,277
 Population 10 to 14 years old: 12,762
 Population 15 to 19 years old: 14,452
 Population 20 to 24 years old: 13,280
 Population 25 to 34 years old: 26,880
 Population 35 to 44 years old: 36,720
 Population 45 to 54 years old: 38,052
 Population 55 to 59 years old: 16,124
 Population 60 to 64 years old: 11,366
 Population 65 to 74 years old: 18,336



Photo courtesy of the city of St. Petersburg

Population 75 to 84 years old: 13,791
Population 85 years and older: 4,471
Median age: 41.4 years

Births (2006, MSA)

Total number: 32,928

Deaths (2006, MSA)

Total number: 28,934

Money income (2005)

Per capita income: \$26,446
Median household income: \$37,947
Total households: 108,808

Number of households with income of . . .

less than \$10,000: 11,881
\$10,000 to \$14,999: 7,260
\$15,000 to \$24,999: 15,282
\$25,000 to \$34,999: 15,761
\$35,000 to \$49,999: 18,089
\$50,000 to \$74,999: 17,791
\$75,000 to \$99,999: 8,923
\$100,000 to \$149,999: 8,419

\$150,000 to \$199,999: 2,167
\$200,000 or more: 3,235

Percent of families below poverty level: 12% (2005)

2005 FBI Crime Index Property: 16,323

2005 FBI Crime Index Violent: 3,937

■ **Municipal Government**

St. Petersburg has a strong mayor form of government, which combines a mayor with an eight-member elected council. Council members are elected from single-member districts. The mayor and council members serve four-year terms. The mayor is responsible for the day-to-day affairs of the city, while the council looks after city policy, city budget, and mayoral appointments of other city officials.

Head Official: Mayor Rick Baker (since 2001; term expires 2010)

Total Number of City Employees: 3,628 (2007)

City Information: City of St. Petersburg, 175 5th St. N., St. Petersburg, FL 33701; telephone (727)893-7171; www.stpete.org

■ Economy

Major Industries and Commercial Activity

St. Petersburg's economy has traditionally been fueled by tourism. More than 5 million overnight visitors and about 8 million day trippers flock to the St. Petersburg–Clearwater area each year, generating more than \$6 billion in visitor spending. But the city's economy is actually more diverse. The five major industries in the metropolitan area include financial services, manufacturing, medical technologies, information technology, and marine sciences.

Not only does the city and extending area serve as a base for many financial companies, these companies in turn stimulate growth in other industries by providing the financial resources for development and expansion. Raymond James Financial, included on the 2006 list of *Fortune* 500 companies, has its headquarters in St. Petersburg. Two other financial firms, Fidelity National Financial and Franklin Templeton Investments, are also among the major companies in the area.

Manufacturing companies are attracted to the region's transportation infrastructure. In 2007 Pinellas County ranked second in the state for the number of manufacturing employees and first for the manufacture of such items as computer and office equipment and electronics components. Jabil Circuit, another 2006 *Fortune* 500 company, manufactures semiconductors and is headquartered in the city.

The area's research hospitals make it a logical site for medical technology firms. In 2007 about 53 percent of all medical manufacturing companies in Florida's High Tech Corridor were based in Pinellas County. Six of the 15 largest medical technology firms were located in St. Petersburg that year. Opportunities for research-to-commercialization partnerships exist with local research hospitals such as the Moffitt Cancer Center and Bayfront Medical Center. Similarly, information technology companies have taken advantage of partnerships with local universities and colleges. St. Petersburg is home to numerous small- and medium-sized software and Web development enterprises.

The city's proximity to Tampa Bay and the Gulf of Mexico make it a prime spot for marine science. In fact, it is the largest marine science community in the Southeast. This segment in the economy is augmented by local research facilities, including the Florida Institute for Oceanographic Research, the U.S. Geological Survey Center of Coastal Geology and Regional Commission, and the University of South Florida's College of Marine Science.

Items and goods produced: computer and office equipment, electronic components, computer components, industrial and commercial machinery, plastic products, sensors, defense-related products, micro-electronics, lasers, medical devices, printed circuit boards, pharmaceuticals

Incentive Programs—New and Existing Companies

Local programs: The city of St. Petersburg administers various programs to assist business start-up, expansion, and relocation. The Business Retention Program offers consulting services to already existing businesses with an emphasis on the Enterprise Zone adjacent to Tropicana Field. The Business Revolving Loan Fund assists businesses in acquiring or renovating real property and for the purchase of capital machinery and equipment through loans with flexible terms at below market rates. The Tampa Bay Black Business Investment Corporation offers several loan programs for qualified businesses. The St. Petersburg Certified Development Corporation offers loans of up to \$100,000 for qualified businesses owned by veterans, minorities, or women. The city offers tax credits or exemptions for businesses in the Enterprise Zone for material used in rehabilitation projects, business property used in the zone, creation of new jobs, hiring of zone residents, and credits for increased property taxes on improved properties. The city helps manufacturing or industrial plants, health care facilities and public works projects to obtain financing below the conventional borrowing rates through Industrial Revenue Bonds. An incentive program offers reduced taxes to employers who hire target groups of individuals for employment. An ad valorem tax exemption is available whereby eligible property owners are exempt from city and county taxes on approved renovation of historic properties for 10 years.

State programs: Enterprise Florida, Inc., is a partnership between Florida's government and business leaders and is the principal economic development organization for the state of Florida. Enterprise Florida's mission is to increase economic opportunities for all Floridians, by supporting the creation of quality jobs, a well-trained workforce, and globally competitive businesses. It pursues this mission in cooperation with its statewide network of economic development partners.

Among the incentive programs managed at the state level is the Economic Development Transportation Fund, which provides up to \$2 million to fund the cost of transportation projects, such as access roads and road widening, required for the establishment, expansion, or retention of businesses in Florida. The state's Qualified Target Industry Tax Refund rewards the creation of jobs in certain industries. Florida also offers various sales and use tax exemptions for machinery and equipment purchase, electric energy, research and development, and

other aspects of doing business in the area. The High Impact Business Performance Incentive Grant is a negotiated incentive used to attract and grow major high impact facilities in Florida.

Florida's Community Redevelopment Agencies (CRA) are public organizations that work to improve a specific area (called a Community Redevelopment District) in a community through redevelopment and economic investment. There are 174 redevelopment districts in Florida, 119 of which are downtown districts. The Florida Enterprise Zone program offers financial incentives to businesses located in certain areas in urban and rural communities to encourage private investment and create jobs.

Job training programs: WorkNet Pinellas provides employment services—including assessment, education, and training—to employers and job seekers throughout the county. Among its training services are the Quick Response Training Program, which provides customized employee training grants to new and expanding businesses, and Incumbent Worker Training, which offers customized training to existing companies in need of training for incumbent employees. The Industry Services Training Program provides basic employee training, consulting, and technical assistance through the Pinellas County School Board. The Success Training & Retention Services program extends intensive skills and development training to inexperienced, unemployed, or underemployed job seekers. The HB-1 Technical Skills Training Grant Program was designed to fill the gap in skills between U.S. technology employees and those entering the U.S. workforce via HB-1 visas. The Entrepreneurial Academy provides business training to new business owners or those who are planning to establish a business.

Development Projects

St. Petersburg remains one of the fastest growing regions in Florida and has been called the “megamarket of the South.” A wide variety of new and ongoing development projects were in process in 2007. Among the top growth areas is the Gateway Region, located in the northeast portion of the city, which was dubbed the “Hottest Business Address” by the St. Petersburg Area Chamber of Commerce. The mixed use Carillon Town Center building, at the entrance of Carillon Office Park, includes 100,000 square feet of retail space, 700,000 square feet of office space, a 120-unit hotel, and 384 residential units. Other recent development projects in the Gateway Region include the mixed-use, 2.6 million-square-foot La Entrada Park; Grand Verandahs on the Bay, an 84-unit luxury condominium project; and the Carillon Outpatient Center, which is a \$37 million expansion by St. Anthony's Hospital.

Developments in process in the Greater Downtown area as of 2007 included Mainstream Station, a retail strip mall; Grand Bohemian Hotel and Residences, a 32-story

mixed-use tower of residential units, hotel rooms, and retail space; and Mirabella on Central, a 14-story mixed-use building for residential units and retail space. Similar commercial, retail, and residential development occurs in other areas of St. Petersburg. As of 2007, All Children's Hospital was still at work on the largest expansion plan in its history, a \$300-million project to build a 14-story hospital and 8-story outpatient service facility.

An ambitious new residential arts community was under construction as of 2007. Two 31-story luxury condominium towers will offer 503 residential units and 50,000 square feet of retail space. The Arts, as the complex is called, will be anchored by a non-profit Arts Center of Downtown St. Petersburg, a state-of-the-art glass blowing facility, and a permanent collection of the works of the renowned glass artist Dale Chihuly. The cost of the project in 2007 was about \$250 million. Residential units will sell for about \$225,000 and up.

The city is also dedicated to redeveloping brownfields, areas where environmental contamination exists in the soil, surface water, or ground water. Among the largest redevelopment projects are the Dome Industrial Park, a \$1.5 million pilot project that is the first to be undertaken with grants from the U.S. Environmental Protection Agency and the State of Florida Brownfields program. Atherton Oil and Mercy Hospital are two other redevelopment projects, with a combined clean-up cost of nearly \$600,000.

Other development projects are aimed at improving the quality of life for residents. In the early 2000s, the city allocated \$325,000 to 33 different neighborhood improvement projects. Pedestrians and bicyclists will benefit from CityTrails, a project to add 150 miles of new pathways and 38 miles of new sidewalks by 2008. St. Petersburg has established a goal of providing a playground within a half mile of every child in the city. The city is also attempting to secure funds to link U.S. Highway 19 with Interstate 275 to create a north-south corridor through the county.

Economic Development Information: City of St. Petersburg Economic Development Department, Municipal Services Center, One 4th St. N., 9th Fl., St. Petersburg, FL, 33701; telephone (727)893-7100; toll-free (800)874-9026; fax (727)892-5465; stpeteshines.stpete.org. St. Petersburg Area Chamber of Commerce, 100 2nd Ave. N., Ste 150, St. Petersburg, FL 33701; telephone (727)821-4069; business.stpete.com

Commercial Shipping

The Port of Tampa and Port of Manatee serve Pinellas County's commercial shipping needs. Port of Tampa, a crucial link between the United States and Central and South America, is the largest port in the Southeast and one of the nation's largest by tonnage handled. Port Manatee, one of the state's busiest, is the closest of the area's deepwater ports to the Gulf of Mexico. Both ports

provide custom house brokers, freight forwarding, and other services. St. Petersburg also has a port of entry, though it is a “non-operating” or landlord port managed by the city. The city is part of a Free Trade Zone.

Three airports—Tampa International, St. Petersburg–Clearwater International, and Albert Whitted—serve the area, with Tampa International Airport being the largest. Through it, Florida’s top exports are shipped, including industrial and commercial machinery, computers, optical instruments and lenses, medical and dental equipment, and photographic equipment. Freight is shipped by rail via CSX.

Labor Force and Employment Outlook

St. Petersburg is considered to be the gateway of the Florida High Tech Corridor. As of 2007 the city was considered to have the fifth largest high-tech labor force in the nation. The manufacturing labor force is also strong, with nearly a third of the state’s manufacturing companies located in St. Petersburg and the Tampa Bay area. The availability of a wide variety of career and skilled labor training programs allows for a fairly well-educated labor force. The Workforce Florida and the Agency for Workforce Innovation launched a free career services website in May 2007. The site, www.EmployFlorida.com, offers information on the latest job market trends to both employers and job seekers.

The following is a summary of data regarding the Tampa-St. Petersburg-Clearwater metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,308,600

Number of workers employed in . . .

- construction and mining: 89,400
- manufacturing: 76,100
- trade, transportation and utilities: 233,400
- information: 32,900
- financial activities: 102,600
- professional and business services: 303,500
- educational and health services: 155,100
- leisure and hospitality: 119,200
- other services: 47,400
- government: 149,000

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.9% (June 2007)

Major private sector employers

	<i>Number of employees</i>
Home Shopping Network	2,500
Raymond James & Associates, Inc.	2,300

Raytheon E-Systems	2,300
Times Publishing Co.	2,255
Bayfront Medical Center	2,100
All Children’s Hospital	2,100
Bright House Networks	2,000
Jabil Circuit Inc.	1,900
Progress Energy, Inc.	1,800
Mortgage Investors Corp.	1,200

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$298,923

2007 (1st quarter) ACCRA Cost of Living Index: 99.0

State income tax rate: None

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: 1.0% (county)

Property tax rate: 24.3064 mills (2004)

Economic Information: City of St. Petersburg Economic Development Department, Municipal Services Center, One 4th St. N., 9th Fl., St. Petersburg, FL, 33701; telephone (727)893-7100; toll-free (800)874-9026; fax (727)892-5465; stpeteshines.stpete.org. St. Petersburg Area Chamber of Commerce, 100 2nd Ave. N., Ste. 150, St. Petersburg, FL 33701; telephone (727) 821-4069; business.stpete.com

■ **Education and Research**

Elementary and Secondary Schools

Pinellas Public Schools is a county-wide system comprised of traditional public schools as well as several types of specialty schools. Career academies offer high school instruction in academic subjects based on such industries or occupations as veterinary science, automobiles, architecture, and business technology. High school magnet programs include two International Baccalaureate programs, two arts centers, a criminal justice program, and a program for students interested in the medical field. Magnet programs are also offered at elementary and middle school levels. Programs for gifted students as well as the learning disabled are available. The district has two dropout prevention programs for students in fifth through eighth grade.

The following is a summary of data regarding the Pinellas County Schools as of the 2005–2006 school year.

Total enrollment: 152,000

Number of facilities

- elementary schools: 82
- junior high/middle schools: 24
- senior high schools: 17
- other: 46

Student/teacher ratio: 16.8:1

Teacher salaries (2005–06)

- elementary median: \$47,620
- junior high/middle median: Not available
- secondary median: \$49,940

Funding per pupil: \$6,753

Public Schools Information: Pinellas County Schools, 301 4th St. SW, Largo, FL 33770; telephone (727)588-6000; www.pinellas.k12.fl.us

Colleges and Universities

Eckerd College, Florida’s only private national liberal arts college, offers work-study and overseas programs and bachelor’s degrees. The highly regarded Stetson University College of Law, known as Florida’s first law school, maintains its campus in St. Petersburg. The University of South Florida (USF), with a campus in St. Petersburg, is known for the Knight Oceanographic Research Center and its programs in marine science, accounting, management information science, medicine, and psychology. The St. Petersburg College, formerly the state’s oldest two-year college, is now a four-year college and is one of the nation’s leaders in number of associate degrees awarded. The school has 10 campus sites throughout the county, including its Downtown St. Petersburg location, which offers early morning and evening class schedules to accommodate local workers. St. Petersburg is also home to the Poynter Institute for Media Studies, a journalism school that also owns the Times Publishing Company, publisher of the *St. Petersburg Times*. The Pinellas Technical Education Center offers a number of technical programs at its St. Petersburg campus.

Libraries and Research Centers

The St. Petersburg Public Library System contains nearly a half million general subject titles, plus special collections of Florida history, genealogy, more than one thousand periodical subscriptions, and back issues of local newspapers. In addition to the main library, there are five branches throughout the city. The resources of 14 municipalities participating in the Pinellas Public Library Cooperative (PPLC) are available to residents. A Talking

Library is maintained through the PPLC. Special libraries and collections include the St. Petersburg Museum of History archives and the Florida State Department of Natural Resources marine research library.

The University of South Florida (USF) is home to the Knight Oceanographic Research Center, which is a collaborative effort of Florida public and private universities and conducts research in such fields as ocean currents, endangered species, beach erosion, water quality, tourism, and shipping. Other marine research facilities include the U.S. Geological Survey Center of Coastal Geology and Regional Commission, the Florida Fish and Wildlife Conservation Commission–Florida Marine Research Institute, and SRI International. The Tampa Bay Research Institute, which studies viruses and molecular genetics, is also located in the city.

Public Library Information: St. Petersburg Public Library System, 280 5th St. N., St. Petersburg, FL 33701; telephone (727)893-7736; www.splibraries.org

■ **Health Care**

The hospital industry is one of Pinellas County’s largest employers. The city of St. Petersburg has seven major hospitals, including Bayfront Medical Center and St. Anthony’s. St. Anthony’s Hospital, located downtown, is one of only two facilities in the nation with a vascular rehabilitation program. St. Anthony’s also sponsors the Carillon Outpatient Center in the Gateway area, featuring a fitness center, a cancer center, an imaging center, outpatient rehabilitation services, and a special MyHealth preventive screening program. Both Bayfront and All Children’s hospitals are teaching centers affiliated with the University of South Florida (USF) in Tampa; together they operate a joint cardiac surgical program. USF and All Children’s jointly operate a pediatric medical research facility, which seeks to solve the mysteries of illnesses in children. All Children’s also has an outpatient services complex Downtown. Palms of Pasadena Hospital, known for its Continent Ostomy Center, also specializes in treating infertility. Other major medical centers include Edward White Hospital, Northside Hospital and Heart Institute, St. Petersburg General, Vencor Hospital, and the Veterans Administration Medical Center at Bay Pines.

■ **Recreation**

Sightseeing

The center of St. Petersburg’s tourist life is The Pier, five stories of shopping, restaurants, galleries, live musical entertainment, an aquarium, and an art gallery. The observation platform at the end of The Pier, which juts 2,400 feet into Tampa Bay, provides a panoramic view of

the city. During the winter months, a replica of the *H.M.S. Bounty* is docked. Whimsical Wheels at the Pier offers a unique tour experience aboard Segway vehicles. The BayWalk retail and entertainment complex in the downtown area attracts over 3 million visitors each year to its movie theaters, night clubs, restaurants, and shops.

At the Sunken Gardens, a city-owned park, thousands of plants and flowers bloom on four acres that also contain a subtropical forest, butterfly garden, trails, waterways, and flamingos. An adjacent historic building was renovated to include the Great Explorations Children's Museum and restaurants. Weedon Island Preserve occupies 3,164 acres of historic parkland featuring a boardwalk, hiking trails, and a 45-foot high observation tower. Close to St. Petersburg, the Suncoast Seabird Sanctuary in Indian Shores has one of the world's few "hospitals" for injured pelicans, seagulls, and other shorebirds and seabirds.

Baseball Boulevard stretches between Al Lang Field at Progress Energy Park to Tropicana Field. Along the way, a series of home plate-shaped plaques tell the history of baseball in the city. The Tampa Bay Walk of Fame outside of Tropicana Field honors sports legends from the 11-county Tampa Bay metro area.

Fort De Soto Park, with a beach ranked among the top ten in the country, stretches across five islands (or keys) at the south end of the peninsula. Open from sunrise to sunset, the park offers opportunities for bird watching, picnicking, swimming, biking, fishing, in-line skating, and camping on 900 acres on the Gulf of Mexico. The actual fort, on Mullet Key, was intended for coastal defense during the Spanish-American War, but construction was not completed until after hostilities ended. The guns at Fort De Soto, facing south, have never been fired in battle.

On the south side of the city, Boyd Hill Nature Park is a precious oasis—245 acres of unspoiled land—with over 3 miles of trails and boardwalks that lead visitors through hardwood hammocks, sand pine scrub, pine flatwoods, willow marsh, and lakeshore. On the other side of town, 400-acre Sawgrass Lake Park offers a one-mile elevated nature trail through marshland. Private operators offer boat tours on waterways around and through the city.

Docked in international waters just off the Port of St. Petersburg is the *Ocean Jewel*, a 450-foot-long gaming ship. The ship, which opened for business in October 2004, features eight decks of blackjack, poker, craps, roulette, sports book, and slot machines, as well as nightly entertainment and dining. Shuttles to and from the mainland are provided at no cost.

Arts and Culture

St. Petersburg citizens—both retirees and younger residents—are active in community theater and musical groups. While the city has a full year-round arts calendar,

many of the nationally known touring shows and acts visit in the winter at the height of the tourist season. More than 800 events are scheduled yearly for 9 million downtown visitors. The American Stage Company, a professional not-for-profit organization, presents a variety of productions in addition to its annual "American Stage in the Park" offerings. Other theater groups include the St. Petersburg Little Theatre, Florida's oldest continually-operated community theater, and the Palladium Theater, a restored movie house that presents a varied venue of music and comedy events. The nationally known Florida Orchestra performs classics and pop favorites at the Mahaffey Theater, bringing in guest performers and conductors in addition to its own musicians. The Bayfront Center hosts traveling ice shows and dance troupes, and popular musical entertainers, circuses, and sporting events. Concerts and sporting events are also held at the downtown Coliseum.

St. Petersburg boasts the world's largest collection of the works of the Spanish surrealist artist Salvador Dali. In a dramatic waterfront setting, Dali's sculptures, paintings, and other works, dating from 1914 forward, are discussed during regularly scheduled tours at the Salvador Dali Museum. The Florida International Museum, an affiliate of the Smithsonian Institute that spans one-half of a city block, welcomes traveling blockbuster cultural exhibitions. The St. Petersburg Museum of Fine Arts, the only comprehensive art collection on the state's west coast, owns more than 4,000 pieces of European, American, Oriental, and pre-Columbian art, including works by Cezanne, Gauguin, Monet, and Renoir.

The St. Petersburg Museum of History features exhibits of Florida and St. Petersburg history and a Flight #1 wing housing a full-scale replica of the historic "Benoist" Airboat, which flew the world's first scheduled commercial airline trip in 1914. Great Expectations, situated adjacent to the Sunken Gardens, is a children's museum featuring a variety of hands-on exhibits. The Florida Holocaust Museum, located in the Tampa Bay area, honors the memory of the millions of innocent men, women, and children who suffered or died in the Holocaust. Exhibits include artifacts, memorabilia, letters by camp prisoners, and an original boxcar from Nazi-occupied Poland.

Nearby, the Clearwater Marine Aquarium is a working aquarium that serves to educate the public as well as rescue, treat, and release sick or injured whales, dolphins, otters, and sea turtles. Visitors can observe the treatment and care of these animals, view sharks and fish in their underwater environment, and touch stingrays, starfish, sea urchins, and sea turtle shells. The Science Center of Pinellas County, located in St. Petersburg, offers seven acres of exhibits, many hands-on, as well as a planetarium, observatory, 600-gallon marine touch tank, adoptable animal room, Laser Odyssey Theater, and exhibits relating to Native American and African

American pioneers. The planetarium and observatory at St. Petersburg College presents star shows from September through April. Public art tours are available through the St. Petersburg Office of Cultural Affairs and may include a trip through the 20th Street South Mural Project, featuring seven murals commissioned by the City of St. Petersburg Department of Economic Development.

Groundbreaking for the Beth Ann Morean Arts Center at the old Union Trust Building downtown took place in 2007. The center will include a 6,000-square-foot gallery dedicated to the works of the glass blowing artist Dale Chihuly. The center will also serve as a first-of-its-kind residential arts community that will include two luxury high rise residential towers and retail space for art-themed shops.

Festivals and Holidays

St. Petersburg celebrates the birthday of Dr. Martin Luther King, Jr. each January in one of the nation's largest civic parades and festival of bands. The following months bring the Festival of Speed, featuring exotic cars, boats, and bikes from the past 100 years. The International Folk Fair Festival is the biggest event in March. This three-day event celebrates the many cultures in the area with entertainment, demonstrations, crafts, and cuisines from 40 different countries. Other events in March include the Cajun/Zydeco Crawfish Festival, with 10,000 pounds of crawfish and Cajun, Creole, and Louisiana cuisine; the Abilities Wine & Food Festival, offering premium wines, gourmet food, and hundreds of silent auction items; the Festival of the Sun, a beach fest with reggae music and food; and the Butterfly Festival & Plant Sale, held at the Sunken Gardens.

Spring also brings the Festival of States, a decades-long tradition of parades, fireworks, music, and bicycle races. An Easter Egg Hunt is held each year, as is the Mainsail Arts Festival, considered one of the best fine art shows in the nation. Earth Day and Arbor Day are celebrated with the Green Thumb Festival, which features tree and plant sales, a plant diagnostic clinic, flower shows, and a children's plant fair. Teens enjoy Pierfest, a two-day event of extreme alternative sports, skateboard and wakeboard competitions, and rock music held at The Pier.

Food is the theme of several June events, including Taste of Pinellas, an annual food and music festival with the fare of more than 60 restaurants, and Real Men Cook, a Father's Day celebration that began in Chicago in 1989 and is now celebrated in a dozen cities around the nation. The Tampa Bay Caribbean Carnival celebrates the islands' traditional food and Soca, Calypso, and Reggae music. American Stage Shakespeare in the Park presents the works of Shakespeare at Demen's Landing by the city's professional theater group. The Pier hosts an annual

Fourth of July Celebration with concerts, activities, and, of course, fireworks.

The Annual Fish Head Ball takes place in November at the Pier Aquarium as an educational fundraising event. SnowFest, held in November or December, features Nutcracker in the Park, the Santa parade, a Jingle Bell run, and a lighted boat parade. The annual Holiday Taste & Tour treats visitors to self-guided tours, music, and refreshments in area bed and breakfast inns. The First Night celebration, held on New Year's Eve, offers alcohol-free family activities in dozens of venues throughout downtown St. Petersburg.

Sports for the Spectator

Baseball is big in the St. Petersburg area. Major League Baseball's (MLB's) Tampa Bay Devil Rays are based in St. Petersburg and play at the city's domed Tropicana Field. Spring training brings three other MLB teams to the area, the Philadelphia Phillies to Clearwater, the Toronto Blue Jays to Dunedin, and the New York Yankees to Tampa. The MLB Players Alumni Association hosts the Legends of Baseball, the nation's largest old-timers game, in St. Petersburg each year.

World-class auto racing arrived in the city in 2003 with the first annual Grand Prix of St. Petersburg. The event takes place over three days in the spring on a waterfront circuit that incorporates part of a runway at Albert Whitted Municipal Airport. The Sunshine Speedway, located near the St. Petersburg/Clearwater Airport, hosts stock car racing every Saturday night. Greyhound racing is a big draw during the January-to-June season at Derby Lane; more than a million fans flock to the track to watch the races and dine in the Derby Club restaurant. The Tampa Bay Downs, located in Tampa, features thoroughbred horse racing from December to March. Each spring brings the Regata del Sol al Sol, an annual 456-mile yacht race from St. Petersburg to Isla Mujeres, Mexico. Powerboat racing is the attraction in the St. Petersburg Offshore Super Series held each June, featuring 35-40 powerboats competing on a 5-mile race course.

For sports fans who are willing to travel a short way, Tampa is the home of the National Football League's Tampa Bay Buccaneers, the National Hockey League's Tampa Bay Lightning, and the Tampa Bay Storm, a championship arena football team.

Sports for the Participant

St. Petersburg's sunny climate means year-round outdoor activities for the sports-minded. The city boasts that it spends more per capita on its parks and recreation programs than any other city in the country. Anglers can harvest more than 300 species of fish in the Gulf of Mexico, Tampa Bay, and area lakes. Charters are available from boat captains along many piers, but shore-bound fishermen can still try their luck at Fort De Soto Park and

The Pier in downtown St. Petersburg. Among the many annual fishing tournaments is the competitive Tarpon Roundup, held every summer from May through July.

The Pinellas Trail runs 47 miles from Tarpon Springs to St. Petersburg, linking parks, scenic coastal areas, and neighborhoods for bicyclists, pedestrians, and in-line skaters. St. Anthony's Triathlon, one of the nation's top triathlons in terms of prize money, attracts over 4,000 athletes who compete each April in swimming, biking, and running events. Two Meek and Mighty Triathlons, with shorter distances, are offered the same weekend for young and older amateur participants. The city provides 80 public tennis courts, 5 dog parks, 2 skateboard parks, over 40 baseball/softball fields, and 9 boat ramps open year round. Golf enthusiasts can choose from three municipal courses, including Mangrove Bay Golf Course, which has been named one of the nation's best by *Golf for Women* magazine. St. Petersburg has 137 parks covering over 2,300 acres. There are 16 recreation centers in the city. Sun bathers can enjoy nine public pools and five public beaches stretching to Clearwater on 35 miles of gleaming white sand. The St. Petersburg Shuffleboard Club is the world's oldest and largest shuffleboard club and is the site of the National Shuffleboard Hall of Fame.

Shopping and Dining

St. Petersburg combines shopping opportunities at regional malls and charming downtown settings. University Village, a 60,000-square-foot shopping center located downtown, opened its doors in 2004. Plaza Tower offers 30,000 square feet of retail space and Tyrone Square Mall features 170 specialty stores. There are more than two dozen art galleries downtown. The city hosts three antique malls: the Antique Exchange Mall, Fourth Street Antique Alley Mall, and Gas Plant Antique Arcade, the largest antique mall in Florida. Stylish Beach Drive has recently been joined by the revived Central Avenue district to offer even more restaurant, shopping, art gallery, and entertainment choices. The Pier nearby offers tropical clothing, shell crafts, and other regional specialties. Nearby Dunedin's restored Main Street offers seafood restaurants, art galleries, and quaint shops. The 300,000-square-foot BayWalk entertainment and retail complex offers a wide variety of shopping and dining establishments.

Dining in St. Petersburg ranges from fresh seafood restaurants with scenic waterfront views to ethnic cuisines from Europe, Asia, Latin America, and the Caribbean. Favorite local dishes include paella Valenciana, a dish featuring shellfish, chicken, vegetables and rice; smoked local mullett; and locally caught grouper either blackened, baked, broiled, or fried. The greater Suncoast area provides a choice of more than 1,500 restaurants.

Visitor Information: St. Petersburg/Clearwater Area Convention & Visitors Bureau, 14450 46th St., Ste. 108, Clearwater, FL 33762; telephone (727)464-7200; toll-

free (877)352-3224; fax (727)464-7222; email info@floridasbeach.com. St. Petersburg Area Chamber of Commerce, 100 2nd Ave. N., St. Petersburg, FL 33701; telephone (727)821-4069

■ Convention Facilities

The St. Petersburg area offers five large halls totaling nearly 300,000 square feet of convention space. They are Tropicana Field (St. Petersburg's largest venue), Bayfront Center and Mahaffey Theater, Harborview Center and Ruth Eckerd Hall (both in Clearwater), and The Coliseum (a historic 1924 setting). St. Petersburg's resort hotels, both large and small, can handle conventions, meetings, and other events, with five housing a large amount of meeting space; St. Petersburg Bayfront Hilton and the Renaissance Vinoy Resort have the largest single meeting rooms, measuring 7,221 and 6,724 square feet, respectively. Unusual settings for meetings and receptions include beaches, museums, and cruise ships.

Convention Information: St. Petersburg–Clearwater Area Convention and Visitors Bureau, 13805 58th Street N., Suite 2-200, Clearwater, FL 33760; telephone (727) 464-7200; toll-free (877)352-3224; www.floridasbeach.com

■ Transportation

Approaching the City

The St. Petersburg–Clearwater International Airport, close to the beaches, carried nearly 390,000 commercial passengers with service from six airlines in 2006. The Albert Whitted Airport, situated on the waterfront in downtown St. Petersburg, serves corporate aircraft, private pilots, and helicopters. Most visitors arrive at the larger Tampa International Airport, a 30- to 45-minute drive away. The Port of Tampa accommodates international cruise ships.

Most drivers to St. Petersburg pass through Tampa and over Tampa Bay. Interstate 275, which runs through the city, connects to both I-4 and I-75 in Tampa. U.S. 19 connects St. Petersburg to the rest of Pinellas County to the north. The Sunshine Skyway bridge, at the terminus of I-275, spans the mouth of Tampa Bay to join St. Petersburg with Manatee County, including the cities of Sarasota and Bradenton to the south.

Traveling in the City

St. Petersburg is laid out in an easy-to-navigate grid pattern with streets running north to south and avenues running east to west. Interstate 275 and U.S. 19 are the two major north-south arteries. Central Avenue cuts through downtown and runs out to the beaches on the Gulf coast. Public bus transportation is operated by

Pinellas Suncoast Transit Authority (PSTA), which had 208 buses and trolleys on 43 routes in 2007. There are two express routes to Tampa. The Suncoast Beach Trolleys connect the Gulf Beaches from Clearwater Beach to Pass-a-Grille. The Looper Downtown Trolley takes visitors around the city with 13 stops. Sightseers may use Gray Line Sightseeing Tours and First Class Coach Company.

■ Communications

Newspapers and Magazines

The Pulitzer Prize-winning *St. Petersburg Times*, a morning paper, is frequently ranked as one of the top ten newspapers in the country. Pinellas County also has its own edition of the *Tampa Tribune*. *Florida Trend* magazine, a monthly publication circulated statewide, focuses on business and finance in the state. *Neighborhood News* is a St. Petersburg weekly.

Television and Radio

In 2007 there were two television stations broadcasting from St. Petersburg—CW and CBS. Six other stations operate from Tampa, including network affiliates, two public stations, and the nationwide Home Shopping Network. Cable television is available to residential subscribers. There are 4 FM and 3 AM radio stations based in St. Petersburg, with other stations serving the area from Tampa, Clearwater, and Sarasota.

Media Information: *St. Petersburg Times*, 490 First Ave. S., St. Petersburg, FL 33701; telephone (727)893-8111; www.tampabay.com. *Tampa Tribune*, (Pinellas Edition), PO Box 191, Tampa, FL 33601; telephone (813)259-7711; www.tampatrib.com

St. Petersburg Online

City of St. Petersburg home page. Available www.stpete.org

Economic Development Department, City of St. Petersburg. Available stpeteshines.stpete.org
Pinellas County Schools. Available www.pinellas.k12.fl.us

St. Petersburg Area Chamber of Commerce. Available business.stpete.com

St. Petersburg—Clearwater Area Convention and Visitors Bureau. Available www.floridasbeach.com

St. Petersburg Museum of History. Available www.stpetemuseumofhistory.org

St. Petersburg Public Library System. Available www.splibraries.org

St. Petersburg Times. Available www.tampabay.com
Tampa Tribune. Available www.tampatrib.com

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Rooks, Sandra W., *St. Petersburg Florida (Black America Series)* (Mount Pleasant, SC: Arcadia Publishing, 2003)



Tallahassee

■ The City in Brief

Founded: 1824 (incorporated 1825)

Head Official: Mayor John Marks (NP) (since 2003)

City Population

1980: 81,458

1990: 124,773

2000: 150,624

2006 estimate: 159,012

Percent change, 1990–2000: 20.1%

U.S. rank in 1980: 221st

U.S. rank in 1990: 146th (State rank: 8th)

U.S. rank in 2000: 135th (State rank: 8th)

Metropolitan Area Population

1980: 190,000

1990: 233,598

2000: 284,539

2006 estimate: 336,502

Percent change, 1990–2000: 21.8%

U.S. rank in 1980: 203rd (MSA)

U.S. rank in 1990: 146th

U.S. rank in 2000: 134th

Area: 96 square miles (2000)

Elevation: 150 feet above sea level

Average Annual Temperatures: January, 51.8° F; July, 82.4° F; annual average, 68.0° F

Average Annual Precipitation: 63.21 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.2% (June 2007)

Per Capita Income: \$23,898 (2005)

2005 FBI Crime Index Property: 8,519

2005 FBI Crime Index Violent: 1,646

Major Colleges and Universities: Florida State University, Florida A & M University, Tallahassee Community College

Daily Newspaper: *Tallahassee Democrat*

■ Introduction

Tallahassee, which means “land of the old fields” in the Apalachee Indian language, still retains the feel of the Old South with its antebellum homes, historic churches, and Spanish moss-draped oaks. As the state capital, the city is a center of both government and education for the state of Florida. The number of young people in the city gives Tallahassee a vitality that is somewhat different from other places in Florida with considerably older populations.

■ Geography and Climate

Nestled among the rolling hills of northwest Florida, Tallahassee is located in a region of the Florida panhandle known as the Big Bend. The city is set 20 miles north of the Gulf of Mexico, 178 miles west of Jacksonville, and 200 miles east of Pensacola. Its hilly terrain abounds with lakes, forests, and gardens. Tallahassee has a mild, moist climate with four distinct seasons, including subtropical summers with frequent thunderstorms, and 90 days with above 90 degree temperatures annually. Winters are often rainy with less sunshine than in summer and occasional below freezing days. High winds occur most frequently in late winter and early spring, and full-blown hurricanes directly hit about every 17 years.

Area: 96 square miles (2000)

Elevation: 150 feet above sea level

Average Temperatures: January, 51.8° F; July, 82.4° F; annual average, 68.0° F

Average Annual Precipitation: 63.21 inches

■ History

Early Settlements of Tallahassee

As long ago as 10,000 B.C., Native Americans lived in the Red Hills of Tallahassee where they constructed temple mounds on the shores of what is now Lake Jackson (six of the mounds are preserved at Lake Jackson Mounds State Archaeological Site). Prior to the coming of the Europeans, Tallahassee had gained importance as a village of more than 30,000 people. The Apalachee tribes, who lived there from about 500 B.C. through the 1600s, were farmers. They developed impressive works of pottery, which were traded as far away as the Great Lakes. Remains of their communities can be observed at the city's Museum of Florida History.

Although the Spanish explorer Narvaez visited the region in 1628, the first important exploration by Europeans took place in 1539, when Hernando de Soto and hundreds of Spanish settlers and soldiers came and held the first Christmas celebration in the New World. By 1607, almost wiped out by diseases brought by the Europeans, many of the Apalachee left, earning the area the name Tallahassee, or "abandoned fields." The Apalachee who remained accepted the Christian faith, and nearly twenty missions were established in what later became Leon County. In 1704, after almost a century of peaceful co-existence, both the Spanish and the Apalachee were forced to flee from the area after an attack by Colonel James Moore of South Carolina and his Creek allies.

In 1739, encouraged by the Spaniards, who wanted to restore their foothold in the area, members of the Seminole tribe established towns and nearby farms. Following a brief period of British rule, the Spaniards again took charge of the area in 1783. General Andrew Jackson, soon to become governor of West Florida, banished the Seminoles in 1818, who by then were demonstrating resistance to growing American influence.

Tallahassee Becomes Territorial, Then State Capital

The U.S. Territory of Florida was established in 1821, and the Territorial Legislature decided to found its new capital mid-way between St. Augustine and Pensacola, at the site of present-day Tallahassee. The area quickly gained a reputation as a rather lawless place where gunfire and knife duels were not uncommon. To bring law and order to the citizenry, the Tallahassee Police Department was established. Within a short time, a plantation

economy developed around Tallahassee, which became part of the agricultural central region of Florida. Territorial Governor William P. DuVal laid out the city in 1824. By 1837, a rail line connected Tallahassee with its Gulf of Mexico port, St. Marks, and Tallahassee had become the commercial and social center for the region.

Early settlers faced difficult times with Indian attacks, a yellow fever epidemic, bank failures, hurricanes, and a terrible downtown fire. Despite these obstacles, by 1845 Tallahassee had become the capital of Florida, with government playing an ever more important role in the city's development.

The City in the Civil War

In 1861, as part of the Confederacy, Florida seceded from the Union and Tallahassee was one of the sites where important battles were fought. Defended only by old men and young boys, the city was able to stave off a Union attack in 1865 at the Battle of Natural Bridge, the only Confederate capital east of the Mississippi to avoid capture.

Union leader Edward M. McCook took over governance of the city in 1865, and on May 20th read the Emancipation Proclamation freeing the slaves. While some African Americans moved to the city, most remained in rural areas working as tenant farmers.

Education began to attain prominence in Tallahassee around the mid-nineteenth century. In 1854, a school for boys was founded which later became Florida State University. The Florida Agricultural and Mechanical University was founded in 1884, the state's first institution for African Americans.

Post Civil War, Twentieth-Century Developments

Wealthy Northerners discovered the area in the 1870s and 1880s, and former cotton estates were bought up and turned into hunting retreats. Prompted by the concerns of plantation owners over the potential loss of the native quail population, Tall Timber Research Station was established in the 1920s, and soon became an international groundbreaker in the study of ecological issues. In 1929 Dale Mabry Air Field opened, and commercial aviation was first brought to the area. During the 1930s nearly 100 new buildings were constructed in Tallahassee and Leon County as a result of Franklin Roosevelt's New Deal programs.

By the twentieth century, government and education had replaced agriculture as the chief industries in Tallahassee. During the early part of the century, hotels and boarding houses developed to accommodate the growing number of legislators in the city. In an effort at beautification, hundreds of oaks and dogwood trees were planted. During the decade of the 1940s Tallahassee grew by nearly two-thirds, going from a population of nearly 32,000 people to a population of 52,000 people.

By the 1960s the dogwood had become the symbol of Tallahassee, and an annual parade and celebration called “Springtime Tallahassee” was initiated. The 1960s also saw the integration of the city’s schools and the founding of Tallahassee Community College. A new Capital Complex was constructed and dedicated in 1978, and Tallahassee’s new civic center opened in 1981.

Tallahassee’s 1999 designation by the National Civic League as an All America City (AAC) was described by Mayor Scott Maddox as “clearly one of the most exciting things to ever happen to Tallahassee . . . [It] verifies what we’ve known for so long—that we have one of the greatest cities in all of America.” The Tallahassee Boys’ Choir was one of the community projects that led to the AAC honor; the others were the Community Human Services Partnership, a joint human services funding program from the city, Leon County, and the United Way, and Kleman Plaza, a cornerstone of downtown development and revitalization.

Today’s Tallahassee shares little of what brings many tourists to Florida, besides its weather. With no beaches, bays, oceanfront high-rises, cruise ship terminals, or theme parks, a slower pace seems to resound in Tallahassee, which is more a town of Old South charm than that of booming tourism.

Historical Information: Black Archives Research Center and Museum, Historic Carnegie Library/FAMU Campus, Tallahassee, FL 32307; telephone (850)599-3020

■ Population Profile

Metropolitan Area Residents

1980: 190,000
 1990: 233,598
 2000: 284,539
 2006 estimate: 336,502
 Percent change, 1990–2000: 21.8%
 U.S. rank in 1980: 203rd (MSA)
 U.S. rank in 1990: 146th
 U.S. rank in 2000: 134th

City Residents

1980: 81,458
 1990: 124,773
 2000: 150,624
 2006 estimate: 159,012
 Percent change, 1990–2000: 20.1%
 U.S. rank in 1980: 221st
 U.S. rank in 1990: 146th (State rank: 8th)
 U.S. rank in 2000: 135th (State rank: 8th)

Density: 1,574 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 87,343
 Black: 46,310
 American Indian and Alaska Native: 550
 Asian: 4,048
 Native Hawaiian and Pacific Islander: 72
 Hispanic or Latino (may be of any race): 6,116
 Other: 1,226

Percent of residents born in state: 51.6%
 (2000)

Age characteristics (2005)

Population under 5 years old: 8,249
 Population 5 to 9 years old: 6,864
 Population 10 to 14 years old: 7,580
 Population 15 to 19 years old: 11,061
 Population 20 to 24 years old: 26,447
 Population 25 to 34 years old: 23,015
 Population 35 to 44 years old: 16,333
 Population 45 to 54 years old: 16,270
 Population 55 to 59 years old: 8,108
 Population 60 to 64 years old: 4,835
 Population 65 to 74 years old: 7,464
 Population 75 to 84 years old: 3,966
 Population 85 years and older: 956
 Median age: 28 years

Births (2006, MSA)

Total number: 4,580

Deaths (2006, MSA)

Total number: 2,372

Money income (2005)

Per capita income: \$23,898
 Median household income: \$35,765
 Total households: 68,804

Number of households with income of . . .

less than \$10,000: 10,522
 \$10,000 to \$14,999: 4,753
 \$15,000 to \$24,999: 7,122
 \$25,000 to \$34,999: 11,100
 \$35,000 to \$49,999: 9,941
 \$50,000 to \$74,999: 10,975
 \$75,000 to \$99,999: 6,814
 \$100,000 to \$149,999: 4,121
 \$150,000 to \$199,999: 2,059
 \$200,000 or more: 1,397

Percent of families below poverty level: 16.5%
 (2005)

2005 FBI Crime Index Property: 8,519

2005 FBI Crime Index Violent: 1,646



The Florida State Capitol complex in Tallahassee. ©M. Timothy O'Keefe/drr.net

■ Municipal Government

Tallahassee has a council/manager form of government with a mayor and four council members elected at large who serve staggered four-year terms. The city commission appoints the city manager who oversees most city departments and administers the daily operation of the city.

Head Official: Mayor John Marks (since 2003; term expires 2011)

Total Number of City Employees: 4,390 (2006)

City Information: City of Tallahassee, 300 South Adams St., Tallahassee, FL 32301; telephone (850)891-0000

■ Economy

Major Industries and Commercial Activity

Government is the central focus of Tallahassee's economy, although education, printing and publishing, food processing, and the lumber industry play important roles

as well. As Florida's seat of state government, Tallahassee is home to more than 2,000 registered lobbyists and more than 300 professional and business organizations. Tallahassee enjoys a stable economy and a comparatively low unemployment rate. A recent survey of occupations and industries found a wide variety of employment sectors.

Tallahassee is a high technology center and is sometimes referred to as "Silicon Valley South." Institutions such as Innovation Park-Tallahassee, affiliated with Florida A&M University and Florida State University, place Tallahassee on the cutting edge of technology. In 2006 Danfoss Turbocor Compressors Inc., a manufacturer of oil-free centrifugal compressors, announced it was moving its headquarters and manufacturing plant from Montreal, Canada, to a 65,000-square-foot facility in Tallahassee's Innovation Park. Smart Park, another research park, is a privately owned 130-acre fiber-optic research center. The city boasts that it is the most wired community in the country.

Items and goods produced: pulpwood, pine extracts, insecticides, pre-stressed concrete, lumber, boats, feed

Incentive Programs—New and Existing Companies

Local programs: Local city and county governments and the Tallahassee Area Chamber of Commerce have joined together to form the Economic Development Council, which works toward promoting a diversified economy that continues to grow and create more jobs and business opportunities for both new and existing industries. In 2004, the Chamber announced the creation of Action 2010, to promote Tallahassee as a center of art and culture, while expanding local business areas. The Targeted Business Pilot Program (TBPP) offers incentives to new and existing businesses that create value-added jobs within the City of Tallahassee and Leon County.

State programs: Enterprise Florida, Inc. is a partnership between Florida's government and business leaders and is the principal economic development organization for the state of Florida. Enterprise Florida's mission is to increase economic opportunities for all Floridians, by supporting the creation of quality jobs, a well-trained workforce, and globally competitive businesses. It pursues this mission in cooperation with its statewide network of economic development partners.

Among the incentive programs managed at the state level is the Economic Development Transportation Fund, which provides up to \$2 million to fund the cost of transportation projects, such as access roads and road widening, required for the establishment, expansion, or retention of businesses in Florida. The state's Qualified Target Industry Tax Refund rewards the creation of jobs in certain industries. Florida also offers various sales and use tax exemptions for machinery and equipment purchase, electric energy, research and development, and other aspects of doing business in the area. The High Impact Business Performance Incentive Grant is a negotiated incentive used to attract and grow major high impact facilities in Florida.

Florida's Community Redevelopment Agencies (CRA) are public organizations that work to improve a specific area (called a Community Redevelopment District) in a community through redevelopment and economic investment. There are 174 redevelopment districts in Florida, 119 of which are downtown districts. The Tallahassee CRA consists of over 1,450 acres of residential, commercial/retail and industrial land uses. The Florida Enterprise Zone program offers financial incentives to businesses located in certain areas in urban and rural communities to encourage private investment and create jobs. The Tallahassee/Leon County Enterprise Zone was created in 2003; it is about 20 square miles in size and is located in the central, southern, and western portions of the community.

Job training programs: The Workforce Development Board (WDB), commonly known as Jobs & Education Partnership, is a part of Enterprise Florida, Inc.

WDB provides policy, planning, and oversight for job training programs funded under the federal Workforce Investment Act (WIA), formerly Job Training Partnership Act (JTPA), along with vocational training, adult education, employment placement, and other workforce programs administered by a variety of state and local agencies. Regional Workforce Development Boards operate under charters approved by the Workforce Development Board. The regional boards have primary responsibility for direct services through a statewide network of One-Stop Career systems. State and local workforce development efforts are concentrated on three broad initiatives: First Jobs/First Wages focuses on preparing workers for entry-level employment including the School-to-Work and WAGES (Work and Gain Self-Sufficiency) programs; High Skill/High Wages targets the higher skills needs of employers and training workers for advancement including Performance Based Incentive Funding (PBIF), Occupational Forecasting Conference/Targeted Occupations, Quick Response Training (QRT), and Incumbent Worker Training (IWT); One-Stop Career Centers are the central elements of the One-Stop system for providing integrated services to employers, workers, and job-seekers.

Development Projects

Planning has begun for a large community performing arts center. Several hotel and condo developments are also scheduled to begin, including the Marriott Civic Center hotel, condo and convention center project.

Economic Development Information: The Economic Development Council of Tallahassee/Leon County, Inc., 100 N. Duval St., P.O. Box 1639, Tallahassee, FL 32302; telephone (850)224-8116, fax (850) 561-3860. City of Tallahassee Economic Development Department, 300 South Adams Street, Tallahassee, FL 32301; telephone (850)891-8886

Commercial Shipping

Tallahassee is served by more than 10 motor freight carriers, as well as several package delivery services.

Labor Force and Employment Outlook

Tallahassee businesses have access to a labor force in which more than more than 40 percent of working adults hold college degrees. *Inc.* magazine has ranked Tallahassee among the "Best Small Metro Areas to start and grow a business." The fastest growing business sectors are telecommunications, computer hardware vendors, software developers, and trade associations.

The following is a summary of data regarding the Tallahassee metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 176,900

Number of workers employed in . . .

- construction and mining: 10,000
- manufacturing: 4,400
- trade, transportation and utilities: 26,000
- information: 3,900
- financial activities: 8,300
- professional and business services: 20,100
- educational and health services: 17,300
- leisure and hospitality: 16,000
- other services: 8,500
- government: 62,500

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.2% (June 2007)

Largest employers (Private Sector, Non-Retail, 2007)

Number of employees

Tallahassee Memorial Healthcare	2,750
Alltel Florida Inc	1,000
Tallahassee Leon County Civic Center	672
Quincy Corp	575
Capital Regional Medical Center	572
Meridian Healthcare Group	500
Branch Banking & Trust Co	403
Interim Healthcare of NW	400
General Dynamics Land Systems	367
Stanadyne Automotive Corp	300

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not reported

2007 (1st quarter) ACCRA Cost of Living Index: Not reported

State income tax rate: None

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: 1.5%

Property tax rate: 3.2 mills per \$100 of assessed valuation

Economic Information: The Greater Tallahassee Chamber of Commerce, 100 N. Duval, P.O. Box 1639, Tallahassee, FL 32302; telephone (850)224-8116; fax (850)561-3860

■ **Education and Research**

Elementary and Secondary Schools

The Leon County School District offers programs in education for the gifted, physically and emotionally handicapped, and homebound, as well as programs in vocational education, special education, adult job preparation, and adult general education. Leon County students continue to score higher than students state-wide and nationally on the Scholastic Achievement Test.

The following is a summary of data regarding the Leon County Schools as of the 2005–2006 school year.

Total enrollment: 34,100

Number of facilities

- elementary schools: 23
- junior high/middle schools: 8
- senior high schools: 6
- other: 11

Student/teacher ratio: 15.5:1

Teacher salaries (2005–06)

- elementary median: \$39,117 (all levels)
- junior high/middle median: Not available
- secondary median: Not available

Funding per pupil: \$6,669

Public Schools Information: Superintendent, Leon County School District, 2757 W. Pensacola St., Tallahassee, FL 32304; telephone (850)487-7100

Colleges and Universities

Florida State University, with its nearly 39,000 students, is known for its science program, performing arts curricula, and super computing; it recently added a School of Computational Science and Information Technology. The College of Business’s risk management and insurance program was ranked fourth in the nation among public institutions in “America’s Best Colleges 2008” published by *U.S. News and World Report*. The report also ranked FSU’s undergraduate real estate program 11th and its management information systems program 14th among public institutions.

Florida A & M University, founded in 1888 as a primarily African American institution, has more than 12,000 students; it has received acclaim for its business, pharmacy, and engineering schools, as well as for being home of the high-stepping Marching 100 Band.

Tallahassee Community College serves more than 10,000 students, most of whom are in the associates-in-arts transfer program.

Tallahassee is also the site of the Lively Technical Center, one of ten centers for electronic excellence in the state, offering entry-level training in disciplines such as electronics, drafting, aircraft maintenance, and computer service. Keiser College, a private college, provides associate and bachelor degree programs in such fields as criminal justice, business administration and culinary arts.

Libraries and Research Centers

LeRoy Collins Leon County Public Library maintains six branches housing some 530,000 volumes. The library offers a Tech/Media Section with a computer laboratory, books-on-tape, CD-ROMs, and a large video collection. Special features are its Youth Services section, Consumer Center, Map Resource Center, and Grants Information area. The library provides Tallahassee FreeNet, a free community internet provider that offers instruction and support.

The city of Tallahassee boasts more than 40 special and research libraries affiliated with educational institutions, state agencies, and private companies. Governmental libraries cover such subjects as environmental protection, agriculture, commerce, legal affairs, transportation, medical services, and public service.

Research centers affiliated with Florida State University (FSU) cover such topics as European politics, aquatic research, biomedical toxicology, environmental hazards, marine biology, neuroscience, communication science, computing, weather, insurance, management, real estate, population studies, and education. FSU's National High Magnetic Field Laboratory is one of the nation's newest high-tech laboratories for scientific research and engineering. Researchers at Florida A & M University study areas such as anti-inflammatory drugs, space life sciences, computers, transit, and child development.

Other research centers in the city include Tall Timbers Research Station, dedicated to protecting wildlands and preserving natural habitats; the Dyslexia Research Institute; and institutions that study conflict resolution, government, taxation, family services, and archeology.

Public Library Information: LeRoy Collins Leon County Public Library, 200 West Park Avenue, Tallahassee, FL 32301; telephone (850)606-2665

Health Care

Tallahassee is served by two local hospitals plus walk-in clinics and a mental health center. The Tallahassee Memorial Healthcare, eighth largest hospital in Florida, is a 770-bed hospital that provides open-heart surgery and cardiac transplantation, renal dialysis, laser surgery, and

lithotripsy. Other services include a community cancer treatment center, neurological intensive care services, a psychiatric center, and the area's only neonatal high-risk nursery. In 2004 Tallahassee Memorial Cancer Center affiliated with H. Lee Moffitt Cancer Center in Tampa to offer cancer treatments.

Capital Regional Medical Center is a fully accredited, acute care hospital serving the residents of North Florida and South Georgia. Established in 1979, Capital Regional Medical Center has 198 state-licensed beds and a 700-person hospital staff, including more than 300 physicians and approximately 250 professional nurses. Surgical specialties include a heart surgery program and orthopedic, urological, and neurosurgery centers. In 1998, the center completed a \$1.1 million dollar renovation and expansion of their Emergency Department. More recent renovations and expansions include a new facility, with public areas and a facade designed by architect Michael Graves. The hospital center includes new equipment, private rooms, and a state-of-the-art Heart Center. Other services include a full range of outpatient services, specialized intensive care units, radiology, respiratory care, physical therapy, a Wound Care Center, Family Center, and a hyperbaric oxygen chamber.

Big Bend Hospice offers compassionate in-home care to people with terminal illnesses, with several satellite offices in Northern Florida. Hospice House, a homelike residence for patients who cannot remain at home through the end of their illness, offers short-term crisis care.

Recreation

Sightseeing

Tallahassee offers the visitor a handsome vista of rolling hills, abundant trees, and an interesting variety of Southern architectural styles. The downtown district was formed according to the plan of William DuVal, governor of the Florida Territory. The major symbols of the state of Florida's government are its Old and New Capitol Buildings. The old Greek Revival-style 1845 building was expanded in 1902, with the addition of grand porticoes and a majestic dome. The New Capitol, erected in 1978, is an example of the "new classicism" style. A fifth-floor observation deck allows visitors to watch the legislature in session.

Within the Park Avenue Historic District, visitors can stroll along streets lined with graceful ante-bellum and turn-of-the-century homes, explore the Old City Cemetery, and enjoy the newly renovated city parks. The district's historic Knott House Museum is known as the "house that rhymes," for the poems attached to its Victorian era furnishings. The Calhoun Street Historic District, once termed "gold dust street" because of its wealthy residents, is home to the 1856 Brokaw-McDougall House and Gardens.

Other historic houses worth noting are the Governor's Mansion, patterned after Andrew Jackson's The Hermitage, and the LeMoyné Art Foundation, listed on the National Register of Historic Places. Free tours are offered on the grounds of the Goodwood Plantation's house and gardens. Fine crystal, porcelain, and period furniture are among the collections of the Pebble Hill Plantation, which features gardens, a kennel, a fire house, a log cabin schoolhouse, and a cemetery. Nearby Alfred B. Maclay State Park displays flowers and shrubs in a setting of reflecting pools, bubbling fountains, and a natural lake.

Driving tours along the lush, moss-draped "Canopy Roads" of the region (so named for their arching trees overhead) include the Native Trail tour, which focuses on architectural history; the Cotton Trail, which traces the impact of the area's cotton trade; and the Quail Trail Tour, which highlights the ante-bellum hunting estates that dot the landscape.

The Museum of Florida History allows visitors to climb aboard a reconstructed steamboat, examine sunken treasures, and march to a Civil War musical beat. The Mission San Luis de Apalachee, site of the only reconstructed Spanish mission in Florida and a Native American village, offers ongoing excavations, exhibits, and living history demonstrations. Animals such as red wolves, Florida panthers, and alligators thrive on the 52 acres of the Tallahassee Museum, which offers a nature center, an 1880s farm, a child friendly Discovery Center, and special events throughout the year.

Fun and exploration in the world of science are the focus of the Mary Brogan Museum of Art and Science. The Challenger Learning Center features a planetarium, IMAX theater, and programs for students K–12, featuring mission control and space station simulators. The National High Magnetic Field Laboratory on the Florida State University campus offers tours of its state-of-the-art facility where such high-tech procedures as magnetic resonance imaging and tests with semi-conductors and super-conductors are performed.

Arts and Culture

Tallahassee's Civic Center and college auditoriums are the site for many musical and theatrical events throughout the year. The Tallahassee-Leon County Civic Center plays host to touring Broadway shows during its main September-through-March season. The renowned Florida State University (FSU) School of Theatre offers productions at its three facilities: the Richard G. Fallon Theatre, The Lab, and the Augusta Conradi Studio Theatre. The university's School of Music presents more than 450 concerts, recitals, and opera performances annually. FSU's Ruby Diamond Auditorium plays host to the Tallahassee Symphony Orchestra, whose season, which includes four Classic Concerts, two Casual Concerts and a Young People's Concert, runs from

September to May. The Tallahassee Ballet Company, also housed at FSU's Ruby Diamond Auditorium, presents three major performances annually, and provides ballet lessons for the community. Florida A & M University hosts a variety of concerts in the Foster-Tanner Fine Arts Center recital hall. The Tallahassee Little Theatre produces a variety of traditional offerings as well as its avant-garde "Coffeehouse Productions."

Festivals and Holidays

Tallahassee welcomes spring with March's Jazz and Blues Festival at the Tallahassee Museum, and the Springtime Tallahassee celebration, spanning dates in March and April. A parade kicks off the spring events, which include six stages of entertainment, and more than 250 food and craft vendors. The Flying High Circus, an actual circus found on the campus of Florida State University stages shows in Tallahassee during the first two weekends in April before moving to Callaway Gardens in Georgia for the summer.

The spirit of the Renaissance inspires the Southern Shakespeare Festival in May, which culminates with a free performance of Shakespearean plays at Downtown Klemm Plaza. July events include the area's largest fireworks display on July Fourth at Tom Brown Park, and the Swamp Stomp at the Tallahassee Museum, featuring guitar music in all its variety. Calypso rhythms and the smell of jerk chicken and salsa fill the air at the TallaFesta International Festival, which takes place downtown during August.

The crafts and culture of the Seminole, Miccosukee, Creek, and Choctaw are the focus of the Native American Heritage Festival each September. Autumn is also the time for the North Florida Fair with its livestock shows, performances, and carnival rides, and the Halloween Howl with its ghost stories and trick or treating on a circa-1800s farm. The joys and lights of Christmas brighten up December's Winter Festival downtown, and at the Knott House Candlelight Tour. The early history of Tallahassee takes the spotlight at January's Hernando DeSoto Winter Encampment, which focuses on the Spanish and Apalachee cultures. In order to keep the Spanish speaking culture alive in Tallahassee, the North Florida Hispanic Association hosts a yearly Hispanic festival.

Sports for the Spectator

Although Tallahassee does not field any professional teams, watching college sporting events is very popular—so popular, in fact, that the city sponsors Downtown Get Downs, high spirited, themed block-parties, on most Friday nights preceding college home football games. The free events feature food vendors, live entertainment, arts and crafts, and more. Football, baseball, and other intercollegiate sports are played by the Florida State Seminoles and Florida A & M Rattlers.

The Tallahassee Sports Council is involved in hosting multisport and community partnership events, such as the NCAA basketball and tennis championships and the Sunshine State Games. The Sports Council also serves as agent to such local sports entities as the Tallahassee Soccer Association.

Sports for the Participant

An undisturbed natural environment adds to the enjoyment of the many recreational resources in the area. The city has more than 2,700 acres of parkland. The popular St. Marks Trail, extending from Tallahassee south to the coast, is available to cyclists, skaters, hikers, and equestrians. The St. Marks National Wildlife Refuge is a popular eco-tourism attraction, with its undisturbed coastal marshes and a preserved lighthouse. A stretch of parks in the downtown area spans some five blocks. Several ocean beaches are less than seventy miles away, and Tallahassee has its own freshwater beaches. Lake Hall at Alfred B. Maclay State Park and Lake Bradford offer public beach access, swimming, boating, fishing and other water sports. Golfers can enjoy the city's several municipal and public courses as well as award-winning private courses. Three local parks provide lighted tennis courts.

Shopping and Dining

Downtown Tallahassee offers a collection of specialty and gift shops at Downtown Market Place on Park, where fine arts, crafts, authors, writers/poets, live jazz, chefs, historic chats, children's storytelling and a farmer's market can be enjoyed on Saturdays from March to November. Governor's Square is home to over 100 stores and restaurants, anchored by four full-line department stores, and a 500-seat Food Court. Bradley's 1927 County Store is renowned for homemade sausage and Southern goods and is on the National Register of Historic Places.

Restaurant offerings in the city range from the international cuisines of France, Italy, and Thailand to seafood in all its variety, classic American cooking, and steak and barbecues.

Visitor Information: Tallahassee Area Visitor Information Center, 106 East Jefferson Street; telephone (850)606-2305 or (800)628-2866; fax (850)606-2301; email vic@mail.co.leon.fl.us

■ Convention Facilities

As the government center for the state of Florida, Tallahassee is the preferred headquarters location for most gatherings of Florida professionals. Tallahassee has more than 5,300 rooms in more than 50 hotels and motels. The Tallahassee-Leon County Civic Center is the main convention site in the city, with a 13,000-seat arena, and 52,000 square feet of meeting, dining, and exhibition space. The Dale Mabry Conference Center at Tallahassee

Airport offers versatile amenities for meetings from small, closed-door sessions to large public receptions. The Augustus B. Turnbull III Conference Center at Florida State University can accommodate small conferences. Out of the ordinary meeting areas include the North Florida Fairgrounds, the Wakulla Springs Lodge and Conference Center, and The Capital Cultural Center, which also houses the Mary Brogan Museum of Art and Science. Historic Dorothy B. Owen Park, part of the Lafayette Land Grant awarded to General Marquis de Lafayette in 1824 by the United States Congress, has a Main House that is available to the public for rental use for seminars, meetings, and receptions.

Convention Information: Tallahassee Area Convention and Visitors Bureau, 106 East Jefferson Street Tallahassee, FL 32301; telephone (850)606-2305 or (800)628-2866; fax (850)606-2301

■ Transportation

Approaching the City

A number of interstate and state highways converge in Tallahassee including U.S. highways 27, 90, 319, as well as state highways 20 and 363. Amtrak offers east-west service on its Sunset Limited line, and Greyhound Bus Lines also serves the city. The Tallahassee Regional Airport, which is served by seven national airlines, is located five miles south of downtown. The airport serves more than one million travelers each year.

Traveling in the City

StarMetro, an extensive public transit system, offers 31 routes, university shuttles, and Dial-A-Ride elderly and disabled services. There is a modern transfer facility, the C.K. Steele Plaza. Traveling downtown becomes a fun event on The Old Town Trolley, with its brass fittings and cable-car gong.

■ Communications

Newspapers and Magazines

The *Tallahassee Democrat* is the city's daily newspaper. The *Capital Outlook* is an African-American weekly, while the *Elder Update*, published monthly, offers consumer information for senior citizens. The *Florida Bar News*, the *FSView* and other legal and college newspapers, are published in the city.

The North Florida Hispanic Association publishes a quarterly Spanish-language newsletter, *La Gaceta Hispana*. Journals on engineering, agriculture, and the funeral industry are also published in Tallahassee. *Tallahassee Magazine*, a bimonthly, is the region's only full-color lifestyle publication. It features award-winning

writing on the people and business of the area, and carries a dining guide and calendar of events.

Television and Radio

Tallahassee has seven television stations and fourteen AM and FM radio stations.

Media Information: *Tallahassee Democrat*, 277 N. Magnolia Drive, Tallahassee, Florida, 32301; telephone (850)599-2100. *Tallahassee Magazine*, Rowland Publishing, Inc., 1932 Miccosukee Road, Tallahassee, Florida, 32308; phone (850)878-0554; fax (850)656-1871.

Tallahassee Online

City of Tallahassee home page. Available www.state.fl.us/citytlh
Leon County home page. Available www.co.leon.fl.us
Leon County Schools. Available www.leon.k12.fl.us
Leroy Collins Leon County Public Library. Available www.co.leon.fl.us/library

North Florida Hispanic Association. Available www.tnfha.org
Tallahassee Area Convention and Visitors Bureau. Available www.visittallahassee.com
Tallahassee Chamber of Commerce. Available www.talchamber.com
Tallahassee Democrat. Available www.tallahassee.com

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Paisley, Clifton, *The Red Hills of Florida, 1528–1865* (Tuscaloosa, AL: University of Alabama Press, 1989)
Rabby, Glenda Alice, *The Pain and the Promise: The Struggle for Civil Rights in Tallahassee, Florida* (Athens, GA: University of Georgia Press, 1999)



Tampa

■ The City in Brief

Founded: 1824 (incorporated 1887)

Head Official: Mayor Pam Iorio (NP) (since April 2003)

City Population

1980: 271,577

1990: 280,015

2000: 303,447

2006 estimate: 332,888

Percent change, 1990–2000: 8.1%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 55th (State rank: 3rd)

U.S. rank in 2000: 57th (State rank: 3rd)

Metropolitan Area Population

1980: 1,614,000

1990: 2,067,959

2000: 2,395,997

2006 estimate: 2,697,731

Percent change, 1990–2000: 15.9%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 21st

U.S. rank in 2000: 20th

Area: 112.1 square miles (2000)

Elevation: Ranges from sea level to about 48 feet above sea level

Average Annual Temperatures: January, 61.3° F; July, 82.5° F; annual average, 73.1° F

Average Annual Precipitation: 44.77 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.9% (June 2007)

Per Capita Income: \$26,265 (2005)

2005 FBI Crime Index Property: 20,271

2005 FBI Crime Index Violent: 4,707

Major Colleges and Universities: University of South Florida, University of Tampa, St. Petersburg College

Daily Newspaper: *The Tampa Tribune*; *St. Petersburg Times*

■ Introduction

Tampa is Florida's third most populous city, and its chief treasure is its diversity. The city today combines elements of the Italian, Spanish, Indian, Cuban, and African American cultures that reflect its historical development and give Tampa a cosmopolitan flair. Its warm, sunny weather, Gulf Coast location, abundant labor supply, and spirit of cooperation between the public and private sectors have made it a very attractive choice for companies wishing to expand or relocate. The influx of new businesses and residents has in turn revitalized the city, sparking a multibillion-dollar construction and renovation boom that combines the best of old Tampa with dynamic new structures to better serve the growing community. Tampa is proud of its accomplishments and excited about the future.

■ Geography and Climate

Located midway down Florida's west coast, about 25 miles east of the Gulf of Mexico, Tampa is bordered on the south and west by the Hillsborough and Old Tampa bays. Downtown is divided by the winding Hillsborough River, which originates northeast of the city and empties into Hillsborough Bay. The city's year-round semitropical climate is free from many of the extremes found elsewhere. Its most remarkable feature is the summer thunderstorm season. On an average of ninety days from

June through September, late afternoon thundershowers sweep across the area, making Tampa one of the stormiest cities in the United States.

Area: 112.1 square miles (2000)

Elevation: Ranges from sea level to about 48 feet above sea level

Average Temperatures: January, 61.3° F; July, 82.5° F; annual average, 73.1° F

Average Annual Precipitation: 44.77 inches

■ History

First Established Settlement Called Fort Brooke

When Spanish explorers first arrived in the Tampa Bay region in 1528, they encountered a native civilization that had flourished there for at least 3,500 years. Several different tribes dominated the Gulf Coast, including the Tocobaga, the Timucua, the Apalachee, and the Caloosa (also spelled Calusa). It was a Caloosa village called *Tanpa* (a name meaning “stick of fire”) that eventually became known to the Spanish as Tampa. Annihilated by an onslaught of European diseases against which they had no immunity, the various Tampa Bay tribes had all but vanished by 1700. Raiding parties comprised of English colonists from the north and members of other Indian tribes destroyed the few remaining settlements. Desolate and uninhabited, the Tampa Bay region was held briefly by the British in the late 1700s, then once again became a Spanish possession after the American Revolution. In 1821, Spain ceded the Florida territory to the United States for \$5 million.

By this time, northern Florida had become a haven for displaced Seminole Indians and runaway black slaves from nearby southern states. Because white settlers were eager to move into the region and grow cotton, the federal government decided to relocate the Indians further south, around Tampa Bay. A fort was established on the eastern shore of the Hillsborough River to house the soldiers sent there to keep an eye on the angry Seminoles. Erected in 1824 and named Fort Brooke (after the army colonel in command), it was the first permanent, modern settlement on the site of present-day Tampa.

Area’s Economy Rollercoasters

The 1830s and 1840s were marked by repeated violent conflicts between the Seminoles and white soldiers and settlers. Although Tampa emerged from the so-called Second Seminole War (1835–1842) as a fledgling town rather than just a frontier outpost, it subsequently endured a variety of setbacks, including further skirmishes

with the Seminoles, yellow fever epidemics, and, in 1848, a hurricane-generated tidal wave that leveled the village.

In the 1850s a rebuilt Tampa expanded, and by 1855 it had grown enough to incorporate as a city. After the Third Seminole War (1855–1858) saw most of the Indian population removed to Oklahoma, the town experienced a boom of sorts. An extremely lucrative beef trade with Cuba flourished, as did the related activities of shipping and shipbuilding. During and after the Civil War, however, Tampa, like much of the rest of the South, suffered economic ruin, compounded throughout the 1860s and 1870s by periodic outbreaks of yellow fever.

The 1880s ushered in a dramatic turnaround for the dying city—the discovery of rich phosphate deposits nearby and, more important, the coming of Henry Bradley Plant’s Jacksonville, Tampa & Key West Railroad company. Potential new settlers streamed into the city in search of business opportunities. One of these was Cuban cigar manufacturer Vicente Martinez Ybor, who left Key West in 1885 to establish his operations in Tampa; within just a few years, cigars had become the city’s trademark, as well as its chief industry.

The next fifty years were marked by continued economic growth for Tampa. At the turn of the century, subzero temperatures forced farmers in the northern part of the state to relocate farther south, Tampa became the new center for the expanding citrus industry. World War I led to a demand for ships that kept Tampa’s docks humming with activity. During the early 1920s, land speculators and tourists from the North flocked to the state and gave rise to a building boom in Tampa and the surrounding area. Even after the rest of the Florida real estate market collapsed in 1926, Tampa managed to hold its own. But, like much of the rest of the country, Tampa suffered severe economic setbacks during the Depression of the 1930s. Its number-one industry, cigar manufacturing, went into a sharp decline as product demand decreased and more and more factories became automated; never again would cigar manufacturing figure as prominently in the city’s economic makeup.

Downtown Experiences Decline and Rebirth

The growing American involvement in World War II proved to be the stimulus Tampa’s paralyzed economy needed. Thousands of troops were stationed in and around the city, and government contracts again revived the shipbuilding industry. But in the 1950s and 1960s Tampa lost residents and businesses to the suburbs, and the downtown area quickly deteriorated. During the early 1970s, government and business united to revive the ailing downtown area and change Tampa’s image. After a rocky and unfocused start in the 1960s, Tampa’s urban renewal program emerged in the 1970s and 1980s as a carefully and professionally planned alternative to the earlier chaotic approach. Downtown soon became the site of new office buildings, stores, stadiums, convention



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centers, and condominiums, and the local economy flourished. The city and the surrounding region saw a boom in business expansions and relocations in the 1990s that is only picking up speed today. Today, Tampa proclaims itself a city “where the good life gets better every day”—an urban area on the threshold of changes that will assure it of a vital role in the country’s future.

Historical Information: Tampa Bay History Center, 225 South Franklin Street, Tampa, FL 33602-5329; telephone (813)228-0097; email info@tampabayhistorycenter.org

■ Population Profile

Metropolitan Area Residents

1980: 1,614,000
 1990: 2,067,959
 2000: 2,395,997
 2006 estimate: 2,697,731
 Percent change, 1990–2000: 15.9%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: 21st
 U.S. rank in 2000: 20th

City Residents

1980: 271,577
 1990: 280,015
 2000: 303,447
 2006 estimate: 332,888
 Percent change, 1990–2000: 8.1%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: 55th (State rank: 3rd)
 U.S. rank in 2000: 57th (State rank: 3rd)

Density: 2,707.8 people per square mile (in 2000)

Racial and ethnic characteristics (2005)

White: 196,058
 Black: 89,562
 American Indian and Alaska Native: 2,224
 Asian: 7,789
 Native Hawaiian and Pacific Islander: 1,013
 Hispanic or Latino (may be of any race): 66,675
 Other: 11,409

Percent of residents born in state: 44.8% (2000)

Age characteristics (2005)

Population under 5 years old: 22,474

Population 5 to 9 years old: 21,308
Population 10 to 14 years old: 24,019
Population 15 to 19 years old: 19,506
Population 20 to 24 years old: 19,209
Population 25 to 34 years old: 43,376
Population 35 to 44 years old: 51,926
Population 45 to 54 years old: 43,383
Population 55 to 59 years old: 19,281
Population 60 to 64 years old: 13,275
Population 65 to 74 years old: 18,700
Population 75 to 84 years old: 12,061
Population 85 years and older: 4,337
Median age: 36.2 years

Births (2006, MSA)

Total number: 32,928

Deaths (2006, MSA)

Total number: 28,934

Money income (2005)

Per capita income: \$26,265
Median household income: \$38,568
Total households: 135,433

Number of households with income of . . .

less than \$10,000: 16,464
\$10,000 to \$14,999: 9,669
\$15,000 to \$24,999: 19,463
\$25,000 to \$34,999: 17,275
\$35,000 to \$49,999: 20,140
\$50,000 to \$74,999: 21,543
\$75,000 to \$99,999: 11,187
\$100,000 to \$149,999: 10,701
\$150,000 to \$199,999: 4,600
\$200,000 or more: 4,391

Percent of families below poverty level: 12% (2005)

2005 FBI Crime Index Property: 20,271

2005 FBI Crime Index Violent: 4,707

■ Municipal Government

Tampa, the Hillsborough County seat, adopted a non-partisan mayor-council form of government in 1945. Elections are held every four years, at which time city residents choose the mayor and seven council members.

Head Official: Mayor Pam Iorio (NP) (since April 2003; term expires March 2011)

Total Number of City Employees: 4,706 (2006)

City Information: City of Tampa, 306 E. Jackson St., Tampa, FL 33602; telephone (813)274-8211

■ Economy

Major Industries and Commercial Activity

Early in the twentieth century, Tampa was unquestionably a one-industry town. From the late 1880s through the 1930s, cigar manufacturing and related activities—primarily box construction and lithography—dominated the economy. Several hundred competing firms annually turned out well over 100 million hand-rolled examples of the city's best-known product.

The current story of Tampa, however, is quite different. Though still known for its cigars (now made with tobacco from sources other than Cuba), Tampa branched out to become the industrial, commercial, and financial hub of Florida's west coast; a third of the state's entire population, in fact, lives within a two-hour drive of the city.

Part of what has made Tampa's future so promising is its diversified economic base. The push to diversify first came after World War II, when the emphasis was on fostering the growth of heavy industry. But in the late 1970s, as the traditional stability and profitability of heavy industry seemed threatened, a movement began to make Tampa appealing to a wide variety of businesses, especially those that were more service-related and office-oriented. Since then, the city has been touted as an ideal location for companies in search of regional headquarters, for banking and other financial firms, and for various high-technology industries. The business world has responded with enthusiasm. Looking toward the future, city developers are aggressively seeking to expand into aerospace and medical technology and international trade and to attract additional electronics and financial firms. Today, Tampa is a center not only for cigars and tourism, but also for agriculture, food processing, electronics and other high-technology fields, health care and related industries, and finance.

To those who know Tampa only as a vacation spot, it may come as a surprise to learn that the city is a thriving agribusiness center. Hillsborough County markets an abundance of citrus fruit, beef cattle, dairy products, eggs, vegetables, ornamental plants and flowers, and tropical fish. As a result, many agriculture-related industries have been attracted to the area, including food processing firms; feed, fertilizer, and insecticide companies; and paper and metal container manufacturers. Two breweries, Anheuser-Busch and Pabst, also have facilities in Tampa.

Tampa has attained the status of a foreign trade zone, an area where goods can be unloaded for repackaging, storage, or transshipment without being subject to import duties.

Although Tampa's economy is strong, the city is not immune to the ups and downs of the marketplace. The bursting of the US housing bubble in 2006 affected Tampa's housing sector. From May 2006 through May 2007, housing prices in Hillsborough County fell

37 percent, with the median price of a home falling 6.4 percent.

Items and goods produced: cigars, electronic equipment, medical equipment, beer, paint, cigars, fabricated steel, fertilizers, citrus products, livestock, processed shrimp, decorative plants, and flowers

Incentive Programs—New and Existing Companies

In May 2000 the Greater Tampa Chamber of Commerce's Committee of One Hundred was named among *Site Selection* magazine's top ten development groups for the second year in a row. The editors wrote: "If there's anyplace where economic development customer service has been honed and polished to a brighter shine than in sunny Tampa and Hillsborough County, Fla., it would be hard to find." The Chamber's Committee of One Hundred has a number of resources available for people and businesses interested in relocating to the area.

Local programs: The Tampa Bay Black Business Investment Corporation and the Hispanic Business Incentive Fund sponsor loans for deserving businesses. Tampa has a number of Enterprise Zones and areas designated as Community Redevelopment Areas, which qualify for many state-sponsored tax incentives.

State programs: Enterprise Florida, Inc. is a partnership between Florida's government and business leaders and is the principal economic development organization for the state of Florida. Enterprise Florida's mission is to increase economic opportunities for all Floridians, by supporting the creation of quality jobs, a well-trained workforce, and globally competitive businesses. It pursues this mission in cooperation with its statewide network of economic development partners.

Among the incentive programs managed at the state level is the Economic Development Transportation Fund, which provides up to \$2 million to fund the cost of transportation projects, such as access roads and road widening, required for the establishment, expansion, or retention of businesses in Florida. The state's Qualified Target Industry Tax Refund rewards the creation of jobs in certain industries. Florida also offers various sales and use tax exemptions for machinery and equipment purchase, electric energy, research and development, and other aspects of doing business in the area. The High Impact Business Performance Incentive Grant is a negotiated incentive used to attract and grow major high impact facilities in Florida.

Florida's Community Redevelopment Agencies (CRA) are public organizations that work to improve a specific area (called a Community Redevelopment District) in a community through redevelopment and economic investment. There are 174 redevelopment districts

in Florida, 119 of which are downtown districts. The Florida Enterprise Zone program offers financial incentives to businesses located in certain areas in urban and rural communities to encourage private investment and create jobs.

Job training programs: The Workforce Development Board (WDB), commonly known as Jobs & Education Partnership, is a part of Enterprise Florida, Inc. WDB provides policy, planning, and oversight for job training programs funded under the federal Workforce Investment Act (WIA), along with vocational training, adult education, employment placement, and other workforce programs administered by a variety of state and local agencies. Regional Workforce Development Boards operate under charters approved by the Workforce Development Board. The 24 regional boards have primary responsibility for direct services through a statewide network of One-Stop Career systems. State and local workforce development efforts are concentrated on three broad initiatives: First Jobs/First Wages focuses on preparing workers for entry-level employment including the School-to-Work and WAGES (Work and Gain Self-Sufficiency) programs; High Skill/High Wages targets the higher skills needs of employers and training workers for advancement including Performance Based Incentive Funding (PBIF), Occupational Forecasting Conference, Targeted Occupations, Quick Response Training (QRT), and Incumbent Worker Training (IWT); One-Stop Career Centers are the central elements of the One-Stop system for providing integrated services to employers, workers, and job-seekers.

Development Projects

Business expansion and relocation of businesses to Tampa has been strong since 2000. An October 2004 article in the *Tampa Tribune* credits this to the comparatively low costs of buying or renting commercial real estate, as well as developers limiting the amount of speculative construction.

In 2002 Coca Cola opened a 33,000 square foot 210-employee service center, and a 58,000 square foot accounting center for the company's North American operations. In 2004 Depository Trust & Clearing Corp. opened a \$34 million back-up operations center and created about 400 new jobs.

A \$120 million retail/entertainment/residential complex with theaters, restaurants, and retail shops is in the burgeoning Channelside district. At the center of the complex, called The Pinnacle, is an observation tower rising from a three-story podium building. At 624 feet, the tower is taller than any of Tampa's downtown buildings. Serving as a gateway into the Channelside district is Heritage Park, which features a four-acre park and amphitheater, and retail shops and cafes in three buildings. In 2004 work began on a \$93 million Towers at Channelside project, a mixed-use development of 260

residential units spread across twin 30-story towers. The grand opening ceremony for Tower 1 was scheduled for November 2007.

The \$80 million 40th Street Corridor Enhancement Project was completed in 2006. In five phases, the 40th Street project was created to enhance a 4.2 mile stretch of 40th Street from Hillsborough Avenue north to Fowler Avenue. The \$1.9 million Segment D phase consisted of a new bridge and was completed in July 2005. All phases of the project included roadway lighting, bike lanes, a drainage system, and landscaped medians.

In early 2005, talks began on a new Riverwalk project as part of an effort by Mayor Pam Iorio to revitalize Tampa's downtown. The project, with construction underway as of 2007, was scheduled to be completed by 2010. It will create more than two miles of walkway along the Hillsborough River. Another announcement in early 2005 was the state allocation of \$283 million to provide direct truck access from the Port of Tampa to Interstate 4. Plans for the project were scheduled to be presented in 2008 with construction expected to begin in 2009. The total cost of the project is estimated to be \$414 million; the mile-long, six-lane connector will also be a tollway.

Tampa's health care facilities are also undergoing expansion and renovation. In late 2007, Tampa General Hospital began opening sections of the six-floor, 340,000 square foot Bayshore Pavilion, beginning with the Emergency and Trauma Center, and Intensive Care Unit. The Pavilion's Digestive Diagnostic and Treatment Center, Women's Center, and Cardiovascular Center were scheduled to open in 2008. In 2007 *U.S. News & World Report* included Tampa General Hospital on its list of the nation's top 50 hospitals in five areas of specialization: gynecology, kidney disease, orthopedics, urology, and ear, nose, and throat.

Economic Development Information: Greater Tampa Chamber of Commerce, PO Box 420, Tampa, FL 33601; telephone (813)228-7777 or (800)298-2672; email info@tampachamber.com.

Commercial Shipping

Tampa's economy benefits greatly from Tampa International Airport. In addition to being one of the nation's busiest airports in terms of passenger traffic, the airport is also a major air cargo hub. In 2006 the airport handled some 216.3 million tons of cargo. The CSX railway system also links Tampa to the south and east, and nearby interstate and state highways provide convenient delivery and receiving routes for the 41 motor freight lines operating in the city. Its greatest asset, however, is its port—the 14th largest (by tonnage in 2005) in the country and the largest in the state of Florida—handling some 50 million tons of cargo annually.

The closest U.S. maritime center to the Panama Canal, the Port of Tampa serves as a gateway to Latin America. It is also home to one of the world's largest

shrimp fleets and features modern shipbuilding and ship repair facilities. As the result of a federally-funded harbor-deepening project, super cargo ships have gained access to the port. The Tampa-Hillsborough International Affairs Commission maintains an office in the Port of Tampa headquarters building. The port's director is charged with establishing the Tampa metropolitan area as a center for international commerce and tourism for west central Florida.

Labor Force and Employment Outlook

The steady migration into the Tampa-Hillsborough County area has resulted in an increasingly younger population and work force. In the period May 2006 through May 2007, nonagricultural employment in the area rose by 1.1 percent, adding some 14,100 jobs. Of that increase, 49 percent was accounted for by the education/health services and leisure/hospitality services sectors.

The following is a summary of data regarding the Tampa-St. Petersburg-Clearwater metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,308,600

Number of workers employed in . . .

- construction and mining: 89,400
- manufacturing: 76,100
- trade, transportation and utilities: 233,400
- information: 32,900
- financial activities: 102,600
- professional and business services: 303,500
- educational and health services: 155,100
- leisure and hospitality: 119,200
- other services: 47,400
- government: 149,000

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.9% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
Hillsborough County School District	21,426
MacDill Air Force Base	19,000
Verizon Communications	14,000
University of South Florida	12,477
Hillsborough County Government	10,886
Tampa International Airport	8,000
James A. Haley Veterans Hospital	5,900

<i>Largest employers</i>	<i>Number of employees</i>
St. Joseph's Hospital	5,242
J.P. Morgan Chase	5,237
Publix Supermarkets	4,630
City of Tampa	4,500
U.S. Postal Service	3,947

Cost of Living

Compared to American cities of similar size and other Florida cities such as Miami, Fort Lauderdale, West Palm Beach, and Sarasota, Tampa enjoys a low cost of living.

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

2007 (1st quarter) ACCRA Average House Price:
\$298,923

2007 (1st quarter) ACCRA Cost of Living Index:
99.0

State income tax rate: None

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: 1.0% (county)

Property tax rate: Ranges from \$23.7362 to \$29.1403 per \$1,000

■ Education and Research

Elementary and Secondary Schools

Like all public schools in the state, the public elementary and secondary schools of Tampa are part of a county-wide district. The Hillsborough district is the eighth largest in the country, and ranks sixth in the United States by the number of National Board certified teachers. The system is administered by a nonpartisan, seven-member school board that appoints a superintendent.

The following is a summary of data regarding the Hillsborough County Public Schools as of the 2005–2006 school year.

Total enrollment: 203,421

Number of facilities

elementary schools: 133
junior high/middle schools: 42
senior high schools: 25
other: 79

Student/teacher ratio: 16.8:1

Teacher salaries (2005–06)

elementary median: \$47,620
junior high/middle median: Not available
secondary median: \$49,940

Funding per pupil: \$6,678

There are some 140 private and parochial schools that also operate in Hillsborough County. These range from institutions that stress achievement-oriented college preparatory courses to those that emphasize basic education combined with strict religious training.

Public Schools Information: Hillsborough County Public Schools, 901 E. Kennedy Blvd., PO Box 3408, Tampa, FL 33601-3408; telephone (813)272-4000

Colleges and Universities

There are some 19 institutions of higher learning with campuses in or near the Hillsborough County/Tampa area (includes nearby St. Petersburg). These include traditional four-year and two-year colleges and universities, as well as religious, technical, and business schools. The University of South Florida is the largest of these with some 37,800 students attending classes at its Tampa campus. Other two and four-year colleges and universities include the University of Tampa, a private medium-sized school offering both undergraduate and post-graduate degrees, Florida College, and Hillsborough Community College. The Art Institute of Tampa (a branch of the Miami International University of Art and Design), National-Louis University, and the International Academy of Design and Technology are also in the city. ITT Technical Institute, primarily a two-year institution that also awards bachelor's degrees in electronics engineering technology, also has a campus in Tampa.

Libraries and Research Centers

In addition to its main branch in the downtown area (the John F. Germany Library), the Tampa-Hillsborough County Public Library system has 26 branches. The newest branch, the 40,000-square-foot SouthShore Regional Library, opened in 2006. The Tampa-Hillsborough County Public Library collection numbers over 5 million books, plus numerous films, records, talking books, magazines, newspapers, maps, photographs, and art reproductions. The system also operated two mobile units. Many of the system's libraries were undergoing refurbishment and expansion in the early 2000s. As of 2006 Tampa was home to some 20 public or private research centers, a number of which were affiliated with or located on the University of South Florida (USF) campus. In addition, there are also 14 bioscience organizations in the Tampa area, as well as some 49 bioscience-related companies.

Public Library Information: John F. Germany Library, 900 N. Ashley, Tampa, FL 33602; telephone (813)273-3652; fax (813)272-5640

■ Health Care

Tampa is home to some 13 major hospitals and medical centers. These include two children's hospitals, a Veterans Administration hospital, and a teaching hospital centered on the University of South Florida's (USF) College of Medicine, College of Nursing, and College of Public Health, all of which are under the USF Health system banner. Other hospitals and medical centers include the university's H. Lee Moffitt Cancer Center and Research Institute, which operates a 162-bed hospital. Tampa General Hospital is the area's largest single hospital, with 877 licensed beds. It serves as the regional referral center in such fields as burn treatment, neonatal and pediatric care, and poison control. In late 2007, Tampa General opened its Bayshore Pavilion, a 340,000 square foot facility that includes an emergency department and Level I trauma center. In July 2007 *U.S. News and World Report* listed Tampa General as one of the nation's top 50 hospitals in five areas: gynecology, kidney disease, orthopedics, urology, and ear, nose, and throat.

The University Community Health System operates four hospitals throughout Tampa with a combined total of 963 beds. The system's new Pepin Heart Hospital and Dr. Kiran C. Patel Research Institute began operations in April 2006.

■ Recreation

Sightseeing

Visitors to Tampa can pursue a wide variety of activities, from the thrills of a day at a popular theme park to the quiet beauty of a leisurely walk along a waterfront boulevard. The city's premier attraction—and the state's second busiest, after Walt Disney World in Orlando—is Busch Gardens, a 335-acre entertainment center, jungle garden, and open zoo in which several thousand animals roam free on a simulated African veldt. Open 365 days a year, the park has rides, live shows (some starring animals and birds), shops, and games, all linked by a nineteenth-century African theme—and all only a few minutes north of downtown. Next to Busch Gardens is Adventure Island, another family-oriented theme park centered around water-related activities, including flumes, a pool that produces five-foot waves, and several giant slides. More than 10,000 aquatic plants and animals, representing 1,340 species from around the world, are on display at the Florida Aquarium. The Aquarium's popular Swim with the Fishes exhibit, in which visitors can actually experience the thrill of scuba diving on a Florida coral reef, has been duplicated by the Aquarium's new Dive with the Sharks exhibit. In addition, the Aquarium's Explore-A-Shore is a 2.2 acre play and discovery zone just for kids.

Tampa's Lowry Park Zoo includes shows, interactive exhibits, children's play areas, and rides. In 2004, the first section of the new Safari Africa exhibit opened. Featuring many African animal species and amenities, it is expected to be completed in 2008.

Plant Hall, the administration building of the University of Tampa, originally opened in 1891 as the opulent Tampa Bay Hotel. Entrepreneur Henry B. Plant's pet project, the 511-room palatial structure cost \$3 million and defied categorization with its eclectic blend of Moorish, Near Eastern, and Byzantine architectural styles. Never a commercial success, the hotel was deeded to the city in 1904, and for the next twenty-five years, it was the site of various social events. The University of Tampa, in need of room to expand, took over the Tampa Bay Hotel during the 1930s. Today, it is probably the city's most recognized landmark.

More than any other major Florida city, Tampa has retained much of its Latin flavor. Ybor City, Tampa's Latin Quarter, is a National Register Historic District and, as such, is one of the city's most architecturally intact neighborhoods. The area developed around two cigar factories built in the mid-1880s by Cubans forced from their homeland by Spanish oppression. It soon became a center for Cuban revolutionary activity, even serving for a time as a home to Jose Marti, a writer, poet, and patriot considered the George Washington of Cuba. Today, the former Ybor Cigar Factory goes by the name of Ybor Square; it houses shops, boutiques, and restaurants. Other historic buildings in the Ybor City area include the El Pasaje Hotel, formerly a private club for Ybor City notables who hosted visitors such as Teddy Roosevelt and Winston Churchill; the Ritz Theatre; and the Ferlita Bakery, now the home of the Ybor City State Museum.

Some of Tampa's most interesting sights are best explored on foot. From the 4.5-mile sidewalk along Bayshore Boulevard, one of the longest continuous walkways in the world, the casual stroller can marvel at the striking mansions on one side and a sweeping view of the bay and the city's skyline on the other. The residential neighborhoods of Hyde Park (adjacent to Bayshore Boulevard) and Davis Islands are also ideally suited for walking tours.

Bus tours and boat tours of Tampa are especially carefree ways to see the city and its surroundings. Though they originate in St. Petersburg, the Gray Line Bus Tours can be boarded in Tampa at the Greyhound and Trailways terminals.

Arts and Culture

In 1967 the Florida State legislature created the Arts Council of Tampa to coordinate and promote the performing and visual arts in the Tampa region. Today, renamed the Arts Council of Hillsborough County, the council is actively involved in developing and

administering school programs in dance, visual arts, music, poetry, creative writing, and theater; providing grants services to individual artists and arts organizations; scheduling events; and operating the Tampa Theatre, an ornate movie palace of the 1920s that has been restored to its former grandeur to serve film buffs, as well as fans of dance, music, and drama.

The Tampa Bay Performing Arts Center is a multi-purpose facility located at the northern edge of downtown on a nine-acre riverfront site. It is a joint public-private venture designed to accommodate many different kinds of performances. Its five theaters and its rehearsal studio are used by local arts groups, touring drama companies, country music artists, and for the Center's own presentations.

Tampa is home to a variety of performing groups. American Stage, Stageworks, and the Alley Cat Players present seasons of drama, cabaret, classics and comedies. The University of South Florida and the University of Tampa both have theater training programs for actors, directors, and designers. Other local groups include the Carrollwood Players community theater, and the Bits 'n Pieces Puppet Theater, which produces children's classics featuring giant puppets, as well as conventional actors. The Kuumba Dancers and Drummers teach and perform traditional dances and rhythms of a variety of African cultures. At the University of South Florida, the dance department is housed in a state-of-the-art studio and theater, teaching and performing forms of dance from jazz to ballet to modern. Music is presented by the Florida Orchestra, which is based in the three west coast cities of Tampa, St. Petersburg and Clearwater. It performs over 150 concerts each year from the Fall through the Spring. Musical entertainment is also provided by the Master Chorale, Tampa Oratorio, and myriad smaller community and college groups.

Several museums and galleries are based in Tampa. Among them are the Museum of Science and Industry, which offers hands-on displays and demonstrations of a scientific and technological nature pertaining specifically to Florida's weather, environment, agriculture, and industry. The Tampa Museum of Art features changing art exhibitions from across the country and houses the Southeast's largest and most significant permanent collection of Classical Art of Ancient Greece and Rome. The Henry B. Plant Museum features Victorian furniture and art objects in settings similar to those that would have greeted Tampa Bay Hotel guests in the late 1800s. The Ybor City State Museum provides an overview of the cigar industry and its history in Tampa, as well as information about the area's Latin community. Situated on the campus of the University of South Florida are two of the area's best contemporary art facilities. The Contemporary Art Museum has in its collection some of the finest of the world's modern artists, and organizes exhibitions of contemporary art to tour the United States and

Europe. Graphicstudio, an experimental printmaking facility, has hosted such notables as Robert Rauschenberg, James Rosenquist, Jim Dine, and Miriam Shapiro. Kids City delights youngsters aged two to twelve with indoor, hands-on exhibits set in a realistic outdoor miniature village.

Other Tampa art facilities include the Florida Center for Contemporary Art, the state's only alternative artist's gallery, which highlights new work by emerging and established artists throughout Florida. The Lee Scarfone Gallery, the University of Tampa's fine arts college teaching gallery, exhibits works by students and faculty as well as artists of regional and national renown. Tampa has many fine galleries, and one of the highlights of the gallery season is a special event called Gallery HOP, an evening when all of the galleries are open and buses transport thousands of viewers on tours of the varied display sites around the city.

Arts & Culture Information: Arts Council of Hillsborough County., 1000 N. Ashley Drive, #105, Tampa, FL 33602; telephone (813)276-8250.

Festivals and Holidays

The Gasparilla Pirate Fest, on the last Saturday in January and dating back to 1904, is a noisy and colorful Mardi Gras-like festival that takes place in the downtown waterfront area. Named in honor of Jose Gaspar, Tampa's legendary "patron pirate," the Gasparilla invasion calls for a group of more than 700 costumed pirates (usually some of the city's most prominent business and social leaders) to sail into Tampa harbor on a three-masted schooner (complete with cannons and flying a Jolly Roger flag), capture the city, and kidnap the mayor. They then parade along Bayshore Boulevard accompanied by lavish floral floats and marching bands. Other activities held during Gasparilla Week include world-class distance runs, a children's parade, and a bicycle race. The festival ends with Fiesta Day in Ybor City, a day-long party of dancing in the streets, free Spanish bean soup, sidewalk artists, and a torchlight parade during which the pirates make their final appearance of the year.

In February, the Florida State Fair opens its annual twelve-day run. The largest fair of its kind south of the Mason-Dixon Line, the Florida State Fair features traditional agricultural exhibits and demonstrations, items for display and for sale, food, rides, auto races, shows, and contests, all spread out on a 301-acre site beside seven lakes.

Other Tampa celebrations include the Gasparilla Festival of the Arts, the Winter Equestrian Festival, the outrageous Guavaween Halloween festival, The Hillsborough County Fair, the Tampa-Hillsborough County Storytelling Festival, and a variety of ethnic festivals. First Night is a New Year's Eve festival to celebrate the arts.

Sports for the Spectator

The Tampa sporting scene has changed drastically in recent years with the addition of new stadiums and teams. The region's major league baseball team, the Tampa Bay Devil Rays, play at St. Petersburg's Tropicana Field. The Bay Area has three other major professional sports teams: the Tampa Bay Buccaneers of the National Football League (NFL), the Tampa Bay Lightning of the National Hockey League (NHL), and the Tampa Bay Storm of the Arena Football League (AFL). The Tampa Bay Lightning won the Stanley Cup in 2004. The Buccaneers play at the 66,321-seat Raymond James Stadium, the only NFL stadium with a theme-park element—a cannon-firing pirate ship located at one end of the playing field in Buccaneer Cove. The state-of-the-art St. Pete Times Forum is home to both the Lightning and the Storm.

The New York Yankees' major league team uses Legends Field, modeled after the original Yankee Stadium in New York, for spring training. The Tampa Yankees, a Yankees' minor league team, play each year from April through September at Legends Field. The Clearwater Threshers, a Class A affiliate with the Philadelphia Phillies, play at brand-new Bright House Networks Field.

Horse racing and dog racing are popular spectator sports in the Tampa area. The renovated Tampa Bay Downs (located about fifteen miles west of the city) is the only thoroughbred track on Florida's west coast. The Tampa Greyhound Track, open since 1933, is one of the most popular in the United States. Located north of downtown, it is open year round. Top professional and amateur golfers compete each year in the Outback Steakhouse Pro Am which is played at the Tournament Players Club.

Collegiate athletic events of all kinds are regularly scheduled at the University of South Florida and the University of Tampa. Golf and tennis tournaments, wrestling and boxing matches, equestrian shows, and automobile and boat races are also held on a regular basis in and around the city.

Sports for the Participant

With its warm climate, proximity to the water, and numerous public and private facilities, Tampa is ideal for those who enjoy golf, tennis, swimming, canoeing and boating, fishing, and other sports on a year-round basis. Golf is especially popular. Tampa has dozens of public courses, but several other local semiprivate clubs allow greens fee players. For tennis enthusiasts, the city has more than a thousand public and private tennis courts. The Tampa recreation department also maintains racquetball courts, basketball courts, shuffleboard courts, recreation centers, gym facilities, playgrounds and community centers, a softball complex, and more than a hundred other fields. For those who prefer less strenuous forms of relaxation, the city alone has 146 parks; other

parks and wilderness areas are located nearby. Just to the northeast of the city is the Hillsborough River State Park, which is ideal for those who enjoy picnicking, camping, canoeing, fishing, and hiking.

Much of the sports activity in Tampa occurs in or on the water. The city maintains 14 swimming pools, including one handicapped facility and one supplied with water from a natural spring; and four beaches. Picnic Island, a park located near where Teddy Roosevelt and the Rough Riders camped during the Spanish-American War, offers swimming, boating, and fishing. Ben T. Davis Municipal Beach, only fifteen minutes from downtown on the Courtney Campbell Causeway, is popular with swimmers as well as with windsurfers and catamaran sailors.

Both saltwater and freshwater fishing are excellent in the Tampa Bay area. A license is required for saltwater fishing. Good spots are everywhere—off bridges and piers and even downtown off Davis Islands or Bayshore Boulevard. Deep-sea charters are also readily available for those who would rather venture out into the gulf. Tarpon, cobia, kingfish, sea trout, mackerel, blue-tailed redfish, and bass are among the many varieties in abundance.

Shopping and Dining

A wide variety of retail establishments flourish in and around Tampa, from large regional malls featuring nationally known stores to small specialty shops promoting goods of a more local nature. Citrus Park Town Center Mall offers over 120 upscale shops and a 20-screen movie theater. Central Ybor caters to those seeking a more unusual shopping experience. Capitalizing on its status as a historic landmark in an ethnic neighborhood, Ybor leans more toward antique stores and gift shops with a Latin American focus. Near downtown Tampa is Old Hyde Park Village, which offers more than 60 shops plus restaurants and movie theaters in a historic outdoor setting.

Ranging in type from typical fast food fare to specialties served in elegant or unique settings, Tampa's many restaurants offer diners many choices. Fresh seafood (from the Gulf of Mexico) and Cuban cuisine (including thick, crusty bread and black bean soup) are local favorites.

Visitor Information: Tampa Bay Convention and Visitors Bureau., 401 E. Jackson Street, #2100, Tampa, FL 33602; telephone (813)223-1111; fax (813)223-6616.

■ Convention Facilities

Tampa's \$140-million Tampa Convention Center complex is located near Harbour Island. It contains approximately 200,000 square feet of exhibition space, a

36,000-square-foot ballroom, 36 breakout rooms with a total of 42,000 square feet, and more than 80,000 square feet of prefunction space. It is located near 11 major hotels.

The Sun Dome at the University of South Florida, a large multipurpose facility, can accommodate about 11,000 people for concerts, lectures, trade shows, banquets, and large conventions.

For those seeking facilities for groups ranging in size from 10 to 2,500 people, Tampa has much to offer. Among the choices are the Egypt Temple Shrine, a well-equipped hall for banquets and more entertainment-oriented functions. The Florida State Fair's Expo Park Hall also offers indoor and outdoor facilities. Spacious and convenient meeting areas for smaller groups are also available at nearly 50 hotels and resorts in Tampa, many of them recently renovated.

Convention Information: Tampa Bay Convention and Visitors Bureau., 401 E. Jackson Street, #2100, Tampa, FL 33602; telephone (813)223-1111; fax (813)223-6616.

■ Transportation

Approaching the City

The Tampa International Airport (TIA) is the city's main airport. A modern facility it is located 12 miles from downtown, and was designed to be user-friendly for passengers leaving or arriving in Tampa. It was the first airport in the country to use a people-mover system to transport passengers from remote buildings to terminals. TIA is also one of the busiest airports in the United States. In 2006, the airport handled more than 18.8 million passengers, and was served by 19 airlines. A second, smaller facility, the Peter O. Knight Airport, is located on Davis Islands. It serves Tampa's general aviation traffic and executive aircraft, and even has a seaplane basin and ramp. Charters and flight instruction are also available.

The major direct routes linking Tampa are Interstate 75 from the north or south (which becomes Interstate 275 as it passes through the city), Interstate 4 from the northeast (which merges with Interstate 275 downtown), State Road 60 from the southeast, and U. S. Highway 41 (a coastal road also known as the Tamiami Trail) from the south. U.S. Highways 41 and 301 roughly parallel Interstate 75 on the west and east, respectively.

Passenger rail service by Amtrak connects Tampa to Miami, Orlando, Jacksonville, Washington DC, and New York City. The city is also served by four cruise lines: Carnival, Celebrity, Holland American, and Royal Caribbean. Some 900,000 passengers sailed from the Port of Tampa on cruise ships in 2006.

Traveling in the City

Allowing for constraints imposed by certain geographic features, Tampa is laid out in a basic grid pattern. Florida Avenue divides east from west, and John F. Kennedy Boulevard and Frank Adamo Drive (State Road 60) divide north from south.

Public transportation in the Tampa area is provided by the Hillsborough Area Regional Transit Authority, or as it is more commonly known, HARTline. Although Tampa's mass transit system is primarily bus-based, a 2.4 mile-long trolley line is operated. Known as the TECO Line System, it connects Tampa's downtown, Channelside, and Ybor City areas. Neighboring Pinellas County also operates a public transit system that connects Tampa with St. Petersburg and Clearwater.

■ Communications

Newspapers and Magazines

Tampa's major daily newspaper is *The Tampa Tribune*, a morning publication. Residents also read the *St. Petersburg Times*. A weekly alternative paper, *Creative Loafing Tampa* serves the Tampa, St. Petersburg, and Clearwater region. Tampa's magazine that focuses on lifestyles, local events, shopping, dining, books, films, and entertainment is *Tampa Bay Metro Magazine*.

Television and Radio

Tampa is served by six local television stations, four commercial stations and two public television stations. However, because of Tampa's close proximity to St. Petersburg and Clearwater, television stations from those cities are also received in Tampa. Additional stations are also available via cable and satellite. There are 43 radio stations within close listening range to residents of the Tampa area. Of these, 24 are FM stations offering jazz, country, religious, adult contemporary, public radio, and Top 40 formats, while there are 19 AM stations that feature religious, talk, Spanish language, and sports programming.

Media Information: *The Tampa Tribune*, 200 S. Parker St., Box 191, Tampa, FL 33601; telephone (813) 259-7711; email readerservice@tampatrib.com

Tampa Online

Central Florida Development Council. Available www.cfdc.org
 City of Tampa home page. Available www.tampagov.net
 Greater Tampa Chamber of Commerce. Available www.tampachamber.com
 Hillsborough County Public Schools. Available www.sdhc.k12.fl.us

Tampa Bay Convention and Visitors Bureau.
Available www.gotampa.com
Tampa Bay History Center. Available www.tampabayhistorycenter.org
Tampa Bay Library Consortium. Available www.tbtc.org
Tampa-Hillsborough County Public Library System.
Available www.thpl.org
Tampa Tribune. Available www.tampatrib.com

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The State in Brief

Nickname: Empire State of the South; Peach State

Motto: Wisdom, justice, and moderation

Flower: Cherokee rose

Bird: Brown thrasher

Area: 59,424 square miles (2000; U.S. rank 24th)

Elevation: Ranges from sea level to 4,784 feet above sea level

Climate: Long, hot summers and short, mild winters

Admitted to Union: January 2, 1788

Capital: Atlanta

Head Official: Governor Sonny Perdue (R) (until 2010)

Population

1980: 5,463,000

1990: 6,478,000

2000: 8,186,453

2006 estimate: 9,363,941

Percent change, 1990–2000: 26.4%

U.S. rank in 2006: 9th

Percent of residents born in state: 55.54% (2006)

Density: 156.7 people per square mile (2006)

2006 FBI Crime Index Total: 408,289

Racial and Ethnic Characteristics (2006)

White: 5,816,513

Black or African American: 2,794,300

American Indian and Alaska Native: 19,771

Asian: 254,899

Native Hawaiian and Pacific Islander: 4,229

Hispanic or Latino (may be of any race): 696,146

Other: 356,334

Age Characteristics (2006)

Population under 5 years old: 698,935

Population 5 to 19 years old: 2,045,034

Percent of population 65 years and over: 9.7%

Median age: 34.6

Vital Statistics

Total number of births (2006): 140,495

Total number of deaths (2006): 66,872

AIDS cases reported through 2005: 30,405

Economy

Major industries: Paper and board, textiles, manufacturing, agriculture, forestry, chemicals

Unemployment rate (2006): 6.9%

Per capita income (2006): \$23,716

Median household income (2006): \$46,832

Percentage of persons below poverty level (2006): 14.7%

Income tax rate: 1.0% to 6.0%

Sales tax rate: 4.0% (food sales are subject to local sales taxes)



Atlanta

■ The City in Brief

Founded: circa 1837 (incorporated as Marthasville, 1843; reincorporated, 1847)

Head Official: Mayor Shirley Franklin (D) (since 2002)

City Population

1980: 425,022

1990: 393,929

2000: 416,474

2006 estimate: 486,411

Percent change, 1990–2000: 5.8%

U.S. rank in 1980: 29th

U.S. rank in 1990: 36th (State rank: 1st)

U.S. rank in 2000: 48th

Metropolitan Area Population

1980: 2,233,000

1990: 2,959,500

2000: 4,112,198

2006 estimate: 5,138,223

Percent change, 1990–2000: 38.9%

U.S. rank in 1980: 16th

U.S. rank in 1990: 12th

U.S. rank in 2000: 11th

Area: 132 square miles (2000)

Elevation: 1,010 feet above sea level

Average Annual Temperatures: January, 42.7° F; July, 80.0° F; annual average, 62.1° F

Average Annual Precipitation: 50.20 inches total precipitation; 2.1 inches snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.5% (June 2007)

Per Capita Income: \$33,590 (2005)

2005 FBI Crime Index Property: 31,397

2005 FBI Crime Index Violent: 7,213

Major Colleges and Universities: Emory University, Georgia Institute of Technology, Atlanta University Center, Georgia State University

Daily Newspaper: *Atlanta Journal-Constitution*

■ Introduction

Georgia's capital and largest city, Atlanta is a major Southern financial and cultural force and the focus of a metropolitan statistical area that covers more than 8,000 square miles and includes more than 100 municipalities. People from all over the country, joined by immigrants from other lands, have flocked to Atlanta's mild climate, physical beauty, and job opportunities. Offering Old South graciousness blended with an ambitious zest for expansion and dominance, Atlanta has assumed an important position in national and international commerce. Ted Turner, one of the city's well-known citizens, has declared that Atlanta has "absolutely everything going for it—climate, location, great transportation, easy air access, and a government that's both cooperative and supportive." This is a judgment widely shared by both residents and visitors.

■ Geography and Climate

Located in the foothills of the southern Appalachians in the north-central part of the state, Atlanta has a mild climate that rotates through all four seasons. The Chattahoochee River forms the northwestern boundary of the city. Stone Mountain can be seen on the eastern side of the city. The city is the seat of Fulton County. The city's

elevation and relative closeness to the Gulf of Mexico and the Atlantic Ocean moderate the summer heat; mountains to the north retard the southward movement of polar air masses, thereby providing mild winters. Most precipitation falls in the form of rain, with the heaviest concentration in March. Snowfall is negligible, the yearly average being 2.1 inches, though a snowstorm of about four inches occurs about every five years. Tornado activity is also fairly frequent in the area.

Area: 132 square miles (2000)

Elevation: 1,010 feet above sea level

Average Temperatures: January, 42.7° F; July, 80.0° F; annual average, 62.1° F

Average Annual Precipitation: 50.20 inches total precipitation; 2.1 inches snow

■ History

City Develops as Trade Center

Until the early nineteenth century, the site near the Chattahoochee River where Atlanta is located (originally named the Standing Peach Tree for a peach tree on a small hill about seven miles away) was virgin territory sparsely occupied by Creek and Cherokee Native American tribes. The first permanent white settlers arrived in the area during the War of 1812, when a small fort was built near the Cherokee village of Standing Peachtree. After the war, the land around the fort was slowly settled by farmers from northern Georgia, the Carolinas, and Virginia. Then, in the late 1830s, the Western & Atlantic Railroad was constructed connecting the Chattahoochee River with the town of Chattanooga to the north. The area thus became an important trade center and a village soon developed at the southern end of the railroad. Initially called Terminus (after the word for the engineer's final stake), the village was chartered as Marthasville in 1843 in honor of the governor's daughter, then renamed Atlanta in 1845 and reincorporated in 1847.

By the end of the 1850s, the population of Atlanta had grown to 10,000 people (up from approximately 2,500 people in 1847) and the city had undergone extensive industrial development to become a railway hub, a vital trade link between North and South. Retaining the rough-and-tumble spirit of a frontier town, Atlanta had also progressed as a center of civilization and culture. When the Civil War broke out, Atlanta ceased trade with the North and was established as a Confederate military post. Because of its railroads and factories the city was a prime target, and it was bombarded by Union forces in July 1864.

The Battle of Atlanta was fierce. For a time Southern troops were able to defend the city, but military and civilian casualties from enemy shells and typhoid fever were high. The battle lost, the mayor, James Calhoun, and a few citizens surrendered on September 2, 1864. The fall of Atlanta was catastrophic. All civilians were evacuated and 90 percent of the structures in the city were destroyed by the Union troops under General William T. Sherman as they marched toward Georgia's Atlantic coast. Reconstruction began almost immediately after Sherman's army departed. Slowed by smallpox epidemics in 1865 and 1866 that forced the building of a temporary hospital, efforts to rebuild the city were nevertheless successful, and in 1868 Atlanta became the state capital (officially confirmed in 1877).

Atlanta Becomes a Major City

Expansion and growth continued through the nineteenth century and into the early decades of the twentieth, though the city was beset by periodic racial conflict. By 1920 the population of Atlanta had reached 200,000 people. The Great Depression brought more hard times, as it did throughout the country, but the city rose to meet the challenge of World War II. The transportation hub for the Southeast, Atlanta was one of the most important cities in the war effort.

After the war came renewed expansion in manufacturing, as well as a vital role in aviation. Having been a railroad center for most of its history, Atlanta was by the 1950s also the busiest and most important airline center in the South. In recent decades both the economy and cultural life have flourished, with Atlanta emerging as the major city of the "New South." Racial tensions were not as pronounced in Atlanta throughout the 1960s as desegregation took place in the public schools and city businesses and restaurants. However, citizens found a new spirit of cooperation and teamwork in the political process by becoming the first major city in the South to elect an African American mayor, Maynard Jackson, in 1973. Atlanta gained momentum in growth and prosperity throughout the 1970s and 1980s and gained a national spotlight by hosting the National Democratic Convention in 1988. Atlanta was the focus of world attention when it hosted the 1996 Centennial Summer Olympic Games. By most media accounts, the city had distinguished itself as world class and an economic leader.

Atlanta's strength as a business community was reflected with its distinction as *Inc.* magazine's number one ranked city for doing business in America in 2004. Contributing to this was the dramatic 38.9% growth of the metropolitan area's population between 1990–2000, many of whom were employed at the wide variety of area corporations including 22 on the *Fortune* 1000 list. The local economy was bolstered by the Hartsfield-Jackson Atlanta International Airport, which has been considered one of the busiest passenger airports in the world.

Consumer goods find easy transport in the highly successful rail system. On the other end of the spectrum, AARP Magazine named Atlanta as the number one “Best Places to Live and Retire in 2007”.

Further, the area has offered vibrant arts scene along with beautiful parks and exciting activities. Many tourists are drawn to the historical significance of the area including its Civil War landmarks. This mix of history, tourism, job growth, and business opportunities all lends to the boundless prosperity that the area has enjoyed and its prospects for a bright future.

Historical Information: Atlanta History Center, 130 W. Paces Ferry Rd. NW, Atlanta, GA 30305-1366; telephone (404)814-4000; www.atlhist.org. Atlanta Convention and Visitors Bureau; 233 Peachtree Street, NE; Suite 100; Atlanta, GA 30303; telephone (404)521-6600; www.atlanta.net

■ Population Profile

Metropolitan Area Residents

1980: 2,233,000
 1990: 2,959,500
 2000: 4,112,198
 2006 estimate: 5,138,223
 Percent change, 1990–2000: 38.9%
 U.S. rank in 1980: 16th
 U.S. rank in 1990: 12th
 U.S. rank in 2000: 11th

City Residents

1980: 425,022
 1990: 393,929
 2000: 416,474
 2006 estimate: 486,411
 Percent change, 1990–2000: 5.8%
 U.S. rank in 1980: 29th
 U.S. rank in 1990: 36th (State rank: 1st)
 U.S. rank in 2000: 48th

Density: 3,161.2 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 143,112
 Black: 231,609
 American Indian and Alaska Native: 502
 Asian: 7,980
 Native Hawaiian and Pacific Islander: 83
 Hispanic or Latino (may be of any race): 18,516
 Other: 7,470

Percent of residents born in state: 58.5% (2000)

Age characteristics (2005)

Population under 5 years old: 28,260
 Population 5 to 9 years old: 24,546
 Population 10 to 14 years old: 24,400
 Population 15 to 19 years old: 23,882
 Population 20 to 24 years old: 27,214
 Population 25 to 34 years old: 71,939
 Population 35 to 44 years old: 65,450
 Population 45 to 54 years old: 52,194
 Population 55 to 59 years old: 24,477
 Population 60 to 64 years old: 15,901
 Population 65 to 74 years old: 20,101
 Population 75 to 84 years old: 12,279
 Population 85 years and older: 4,286
 Median age: 34.7 years

Births (2006, MSA)

Total number: 77,599

Deaths (2006, MSA)

Total number: 28,342

Money income (2005)

Per capita income: \$33,590
 Median household income: \$39,752
 Total households: 174,130

Number of households with income of ...

less than \$10,000: 25,480
 \$10,000 to \$14,999: 16,655
 \$15,000 to \$24,999: 20,915
 \$25,000 to \$34,999: 15,862
 \$35,000 to \$49,999: 24,057
 \$50,000 to \$74,999: 22,977
 \$75,000 to \$99,999: 16,430
 \$100,000 to \$149,999: 14,850
 \$150,000 to \$199,999: 5,973
 \$200,000 or more: 10,931

Percent of families below poverty level: 11.4% (2005)

2005 FBI Crime Index Property: 31,397

2005 FBI Crime Index Violent: 7,213

■ Municipal Government

Atlanta, the Fulton County seat, is governed by a mayor and a 15-member city council that is managed by an additional council president. There are 12 members elected to districts and 3 elected at large. The mayor is chief executive officer and oversees administration of city government.

Head Official: Mayor Shirley Franklin (D) (since 2002; term expires 2009)



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Total Number of City Employees: 7,500 (2005)

City Information: City of Atlanta, Office of Communications, 55 Trinity Ave., Suite 2500, Atlanta, GA 30303; telephone (404)330-6004; fax (404)658-6893; www.atlantaga.gov

■ Economy

Major Industries and Commercial Activity

While the Coca-Cola Company wields considerable influence in Atlanta—much of it in areas outside its immediate manufacturing concerns—no single industry or firm truly dominates the local economy. Service industries employ the largest number of workers, but trade and manufacturing are also important elements. Having such diversity, Atlanta has been slower to suffer a downturn and quicker to recover from any temporary setback than many other major American cities. In fact, metropolitan Atlanta saw a decrease in unemployment and an increase in its labor force between 2002–2003 despite the country’s economic recession during that time period.

In 2007 Atlanta ranked third in the nation for the most *Fortune* 500 corporations with headquarters in metropolitan Atlanta. A total of 22 companies were ranked in the *Fortune* 1000 that same year, including Home Depot, UPS, Delta Airlines, Georgia Gulf Corporation, and, of course, Coca-Cola Company. These 22 companies generated nearly \$287 billion in sales revenue for the city in 2007.

Atlanta has also become a leading world center of business and trade. In 2007 there were more than 137,000 businesses in Metro Atlanta, including nearly 1,600 foreign-based facilities. That same year, *fDi Magazine* ranked Atlanta fourth in the top ten “North American Cities of the Future.” Business growth is due in part to population growth of more than 1 million new residents between 1997 and 2006, which attracted more and more new businesses. Population growth has also led to growth in new housing. From 1997 to 2006, over 600,000 new housing permits were issued.

Efforts by Georgia Tech and local industry to make Atlanta a high-tech center have paid off; even though much of the technology field suffered losses, Atlanta held steady and was ranked third in 2003 among the top ten metropolitan areas in this field by the Milken Institute.

Items and goods produced: machinery, electricity, transportation, food and beverages, printing, publishing, textiles, apparel, furniture, telecommunications hardware, plastics, chemicals

Incentive Programs—New and Existing Companies

Georgia has the reputation for being a strong pro-business state. Many new companies have relocated to metro Atlanta and have either built new facilities or converted vacant office space. The various local and state business incentives offered have encouraged these company moves as well as expansions of local firms.

Local programs: Atlanta was an empowerment zone city named by the Clinton administration, but in 2002 it converted to a “Renewal Community” allowing the city to benefit from a nationwide pot of \$17 billion in tax incentives. Businesses in six underdeveloped areas receive gap financing for revitalization projects. In designation Urban Enterprise Zones, some businesses may receive a five-year property tax exemption for major renovations. The Atlanta Development Authority also offers three loan funds to provide assistance to small businesses. The Metro Atlanta Chamber of Commerce offers job tax credits for corporate headquarters relocation, among other incentive programs.

State programs: Georgia has business-friendly tax laws; the state does not use the unitary tax method, but instead taxes businesses only on income apportioned to Georgia. Attractive inventory tax exemptions are available in most metropolitan Atlanta counties and sales and property tax exemptions are available for certain pollution control equipment used in production. Companies can apply for a permit from the Georgia Environmental Protection Division which can result in their obtaining their federal permit as well, via a single application. The Georgia Entertainment and Investment Act offers special incentives for businesses in the film and music industries. A corporate headquarters tax credit is available for companies that relocate or establish a national or international headquarters in the state.

Job training programs: The Georgia Department of Technical and Adult Education administers the Georgia Quick Start program, offering job-specific training programs through a large network of college, university, and satellite campus sites within the state. By developing and implementing high quality customized training programs and materials, Quick Start assists the company in obtaining a trained work force ready to begin as soon as the company opens for business. In addition, metro Atlanta’s colleges and universities provide a continuing supply of educated and ready-to-work graduates.

Development Projects

The staging of the 1996 Centennial Olympic Games in Atlanta had a tremendous impact on development. More than \$2 billion was spent on new construction, sporting arenas, entertainment venues, and beautification projects in preparation for the games. Another \$100 million was spent on hotel renovations and expansions. The downtown area received the lion’s share of the improvements as the city furthered its goal of becoming world class. Buildings were leveled and 21 acres were cleared to create the \$57 million Centennial Olympic Park, which now serves as the centerpiece of downtown Atlanta. Following the Olympics, the city was left with several other multi-million-dollar sporting venues, including Turner Field, now home to the Atlanta Braves; the Georgia International Horse Park; and the Stone Mountain Tennis Center.

While all of the Olympics-related construction was going on, downtown living was making a comeback with the construction of new housing units. In December 2004 Centennial Park West, which began building in 1999–2000, sold three of its million-dollar penthouse suites leaving it only four short of sellout. This property is part of Legacy Property Group, LLC who has been involved in a 435,000-square-foot, \$100 million hotel and residential development that brought the downtown area an Embassy Suites Hotel and several fine dining restaurants.

Atlanta has long been the center of business activity and development in the Southeast. In February 2005 CSX Transportation opened its \$8 million technology-driven training center to future engineers, conductors, and other technicians. In mid-town Atlanta, the redevelopment of a 145-acre site (formerly a steel mill) as a community of homes, offices, shops, and hotels connected to surrounding areas by bicycle lanes, walking paths, and public transportation was designated by the U.S. Environmental Protection Agency as a national model for innovative development that improves air quality. This designation allowed developers to build a bridge across I-75/85, connecting midtown to areas west of the Downtown Connector. In 2007 downtown development continued with the construction of Allen Plaza, which when completed will include two office buildings, a luxury hotel, condominiums, restaurants, and shops. Expansion projects for several hotels and offices buildings were anticipated through 2010.

Expansion and development of event spaces has become an important part of economic development. Cobb Galleria opened a multipurpose performing arts center in 2007 that includes meeting spaces and food and beverage capabilities. The Georgia Aquarium also completed an expansion project to include 10,000 square feet of event space. AmericasMart, a downtown trade complex, added a two-story ballroom to the top floor of one of its buildings.

In 2007 the mayor announced plans for the creation of the Center For Civil and Human Rights in the city. The center will offer information of the contributions of Atlantans and Georgians in the Civil Rights movement and will house the Martin Luther King, Jr. Collection currently at Morehouse College. The New Economic Development Plan for the City of Atlanta will also focus on the expansion of the school system, city parks, and affordable housing for a growing workforce through 2009.

Economic Development Information: Metro Atlanta Chamber of Commerce, 235 Andrew Young International Blvd. NW, Atlanta, GA 30303; telephone (404) 880-9000; www.metroatlantachamber.com. Atlanta Development Authority, 86 Pryor Street, Atlanta, GA 30303 (440)880-4100; www.atlandada.com

Commercial Shipping

An extensive array of air, rail, and truck connections makes Atlanta a city with a robust cargo industry. Hartsfield-Jackson Atlanta International Airport is the main focus of activity. A Foreign Trade Zone located near the airport at the Atlanta Tradeport provides companies with an opportunity to delay, reduce, or eliminate customs duty on imported items, while the U.S. Customs Service Model Inland Port is a highly computerized center designed to expedite quick clearance for international freight. There are three main cargo complexes and an additional Atlanta Perishables Complex, the onsite-distribution and transport center of the U.S. Department of Agriculture, offering USDA inspection services.

The railroad, for so long crucial to Atlanta's well-being, continues to serve the city through two major systems, CSX and Norfolk Southern, which operate more than 100 freight trains in and out of the city daily. In 2003 the Association of American Railroads named Atlanta as its first "Freight Rail Smart Zone" as two million railcars transport vast amounts of consumer goods throughout the region. There are over 100 motor freight carriers in Atlanta. Such commercial shipping capabilities have made Atlanta one of the largest inland ports in the world.

Labor Force and Employment Outlook

Atlanta enjoys an expanding labor pool derived from the surrounding counties and from people coming to the city from other parts of the country and the world. Skilled laborers are more than willing to relocate to Atlanta. The presence of several institutes of higher education also contributes to a fairly well-educated resident workforce. About 42 percent of the adult population has obtained a bachelor's degree or higher. From 1997 to 2006 over 400,000 new jobs were created in the metropolitan area. Some of the fastest growing industries have been educational and health services, leisure and hospitality services,

and financial activities. Wages have been the fastest-growing in the country; that trend is predicted to continue for the next 20 to 30 years as Atlanta creates more high quality jobs.

According to figures released by the Bureau of Labor Statistics in 2000, between 1998 and 2025 metropolitan Atlanta is projected to gain 1.8 million net new jobs becoming the new hub for high-tech companies—some call it the "Silicon Valley of the South." Atlanta led the list of "Top 25 Cities for Doing Business in America" by *Inc.* magazine in March 2004; specifically mentioned was its diverse economic structure. In 2006 KPMG Inc. ranked Atlanta as first in the nation of least costly large cities for businesses.

The following is a summary of data regarding the Atlanta-Sandy Springs-Marietta metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 2,398,300

Number of workers employed in . . .

- construction and mining: 139,800
- manufacturing: 178,100
- trade, transportation and utilities: 548,100
- information: 89,800
- financial activities: 161,900
- professional and business services: 398,600
- educational and health services: 242,200
- leisure and hospitality: 225,700
- other services: 96,800
- government: 317,200

Average hourly earnings of production workers employed in manufacturing: \$16.06

Unemployment rate: 4.5% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
Gwinnett County Public Schools	27,197
Emory University	21,797
Delta Airlines	19,235
Publix Supermarkets	16,855
Kroger Company	15,500
BellSouth Corp.	15,500
Wal-Mart Stores	14,700
DeKalb County Public Schools	14,500
U.S. Postal Service	14,000
Home Depot	13,184

Cost of Living

Atlanta's cost of living figures, while high for the South, compare favorably with those of other major metropolitan areas in the United States. The following is a

summary of data regarding several key cost of living factors for the Atlanta area.

2007 (1st quarter) ACCRA Average House Price: \$306,449

2007 (1st quarter) ACCRA Cost of Living Index: 98.1

State income tax rate: 1.0% to 6.0%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 1.0% (county)

Property tax rate: \$43.89 mills (2007)

Economic Information: Metro Atlanta Chamber of Commerce, 235 Andrew Young International Blvd. NW, Atlanta, GA 30303; telephone (404)880-9000; www.metroatlantachamber.com. Atlanta Development Authority, 86 Pryor Street, Atlanta, GA 30303; telephone (440)880-4100; www.atlandada.com

■ Education and Research

Elementary and Secondary Schools

The Atlanta Public Schools system serves the city of Atlanta, as well as unincorporated portions of Fulton and DeKalb Counties. Policies are formed by the nine-member Atlanta Board of Education, all elected positions. Special programs within the Atlanta schools system include Early Childhood Development Centers, three planetariums, two teen parent programs, evening/community high schools and Alternate Schools, programs for exceptional children, exchange student programs, and the Atlanta Area Technical Schools. In 2007, there were magnet programs at seven schools in the system.

From 1991 to 2006 the system was recognized with 20 Georgia Schools of Excellence and 4 national Blue Ribbon Schools. In the state of Georgia, any student who graduates from high school with at least a B average is eligible for free college tuition and a \$300 per academic book allowance at any of the state's colleges or universities. Those who choose a private college in Georgia get a \$3,000 grant. The program is called HOPE (Helping Outstanding Pupils Educationally).

The following is a summary of data regarding the Atlanta Public Schools as of the 2005–2006 school year.

Total enrollment: 49,773

Number of facilities

elementary schools: 59

junior high/middle schools: 16

senior high schools: 14

other: 10

Student/teacher ratio: 14.9:1

Teacher salaries (2005–06)

elementary median: \$47,140

junior high/middle median: \$46,810

secondary median: \$48,000

Funding per pupil: \$11,384

More than 200 private schools also operate in the Atlanta area, ranging from residential preparatory institutions to church-affiliated programs. A number of private schools offer foreign language curriculums. These include Saturday schools that offer instruction in German, Arabic, Chinese, and Japanese. There is also a full-time Japanese school in Atlanta.

Public Schools Information: Atlanta Public Schools, Administrative Office, 130 Trinity Ave. S.W., Atlanta, GA 30303; telephone (404)802-3500; www.atlanta.k12.ga.us

Colleges and Universities

Metropolitan Atlanta is home to 45 accredited post-secondary institutions, including several of the most prestigious in the United States. They feature more than 300 programs of study and offer a variety of associate and undergraduate degrees, as well as graduate degrees in such fields as medicine, law, and theology. The two largest public universities are Georgia State University and the Georgia Institute of Technology, the latter of which is famous for its research programs in dozens of different high-technology disciplines.

The Atlanta University Center is the largest consortium of private African American colleges in the nation. The center is comprised of five colleges: Clark Atlanta University, Morehouse College, Morehouse School of Medicine, Spelman College, and the Inter-denominational Theological Seminary. Morris Brown College was once part of the consortium, but lost its accreditation in 2002. Other notable facilities in Atlanta include Emory University, nationally recognized for its business and medical research programs; Mercer University's Cecil B. Day Campus, its Stetson School of Business and Economics, and its Southern School of Pharmacy; Oglethorpe University; and the Atlanta College of Art. Agnes Scott College is a women's liberal arts college affiliated with the Presbyterian Church (USA). The Atlanta Technical College offers more than 70 programs in a variety of fields including health and human services, information technology, and skilled trades. The metropolitan area also has large public two-year and four-year colleges to serve students, including Clayton College & State University and several schools that offer specialized vocational and religious instruction.

Libraries and Research Centers

In addition to a modern central library located downtown, the Atlanta-Fulton Public Library operates 34 branches throughout the city and Fulton and DeKalb counties. The system's holdings include more than 2.3 million books, periodical subscriptions, films, and a large collection of compact discs, records, and audio- and videotapes. The Auburn Avenue Research Library, part of the public library system, is devoted to collecting materials on African American history and culture. Among Atlanta's several outstanding historical research libraries is the Jimmy Carter Library & Museum, dedicated to the former president. The University of Georgia Libraries hold more than 3.5 million books and Emory University Libraries house more than 2.7 million books, 39,801 periodical subscriptions, 4.5 million microform units, and 15,653 film and video sources. The various campus libraries in Atlanta house special collections of material; many are open to the public for in-house reading and research. Morehouse College houses the Martin Luther King, Jr. Collection.

Nearly 150 research centers are based in Atlanta. Georgia Institute of Technology hosts a large number of them, including the Advanced Technology Development Center, the Mid-America Earthquake Center, the Fusion Research Center, and NanoTech@Georgia Tech. Emory University hosts many research centers, including the EmTech Biotechnology Development Center, the Laboratory for Comparative Human Biology, and MARIAL: Myth and Ritual in American Life. Other topics under investigation at local research centers are wide ranging; among them are health care, computers and software, bioengineering, economics, mining, biotechnology, business, women's studies, electronics, energy, pharmacology, cancer, and immunology.

Atlanta boasts four research centers of international renown. The U.S. Centers for Disease Control and Prevention studies some of the world's deadliest diseases in maximum security laboratories. The Yerkes Regional Primate Research Center is the oldest continuously operated center for research on the biological and behavioral characteristics of nonhuman primates. Georgia Tech Research Institute (GTRI), of the Georgia Institute of Technology, is one of the country's premier bioengineering programs producing advances in prosthetics and engineered assistance for the disabled. Tech's Medical Informatics Research Group, part of Georgia Institute of Technology, Graphics, Visualization and Usability Center, explores the ways in which computer science methods and techniques can help solve problems in medicine and biomedicine. Affiliated with Emory University and founded in 1982 by former President Jimmy Carter and his wife, Rosalynn, The Carter Center focuses on global environmental, agricultural, economic, and public health concerns; its Task Force for Child Survival and Development addresses issues of immunization, malnutrition, disease control, and child advocacy.

Public Library Information: Atlanta-Fulton Central Library, 1 Margaret Mitchell Square, Atlanta, GA 30303; telephone (404)730-1700; www.afplweb.com

■ Health Care

A regional as well as a national leader in the field of health care, the Atlanta metropolitan area is home to more than 50 hospitals supporting 40,000 medical personnel and more than 10,000 beds. Twelve hospitals are located in the city proper. One of the major full-service institutions is Grady Memorial Hospital, used as a teaching hospital by the medical schools of both Emory University and Morehouse College. Grady has operated a separate, state-of-the-art care facility for HIV and AIDS patients since 1994. In February 2005 it also received a grant to assist the CenterPregnancy program that focuses on prenatal care for immigrants and Spanish-speaking mothers. Emory University Hospital received high scores in 2006 as one of "America's Best Hospitals" by *U.S. News and World Report*, particularly their heart and heart surgery department and geriatrics. Children's HealthCare of Atlanta, with over 30 pediatric specialties, was also ranked as one of the best hospitals for children in the 2006 *U.S. News* survey. Other institutions in the city include Georgia Baptist Healthcare System, Piedmont Hospital, and the Atlanta Medical Center. Atlanta also serves as the home of the Centers for Disease Control and Prevention and the U.S. Public Health Service for the Southeast.

■ Recreation

Sightseeing

The Atlanta area offers extraordinarily rich opportunities for leisure, pleasure, and culture. A popular site within the city is Grant Park, which includes scenic walking paths; the Zoo Atlanta featuring a Giant Panda exhibit until 2009; and some Civil War fortifications. The Civil War Museum on park grounds houses the famous Cyclorama, a huge three-dimensional panoramic painting of the Battle of Atlanta. Visitors sit on a revolving platform to view the work, the impact heightened by sound and light effects as well as a narration that explains the scene. Open since 1893, it is dubbed "The Longest Running Show in the Country." Various Civil War battle sites, parks, cemeteries, and memorials are also scattered throughout the city and are accessible to visitors.

Georgia Aquarium, opened in 2005, features more than 55,000 animals in 5 million gallons of fresh and marine waters. The World of Coca-Cola moved to its new location near the Georgia Aquarium in 2007. The 75,000-square-foot center houses a collection of exhibits

and more than 1,000 articles commemorating the history of Atlanta's most famous product. Visitors can stop at various serving stations throughout the center to sample Coke products from around the world.

Also within the city is the Georgia State Capitol. Built in 1889 and patterned after the Capitol in Washington, D.C., it has a dome plated with gold mined in northern Georgia. Besides serving as the meeting place for the state's General Assembly, the Capitol is home to the Georgia Capitol Museum. Another popular attraction is the CNN Center, the news and entertainment center of Turner Broadcasting's global headquarters, which offers tours, shops, and restaurants.

Underground Atlanta is an "adult playground" of bars, restaurants, and shops in the heart of the city's downtown. Every New Year's it plays host to the "Peach Drop" with music, fireworks, and an 800-pound peach resembling New York's Times Square ball. The Martin Luther King, Jr. National Historic District near Underground Atlanta honors the slain civil rights leader, a native of Atlanta. The entire area was renovated in time for the 1996 Olympic Games to give a sense of the neighborhood as it was during King's lifetime. The district encompasses King's childhood home, the Ebenezer Baptist Church (where he preached), and, adjacent to the church, his tomb. The district includes a visitors' center that tells the story of the civil rights movement and King's role in the movement. Nearby is the Martin Luther King, Jr., Center for Nonviolent Social Change that draws about 650,000 visitors annually.

Outside Atlanta are several other notable attractions. The most popular is Stone Mountain, located about 20 miles east of downtown. The world's largest mass of exposed granite, the treeless dome stands more than 800 feet above the surrounding plain and measures approximately 5 miles in circumference. On the mountain's north face are carved colossal figures of Robert E. Lee, Jefferson Davis, and General Stonewall Jackson. Work began in 1923 but after several design changes it was not declared completed until 1972. A 3,200-acre park fans out from the base of the mountain, featuring a lake and recreational facilities for dozens of sports and other outdoor activities such as waterslides, golf, and tennis along with laser shows and a riverboat. Also within the park is Magnolia Hall, an authentic antebellum plantation house moved from another Georgia location and restored to its former elegance. Some 20 miles north of Atlanta is Kennesaw Mountain National Battlefield Park, which also combines history and recreation. The site of several major Civil War battles, the Kennesaw Mountain area now boasts a museum and some fortifications along with hiking trails and picnic grounds.

For those seeking pure entertainment, Six Flags parks bring three different venues to the area. Six Flags Over Georgia is located about 12 miles west of the city. The 331-acre family-oriented theme park features more than

100 rides, musical shows, and other attractions. During the summer months, thousands of visitors make it one of the busiest parks in the area. Six Flags White Water offers a variety of water-related activities such as giant slides, raft rides, and body flumes. Adjacent to it is Six Flags American Adventure, an outdoor park with roller coasters, bumper cars, and an array of rides for small children.

For nature-lovers, the Fernbank Science Center has trails, natural history exhibits, and one of the largest planetariums in the nation. The Fernbank Museum of Natural History offers 160,000 square feet of space providing dinosaur and wildlife exhibits and an IMAX theater. The Atlanta Botanical Garden, located as part of Piedmont Park, is also a favorite stop for those wishing to enjoy its vegetable, herb, rose, and oriental plantings on 15 acres. The Botanical Garden also includes a children's garden and a conservatory with rare and endangered plants from rainforests and deserts. The Atlanta Preservation Center offers a number of walking tours through Atlanta neighborhoods.

Arts and Culture

Atlanta has a vital theater, dance, and music community that profits from the area's fine facilities and the generous patronage of its businesses and interested citizens. Integral to Atlanta's cultural life is the Woodruff Arts Center, consisting of the Alliance Theatre, the Atlanta College of Art, the Atlanta Symphony Hall, the High Museum of Art, Young Audiences of Atlanta, and the 14th Street Playhouse. In 2005 High Museum completed a major expansion project that doubled the size of the existing museum with the inclusion of three new buildings in the Woodruff Arts Center Campus. The permanent collection of the High Museum includes over 11,000 works of art. A new residence hall for the Atlanta College of Art was also built as part of the expansion. The Atlanta Symphony Orchestra and Chorus have won 15 Grammy awards. Additional entertainment is provided by numerous other professional and amateur groups based in Atlanta, including the Atlanta Ballet (the oldest regional ballet company in the United States, originating in 1929), the Atlanta Shakespeare Company, and the Georgia Ensemble Theatre. Since 1978, The Center of Puppetry Arts, with a collection of over 4,500 items, is said to be the only facility in the country devoted solely to puppetry and features three performance series, workshops, and a museum.

The Cobb Energy Performing Arts Centre in northwest Atlanta opened in September 2007. The 2,750-seat theater will host Broadway shows, ballets, concerts, educational shows, opera, corporate meetings and events. The facility also includes a 10,000-square-foot ballroom.

Another major center is the Callanwolde Fine Arts Center, located in a 1920s-era Gothic-Tudor-style mansion. The center accommodates 4,000 students annually

with various arts classes, and offers a range of concerts, recitals, and exhibits.

Local colleges and universities also sponsor a wide variety of performing arts programs in theater, dance, and music. Oglethorpe University's Georgia Shakespeare Festival presents a series of performances in the summer and fall.

Atlanta's museums and galleries cater to many different interests. State and local history are on view at the Atlanta History Center, whose main attractions are the Swan House, a former private residence that typifies the milieu of a wealthy Atlanta family during the 1930s; Tullie Smith House, a restored 1835 farm house that illustrates how early Georgia farmers lived and worked; the Margaret Mitchell House, the home of the Pulitzer Prize-winning author of *Gone With the Wind*; and several gardens. In 2006 the Atlanta History Center opened a 27,500-square-foot wing to house an exhibition commemorating the 1996 Centennial Olympic Games.

Other museums in the city include the Wren's Nest, a Victorian mansion that was named a National Historic Landmark in 1962 and was home to Joel Chandler Harris, creator of the Uncle Remus stories, and now displays original furnishings, books, and memorabilia; the Governor's Mansion, a modern structure built in Greek Revival style and housing nineteenth-century furnishings; the Fernbank Museum of Natural History, whose exhibits include *A Walk Through Time in Georgia*; and the William Breman Jewish Heritage Museum, a 50,000-square-foot facility that opened in 1996 and has exhibits dating to 1733, when Jews first settled in Georgia, along with a Holocaust gallery. Self-guided tours of several downtown art galleries are generally offered the first Thursday of every month throughout the year.

Festivals and Holidays

Two of Atlanta's biggest celebrations are the Dogwood Festival, held every spring, and the Arts Festival, a staple on the fall calendar. The Dogwood Festival coincides with the blooming of dogwood trees in the area in April; events include a parade, tours, garden competitions, arts and crafts displays, canine competition, and musical performances. From April through September, Centennial Olympic Park hosts a series of Wednesday night concerts known as Wednesday Wind Down. A variety of music includes jazz and reggae. Held in downtown Atlanta, the Arts Festival is a week-long affair that attracts nearly 2 million people to a multitude of different activities involving the visual and performing arts. In May, Piedmont Park is the site of Shake at the Lake, a festival offering performances of Shakespearean classics. The summer film series, Flicks on 5th, offers showings of recent films at Centergy Plaza in Midtown on Wednesday nights in June and July. The Coca-Cola Summer Film Festival offers classic and current films at the Fox Theater in Midtown

throughout the summer. Some shows are preceded by sing-along performances. Among Atlanta's other annual events are the Memorial Day weekend Jazz Festival and summer concert series, which features local and international talent; the Peachtree Road Race, a 10K run held annually since 1970 during the July 4th holiday; the National Black Arts Festival, held in late June and early July at the Woodruff Arts Center focusing on dance, music, and art; the Stone Mountain Highland Games and Scottish Festival, an October celebration since 1973 that brings international travelers to the region; and December's Chick-Fil-A Peach Bowl football game and its related activities.

Sports for the Spectator

Fans of sports of all kinds can usually find their favorite form of action somewhere in Atlanta, the sports capital of the South. The city is home to six professional franchises: the Falcons, a National Football League team; baseball's National League team, the Braves; the Hawks, a National Basketball Association team; the Thrashers, a National Hockey League team; the Atlanta Silverbacks of the American Professional Soccer League; and the Force of the Arena Football League. The Falcons play at the Georgia Dome. The Braves play at Turner Field, formerly the Centennial Olympic Stadium downtown. The Hawks, Thrashers, and Force face their rivals at the \$219 million Philips Arena, which opened in September 1999. The Silverbacks play at Atlanta Silverbacks Park, a site which also hosts a variety of sports camps and both amateur and youth events.

Since 1934 Atlanta has been home to the nation's largest recreational tennis league, Atlanta Lawn and Tennis Association (ALTA), with more than 81,000 members. Stone Mountain Tennis Center, which seats about 2,000 people around two center courts and has an 8,000-seat stadium, played host to the 1996 Centennial Olympic Tennis. The city also hosts many collegiate competitions in these same sports, among them the annual Peach Bowl football contest and the NCAA basketball championships, the Heritage Bowl.

Auto racing buffs have two tracks to choose from just outside the metropolitan area. Atlanta Motor Speedway, about 25 miles south of the city, features NASCAR and other events. Forty-five miles north of the city is Road Atlanta, site of one of the world's largest sports car races, an event that draws top international drivers and thousands of spectators. The Grand Prix of Atlanta is held annually in April.

The Atlanta area also hosts numerous other sporting events throughout the year. Two of the most notable are the AT&T Classic, a Professional Golfer's Association tournament held every spring at the Sugarloaf Country Club in Duluth which raises money for Children's Healthcare of Atlanta, and the Atlanta Steeplechase, the area's major horse show, at Kingston Downs. Tennis and

polo are also growing in popularity as spectator sports in Atlanta.

Sports for the Participant

Atlanta's physical setting and mild climate combine to make the city and its environs ideal for outdoor activities of all types. Running is an especially popular local sport; the Atlanta Track Club is one of the largest in the country and it sponsors a number of annual events, including the Peachtree Road Race 10K and the Atlanta Women's 5K. Golfers may choose from over 100 courses and a host of new luxury golf communities growing up outside the city, while tennis players can visit any one of more than 200 courts.

Water sports enthusiasts can take advantage of the facilities along the Chattahoochee River to go canoeing, rafting, fishing, and camping. Within an hour's drive of the city are Lake Lanier and Lake Allatoona, both man-made lakes surrounded by recreation areas that encompass beaches, golf courses, horseback riding trails, and other amenities. Hiking trails at nearby Stone Mountain Park features a 1.2-mile path that leads to the top of the granite mass and a 5-mile trail around the base. Snow Mountain, opened in November 2007, features a winter time snow park for tubing.

The Peachtree Center Athletic Club brings a number of activities to the downtown area such as aquatics, racquetball, pilates, squash, and group fitness. PATH trails throughout the city offer special pathways for pedestrian, bikers, and rollerbladers throughout the city. Other sports complexes include the Wolf Creek Shooting Complex, the Stone Mountain Tennis Complex, and the Gwinnett Sports Arena and Cultural Center. There are 17 outdoor public pools for summer swims.

Shopping and Dining

Atlanta's modern shopping facilities draw consumers to the city from throughout the entire region. More than a dozen malls and outlet centers ring the metropolitan area. Lenox Square, in the Buckhead neighborhood, and nearby Phipps Plaza, offer exclusive shops such as Neiman Marcus, Macy's, and Bloomingdale's along with antique stores. Downtown, Peachtree Center offers shopping in the heart of the city while other shopping opportunities await at Underground Atlanta. Opened since 1999 just north of Atlanta is the Mall of Georgia, anchored by JCPenney's, Dillard's, Macy's, and Nordstrom; its restaurants offer cuisines ranging from traditional Southern food to upscale and ethnic delicacies. The mall's decor incorporates the five regions of Georgia and their histories. Ten miles south of the city is the State Farmer's Market, a gigantic retail and wholesale center where visitors have the opportunity to buy fresh fruit, vegetables, eggs, meats, plants, shrubs, and flowers. Throughout the downtown area there are many mixed-use developments offering shopping and dining opp-

ortunities, including Allen Plaza, the Woodruff Arts Center, and Atlantic Station.

Atlanta diners have hundreds of restaurants to choose from, and traditional Southern cooking (catfish, hush-puppies, ham and redeye gravy, barbecue, fried chicken, and Brunswick stew) and soul food are widely available. Atlanta's growth as a center of international business has made haute cuisine and ethnic specialties extremely popular alternatives to traditional southern fare.

Visitor Information: Atlanta Convention and Visitors Bureau; 233 Peachtree Street, NE; Suite 100; Atlanta, GA 30303; telephone (404)521-6600; www.atlanta.net. The Convention Bureau publishes a city guide especially for African Americans called *Atlanta Heritage*. A visitor center is located at Underground Atlanta.

■ Convention Facilities

Easy access to the city, a good public transportation system, an abundance of hotel rooms, and a mild climate have combined to make Atlanta one of the leading convention centers in the United States, by most accounts ranking just behind Chicago and Orlando. Atlanta's major convention facilities are the Georgia World Congress Center, which contains 1.4 million square feet of exhibit space and 105 meeting rooms and is among the largest nationwide; the Georgia Dome, which seats 71,500 and has 102,000 square feet of exhibit space; and the Philips Arena, which offers an 18,000-seat and 17,000 square-foot facility for meetings, athletic events, and concerts. All three facilities are linked by the Georgia International Plaza, a gathering place featuring fountains and outdoor sculpture. The Georgia International Convention Center near the airport has 150,000 square feet of exhibit space and six meeting spaces. Three buildings that are connected by elevated walkways comprise AmericasMart, a permanent wholesale market which provides space for exhibitors and trade shows. The Boissieu Jones Atlanta Civic Center provides a 5,800 square-foot ballroom and a 4,600-seat theater. Cobb Galleria Centre offers 144,000 square feet of exhibit space and in an 88 acre complex.

Atlanta also boasts dozens of smaller, more intimate meeting facilities, some of them in unusual settings. Among them are the Woodruff Arts Center, High Museum of Art, Fox Theatre (a renovated "movie palace" built in 1929), Academy of Medicine, Martin Luther King, Jr. Center for Non-Violent Social Change, Callanwolde (formerly a private residence), and Houston Mill House (a country estate). Other facilities are available at many of the city's hotels.

Visitor Information: Atlanta Convention and Visitors Bureau; 233 Peachtree Street, NE; Suite 100; Atlanta, GA 30303; telephone (404)521-6600; www

.atlanta.net. Georgia Department of Economic Development, 75 Fifth Street, N.W., Suite 1200, Atlanta, GA 30308; telephone (404)962-4000; www.georgia.org

■ Transportation

Approaching the City

Often referred to as Atlanta's number-one economic asset, Hartsfield-Jackson Atlanta International Airport has been distinguished as "the world's busiest passenger airport." The huge, ultramodern facility, only 10 miles from downtown on 4,700 acres of land, is served by more than 40 airlines that fly non-stop or one-stop to more than 200 national and international destinations. Terminals are connected by an automated underground train system. There are 20 general airports in the area serving private and corporate aircraft.

Three major interstates—I-75 (Northwest Express), I-85 (Northeast Express), and I-20—route traffic into and out of Atlanta, making it one of the leading interstate highways centers in the nation. I-285, known as the Perimeter or Atlanta Bypass forms a loop around the city.

Amtrak provides passenger rail service to Atlanta; travelers can go west to New Orleans (via Birmingham, Alabama) or east to Washington, D.C. (via Charlotte, North Carolina). Greyhound has about 70 buses into and out of the city each day at the Amtrak station.

Traveling in the City

Atlanta can present a challenge to drivers for several reasons. For instance, the city is not laid out in a grid pattern, so there are few rectangular blocks or square intersections. Five main streets converge downtown in an area known as Five Points; these streets roughly divide the city into geographic quadrants (northeast, northwest, southeast, and southwest). Further complicating matters is the fact that more than 30 avenues, lanes, drives, and other thoroughfares in Atlanta contain the word "Peachtree," but only Peachtree Street is truly a main road.

Public transportation in Atlanta is operated by the train- and bus-based Metropolitan Atlanta Rapid Transit Authority, or MARTA, which offers 200 bus routes with 38 stations. Bus and rail cars are handicapped accessible.

■ Communications

Newspapers and Magazines

The major daily newspaper serving Atlantans is the *Atlanta Journal-Constitution*, which was one of the top 20 largest newspapers in the country in 2006. There are 14 other daily newspapers. There are about 60 weeklies, including *The Atlanta Bulletin*, *Atlanta Business Chronicle*, and *Mundo Hispanico* (a Hispanic-oriented paper

published since 1979). Numerous African American-oriented newspapers and magazines are published in Atlanta, including the *Atlanta Daily World*, Atlanta's oldest continuously published (since 1928) African American newspaper, and *The Atlanta Inquirer*. About 16 other daily, weekly, and biweekly newspapers are circulated throughout the metropolitan area, most of them focusing on county and community news, consumer affairs, and business topics. *Atlanta Magazine* and *KNOW Atlanta Magazine* cover life in the city. Many other monthly magazines based in Atlanta are targeted at specific business, medical, educational, and hobbyist markets. There are 20 regional bureaus of national and international broadcast and print news sources operating offices in the city, including Associated Press and *The Wall Street Journal*.

Television and Radio

There are nearly 20 television stations broadcasting from the Atlanta area, including major network affiliates, public, and independent stations. Cable service is also available with CNN, TNT, Headline News, The Weather Channel, and The Cartoon Network all based in Atlanta. In the 1970s, Atlanta became a national media force when entrepreneur Ted Turner launched his independent "superstation," WTBS-TV Superstation and the Cable News Network (CNN), viewed by cable television subscribers across the United States. As for radio, 70 stations broadcast from Atlanta offering news, public service programming, and a variety of musical formats to metropolitan listeners.

Media Information: *The Atlanta Journal-Constitution*, 72 Marietta St., NW Atlanta, GA 30303; telephone (404)522-4141; www.ajc.com. *Atlanta Magazine*, 260 Peachtree St., Ste. 300, Atlanta, GA 30303; telephone (404)527-5500; fax (404)527-5575; www.atlantamagazine.com

Atlanta Online

Atlanta Convention and Visitors Bureau. Available www.atlanta.net

Atlanta Daily World. Available www.AtlantaDailyWorld.com

Atlanta Development Authority. Available www.atlandada.com

Atlanta-Fulton County Library System. Available www.afplweb.com

Atlanta History Center. Available www.atlhist.org
Atlanta Journal-Constitution. Available www.ajc.com

The Atlanta Nation (daily internet newspaper). Available www.atlantation.com

Atlanta Public Schools. Available www.atlanta.k12.ga.us

City of Atlanta home page. Available www.atlantaga.gov
Downtown Atlanta. Available www.atlantadowntown.com
Fulton County home page. Available www.co.fulton.ga.us
Georgia Department of Economic Development.
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Marietta

■ The City in Brief

Founded: 1834 (incorporated 1852)

Head Official: Mayor Bill Dunaway (R) (since 2002)

City Population

1980: 30,829

1990: 44,129

2000: 58,748

2006 estimate: 63,152

Percent change, 1990–2000: 33.1%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 582nd (State rank: 13th)

U.S. rank in 2000: 557th (State rank: 13th)

Metropolitan Area Population

1980: 2,233,000

1990: 2,969,500

2000: 4,112,198

2006 estimate: Not reported

Percent change, 1990–2000: 39.0%

U.S. rank in 1980: 16th

U.S. rank in 1990: 12th

U.S. rank in 2000: 11th

Area: 21.95 square miles (2000)

Elevation: 1,128 feet above sea level

Average Annual Temperatures: January, 41° F; July, 79° F; annual average, 61.2° F

Average Annual Precipitation: 48.61 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.5% (June 2007)

Per Capita Income: \$23,409 (1999)

2005 FBI Crime Index Property: 2,371

2005 FBI Crime Index Violent: 331

Major Colleges and Universities: Kennesaw State University, Southern Polytechnic State University

Daily Newspaper: *Marietta Daily Journal*; *Atlanta Journal-Constitution*

■ Introduction

Marietta, located in Cobb County approximately 20 miles from Atlanta, is one of the booming exurban job centers growing up around the country. Cobb County likes to market the area's recreational attractions by referring to itself as "the fun side of Atlanta." Mariettans spend hundreds of thousands of dollars sowing seeds and planting trees and shrubs to promote beautification throughout the city. The town square, bleached-white gazebos, and the antebellum mansions give Marietta the misty feeling of the Old South. Yet the *Wall Street Journal* described the city as "the intersection of great economic, social and geographic changes." The city and surrounding county include many office buildings, warehouses, light manufacturing factories, and retail shops. Cobb County invested more in infrastructure, including water, sewer, road, and other utilities between 1970 and 1990 than any other county in Georgia, and during that period more houses were built in the county than anywhere else in the state. The influx of new residents has even resulted in the popular use of the new pronunciation of the city's name, MARRY-etta, rather than the traditional May-RETT-a. In 2002 an analysis produced by the Georgia Municipal Organization and a local magazine considered such things as fiscal management, public safety, infrastructure, citizen participation, cultural activities, and community partnerships and concluded that Marietta was a "City of Excellence." In 2006

Marietta was named an “All-America City” by the National Civic League.

■ Geography and Climate

Marietta is located about 15 miles northwest of Atlanta, along the Chattahoochee River. The city is bordered by Lake Allatoona to the northwest, while its southern boundary lies south of Interstate 20. The North Georgia Mountains are to the north. Marietta is the seat of Cobb County, which is also made up of the cities of Acworth, Austell, Kennesaw, Powder Springs, and Smyrna. About 78 percent of Cobb County’s population lives in unincorporated areas. Citizens enjoy four seasons featuring a mild climate where winters seldom go below the thirties and summer highs can reach into the nineties.

Area: 21.95 square miles (2000)

Elevation: 1,128 feet above sea level

Average Temperatures: January, 41° F; July, 79° F; annual average, 61.2° F

Average Annual Precipitation: 48.61 inches

■ History

Europeans Take Over Indian Lands

For many years, Cobb County was the home of the Creek tribe, descendants of the Mississippian tribes that inhabited the northwest section of Georgia from approximately 800 A.D. The Creeks were driven south of the Chattahoochee River by the Cherokees in the early 1800s. Cobb County was still part of the Cherokee Indian Territory when Marietta’s earliest European settlers came. They began to arrive in the early 1830s from other parts of Georgia, when they won land lotteries used to allocate the Indian lands. Other early migrants, most of English and Scotch-Irish descent, traveled south to Georgia through the Mid-Atlantic States. The Cherokee land had been divided into 40-acre gold and 160-acre farm tracts with most of Cobb County originally settled by gold-seekers and people looking for good farmland. Despite several treaties to protect the rights of the Cherokees, in 1835 these Native Americans were forced to move west, and the whites moved in for good. Although some of the Native Americans left voluntarily, more than 17,000 were relocated by the federal government to Oklahoma by way of the infamous Trail of Tears. Traces of its Native American heritage remain in Cobb County in place names such as Sweetwater, Allatoona, and Kennesaw. Some of the Indian trails were widened to accommodate wagons, which in time brought in more settlers and launched trade in the county.

Early History of Marietta

By 1833, nearly 100 people had settled in the area of Marietta, chosen as a town site in part because of the springs located near the present town square. The county was named in honor of Judge Thomas Willis Cobb, who was a Georgia Congressman, U.S. Senator, and later a judge of the Ocmulgee Circuit of the Superior Court. The city of Marietta was named for his wife. Marietta’s first courthouse, a single room log cabin, was built in 1834. By the mid 1830s, several river ferries began operating to transport people, wagons, and livestock across the Chattahoochee. Marietta was also selected as a home base for Colonel Stephen Long of the U.S. Army Corps of Engineers, who was chosen to head the Western & Atlantic Railroad project.

In the mid-1840s, Marietta had more than 1,500 residents. By the next decade, it was a popular resort town for people from “the low country,” who were attracted in part by the mild climate and the alleged therapeutic powers of local spring water. The state-owned Western & Atlantic Railroad began runs in 1845 and was completed in May 1850, providing access to a ready market for farmers and manufacturers and reducing the costs of conveying merchandise. Cities and towns sprang up along major rail lines running through Cobb County. In 1852 Marietta’s formal incorporation took place. From 1850 to 1861, Marietta was considered a carefree town and was once described as “the fastest town in Georgia.” During this period, businesses included tailor shops, warehouses, grocery stores, general stores, carriage and wagon shops, a tin and gunsmith shop, a bakery, professional services, and other small businesses.

Civil War Brings Destruction

On April 11, 1862, the first disruptive effects of the Civil War were felt by the city’s people when a group of 22 undercover Union agents arrived. After staying overnight at Kennesaw House, a former hotel, which still stands west of the town square, the agents boarded the W & A Railroad northbound train at the Marietta Station. At Big Shanty (now Kennesaw), the Union spies took control of the train. They were later caught by “Andrew’s Raiders” after a now-famous locomotive chase with the backward pursuing “The Texas” overtaking “The General” near Ringgold, Georgia. The hard times of the War Between the States culminated with the Union occupation of the city on July 3, 1864, following battles around Kennesaw Mountain. During that time, the courthouse and all county records were destroyed when General Sherman’s troops burned every public building on Marietta’s town square.

Prosperity Slowly Returns in Post-War Period

After the Civil War, recovery was slow for Marietta as for the rest of the South. Over time, however, the city began to prosper as new businesses moved in, and an 1860s

account reveals that the city once again was beginning to attract visitors. In the 1870s, a new jail and courthouse were built, and summer tourists were honored at a reception in the city square. County finances gradually were improving, but the blackened ruin of the county courthouse remained as a reminder of the “War of Northern Aggression,” as it was termed in the South, until the construction of a new building began in 1872. Industrialization came to the Marietta area in the late nineteenth century, gradually overtaking agriculture as the major factor in the county’s economy over the next half century. The Marietta Bank (now called First National Bank of Cobb County) opened in 1888, and a paper mill, two chair and two marble companies, a textile mill, and a machine works sparked the economic recovery. By 1899, street lights illuminated the town, a local telephone company was operating, and there was a railroad depot in downtown Marietta. Still, the rural parts of Cobb County endured low cotton prices for years. In 1900 as many as 56 percent of the county’s farmers paid rent as tenants with typical fees amounting to a fourth of their cotton crop along with a third of their corn. By 1905 an electric railway operated between Marietta and Atlanta, spawning residential development as Cobb County residents commuted to jobs in Atlanta.

Schools were established early in Marietta, and the city set up its independent school system in 1892. In 1919 the city organized the first Parent-Teacher Association (PTA) in the county. (In fact, The National PTA was founded in Washington, D.C. by Alice McLellan Birney (1858–1907), a former Marietta resident.)

Early construction of highways was concentrated in Marietta from 1917 to 1921, and the county began a federally-subsidized road program at that same time. Old Highway 41 was paved in 1926, allowing ready access between Marietta and Atlanta and encouraging trade.

Aircraft Industry Aids Recovery

Cobb County’s economy remained dependent on agriculture until 1940 when manufactured goods produced amounted to twice the value of agricultural products. Hard times took over during the Great Depression of the 1930s, and World War II played a part in the recovery. In 1941, Rickenbacker Field (now Dobbins Air Force Base) was built south of Marietta along with the adjoining 200-acre Bell Aircraft Plant. During World War II, B-29s were produced at the plant and employment reached 28,000 people. With the local population able to supply only a small part of the work force for the large plant, newcomers poured in, necessitating the construction of new housing projects. About that time a 45-acre complex was built and named Larry Bell Park, in honor of the President of Bell Aircraft Corporation. The plant closed in 1946, but reopened in 1951 as the Lockheed-Georgia Company. Some of the aircraft produced there include

B-47s, C-130s, C-141s, C-5As, C-5Bs, and the Jetstar. Employment at the plant of the Bell Aircraft Corporation, Georgia’s largest employer at that time, reached more than 31,000 people by the 1960s.

Businesses and the real estate industry burgeoned when thousands of people moved to Cobb County and the Greater Atlanta area. Construction of Interstate 75 through the county in the 1950s increased the impact of tourism and brought outside investments for industry and housing. During the following years major developments included the opening of the first major office parks in the 1960s, the opening of Cumberland Mall in 1973, the opening of the first major hotels and shopping malls and the establishment of the Cobb Convention and Visitors Bureau in the 1980s, and the construction of the \$47 million Galleria Convention Centre in 1992. With the area’s economic growth showing no signs of slowing, by mid-2003 more than 27,000 businesses were licensed in Cobb County. In 2006 Marietta was named one of ten “All-America Cities” by the National Civic League.

Historical Information: Cobb County Public Library, Central Library, 266 Roswell St., Marietta, GA 30060; telephone (770)528-2320; www.cobbcat.org. City of Marietta, 205 Lawrence St., Marietta, GA 30060; telephone (770)794-5526; www.mariettaga.gov. Marietta Museum of History, 1 Depot Street, Suite 200, Marietta, GA 30060; telephone (770)794-5710; www.mariettahistory.org

■ Population Profile

Metropolitan Area Residents

1980: 2,233,000
 1990: 2,969,500
 2000: 4,112,198
 2006 estimate: Not reported
 Percent change, 1990–2000: 39.0%
 U.S. rank in 1980: 16th
 U.S. rank in 1990: 12th
 U.S. rank in 2000: 11th

City Residents

1980: 30,829
 1990: 44,129
 2000: 58,748
 2006 estimate: 63,152
 Percent change, 1990–2000: 33.1%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: 582nd (State rank: 13th)
 U.S. rank in 2000: 557th (State rank: 13th)

Density: 2,684.1 people per square mile (in 2000, based on 2000 land area)

Racial and ethnic characteristics (2000)

White: 33,185
Black: 17,330
American Indian and Alaska Native: 188
Asian: 1,744
Native Hawaiian and Pacific Islander: 51
Hispanic or Latino (may be of any race): 9,947
Other: 4,694

Percent of residents born in state: 35.4% (2000)

Age characteristics (2000)

Population under 5 years old: 4,655
Population 5 to 9 years old: 3,776
Population 10 to 14 years old: 3,023
Population 15 to 19 years old: 3,391
Population 20 to 24 years old: 6,615
Population 25 to 34 years old: 14,134
Population 35 to 44 years old: 9,031
Population 45 to 54 years old: 6,021
Population 55 to 59 years old: 1,932
Population 60 to 64 years old: 1,276
Population 65 to 74 years old: 2,174
Population 75 to 84 years old: 1,929
Population 85 years and older: 791
Median age: 30.0 years

Births (2006, MSA)

Total number: 77,599

Deaths (2006, MSA)

Total number: 28,342

Money income (1999)

Per capita income: \$23,409
Median household income: \$40,645
Total households: 23,945

Number of households with income of . . .

less than \$10,000: 2,068
\$10,000 to \$14,999: 1,209
\$15,000 to \$24,999: 3,165
\$25,000 to \$34,999: 3,573
\$35,000 to \$49,999: 4,579
\$50,000 to \$74,999: 4,504
\$75,000 to \$99,999: 2,081
\$100,000 to \$149,999: 1,711
\$150,000 to \$199,999: 493
\$200,000 or more: 562

Percent of families below poverty level: 11.4%
(1999)

2005 FBI Crime Index Property: 2,371

2005 FBI Crime Index Violent: 331

■ Municipal Government

Marietta is governed by a mayor and a seven-member city council (one from each ward) who serve four-year terms. Day-to-day administration is handled by the City Manager, who is appointed by the city council.

Head Official: Mayor Bill Dunaway (R) (since 2002; term expires January 2009)

Total Number of City Employees: 750 (2006)

City Information: City of Marietta, 205 Lawrence St., Marietta, GA 30060; telephone (770)794-5526; www.mariettaga.gov

■ Economy

Major Industries and Commercial Activity

Cobb County has a diverse business base that encompasses manufacturing and distribution, administrative headquarters operations, service industries, and retailers. The booming service economy and the large migration of Northern companies into the South have formed a new class of entrepreneurs. As of 2007 the service industry was considered to be the dominant force, but still followed closely by retail and manufacturing. Marietta and Cobb County compete with cities such as Nashville, Birmingham, Charlotte, Dallas, and Fairfax, Virginia, for the attention of relocating businesses. Cobb County has the advantages of relatively low property taxes, as well as the diversity and availability of site and buildings. Cobb County is a vital center for commerce, with increasingly more office, retail, and industrial space available. The county is home to about 200 international firms. Marietta offers strong advantages in terms of low costs for building and leasing, as well as a moderate cost of living. There are 10 industrial parks located in and around the city.

The mix of new and diverse industries has made the area virtually recession-proof. Besides Lockheed Martin Aeronautical Systems, other large-scale employers in Cobb County include the Cobb County Public Schools, WellStar Health System, IBM Corporation, The Home Depot, Cobb County Government, and Publix.

Cobb County is the second most popular visitor destination in Georgia. More than 4 million visitors a year experience the area's attractions and stay in its hotels. Tourism was a \$1.2 billion industry in 2001. While tourism increased 1.3 percent from the previous year, figures were still slightly impacted by the September 11, 2001 terrorist attacks. Tourism in the area is still experiencing major growth, and is responsible for nearly 40,000 direct and indirect jobs in the county.



Photo by Johnny Walker. Courtesy of the City of Marietta.

Items and goods produced: computer software and hardware, aerospace equipment, aircraft parts, medical devices, printing, construction products, chemicals, plastics, paper products, foodstuffs, telecommunications equipment

Incentive Programs—New and Existing Companies

Local programs: The Cobb Chamber of Commerce works to maintain a healthy economy by bringing business and industry to the area and helping established firms grow. Through six Area Councils in the Cumberland, East Cobb, Marietta, North Cobb, Smyrna, and South Cobb areas, the Cobb Chamber unifies and advocates for Cobb's business community. Each council is represented on the Cobb Chamber Board of Directors and promotes grassroots actions. The Cobb Chamber handles administration for the Development Authority of Cobb County and the Cumberland Community Improvement District, which supports the Cumberland Transportation Network. The City of Marietta also works in cooperation with the Development Authority of Marietta and the Downtown Marietta Development Authority to offer business development incentives.

The Marietta Growth Fund provides gap financing to qualified businesses. There is a 100 percent Freeport ad valorem tax exemption offered by the city for three general categories of inventories.

State programs: Georgia has business-friendly tax laws; the state does not use the unitary tax method, but instead taxes businesses only on income apportioned to Georgia. Attractive inventory tax exemptions are available in most metropolitan Atlanta counties and sales and property tax exemptions are available for certain pollution control equipment used in production. Companies can apply for a permit from the Georgia Environmental Protection Division which can result in their obtaining their federal permit as well, via a single application. The Georgia Entertainment and Investment Act offers special incentives for businesses in the film and music industries. A corporate headquarters tax credit is available for companies that relocate or establish a national or international headquarters in the state.

Job training programs: The Georgia Department of Technical and Adult Education administers the Georgia Quick Start program, offering job-specific training programs through a large network of college, university, and satellite campus sites within the state. By developing and

implementing high quality customized training programs and materials, Quick Start assists the company in obtaining a trained work force ready to begin as soon as the company opens for business. In addition, metro Atlanta's colleges and universities provide a continuing supply of educated and ready-to-work graduates.

Development Projects

Development within the city has been primarily focused on renovation or new construction of commercial and housing units in order to replace vacant lots with more attractive sites for businesses and residents. In July 2007 developers announced plans for the \$150 million Marietta Mercantile Exchange project. The mixed-use facility, covering 20 acres along Powder Springs Street (between Garrison and Sandtown roads), will include upscale residential, retail, and office space to replace existing World War II era housing and vacant commercial lots. Residential spaces will include condominiums and townhouses and the retail section is expected to be anchored by a national grocery chain. Near the former public housing site at Griggs and Powder Springs, a similar mixed-use development, Marietta Walk, is expected to include single-family homes as well as condominiums, retail, and office space. Construction began on Marietta Walk in 2007. Meeting Park, a mixed-use community off of Marietta Square, is a \$112 million development that includes plans for a central neighborhood park, clubhouse, fitness center, and swimming pool as well as residential units and neighborhood-oriented retail shops and restaurants. New single-family homes have also been developed at Frasier Circle and a Magnet community off of South Marietta Parkway.

As part of this Powder Springs development, the city planned to expand and improve Brown Park. The expanded site will encompass several historic buildings, two Civil War cemeteries, and local museums. The improvements are expected to provide a boost for tourism. Henry Park, near Marietta Walk, will also be improved. Emerson Overlook, a few blocks from Marietta Square at the corner of Roswell and Coryell, is a seven-story mixed-use development of condominiums and office space.

Economic Development Information: Cobb Chamber of Commerce, PO Box 671868, Marietta, GA 30006-0032; telephone (770)980-2000; www.cobb-chamber.org. City of Marietta, 205 Lawrence St., Marietta, GA 30060; telephone (770)794-5526; www.mariettaga.gov

Commercial Shipping

CSX offers rail service through Marietta. For motor freight, Marietta and Cobb County are part of the Atlanta Commercial Zone, with 11 interstate and 50 inter/intrastate terminals, and 23 local terminals. General aviation aircraft are served by McCollum Field, a county

airport that can handle operations of small jets and other craft weighing less than 33,000 pounds. The airport has a 4,600-foot bituminous runway and offers aircraft tie-down, airframe and power plant repair, a hangar, and lighted runway. The Hartsfield-Jackson Atlanta International Airport, one of the busiest in the world, is conveniently nearby. A Foreign Trade Zone located near the airport at the Atlanta Tradeport provides companies with an opportunity to delay, reduce, or eliminate customs duty on imported items, while the U.S. Customs Service Model Inland Port is a highly computerized center designed to expedite quick clearance for international freight. There are three main cargo complexes and an additional Atlanta Perishables Complex, the onsite-distribution and transport center of the U.S. Department of Agriculture, offering USDA inspection services.

Labor Force and Employment Outlook

Low unemployment levels and some of the lowest property tax levels in metro Atlanta continue to assist Marietta and Cobb County in their attractiveness to businesses and residents. Service producing industries have typically offered the largest number of employment opportunities. In 2006 the largest major industry sector was retail trade. The largest major occupation group was office and administrative support occupations, followed by retail, and food preparation and serving occupations. Services and retail are likely to continue as major employment sectors as city development plans take shape. New opportunities for construction workers will open as redevelopment projects continue within the city and the county. As of 2000, about 34 percent of the adult population had completed a bachelor's degree or higher.

The following is a summary of data regarding the Atlanta-Sandy Springs-Marietta metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 2,398,300

Number of workers employed in . . .

construction and mining: 139,800
manufacturing: 178,100
trade, transportation and utilities: 548,100
information: 89,800
financial activities: 161,900
professional and business services: 398,600
educational and health services: 242,200
leisure and hospitality: 225,700
other services: 96,800
government: 317,200

Average hourly earnings of production workers employed in manufacturing: \$16.06

Unemployment rate: 4.5% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Lockheed Martin	7,531
Cobb County Public Schools	3,885
Wal-Mart Stores	1,100
WellStar Health System	955
Tip Top Poultry	650
Cobb Electric Membership Corp.	570
Arko Executive Services Inc.	450
City of Marietta	380
Tyco Healthcare Group LP	300

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
\$306,449

2007 (1st quarter) ACCRA Cost of Living Index:
98.1

State income tax rate: 1.0% to 6.0%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: 29.94 mills (2007)

Economic Information: Cobb Chamber of Commerce, PO Box 671868, Marietta, GA 30006-0032; telephone (770)980-2000; www.cobbchamber.org. Georgia Department of Labor, 465 Big Shanty Road, Marietta, GA 30066-3303; telephone (770)528-6100; www.dol.state.ga.us

■ Education and Research

Elementary and Secondary Schools

Marietta City Schools is governed by a seven-member elected Board of Education. In 2007 the district had four Georgia Schools of Excellence and one National School of Excellence. Also in 2007 Marietta High School was named as one of the best high schools in the nation by *Newsweek*, ranking it among the top 5 percent of all high schools in America for the second year in a row. Since 1995 Marietta High School has offered an International Baccalaureate Program. City schools generally rank within the top 15 percent nationwide. In 2004 the combined average of SAT scores exceeded the national average.

Marietta offers a comprehensive program for exceptional and gifted children in elementary, middle, and high school. The system offers special education programs, reading recovery classes, and a program called Project Key aimed at pre-school handicapped children. Marietta Center for Advanced Academics, the city's first magnet school, opened in 2005.

In 2003 Cobb County taxpayers extended a "special purpose" sales tax of \$637 million for new school construction and technology programs. Of that total, \$76 million was allocated for technology and curriculum programs. The need for additional classrooms due to the expanding population was addressed as \$205 million of the tax was directed to the building of nine new schools within the county (four elementary, three middle, and two high schools).

The following is a summary of data regarding the Marietta City Schools as of the 2007–2008 school year.

Total enrollment: 8,000

Number of facilities

elementary schools: 7
junior high/middle schools: 1
senior high schools: 1
other: 2

Student/teacher ratio: 14.9:1

Teacher salaries (2005–06)

elementary median: \$47,140
junior high/middle median: \$46,810
secondary median: \$48,000

Funding per pupil: \$9,214

Several private schools, both church-affiliated and nonsectarian, are located in the area.

Public Schools Information: Marietta City Schools, 250 Howard St., Marietta, GA 30060; telephone (770) 422-3500; fax (770)425-4095; www.marietta-city.k12.ga.us

Colleges and Universities

Cobb County is the home of the University System of Georgia. Kennesaw State University, with about 18,000 students, offers a broad selection of undergraduate majors as well as graduate programs in business administration and education. Marietta is home to the Southern Polytechnic State University. Founded in 1948 and located within the city, it offers nearly 4,000 students associate degree transfer programs and 23 undergraduate majors in its bachelor degree programs including ten areas of engineering technology and related fields, as well as masters programs in technology management and technical communication.

The city has two post-secondary institutions. Chattahoochee Technical College offers its 5,000-plus students vocational-technical and supplementary education and industrial short-term training. The school offers four associate of applied technology degree programs and certificate programs in architectural drafting technology and dental assisting. Diploma programs are available in seventeen other fields. The Lincoln College of Technology, a career training school offering many two-year programs, has a campus in Marietta. The North Metro Technical College in Acworth offers the associate of applied science degree in business, electronics, and secretarial science. Diploma programs include accounting, information & office technology, electronics and telecommunications. Continuing education programs are also offered, as are customized industry-specific short term courses. Life University offers bachelor's degrees in business administration, nutrition for the chiropractic sciences, and pre-professional education for advanced careers in health care and business. Finally, the private Shorter College has a campus north of Atlanta that focuses on a liberal arts curriculum.

Libraries and Research Centers

The Cobb County Public Library System, one of the largest in the state, is comprised of a 64,000-square-foot main library in Marietta and 16 branches. The system has over 680,000 volumes, 1,298 periodical subscriptions, almost 500 microfiches, nearly 8,000 audio and videotapes, 3,200 music CDs, a CD-ROM network, and Internet access. Through the web-based GALILEO system, an initiative of the University System of Georgia, patrons have access to over 70 databases and 3,000 journals and magazines. The library is also home to a special historical collection in its Georgia Room containing more than 12,000 items.

Special libraries in Marietta include the Genealogical Center Library, which lends books to the public by mail for a fee; Lockheed's comprehensive Technical Information Center; and Southern Polytechnic State University's science and engineering library. Research centers located in Marietta include the U.S. Army Corps of Engineers' South Atlantic Division Laboratory, which tests soil and water quality among other activities, and a branch of the Atlanta Center for Clinical Research.

Public Library Information: Cobb County Public Library, Central Library, 266 Roswell St., Marietta, GA 30060; telephone (770)528-2320; www.cobbcat.org

Health Care

The Cobb County region supports four large hospitals; Marietta's largest is WellStar Kennestone Hospital with about 633 beds. Kennestone has made treatment of minor illness and injuries more convenient to residents

through its five satellite KenMed facilities throughout the community. Atherton Place, an independent and personal care living facility on the main campus, serves senior citizens, while Health Place, the system's 40,000-square-foot fitness center, is open to the public and specializes in cardiac rehabilitation. WellStar Windy Hill Hospital in Marietta offers specialized care for long-term recovery. The system's emergency center in Marietta is the second busiest in Georgia. The city of Marietta operates its own emergency medical service. The Specialty Care of Marietta, affiliated with Kindred Healthcare, accommodates 138 residents in its postacute rehabilitation center.

Recreation

Sightseeing

The first stop to make on a visit to Marietta is at the Welcome Center to pick up tour maps; the center is in the renovated train station right off Marietta Square. The revitalized square is the heart of the city, serving as an entertainment site with several popular nightspots, restaurants, and the renovated Theater in the Square. The focal point of the square is Glover Park, where winding brick paths lead to a majestic, three-tiered fountain, to an ornate Victorian gazebo, and to a scaled-down replica of "The General," a celebrated Civil War locomotive, where children can climb, slide, and pretend. The park is the location for frequent special events, festivals and concerts.

A walking tour of the downtown features at least 100 homes and buildings that span the period from antebellum to Victorian and evoke the sentiment and beauty of days gone by. The William Root House, one of the city's oldest residences, houses a museum depicting life in Cobb County during the 1840s and is open from Tuesdays to Saturdays. Other structures include classic Victorian, Queen Anne, Greek Revival, and Plantation Plain-style residences. The 1854 Greek classic style First Presbyterian Church, St. James Episcopal Church, and the 1866 Zion Baptist Church are part of the Historic District's walking tour. Other buildings of note include former general stores, a "Breakfast House" hotel, and a former hardware store. The Episcopal Cemetery is the burial place of many early well-known local citizens.

Not far from the center of town, Kennesaw Mountain National Battlefield Park, a Civil War fortress, provides miles of wood trails, original earthworks and cannons that stand as silent witnesses to the decisive battle in which Confederate troops, vastly outnumbered, defended Kennesaw Mountain in a bloody effort to block Sherman's March to Atlanta. At the visitor's center a ten-minute slide presentation briefs visitors on the battle that took place and exhibits depict the harsh conditions the soldiers endured in the front ranks. At the park, visitors may walk on the grounds and view the family cemetery of the Kolb Farm, a significant battle site during the Civil

War. Marietta is one of only two U.S. cities with both a Confederate and a Union Cemetery. The Confederate Cemetery is the final resting place for more than 3,000 Confederate soldiers. At the nearby 23-acre National Cemetery, more than 10,000 Union soldiers, 3,000 of whom are unknown, rest alongside veterans of five subsequent wars.

Well worth a visit is the Concord Covered Bridge, one of the few remaining covered bridges in operation, nestled on Nickajack Creek alongside historic Ruff's Mill. Both sites are national landmarks and part of a historic district that also features nineteenth century homes and the Concord Woolen Mills. Another interesting spot is home to the remains of the nineteenth-century Marietta Manufacturing Mill on the banks of the Sope Creek.

At the East Cobb Children's Museum, school-age children can participate in historical tours, and dress in authentic period costumes. The museum also offers live puppet shows and classroom excursions. The Aurora, a horse-drawn 1879 Silsby Steamer, is on display at the Marietta Fire Museum. It has been fully renovated and is said to be the best-restored engine of its kind in the world. The Kennesaw Civil War Museum, formerly known as The Big Shanty Museum, in Kennesaw provides a close-up look at "The General," a steam locomotive that caused quite a stir in 1862 when Union soldiers known as Andrew's Raiders hijacked it and sped northwest to damage the line and seal off Chattanooga in the Civil War campaign. Classic cars and the largest selection of miniature die-cast cars in the Southeast are on display at the Auto Motif in Smyrna. Marietta also features a Gone With the Wind Museum: Scarlett on the Square that opened in 2003 and maintains a wide variety of memorabilia from the classic book and movie. Located within the historic Kennesaw House is the Marietta Museum of History that displays such items as Civil War uniforms and a local photography collection.

Youngsters are enthusiastic participants at Six Flags White Water in nearby Atlanta, a 35-acre park featuring more than two dozen specialty water rides including speed slides and body flumes. Marietta's newest family draw is American Adventures, a Six Flags amusement park designed for children ages 12 and younger that offers rides, an arcade, a miniature golf course, and the Foam Factory, an indoor fun house filled with foam balls. Another mammoth attraction, which is located in the southwestern corner of the county, is Six Flags Over Georgia amusement park, home of the Great American Scream Machine, the Free Fall, Z Force and other thrilling rides, musical revues and top name entertainers. Skull Island debuted there in 2004 and features three water-dumping towers, six water slides, and many other water-related activities. Sun Valley Beach, the South's largest swimming pool, with 2 million gallons, is located on one-and-a-half acres of land and provides sun and games at its Powder Springs location.

No visit to Marietta would be complete without paying respects to the "Big Chicken," a local landmark. In 1963 a Marietta restaurateur wanted a focal point for his eatery and commissioned a Georgia Tech student to create a plucky, triangular-shaped fowl, complete with eyes that rolled, a beak that snapped open and shut, and a comb that dipped in the breeze. At one point, a hydraulic lift made the bird operational, but for the most part it stands as a silent object of wonder for foreign visitors who have declared it to be "so American" and an important element of Marietta folklore. The Big Chicken has inspired the Gran Poulet, an art festival featuring fowl-inspired works of every description.

Arts and Culture

The best in professional live theater, both contemporary and classical, is offered by the award-winning 225-seat Theatre in the Square opened in 1982 at its renovated home on Marietta Square. Classical music concerts are offered by the Cobb Symphony, established in 1951, and the Jubilee Concert Series at the Galleria Centre. The Georgia Ballet performs regularly at the Cobb County Civic Center. The long vacant Strand Theater in Marietta Square has been the site of restoration with the hopes of offering yet another venue for film and live performances and events,

The Marietta-Cobb Museum of Art is located just off the Square. The museum's permanent exhibit is the only metropolitan Atlanta museum to focus on nineteenth and twentieth century American art. Workshops, lectures, poetry readings, special art showings and children's activities are also provided. Art lovers can also visit the Mable House Cultural Center in the southern portion of Cobb County. Smyrna's Lillie Glassblowers allows spectators to watch as liquid crystal is transformed into exquisite designs for artistic and scientific purposes.

Festivals and Holidays

Annual events in Marietta involve a wide variety of activities. The last weekend in April brings the Taste of Marietta food festival. In spring, Cobb Landmarks and Historical Society sponsors Through the Garden Gate, a spring tour of gardens in the city. An annual Easter Egg Hunt is held at Laurel Park. In May arts, crafts, and food concessions fill Glover Park at the May-Retta Daze Arts and Crafts Festival. Summer brings the Glover Park Concert Series, a variety of musical presentations that extend through June, July, and August. The Fourth of July celebration starts the day with a parade and is filled with food and completed by fireworks at dusk. Labor Day Weekend's Art in the Park at Marietta Square showcases local artists' paintings, photography and pottery in Glover Park. September ushers in the Marietta Antique Street Festival that was established in 1992 and draws over 125 antiques dealers from across the state. Late September's North Georgia State Fair at Miller Park features carnival

rides, top name entertainment, contests, and special attractions. In October Marietta Square becomes the site of the Harvest Square Arts and Crafts Festival, featuring a special program called Halloween Happenings and Scarecrows on the Square, through which individuals or groups enter a competition to make their own scarecrow. Theatre In The Square Presents "The 1940's Radio Hour," a song and dance extravaganza performed at Marietta Square during November, December, and January. December brings The Marietta Pilgrimage: A Christmas Home Tour, featuring six private historic homes decorated for the holidays. Audiences enjoy the holiday excitement of the Georgia Ballet's performances of *The Nutcracker* at Cobb County Civic Center. Each spring the city celebrates Founder's Day, when the City Square is decked out for a weekend festival, the highlight of which is an antique show.

Sports for the Spectator

Al Bishop Softball Complex is the site of numerous national/regional softball tournaments on its five lighted playing fields. Marietta's professional sports fans have an exciting series of events to choose from by making the fifteen-mile trip to nearby Atlanta, home to five professional franchises. Atlanta also hosts many collegiate competitions.

Sports for the Participant

The Cobb County Parks, Recreation, & Cultural Affairs Department, one of the largest in the Southeast, consists of 35 parks covering more than 2,000 acres. Tennis, swimming, softball, gymnastics, and soccer are offered, as are arts and crafts classes and informational programs. Marietta has an impressive network of 19 municipal parks, most fully equipped with playground facilities, athletic fields and tennis courts. The tiny quarter-acre Monarch Park is the site of a butterfly garden. Wildwood Park offers a beautiful 28-acre site of nature and jogging trails. At the site of the former Marietta County Club, the Marietta City Club opened as Cobb County's first public Professional Golfer's Association standard golf course on 126 acres and a professional shop. Visitors to Kennesaw Mountain National Battlefield Park enjoy five marked hiking trails, the longest of which extends for sixteen miles. Laurel Park has a jogging trail, basketball court, picnic facilities, 13 tennis courts, and a sand volleyball court on 25 acres. The Chattahoochee River National Recreation Area consists of more than 1,700 acres in four parks along the waterway. Concessionaires rent canoes, rafts, or kayaks at various points along the river so that water buffs can experience the river's whitewater thrills firsthand. The Lake Allatoona Reservoir, which boasts a 330-acre lake and 124 land-acres, is ideal for fishing, boating, swimming, camping, hiking, and picnicking. At the town of Acworth, Acworth Beach and Lake Acworth offer swimming, fishing, picnicking, and sunbathing.

Shopping and Dining

Cobb County offers shoppers a variety of options from the corner store to huge regional shopping malls like Cumberland Mall and Town Center at Cobb, each with more than one million square feet. Marietta is the home of Providence Square shopping center. Quaint shops surrounding Marietta Square offer art, fine china, jewelry, clothing, and novelty items. There are several antique shops in the city. One of the most eclectic shops is the Mountain Mercantile, offering everything from clocks, guns, slot machines, pottery, and souvenirs. Other shopping areas include Marietta Trade Center, Town and Country Shopping Center, Merchants Walk, Cobb Place, Belmont Hills Shopping Center, and Akers Mill Shopping Center. The Church Street Market provides foods native to the area along with quaint home and garden products.

Southern cuisine, featuring such treats as baked squash casserole or turnip greens, or palate-tempting fare served in classic plantation style, makes for memorable dining experiences. A variety of ethnic cuisines, including Japanese, Mexican, Slovakian, Australian, Italian, Chinese, and standard American and continental fare are available at the more than 200 dining rooms, outdoor cafes, and casual eateries which proliferate throughout the area. Tiffany's Tea Room is located in a historic building overlooking Marietta Square. LaTeaDa's, a tea room on Church Street, offers a special space for receptions, small parties, and special luncheons. LaTeaDa's also offers etiquette classes.

Visitor Information: Cobb County Convention and Visitors Bureau, One Galleria Parkway, Suite 1A2A, Atlanta, GA 30339; www.cobbcbv.com. City of Marietta, 205 Lawrence St., Marietta, GA 30060; telephone (770) 794-5526; www.mariettaga.gov. Marietta Welcome and Visitors Bureau, 4 Depot St. NE, Marietta, GA 30060; telephone (770)429-1115; www.mariettasquare.com

■ Convention Facilities

Cobb County's Galleria Centre provides 320,000 square feet of meeting and exhibit space. The \$40 million facility offers a 144,000-square-foot exhibit/arena space; a 25,000-square-foot ballroom; nearly 24,000 square feet of registration/pre-function space, and 20 meeting rooms ranging from 528 to 1,750 square feet. Connected to the center is the Renaissance Waverly Hotel with 27 meeting rooms and 60,000 square feet of meeting space and 521 deluxe hotel suites. The county offers more than 70 hotels/motels with more than 12,000 sleeping rooms in a variety of price ranges. Unique off-site meeting spots include a Victorian-styled park, an 1830's historic home/museum, a Victorian country inn, an amusement park, and the Cobb County Civic Center.

Within the city itself is the Marietta Conference Center and Resort, which has 20,000 square feet of meeting space and features 17 meeting rooms that can accommodate up to as many as 500 people. Other meeting spaces are available at the Marietta-Cobb Museum of Art, the Wingate Inn-Marietta, and the Gone With the Wind Museum. Laurel Park offers space for special events.

Convention Information: Cobb County Convention and Visitors Bureau, One Galleria Parkway, Suite 1A2A, Atlanta, GA 30339; www.cobbcvb.com. Marietta Welcome and Visitors Bureau, 4 Depot St. NE, Marietta, GA 30060; telephone (770)429-1115; www.mariettasquare.com

■ Transportation

Approaching the City

Atlanta's Hartsfield-Jackson Atlanta International Airport serves the greater metro area, including Marietta. Airlines serving Hartsfield-Jackson include domestic and international carriers, as well as commuter and freight lines. Cobb County is bisected by Interstate 75 and Highway 41/Cobb Parkway. It is bordered on the east by Atlanta's perimeter highway Interstate 285 and the Chattahoochee River and on the south by Interstate 20.

In 2004 the state of Georgia offered approximately \$1.2 billion in transportation renovation monies to Cobb County for the development of high-occupancy vehicle lanes on I-575 and bus lanes on I-285 and I-75.

Traveling in the City

Cumberland Transportation Network and Cobb Community Transit offer alternative ways to get around and connect Cobb County with Atlanta and the MARTA (Metropolitan Atlanta Rapid Transit Authority) rapid transit system.

■ Communications

Newspapers and Magazines

Marietta's daily newspapers are the *Marietta Daily Journal* and *The Atlanta Journal-Constitution*. *East Cobber* and *Cobb Extra* are published weekly. Several magazines

are published in Marietta, including *Our Town* and *North American Whitetail Magazine*.

Television and Radio

Cobb County has access to eight local television stations, all but one from Atlanta. There are four local radio stations. Cable services are available.

Media Information: *Marietta Daily Journal*, 580 Fairground St. SE, Marietta, GA 30060; telephone (770) 428-9411; www.mjdonline.com. *The Atlanta Journal-Constitution*, 72 Marietta St., NW Atlanta, GA 30303; telephone (404)522-4141; www.ajc.com

Marietta Online

City of Marietta home page. Available www.marietta.ga.us

Cobb Chamber of Commerce. Available www.cobbchamber.org

Cobb County Board of Education. Available www.cobb.k12.ga.us

Cobb County Convention and Visitors Bureau . Available www.cobbcvb.com

Cobb County Public Library. Available www.cobbcat.org

Georgia Labor Market Explorer. Available www.explorer.dol.state.ga.us

Marietta City Schools. Available www.marietta-city.k12.ga.us

Marietta Daily Journal. Available www.mdjonline.com

Marietta Welcome and Visitors Bureau. Available www.mariettasquare.com

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Lassiter, Patrice Shelton, *Generations of Black Life in Kennesaw & Marietta, Georgia* (Charleston, SC: Arcadia Pub., c1999)



Savannah

■ The City in Brief

Founded: 1733 (chartered 1789)

Head Official: Otis S. Johnson (D) (since 2003)

City Population

1980: 141,654

1990: 137,560

2000: 131,510

2006 estimate: 127,889

Percent change, 1990–2000: 4.4%

U.S. rank in 1980: 158th

U.S. rank in 1990: 129th

U.S. rank in 2000: 182nd (State rank: 6th)

Metropolitan Area Population

1980: 231,000

1990: 258,060

2000: 293,000

2006 estimate: 320,013

Percent change, 1990–2000: 13.5%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 137th

U.S. rank in 2000: 133rd

Area: 75 square miles (2000)

Elevation: approximately 46 feet above sea level

Average Annual Temperature: January, 49.2° F; July, 82.1° F; annual average, 66.2° F

Average Annual Precipitation: 49.58 inches total precipitation

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.1% (June 2007)

Per Capita Income: \$17,193 (2005)

2005 FBI Crime Index Property: 11,671

2005 FBI Crime Index Violent: 1,390

Major Colleges and Universities: Savannah State University, Armstrong Atlantic State University, Savannah Technical Institute, Savannah College of Art and Design

Daily Newspaper: *Savannah Morning News*; *The Statesboro Herald*

■ Introduction

Once named as “The most beautiful city in North America” by Paris’s famed *Le Monde* newspaper, Savannah has continued to develop into a premier destination for both tourists and businesses. Visitors in growing numbers flock to experience the city’s mild climate, old world charm and atmosphere, moderately priced accommodations, and unique historic downtown district. The continually growing Port of Savannah brings new business and new jobs vital to the areas economy. Each year from 2000 to 2003, *Expansion Management* named Savannah as one of “America’s 50 Hottest Cities for Business Relocation and Expansion.” Savannah is attracting retirees, too, who are looking for alternatives to an increasingly crowded Florida. In 2003, *CNN Money* named the city as one of the “Best Places to Retire.” Savannah is consistently listed among such surveys for top cities for assets such as its attractiveness as a tourist destination. The city has made plans to build on these strengths in hopes of developing Savannah even further into a destination of choice for residents and visitors alike.

■ Geography and Climate

Savannah is located on the Georgia–South Carolina border where the Savannah River and the Atlantic Ocean are the natural boundaries of both the city and

the state. In its semi-tropical location, Savannah usually has warm, and frequently hot, humid weather throughout the year. The city is set on the coastal plain and is surrounded by flat and low marshland to the north and east, and higher land, rising as high as 51 feet above sea level to the south and west. About half of the land to the west and south is clear of trees; the other half is woods, much of which lies in swamp. The intercoastal waterway runs down the Savannah coast, as do numerous rivers and inlets. There are seven months in which the average temperature is 70 degrees or higher. Summer temperatures are moderated by frequent afternoon showers. Average snowfall is less than one-half inch per month in winter.

Area: 75 square miles (2000)

Elevation: Approximately 46 feet above sea level

Average Temperatures: January, 49.2° F; July, 82.1° F; annual average, 66.2° F

Average Annual Precipitation: 49.58 inches total precipitation

■ History

City Designed by British Colonist

On February 12, 1733, James E. Oglethorpe and 114 colonists from Gravesend, England, arrived at Yamacraw Bluff on the Savannah River to found America's thirteenth colony, Georgia. Many of the new settlers were poor. Their purpose was to increase imperial trade and navigation along the coastal waterway and to establish a protective buffer between Spanish Florida and the northern English colonies during the Spanish War. It is said that Oglethorpe had four rules for his new community: no slaves, no Roman Catholics, no strong drink, and no lawyers. The name Savannah is said to have derived either from the Sawana people who inhabited the region or from a Shawnee word for the Savannah River.

Oglethorpe designed the basic layout of Savannah into blocks of five symmetrical 60-by-90-foot lots. Included in his plan were 24 public squares (21 of which are still in existence). They were intended to serve both as public meetings places and as areas where citizens could camp out and fortify themselves against attack from natives, Spaniards (who ruled Florida), and even marauding pirates. Thus Savannah became America's first planned city. This system of public squares was intended as central areas of fortification, as well as social areas for the colonists.

Immigrants from around the world were attracted to Oglethorpe's city. By the time the American Revolution started, the population of Savannah exceeded 3,000,

making it the twentieth largest town in the American colonies.

Savannah During the Revolution

During the Revolutionary War, Savannah was taken by colonial insurgents. The following year, in 1778, the British recaptured the city. In 1779 the American army was unsuccessful in its attempts to retake the city. Finally, in 1782, the British left the city to return to England. Savannah was the chief city and capital of the Georgia colony until after the war ended in 1783.

Cotton Dominates Economy

From the outset, Savannah was an important seaport. In 1755 James Habersham and Francis Harris organized the first import-export businesses of the colony with the selling of cattle products. Before the American Revolution, the products of agriculture and trade with the Indians were sent back to England. At one time, diked rice paddies almost surrounded the city. Savannah prospered, and many of its historic homes were built. When the scourge of yellow fever swept through the city in 1820, the rice culture was abandoned and cotton became the dominant crop. For nearly a century, trading in the Cotton Exchange on Savannah's waterfront set world cotton prices. Cotton farming was greatly expanded following Eli Whitney's invention of the cotton gin, an event that took place near Savannah in 1793. Shortly thereafter, cotton shipments from the area soared to more than two million bales annually.

Marine History Events

Transportation history was made in 1819 when the SS *Savannah* became the first steamship to cross an ocean, traveling from Savannah to Liverpool, England. Later, in 1834, the shift from sail to steam was furthered when the country's first all-iron vessel, the *John Randolph*, was built, owned, and operated in Savannah.

The City During the Civil War and Beyond

Savannah, which had a large free African American population before the Civil War, suffered from the Union navy's coastal blockade during the war. The city was captured by General William T. Sherman in 1864 after the citizens surrendered rather than risk total destruction of Savannah (as had already happened in Atlanta). As a result, Sherman sent a famous message to President Abraham Lincoln in which he said: "I beg to present to you as a Christmas gift, the city of Savannah with 140 heavy guns and plenty of ammunition and also about 25,000 bales of cotton."

The capture of Savannah brought on rampant vandalism. Throughout the reconstruction period (1865–1877) and beyond, the city went through hard times. Nevertheless, the first art museum in the Southeast,

Telfair Academy of Arts And Sciences, was opened in 1886. Still, it is said that the city's civic pride did not revive until the early 1900s, when the National Park Services restored nearby Fort Pulaski. This revival inspired a group of Savannah citizens to begin restoration efforts. In March 1912, Savannah citizen Juliette Gordon Low formed the first Girl Scout troop in the nation and later her birthplace was made into the national Girl Scout museum and national program center. World War I and its aftermath put restoration efforts on hold. The years following the war were harsh ones for Savannah. The boll weevil wiped out cotton crops and the city fell into a decline. Many of its beautiful structures fell into disrepair.

Some say it was the proposal to demolish the 1815 Davenport House that galvanized the city. In 1955 city residents created the Historic Savannah Foundation with the purpose of restoring old buildings in the city's original town center. Many sites in and around Savannah received the National Historic Landmark designation in 1966 and the city has been heralded as a masterpiece in urban planning. A multimillion-dollar riverfront revitalization in 1977 peaked the restoration efforts. The historic district encompasses more than 2,300 architecturally and historically significant buildings in its 2.5-square-mile area. Restoration and preservation of these buildings continues to the present day. Restoration efforts have also included the existing City Market, including adaptive re-use of historic warehouses.

Throughout the 1980s and 1990s, Savannah began developing into a hot spot for tourism. Construction of the \$83 million waterfront complex of the Savannah International Trade and Convention Center was completed in May 2000 on Hutchinson Island. The island also boasts a 409-room Westin Savannah Harbor Golf Resort, featuring a Greenbrier spa and a world-class, 18-hole Troon golf course.

In the early 2000s, growth in both business opportunities and tourism gained national media attention for Savannah. Each year from 2000 to 2003, *Expansion Management* named Savannah as one of "America's 50 Hottest Cities for Business Relocation and Expansion." *Business Development Outlook Magazine* also offered a mention in its top 25 listing for a similar category in 2001. In spring 2004, the *New York Times* named Savannah as one of the most trendy spots in the world, and *CNN Money* named the city as one of the best places to retire in 2003.

Historical Information: Georgia Historical Society—Library and Archives, 501 Whitaker Street, Savannah, GA 31401; telephone (912)651-2125; fax (912)651-2831; email ghslib@georgiahistory.com; www.georgiahistory.com. Savannah Area Convention and Visitors Bureau, 101 East Bay Street, Savannah, GA 31401; telephone (877)Savannah or (912)644-6401; www.savcvb.com

■ Population Profile

Metropolitan Area Residents

1980: 231,000
 1990: 258,060
 2000: 293,000
 2006 estimate: 320,013
 Percent change, 1990–2000: 13.5%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: 137th
 U.S. rank in 2000: 133rd

City Residents

1980: 141,654
 1990: 137,560
 2000: 131,510
 2006 estimate: 127,889
 Percent change, 1990–2000: 4.4%
 U.S. rank in 1980: 158th
 U.S. rank in 1990: 129th
 U.S. rank in 2000: 182nd (State rank: 6th)

Density: 1,759.5 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 51,108
 Black: 75,072
 American Indian and Alaska Native: 303
 Asian: 1,997
 Native Hawaiian and Pacific Islander: 92
 Hispanic or Latino (may be of any race): 2,938
 Other: 1,224

Percent of residents born in state: 66.5% (2000)

Age characteristics (2005)

Population under 5 years old: 9,216
 Population 5 to 9 years old: 6,667
 Population 10 to 14 years old: 9,668
 Population 15 to 19 years old: 8,403
 Population 20 to 24 years old: 11,191
 Population 25 to 34 years old: 17,544
 Population 35 to 44 years old: 13,677
 Population 45 to 54 years old: 13,749
 Population 55 to 59 years old: 6,629
 Population 60 to 64 years old: 4,859
 Population 65 to 74 years old: 7,081
 Population 75 to 84 years old: 6,912
 Population 85 years and older: 1,882
 Median age: 32 years

Births (2006)

Total number: 4,938

Deaths (2006)

Total number: 2,840



Jerry Driendl/Taxi/Getty Images

Money income (2005)

Per capita income: \$17,193
Median household income: \$30,887
Total households: 49,672

Number of households with income of . . .

less than \$10,000: 9,000
\$10,000 to \$14,999: 3,429
\$15,000 to \$24,999: 8,572
\$25,000 to \$34,999: 6,449
\$35,000 to \$49,999: 7,890
\$50,000 to \$74,999: 7,271
\$75,000 to \$99,999: 3,732
\$100,000 to \$149,999: 1,842
\$150,000 to \$199,999: 999
\$200,000 or more: 488

Percent of families below poverty level: 13.1%
(2005)

2005 FBI Crime Index Property: 11,671

2005 FBI Crime Index Violent: 1,390

■ **Municipal Government**

Savannah has an elected mayor, eight alders, and an appointed city manager. Elections are held every four years. There are six alders representing geographic districts and two elected at large. Savannah is in Chatham County.

Head Official: Otis S. Johnson (D) (since 2003; current term expires 2011)

Total Number of City Employees: 2,212 in more than 350 positions (2004)

City Information: City of Savannah, P.O. Box 1027, Savannah, GA 31402; telephone (912)651-6410 (Public Information Office); www.savannahga.gov

■ Economy

Major Industries and Commercial Activity

Savannah has a five-tiered economy consisting of manufacturing, the port and transportation, tourism, military and government, and creative and technical businesses. Manufacturing is diverse with products including paper and forest products, corporate jets, construction equipment, food processing, and chemicals. The largest plants include Gulfstream Aerospace, an executive jet aircraft manufacturer; International Paper, the largest producer of paper for paper bags in the United States; Georgia-Pacific Corporation, which also makes paper products; Great Dane Trailers, which makes large truck trailers; and Derst Baking Company, which makes bread, rolls and cakes.

The transportation industry, centered on the Port of Savannah, is a vital element of the economic mix. It is one of the largest container ports in the country, handling more than 1.7 million container units in 2005 and shipping to more than 150 countries around the world. There are several private and public warehouses in the area making use of port services. The Savannah Airport Commission operates a Foreign Trade Zone which includes the Crossroads Business Center, the Savannah Port Authority Industrial park, and the Savannah International Trade and Convention Center.

Tourism is an active and rapidly growing segment of the economy. The city's attractiveness as a visitor destination is enhanced by its charming historic district, accommodations, and accessibility. In 2004 Savannah's over 6.3 million visitors spent \$1.7 billion.

The military plays an important role in the economic health of the city as well. The U.S. Army's Third Infantry Division (Mechanized) is housed at Fort Stewart, 40 miles from Savannah. Hunter Army Airfield, part of the army complex, is located in Savannah. The bases employ over 24,000 people combined and generate an annual direct federal expenditure of about \$1.9 billion. The strong presence of military personnel and their dependants has a major impact on the extra demand for retail and food service as well as other services.

There are more than 300 creative and technical firms located in Savannah. The Creative Coast, an organization formed by the city of Savannah and the Savannah Economic Development Authority, works to encourage continued growth in this sector, which promises to bring businesses with leading-edge technologies into the area.

Items and goods produced: paper and paper products, sugar, dental instruments, jet aircraft, aerospace equipment, flatbed trailers, refrigerated and freight vans, chemical solutions, food processing, color pigments

Incentive Programs—New and Existing Companies

The Savannah Economic Development Authority (SEDA) is the business solicitation organization in the City of Savannah and Chatham County. It assists companies interested in relocating to, or expanding in, the Savannah area at no cost to the client.

Local programs: Savannah offers incentives and inducements to companies considering investments that will impact the labor market in a positive way. Programs include a variety of job tax credits, including a special job tax credit for new corporate headquarters facilities, a ports activity job tax and investment tax credit, a county inventory tax exemption, a research and development tax credit, and up to \$500 tax credit per program per employee for retraining. There are tax abatements and exemption programs, including material handling equipment sales tax exemptions, pollution equipment sales tax exemptions, manufacturing machinery sales tax exemption, and tax-exempt industrial revenue bonds for manufacturing facilities. Parts of Savannah fall under the blanket of the Foreign Trade Zone program. Other programs include a childcare credit, electricity rate discounts, rapidly expanding business tax credit for Georgia companies growing faster than 20 percent per year, and eligibility for the HOPE Scholarship and HOPE Grant (tuition and fees at Georgia public and state technical colleges). In addition, the Savannah Area Chamber of Commerce has established a one-stop resource program for small and minority businesses.

State programs: Georgia has business-friendly tax laws; the state does not use the unitary tax method, but instead taxes businesses only on income apportioned to Georgia. Georgia's Freeport zones, like Savannah's, are exempt for ad valorem taxation on all or part of the value of certain tangible property held in certain inventories. Companies can apply for a permit from the Georgia Environmental Protection Division which can result in their obtaining their federal permit as well, via a single application. The Georgia Entertainment and Investment Act offers special incentives for businesses in the film and music industries. A corporate headquarters tax credit is available for companies that relocate or establish a national or international headquarters in the state.

Job training programs: Several workforce development and training programs provide students educational and technical skills through apprenticeships, internships and professional development programs. Among them are Project Workforce, administered by the Savannah Area Chamber of Commerce; Coastal Empire Tech Prep Consortium; Junior Achievement; youth apprenticeship through First District Regional Educational Service Agency; Coastal Workforce Services; and the Intellectual Capital Partnership Program (ICAPP) through the University System of Georgia. The Georgia Department of

Technical and Adult Education administers the Georgia Quick Start program, offering job-specific training programs through a large network of college, university, and satellite campus sites within the state. By developing and implementing high quality customized training programs and materials, Quick Start assists the company in obtaining a trained work force ready to begin as soon as the company opens for business.

Development Projects

Savannah is unique in having a large tract of waterfront land open for development and located close to the central business and historic districts. Projects on the tract include the Savannah International Trade & Convention Center and Westin Savannah Harbor Resort, a 403-room luxury facility.

Since the late 1990s, the Savannah Economic Development Authority has put considerable effort into development of the Crossroads Business Park. Lowe's, the home improvement retailer, purchased a distribution center at Crossroads in 2007. IKEA, a world leader in retail of home furnishings, opened a distribution center at Savannah International Trade Park in 2007. All of these businesses benefit from the world-class facilities of the Port of Savannah. In January 2007, the Port of Savannah welcomed the Maersk East Med Service, which opened Savannah as a port of call for five of seven dedicated Mediterranean to U.S. East Coast services. Also in 2007, Benedetto Guitars Inc. opened a 9,000-square foot production center in the city; the company specializes in hand-crafted, custom made guitars that retail from about \$26,000 to \$85,000.

Since 2000, city planners have been actively tracking property investment and business development within the Broughton Street Urban Redevelopment Area (BURA) and the Martin Luther King, Jr. Blvd. and Montgomery Street Corridor. Several vacant or decrepit buildings that had been named on the city's "Worst Properties" list have been demolished to make way for new development. An \$800 million mixed-use development project along Savannah River Landing will eventually include two hotels, 150,000 square feet of office space, 200,000 square feet of retail space, condominiums, town houses, and river-front estates.

Economic Development Information: Savannah Economic Development Authority, P.O. Box 128, Savannah, GA 31402; telephone (912)447-8450 or (800) 673-7388; fax (912)447-8455; www.seda.org

Commercial Shipping

Savannah is one of the southeast's leading seaports and cargo hubs. Shipping activity is focused on the Port of Savannah, which is supported by two railroads (CSX and Norfolk Southern) and two interstate highways as well as Savannah/Hilton Head International Airport. The port

has two deepwater terminals: Garden City terminal and Ocean Terminal. The port serves over 50 steamship lines with direct shipping to over 300 ports. There are over 100 motor carriers supporting port efforts. Because of its location on the coast, the port serves as a major distribution point to and from a 26-state region, which services 75 percent of the country. The port has been designated as a Foreign Trade Zone to encourage international commerce.

Labor Force and Employment Outlook

Georgia is a right-to-work state. Labor costs in Georgia are low and union activity is minimal. The labor force is considered to be relatively well educated. The area population is growing and the number of jobs is increasing, especially in the service sector. In 2007 economic growth in Savannah was considered to be the fastest in the state. Tourism and the hospitality industry were considered to be the industries with the most potential for job growth. Health care and social assistance occupations and construction were also expected to be major sources of job growth in 2007 and beyond. Continued development at the Port of Savannah offers a steady growth in job opportunities as well.

The following is a summary of data regarding the Savannah metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 157,000

Number of workers employed in . . .

- construction and mining: 9,900
- manufacturing: 14,700
- trade, transportation and utilities: 35,100
- information: 1,900
- financial activities: 6,400
- professional and business services: 18,600
- educational and health services: 21,000
- leisure and hospitality: 19,800
- other services: 7,900
- government: 21,800

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.1% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
Memorial Health University Medical Center	5,351
Gulfstream Aerospace Corporation	5,000
Savannah-Chatham County Board of Education	4,781

St. Joseph's/Candler Hospital	3,300
Fort Stewart/Hunter Army Airfield	3,200
City of Savannah	2,500
Wal-Mart	2,182
Savannah College of Art and Design	1,457
Momentum Resources II, Inc.	1,438
Georgia-Pacific Corporation Ft. James Savannah River Mill	1,420
Chatham County	1,356

Cost of Living

Savannah is a relatively inexpensive town in which to live and do business. The following is a summary of data regarding several key cost of living factors for the Savannah area.

2007 (1st quarter) ACCRA Average House Price:
\$259,522

2007 (1st quarter) ACCRA Cost of Living Index:
100.4

State income tax rate: 1.0% to 6.0%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 1.0% (county)

Property tax rate: Set and reviewed twice yearly and applied to the assessed value, which is 40 percent of the fair market value. The city's millage rate has seen a gradual reduction since 1996 and was 12.700 mills in 2006.

Economic Information: Savannah Area Chamber of Commerce, 101 East Bay Street, Savannah, GA 31401; telephone (912)644-6400; fax (912)644-6497; www.savannahchamber.com. Savannah Economic Development Authority, P.O. Box 128, Savannah, GA 31402; telephone (912)447-8450 or (800)673-7388; fax (912)447-8455; www.seda.org

■ Education and Research

Elementary and Secondary Schools

The Savannah-Chatham County Public Schools system features a number of special programs for students from K-12. The Savannah-Chatham County Public Schools Academy Programs (formerly the Magnet program) offer students the opportunity to pursue specialized courses of

study. Other special programs include the Business, Legal, and Financial Academy at Savannah High, which provides practical working experience; the Performing Arts Academy at Savannah High, which requires auditions for acceptance; and special elementary school programs that focus on the cultures of the world, interdisciplinary instruction through modern technology, computer expertise, and music. Johnson High School offers an International Baccalaureate program. An early college program has been designed to offer students advanced studies and credits through classes taught by faculty members of Savannah State University and Savannah Technical College. Coastal Georgia Academy offers vocational programs for students with special needs. A Savannah-Chatham County Public Schools' construction program, with projects totaling \$221 million, resulted in the opening of 13 new schools between 1996 and 2003.

In the state of Georgia, any student who graduates from high school with at least a B average is eligible for free college tuition and a book allowance at any of the state's public colleges, universities or technical colleges. Those who choose a private college in Georgia get a \$3,000 grant. The scholarship and grant program is called HOPE (Helping Outstanding Pupils Educationally).

The following is a summary of data regarding the Savannah-Chatham County Public School System as of the 2005–2006 school year.

Total enrollment: 34,121

Number of facilities

elementary schools: 30
junior high/middle schools: 10
senior high schools: 7
other: 0

Student/teacher ratio: 14.3:1

Teacher salaries (2005–06)

elementary median: \$43,000 (all levels)
junior high/middle median: Not available
secondary median: Not available

Funding per pupil: \$7,469

Private schools in Savannah include Benedictine Military School, Bible Baptist Day School, Blessed Sacrament School, Calvary Baptist Day School, Hancock Day School, Memorial Day School, Notre Dame Academy, Providence Christian School, RamBam Day School, St. Andrew's School, St. James Catholic School, St. Michael's Catholic School, St. Peter the Apostle, St. Vincent's Academy, Savannah Christian Preparatory School, Savannah Country Day School, and Urban Christian Academy.

Public Schools Information: Savannah-Chatham County Public School System, 208 Bull Street, Savannah, GA 31401; telephone (912)201-5600; www.sccpss.com

Colleges and Universities

Savannah State University, part of the University System of Georgia, enrolls more than 2,700 students and offers bachelor's degrees in 22 programs through its schools of humanities and social sciences, business, and sciences and technology. Master's degrees can be earned in public administration, urban studies, marine science, and social work. Armstrong Atlantic State University enrolls about 7,000 students and offers 75 undergraduate and graduate degree programs in arts and sciences, health professions, and education. An 84,000-square-foot building houses the university's Criminal Justice Training Center.

One of the largest art and design schools in the country, Savannah College of Art and Design offers bachelor and master of fine arts degrees as well as the master of arts and master of architecture. Founded in 1993, the School of Visual Arts/Savannah, part of the School of Visual Arts/New York, awards bachelor's degrees in arts, computer graphics, sculpture, and other arts-related disciplines. South University, whose main campus is on Mall Blvd. in the heart of the Southside offers bachelor's degrees in business administration, information technology, and legal studies, as well as a master's degree in physician assistant studies. Savannah Technical College offers job training and skills in more than 50 certificate, professional, diploma, and associate degree programs. The Coastal Georgia Center for Continuing Education provides adult continuing education. Georgia Southern University in Statesboro, 50 miles from Savannah, offers undergraduate and graduate programs in 135 majors.

Brewton-Parker College offers a bachelor's degree in business administration through evening courses for students employed full-time. The Embry-Riddle Aeronautical University is located on the Hunter Army Airfield and offers courses in aviation-related fields. Online as well as campus-based courses are offered at Saint Leo University's Savannah center. Columbia College at the Hunter Army Airfield offers associate's and bachelor's degree programs to military personnel and working adults. Georgia Tech Savannah, best known for applied research, has been considered a leading university for technology transfer.

Libraries and Research Centers

Savannah's Live Oak Public Libraries serve Chatham, Effingham, and Liberty counties. It has 19 branches and one bookmobile. The library has more than 500,000 volumes and makes available thousands of periodicals, records, cassettes, compact discs and videocassettes, CD-ROM resources, and special collections on local history.

The library also offers access to state-of-the-art computerized indexes, on-line information services, and the Internet. A special Business Resource Center is available to assist those interested in opening their own business. Other libraries in the area include college-related and medical libraries, a municipal research library, the Georgia Historical Society Library, the Catholic Diocese of Savannah Archives, the Chatham County Law Library, Skidaway Institute of Oceanography Library, and a U.S. Army Corps of Engineers technical library.

Marine research is conducted at the University of Georgia and at Skidaway Institute of Oceanography. At Herty Foundation Research and Development Center, fibrous materials are studied. Armstrong Research Institute assists industry with problems in engineering, chemistry, mechanics, and other technical areas. The Department of Energy's Savannah River National Laboratory and Savannah River Ecology Laboratory are science and technology centers. Faculty from Georgia Tech Savannah are involved in research projects with industry and government agencies.

Public Library Information: Live Oak Public Libraries, 2002 Bull Street, Savannah, GA 31401; telephone (912)652-3600; www.liveoakpl.org

■ Health Care

Savannah is the health care hub of a 40-county area encompassing coastal Georgia and parts of South Carolina. St. Joseph's/Candler Health System is responsible for innovative programs that focus on early detection and prevention. St. Joseph's Hospital is a leader in heart care services, and orthopedics and neurology. Candler Hospital offers primary care, outpatient, and women's and children's services. The Nancy N. and J.C. Lewis Cancer and Research Pavilion at St. Joseph's/Candler provides advanced technology for cancer screening and treatment. The faith-based, not-for-profit system is affiliated with Emory University HealthCare, Mayo Clinic-Jacksonville, Neumors Children's Hospital, and the H. Lee Moffitt Cancer Center in Tampa, Florida. Since 1999 the system has been listed as one of the "Top 100 Integrated Health Systems" in the nation by *Modern Healthcare*.

The Memorial Health University Medical Center, with 530 beds, has a special pediatric care facility, and the area's only emergency helicopter ambulance unit. It also hosts a Level I trauma center, a neonatal intensive care center, and a neurological institute. The Curtis and Elizabeth Anderson Cancer Institute at Memorial specializes in research and comprehensive care. In 2007, Memorial Health was named as a Blue Distinction Center for Cardiac Care by Blue Cross and Blue Shield Association. Georgia Regional Hospital at Savannah is an inpatient psychiatric facility. Coastal Harbor Treatment Center provides residential psychiatric treatment

for children and adolescents. Willingway Hospital is a recognized leader in the treatment of alcoholism and drug dependency.

■ Recreation

Sightseeing

Visitors are attracted to Savannah for many reasons, the primary one being the opportunity to tour the city's beautiful Historic District, the country's largest historic urban landmark district. The Savannah Visitors Center, located at the former Central of Georgia Railroad Station, itself a national historic landmark, offers helpful brochures, maps, and publications. Walking, driving, and carriage tours of the city are also available. The nearby Roundhouse Complex contains the oldest and most complete railroad repair shop in the U.S.

Tours of the Historic Landmark District include six different neighborhoods and views of garden-like public squares and hundreds of restored eighteenth- and nineteenth-century buildings with ornate ironwork, gingerbread trim, and picturesque fountains (about seven houses are open as museums). Highlights of the district include the Owens-Thomas House, circa 1816–1819, which was designed by John Jay and considered to be the finest example of Regency architecture in America; the Davenport House Museum, built between 1815–1820, a fine example of Federal architecture and period decorative arts; and the Juliette Gordon Low Birthplace, which is restored and furnished to depict the 1870s.

Interesting churches in the district are the First African Baptist Church (1861), the oldest African American congregation in the United States; the 1890 Wesley Monumental United Methodist Church; Temple Mickve Israel, the third oldest synagogue in the United States; Christ Episcopal Church (1838), which was the first church established in the colony; and the Cathedral of St. John the Baptist, the oldest Roman Catholic congregation in the state.

The Cotton and Naval Stores Exchange (1886) was the center of commerce when Savannah was the world's foremost cotton port. Other interesting civic sites include the U.S. Customs House (1852); the 1905 City Hall; Colonial Park Cemetery, the second oldest burial ground (1750–1853) for colonists; and Bonaventure Cemetery, resting place of many local residents, made famous by the publication of *Midnight in the Garden of Good and Evil*. The recently restored City Market features City Market Art Center, shops, restaurants, and taverns. Particularly scenic streets include Factor's Walk, known for iron bridges and cobblestones; Riverfront Plaza/River Street, with restaurants, pubs, and shops housed in old cotton warehouses; Gaston Street, distinguished by its stately old homes; and Oglethorpe Avenue, a fashionable residential street. Beauty abounds at Emmett Park, with its Harbor

Light and fountain, and at Forsyth Park, with its beautiful azalea blooms, Confederate monument, and recently restored fountain. There are about 30 companies offering haunted tourism, featuring ghost tours and evening lantern walks that share the myths and legends of the town as well as the factual history.

The city of Savannah has many other interesting attractions outside the Historic District. The Bethesda Home for Boys on Isle of Hope is the oldest continuously operated home for boys in America. Its Cunningham Museum houses items connected with Bethesda's history dating back to the 1700s. The Massie Heritage Interpretation Center is the only remaining original building of Georgia's oldest chartered school system. The University of Georgia Marine Education Center & Aquarium, ten miles southeast of the city on Skidaway Island, features an aquarium exhibit of marine life found in Georgia's waters.

Old Fort Jackson, the oldest remaining brickwork fort in Georgia, and the Savannah History Museum at the Visitors Center offer artifacts and exhibits from the eighteenth and nineteenth centuries. Fort Pulaski National Monument, fifteen miles east of Savannah; Fort McAllister State Historic Park, 22 miles south; and the Tybee Island Museum provide exhibits concerning the Civil War period. Also on Tybee Island, the Tybee Island Lighthouse, guardian of the Savannah River since 1736, offers tours, a museum, and gift shop. The Ships of the Sea Museum presents a large collection of models and maritime memorabilia representing man's 2,000-year quest to conquer the seas. Hands-on exhibits in natural history, astronomy, the sciences, prehistoric animals of the Georgia Coast, and a discovery room dealing with natural and physical sciences are offered at the Savannah Science Museum. Trustees Garden Village was the site of the first public agricultural experimental garden in America. It is now a residential area and home of the famous Pirates' House (1759) frequented by seamen and pirates alike. The Roundhouse Railroad Museum offers a glimpse of the oldest and most complete pre-Civil War railroad repair facility in the country. The Mighty Eighth in Pooler honors the sacrifices made during and after World War II by the largest air strike force in history, which was formed in Savannah in 1942. The Civil Rights Museum tells the story of Savannah's role in the movement.

Arts and Culture

With its splendid squares and parks, elegant architecture, and lush vegetation, Savannah creates a studio and stage artscape for its performing and visual arts. The City Lights Theater Company, permanently housed in the newly renovated Avon Theater, moves to historic Telfair Square each spring to produce Shakespeare on the Square. The Savannah Theatre, the oldest continuously operating theater site in the country, is home to the

Savannah Theatre Company which performs a season of live drama plus a summer musical. The Savannah Concert Association offers a five-concert season at the Lucas Theatre for the Arts. Various entertainments are offered at the Savannah Civic Center throughout the year. The Savannah Civic Center also offers an additional 900 events annually, including Figure Skating Champions on Ice, Ringling Brothers Circus, Walt Disney on Ice, and the Best of Broadway Series.

There are over 60 galleries in Savannah. City Market Art Center features studios for about 35 artists who display and sell their work in the neighboring galleries. Opened in 1885 as the first public art museum in the southeast, the Telfair Museum of Art in the historic district is Savannah's premier art museum. The handsome William Jay-designed mansion features American painting and art of the eighteenth and nineteenth centuries, as well as the 1818 Octagon Room, dining room, and the restored 1886 rotunda gallery. The Jepson Center for the Arts, the museum's third building in downtown Savannah, opened in March 2006. It features gallery spaces, expanded educational resources, sculpture gardens, an auditorium, storage facilities, a café, and a museum store.

The King-Tisdell Cottage museum in the historic district is dedicated to preserving aspects of African American culture and heritage and displays documents, furniture, and art objects of the 1890s. The Geechee Institute is a cultural arts organization that offers talks on the history of the Geechee and Gullah people of the area. The Negro Heritage Trail Tours embark from the site. The Spirit of the South Museum offers a special retrospective exhibit of the song writing career of Savannahian Johnny Mercer.

Arts and Culture Information: Savannah Area Convention and Visitors Bureau, 101 East Bay Street, Savannah, GA 31401; telephone (877)Savannah or (912) 644-6401; www.savcvb.com

Festivals and Holidays

Savannah is host to more than 200 festivals and events annually. During the first two weeks in February, the Georgia Heritage Celebration's Colonial Faire and Muster, sponsored by the Historic Savannah Foundation, celebrates the state's colonial history. The Black Heritage Festival, held the second week in February, is a series of events featuring the cultural and artistic contributions of African Americans. The Savannah Irish Festival is held in February at the Civic Center Area in the Historic District. Sheep to Shawl Festival at Oatland Island in early March provides the opportunity to watch the annual shearing of the sheep and the processing and handweaving of the wool. The St. Patrick's Day Parade is Savannah's biggest event and the second largest St. Pat's celebration in the country. More than one-quarter of a million people participate in this event, which began in the early 1800s. Savannah Music Festival is a 15-day

fest featuring concerts in downtown venues and includes international talent in blues, jazz, and classical music. The Savannah Tour of Homes and Gardens offers self-guided walking tours of private homes in six historic neighborhoods over four days in late March. An ecumenical Easter Sunrise service is a Tybee Island tradition. April is the month for four Savannah festivals including the International Festival, Sidewalk Art Festival, Blues and BBQ Festival and the Spring Fling Art and Music Festival.

The Savannah Seafood Festival, Savannah Shakespeare Festival, Scottish Games Festival, Tybee Island Beach Bum Parade, and the SCAD Sands Art Festival round out the list of activities in May. The Tybee Island Summer Concert Series during the summer months hosts concerts for beach music lovers. June offers the Savannah Asian Festival. Picnics, music, arts, food, and fireworks at sites around the city help residents and visitors hail the Fourth of July holiday.

City Market and Forsyth Park are the sites for the week-long Savannah Jazz Festival in September. National, regional, and local jazz stars assist in the workshops, jazz seminars, and other events. Oktoberfest is held early in the month of October and features German food, imported beer, arts, and entertainment. Greek music and food aromas fill the air three days in mid-October at the Savannah Greek Festival. The Savannah Film Festival features films and videos from around the world. The Savannah Harbor Boat Parade of Lights in November with its fireworks extravaganza and tree lighting kicks off the Savannah Harbor Holiday Series. Christmas in Savannah offers a Christmas parade, tours of historic homes, Civil War reenactments and other events.

Sports for the Spectator

Historic Grayson Stadium is the site of the home games of the Class A South Atlantic League Savannah Sand Gnats, a farm team of baseball's Washington Nationals. Grayson Stadium boasts of fielding such legendary players as Babe Ruth, Jackie Robinson, and Shoeless Joe Jackson. Armstrong Atlantic State University, Savannah State University, and Savannah College of Art and Design field teams in such sports as football, basketball, baseball, softball, and volleyball. The Georgia Southern University Eagles have won six national championships in Division I-AA football. The Martin Luther King Arena of the Savannah Civic Center hosts wrestling, truck shows, and Disney on Ice tours. The Liberty Mutual Legends of Golf tournament, a PGA Champions Tour spot, is played on Hutchinson Island in late April. The St. Patrick's Day Rugby Tournament features the Savannah Shamrocks Rugby Club along with about 60 other visiting teams. The Greater Savannah Sports Council actively promotes the city as a site for major amateur sporting events.

Sports for the Participant

Savannah's warm weather allows participation in outdoor activities year round. Savannah offers excellent facilities for jogging, tennis, golf, swimming, boating, and other water sports. The city has more than 100 public recreational neighborhood parks, 15 major recreation centers, 13 swimming pools, more than 70 athletic fields (including 4 fully equipped complexes), more than 75 basketball courts, 39 public tennis courts, and nearly 60 golf courses in the area. For boating, fishing and swimming enthusiasts, Savannah offers 16 marinas within a 50-mile radius with access to 420 miles of navigable waters and 87,000 acres of tidal marshland, as well as the intercoastal waterway. Several companies offer deep-sea charter fishing tours, dolphin tours, and kayak and other boat rentals. The Memorial Health Tybee Marathon and Half-Marathon has grown since 1996 to welcome over 1,000 participants to Tybee Island each year. The event is sponsored in part by the Savannah Striders Track Club.

Shopping and Dining

Savannah offers numerous choices for enthusiastic shoppers, including two traditional enclosed malls, as well as large shopping centers, boutiques, antique shops, flea markets, and restored warehouse complexes. A wide variety of specialty shops can be found around the Historic District at Factors Walk, River Street, Broughton Street, and City Market. Oglethorpe Mall in midtown offers more than 100 other stores. Savannah Mall on the south side has four major department stores and an indoor carousel. Savannah Festival Factory Outlet Center offers brand name merchandise at substantial savings. Crossroads Shopping Center and Savannah Festival Outlet Center also offer national chain stores. Magnolia Bluff Factory Outlet is located about 45 minutes away in Darien. River Street's nineteenth-century warehouses have been converted into shops, restaurants, and nightclubs. "First Saturday" festivals (every month but January) present a grand display of arts and crafts in Rousakis Plaza.

Savannah is a city renowned for its hospitality. While the city offers a wide choice of dining establishments, visitors are particularly delighted by the "down-home southern cookin'" for which the area is famous. The diverse land and water of the region produces catfish and chicken for frying, hush puppies, grits, sweet potatoes for pie, collards and turnip greens, okra, scallions, dried peas, ham and turkey for smoking, meat for barbecuing, peanuts for boiling, white butter beans, white and yellow turnips, cornmeal for bread, tomatoes, oysters, crab for crabcakes, and shrimp. In addition to this sort of delectable fare, the city's many restaurants offer the cuisines of China, Japan, Italy, and Greece, as well as continental dishes. Well-known restaurants in the Historic District include the Moon River Brewing Company (the only brew pub in the city), Clary's Café (made famous by

Midnight in the Garden of Good and Evil), Elizabeth on 37th and The Lady and Sons (both known for their Southern cuisine), and The Olde Pink House (a fine dining seafood establishment).

Visitor Information: Savannah Area Convention and Visitors Bureau, 101 East Bay Street, Savannah, GA 31401; telephone (877)Savannah or (912)644-6401; www.savcvb.com

■ Convention Facilities

The \$83 million Savannah International Trade & Convention Center is the centerpiece of a remarkable renaissance blending the best of the Old and New South into a unique meetings destination. The state-of-the-art, 365,000-square-foot complex features 100,000 square feet of customizable exhibit space with impressive vistas of Savannah's bustling waterfront. An additional 50,000 square feet of prime meeting space accommodates large general sessions to small private retreats. Highly flexible, these first-class facilities include the 25,000-square-foot Grand Ballroom, a variety of 13 meeting rooms, and 4 executive class boardrooms. The Oglethorpe Auditorium offers exceptional comfort and convenience both for audiences and presenters, including state-of-the-art audio-visual and telecommunications technology. Several downtown area hotels offer event space. The Savannah Civic Center also offers several auditoriums and ballroom areas for meetings and events. The Martin Luther King, Jr. Arena at the Civic Center is often used for conventions and trade shows.

Convention Information: Savannah Area Convention and Visitors Bureau, 101 East Bay Street, Savannah, GA 31401; telephone (877)Savannah or (912)644-6401; www.savcvb.com. Savannah International Trade and Convention Center, One International Drive, PO Box 248, Savannah, GA 31402-0248; telephone (888)644-6822; fax (912)447-4722; www.savtcc.com. Savannah Civic Center, Liberty and Montgomery Street, Savannah, GA; telephone (912)651-6550; www.savannahcivic.com

■ Transportation

Approaching the City

Savannah/Hilton Head International Airport, which is located 12 miles west of the city, is served by AirTran, American Eagle, Continental Express, Delta, Delta Connection, Independence Air, Northwest AirlinK, United Express and U.S. Airways. Forty-eight daily departures and eleven destinations are offered by the airport. Non-stop service is provided to Atlanta, Boston, Charlotte, Chicago, Cincinnati, Dallas/Fort Worth, Detroit, Houston, Minneapolis, Newark, New York (LaGuardia), Philadelphia, Pittsburgh, and Washington,

D.C. (Dulles and Reagan). Savannah Aviation, a charter service, is also located at the facility.

Savannah is reached by automobile on Interstate 95 north-south, which links Savannah with other cities along the East Coast, and I-16 east-west via I-75 from Atlanta. Amtrak provides rail service through Savannah between New York, Miami, and Tampa. Greyhound provides intercity bus transportation and charter service with 32 arrivals and departures daily.

Traveling in the City

Just west of the city, Interstate Highway 95 runs north and south. I-16 comes from the west and stops at the city's center. The city's historic district is ten miles east of the intersection of I-95 and I-16. U.S. 80 from Tybee Island and the Atlantic Ocean, 17 miles away, crosses the city going east and west, and U.S. 17 bisects the north-west quadrant of the city, coming from the north. Chatham Area Transit (CAT) provides local bus service and wheelchair-accessible free shuttle service from downtown hotels, inns, and the visitor's center to the historic district and other attractions. There are two major taxi companies in the city. Savannah Belles Water Ferry offers service to Hutchinson Island from downtown.

■ Communications

Newspapers and Magazines

Savannah's major daily newspaper is the *Savannah Morning News*. *The Statesboro Herald* is another daily available in the city. Local weeklies include *The Herald*, *Connect Savannah*, *Creative Loafing*, *Savannah Business Report and Journal*, *Vida Latina*, and *Savannah Tribune*. *The Savannah Jewish News* is published monthly. Magazines published in Savannah are *SCUBA Diving*, *Savannah Magazine*, and *Cash Magazine*.

Television and Radio

There are six television stations broadcast from Savannah, including one PBS station (WVAN) and the local government channel 8. Savannah's 16 radio stations (5 AM and 11 FM) cover a wide variety of formats including talk

and public radio, classical, jazz, rock, religious, and adult contemporary.

Media Information: *Savannah Morning News*, PO Box 1088, Savannah, GA 31402; www.savannahnow.com

Savannah Online

Chatham County home page. Available www.chathamcounty.org

City of Savannah government home page. Available www.ci.savannah.ga.us

Georgia Historical Society. Available www.georgiahistory.com

Georgia Labor Market Explorer. Available explorer.dol.state.ga.us

Live Oak Public Libraries. Available www.liveoakpl.org

Savannah Area Chamber of Commerce. Available www.savannahchamber.com

Savannah Area Convention and Visitors Bureau. Available www.savcvb.com

Savannah-Chatham County Public Schools. Available www.savannah.chatham.k12.ga.us

Savannah Economic Development Authority. Available www.seda.org

Savannah International Trade and Convention Center. Available www.savtcc.com

Savannah Morning News. Available www.savannahnow.com

Savannah Online. Available www.savannahonline.com

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Beney, Peter, *The Majesty of Savannah* (New York: Pelican, 1992)

Berendt, John, *Midnight in the Garden of Good and Evil* (New York: Vintage Books, 1999)

Harris, William Charles Jr., *Delirium of the Brave: A Novel of Savannah* (St. Martin's, 1999)

Jakes, John, *Savannah or A Gift for Mr. Lincoln* (Dutton Books, 2004)



Kentucky

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The State in Brief

Nickname: Bluegrass State

Motto: United we stand, divided we fall

Flower: Goldenrod

Bird: Cardinal

Area: 39,728 square miles (2000, U.S. rank 37th)

Elevation: Ranges from 257 feet to 4,145 feet above sea level

Climate: Temperate, with plentiful rainfall; occasional winter temperature extremes in the mountains

Admitted to Union: June 1, 1792

Capital: Frankfort

Head Official: Governor Steve Beshear (D) (until 2011)

Population

1980: 3,661,000

1990: 3,685,296

2000: 4,041,769

2006 estimate: 4,206,074

Percent change, 1990–2000: 9.7%

U.S. rank in 2006: 26th

Percent of residents born in state: 71.80% (2006)

Density: 105.0 people per square mile (2006)

2006 FBI Crime Index Total: 118,086

Racial and Ethnic Characteristics (2006)

White: 3,762,571

Black or African American: 310,146

American Indian and Alaska Native: 9,335

Asian: 38,835

Native Hawaiian and Pacific Islander: 3,202

Hispanic or Latino (may be of any race): 83,015

Other: 32,612

Age Characteristics (2006)

Population under 5 years old: 276,964

Population 5 to 19 years old: 839,414

Percent of population 65 years and over: 12.7%

Median age: 37.3

Vital Statistics

Total number of births (2006): 56,354

Total number of deaths (2006): 38,530

AIDS cases reported through 2005: 4,453

Economy

Major industries: Food products, agriculture, coal mining, construction, manufacturing

Unemployment rate (2006): 6.9%

Per capita income (2006): \$21,112

Median household income (2006): \$39,372

Percentage of persons below poverty level (2006): 17.0%

Income tax rate: 2.0% to 6.0%

Sales tax rate: 6.0%



Frankfort

■ The City in Brief

Founded: 1786 (chartered 1786)

Head Official: Mayor William I. May, Jr. (D) (since 1996)

City Population

1980: 25,973

1990: 25,968

2000: 27,741

2006 estimate: 27,077

Percent change, 1990–2000: 6.8%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: Not reported

Metropolitan Area Population

1980: 41,830

1990: 44,143

2000: 47,687

2006 estimate: 69,068

Percent change, 1990–2000: 8.9%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 975th

Area: 15 square miles (2000)

Elevation: 510 feet above sea level

Average Annual Temperatures: January, 31° F; July, 75° F; annual average, 55.10° F

Average Annual Precipitation: 49.09 inches total precipitation

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.2% (December 2004, statewide)

Per Capita Income: \$20,512 (1999)

2005 FBI Crime Index Property: 1,190

2005 FBI Crime Index Violent: 81

Major Colleges and Universities: Kentucky State University

Daily Newspaper: *The State Journal*

■ Introduction

Frankfort, capital city of Kentucky, is one of the country's oldest and smallest state capitals. It is a quaint little town cut through by the Kentucky River. Bluegrass country residents boast of Frankfort's quality of life, the natural beauty of the Kentucky River and its palisades, the graciousness of the local people, and the area's wealth of cultural offerings. Often rated highly in polls measuring top small metropolitan cities in which to live, Frankfort offers the charm of small-town living with both big-city amenities and rolling countryside only a stone's throw away.

■ Geography and Climate

Frankfort, county seat of Franklin county, is located in a beautiful valley in the Bluegrass region of Kentucky. The city lies within an hour's drive of the major metropolitan areas of Louisville (to the west) and Lexington (to the east). Cincinnati is less than two hours drive to the north. The city sits on an alluvial plain between the Kentucky River and 150-foot-high steep bluffs, on an S-loop in the river 60 miles above its mouth. The river divides the city into north and south sides, which are connected by bridges. The Bluegrass terrain is rocky and gently rolling, and the land is well suited to agriculture. Disastrous flooding of the Kentucky River at Frankfort occurred in 1937, 1974, 1997, and 2002.

Area: 15 square miles (2000)

Elevation: 510 feet above sea level

Average Temperatures: January, 31° F; July, 75° F; annual average, 55.10° F

Average Annual Precipitation: 49.09 inches total precipitation

■ History

Easterners Hear of Garden of Eden in Kentucky

Before Europeans first began to explore the area where Frankfort now stands, the land was heavily forested and teeming with wild game. Shawnee, Delaware, and Cherokee hunting parties followed migrating herds of buffalo, deer, and elk across the Kentucky River near present-day Frankfort. The tribes frequently fought among themselves to control the hunting grounds of Kentucky. In the mid-eighteenth century, backwoodsmen in Pennsylvania, Virginia, and the Carolinas began to feel overcrowded; they complained of land shortages, falling supplies of wild game, and depleted soil, and they cast their eyes on the lush land of Kentucky. In 1751, North Carolina backwoodsman Christopher Gist may have been the first white man to set eyes on the beautiful valley in which Frankfort now lies, but he was forced to leave after learning that Frenchmen and their Indian allies occupied the area (then claimed by France). Frontiersman John Finlay built a log cabin in the area in about 1752, but his hunting and trading—and any further white settlement—were interrupted by the outbreak of the French and Indian War in 1754. The British won that war, but King George's Proclamation of 1763 then prohibited white settlement of the area. It was not until 1769 that Finlay was able to return; he brought with him legendary frontiersman Daniel Boone and four other men intent on hunting and exploration.

Boone, Finlay, and other so-called Long Hunters (named for the long periods of time they spent hunting) inflamed the public back East with their stories about the rich land of Kentucky and the opportunities it offered to get rich quick. In 1773, Governor John Murray of Virginia, better known as Lord Dunmore, sent survey parties to Kentucky (then a Virginia county), including one led by Robert McAfee. McAfee and his group surveyed and laid claim to 600 acres of land in and around Frankfort. More settlers poured westward, the Natives reacted with hostility, and in 1774 Lord Dunmore's War erupted. The war ended with the defeat of the Indians and the signing of a peace treaty in the spring of 1775, at about the same time the battle of

Lexington and Concord ushered in the American Revolution.

Town Rises, Prospers on Banks of Kentucky River

Land speculators took advantage of the distractions of wartime and laid claim to vast areas of Kentucky. Meanwhile, McAfee's doubtful claim to the area around Frankfort lapsed, lawsuits were filed, and in 1786, General James Wilkinson, a fellow soldier and friend of George Washington, found himself in possession, at a very cheap price, of most of what is now the downtown district of Frankfort (north of the Kentucky River). Wilkinson set to work organizing a town. He chose the name Frankfort to honor the memory of a man named Stephen Frank, a Jewish pioneer who had been shot by Indians, possibly near a river crossing known as "Frank's Ford." Streets were laid out and named in honor of Wilkinson, his wife (Ann), his friends from the Revolutionary War, and even for some Spanish friends (Wilkinson was said to be a secret agent of the Spanish government, and it was rumored that he planned to make Kentucky a Spanish colony). Wilkinson built the second house in Frankfort, a log cabin, but his wife refused to live in the crude structure. The house became a tavern that over the years hosted such celebrities as Aaron Burr, the Marquis de Lafayette, and Henry Clay.

Land speculators and pioneers flocked to Frankfort; they cleared land for farms and built houses. By the late 1780s, a church and schoolhouse had been built, and large quantities of tobacco were growing on farms around Frankfort. While the town did not grow as quickly as Wilkinson had envisioned and he decided not to live there himself, he saw that there was money to be made, and in 1791 he built a tobacco warehouse on his Frankfort land. In 1792 Frankfort was named the capitol of the recently admitted state of Kentucky. Up until the last raid took place in 1794, Frankfort settlers were kept busy fending off hostile Indians; thereafter, the tobacco business thrived and salt pork, animal skins, and hemp joined the economic mix, followed by livestock and lumbering. By 1800, Frankfort was the second largest town in Kentucky after Lexington, with a population of 628. A library opened in 1814; several beautiful and elegant homes and churches were built, some of which are still standing; and the central business district began to expand.

The Lexington and Ohio railroad came to town in 1835 and soon Frankfort began to prosper as a manufacturing center. The population grew from 4,755 people in 1860 to 5,396 people in 1874; by 1900, the population was 9,487 people. Residents processed wood from the huge timberlands of Kentucky and produced cotton goods, carriages, paper, lumber, and distilled liquors, including the "corn liquor" for which the state became famous.

Politics, War, and the Modern City

Lexington and Louisville had vied to be Kentucky's capital, and when Frankfort's capitol building burned twice, in 1815 and 1824, the two cities challenged the rebuilding in Frankfort. Each time, the structure was rebuilt. The presence of government has flavored the social life and affected the economy of the town. National political figures such as Henry Clay, U.S. Senators John J. Crittenden and John G. Carlisle, and Supreme Court Justice John M. Harlan trained in Frankfort. Nineteenth-century visitors to Frankfort, expecting to encounter backwoodsmen in the legislature, reported astonishment at the eloquence of Kentucky orators.

Kentucky was officially a part of the Union during America's Civil War but many of its citizens were slave owners and Southern sympathizers. The peace of Frankfort was disturbed in 1862 when General Bragg's Confederate Forces seized the city and set up a Confederate State Government. Before the first session met, Yankee guns began firing on the town and the Southerners withdrew. The years following the Civil War saw the development of a modern city on the Kentucky. A school system developed, and by 1900, a movement began urging legislators to fund and construct a modern Capitol. In June 1910 citizens throughout Kentucky gathered to witness the formal dedication of architect Frank Mills Andrews's masterpiece, the Beaux Arts design Kentucky State Capitol.

The early twentieth century brought more disturbances to the peace of Frankfort, punctuated by some periods of prosperity. The city dealt with the assassination of Governor William Goebel during a hotly contested election in 1900, as well as outbreaks of racial violence, a legacy of Civil War days, when more than a third of the town's residents were slaves. The Prohibition era brought a decline in the distilling industry and thus in agricultural production. The Great Depression and a severe drought in the 1930s led to hardship and a decline in population. Further misery came when the Ohio River flooded in 1937, engulfing basements and lifting small homes and businesses off their foundations. Estimated damage was \$5 million. But beginning in 1935, the New Deal stimulated a growth in government employment and the beginning of a housing boom. By the time World War II ended, the city, which had changed little since the turn of the century, stood poised to enter its greatest era of growth.

Frankfort experienced a population explosion between 1940 and 1970, from 11,492 residents to 21,356 residents. Demand for housing skyrocketed and farmland rapidly disappeared to make way for subdivisions. Frankfort tripled in size as suburbs were annexed by the city. Realizing the need for a more formal style of government to suit its larger size, in 1956 Frankfort voters approved the manager-commission form of government. Frankfort's infrastructure was modernized and roads were improved, resulting in the move of manufacturing

industries to the suburbs, leaving a concentration of government workers downtown. Gradually, the small and compact city, with its charming blend of architectural styles developed over more than a century, expanded into a sprawling city characterized by a more uniform, less ornamental style of construction. Commercial strips grew up where homes once stood; shopping centers sprang up on the outskirts of town, further reducing the importance of downtown Frankfort as a retail center.

The 1960s and 1970s saw considerable downtown building activity, with modern high rises replacing slums but also displacing many African American residents. Capital Plaza, a convention center (which became the home of Kentucky State University Thoroughbreds basketball), and the Federal Building created a new skyline for Frankfort. The city experienced a severe tornado in 1974 that caused millions of dollars in damage. Four years later, in December 1978, the Kentucky River rose to 48.5 feet, breaking the 1937 record by almost a foot. This time the damage exceeded \$14.5 million and brought home the need for flood control, a challenge that Frankfort leaders were still grappling with when another disastrous flood occurred in 1997. In 2002 there was yet another flood, but its effects were not as devastating.

In March 2007 a fire ripped through downtown Frankfort, affecting buildings along the St. Clair Mall; the most badly damaged buildings housed three businesses—the Downtown Bar, Tink's Bar-B-Q and Outdoor Cafe, and The Brick Alley bar. The Serafini restaurant suffered minor damage. The facades of the buildings were damaged, but it was thought they could be repaired.

Today, Frankfort residents and visitors enjoy the history and quaint charm of small-town living with modern conveniences and larger cities nearby. Frankfort's business climate is cost-effective and has attracted new manufacturing and technology companies. The historic downtown is enjoying revitalization as new businesses move in and become successful.

Historical Information: Kentucky Historical Society at the Thomas D. Clark Center for Kentucky History, 100 West Broadway, Frankfort, KY 40601; telephone (502)564-1792

■ Population Profile

Metropolitan Area Residents

1980: 41,830

1990: 44,143

2000: 47,687

2006 estimate: 69,068

Percent change, 1990–2000: 8.9%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 975th

City Residents

1980: 25,973
1990: 25,968
2000: 27,741
2006 estimate: 27,077
Percent change, 1990–2000: 6.8%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

Density: 1,883.2 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 23,078
Black: 4,351
American Indian and Alaska Native: 149
Asian: 348
Native Hawaiian and Pacific Islander: 22
Hispanic or Latino (may be of any race): 411
Other: 279

Percent of residents born in state: 77.6% (2000)

Age characteristics (2000)

Population under 5 years old: 1,719
Population 5 to 9 years old: 1,688
Population 10 to 14 years old: 1,636
Population 15 to 19 years old: 1,884
Population 20 to 24 years old: 2,321
Population 25 to 34 years old: 4,235
Population 35 to 44 years old: 4,164
Population 45 to 54 years old: 3,776
Population 55 to 59 years old: 1,362
Population 60 to 64 years old: 1,086
Population 65 to 74 years old: 1,950
Population 75 to 84 years old: 1,412
Population 85 years and older: 508
Median age: 35.9 years

Births (2006, Micropolitan Statistical Area)

Total number: 517

Deaths (2006, Micropolitan Statistical Area)

Total number: 356

Money income (1999)

Per capita income: \$20,512
Median household income: \$34,980
Total households: 12,250

Number of households with income of . . .

less than \$10,000: 1,613
\$10,000 to \$14,999: 1,025
\$15,000 to \$24,999: 1,784
\$25,000 to \$34,999: 1,706

\$35,000 to \$49,999: 2,112
\$50,000 to \$74,999: 2,060
\$75,000 to \$99,999: 1,163
\$100,000 to \$149,999: 568
\$150,000 to \$199,999: 109
\$200,000 or more: 110

Percent of families below poverty level: 10.4% (1999)

2005 FBI Crime Index Property: 1,190

2005 FBI Crime Index Violent: 81

■ Municipal Government

Frankfort is governed through the commission-manager form of government. The members of the city commission are elected to two-year terms and the mayor is elected to a four-year term. The city manager is responsible for the day-to-day operations of the city, while the mayor and commissioners make policy decisions and enact ordinances.

Head Official: Mayor William I. May, Jr. (D) (since 1996; current term expires 2008)

Total Number of City Employees: 610 (2006)

City Information: Mayor's Office, City of Frankfort, 315 W. Second St., Frankfort, KY 40601; telephone (502)875-8500, fax (502)875-8518

■ Economy

Major Industries and Commercial Activity

As the home of Kentucky's state government, Frankfort has long been a regional employment center. State government employment and private professional service firms doing business with the state have had a stabilizing effect on the area's economy. Nearly half of the local citizens are employed by state or local government.

Major local manufacturers produce automotive wheels and stamped automotive parts, automotive wire products, as well as air brake components, pipes, and oil valves for the heating industry. Other local industries make tool and die products, pallets and wood furniture, and fabrics. World-famous Kentucky whiskey is also produced locally.

Frankfort serves as a trading center for mid-Kentucky. The Capital Community Economic/Industrial Authority (CCE/IDA) assists existing companies in expanding their local operations and helps recruit new manufacturers to Frankfort. The result has been 1,926 new jobs, \$120 million in new investment, and more than \$32 million in new payroll in recent years. Through the



The State Capitol building in Frankfort. ©James Blank.

creation of two industrial parks and several business/office parks, the CCE/IDA claims to be a “one stop shop” for businesses seeking a base of operations; the group has provided such infrastructure as double-loop-fed electricity, high-speed bandwidth telecommunications cable, water, and county maintained roads. They also provide financial assistance through low-rate loans for capital investment.

A comprehensive industrial survey conducted by the Frankfort Area Chamber of Commerce showed that industrial employers had a very positive perspective on doing business in the Frankfort area. Ninety-four percent indicated that the Frankfort area was “a very good” or “good” place to do business. This indicator of the business climate was better than that for the state as a whole. Frankfort is home to more than 1,100 businesses, including 35 manufacturing, assembly, and distribution companies. Frankfort’s location and its cost-effective environment are able to attract and retain such enterprises.

Items and goods produced: corn, bourbon whiskey, candy, tobacco, furniture, electronic parts, automotive parts and stampings, plastics, construction products, machinery, textiles, thoroughbred horses.

Incentive Programs—New and Existing Companies

Several programs help city areas in their efforts to revitalize and attract new businesses to their downtown.

Local programs: Downtown Frankfort’s Facade Grant Program offers a 50-50 owner match reimbursement for revitalization of downtown buildings. Renaissance Kentucky is formed by an alliance of four state agencies and three private entities, and works with communities to plan and locate resources for restoration and revitalization projects. The Main Street Program is based on a four-point approach and addresses organization, promotion, design, and economic restructuring. The program’s goal is “to encourage downtown revitalization within the context of historic preservation.” The Capital Community Economic/Industrial Development Authority (CCEIDA) offers assistance to new and existing businesses with site development support, providing local funds to help offset costs such as grading, road construction, and utility extensions. CCEIDA also makes available recaptured grant funds to businesses to help them purchase and lease machinery and equipment. Downtown Frankfort, Inc. offers assistance with retail and office location information in the city’s historic downtown.

State programs: The state of Kentucky offers an extensive array of incentives for business start-up and expansion. The Kentucky Cabinet for Economic Development oversees a wide variety of programs and services available to businesses including existing businesses, newly locating companies, start-ups, small and minority businesses, and many others. Kentucky's variety of incentives include corporate tax credits, loan financing, training grants, and opportunities for foreign trade zone operations.

The Kentucky Industrial Development Act (KIDA) provides tax credits for new or expanding manufacturing companies. The Kentucky Jobs Development Act (KJDA) provides tax credits for service and technology companies. The Bluegrass State Skills Corporation (BSSC) provides grants for skill training for new, existing, and expanding industry. Industrial Revenue Bonds (IRB) are issued by the state and local governments; they are advantageous because interest income from them is exempt from federal and state income taxes, resulting in a lower rate of interest for money used to finance qualifying projects. The Kentucky Economic Development Finance Authority (KEDFA) Direct Loan Program provides below market financing for manufacturing, warehousing, distribution, non-retail services, agribusiness, and tourism projects.

There are no local Kentucky sales taxes, and property taxes are among the lowest in the nation. Kentucky prides itself as an industry-friendly state; manufacturing machinery and pollution control equipment are taxed only by the state, figured at \$1.50 per \$1,000 assessed valuation. Local jurisdictions may offer inventory tax reduction or exemption options.

Job training programs: Job training is provided for under the state's Workforce Investment Act (WIA) for adult dislocated workers and youth who meet certain criteria.

Development Projects

Frankfort's Grand Theater on St. Clair Street was purchased in January 2005 by a nonprofit group with plans to raise \$3.7 million for renovations. The theater was reopened for activities in 2006. Currently used for arts programming, once completely renovated the theater will be an arts center for the city.

Economic Development Information: Downtown Frankfort, Inc., 100 Capital Ave., Frankfort, KY 40601; telephone (502)223-2261, fax (502)352-2806

Commercial Shipping

Frankfort does not have its own airport, but Blue Grass Airport in nearby Lexington serves the city's commercial shipping needs, offering national and international transport.

Labor Force and Employment Outlook

Low unemployment rates relative to state and national averages attest to the industriousness and desirability of Franklin County workers. One in every five adults residing in Franklin County has a college degree.

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

Size of nonagricultural labor force: 18,457

Number of workers employed in . . .

- construction and mining: 811
- manufacturing: 3,886
- trade, transportation and utilities: 5,098
- information: 291
- financial activities: 1,032
- professional and business services: 5,643
- educational and health services: 649
- leisure and hospitality: 399
- other services: 466
- government: 1,642

Average hourly earnings of production workers employed in manufacturing: \$15.44

Unemployment rate: 4.2% (December 2004, statewide)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Monoplast of North America	651
Topy Corporation	600
Washington Penn Plastics	350
Ohi-America	300
Bendix Commercial Vehicle Systems	240
Buffalo Trace Distillery	240
Jim Beam Brands Co.	225

Cost of Living

Within an easy drive of big city amenities in Louisville and Lexington, Frankfort retains a small-town feel with small-town living expenses. Housing in Frankfort is more affordable than in most other parts of the country. The median home price in 2002 was 98,000.

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

2007 (1st quarter) ACCRA Average House Price: Not reported

2007 (1st quarter) ACCRA Cost of Living Index: Not reported

State income tax rate: 2.0% to 6.0%

State sales tax rate: 6.0%

Local income tax rate: 1.75% occupational tax

Local sales tax rate: None

Property tax rate: .201/\$100 assessed value of real estate (2005)

Economic Information: Frankfort Area Chamber of Commerce, 100 Capitol Ave., Frankfort, KY 40601; telephone (502)223-8261; fax (502)223-5942

■ Education and Research

Elementary and Secondary Schools

Frankfort Independent Schools operates its elementary (Second Street School), high school (Frankfort High School), and alternative schools (Wilkinson Street School for troubled middle and high schoolers; EXCEL for skills enrichment; and the Panther Enrichment Program for additional learning opportunities) as a joint venture with the greater Franklin County Public School system. Frankfort schools open in early August, continue for nine weeks, and then break for a three-week intersession. The combination continues through the year until summertime, when the students take a six- to seven-week break.

The following is a summary of data regarding the Franklin County Public Schools and Frankfort Independent Schools as of the 2005–2006 school year.

Total enrollment: 5,940

Number of facilities

elementary schools: 6
junior high/middle schools: 2
senior high schools: 2
other: 5

Student/teacher ratio: 16.9:1

Teacher salaries (2005–06)

elementary median: \$27,500–\$48,000 (all levels)
junior high/middle median: Not available
secondary median: Not available

Funding per pupil: \$6,984

Frankfort and Franklin County are also home to a number of private and religious primary and middle schools, including Capital Day School (K-8), which focuses on accelerated learning with a traditional approach, along with Good Shepherd School (K-8) and the Montessori School of Frankfort (K-5). Millville Baptist Academy is a small school that covers grades 1-11.

Public Schools Information: Franklin County Public Schools, 916 East Main St., Frankfort, KY 40601; telephone (502)695-6700, fax (502)695-6708

Colleges and Universities

Kentucky State University, smallest of the state's public institutions, is a school with an enrollment of nearly 2,400, consisting of the College of Arts, Social Sciences and Interdisciplinary Studies; College of Mathematics, Sciences, Technology, and Health; and the College of Professional Studies. It also offers community college degrees. From the 1980s through the 2000s more than 30 new structures or major building expansions have enhanced the University's 511-acre campus, which includes a 203-acre agricultural research farm. The school's close proximity to the Kentucky state government affords students a unique opportunity to participate in government administration internships and earn credit hours. Pre-law students can also earn credits as interns in the State Office of the Attorney General. Once strictly an African American institution, the student body is now racially mixed.

Libraries and Research Centers

With one building and one bookmobile, the Paul Sawyer Public Library serves both Frankfort and Franklin County. The library's collection of books, magazines, newspapers, art prints, and audio-visual materials numbers more than 116,000. The library has a strong program for children from one year to adolescence.

The Thomas D. Clark Research Library of the Kentucky Historical Society offers rare books, maps, and manuscripts on the state's past. It houses more than 90,000 books, more than 6,000 oral history interviews, 12,000 reels of microfilm, including some of nineteenth-century newspapers, and over 20,000 vertical files of collected and contributed research. The Kentucky Department of Library & Archives provides state research facilities and governmental records. The Kentucky Military Records and Research Branch houses archives of the Kentucky Department of Military Affairs going back to 1791. The Archives of the Center of Excellence for the Study of African Americans (CESKAA) at Kentucky State University include images, manuscript collections, and oral histories of African American Kentuckians, as well as the Fletcher collection on African American theater. The Aquaculture Program at Kentucky State University seeks to meet future world food demands through research on more than 15 varieties of farmed fish.

Public Library Information: Sawyer Paul Public Library, 319 Wrapping St., Frankfort, KY 40601; telephone (502)352-2665, fax (502)227-2250

■ Health Care

Frankfort Regional Medical Center, a 173-bed acute care facility, features a team approach and offers emergency care, maternity services, diagnostic imaging, and intensive care. The medical center provides outpatient service and

treatment programs for substance abuse, as well as psychiatric care. The Medical Center's Center for Women's Health provides medical care for all phases of a woman's life, and the Breast Care Center provides diagnostic and biopsy services for early detection of cancers and other breast diseases. Medical facilities within 20 miles of Frankfort include Bluegrass Community Hospital in Versailles, KY; New Horizons Health Systems in Owenton, KY; and the Georgetown Community Hospital in Georgetown, KY.

Health Care Information: Frankfort Regional Medical Center, 299 King's Daughters Dr., Frankfort, KY 40601; telephone (502)875-5240, fax (502)226-7936.

■ Recreation

Sightseeing

The Frankfort/Franklin County Tourist and Convention Commission's Visitors Center, located five blocks from the Kentucky statehouse, offers maps and information about local sites. Two good places to get a feeling for the personalities that formed Frankfort's history are the Corner of Celebrities, which is actually one square block behind Wilkinson Street in the north part of town, and the Frankfort Cemetery, located on a high cliff overlooking the city. Dozens of famous Kentuckians have lived on and near the Corner. Historic residences there that are open to the public include Orlando Brown House, a Greek Revival home designed by architect Gideon Shryock; and the adjacent Liberty Hall, built in 1796 in the Federalist style for John Brown, Orlando Brown's brother and Kentucky's first U.S. Senator. The Frankfort Cemetery is dominated by the marble marker over the graves of Daniel and Rebecca Boone; it is carved with scenes from the lives of the pioneer couple. In addition to the graves of at least 16 Kentucky governors, the cemetery features the Kentucky Vietnam Veterans Memorial, a 65-foot-tall monument that acts as a giant sundial.

The 1910 Kentucky State Capitol's Beaux Arts design features 70 Ionic columns, decorative murals, and sculptures of Kentucky dignitaries, as well as the First Lady Doll Collection. Tourists throw coins for good luck at the floral clock that is located on the West Lawn of the Capitol Grounds. Next to the Capitol and overlooking the Kentucky River, the Executive Mansion, built of native limestone, was modeled after France's Petit Trianon, Marie Antoinette's Summer villa. The Greek Revival Old State Capitol, which served as the seat of state government from 1830–1910, features a self-supporting staircase held together by precision and pressure. These state buildings are open for touring. Another outstanding local site is the 1910 Prairie-style Ziegler-Brockman House, designed by Frank Lloyd Wright.

Nature lovers will find native flora and fauna at the Kentucky Department of Fish & Wildlife Game Farm and Salato Wildlife Education Center in Frankfort. Bird watchers will be particularly interested in the Clyde E. Buckley Wildlife Sanctuary-Trust; a 374-acre haven with hiking trails, a bird blind, and a nature center operated by the National Audubon Society.

Kentucky is famous for its whiskey, and visitors may tour the Woodford Reserve Distillery, which dates back to 1812, to see how it is produced. Guides lead tourists to see the bulb-shaped stills, huge fermenting vats, and a warehouse where the charred white oak barrels are stored. Bottling into the distillery's unique-shaped bottles still is accomplished by hand. The Buffalo Trace Distillery, first to ever ship bourbon down the Mississippi River and a worldwide winner of more than 40 awards for its whiskey, offers tours each weekday.

Arts and Culture

The site of many major cultural, musical, and sporting events is the Franklin Convention Center, which seats 5,365 people. The RiverPark Center in nearby Owensboro is another multi-purpose cultural and events facility that hosts touring productions as well as community theater, recitals, children's theater, and ensemble concerts. The Bluegrass Theatre Guild offers musicals, workshops, and touring productions of its shows. The Capital Art Guild promotes public knowledge of the visual arts via exhibits, technique demonstrations, art classes, and community art projects.

The Thomas D. Clark Center for Kentucky History displays the survey notes penned by Daniel Boone as he helped to map the new frontier. Also on display are early civil rights documents. Visitors may take a journey along Kentucky's time line, from the rustic life of early pioneer times through modern life. The Center, which houses a gift shop as well as the state museum and research library, presents educational programs and special events. It features the Hall of Governors of Kentucky, and a permanent exhibit gallery showcasing "A Kentucky Journey," which tells the state's story, and a changing exhibit gallery spotlighting the artifacts of the Kentucky Historical Society.

Displays of weapons, uniforms, flags, and other memorabilia at the Kentucky Military History Museum honor the service of the state militia, state guard, and other volunteer military organizations. The museum is located in the 1850 Old State Arsenal, a brick Gothic Revival "castle" on a cliff overlooking the Kentucky River.

Festivals and Holidays

The festival season begins with May's Governor's Derby Breakfast, featuring guided tours of the Capitol building and gardens. The first full weekend in June brings the

Capital Expo Arts & Crafts Festival, three days of arts and crafts, live entertainment, an antique car show, hot air balloon rides, and fireworks; June also brings Boone Day, the Kentucky Historical Society's annual symposium to commemorate Daniel Boone's first observance of Kentucky. The Kentucky Herb Festival takes place on the second Saturday in June; it offers lectures on gardening, music, and an outdoor herbal luncheon. July's Franklin County Fair & Horse Show features antiques, a flower and doll show, a demolition derby, a gospel sing, a beauty contest, and children's events. Also in July, Frankfort teams with other central Kentucky cities to host the week-long Central Kentucky Civil War Heritage Trail.

In September, the state's diverse job, ethnic, and family traditions are celebrated at the Kentucky Folklife Festival downtown. The Great Pumpkin Festival features the Black Cat 5K run, a haunted house, hayrides, and a costume parade down Main Street. The Candlelight Tour of the downtown takes place in November. An evening of food, music, and shopping kicks off the holiday season. Also in November, the Kentucky Book Fair at the KSU draws more than 100 authors of national and worldwide renown. The city rings in December with a parade, tree lighting ceremony, caroling and viewing the wares of more than 100 craft exhibitors.

The Center of Excellence for Study of Kentucky African Americans (CESKAA) at Kentucky State University sponsors a number of exhibits and displays throughout the year. They include an annual "Many Cultures, One Art" quilt exhibit, a Civil War symposium, a forum on the Great Black Jockeys, and other special events. Dates vary from year to year.

Sports for the Spectator

Kentucky State University is a member of the National Collegiate Athletic Association (NCAA). At present, all sports are classified in Division II. KSU is affiliated with the Southern Intercollegiate Athletic Conference (SIAC) and competes for conference championships in all sports. Men's Thorobreds teams include basketball, football, baseball, cross country, track, golf, and tennis. Football games are played at the university's Alumni Stadium. Many of the indoor sports, including basketball, are played at the William Exum Center on campus. The Thorobrettes women's teams include basketball, softball, cross country and track, volleyball, and tennis.

Sports for the Participant

When urban planners first noticed, back in the 1950s, that Frankfort was one of the few cities in the country with no public parks or recreational areas, city officials went to work to create a parks system. Beginning with the creation of Juniper Hills Park, the system expanded into six large public parks offering picnic areas, courts

for basketball, tennis, and volleyball, plus baseball, softball, and soccer fields. Riverview Park offers trails along the Kentucky River. Headquartered in Peaks Mill, 8 miles north of Frankfort, Canoe Kentucky offers canoeing, kayaking, inner tubing, and guided or self-guided canoe and kayak trips over whitewater Class 1 and 2 waters.

Shopping and Dining

On downtown Frankfort's tree-lined streets, shops offer such items as art pieces, gifts, clothing, books, antiques, and model trains. Shaded under flowering trees, the St. Clair Mall features an old-fashioned general store as well as boutiques. Visitors flock to Rebecca-Ruth Candy shop on the East Side of town to buy bourbon-flavored sweets made on the same curved marble bar top where the secret recipe was developed more than 60 years ago. The city's major mall is Franklin Square, which features a department store, music, clothing, and gift shops, as well as cinemas and restaurants.

Dining choices in Frankfort run the gamut from homestyle and barbecue, to ethnic varieties including Thai, Chinese, Mexican, Irish, and Italian, to seafood and steak. Cajun cooking is the draw at Rick's White Light Diner, while Jim's Seafood specializes in catfish, trout, and fried banana peppers. At Daniel's Restaurant patrons may enjoy a bourbon-tasting experience. In March 2007, a fire ripped through downtown Frankfort, affecting buildings along the St. Clair Mall; the most badly damaged buildings housed three drinking and eating establishments—the Downtown Bar, Tink's Bar-B-Q and Outdoor Cafe, and The Brick Alley bar. The Serafini restaurant suffered minor damage. It was thought the buildings could be repaired.

Visitor Information: Frankfort/Franklin County Tourist & Convention Commission, 100 Capitol Ave., Frankfort, KY 40601; telephone (502)875-8687; toll-free (800)960-7200; fax (502)227-2604

■ Convention Facilities

Nestled along the Kentucky River within short walking distance of downtown's shops and restaurants, The Frankfort Convention Center adjoining Capital Plaza seats 5,365 people in arena seating, 5,047 people for concerts, and 800 people for banquets. The adjacent Capital Plaza Hotel is equipped with an additional 8,000 square feet of meeting/convention space offered in 10 flexible meeting rooms. In addition to extensive audiovisual equipment, the hotel offers expert catering services and award-winning banquet menus.

Convention Information: Frankfort Convention Center, 405 Mero St., Frankfort, KY 40601; telephone (502)564-5335; fax (502)564-3310.

■ Transportation

Approaching the City

Air travelers to Frankfort usually arrive at Lexington's Blue Grass Airport, 25 miles east of downtown Frankfort (a trip of about 35 minutes), then take a taxi to the city. Greyhound offers bus service into Frankfort.

Traveling in the City

Frankfort is laid out in grid patterns in sections north and south of the Kentucky River. The north side includes the older residential section, the Old Capitol, and the downtown business section; its major north-south thoroughfare is Wilkinson Boulevard, named for the city's founder. The Kentucky State Capitol is located in the mostly residential south section. Mass transport is offered by the Frankfort Transit System, which runs three fixed routes covering all major shopping centers, hospital, senior centers, and most state office buildings. Fares are \$0.50 each way (\$0.25 for seniors) with free transfers.

■ Communications

Newspapers and Magazines

The State Journal is Frankfort's daily newspaper. Magazines published in Frankfort include *Kentucky Bench & Bar Magazine*, and *Kentucky Afield*.

Television and Radio

Frankfort's four radio stations feature news, nostalgia, oldies, and contemporary music. NBC, CBS, ABC, and Fox affiliates broadcast from Lexington and Louisville. Cable television service is provided by the Frankfort Plant Board.

Media Information: *The State Journal*, 1216 Wilkinson Blvd, Frankfort, KY 40601; telephone (502)227-4556; fax (502)227-2831

Frankfort Online

City of Frankfort home page. Available www.cityoffrankfortky.com
Frankfort Area Chamber of Commerce. Available www.frankfortky.info
Frankfort Convention Center. Available www.frankfortconventioncenter.com
Frankfort/Franklin County Tourist and Convention Commission. Available www.visitfrankfort.com
Frankfort Regional Medical Center. Available www.frankfortregional.com
Franklin County Public Schools. Available www.frankfort.k12.ky.us
Kentucky Cabinet for Economic Development. Available www.thinkkentucky.com
Kentucky Historical Society. Available www.history.ky.gov
Kentucky State Government and Tourism Information. Available www.state.ky.us
Kentucky State University. Available www.kysu.edu
Paul Sawyer Public Library. Available www.pspl.org

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Wallace, James C. and Gene Burch, *Frankfort: Capital of Kentucky* (Louisville, KY: Merrick Printing Co., 1994)



Lexington

■ The City in Brief

Founded: 1775 (incorporated 1781)

Head Official: Mayor Jim Newberry (D) (since 2007)

City Population

1980: 204,165

1990: 225,366

2000: 260,512

2006 estimate: 270,789

Percent change, 1990–2000: 7.6%

U.S. rank in 1980: 68th

U.S. rank in 1990: 70th (State rank: 2nd)

U.S. rank in 2000: 70th (State rank: 1st)

Metropolitan Area Population

1980: 371,000

1990: 405,936

2000: 479,198

2006 estimate: 436,684

Percent change, 1990–2000: 15.2%

U.S. rank in 1980: 103rd MSA

U.S. rank in 1990: 106th MSA

U.S. rank in 2000: 85th MSA

Area: 284.5 square miles (Lexington-Fayette—Lexington proper is approximately 60 square miles)

Elevation: Approximately 966 feet above sea level

Average Annual Temperatures: January, 32.0° F; July, 76.1° F; annual average, 55.2° F

Average Annual Precipitation: 45.91 inches total precipitation; 16.0 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.6% (June 2007)

Per Capita Income: \$26,343 (2005)

2005 FBI Crime Index Property: 10,308

2005 FBI Crime Index Violent: 1,476

Major Colleges and Universities: University of Kentucky, Transylvania University

Daily Newspaper: *Lexington Herald-Leader*

■ Introduction

In the heart of the nation's Bluegrass Country, Lexington, Kentucky, is a city that has artfully blended history, horses, culture, and industry to create a uniquely desirable quality of life. With its graciously restored downtown buildings complementing its modern office and convention facilities, Lexington exemplifies the benefits of a successful public-private partnership. In 1974 the city merged its government with Fayette County to streamline services. The efficient consolidation became known as Lexington-Fayette County Urban County Government. A spirit of cooperation propels the community toward its goals of excellence in education as well as economic growth. Lexington was once known as the "Athens of the West" because many early artists, poets, and architects settled in the region; each left a sense of his or her own style.

■ Geography and Climate

Located on the lush, grassy plateaus of Kentucky's central Bluegrass Country at the edge of the Cumberland Gap, Lexington is the county seat of Fayette County. The fertile region is dotted with numerous small creeks that run to the nearby Kentucky River. The largest bodies of water in the area are the reservoirs of the Kentucky American Water Company.

Lexington has four distinct seasons, and while the region endures few extremes of weather, it is subject to unexpected changes in temperature of relatively short duration. Precipitation is fairly constant year round, with an average of three to four inches per month. September and October in Lexington are considered the most agreeable months of the year.

Area: 284.5 square miles (Lexington-Fayette—Lexington proper is approximately 60 square miles) (2000)

Elevation: Approximately 966 feet above sea level

Average Temperatures: January, 32.0° F; July, 76.1° F; annual average, 55.2° F

Average Annual Precipitation: 45.91 inches total precipitation; 16.0 inches of snow

■ History

Permanent Community Established in 1779

Pioneer Daniel Boone was one of the first white men to explore the territory known today as the Bluegrass Country. The births of the United States and the city of Lexington occurred at nearly the same moment in history. In June 1775, a small band of pioneers who were camped in the bluegrass amid buffalo and Native American trails received word of the battle of Lexington, Massachusetts, that marked the beginning of the American Revolution. In a spirit of adventure and independence, the pioneers named their campsite for the historic conflict. Development of a permanent settlement was postponed for four years when several members of the patriotic group departed to enlist in the Continental Army. Hostile natives also discouraged pioneer incursion into this wilderness. Neighboring pioneer villages were plagued by the often violent resistance of the natives and many believed this opposition was incited and encouraged by the British.

The present-day state of Kentucky was, at that time, part of the far-flung properties of Virginia, visited only by hunters, surveyors, and explorers. In 1779 a party of settlers journeyed to Lexington from nearby Harrodsburg and erected several cabins and a stockade in an effort at establishing a permanent community. In 1780 the Virginia Assembly divided its sprawling Kentucky District into three counties—Lincoln, Jefferson, and Fayette (named for the Revolutionary War hero, French General Mortier de Lafayette). The following year Lexington incorporated, became county seat of Fayette County, and was granted township status.

City Develops as Trading Center

The popular and fertile Bluegrass Country quickly attracted settlers from Virginia, North Carolina, Maryland, and Pennsylvania. Within two decades, Lexington, with

eighteen hundred citizens, was the largest town in “western America.” A thriving community of stores, taverns, hotels, and industries grew steadily in the protective curve of the Kentucky River, and Lexington became known as a major supply center linking east to west. Stores kept their shelves stocked with goods carted overland from Philadelphia and Baltimore and paid eastern merchants with hides, skins, furs, home-made linens, beef, ham, lard, and lumber. The development of farming added whiskey, tobacco, and hemp to the list of products exported to eager merchants to the east, west, and south.

Local Horse Industry Gets Its Start

Local fascination with the breeding, rearing, training, and racing of thoroughbred horses has always been an important element of life in the Bluegrass Country. The limestone soil, rich bluegrass, and mild climate combined to make the area prime horse country. The town’s first race course was established shortly after 1788, when civic leaders banned the sport on downtown streets. Thoroughbreds, trotters, and saddle horses brought from Virginia and the Carolinas joined breeding stallions from England and Arabia during the early 1800s, and another industry was launched.

In 1787, the flourishing Lexington community expanded its communication and education services. John Bradford’s printing press produced the state’s first newspaper, the *Kentucky Gazette*. Log cabin schools gave way to a succession of private and semi-public schools, and a group of persuasive Lexington businessmen convinced the trustees of Transylvania College to relocate from Danville. The college established law and medical departments, attracted students from throughout the South, and added immeasurably to the prestige of the frontier town.

City Falters Economically Then Rallies

The Commonwealth of Kentucky split from Virginia in 1792 and was admitted as the fifteenth state in the Union. Lexington was its temporary capital and enjoyed considerable status as a seat of higher learning and an industrial center until shortly after the turn of the century, when the success of the steamboat gave the rival city of Louisville, located on the Ohio River, a distinct advantage. Development faltered in Lexington with the rise of the river cities, and by the time railroads established a much-needed link to the Ohio River, the economic damage was already evident in the unemployment rate, the number of declared bankruptcies, and the declining population.

Lexington’s civic and business leaders then began to steer the town away from its fading industrial economy and encourage an emphasis on culture and education instead. Tax dollars were diverted toward promotion and support of the arts and the growth of Transylvania University. Gradually the frontier town gained a reputation as the “Athens of the West,” and Transylvania was referred

to by many as the “Harvard of the West.” A measure of Lexington’s success can be seen in rival Louisville’s unsuccessful attempt, during the 1830s, to lure Transylvania’s medical school to that town.

Although the state officially declared itself neutral, the Civil War pitted neighbor against neighbor within Kentucky. While their traditions were southern, many political and industrial influences were of the North. During the war years the horse racing industry was suspended, but progress was made in other areas. The University of Kentucky was established at Lexington in 1865 and thrives today, attracting students, researchers, and athletes. Horse racing experienced a resurgence after the war, and as the popularity of cigarettes grew among soldiers during the Civil and World Wars, tobacco farming became a major industry in the Lexington area.

Present-Day City in Growth Spurt

Modern Lexington’s economy is still firmly based in horses, cattle, burley tobacco, and of course, the academic community of the University of Kentucky. During recent times, downtown Lexington has been revitalized by a surge of growth and new development, especially in the corporate service sectors of the economy; yet, through the work of such organizations as the Lexington Downtown Development Authority, the city has been diligent in preserving its roots through renovation and preservation of many of its historic buildings and neighborhoods. Called “the city in the park” because of its location in the middle of hundreds of beautiful, park-like horse farms, Lexington offers a charming blend of big-city amenities and small-town friendliness. In fact, Lexington was the first city in the country to create an urban service boundary to protect the surrounding countryside. Before, after and between meeting sessions at the modern Lexington Center convention complex, visitors will find plenty to see and do. History, art, and culture are all within easy and safe walking distance and include: beautiful historic office buildings, churches, and homes; many of Lexington’s finest restaurants, specialty shops and galleries; and major performance and sports arenas. Lexington is part of a metropolitan statistical area comprised of Bourbon, Clark, Fayette, Jessamine, Madison, Scott, and Woodford counties.

Historical Information: The Blue Grass Trust for Historic Preservation, 253 Market Street, Lexington, KY 40507; telephone (859)253-0362; fax (859)259-9210

■ Population Profile

Metropolitan Area Residents

1980: 371,000
1990: 405,936
2000: 479,198

2006 estimate: 436,684
Percent change, 1990–2000: 15.2%
U.S. rank in 1980: 103rd MSA
U.S. rank in 1990: 106th MSA
U.S. rank in 2000: 85th MSA

City Residents

1980: 204,165
1990: 225,366
2000: 260,512
2006 estimate: 270,789
Percent change, 1990–2000: 7.6%
U.S. rank in 1980: 68th
U.S. rank in 1990: 70th (State rank: 2nd)
U.S. rank in 2000: 70th (State rank: 1st)

Density: 914.1 people per square mile (2000; Lexington-Fayette County)

Racial and ethnic characteristics (2005)

White: 205,623
Black: 33,879
American Indian and Alaska Native: 501
Asian: 7,392
Native Hawaiian and Pacific Islander: 249
Hispanic or Latino (may be of any race): 12,254
Other: 3,887

Percent of residents born in state: 94.1 (2000)

Age characteristics (2005)

Population under 5 years old: 19,102
Population 5 to 9 years old: 14,712
Population 10 to 14 years old: 14,669
Population 15 to 19 years old: 14,012
Population 20 to 24 years old: 24,799
Population 25 to 34 years old: 39,873
Population 35 to 44 years old: 39,986
Population 45 to 54 years old: 36,671
Population 55 to 59 years old: 13,487
Population 60 to 64 years old: 11,546
Population 65 to 74 years old: 14,686
Population 75 to 84 years old: 8,934
Population 85 years and older: 2,912
Median age: 35.1 years

Births (2006, MSA)

Total number: 6,025

Deaths (2006, MSA)

Total number: 3,077

Money income (2005)

Per capita income: \$26,343
Median household income: \$42,442
Total households: 114,548



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Number of households with income of . . .

- less than \$10,000: 11,587
- \$10,000 to \$14,999: 7,793
- \$15,000 to \$24,999: 12,380
- \$25,000 to \$34,999: 14,476
- \$35,000 to \$49,999: 17,698
- \$50,000 to \$74,999: 21,265
- \$75,000 to \$99,999: 10,516
- \$100,000 to \$149,999: 12,118
- \$150,000 to \$199,999: 3,366
- \$200,000 or more: 3,349

Percent of families below poverty level: 14.8% (2005)

2005 FBI Crime Index Property: 10,308

2005 FBI Crime Index Violent: 1,476

■ Municipal Government

On January 1, 1974, Lexington and Fayette County made Kentucky history by merging their governments into a single system. Called the Lexington-Fayette County Urban County Government, the consolidation

was the result of nearly four years of study and eliminated many duplicate services as well as the need for two separate property taxes. The government is administered by the mayor and a fifteen-member legislative body.

Head Official: Mayor Jim Newberry (D) (since 2007; current term expires 2010)

Total Number of City Employees: 4,261 (Lexington-Fayette; 2006)

City Information: Lexington-Fayette Urban County Government, 200 E. Main Street, Lexington, KY 40507; telephone (859)425-2255

■ Economy

Major Industries and Commercial Activity

Horses are a billion-dollar industry in the Bluegrass Country. Home to more than 450 horse farms, Lexington is surrounded by the greatest concentration of thoroughbred horse farms in the world. Rich limestone soil, lush grasses, and a moderate climate combine to create an ideal spot for the raising, breeding, and training of horses. The Bluegrass Country is the birthplace of the

state's native breed—the American Saddlebred—and a center for the breeding of the Standardbred.

While horse breeding is the area's big business, horse racing is probably its claim to fame. The local economy greatly benefits from tourists who come from around the world in large numbers. Keeneland Race Course and the Red Mile attract horse-lovers, experts, and gamblers from around the world. Kentucky Horse Park, a 1,200-acre park built on a former thoroughbred stud farm, is a major attraction.

Agriculture also benefits from the mineral-rich land. Kentucky is one of the leading producers of burley tobacco in the United States, with Lexington-Fayette County producing the largest crop. Corn, soybeans, alfalfa hay, wheat, and barley are also produced in the area, and Lexington is a major market for beef cattle as well. In addition to agricultural products, major exports of the Lexington metropolitan area include cars and printers.

The University of Kentucky, located in Lexington, is a center for educational conferences and sports attractions and is one of the Lexington area's major employers. The University provides local businesses and corporations with a ready supply of educated manpower and its considerable resources for problem solving and research. The school was established in 1865 as a flagship for agricultural research and development, and it owns some 2,400 acres of land throughout the Bluegrass Country that is still used for that purpose.

But while the city and state of Kentucky fervently protect and promote the region's strong agricultural and horse-country identity, they also are making attempts to keep pace with economic trends. In the decade covering the mid-1990s to the mid-2000s, Lexington emerged as one of a handful of leading American cities in economic growth. A concerted effort has been made to diversify the area's economy toward more manufacturing and high-technology ventures. As of 2007 more than 100 major companies have located headquarters or facilities in Lexington, including Lexmark International, included in the *Fortune* 500. Other major companies with facilities in the city as of 2007 include Ashland Inc., Clark Material Handling Company, General Electric Company, GTE Products Corporation, Johnson Controls, Link-Belt Construction Equipment Company, Long John Silver's, Square D Company, Toyota Motor Manufacturing, U.S. A., Inc., The Trane Company, United Parcel Service, and The Valvoline Company.

More than two dozen national organizations—medical, research, scholarly and business—make Lexington their home base. Among the organizations with headquarters in Lexington as of 2007 were the Council of State Governments, the National Tour Association, and the Association of Retail Travel Agents. Industry analysts forecast continued progress for Lexington, targeting the area for both population growth and economic development into the 21st century. They predict particular

strides in the areas of finance, insurance, and real estate, while community leaders continue to encourage the growth of high technology industries and planning marketing strategies to capitalize on tourism.

Items and goods produced: Paper products, air conditioning and heating equipment, electric typewriters and computer printers, metal products, bourbon whiskey, industrial valves, peanut butter, furniture, feed, tobacco products, equine-related products, automobiles, construction equipment

Incentive Programs—New and Existing Companies

Local programs: State laws exempt a broad group of commercial entities from local property taxation and limit local government taxation to a few classes of property. Commerce Lexington, the local Chamber of Commerce, provides a wealth of assistance to businesses thinking of starting up or relocating in greater Lexington, particularly minority-owned business through its Minority Business Development Program.

State programs: The state of Kentucky offers an extensive array of incentives for business start-up and expansion. The Kentucky Cabinet for Economic Development oversees a wide variety of programs and services available to businesses including existing businesses, newly locating companies, start-ups, small and minority businesses, and many others. Kentucky's variety of incentives include corporate tax credits, loan financing, training grants, and opportunities for foreign trade zone operations.

The Kentucky Industrial Development Act (KIDA) provides tax credits for new or expanding manufacturing companies. The Kentucky Jobs Development Act (KJDA) provides tax credits for service and technology companies. The Bluegrass State Skills Corporation (BSSC) provides grants for skill training for new, existing, and expanding industry. Industrial Revenue Bonds (IRB) are issued by the state and local governments; they are advantageous because interest income from them is exempt from federal and state income taxes, resulting in a lower rate of interest for money used to finance qualifying projects. The Kentucky Economic Development Finance Authority (KEDFA) Direct Loan Program provides below market financing for manufacturing, warehousing, distribution, non-retail services, agribusiness, and tourism projects.

There are no local Kentucky sales taxes, and property taxes are among the lowest in the nation. Kentucky prides itself as an industry-friendly state; manufacturing machinery and pollution control equipment are taxed only by the state, figured at \$1.50 per \$1,000 assessed valuation. Local jurisdictions may offer inventory tax reduction or exemption options.

Job training programs: The Mayor's Career Resource and Training Center in Lexington offers corporate participants customized testing and assessment, pre-employment skills training, on-the-job training, entry-level skills training, skills upgrade training, and reimbursement of up to 50 percent of gross wages for the hiring of older workers. The state's employment service provides recruiting, testing, and job placement of industrial workers at no cost to employers. The Kentucky Bluegrass State Skills Corporation (BSSC) offers custom training of industrial workers to skill levels specified by industrial employers.

Development Projects

College basketball is a certifiable passion in Kentucky, and Lexington in particular. Rupp Arena is home to the Kentucky Wildcats, one of the most storied basketball teams in college athletics. The arena and attached Lexington Convention Center underwent \$50 million in renovations in 1999 and 2000; it also hosts major concerts, exhibitions, and other events.

The Lexington Downtown Development Authority announced plans in 2004 for construction of a 54-unit loft/residential development on Martin Luther King Boulevard near College Town. The non-profit group (in a joint venture with the city-county government, the University of Kentucky, and major downtown employers) also seeks to attract more people to live in downtown Lexington through a unique "Live Where You Work" program, which provides up to \$15,000 in forgivable loans to individuals who build or renovate homes in the downtown area. Additionally, planning has begun on some major road work in downtown Lexington. The Newtown Pike Extension will alleviate traffic problems and create a modern thoroughfare carrying up to 25,000 automobiles daily and affecting more than 1,400 residents and businesses in the downtown area. Construction was scheduled to begin around 2010. The newly renovated Lexington Center provides 66,000 square feet of convention space and an additional 40,000 square feet of meetings and ballrooms.

In 2004 the city announced that the Belcan Engineering Group would open a new Engineering Design Center for the Sikorsky Aircraft Corporation. The project was completed in 2005 and brought 300 high-tech jobs downtown. The city's largest employer, the University of Kentucky, is undertaking a significant expansion of its medical complex and Albert B. Chandler Hospital, scheduled for completion in 2010.

In 2006 the city announced that a mixed-use development project, combining entertainment, retail, and residential into one structure, would be constructed atop the Lexington Transit Center. The proposal called for two residential towers, one designed for University of Kentucky students and one designed for market-rate housing with some affordable housing.

Approximately 25,000 square feet of retail and restaurant space is also allocated. Construction was projected to begin in 2008.

Other major development projects have included Hamburg Pavilion, a 950,000-square-foot shopping center anchored by a Target and a 20-screen movie theater, and Lexmark International's investment of \$70 million for research and development, and a building which added 700 jobs. The downtown area is experiencing a resurgence attributed to the location of new businesses, two business parks, and a courthouse.

Economic Development Information: Greater Lexington Chamber of Commerce, 330 E. Main St., Suite 100, Lexington, KY 40507; telephone (859)254-4447

Commercial Shipping

Lexington's central location within Kentucky and the United States is attractive to manufacturers, distributors, and business interests. Easy access to two major interstate systems makes motor carrier service readily available. The city is within a day's drive of 75 percent of the nation's business activity. Since Toyota Motor Manufacturing chose to locate its multi award winning Camry/Avalon/Sienna manufacturing plant just 14 miles north of Lexington, the I-75/I-64 corridors have come to be known as "America's Auto Axis," reflecting the profusion of automotive suppliers which have located near enough to meet just-in-time inventory requirements for the Toyota, Saturn, Nissan, Honda, Ford and Corvette plants located within the immediate area. Two railroads provide freight service to Lexington. Lexington Bluegrass Airport (LEX) is a major international hub; numerous air freight companies maintain facilities there as well. There are also full-service international airports in nearby Louisville and Cincinnati.

Labor Force and Employment Outlook

Analysts rate Lexington high on the scale of available, quality labor. The University of Kentucky and eleven other nearby accredited colleges produce an ample supply of management-level workers, a particular concern of corporate and high technology businesses seeking to locate in the Bluegrass Country. Analysts also describe the area as having an abundance of clerical, skilled, semi-skilled, and unskilled workers. According to executives at Toyota Manufacturing U.S.A., the "bottom line [for opening its \$800 million American factory near Lexington] was the Central Kentucky work force and its ethic." The Fayette County School system is consistently rated as one of the nation's best. The city's Partnership for Workforce Development coordinates efforts of employers, workers, educational and training facilities; offers access to testing and assessment services; and maintains a database of area employers' needs and workers' capabilities.

The following is a summary of data regarding the Lexington-Fayette metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 251,000

Number of workers employed in . . .

construction and mining: 12,600
 manufacturing: 35,200
 trade, transportation and utilities: 45,800
 information: 4,700
 financial activities: 11,100
 professional and business services: 30,400
 educational and health services: 31,200
 leisure and hospitality: 25,600
 other services: 9,900
 government: 44,700

Average hourly earnings of production workers employed in manufacturing: \$15.54

Unemployment rate: 4.6% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
University of Kentucky	10,668
Toyota Motor	
Manufacturing	7,400
Fayette County Schools	4,651
Lexington Fayette	
Urban County	
Government	3,936
Lexmark International	3,450
Central Baptist Hospital	2,400
St. Joseph Hospital	2,236
Eastern Kentucky	
University	1,750
Veterans Medical	
Center	1,570
ACS (Affordable Computer Solutions)	1,200

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$285,574

2007 (1st quarter) ACCRA Cost of Living Index: 96.9

State income tax rate: 2.0% to 6.0%

State sales tax rate: 6.0%

Local income tax rate: 2.25% on wages plus 0.5% school tax

Local sales tax rate: None

Property tax rate: Ranges from \$.7690 to \$.845 per \$100 of assessed value (2006)

Economic Information: Greater Lexington Chamber of Commerce, 330 E. Main St., Suite 100, Lexington, KY 40507; telephone (859)254-4447. Commonwealth of Kentucky, Cabinet for Workforce Development, Dept. for Employment Services, Capital Plaza Tower, 500 Mero Street, Frankfort, KY 40601; telephone (502)564-6606; fax (502)564-7967

■ Education and Research

Elementary and Secondary Schools

Historically known as an educational center in the South, Lexington has maintained its concern with providing excellence in education. The Fayette County Public School System was established when the Lexington and Fayette County Boards of Education merged in 1967. The district is managed by a five-member elected board and an appointed superintendent. SRI (Scholastic Reading Inventory), STAR Math, and Commonwealth Accountability and Testing System (CATS) are district-administered assessment tests given to all Fayette County Public School enrollees. All elementary and select high schools in the district have English as a Second Language programs available. The Extended School Services program, a component of the Kentucky Education Reform Act of 1990, provides programs for students who need additional assistance with academic coursework; and the Kentucky Educational Technology System (KETS) was established to provide funding, standards, and procedures for connecting all classrooms in Kentucky to the Internet and to improve student achievement through the instructional use of technology.

The following is a summary of data regarding the Fayette County Public Schools as of the 2005–2006 school year.

Total enrollment: 35,124

Number of facilities

elementary schools: 33
 junior high/middle schools: 12
 senior high schools: 5
 other: 3

Student/teacher ratio: 14.9:1

Teacher salaries (2005–06)

median (all levels): \$42,748

Funding per pupil: \$6,573

In addition to the public school system, Lexington has more than 30 private schools, including religious and nondenominational institutions.

Public Schools Information: Fayette County Public Schools, 701 E. Main St., Lexington, KY 40502-1699; telephone (859)381-4100

Colleges and Universities

Lexington is the home of the University of Kentucky (UK), which enrolls more than 26,000 students and was established in 1865. UK is home to 16 major colleges including schools of medicine, law, engineering, arts and sciences, and business. Transylvania University is a small four-year institution affiliated with the Christian Church; it was established in 1780. Bluegrass Community and Technical College was formed in 2005 following the consolidation of Central Kentucky Technical College and Lexington Community College. It is a member of the Kentucky Community and Technical College System and is a public two-year degree granting institution. Within a 40-mile radius are Eastern Kentucky University and seven other colleges: Asbury, Berea, Centre, Georgetown, Kentucky State, Midway, and Southeastern Christian College. Together they award undergraduate and advanced degrees in a full range of fields, including medicine, law, engineering, economics, architecture, and library science. The city is also home to two theological seminaries and several vocational and business schools.

Libraries and Research Centers

The Lexington Public Library's collection includes more than 650,000 book volumes plus magazines, films, audio and video tapes, filmstrips, microfiche and microfilm, and art reproductions. The library system includes the Central Branch on East Main St., plus five branch libraries, a full-service outreach program, and an innovative new English/Spanish Information Kiosk that allows access to library databases from a nearby Wal-Mart store. The library also houses a collection of early Kentucky newspapers and books and the Lexington Urban County Documents Collection. The University of Kentucky Libraries hold more than 3.4 million book volumes and numerous special collections, including Appalachiana and government documents. Other Lexington-area libraries include those associated with academic institutions, hospitals, museums, religious organizations, and corporations. The unique Keeneland Library is devoted to thoroughbred horse racing and contains some 10,000 volumes, along with videocassettes, photo negatives, and nearly every edition of the Daily Racing Form dating back to 1896.

Most of the research centers in Lexington are affiliated with the University of Kentucky. They conduct research activities in such fields as life sciences, social and cultural studies, private and public policy and affairs, physical sciences, engineering, tobacco production, and

multi-disciplinary programs. The Kentucky Rural Health Works Program, an offshoot of the school's Agricultural College, seeks to help rural Kentucky communities make informed decisions in the development of their health facilities. The University of Kentucky Coldstream Research Campus is dedicated to the development of knowledge-based firms. Once a prominent bluegrass horse farm, Coldstream provides a synergetic research camp environment for science and technology-focused businesses, and University of Kentucky faculty, staff, and students. Other subjects of research facilities include horses, asphalt, energy (particularly coal), and tobacco. The Kentucky Center for Public Issues focuses on matters of concern to the general public.

Public Library Information: Lexington Public Library, 140 E. Main St., Lexington, KY 40507; telephone (859)231-5530

Health Care

Lexington offers a wide choice of quality medical treatment facilities to its residents. There are nine hospitals located in the city. Area facilities include several cardiac rehabilitation centers and medical research centers. The largest hospital in Lexington is St. Joseph HealthCare. Other facilities include Cardinal Hill Rehabilitation Hospital, Central Baptist Hospital, Charter Ridge Behavioral Health System, Eastern State Hospital, University of Kentucky Hospital, Samaritan Hospital, Shriners Hospital for Children, and the Veterans Administration Medical Center. Both St. Joseph and the University hospital have full-service cancer centers. The University of Kentucky Hospital is also a teaching hospital, with colleges of Dentistry, Health Sciences, Medicine, Public Health, Nursing, and Pharmacy.

Health Care Information: St. Joseph HealthCare, One Saint Joseph Drive, Lexington, KY 40504; telephone (859)313-1000

Recreation

Sightseeing

Lexington-area residents enjoy an abundance of cultural and recreational activities and attractions. A rejuvenated downtown features Triangle Park, a 1.5-million-acre oasis of pear trees and cascading waterways; Gratz Park historic area; Victorian Square, an entire city block of restored turn-of-the-century buildings transformed into fine shops; and Dudley Square, a renovated 1800s schoolhouse with a craft center and restaurant. For strolling and browsing, the ArtsPlace is a multi-purpose arts center which houses a gallery showcasing the works of Central Kentucky artists, and is also the site of free music and dance performances.

One of Lexington's best-known attractions is Kentucky Horse Park, a 1,200-acre tribute to the animal that makes the area famous. The park features a larger-than-life-size statue of the champion racehorse Man O'War; more than 50 breeds of horses, from racing thoroughbreds to miniature ponies; twin theaters, and the International Museum of the Horse, which traces the history of horses. Special events include horse shows, rodeos, polo matches, and national competitions involving horses and their riders or trainers.

The Spendthrift Training Center is an operating horse farm and training facility for more than 4,000 thoroughbreds, including two Triple Crown winners. Visitors learn how horses are trained, view a multimedia film, and tour the farm itself. The Kentucky Horse Center provides tours of thoroughbred training facilities, including barns and training tracks.

Many sights in the Lexington area are points of historic interest. The Lexington History Museum (free admission), Lexington's newest attraction, is housed in the beautiful old Fayette County Courthouse (circa 1900). Inaugural exhibits include a timeline of the area's history, a photographic study of Lexington's African American community and a special display of the IBM Selectric Typewriter, once produced locally. Perryville Battlefield in nearby Perryville, Kentucky is the site of Kentucky's bloodiest, and most important, Civil War battle. The battle marked a fatal loss of the initiative for the South. Each October, the battle is re-enacted; throughout the year, living history activities with costumed interpreters are available.

Henry Clay's twenty-room mansion, Ashland, is furnished with Clay family heirlooms and set on 20 acres of woodland and formal gardens. The Hunt-Morgan House is a Federal-style home built in 1814 for Kentucky's first millionaire, John Wesley Hunt; it was also the boyhood home of Lexington's first mayor, Charlton Hunt, Confederate General John Hunt Morgan, and geneticist and Nobel Prize winner Thomas Hunt Morgan. The restored house features a collection of Civil War memorabilia, early nineteenth-century paintings, a garden, and a courtyard. Built in 1802, the Mary Todd Lincoln House is the former first lady's childhood home. The Georgian-style building contains displays of personal articles that once belonged to the Todd-Lincoln families, including part of Mary's Meissen china collection. The downtown Lexington Cemetery was chartered in 1848 and features landscaped grounds, two lakes, and monuments to such Kentucky greats as statesman Henry Clay, Confederate General John Hunt Morgan, the Mary Todd Lincoln family, and author James Lane Allen. An elegant Greek Revival mansion built in 1847 is the center of the 10-acre Waveland State Shrine, named for the acres of wind-blown bluegrass that once surrounded this historical complex. The home is furnished in nineteenth-century style and is surrounded

by servant's quarters, a country store, gardens, an orchard, and a craft shop. Pope Villa, designed in 1810–11 by architect Benjamin Henry Latrobe for Senator John and Eliza Pope, is a suburban villa in the neoclassical style. The villa is a perfect square, with a domed, circular rotunda in the center of the second story. Transylvania University was founded in 1780, the first college west of the Alleghenies, and features the Old Morrison Hall, built in 1833; Patterson Cabin, built by Lexington's pioneer founder Robert Patterson and perhaps the first building constructed in Lexington; and the Mitchell Fine Arts Center, housing the Morlan Gallery and a rare collection of scientific apparatus.

Nature can be enjoyed at Lexington-area attractions such as the University of Kentucky Landscape Garden Center, a collection of plants, flowers, and herbs. Raven Run Nature Sanctuary, a 726-acre park dedicated to the preservation of the Kentucky River Palisades, features more than 400 species of wildflowers and a 7-mile network of hiking trails. The Lexington Cemetery is nationally recognized as one of America's most beautiful arboretums and is listed in the National Register of Historic Places for landscape design.

Arts and Culture

Lexington was an acknowledged center for art and culture as early as the mid-1800s, earning the nickname "Athens of the West." The commitment to culture continues today. LexArts, formed in 1989 by the merger of the Lexington Council of the Arts and the Fund for the Arts, services arts organizations, artists, and educational institutions throughout Lexington and Central Kentucky. LexArts operates two facilities in downtown Lexington, ArtsPlace and the Downtown Arts Center, providing high quality performance space, galleries, rehearsal space and office space for nonprofit arts organizations. At these locations, LexArts organizes visual art exhibitions and performances showcasing the region's creative talent. LexArts is located downtown in a renovated 1904 Beaux-Arts Classical building called ArtsPlace that originally housed the Lexington YMCA. ArtsPlace is a working center for individual and group activities in the visual and performing arts and features the juried work of Kentucky artists in its gallery, as well as free performances that range from classical music to jazz and from ballet to modern dance. The four-story building contains studios, a rehearsal and performance hall, and offices for numerous cultural groups; it is adjacent to the Lexington Opera House, where many of its organizations stage their presentations. The seasons of Lexington's performing arts groups generally run September through May; in summer, Shakespeare in the Park presents free outdoor performances.

Some of the groups housed at ArtsPlace are the Lexington Ballet, the Central Kentucky Youth Orchestras, and the Center for Old Music in the New World. The

Lexington Philharmonic performs popular and classical concerts at the Otis A. Singletary Center for the Arts at the University of Kentucky. The Living Arts and Science Center, which is housed in the restored Kinkead House mansion, encourages artistic expression and learning. Cinema buffs view new and classic films at the newly renovated Italian Renaissance style Kentucky Theater.

Musical groups in Lexington include the Guitar Society of Lexington–Central Kentucky, a nonprofit arts organization that promotes and fosters awareness of the guitar as an instrument of classical music and sponsors several concerts annually; the University Artist Series, which annually sponsors a season of musical performances; and the Lexington Singers, a choral group of more than 180 singers who perform several holiday, pops, and classical concerts annually.

Lexington-area museums display a wide variety of art and artifacts. The Headley-Whitney Museum contains the unique artifacts and reflects the interests of Lexington artist George Headley. The museum consists of three buildings and features a shell grotto, a jewel room filled with miniatures fashioned from precious gems and metals, an Oriental gallery, an art library, and other changing exhibits. The Explorium of Lexington (until 2005 the Lexington Children's Museum) provides interactive exhibits for children from one to twelve years old. Special galleries focus on the environment, human growth, local history, play, foreign travel, and science. At the University of Kentucky Art Museum, a collection of fourteenth- through twentieth-century European, American, African, and Pre-Columbian art is on display. Tracing the culture and development of Kentucky man from the Paleoindians to the Shawnee, the William S. Webb Museum of Anthropology at the University of Kentucky features textiles, kinship art, and religion. The American Saddlebred Museum at the Kentucky Horse Park offers a multimedia theater presentation and a touch-screen interactive video photo file of world champion horses; the Kentucky Horse Park also features the International Museum of the Horse. The Aviation Museum of Kentucky features restored historic aircraft.

Notable buildings in Lexington include Loundon House, a unique castellated Gothic Villa that serves as the headquarters of the Lexington Art League, and the restored Pope Villa, Senator John Pope's House, one of the last remaining examples of the work of architect Benjamin Henry Latrobe, who designed the U.S. Capitol.

Festivals and Holidays

Seasonal events in Lexington include the LexArts weekend in February; a St. Patrick's Day parade in March; a Festival of the Bluegrass in June; a week-long July Fourth celebration; a Woodland Arts Fair in August; a Roots and Heritage Festival in September; and the Southern Lights Holiday Festival in November and December, which includes a downtown Christmas Parade. Downtown

Lexington hosts an annual Mayfest that features more than 100 artists, traditional Maypole dances, strolling entertainment, and tours of historic Gratz Park, where the event takes place. There are dozens of horse shows around town and at the Kentucky Horse Park throughout the year, including the Kentucky Three-Day Event in April that is the only four-star event of its kind. Touch-down Downtown takes place before and after home UK football games, providing fans transportation to and from the stadium and encouraging shopping and dining downtown. Equestrian events abound in the Lexington area, highlighted by the Blue Grass Stakes Race in April; July's Junior League Horse Show, the nation's largest outdoor saddlebred show; and Summer Yearling Sales at Keeneland, also in July. Lexington's arts calendar includes such summertime events as Festival of the Blue Grass and the Woodland Arts Fair.

Sports for the Spectator

In 2001, minor-league baseball returned to Lexington for the first time in 50 years when the Lexington Legends began play at state-of-the-art Applebee's Park. The \$13.5 million ballpark seats nearly 7,000 and features more than 20 luxury suites as well as two lawn areas where fans can picnic as they watch the game. The Lexington Horsemen play at UK's Rupp Arena and were 2004 champions of the United Indoor Football league. Of course, the University of Kentucky (UK) competes in a wide variety of Division I collegiate sports. The Wildcats basketball team plays at Rupp Arena and has won more NCAA championships than any program in history and is arguably, next to horse racing, the overriding sports passion in the Bluegrass State. The UK football team also plays in the top-tier Southeastern Conference; games are played at Commonwealth Stadium. Memorial Coliseum is the site of the University of Kentucky Lady Cats games.

The real sports attraction in Lexington, however, involves its famous four-legged athletes. Thoroughbreds are the champions of the Bluegrass Country, and Lexington is considered the world's horse capital. Lexington's full calendar of equestrian events includes horse shows, dressage events, racing, polo, steeplechases, fox hunting, and horse sales.

The Keeneland Race Course is the scene of fine thoroughbred racing during April and October. The highlight of the spring meet is the Blue Grass Stakes, the last major race before the Kentucky Derby (held in Louisville but simulcast and celebrated wholeheartedly in Lexington). Horse sales are scheduled four times annually in a world-famous pavilion; facilities include a private clubhouse, a grandstand that accommodates 5,000 people, and stables for 1,200 horses. Transcontinental aircraft from Greece, the United Arab Emirates, and England berth at Bluegrass Field each year while their passengers participate in the Keeneland Summer Select Sales. The beautifully landscaped course was established in 1936 on

Keene family property, which was part of a 1783 land grant from patriot Patrick Henry, a cousin of the family. Steeped in the genteel tradition of the Old South, the track even provides ladies with parasols when the sun is reflecting off the copper roof.

The Red Mile Harness Track, built in 1875, is the second-oldest harness track in the world. It has the reputation of being the fastest track in the world because more world records have been set at this one-mile, red clay track than at any other. Racing meets are held here in the spring, summer, and fall, with the Kentucky Futurity, the final jewel in trotting's Triple Crown, held in October. The Junior League Horse Show, the nation's largest outdoor Saddlebred show, is held at the Red Mile in July of each year. The Lexington Polo Club holds matches from June through October at the Kentucky Horse Park.

Sports for the Participant

The Lexington Area Sports Authority was established in 2002 to promote amateur sports in the area by bringing in, and supporting, quality amateur athletic events, including youth tournaments in a variety of sports and the unique Bluegrass State Games every summer.

Lexington sees its beautiful countryside as both an attraction and an enhancement to its way of life, and the city has long sought to protect and preserve green space. More than 100 parks comprising four thousand acres serve citizens and visitors with a variety of services, facilities, and programs, including ballfields, summer playground programs, cultural activities, fitness trails, golf courses, swimming pools, and city-wide special events and contests. Special parks include McConnell Springs, a 26-acre natural pocket within an industrial area; Shillito Park, which contains softball, baseball, soccer, and football fields, tennis courts, a fitness trail with exercise stations, and picnic shelters; Jacobson Park, which features a lake stocked with fish for anglers, a marina with pedal boats, a nature center, and an amphitheater; Masterson Station Park, the site of unique, comprehensive equestrian programs including clinics, lectures, and horseback riding lessons; and Raven Run Nature Sanctuary, which contains rare wildflowers, hiking trails, and picnicking facilities in a beautiful, informal setting.

Lexington's moderate climate offers plenty of incentive and opportunities for outdoor recreation, and when the temperatures dip low enough, residents can be found cross-country skiing, sledding, or ice skating in the parks and surrounding countryside. Lexington Ice Center and Sports Complex is open year-round for day and night sessions of skating lessons and hockey games. Lexington's milder climate and natural beauty makes golf an option throughout all but the coldest months. A number of public and semi-private courses are available to golfers, including such Pete Dye-designed layouts as Kearney Hill and Peninsula, as well as Picadome, Connemara, and High Point.

Shopping and Dining

Lexington has more than a dozen major shopping centers, including modern indoor malls that feature both large department stores and smaller specialty shops. Turfland Mall has department stores and retail shops, and Fayette Mall has more than 120 stores. The Shops at Lexington Center is convenient to downtown and the convention center. The city also offers plenty of boutique and specialty shopping areas. Clay Avenue Shops are a collection of stores in a former turn-of-the-century residential neighborhood. Victorian Square and Dudley Square are historic, renovated areas in the downtown with restaurants, fashions and Kentucky/Appalachian handicrafts. Chevy Chase Village is a thriving and eclectic mix of shops near the University. The Kentucky Store on Victorian Square has Kentucky souvenirs. Festival Market is a specialty food, retail, and entertainment center adjacent to Victorian Square. Also downtown are the Civic Center Shops, featuring Berea College crafts. Lexington's Farmers' Market is held every Saturday on West Vine Street, each Tuesday and Thursday at Maxwell and South Broadway, and on Sundays on Southland Drive and Hamburg. In the winter, the market moves indoors to Victorian Square on Saturdays. It features fruits and vegetables, herbs, flowers, jams and jellies, honey, Kentucky specialties and more. The J. Peterman Company, based in Lexington, operates a store in the city. Lexington is legendary for antique hunters; as a writer for *The New York Times* put it, antiquing in the Bluegrass is "a chance to unearth some great buys in American antiques and, in the bargain, enjoy some of the most beautiful rural countryside anywhere." There are three antique malls within the city limits, and more than 200 shops in the surrounding area.

Cuisines from around the world can be had in Lexington in myriad restaurants that range from casual to fine dining. Mid-south regional food specialties found in Lexington include the Kentucky Hot Brown sandwich, Derby Pie, catfish, country ham, southern fried chicken, spoonbread, hushpuppies, and chess pie. Some of the more popular restaurants serving up Bluegrass Fare include Café Jennifer on Woodland Ave., any of the several Ramsey's Diner restaurants around town, deSha's in Victorian Square, or Horse & Barrel right next door. For fine dining patrons visit Jonathan at Gratz Park, Metropol on West Short Street, or Le Deauville in the Historic District, among others. Lygnah's Irish Pub near the University of Kentucky campus was commended for its burgers in *Southern Living* magazine. Alfalfa's in the bottom floor of the new Downtown Arts Center has vegetarian fare.

Visitor Information: Lexington Convention and Visitor's Bureau, 301 East Vine Street, Lexington, KY 40507-1513; telephone (859)233-7299 or (800)845-3959

■ Convention Facilities

Lexington Center, an 11-acre downtown complex, is the city's largest convention facility. The center includes Rupp Arena, which can be configured to accommodate seating requirements ranging from 3,500 to 23,000 people. The adjacent Lexington Convention Center makes available 66,000 square feet of space for exhibits, and 40,000 square feet of meeting rooms and ballrooms. The Lexington Opera House is also part of the complex and is available for meeting and convention trade in addition to its full schedule of performing arts events. The Radisson Plaza and Hyatt Regency hotels are connected to the center by skywalks. They offer more than 700 guest rooms, and an additional 46,000 square feet of exhibit space adjacent to meeting rooms. Meeting space is available in several unusual and historic settings near downtown, including ArtsPlace, Bell House, and the Bodley-Bullock House. Also connected to the convention center is Triangle Park, with cascading fountains and acres of flowering pear trees. Shopping and a specialty food court are available at the Shops at Lexington Center collection.

Lexington contains more than 6,000 rooms in its more than 50 hotels and motels. Most of the major chains are represented and offer ballrooms, conference rooms, or meeting rooms. The city prides itself on being able to handle conventions of nearly every size and type.

Convention Information: Lexington Convention and Visitor's Bureau, 301 East Vine Street, Lexington, KY 40507-1513; telephone (859)233-7299 or (800)845-3959

■ Transportation

Approaching the City

Lexington's modern airport, Blue Grass Airport, is 5 miles west of the city and 10 minutes from the heart of downtown. It is served by six major airlines, providing 13 non-stop destinations and offering over 85 flights daily. The airport serves more than one million passengers each year. For those arriving by car, Lexington is conveniently located along the juncture of two interstate highways: Interstate-75 approaches from the north and south, while I-64 approaches from the east and west. Blue Grass Parkway, a four-lane toll road, provides access to western Kentucky via U.S. 60, and Mountain Parkway can be reached via I-64. Kentucky Route 4, New Circle Road—a four-lane beltway—completely encircles the city.

Traveling in the City

Lexington Transit Authority provides transportation options to visitors and area residents, including the LexTran bus system and LexVan vanpool ridesharing for commuters. Improvements to LexTran made the buses wheelchair accessible and added bicycle racks. A free

trolley service in the downtown area completes a circular route in twenty minutes. The city's Transit Authority created a Transit Center, which provides more than 700 handicapped-accessible parking spaces for the downtown.

■ Communications

Newspapers and Magazines

The *Lexington Herald-Leader* is Lexington's major daily newspaper. Several other specialty publications are based in Lexington, including *Annals of the Association of American Geographers*, *The Blood-Horse*, *Horseman and Fair World*, *Kentucky Kernel*, and *State Government News*. *Around the Town* is Lexington's entertainment and restaurant guide.

Television and Radio

ABC, NBC, CBS, and Fox all have Lexington affiliate stations, as does PBS. In addition, the region's viewers can tune in stations originating in nearby cities. The local cable television provider is Insight Communications. Nine public and commercial radio stations are based in Lexington and offer music, sports, and news.

Media Information: *Lexington Herald-Leader*, 100 Midland Avenue, Lexington, KY 40508-1999; telephone (859)231-3100; toll-free (800)274-7355

Lexington Online

The Downtown Lexington Corporation. Available www.downtownlex.com

Fayette County Public Schools. Available www.fayette.k12.ky.us

Greater Lexington Chamber of Commerce. Available www.lexchamber.com

Lexington Downtown Development Authority. Available www.lexingtondda.com

Lexington-Fayette Urban County Government. Available www.lfucg.com

Lexington Herald-Leader. Available www.kentucky.com

Lexington, Kentucky Convention and Visitors Bureau. Available www.visitlex.com

Lexington Public Library. Available www.lexpublib.org

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Strode, William, *Keeneland: A Half-Century of Racing* (Louisville, KY: Harmony House Publishing/Louisville, 1986)

Wright, John D., Jr., *Heart of the Bluegrass* (Lexington, KY: Lexington-Fayette, 1982)



Louisville

■ The City in Brief

Founded: 1778 (incorporated 1828)

Head Official: Mayor Jerry E. Abramson (D) (since 2003)

City Population

1980: 298,694

1990: 269,555

2000: 256,231

2006 estimate: 554,496

Percent change, 1990–2000: 5.0%

U.S. rank in 1980: 49th

U.S. rank in 1990: 58th

U.S. rank in 2000: 69th (State rank: 1st)

Metropolitan Area Population

1980: 954,000

1990: 949,012

2000: 1,025,598

2006 estimate: 1,222,216

Percent change, 1990–2000: 8.1%

U.S. rank in 1980: 38th

U.S. rank in 1990: 43rd

U.S. rank in 2000: 49th

Area: 66.65 square miles (2000)

Elevation: 488 feet above sea level

Average Annual Temperatures: January, 33° F; August, 78.4° F; annual average, 56.9° F

Average Annual Precipitation: 44.54 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.0% (June 2007)

Per Capita Income: \$22,611 (2005)

2005 FBI Crime Index Property: 27,446

2005 FBI Crime Index Violent: 3,896

Major Colleges and Universities: University of Louisville, Bellarmine College, Spalding University

Daily Newspaper: *Courier-Journal*

■ Introduction

Noted for the Kentucky Derby, mint juleps, and southern charm, Louisville preserves the best of the past while looking forward to the future. The city's economy is in transition, combining a reliance on traditional industries with redevelopment to attract new business enterprises. The face of the city has been changed by a downtown renaissance fueled by \$2 billion in public and private investment. The metropolitan area spans seven counties in Kentucky and Indiana and boasts the advantages of both urban and rural living. Today, the city boasts a thriving art community, an affordable cost of living, eclectic neighborhoods, safe streets and a diverse population. The city where for more than one hundred years the best thoroughbreds in the world have run for the roses has moved full-stride into the twenty-first century.

■ Geography and Climate

Louisville is located on the south bank of the Ohio River, about 377 miles above its confluence with the Mississippi River. Beargrass Creek and its south fork divide the city into two sectors with different types of topography. Louisville's eastern portion, with an elevation of 565 feet, is hilly, while the western part, lying in the flood plain of the Ohio River, is flat, with an average elevation of 465 feet. The climate is variable because of the city's position in mid-altitudes and in the interior of the

continent; in both winter and summer there are hot and cold spells of brief duration. On the average, winters are moderately cold and summers are very warm.

Area: 66.65 square miles (2000)

Elevation: 488 feet above sea level

Average Temperatures: January, 33° F; August, 78.4° F; annual average, 56.9° F

Average Annual Precipitation: 44.54 inches

■ History

Canal Completion Spurs City's Development

One historian has noted that chances of a settlement being established where Louisville now stands—adjacent to the Falls of the Ohio on a plain along the Ohio River—for a long time appeared unlikely because of treacherous rapids that had forced many prospective Native American, French, and Spanish settlers to turn back. In 1773, Thomas Bullitt was sent with a small surveying party to the site to plan a town, but they remained for less than a year. Then, in 1778, Colonel George Rogers Clark, accompanied by 120 soldiers and twenty families, established the first permanent settlement on nearby Corn Island, a land mass in the Ohio River that has since been worn away by water. The following year Clark and his party moved to a fort on the mainland that served as a base for supplying Clark's expeditions into the Northwest Territory. This settlement, on the site of what is now 12th Street, was officially designated a town by the Virginia legislature in 1780 and named in honor of France's King Louis XVI for French service against the British during the American Revolution. A year later, Clark again moved his group and built Fort Nelson at the foot of present-day 7th Street.

Louisville, incorporated as a city in 1828, became an important river port because of its location on the Ohio River, a main artery for westward expansion. The economy profited greatly from the portaging of goods around the falls, but the advent of steamboats from New Orleans made it apparent that the falls were a barrier to development. In 1830 the Louisville & Portland Canal was completed, thus providing a water by-pass around the falls and opening the way for increased river traffic from Pittsburgh to New Orleans.

Cultural and Economic Growth Continues

By the mid-nineteenth century Louisville was a prosperous industrial center and had begun to thrive culturally, its citizens surprising European visitors with their sophistication and cultivated tastes. As part of the New Orleans commercial empire, Louisville attracted two new groups of people who were to make permanent

contributions to the life of the city—the French from New Orleans and the Germans from Pittsburgh.

During the Civil War the city served as an important Union supply depot, but the conflicting loyalties among its residents reflected the often bitter division between pro-Union and pro-Confederate sentiments that existed throughout the state of Kentucky. After the war Louisville was forced to adjust to the collapse of the southern plantation economy; new merchandising methods were initiated and railroad links were established with other major cities in the South.

The city continued to grow, and by 1900 the population had surpassed 200,000 people. During the 1920s a building boom brought skyscrapers to Louisville's silhouette, and in 1925 an electrical power plant was constructed at the Falls of the Ohio. The city was relatively untouched by the depression, as the tobacco trade and manufacturing maintained their normal levels; federal job programs during the 1930s helped to alleviate unemployment. In the winter of 1937, the Ohio River flooded and devastated the city, but by the summer of that same year Louisville was able to resume its usual way of life through rehabilitation loans and Red Cross assistance.

The city has undergone extensive redevelopment and revitalization with completion of many projects including Riverfront Plaza and Belvedere, an urban plaza overlooking the Ohio River, 4th Street Live!, Glassworks, Louisville Extreme Park and the Kentucky Center for African American Heritage. A direct link to the past has been retained with the restoration of old buildings that are being used as museums, theaters, shops, and restaurants. The challenge for the twenty-first century is to make downtown Louisville a place where people want to live and work.

Historical Information: Louisville Free Public Library, 301 York Street, Louisville, KY 40203; telephone (502)574-1611

■ Population Profile

Metropolitan Area Residents

1980: 954,000
1990: 949,012
2000: 1,025,598
2006 estimate: 1,222,216
Percent change, 1990–2000: 8.1%
U.S. rank in 1980: 38th
U.S. rank in 1990: 43rd
U.S. rank in 2000: 49th

City Residents

1980: 298,694
1990: 269,555

2000: 256,231
 2006 estimate: 554,496
 Percent change, 1990–2000: 5.0%
 U.S. rank in 1980: 49th
 U.S. rank in 1990: 58th
 U.S. rank in 2000: 69th (State rank: 1st)

Density: 4,124.9 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 400,504
 Black: 120,011
 American Indian and Alaska Native: 1,214
 Asian: 8,499
 Native Hawaiian and Pacific Islander: 471
 Hispanic or Latino (may be of any race): 14,706
 Other: 7,851

Percent of residents born in state: 75.6% (2000)

Age characteristics (2005)

Population under 5 years old: 39,789
 Population 5 to 9 years old: 37,419
 Population 10 to 14 years old: 36,491
 Population 15 to 19 years old: 34,935
 Population 20 to 24 years old: 34,484
 Population 25 to 34 years old: 69,880
 Population 35 to 44 years old: 84,856
 Population 45 to 54 years old: 84,510
 Population 55 to 59 years old: 34,158
 Population 60 to 64 years old: 25,161
 Population 65 to 74 years old: 35,767
 Population 75 to 84 years old: 23,177
 Population 85 years and older: 7,212
 Median age: 37.7 years

Births (2006, MSA)

Total number: 15,960

Deaths (2006, MSA)

Total number: 10,639

Money income (2005)

Per capita income: \$22,611
 Median household income: \$38,664
 Total households: 232,883

Number of households with income of . . .

less than \$10,000: 28,306
 \$10,000 to \$14,999: 16,799
 \$15,000 to \$24,999: 31,662
 \$25,000 to \$34,999: 30,946
 \$35,000 to \$49,999: 36,817
 \$50,000 to \$74,999: 41,754
 \$75,000 to \$99,999: 22,088
 \$100,000 to \$149,999: 15,462

\$150,000 to \$199,999: 4,716
 \$200,000 or more: 4,333

Percent of families below poverty level: 11.9% (2005)

2005 FBI Crime Index Property: 27,446

2005 FBI Crime Index Violent: 3,896

■ Municipal Government

In 2003, Louisville became the first major metropolitan city in three decades to merge its city and county governments. The Louisville-Jefferson County Metro Government, dubbed “Louisville Metro,” is led by Mayor Jerry E. Abramson and a 26-member Metro Council. Abramson is the former mayor of Louisville, in office from 1985 to 1998. The government is focused on working on economic development, transportation, increasing research efforts to bring high-tech jobs to the area, land-use and workforce training.

Head Official: Mayor Jerry E. Abramson (D) (since 2003; term expires 2011)

Total Number of City Employees: approximately 7,000 (2007)

City Information: Louisville Metro Hall, 527 W. Jefferson, Louisville, KY 40202; telephone (502)574-2003

■ Economy

Major Industries and Commercial Activity

The geography of Louisville, specifically its river accessibility, central location, and mild climate have contributed to its importance as a center for industry and commerce. Kentucky has historically been a mining and agricultural state, but Louisville has greatly diversified its economic base in the twenty-first century. The city has traditionally been a manufacturing center for durable goods including appliances, cars and trucks. But the area’s economy has diversified, bringing with it more skilled and high-tech employment opportunities.

Like the rest of Kentucky, Louisville is undergoing a new era of economic development, with the public and private sectors working together to attract new industries while retaining existing businesses. There are some 2,200 businesses operating in the greater Louisville area.

The Louisville area is headquarters to some of the nation’s top companies, including *Fortune* 500 companies Yum! Brands Inc., which includes KFC (formerly Kentucky Fried Chicken), Pizza Hut, Long John Silver’s, and Taco Bell; Kindred Healthcare; and Humana Inc.



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One of the better-known industries based in Louisville is Hillerich & Bradsby, makers of the famous “Louisville Slugger” baseball bat. The headquarters for Presbyterian Church (USA) and the American Printing House for the Blind, the official source of texts for the visually impaired, are also in the city. Ford Motor Co. has two plants in the area that produce the Explorer, Sport Trac, Mountaineer, commercial light trucks, and F-series pick-ups. Manufacturing plants for GE Consumer Products and Swift & Co. are also located in Louisville. Other major companies in the area include Charter Communications (cable TV), Gordon Foods, Linens ‘n Things, and Reynolds/Alcoa.

The services sector is the leading economic sector in the region. Tourism is the third largest service industry in Jefferson County. Travelers spend approximately \$1.2 billion a year in the county. About 26,000 jobs are supported by the tourism industry in Jefferson County. Greater Louisville is also an important center for local, state, and federal government agencies, which employ 72,000 area residents. The Kentucky Air National Guard is headquartered at the Louisville International Airport’s Standiford field; the U.S. Defense Department operates the Defense Mapping Agency and the Department of Veterans Affairs operates a veterans hospital in the area;

and the U.S. Corp of Engineers maintains the McAlpine Locks and Dam.

Items and goods produced: chemicals, automobiles, machinery, electrical appliances, processed foods, published materials, farm tools, aluminum, industrial machinery, lumber, timber products, baked goods, office products

Incentive Programs—New and Existing Companies

Local programs: Greater Louisville Inc. is the agency responsible for working with new and existing businesses to create new jobs and capital investment in Louisville. It was formed by the merger of the Greater Louisville Economic Development Partnership and the Louisville Chamber of Commerce. A \$3 million grant from the U.S. Department of Labor, Employment and Training Administration in 2002 provides support to Greater Louisville Inc. for the recruitment and training of healthcare workers. The award became known as the Kentuckiana Healthcare Workforce Initiative. In addition to low taxes and low costs of doing business, Louisville offers a variety of financial incentives. Among them is the Louisville

Metro Manufacturing Tax Moratorium which offers new or expanding manufacturing operations a five-year moratorium on all assessed property and real estate taxes. The Louisville Metro Brownfields Loan Program provides financing for economic development in older industrial areas of the city. Greater Louisville's Foreign Trade Zone is located within Clark Maritime Center, Eastpoint Business Center, Jefferson Riverport International and the Greater Louisville Technological Park.

State programs: The state of Kentucky offers an extensive array of incentives for business start-up and expansion. The Kentucky Cabinet for Economic Development oversees a wide variety of programs and services available to businesses including existing businesses, newly locating companies, start-ups, small and minority businesses, and many others. Kentucky's variety of incentives includes corporate tax credits, loan financing, training grants, and opportunities for foreign trade zone operations.

The Kentucky Industrial Development Act (KIDA) provides tax credits for new or expanding manufacturing companies. The Kentucky Jobs Development Act (KJDA) provides tax credits for service and technology companies. The Bluegrass State Skills Corporation (BSSC) provides grants for skill training for new, existing, and expanding industry. Industrial Revenue Bonds (IRB) are issued by the state and local governments; they are advantageous because interest income from them is exempt from federal and state income taxes, resulting in a lower rate of interest for money used to finance qualifying projects. The Kentucky Economic Development Finance Authority (KEDFA) Direct Loan Program provides below market financing for manufacturing, warehousing, distribution, non-retail services, agribusiness, and tourism projects.

There are no local Kentucky sales taxes, and property taxes are among the lowest in the nation. Kentucky prides itself as an industry-friendly state; manufacturing machinery and pollution control equipment are taxed only by the state, figured at \$1.50 per \$1,000 assessed valuation. Local jurisdictions may offer inventory tax reduction or exemption options.

Job training programs: The unique partnership of the University of Louisville, Jefferson Community and Technical College, and UPS established the Metropolitan College. The College addresses workforce needs by providing special curricula and work-friendly class schedules that cater to the needs of college students who work at night, enabling them to study for technical certifications, two-year, or four-year degrees.

The state's employment service provides recruiting, testing, and job placement of industrial workers at no cost to employers. The Bluegrass State Skills Corporation (BSSC) provides training grants and investment credits for job training projects.

Development Projects

In 2001 a \$121 million, two-phase plan was unveiled for major construction and renovations at one of the area's biggest attractions, Churchill Downs. With Phase One construction finished by 2003, part of the changes included more seating, new viewing suites, a new club and meeting space, renovation of the first floor grandstand, and new elevators. Phase Two of the construction included modernization of the clubhouse, installation of lights around the track, new restaurant and entertainment areas, and a year-round satellite wagering facility with seating. Phase Two was completed in April 2005, in time for the Kentucky Derby, held on the first Saturday in May.

Construction and revitalization activity in Louisville was brisk in the 2000s. Development projects in the city have included the Southeastern Christian Church with its \$31 million, 294,100-square-foot Worship Center, a seven-story, nearly circular-shaped structure featuring white precast concrete exterior wall panels and a copper-colored roof. The Louisville Extreme Park is a public skatepark owned and operated by Metro Louisville. Opened to the public in 2002, the park features a 24-foot full pipe, 40,000 square feet of outdoor concrete skating surface and a wooden vertical ramp for skateboarders, inline skaters, and bikers. Glassworks, an eight-story historic building in downtown Louisville, has been converted into 41 loft apartments, office and commercial space, an artglass studio and restaurant. Fourth Street Live! is a \$75 million redevelopment of the former antiquated Louisville Galleria in the heart of downtown. Opened in 2004, the refurbished entertainment and retail district offers restaurants, bars, nightclubs, a comedy club, and live music, as well as a food court and a half dozen retail shops.

Other development projects have included the Kentucky Center for African American Heritage project, which encompasses the renovation of four historic trolley barns as a center for the telling of the story of African Americans in Kentucky. The Center, located in the historic Russell district of Louisville, houses a museum, research center, artists' studio, sculpture garden and shops. The Muhammed Ali Center is a museum dedicated to the ideals of Muhammed Ali. Exhibits showcase his biography and other Center features include educational classrooms, theater, auditorium, exhibits gallery, library, shops, and a cafe. The Louisville Medical Center Development Corporation, created to capitalize on the economic development opportunities in the Medical Center, has plans to add to its three research park facilities which currently house life science, medical device, and health care technology companies. The planned expansion includes 700,000 square feet of wet lab and office space. Two new office/warehouse facilities are to be built at Freeport Center at Riverport, about 10 miles outside Louisville's central business district in a thriving part of

town. Park DuValle is a \$180 million revitalization project scheduled for completion in 2008. This development will restore an urban neighborhood and create a mixed income community of more than 1,000 new homes, townhouses and apartments.

In 2007 the mayor announced that during the 2000s, 2010s, and 2020s, 30 blocks that make up the Louisville health sciences campus would be transformed through a projected \$2.5 billion of capital investment in expansion, renovation and infrastructure projects. The project is to be undertaken with tax increment finance (TIF) funding. The TIF increment was anticipated to generate up to \$300 million, sufficient to build out the Haymarket Business and Research Park and many components of the University of Louisville Health Sciences Center Master Plan. The project should attract and create up to 8,700 high-paying, high-skilled jobs to Kentucky.

Economic Development Information: Greater Louisville Inc., 614 West Main Street, Suite 6000, Louisville, KY 40202; telephone (502)625-0000. Kentucky Cabinet For Economic Development, Old Capitol Annex, 300 West Broadway, Frankfort, KY 40601; telephone (502)564-7140; (800)626-2930. Louisville Metro Development Authority, 444 South Fifth Street, Louisville, KY 40202; telephone (502)574-4140; fax (502)574-4143.

Commercial Shipping

Louisville’s economy is served by some 40 motor carriers and Louisville is home to CSX and Norfolk Southern Railroad systems that connect the city with major markets in the United States, Canada, and Mexico. Louisville is the international air-freight hub for United Parcel Service; UPS Worldport offers next-day air service to 200 markets, including China, the Far East, Europe and Russia. The Louisville International Airport handled 4.3 billion tons of cargo, freight, and mail in 2006. Another important component in the local economy is the Port of Louisville, which handles an average of seven million tons of cargo yearly.

Labor Force and Employment Outlook

Louisville boasts a steadily growing number of workers. Between 1990 and 2000, Greater Louisville added more than 160,000 net jobs, the greatest growth in the area’s history, according to a report by the University of Louisville. The employment rate grew 13 percent during this period, compared to an 11 percent growth nationally. A key element in this job picture is the growth in female employment. While the male employment rate in the area has seen little change since 1980, the female employment rate has risen 12 percent. Also contributing to the increasingly attractive employment outlook is the growth in the area’s population. Despite a twenty-year trend of low

birth rates and high mortality rates, the Louisville metropolitan area population began to reverse its declines through migration to the area in the 1990s. By the new millennium, its population grew almost as fast as the nation as a whole.

Louisville’s workforce continues to suffer from a lack of educational attainment, especially compared to competitive markets. Its low rate of college attainment translates into relatively low earnings for workers. But Louisville has seen an improvement in the higher education of its young adult population in recent years. In the decade 1990 to 2000, young people aged 25 to 34 completing college increased from 20 percent to 27 percent.

The following is a summary of data regarding the Louisville-Jefferson County KY-IN metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 617,000

Number of workers employed in . . .

- construction and mining: 33,700
- manufacturing: 77,700
- trade, transportation and utilities: 137,200
- information: 10,500
- financial activities: 41,500
- professional and business services: 72,900
- educational and health services: 76,900
- leisure and hospitality: 58,900
- other services: 28,400
- government: 79,300

Average hourly earnings of production workers employed in manufacturing: \$18.98

Unemployment rate: 5.0% (June 2007)

Largest private-sector employers (2007)

Number of employees

United Parcel Service Inc	18,398
Ford Motor Co	8,745
Norton Healthcare Inc	7,783
Humana Inc.	7,458
Jewish Hospital & St. Mary’s Healthcare	5,907
The Kroger Co.	5,177
GE Consumer & Industrial	5,000
Baptist Healthcare System	3,140
Catholic Archdiocese of Louisville	2,437
Kindred Healthcare Inc.	2,349

Cost of Living

Costs are lower than might be expected in a metropolitan area of Louisville's size, due in part to the fact that the population is spread out over seven largely rural counties in Kentucky and Indiana.

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

2007 (1st quarter) ACCRA Average House Price: \$270,150

2007 (1st quarter) ACCRA Cost of Living Index: 97.7

State income tax rate: 2.0% to 6.0%

State sales tax rate: 6.0%

Local income tax rate: Averages 1.75%

Local sales tax rate: None

Property tax rate: Taxable property is assessed at 100% of the fair cash value of the property held on January 1. Rates per \$100 of assessed valuation in 2003: State, \$0.133; Jefferson County, \$0.128; City of Louisville, \$.3764; Jefferson County Schools, \$0.5760.

Economic Information: Greater Louisville Inc., 614 West Main Street, Suite 6000, Louisville, KY 40202; telephone (502)625-0000. KentuckianaWorks, 410 West Chestnut Street, Suite 200, Louisville, KY 40202; telephone (502)574-2500, fax (502)574-4288

■ Education and Research

Elementary and Secondary Schools

The public elementary and secondary schools in Louisville are part of a county-wide district operated by the Jefferson County Board of Education. The school system offers students a variety of optional programs including advanced programs for gifted students; career/technological programs for middle school students; magnet programs; strict, traditional school curriculums; trade schools; Learning Choice schools offering specialized instructional areas; and special programs for handicapped students. The Jefferson County Public School System has been recognized for its outstanding availability of technology for students. The county is home to the Gheens Professional Development Academy, a national model for teacher training. The SAT scores of county students are consistently higher than the national average. More than 80 percent of county teachers have attained at least a master's degree.

The following is a summary of data regarding the Jefferson County Public Schools as of the 2005–2006 school year.

Total enrollment: 98,000

Number of facilities

elementary schools: 89
junior high/middle schools: 24
senior high schools: 22
other: 22

Student/teacher ratio: 16.7:1

Teacher salaries (2005–06)

elementary median: \$43,430
junior high/middle median: \$42,780
secondary median: \$43,230

Funding per pupil: \$7,427

Also operating in the area are Catholic and Christian schools, Academy for Individual Excellence, Louisville Collegiate School, Kentucky Country Day School, Summit Academy of Greater Louisville, The DePaul School, Walden School, and Waldorf School of Louisville.

Public Schools Information: Jefferson County Public Schools, VanHoose Education Center, 3332 Newburg Rd., PO Box 34020, Louisville, KY 40232; telephone (502)485-3357

Colleges and Universities

Louisville has three major institutions of higher learning: the University of Louisville, Bellarmine College, and Spalding University. The University of Louisville offers PhDs in 23 areas, including engineering (its Speed School of Engineering is nationally known), medicine, dentistry, law, and education. Bellarmine College offers masters degrees in business administration, education, applied information technology, and nursing, in addition to more than 50 undergraduate degrees. Spalding University offers extensive programs for the part-time student. In the Greater Louisville region there are 20 institutions of higher learning.

Libraries and Research Centers

The main branch of the Louisville Free Public Library is located downtown, with 16 other branches and three bookmobiles throughout the metropolitan area. The library, which was founded in 1816, houses periodicals, films, records, art reproductions, government documents, and a Kentucky History and Kentucky Author Collection. It is a Federal Depository library for government documents. An even larger number of volumes are stored at the University of Louisville Libraries, home to more than 2.1 million books and special collections on Astronomy, Mathematics, and Irish Literature.

More than 30 research centers are located in Louisville; some are affiliated with local colleges and hospitals, and others concentrate on such fields as genealogy, health, engineering, law, crime prevention, and alcoholic beverage production. The Donald E. Baxter, M.D. Biomedical Research Building is part of the University of Louisville School of Medicine and one of the cornerstones for attracting research scientists to its Health Sciences Center. Construction of a companion to the Baxter Research Building was completed in 2003. The University's transplantation research program received international acclaim when it performed the second successful hand transplant in the world.

Public Library Information: Louisville Free Public Library, 301 York Street, Louisville, KY 40203; telephone (502)574-1611

■ Health Care

Greater Louisville offers world-class medical facilities; the health care industry employs more than 72,000 people, many of whom work in downtown Louisville's medical center, hospitals, and related facilities close to the University of Louisville School of Medicine. Health care costs remain below the national average, and the city was one of the first in the nation to guarantee health care for the indigent. Major area medical facilities include Baptist Hospital East, affiliated with Duke Comprehensive Cancer Center; Floyd Memorial Hospital and Health Services in New Albany, Indiana, which has the area's only full-service urologic center; Norton Health Care, with four large hospitals in Louisville offering a Women's Pavilion and centers for spine, neuroscience, and cancer treatment and advanced orthopedics as well as Kosair Children's Hospital; Baptist Hospital East; University of Louisville Hospital, featuring the area's only Level I trauma center and bone-marrow transplant unit; Vencor Hospital, which treats medically complex, chronically ill patients; and Veterans Affairs Medical Center.

In 2005 Jewish Hospital and St. Mary's HealthCare (JHSMH) was created when two of the region's most well-established health systems—Jewish Hospital HealthCare Services and Caritas Health Services—joined together. Caritas Medical Center was known for offering advanced treatment in cancer, pain management diabetes, and cardiopulmonary services, and the Jewish Hospital was internationally known as a high-technology specialty center. The merged company includes 71 health care facilities with more than 1,900 licensed beds, over 42,000 discharges and almost 100,000 emergency room visits annually. JHSMH employs more than 8,100 people.

Health Care Information: Jefferson County Medical Society, 101 West Chestnut St., Louisville, KY 40202; telephone (502)589-2001, fax (502)581-9022

■ Recreation

Sightseeing

Louisville offers a variety of recreational activities, from a leisurely steamboat excursion on the Ohio River to a fun-filled day at a theme park. The city's most famous attraction is Churchill Downs, the site of the Kentucky Derby, held annually on the first Saturday in May. With a grandstand featuring trademark twin Edwardian spires, the track was established in 1874, and the first Derby was run the following year. Another of the area's most popular attractions is Six Flags Kentucky Kingdom, a family adventure theme park featuring Chang, one of the tallest, longest, fastest stand-up roller coasters in the world.

The city retains a flavor of the past with its historic Main Street, a restored district that features one of the largest collections of cast-iron buildings in the United States. Many homes have also been restored; regular tours are offered to visitors who wish to experience a taste of life as it was in the eighteenth and nineteenth centuries. Among the most popular residences are Locust Grove, the last home of Louisville founder George Rogers Clark; Farnsley-Moreman Landing, a nineteenth-century Kentucky "I" house with a two-story Greek Revival portico; the Farmington Historic Site, which features octagonal rooms; the Brennan House, the last remaining private home in downtown Louisville; the Culbertson mansion, an example of Second Empire architecture; and the Whitehall House and Gardens, a classic Revival antebellum mansion on ten acres. The Thomas Edison Butchertown House/Museum, a shotgun cottage, contains a collection of Edison inventions. Tours are available at the 1871 Spalding University Mansion and at Conrad-Caldwell House, a completely renovated 1895 home in "Old Louisville," a neighborhood of elegant nineteenth-century mansions. The Filson Historic Society is headquartered in a 1900s home and features artifacts, manuscripts, portraiture, special collections, and a library for historical and genealogical research. The Kentucky Center for African-American Heritage tells the story of African-Americans in Kentucky. The Zachary Taylor National Cemetery and Monument honors the dead of many wars, and the Cave Hill Cemetery and Arboretum is a historic 297-acre cemetery and botanical garden.

Animal lovers can visit the Louisville Zoo, which displays more than 1,300 animals in a park-like setting. The zoo's Gorilla Forest habitat is popular. The Louisville Nature Center is an urban oasis where visitors can enjoy more than 150 species of birds, wild animals and flower-decked trails. Buffalo Crossing is a working buffalo ranch in Shelbyville, complete with pony rides, a petting zoo, playground and restaurant.

Several local industries provide tours of their facilities. Among them are Jim Beam American Outpost, located about 25 miles south of the city; Hillerich &

Bradsby, makers of the Louisville Slugger baseball bat; and Louisville Stoneware Company, where visitors can paint their own pottery. American Printing House for the Blind and Callahan Museum, which creates products and services for the blind and visually impaired, offers plant and museum tours. Horse-drawn carriages ride past historical sites, and public excursions on the Ohio River aboard the *Belle of Louisville*, *Spirit of Jefferson*, and *Star of Louisville* can also be arranged.

Caesar's Indiana Riverboat Casino in Elizabeth, Indiana, provides gambling entertainment just across the Ohio River from Louisville. The complex includes a 503-room hotel, a 200,000-square-foot pavilion with a sports and entertainment coliseum seating 1,500 people, three restaurants, a retail shopping area, and an 18-hole golf course called Chariot Run designed by architect Arthur Hills.

Arts and Culture

The performing and visual arts flourish in Louisville, the first city to create a community fund for the arts. The Kentucky Center has four theaters that stage a variety of performances ranging from symphony, opera, and ballet to children's theater, a Broadway series, and country music.

Louisville's historic Water Tower is the home of Louisville Visual Art Association, a nonprofit, artist-oriented organization dedicated to the creation and appreciation of visual art in all media. The center offers free art classes for talented elementary and high school students; it also hosts year-round exhibitions and special events such as jazz concerts and the Boat Race Party during Derby Week. The Glassworks galleries feature artists from around the world, as well as glass blowing workshops and classes. The Mellwood Arts and Entertainment Center is being renovated into over 200 artist studios, specialty retail shops, galleries (including a three-story tenant art gallery), teaching studios, office space, rehearsal space for theater groups and dancers, and entertainment space.

Louisville is also home to theater groups, a symphony orchestra, an opera and a ballet company. Housed in a historic landmark built in 1837, the Tony-Award-winning Actor's Theatre of Louisville is internationally known for the annual Humana Festival of New American Plays, one of the world's most important showcases for aspiring playwrights; other theater groups include Kentucky Shakespeare Festival, Bunbury Theatre, Music Theatre Louisville which performs at Iroquois Amphitheater, the Kentucky Contemporary Theatre at Spalding University, and the Derby Dinner Playhouse in Clarksville, Indiana. Stage One: The Louisville Children's Theatre offers professional productions throughout the year at The Kentucky Center. The Louisville Orchestra offers classical programs, lighter classical and pops performances, and education and family offerings. The

Louisville Ballet offers a full subscription season of classical and contemporary dance, including performances of *The Nutcracker*. The Kentucky Opera has produced operas in Louisville since 1952.

The museums and galleries of Louisville highlight much that is unique to the city and the region. For example, the Kentucky Derby Museum is the world's largest equine museum, offering hands-on computerized simulated racing, a 360-degree audio-visual presentation about the Kentucky Derby, and a live thoroughbred exhibit. The Howard Steamboat Museum—the only museum of its kind in the United States—displays models of famous steamboats, tools, pilot wheels, and pictures. Located on the University of Louisville campus, J. B. Speed Art Museum is Kentucky's oldest; it houses collections of traditional and contemporary art and sculpture. The Louisville Slugger Museum showcases the famous bat and the history of the family that created it. Other local museums include the Filson Club, which houses one of the nation's finest historical libraries; The Frazier Historical Arms Museum; and the Col. Harland Sanders Museum located at the KFC headquarters.

Among the museums dedicated to science and technology are Louisville Science Center, formerly the Museum of History and Science, which features hands-on exhibits and an aerospace collection as well as an IMAX theater. The Portland Museum features a light and sound show that carries viewers back to nineteenth-century Louisville. Located on the University's Belknap campus, Gheens Science Hall and the Rauch Memorial Planetarium offer multimedia astronomy presentations.

Festivals and Holidays

Louisville's major annual events calendar is full, beginning in February with the National Farm Machinery Show and Tractor Pull Championships, one of the nation's most popular and best-attended functions of its kind. In April and May the city hosts the Kentucky Derby Festival offering 70 events. Held in conjunction with the running of the Kentucky Derby, it is one of the country's largest civic celebrations. The Great Steamboat Race and the Great Balloon Race are two of the more popular Derby events. The Cherokee Triangle Art Fair also occurs in April. May is the month for the Kentucky Reggae Festival.

The Greek Festival, Waterside Festival and Street Ball Showdown kick off the summer festivals and events in June. Taking place during the summer months is one of the oldest Shakespeare festivals in the nation, Shakespeare in the Park. July brings the Operation Brightside/Coca-Cola Volleyball Classic, the Kentucky Music Weekend and the Waterfront Independence Festival celebration of the Fourth of July. In August, the National Street Rod Association attracts more than 11,000 cars to the world's largest automotive participation event. The Kentucky

State Fair runs for 10 days beginning in mid-August. The Strassenfest celebrating Louisville's German heritage and the World Championship Horse Show round out the summer activities.

September opens with the Strictly Bluegrass Festival, one of the country's largest free bluegrass music events featuring top-name bands. In mid-September is the Corn Island Storytelling Festival. The Irish Family Festival, Adam Matthews Balloon Glow, Captain's Quarters Regatta, and National Quartet Convention—showcasing the finest talent in Southern Gospel Music—are also held this month.

October is the month for the St. James Court Art Show, the Louisville Jaycees Oktoberfest, and the Halloween Party at the Louisville Zoo. The year ends with Christmas in the City, a Victorian Christmas celebration involving street vendors, carolers, and house tours. The Mayor's Midnight Special on New Year's eve is an outdoor family party.

Sports for the Spectator

Louisville's best-known sporting event is the Kentucky Derby. For racing fans, Louisville offers two horse-racing tracks, Churchill Downs (for thoroughbred racing) and Louisville Downs (for harness racing). Churchill Downs' spring racing dates are April through June; fall racing takes place in October and November. Louisville Downs features nighttime races in early spring, summer, and fall.

Louisville's \$26 million, 13,000-seat Louisville Slugger Field is home to the RiverBats (formerly the Redbirds), a Triple-A affiliate of the Cincinnati Reds. The Louisville Fire is the city's Arena Football League team. The University of Louisville fields highly regarded football and basketball teams; the Cardinals play football at Papa John's Cardinal Stadium.

Sports for the Participant

The Louisville park system maintains more than 10 urban parks, including four designed by Frederick Law Olmsted. These public parks contain more than 200 tennis courts, a number of 9-hole and 18-hole golf courses, and some 15 swimming pools. Many lakes in the metropolitan area's parks are stocked for fishing, and some parks located along the Ohio River provide access to river fishing. Water sports are also a favorite pastime on the river during the summer. The Louisville Extreme Park offers skateboarding, in-line skating and biking on 40,000 square feet of concrete surface. Bicycling is a popular sport in Kentucky, and each fall the Louisville Bicycle Club sponsors the My Old Kentucky Home Bicycle Tour, a two-day event that draws more than 400 cyclists. Ice skating is another favorite sport; enthusiasts skate at the Alpine Ice Arena.

Shopping and Dining

Louisville offers a wide variety of retail establishments in more than 100 shopping centers, including enclosed malls and several neighborhood shopping areas. Starks Court atrium includes more than 30 distinctive retail shops and restaurants in the heart of downtown. The Oxmoor Center features 110 specialty stores and three department stores. Jefferson Mall is a regional shopping center located near the airport. The Summit Lifestyle Center is an open air shopping center in the form of a mediterranean-style village with fountains, statuary, and distinctive landscaping. For outlet shoppers, Factory Stores of America is located in nearby Georgetown. In addition to the malls, many neighborhoods and individual streets have become meccas for shoppers. Main and Market Streets between 5th and 9th is the primary downtown shopping area. Antique shops, galleries and unique boutiques are plentiful in the Bardstown Road, Frankfort Avenue areas, and Chenoweth Lane in St. Matthews.

Dining in one of the city's 2,500 restaurants can range from a casual meal at a fast-food establishment or a family treat at an ethnic café to an elegant event at a gourmet restaurant. Foods that have made Louisville famous are burgoo, originally a game stew made with squirrel, venison, or opossum—but now more likely to contain a blend of pork, beef, mutton, and chicken—in a spicy tomato sauce with a mixture of vegetables that might include cabbage, peppers, and potatoes; the Hot Brown, a layered sandwich of country ham, turkey, bacon, tomatoes, and cheese served bubbling hot; and the Benedictine, a delicate sandwich incorporating cream cheese and chopped cucumber.

Visitor Information: Greater Louisville Convention and Visitors Bureau, 401 W. Main St., Suite 2300, Louisville, KY 40202; telephone (502)584-2121; toll-free (800)626-5646; fax (502)584-6697

■ Convention Facilities

Louisville's largest meeting facility is the Kentucky International Convention Center, expanded and renovated at a cost of \$72 million. The facility's 300,000 square feet includes a 360-seat theater, a 30,000-square-foot ballroom, and 52 meeting rooms. The center is located in the heart of downtown and connected by skywalks to the Hyatt Regency Hotel and two parking garages. This exposition center hosts conventions, trade, civic, and entertainment events. Another downtown facility is the all-purpose Louisville Gardens, located in the shopping district. The Gardens can accommodate groups ranging from 100 to 7,000 people.

The Convention Center's sister facility, the Kentucky Exposition Center, is located just two minutes from Louisville International Airport. It is one of the

world's largest multipurpose buildings on one floor. Offering 30 acres and 1 million square feet of space, together with paved parking for 1,200 cars, it is within easy driving distance of hotels and motels. Its indoor arena, Freedom Hall, seats 19,000 people. The six-building complex hosts more than 500 events and four million people each year. Its multipurpose building, Broadbent Arena, is the site of tractor pulls, basketball tournaments, and graduation ceremonies. The Hilton Garden hotel is located there. As of 2007 the Kentucky Exposition Center's East Wing/East Hall were undergoing major reconstruction.

Unique meeting space is available on the *Belle of Louisville*, a 1914 paddlewheel steamboat; the *Belle* hosts receptions for up to 800 people or seated dinners for some 300 people from April through October. *Spirit of Jefferson*, a sternwheeler excursion boat, also hosts chartered cruises and features two indoor climate-controlled decks. The Speed Art Museum accommodates groups of up to 1,000 people for receptions and 300 people for banquets.

Hotel space in Louisville is plentiful—approximately 17,000 rooms are available in the metropolitan area. More than 3,000 hotel rooms are located downtown, with most within walking distance of the Kentucky International Convention Center. The Louisville Marriott Downtown, which opened in 2005 adjacent to the Convention Center, boasts 616 rooms and 50,000 square feet of meeting space. It is connected to the Convention Center via an enclosed pedestrian walkway. Other downtown properties include the 1,300-room Galt House Hotel, the 392-room Hyatt Regency Louisville, the 321-room Seelbach Hilton, the 287-room Holiday Inn Louisville Downtown, and the 140-room Courtyard by Marriott Louisville Downtown. The dual appeal of a vital urban climate steeped in history makes Louisville an ideal place for large and small meetings.

Convention Information: Greater Louisville Convention and Visitors Bureau, 401 W. Main St., Suite 2300, Louisville, KY 40202; telephone (502)584-2121; toll-free (800)626-5646; fax (502)584-6697

■ Transportation

Approaching the City

Louisville International Airport is located ten minutes from downtown and enjoys easy access to interstate highways. The airport has non-stop service to 28 destinations, and accommodated more than 3.6 million passengers in 2006. The airport terminal has undergone a \$41 million upgrade to its facility, including new rest-room facilities, security enhancements, smoking lounge, and business center, plus additional gates and improved signage. In 2006 United Parcel Service (UPS), with hub

operations at the airport, announced a \$1 billion expansion that will increase sorting capacity and create more than 5,000 additional jobs by 2010.

A second, smaller airport at Bowman Field provides a variety of local and state aviation services.

Louisville is at the center of three major interstates: Interstate 65 from the north or south, Interstate 64 from the east or west and Interstate 71 from the northeast. U.S. Highway 60 (Broadway) intersects the city east and west.

Traveling in the City

Louisville is laid out on a grid pattern slightly tilted on the east-west axis. Broadway (U.S. 60) divides the city north from south, and Second Street divides east from west.

The Transit Authority of River City (TARC) provides the city's bus-based mass transit system. The service area covers the Louisville metropolitan area as well as Jefferson, Oldham, and Bullitt Counties; it also includes Floyd and Clark Counties in Southern Indiana, with the state of Indiana contributing to TARC's funding.

■ Communications

Newspapers and Magazines

Louisville's major daily newspaper is the *Courier-Journal* (morning). *The Voice Tribune* is a weekly business newspaper. *Louisville Business First* and a number of special-interest magazines are also based in Louisville, including the weekly *Leo* (*The Louisville Eccentric Observer*), *The Louisville Defender*, *Snitch*, the annual *Kentucky Travel Guide*, and the monthly lifestyle publication *Louisville Magazine*. Other publications serve readers involved in the building trades, agriculture, computers, and religion.

Television and Radio

Louisville is served by six television stations. Seventeen AM and FM radio stations broadcast a variety of musical formats plus news and talk.

Media Information: *Louisville Courier-Journal*, 525 West Broadway, P.O. Box 740031, Louisville, KY 40201-7431; telephone (502)582-4011

Louisville Online

City of Louisville Home Page. Available www.louisvilleky.gov

Greater Louisville Convention and Visitors Bureau. Available www.gotolouisville.com

Greater Louisville Inc. (Metro Chamber of Commerce). Available www.greaterlouisville.com

Jefferson County Public Schools. Available www.jefferson.k12.ky.us

Kentucky: Louisville

Louisville Free Public Library. Available www.lfpl.org

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The State in Brief

Nickname: Pelican State

Motto: Union, justice, and confidence

Flower: Magnolia

Bird: Eastern brown pelican

Area: 51,839.7 square miles (2000; U.S. rank 31st)

Elevation: Ranges from 8 feet below sea level to 535 feet above sea level

Climate: Subtropical and humid, with long, hot summers and short, mild winters

Admitted to Union: April 30, 1812

Capital: Baton Rouge

Head Official: Governor Bobby Jindal (R) (until 2012)

Population

1980: 4,206,000

1990: 4,220,164

2000: 4,468,976

2006 estimate: 4,287,768

Percent change, 1990–2000: 5.9%

U.S. rank in 2006: 25th

Percent of residents born in state: 79.78% (2006)

Density: 103.8 people per square mile (2006)

2006 FBI Crime Index Total: 201,158

Racial and Ethnic Characteristics (2006)

White: 2,760,233

Black or African American: 1,356,981

American Indian and Alaska Native: 24,018

Asian: 57,084

Native Hawaiian and Pacific Islander: 715

Hispanic or Latino (may be of any race): 123,281

Other: 47,211

Age Characteristics (2006)

Population under 5 years old: 301,198

Population 5 to 19 years old: 932,046

Percent of population 65 years and over: 12.2%

Median age: 35.6

Vital Statistics

Total number of births (2006): 67,380

Total number of deaths (2006): 45,264

AIDS cases reported through 2005: 16,952

Economy

Major industries: Chemicals, construction, mining, transportation equipment, trade, government, manufacturing

Unemployment rate (2006): 7.8%

Per capita income (2006): \$20,367

Median household income (2006): \$39,337

Percentage of persons below poverty level (2006): 19.0%

Income tax rate: 2.0% to 6.0%

Sales tax rate: 4.0% (food sales are subject to local sales taxes)



Baton Rouge

■ The City in Brief

Founded: 1719 (incorporated 1817)

Head Official: Mayor Melvin “Kip” Holden (since 2005)

City Population

1980: 220,394

1990: 219,531

2000: 227,818

2006 estimate: 229,553

Percent change, 1990–2000: 3.77%

U.S. rank in 1980: 62nd

U.S. rank in 1990: 73rd (State rank: 2nd)

U.S. rank in 2000: 85th (State rank: 2nd)

Metropolitan Area Population

1980: 494,000

1990: 528,261

2000: 602,894

2006 estimate: 766,514

Percent change, 1990–2000: 12.37%

U.S. rank in 1980: 68th

U.S. rank in 1990: 90th

U.S. rank in 2000: 69th

Area: 76.84 square miles (2000)

Elevation: 83 feet above sea level

Average Annual Temperatures: January, 50.1° F; July, 81.7° F; annual average, 67° F

Average Annual Precipitation: 63.08 inches of rain; 0.2 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.6% (June 2007)

Per Capita Income: \$20,528 (2005)

2005 FBI Crime Index Property: 14,378

2005 FBI Crime Index Violent: 2,698

Major Colleges and Universities: Louisiana State University, Southern University, Baton Rouge Community College

Daily Newspaper: *The Advocate*

■ Introduction

Baton Rouge, the state capital of Louisiana and the county seat of Baton Rouge Parish, has been described as “a happy blend of Cajun *joie de vivre* and progressive American know-how.” Situated on the Mississippi River in the heart of the state, the city is an important center in the Sun Belt market. The city is becoming one of the fastest growing in the South. The moderate year-round temperatures and a relaxed environment make Baton Rouge a desirable place for residents and visitors alike. With a commitment to new development in business and industry, the city is taking positive steps toward becoming a great place to earn a living as well.

■ Geography and Climate

Baton Rouge is the state capital and the seat of East Baton Rouge Parish. Located in southeast Louisiana, the city rests on the east bank of the Mississippi River at the first series of bluffs north of the river delta’s coastal plain. Baton Rouge is about 75 miles north of the Gulf of Mexico and 70 miles northwest of New Orleans. The city and its eight surrounding parishes are known collectively as the Capital Region. The city’s subtropical climate is free of extremes in temperature, except for occasional

brief winter cold spells. Precipitation is ample throughout the year.

Area: 76.84 square miles (2000)

Elevation: 83 feet above sea level

Average Temperatures: January, 50.1° F; July, 81.7° F; annual average, 67° F

Average Annual Precipitation: 63.08 inches of rain; 0.2 inches of snow

■ History

French Settlers Found City

The second largest city in Louisiana, Baton Rouge was established as a military post by the French in 1719. The present name of the city, however, dates back to 1699, when French explorers noted a blood-stained cypress tree stripped of its bark that marked the boundary between Houma and Bayou Goula tribal hunting grounds. They called the tree “le baton rouge,” or red stick. The native name for the site had been Istrouma. From evidence found along the Mississippi, Comite, and Amite rivers, and in three native mounds remaining in the city, archaeologists have been able to date habitation of the Baton Rouge area to 8000 B.C.

Capital City Grows Steadily

Since European settlement, Baton Rouge has functioned under seven governing bodies: France, England, Spain, Louisiana, the Florida Republic, the Confederate States, and the United States. In the mid-1700s when French-speaking settlers of Acadia, Canada’s maritime regions, were driven into exile by British forces, many took up residence in rural Louisiana. Popularly known as Cajuns, descendants of the Acadians maintained a separate culture that immeasurably enriched the Baton Rouge area. Incorporated in 1817, Baton Rouge became Louisiana’s state capital in 1849. During the first half of the nineteenth century the city grew steadily as the result of steamboat trade and transportation; at the outbreak of the Civil War the population was 5,500 people. The war halted economic progress but did not actually touch the town until it was occupied by Union forces in 1862.

In August of that year, the Third Battle of Baton Rouge was fought at Port Hudson, less than 25 miles north of the city. Six thousand Confederate troops were ultimately defeated by 18,000 Union soldiers in one of the longest sieges in American military history.

Petrochemical Industry Develops

During the war, the state capital had been moved to Shreveport, but it was returned to Baton Rouge in 1880. By the beginning of the twentieth century, the town had

undergone significant industrial development as a result of its strategic location for the production of petroleum, natural gas, and salt. In 1909 the Standard Oil Company built a facility that proved to be a lure for other petrochemical firms. Throughout World War II, these plants increased production for the war effort and contributed to the growth of the city. Accelerated growth brought problems in how the city would continue to provide services for a larger number of residents in and around the city. In 1947 residents approved a plan to consolidate the city and parish governments. The plan went into effect on January 1, 1949.

In the 1950s and 1960s, with the construction and development of the Port of Greater Baton Rouge, the city experienced a boom in the petrochemical industry, causing the city to expand even more away from the river and threatening to strand the historic downtown area. City planning authorities began to address this concern most directly in the 1980s and 1990s by initiating a wide variety of development projects in the downtown area. From 1987 to 2006, over \$1 billion was invested in development projects. These included a \$370 million Capitol Park project that included renovation and new construction of offices, retail space, and parking facilities.

Post Hurricane Katrina

The city experienced a dramatic and unexpected boom in August 2005 when Hurricane Katrina hit New Orleans. At about 80 miles away, Baton Rouge only suffered minor wind damage and inconvenient power outages. But within days the population of Baton Rouge doubled as evacuees from New Orleans began to arrive. While many evacuees stayed only for a short time, reports indicated that the population of Baton Rouge had increased anywhere between 50,000 and 100,000 people in the two years since the hurricane. The dramatic change has caused problems in traffic, public safety, and educational services. City officials have begun to expect that many of these new residents will be staying long term. In response, city residents have approved a \$500 million road construction plan to be funded by sales tax revenues and, as of 2007, plans have been made to hire about 100 new cops over a four year period. As part of the regional post Katrina rebuilding efforts, the city has also been designated as part of the Gulf Opportunity Zone (GO Zone), which covers most of the southern region of the state. Special economic incentives have been developed through state and local authorities to assist in the renovation or new development of businesses within the GO Zone.

Historical Information: Foundation for Historical Louisiana, 502 North Blvd., Baton Rouge, LA, 70802; telephone (225)387-2464; www.fhl.org. Baton Rouge Genealogical and Historical Society, PO Box 80565, Southeast Station, Baton Rouge, LA 70898-0565. Louisiana Genealogical and Historical Society, PO Box 82060, Baton Rouge, LA 70884-2060. Louisiana State

Archives, Secretary of States Building, 3851 Essen Lane,
Baton Rouge, LA 70809-2137; telephone (225)922-
1000; www.sos.louisiana.gov

■ Population Profile

Metropolitan Area Residents

1980: 494,000
1990: 528,261
2000: 602,894
2006 estimate: 766,514
Percent change, 1990–2000: 12.37%
U.S. rank in 1980: 68th
U.S. rank in 1990: 90th
U.S. rank in 2000: 69th

City Residents

1980: 220,394
1990: 219,531
2000: 227,818
2006 estimate: 229,553
Percent change, 1990–2000: 3.77%
U.S. rank in 1980: 62nd
U.S. rank in 1990: 73rd (State rank: 2nd)
U.S. rank in 2000: 85th (State rank: 2nd)

Density: 2,964.7 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 84,625
Black: 110,849
American Indian and Alaska Native: 239
Asian: 5,364
Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 3,354
Other: 1,373

Percent of residents born in state: 76.7% (2000)

Age characteristics (2005)

Population under 5 years old: 13,613
Population 5 to 9 years old: 12,873
Population 10 to 14 years old: 15,284
Population 15 to 19 years old: 15,603
Population 20 to 24 years old: 22,355
Population 25 to 34 years old: 31,791
Population 35 to 44 years old: 21,082
Population 45 to 54 years old: 27,791
Population 55 to 59 years old: 12,278
Population 60 to 64 years old: 7,436
Population 65 to 74 years old: 12,927
Population 75 to 84 years old: 9,353
Population 85 years and older: 3,056
Median age: 31.7 years

Births (2006, MSA)

Total number: 10,592

Deaths (2006, MSA)

Total number: 6,228

Money income (2005)

Per capita income: \$20,528
Median household income: \$31,049
Total households: 87,465

Number of households with income of . . .

less than \$10,000: 13,675
\$10,000 to \$14,999: 8,056
\$15,000 to \$24,999: 14,657
\$25,000 to \$34,999: 11,472
\$35,000 to \$49,999: 10,003
\$50,000 to \$74,999: 13,701
\$75,000 to \$99,999: 6,074
\$100,000 to \$149,999: 6,599
\$150,000 to \$199,999: 1,744
\$200,000 or more: 1,484

Percent of families below poverty level: 18.2% (2005)

2005 FBI Crime Index Property: 14,378

2005 FBI Crime Index Violent: 2,698

■ Municipal Government

The City of Baton Rouge and the Parish of East Baton Rouge have a consolidated government, administered by a mayor-president and a 12-member East Baton Rouge Parish Metropolitan Council, with one member elected for each of 12 districts. The mayor-president and all council members are elected at the same time to four-year terms, with a limit of three consecutive terms.

Head Official: Mayor Melvin “Kip” Holden (since 2005; term expires 2009)

Total Number of City Employees: 2,530 (2004)

City Information: City of Baton Rouge–Parish of East Baton Rouge, PO Box 1471, Baton Rouge, LA; telephone (225)389-3000; www.brgov.com

■ Economy

Major Industries and Commercial Activity

In the Greater Baton Rouge area a natural resources basin exists, giving industries inexpensive access to the natural resources of gas, oil, water, timberland, sulphur, salt, and other raw materials. As of 2007 Baton Rouge was home



Pattie Steib/BigStockPhoto.com

to about 65 petrochemical facilities. The ExxonMobil refinery in Baton Rouge has a capacity of 500,000 barrels per day of crude oil. ExxonMobil also operates a plastics plant in the city.

In 2007 the Port of Greater Baton Rouge was one of the top ten largest ports in the nation, equipped to handle both ocean-going vessels and river barges. A 45-foot channel on the lower Mississippi River has established the region as one of the nation's most attractive locations for large-scale industrial development. The region served by the port thrives on the large industrial and chemical complexes, as well as agricultural interests, along the 85 miles of the Mississippi River in the port's jurisdiction. The port generates about \$110 million in total tax revenues within a four-parish area. Forest products are Baton Rouge's leading commodity, including such products as woodpulp, linerboard, flitches, logs, plywood, lumber, milk carton stock, newsprint, and other paper products.

With the addition of Louisiana Film Tax Credit and the Digital Media Tax Incentive Program in 2005, the Capitol Region is hoping to inspire new growth in the film and video gaming industries. As of 2007 there were three film production studios in the planning or construction stages. These will complement the existing Louisiana Media Services, a post-production facility. The

city has also become home to the annual Red Stick Animation Festival, an event designed to draw both students and professionals in the fields of film, animation, and video game design. Louisiana State University has contributed to the effort through development of industry related programs in its Center for Arts and Technology.

The tourism and hospitality industries throughout the entire state suffered setbacks following the 2005 hurricanes Katrina and Rita. While Baton Rouge did not suffer significant damage to establishments or infrastructure, the negative media images of the looting and crime in the region immediately following the storms seemed to deter tourists. However, state and local authorities have committed to major investments in tourism recovery.

Items and goods produced: petrochemicals, plastics, wood, paper products, food, film and video

Incentive Programs—New and Existing Companies

Local programs: Several tax incentives and bond provisions have been developed for the southern areas of the state designated as the Gulf Opportunity Zone (GO Zone). These areas encompass those most radically

affected by hurricanes Katrina and Rita in 2005. Incentives include Tax Exempt Bond Financing, increased Section 179 expensing, and special deductions for clean-up and demolition efforts of real property with the GO Zone. A 20 percent tax credit is usually offered for business incurring qualified rehabilitation expenditures to historic structures. Certified historic structures in the GO Zone may receive a credit of 26 percent credits. Both new and existing businesses in the GO Zone may be eligible for the Enhanced Net Operating Loss Carryback, which allows losses to be carried back five years instead of the usual two years. The Downtown Low-Interest Loan Program offered by the city provides loans of up to \$250,000 per borrower or project for new commercial enterprises in the Downtown Development District. A five-year property tax abatement is available for improvements to existing structures in the Downtown or other historic districts.

State programs: Louisiana has pledged itself to broaden its business base through liberal development incentives and loan programs. The Louisiana Quality Jobs Act offers a tax rebate of up to 6 percent of payroll paid each year for 10 years to new companies in selected industries or those that have at least 75 percent of sales out-of-the-state. A rebate on state sales/use tax is also available on construction materials, machinery, and equipment. The Enterprise Zone Program offers some companies a \$2,500 tax credit for every new permanent job created during the first five years of operation as well as a sales/use tax rebate on select equipment. An Industrial Property Tax Exemption Program offers 10-year abatements for some new and expanding manufacturers. A Research and Development Credit provides tax credits between 8 and 20 percent for companies that can also claim federal income tax credit for research. The Louisiana Film Tax Credit offers a 25 percent credit for investments of \$300,000 and up. An additional Digital Media Tax Incentive Program offers a 20 percent tax credit.

Job training programs: The Louisiana Department of Education offers a Quick Start Program through which specialized training programs are developed for new and expanding businesses that will provide at least 10 new jobs. Training is offered either at a neutral site or at the company facility. The Job Training Partnership Act assists industries in choosing applicants, provides customized training for specific occupational skills and reimburses industry up to 50 percent for wages paid. Other opportunities are available through the Louisiana Department of Labor. An Incumbent Worker Training Program is offered at the Baton Rouge Community College in cooperation with the Louisiana Department of Labor and local businesses for the continued education and training of the workforce. The Louisiana Business and Technology Center at Louisiana State University is a small business incubator for technology companies.

Development Projects

Since 2000, development projects in the city have added office space and residential spaces as well as a variety of improvements for tourism. In what community leaders called the first significant expression of confidence by a private investor in Baton Rouge's long-term plan for downtown renewal, Argosy Gaming Company constructed the Belle of Baton Rouge Casino, a three-deck riverboat casino featuring over 29,000 square feet of gaming area. Included in the project was the Sheraton Baton Rouge Convention Center Hotel with 300 guest rooms and 14,000 square feet of meeting space. In 2006 the Hilton Baton Rouge Capital Center opened another 300 guest rooms as part of a \$70 million renovation of the old Heidelberg Hotel.

A major Riverfront Development Master Plan was still in the planning stages as of 2007. That year, the River Place project was in its second year of construction. River Place will include 99 residential units, retail space, a spa, meeting space, and a fitness center. The 19th Judicial Courthouse, adjacent to the municipal building, was also under construction in 2007. A mixed-use development involving the renovation of the Kress-Welsh-Levy Building at Main and Third Streets was scheduled to open in late 2007.

Economic Development Information: City of Baton Rouge—Parish of East Baton Rouge, PO Box 1471, Baton Rouge, LA; telephone (225)389-3000; www.brgov.com. Baton Rouge Area Chamber of Commerce, 564 Laurel Street, Baton Rouge, LA 70801-1808; telephone (225)381-7125; www.brac.org

Commercial Shipping

The Port of Greater Baton Rouge, one of the largest deep-water ports in the United States, links the city to markets throughout the world and ranks within the top ten in the nation for waterborne commerce. The port has a bulk coke handling facility handling more than 1 million tons of green and calcine coke annually. The port also houses one of the largest molasses terminals in the world, with a liquid storage capacity of 16.3 million gallons. The terminal handles chemicals such as acids and glycol-based products. The port is served by three railroads: Union Pacific, Canadian National Railway, and the Kansas City Southern Railroad.

A system of interstate highways permits access to and from Baton Rouge for more than 40 common motor carriers that ship a broad range of materials through the area. More than 50 barge and steamship companies offer services to the interior of the United States. The Baton Rouge Metropolitan Airport has Foreign Trade Zone status.

Labor Force and Employment Outlook

The efforts of the Baton Rouge Joint Labor-Management Committee, in conjunction with the passage of the right-to-work law, have created a positive labor-management

situation in Baton Rouge. With a wide variety of educational programs available for workers, the workforce, in both professional and skilled labor fields, is fairly well educated. The employment base is diverse, with most jobs occurring in tourism and hospitality, retail, government, and services sectors. According to projections offered by the Louisiana Department of Labor, the retail and hospitality industries are expected to post the largest number of new jobs annually through 2014. New jobs are also anticipated in health care services.

The following is a summary of data regarding the Baton Rouge metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 363,400

Number of workers employed in . . .

- construction and mining: 40,600
- manufacturing: 25,600
- trade, transportation and utilities: 66,700
- information: 5,700
- financial activities: 18,700
- professional and business services: 42,700
- educational and health services: 43,100
- leisure and hospitality: 32,500
- other services: 13,900
- government: 73,700

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.6% (June 2007)

Largest area employers (2007)

Number of employees

Turner Industries Group LLC	8,525
LSU System	5,600
Exxon Mobil Corp	4,275
Shaw Group, Inc.	4,243
Our Lady of The Lake Baton Rouge General Medical	3,000
Dow Chemical	2,200
Ochsner Clinic Foundation	2,000
Woman's Hospital	1,982
Southern University	1,800

Cost of Living

With an exceptionally low property tax, plus a generous state homestead exemption, Baton Rouge is a desirable place to own a home.

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

2007 (1st quarter) ACCRA Average House Price: \$262,000

2007 (1st quarter) ACCRA Cost of Living Index: 94.8

State income tax rate: 2.0% to 6.0%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 5.0%

Property tax rate: average 91.3 mills per \$1,000 of assessed valuation (2004)(residential property is assessed at 10% of fair market value with a \$7,500 homestead exemption)

Economic Information: Baton Rouge Area Chamber of Commerce, 564 Laurel Street, Baton Rouge, LA 70801-1808; telephone (225)381-7125; www.brac.org. Louisiana Department of Labor, Research and Statistics Division, 1001 North 23rd St., Baton Rouge, LA 70804-9094; telephone (225)342-3141; www.laworks.net

■ Education and Research

Elementary and Secondary Schools

Public elementary and secondary schools in Baton Rouge are part of the East Baton Rouge Parish (county) system, administered by a 12-member school board that appoints a superintendent. The system offers specialized programs for gifted students as well as arts education, English as a second language, magnet, Montessori, college preparatory, and vocational programming. Exceptional Student programs are available for challenged students up to 22 years old. Adult education is provided to more than 5,000 students each year.

A 1998 vote approved the five-year collection of a one-cent sales tax to be used for educational improvements; the tax generated nearly \$300 million, which funded the construction of four new schools, and additions, improvements and repairs to all of the others. In 2003 voters renewed the tax-collecting program for another five years. District plans include seven new schools and more renovations and repairs to existing schools.

High school students who are at least 16 years of age may be admitted to Baton Rouge Community College through concurrent enrollment, allowing them to register in a maximum of two college courses simultaneously with their high school courses.

The following is a summary of data regarding the East Baton Rouge Parish School System as of the 2005–2006 school year.

Total enrollment: 43,400

Number of facilities

elementary schools: 52
 junior high/middle schools: 15
 senior high schools: 15
 other: 12

Student/teacher ratio: 15.2:1

Teacher salaries (2005–06)

elementary median: \$38,290
 junior high/middle median: \$35,150
 secondary median: \$39,650

Funding per pupil: \$8,187

Several parochial and private schools also operate in the Baton Rouge area.

Public Schools Information: East Baton Rouge Parish School System, 1050 S. Foster Drive, Baton Rouge, LA 70806; telephone (225)922-5400; www.ebrschools.org

Colleges and Universities

Baton Rouge is home to two major universities, Louisiana State University (LSU) and Southern University (SU). LSU, with more than 33,000 students, offers undergraduate programs in about 70 fields and advanced degrees in many fields, including law and medicine and is one of only 25 universities nationwide holding both land-grant and sea-grant status. The university also offers non-degree pre-professional programs in health services. SU, with more than 10,000 students, is the largest African American university system in the nation. SU offers 42 bachelor's degrees and 19 master's programs in a variety of arts and sciences. Baton Rouge Community College was established in 1995 and enrolls about 7,000 students. It is an open-admission two-year college offering associate's degrees in five fields. Industrial training programs are available at several post secondary vocational-technical schools in greater Baton Rouge, including the Baton Rouge Regional Technical Institute. Louisiana Technical College has six locations in the Baton Rouge area. The school offers about 80 programs allowing students to earn a technical diploma, a certificate of technical studies, or an associate's degree in applied science. Our Lady of the Lake College is an independent Catholic college that offers bachelor's degrees in nursing, health sciences, humanities, behavioral sciences, and arts and sciences, as well as master's degrees in nursing and anesthesiology. Enrollment at Our Lady of the Lake College is about 2,000 students.

Libraries and Research Centers

In addition to its main library in Baton Rouge, the East Baton Rouge Parish Library operates 12 branches. Its collection includes over one million volumes, plus

magazines, newspapers, films, cassette tapes, compact discs, videos, talking books, and art reproductions. Special collections include materials on Louisiana and Baton Rouge history, a Black Heritage collection, and Braille books for children. The library's popular Information Services answers more than 600,000 questions annually, many of them telephone inquiries. Baton Rouge residents also have access to libraries at Louisiana State University and Southern University and to several governmental libraries.

Dozens of research centers are located in the Baton Rouge area. Many of them are affiliated with LSU and conduct research in such fields as agriculture, mining, and environmental studies. Key LSU research institutes include the Pennington Biomedical Research Center, which houses the largest academically based nutrition research center in the world, and the Center for Coastal Zone Assessment and Remote Sensing, which works in partnership with NASA's Stennis Space Center. Other LSU research programs include the Center for Advanced Microstructures and devices, the Hazardous Waste Research Center, the Ports and Waterways Institute, and the Institute for Recyclable Materials. Southern University sponsors the Center for Energy and Environmental Studies and the Center for Small Farm Research.

Research facilities in the private sector include the ExxonMobil R&D Laboratories, Albemarle Technical Center, West Paine Laboratories, and the Allied Signal High Density Polyethylene Laboratory. Public sector programs include the USDA's Soil and Research Center and Honey Bee Breeding, Genetics, and Physiology Research Center.

Public Library Information: East Baton Rouge Parish Library, 7711 Goodwood Blvd., Baton Rouge, LA 70806-7699; telephone (225)231-3700; www.ebr.lib.la.us

■ Health Care

Baton Rouge General Medical Center (BRGMC) has two locations in the city. BRGMC has become particularly well-known for advances in cancer care through the Pennington Cancer Center and cardiac care through the Womack Heart Center, BRGMC also offers a Level III Regional Neonatal Intensive Care Unit and the region's only burn center. Woman's Hospital specializes in care for mothers and newborns but offers services to women of all ages. Earl K. Long Medical Center is the teaching arm of LSU Medical School, as well as part of the state's charity hospital system. Our Lady of the Lake Medical Center has both inpatient and outpatient services and is also well-known for treatment in heart diseases. Summit Hospital is located southeast of Baton Rouge.

■ Recreation

Sightseeing

Visitors might want to start any sightseeing ventures at the Capitol Park Welcome Center on River Road. From there, a walking tour leads to such historic buildings as the Pentagon Barracks, St. James Episcopal Church, and the Washington Fire House No. 1. History has also been preserved in the Old State Capitol, built in 1849, featuring ornate architecture and gardens. Other points of interest are the New State Capitol, at 34 stories the tallest capitol building in the nation; the Old Governor's Mansion; and the New Governor's Mansion. A visitor can experience the city's past by touring the elegant plantations in the area. Among the most beautifully restored are Poche Plantation, Magnolia Mound, Oak Alley and Myrtles.

Baton Rouge features one of the country's finest zoos, the initial funding for which came from children collecting pennies. Its natural habitat exhibits contain more than 1,800 animals and birds. Otter Pond offers above- and below-water views of a naturalistic otter habitat.

Swamp tours by airboat are available at Cypress Flats, Bluebonnet Swamp and Nature Center, and at other locations around the city. Baton Rouge's riverfront can be toured on a riverboat and the Atchafalaya Swamp can be toured by boat. Bus and boat tours are also available through various charter companies that offer services ranging from brief excursions in the city to overnight trips through Cajun country. Baton Rouge is about a 1.5-hour drive from the French Quarter in New Orleans.

Casino gambling and live entertainment are available at the Belle of Baton Rouge and Hollywood Casino, both at River Center.

Arts and Culture

Baton Rouge is a culturally vital city. A renewed interest in the arts beginning in the late 1980s resulted in large part from the construction of performing arts facilities in the 12,000-seat Riverside Centroplex and the designation of the Arts and Humanities Council of Greater Baton Rouge as the official arts agency.

Opened in 2005, the \$55 million, 125,500 square foot Shaw Center for the Arts houses the Louisiana State University (LSU) Museum of Art, the 325-seat Manship Theatre, rehearsal halls, LSU School of Art galleries and classrooms, and retail space. The Louisiana State Museum opened nearby in 2006.

Theater, dance, and music are available to Baton Rouge's audiences of all tastes. Housed in The Baton Rouge River Center, the Baton Rouge Symphony offers a full season of orchestral programming. The Baton Rouge Opera and the Baton Rouge Ballet Theatre also reside and perform in The Baton Rouge River Center; the ballet

performs classical and modern works. The Baton Rouge Little Theater is the area's most successful community theater. Among other groups integral to the cultural life of Baton Rouge are the music and drama departments at Louisiana State University (LSU) and Southern University.

Museums and galleries in Baton Rouge also offer variety. At the Louisiana Arts and Science Center Riverside Museum visitors may see a renovated railroad station featuring restored cars dating from 1883 to 1940, the Discovery Depot for young children, the Lindy Boggs Space Station and Mission Control, and the Pennington Planetarium and ExxonMobil Space Theater. Historical Baton Rouge firefighting equipment and memorabilia are featured at the Old Bogan Fire Station. A complex of more than twenty buildings reproducing life on a nineteenth-century Louisiana plantation awaits visitors to the LSU Rural Life Museum. The LSU campus also offers and art museum and an art gallery, a natural science museum, historic Indian Mounds, and other interesting attractions.

The Old Arsenal Museum offers a tour of an old powder magazine. The Enchanted Mansion exhibits rare and unusual dolls. Baton Rouge's USS Kidd WWII destroyer and the Louisiana Naval War Memorial is a "Southern Travel Treasure" (a designation given by AAA's magazine *Southern Traveler*). Old State Capitol is home to a new interactive audio-visual museum, the Louisiana Center for Political and Governmental History.

Festivals and Holidays

February (or March) brings Baton Rouge's best known special event, Mardi Gras, with its Krewe of Mystique Parade and other events. Also in February, the LSU Livestock and Rodeo show takes place at the Parker Agricultural Center on the LSU campus. The Annual Red Stick Animation Festival in April merges technology with art and offers workshops, screenings, and lectures for students, industry professionals, and families looking for fun. The Art Melt in July features works by local artists. Other Baton Rouge celebrations are the Baton Rouge Earth Day and Baton Rouge Blues Week (April), FestForAll (April or May), Gonzales Jambalaya Festival (May), Bastille Day and 4th of July Freedom Fest (July), the Balloon Fest hot air ballooning festival in late summer, and State Fair (October).

Sports for the Spectator

Baton Rouge is also home to the Louisiana State University Tigers and the Lady Tigers and the Southern University Jaguars. The LSU sports complex, site of National College Athletic Association football, basketball, and track competition, is rated among the best in the country. Tigers Stadium is the site of the Tiger football games and the legendary pregame tailgate parties. Pete Marvel Assembly Center is home to Tiger basketball.

Southern's refurbished A. W. Mumford Stadium hosts Jaguar football. The F. G. Clark Activity Center at Southern University hosts Southwestern Athletic Conference basketball. The Baton Rouge Capitols began play as a United Soccer League Development League team in 2007.

Sports for the Participant

BREC, the Recreation and Park Commission for the Parish of East Baton Rouge, maintains and operates 184 neighborhood parks with a broad array of facilities and programming. Facilities in the parks include a theatre and cultural center at Independence Park; Cohn Arboretum on Foster Road; the Highland Observatory on Highland Road; eight public swimming pools; and seven facilities for golf. Facilities for BMX, archery, rugby, mountain biking, tennis, and other athletic pursuits are also available. There are 75 recreation centers throughout the area. A 2.5 mile levee bike path was completed along River Road in 2007. The path includes separate lanes for bikers and walkers/joggers and links to the riverfront promenade.

Among the private sports facilities in Baton Rouge is the Country Club of Louisiana, which features an 18-hole Jack Nicklaus golf course, 10 outdoor and 3 indoor tennis courts, and a swimming pool. Riverboat and casino gambling are also popular diversions.

Shopping and Dining

According to the Baton Rouge Convention and Visitors Bureau, the visitor who has only one free afternoon to spend in Baton Rouge should spend it at the Historic Merchants District on Perkins Road, which has been compared to New Orleans's Magazine Street shopping area. The visitor will find a dozen charming shops and galleries and four restaurants featuring local cuisine, hamburgers and crawfish pies, and possibly the best Italian food in town. Downtown Baton Rouge offers shopping opportunities for those interested in fine art, gifts, designer furnishings, stained glass, and other novelties. The Main Street Market at Fifth and Main features about 20 vendors offering food and gifts for sale. The Red Stick Farmer's Market is also located downtown, open on Saturday mornings. The new Mall of Louisiana offers 155 quality stores on two levels. The Mall at Cortana has five major department stores. Baton Rouge offers unique shopping at several locations, including The Royal Standard on Perkins Road, where more than two dozen merchants offer international wares.

Baton Rouge's numerous restaurants satisfy any dining taste, from fast food to gourmet continental, served in casual or elegant settings. Specialties include Cajun and Creole cooking and fresh seafood from the Gulf of Mexico. One notable location is Mike Anderson's Seafood Restaurant, originally opened in 1975 by the LSU All-American football player. Brunet's Cajun

Restaurant, Juban's, and Mansur's all offer Cajun and Creole cuisine.

Visitor Information: Baton Rouge Area Convention and Visitors Bureau, 730 North Blvd., Baton Rouge, LA 70802; telephone (800)LA-ROUGE; www.bracvb.com

■ Convention Facilities

The principal convention facility in Baton Rouge is the Baton Rouge River Center, located downtown on the banks of the Mississippi River. The Baton Rouge River Center is within walking distance of hotels, restaurants, shops, and major attractions. The entire complex is comprised of three main facilities: the Arena, the Exhibition Hall and the Theater for Performing Arts. The River Center Arena is a 10,000-seat arena, with over 30,000 square feet of exhibition space and more than 7,000 square feet of meeting space. The 70,000 square-foot Exhibition Hall can be combined with the arena to create more than 100,000 square-feet of contiguous exhibit space. The River Center hosts events such as concerts, conventions, sporting events, trade shows and theater productions. The Sheraton Baton Rouge Convention Center Hotel offers 14,000 square feet of meeting space along with 300 guest rooms and the Belle of Baton Rouge Casino.

Among other meeting facilities in Baton Rouge are the LSU Assembly Center and LSU Union, located on the campus of Louisiana State University, and F. G. Clark Activity Center and Smith-Brown Memorial Union, both on the Southern University campus. Several local hotels offer small group meeting spaces and banquet facilities.

Convention Information: Baton Rouge Area Convention and Visitors Bureau, 730 North Blvd., Baton Rouge, LA 70802; telephone (800)LA-ROUGE; www.bracvb.com

■ Transportation

Approaching the City

Located off Interstate 110 approximately five miles north of downtown Baton Rouge, the Baton Rouge Metropolitan Airport is served by Delta, American, Continental, and Northwest airlines. The recently renovated facility provides nonstop flights to Atlanta, Chicago, Cincinnati, Dallas, Houston, Memphis, Newark, New York (LaGuardia), Orlando, St. Louis, and Washington, D.C., with connecting service also available through major southern cities.

The major highway routes into Baton Rouge by car or bus are the east-west Interstates 10 and 12 and the north-south interstates 55 and 61. I-10, which runs across the continent from Jacksonville, Fla., to Los

Angeles, gives the motorist a fine view of Baton Rouge. I-55 connects the city with points as far north as Chicago.

Traveling in the City

Baton Rouge is laid out on a grid pattern, with streets in the northern half of the city intersecting at right angles; in the southern half, however, streets run diagonally. Florida Boulevard divides north from south; east is divided from west by the Acadian Throughway. Public bus service in the city is provided by Capitol Area Transit System (CATS), which offers 17 different routes. Paratransit service is available on demand. Charter bus services are also available.

■ Communications

Newspapers and Magazines

Baton Rouge's major daily newspaper is *The Advocate*, a morning paper. News is also available in *The Baton Rouge Post*, an online only news daily. *Gambit*, a weekly, covers local politics, dining, and entertainment. Scholarly/literary magazines published in Baton Rouge include the *Henry James Review* and *The Southern Review*. In addition, magazines on engineering, agriculture, the oil industry, library science, business, and pharmacy are published in the city.

Television and Radio

Baton Rouge has four television stations: three network and one public. Five television stations are located in surrounding communities and cable is available. In addition, 7 AM and 12 FM radio stations broadcast from Baton Rouge, including one station from Baton Rouge Magnet High School.

Media Information: *The Advocate*, 525 Lafayette Street, Baton Rouge, LA 70802; telephone (225)767-1400; www.2theadvocate.com

Baton Rouge Online

The Advocate. Available www.2theadvocate.com
Baton Rouge Area Chamber of Commerce.
Available www.brac.org
Baton Rouge Area Convention and Visitors Bureau.
Available www.bracvb.com
Baton Rouge city guide. Available www.baton-rouge.com/BatonRouge
The Baton Rouge Post. Available www.batonrougepost.com
City of Baton Rouge–Parish of East Baton Rouge home page. Available www.brgov.com
East Baton Rouge Parish School System. Available www.ebrschools.org
Louisiana State Archives. Available www.sos.louisiana.gov
The State Library of Louisiana. Available www.state.lib.la.us

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New Orleans

■ The City in Brief

Founded: 1718 (incorporated 1805)

Head Official: Mayor C. Ray Nagin (since 2002)

City Population

1980: 557,515

1990: 496,938

2000: 484,674

2006 estimate: 223,388

Percent change, 1990–2000: 2.46%

U.S. rank in 1980: 21st

U.S. rank in 1990: 24th (State rank: 1st)

U.S. rank in 2000: 38th (State rank: 1st)

Metropolitan Area Population

1980: 1,303,800

1990: 1,285,262

2000: 1,337,726

2006 estimate: 1,024,678

Percent change, 1990–2000: 4.08%

U.S. rank in 1980: 27th

U.S. rank in 1990: 32nd

U.S. rank in 2000: 34th

Area: 181 square miles (2000)

Elevation: Ranges from 5 feet below sea level to 15 feet above sea level

Average Annual Temperatures: January, 52.6° F; July 82.7° F; annual average, 68.8° F

Average Annual Precipitation: 64.16 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.1% (June 2007)

Per Capita Income: \$21,998 (2005)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: University of New Orleans, Tulane University, Louisiana State University School of Medicine, Southeastern Louisiana University, Loyola University, Xavier University, Dillard University

Daily Newspaper: *The Times-Picayune*

■ Introduction

Despite the devastating effects of Hurricane Katrina in 2005, the people of New Orleans have rallied behind their city to rebuild not only the structures and services, but the character that has made the city famous. Though much work is still needed to fully restore many city services, especially schools and health care facilities, many historic and tourist sites and attractions have been restored and many businesses have been rebuilt. As an international seaport with direct water connections to half the United States, New Orleans would not exist without the Mississippi River. Its roots are deep in the saturated soils of the delta; its history is a pageant of canoes, rafts, paddlewheels, and barges from mid-America converging with sails and steamships from around the world. Cruise lines continue to bring in tourists to the town named by the *Los Angeles Times* as one of the world's "don't miss destinations" and listed by Travelocity as one of the top 10 favorite gourmet destinations in the world (both in 2007). As more tourists and residents have returned to the city, local and state officials continue to work with federal authorities and private investors to rebuild services and businesses with even higher standards than before Katrina hit.

■ Geography and Climate

With miles of waterfront in three directions, New Orleans is partly peninsular. The heart of the city spreads around a curve of the Mississippi River—source of the nickname “Crescent City”—while edging Lake Pontchartrain on the north. Lake Pontchartrain connects to Lake Borgne, a broad opening to the Gulf of Mexico. Lakes, marshlands, and bayous extend from the city in all directions. A massive levee system protects the city from river flooding and tidal surges.

Louisiana is divided into parishes rather than counties; New Orleans itself occupies the entirety of Orleans Parish, while metropolitan New Orleans extends west into St. Charles, St. John, and St. James; south into Jefferson, Plaquemines, and St. Bernard Parishes; and north into St. Tammany Parish, and into other parishes as well.

A humid, semi-tropical climate in New Orleans is kept from extremes by surrounding waters. While snowfall is negligible, rain occurs throughout the year. Waterspouts caused by small tornadoes are frequently seen on nearby lakes.

The city essentially lies in a geographic bowl that rests an average of six feet below sea level. This has made the city vulnerable to frequent flooding from the Mississippi and Lake Pontchartrain and to violent hurricanes and tropical storms that come into the Gulf. One of the world’s most extensive levee systems was first constructed for New Orleans by the U.S. Army Corps of Engineers through the initiative of the Mississippi River Commission in 1879. These levees were primarily built with flood protection in mind. While some upgrades had been made to system, the structures could not withstand the flood surge of Hurricane Katrina, the Category 3 storm that hit the city in August 2005. Hurricane Rita, also a Category 3 storm, hit nearby in September 2005, causing further damage. As of 2007, the U.S. Army Corps of Engineers had rebuilt much of the system to its pre-Katrina status, but further upgrades were expected.

Area: 181 square miles (2000)

Elevation: Ranges from 5 feet below sea level to 15 feet above

Average Temperatures: January, 52.6° F; July 82.7° F; annual average, 68.8° F

Average Annual Precipitation: 64.16 inches

■ History

French Settlers Leave Their Mark

The first Europeans known to travel past the site of New Orleans were followers of Hernando Cortez, a Spanish soldier of fortune who died on the banks of the

Mississippi River in 1543. In 1682 the French explorer Robert Cavalier de La Salle, led an expedition from Canada that traced the Mississippi, called “Father of Waters,” as far as the Gulf of Mexico, and boldly claimed all land between the Alleghenies and Rockies for his sovereign, France’s Louis XIV. La Salle was assassinated before he could direct the building of a settlement in the land he called “Louisiane.” In 1718 Jean Baptiste Le Moyne, Sieur de Bienville, a founder of outposts in what are now Biloxi, Mississippi, and Mobile, Alabama, placed a cross at a point where the Mississippi curved near Lake Pontchartrain to mark the site for a new settlement. The proposed town was named for Phillippe, Duc d’Orleans, who was governing France during Louis XV’s childhood.

To establish a population in the new settlement, France sent prisoners, slaves, and bonded servants. An unscrupulous speculator, John Law, beguiled the Duc d’Orleans into giving him a 25-year charter to exploit the new territory and managed to lure a few Europeans across the seas with tales of nearby gold. The men who arrived found only a village of cypress huts and criminals surrounded by swamp, disease, and hostile Native American tribes. Under threat of a revolt, France then sent “wives” for the colonists: about ninety women from Paris jails, a wild group chaperoned by Ursuline nuns until they were married. Later, poor girls of good reputation were also recruited to bring the settlement a core of respectability, but by then the ribald side of New Orleans’s lifestyle had been established. Swamp conditions were hard on its inhabitants, yet the settlement grew into a French crown colony and soon served as territorial capital.

Origins of Creoles and Cajuns

In 1762 New Orleans citizens suddenly found themselves subjects of Charles III of Spain; France’s Louis XV had paid a debt to his Spanish cousin by giving away Louisiana. The thoroughly French colony drove out the Spanish commissioner sent to govern them. In the summer of 1763, about 22 Spanish warships and 3,000 troops arrived to restore order and install another governor, this time without provoking open opposition. Descendants of these early French-Spanish colonial times are known as Creoles. French-speaking families also began emigrating from Canada’s maritime region, Acadia—now Nova Scotia and New Brunswick—to flee British occupation. Referred to as Acadians, and eventually Cajuns, they found sanctuary in New Orleans and in the bayous of the wide Mississippi Delta not far from the city.

In 1788 and 1794 devastating fires destroyed most of the buildings in New Orleans’s French Quarter, or Vieux Carre (Old Square); these were replaced by structures of a decidedly Spanish nature. About the same time a process for making granulated sugar made sugar cane an important cash crop in a market soon dominated by cotton. Thousands of refugees from Haiti arrived during

the Haitian revolution of 1791 to 1804. When Spain transferred Louisiana back to France in 1803, the U.S. President Thomas Jefferson adroitly bought the territory for \$15 million. New Orleans was incorporated two years later. Louisiana became a state in 1812. The city was unsuccessfully attacked in 1815 (Battle of New Orleans) by British forces during the War of 1812.

The years following the Louisiana Purchase saw rapid development and swift growth in the city's slave and free population. United States and foreign interests invested in the expanding port and immigration increased.

City Boasts Multicultural Neighborhoods

Americans settling in nearby Faubourg Ste. Marie, the present business district, developed a suburb very different in nature from the old French Quarter. Other individualistic neighborhoods developed, including the Irish Channel, a rowdy waterfront area; Bucktown, a one-street fishing village on the shore of Lake Pontchartrain in Jefferson Parish; and the wealthy residential Garden District.

The city's prosperity depended heavily on slave labor, however, and economic threats to this trade made New Orleans intensely pro-Confederate in the Civil War. After the war, reconstruction in New Orleans was hampered by rivalry between ethnic and economic factions, yet eventually, the city emerged as a railroad and shipping center. New Orleans survived a yellow fever and cholera outbreak in 1853 in which nearly 11,000 people died, a malaria outbreak in 1871, a yellow fever outbreak in 1878 in which more than 4,000 people died, a severe hurricane in 1915, and an influenza epidemic in 1918 in which 35,000 people died statewide.

Jazz, considered to be a uniquely American music idiom, developed in New Orleans at the beginning of the twentieth century while the city continued to celebrate its cultural origins with the phenomenally successful Mardi Gras and world-renowned cuisine. Tourists began to flock to the city to experience its heralded celebrations and unique neighborhoods. While crime troubled the city in later years of the twentieth century—a blight the city has continued to fight against—New Orleans fiercely protects its legendary heritage. Eighteenth- and nineteenth-century buildings nestle in the shadow of sleek modern towers, convention centers, and shopping facilities, part of the mix of business, history, and good times that characterizes the city's charm.

Hurricane Katrina

At the beginning of the twenty-first century, a downtown rebirth was on the minds of city planners. But all plans came to a tragic halt on August 29, 2005 when Hurricane Katrina landed in the city and one of the worst natural disasters in U.S. history began to unfold. Evacuation plans were set in motion in anticipation of the storm, but nearly 150,000 people were still in the city when the

storm made landfall. The next day, waters from the storm surge broke through the city levees. About 80 percent of the city was soon underwater at depths of up to 20 feet. Many residents were taken to shelters in the Louisiana Superdome and the New Orleans Convention Center, but were later transferred to temporary shelters in neighboring regions, such as the Houston Astrodome. Then on September 23, Hurricane Rita brought yet another surge, causing a new breach in a repaired levee and once again flooding areas that workers were trying to clear. Nearly 1,000 people died and many more were left homeless. The initial response from the Federal Emergency Management Agency (FEMA) of the Department of Homeland Security was criticized as too slow and inadequate for the needs of so many left devastated.

As of August 2007, it was reported that over \$1 billion had been spent by the Army Corps of Engineers to rebuild the levee system around the city. But the work has been criticized as merely patchwork for a system that requires major renovation in order to afford adequate protection against future storms. Near the end of 2007 some reports indicated that nearly 66 percent of the evacuated population had returned to New Orleans, but not all city services had been adequately restored. Only about 45 percent of the city's schools had reopened and several health care facilities were still not fully operational. Some rebuilding efforts were still hampered by the wait for disbursement of federal funds. As part of the regional post-Katrina rebuilding efforts, the city was designated as part of the Gulf Opportunity Zone (GO Zone), which covers most of the southern region of the state. Special economic incentives have been developed through state and local authorities to assist in the renovation or new development of businesses within the GO Zone.

Historical Information: The Williams Research Center, Historic New Orleans Collection, 410 Chartres Street, New Orleans, LA 70130; telephone (504) 598-7171; www.hnoc.org

■ Population Profile

Metropolitan Area Residents

1980: 1,303,800
 1990: 1,285,262
 2000: 1,337,726
 2006 estimate: 1,024,678
 Percent change, 1990–2000: 4.08%
 U.S. rank in 1980: 27th
 U.S. rank in 1990: 32nd
 U.S. rank in 2000: 34th

City Residents

1980: 557,515
 1990: 496,938

2000: 484,674
2006 estimate: 223,388
Percent change, 1990–2000: 2.46%
U.S. rank in 1980: 21st
U.S. rank in 1990: 24th (State rank: 1st)
U.S. rank in 2000: 38th (State rank: 1st)

Density: 2,684.3 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 122,622
Black: 295,259
American Indian and Alaska Native: 1,022
Asian: 10,655
Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 13,679
Other: 3,391

Percent of residents born in state: 77.4% (2000)

Age characteristics (2005)

Population under 5 years old: 34,100
Population 5 to 9 years old: 27,829
Population 10 to 14 years old: 32,826
Population 15 to 19 years old: 31,808
Population 20 to 24 years old: 32,971
Population 25 to 34 years old: 58,034
Population 35 to 44 years old: 60,640
Population 45 to 54 years old: 64,362
Population 55 to 59 years old: 24,710
Population 60 to 64 years old: 21,307
Population 65 to 74 years old: 24,660
Population 75 to 84 years old: 19,448
Population 85 years and older: 4,491
Median age: 35.2 years

Births (2006, MSA)

Total number: 19,367

Deaths (2006, MSA)

Total number: 14,328

Money income (2005)

Per capita income: \$21,998
Median household income: \$30,711
Total households: 163,334

Number of households with income of . . .

less than \$10,000: 25,360
\$10,000 to \$14,999: 17,977
\$15,000 to \$24,999: 27,361
\$25,000 to \$34,999: 18,239
\$35,000 to \$49,999: 23,444
\$50,000 to \$74,999: 20,209
\$75,000 to \$99,999: 10,359

\$100,000 to \$149,999: 11,448
\$150,000 to \$199,999: 3,667
\$200,000 or more: 5,270

Percent of families below poverty level: 17.8% (2005)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

■ Municipal Government

New Orleans operates under a mayor-council form of government; the mayor is elected for a four-year term, as is the six-member city council. Five council members represent single-member districts and one council member is elected at large. A volunteer Hurricane Recovery Advisory Committee has been instituted to advise City Council on initiatives directed toward all matters relating to post-Katrina recovery.

Head Official: Mayor C. Ray Nagin (since May 2002; term expires 2010)

Total Number of City Employees: 6,370 (2004)

City Information: New Orleans City Hall, 1300 Perdido Street, New Orleans, LA 70112; (504) 658-4000; www.cityofno.com

■ Economy

Major Industries and Commercial Activity

The New Orleans economy prior to Hurricane Katrina was dominated by four major sectors: oil/gas and related activities, tourism, the port and ship/boat building, and aerospace manufacturing. The presence of universities, hospitals, legal/accounting and other professional services, together with key installations of the U.S. Navy and other military operations in the region added further to its diversified economic base.

Tourism is the driving force of New Orleans' economy. Previously boasting attractions such as its magnetic French Quarter, America's largest Mardi Gras festival, and riverboat gambling, New Orleans had a history of solid tourist trade. In a city with more than 10 million visitors annually, the hospitality business prior to Hurricane Katrina supplied more than 66,000 jobs in the service sector such as accommodations and restaurants. In 2004, tourists spent \$4.9 billion in New Orleans.

As of the two-year commemoration of Hurricane Katrina on August 29, 2007, the tourism industry in New Orleans had made a solid comeback. In early 2006 the Mardi Gras Festival and the New Orleans Jazz & Heritage Festival returned, and the Ernest N. Morial Convention Center reopened after a multi-million-dollar



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renovation. New Orleans hosted its first post-hurricane convention—the American Library Association. Progress continued in the fall of 2006 with the return of cruise ships, meetings, and the reopening of the Louisiana Superdome. By August 2007, New Orleans had hosted more than one million visitors for the ESSENCE Music Festival, Mardi Gras, the New Orleans Jazz & Heritage Festival, French Quarter Festival, major sporting events, cultural festivals, corporate meetings, and large citywide conventions. Large corporations such as Carnival Cruise Lines, Southwest Airlines, and others are investing in New Orleans' hospitality industry—new restaurants are opening, festivals are enjoying record-breaking attendance, and college students and volunteers are traveling to the city to participate in so-called “voluntourism” projects.

Some of New Orleans's largest private employers are shipbuilding firms, where workers build and repair vessels for the U.S. Navy, merchant fleets, and cruise ship lines. Lockheed Martin, manufacturers of aerospace components for NASA space projects, uses a large work force at its New Orleans operations. With 2,000 employees, Lockheed Martin Michoud Space Systems is one of the largest employers in New Orleans. The facility features one of the world's largest manufacturing plants (43 acres

under one roof) and a port with deep-water access for the transportation of large space structures. During Hurricane Katrina a team of 37 employees risked their lives to stay at Michoud to keep the generators running, to keep the pumps going, and to protect the facilities and the flight hardware that were entrusted to them. The water did not get over the levy into Michoud.

In recent years the economy has diversified into such varied fields as health services, aerospace, and research and technology. The New Orleans region is also a major transportation hub and a leader in production of crude oil and natural gas processing facilities.

Items and goods produced: ships, petrochemical products, food processing, stone, clay and glass products, printing and publishing

Incentive Programs—New and Existing Companies

Local programs: Several tax incentives and bond provisions have been developed for the southern areas of the state designated as the Gulf Opportunity Zone (GO Zone). These areas encompass those most radically affected by Hurricanes Katrina and Rita in 2005. Incentives

include Tax Exempt Bond Financing, increased Section 179 expensing, and special deductions for clean-up and demolition efforts of real property with the GO Zone. A 20 percent tax credit is usually offered for business incurring qualified rehabilitation expenditures to historic structures. Certified historic structures in the GO Zone may receive a credit of 26 percent. Both new and existing businesses in the GO Zone may be eligible for the Enhanced Net Operating Loss Carryback, which allows losses to be carried back five years instead of the usual two years.

Greater New Orleans, Inc.'s International Business and Trade Development Department was created to position the region as a prominent player in the global marketplace. The strategy includes developing the New Orleans Region as a hub for north-south trade with the Americas, thus generating new business opportunities and accelerating job growth. Among these efforts are matchmaking meetings between local companies and international trade delegations and partnerships such as the Louisiana/Honduras Alliance, which is a broad-reaching effort with five major universities in Southeast Louisiana to rebuild Honduras in the wake of Hurricane Mitch. In partnership with other international trade organizations and public-sector officials in the region, Greater New Orleans, Inc. is helping to anchor the New Orleans Region as the Gateway to Latin America.

New Orleans, site of the world's first trade center, has been designated a Foreign Trade Zone. A freeport exemption law allows property tax exemptions on goods imported into the United States and held for export outside of the state or the country, as well as goods in interstate commerce that are stored while in transit through the state. The region of New Orleans has diverse business incentives sponsored by the state as well as special financing programs for companies of all sizes.

State programs: Louisiana has pledged itself to broaden its business base through liberal development incentives and loan programs. The Louisiana Quality Jobs Act offers a tax rebate of up to 6 percent of payroll paid each year for 10 years to new companies in selected industries or those that have at least 75 percent of sales out-of-the-state. A rebate on state sales/use tax is also available on construction materials, machinery, and equipment. The Enterprise Zone Program offers some companies a \$2,500 tax credit for every new permanent job created during the first five years of operation as well as a sales/use tax rebate on select equipment. An Industrial Property Tax Exemption Program offers 10-year abatements for some new and expanding manufacturers. A Research and Development Credit provides tax credits between 8 and 20 percent for companies that can also claim federal income tax credit for research. The Louisiana Film Tax Credit offers a 25 percent credit for investments of \$300,000 and up. An additional Digital Media Tax Incentive Program offers a 20 percent tax credit.

Job training programs: The Louisiana Department of Education offers a Quick Start Program through which specialized training programs are developed for new and expanding businesses that will provide at least 10 new jobs. Training is offered either at a neutral site or at the company facility. The Job Training Partnership Act assists industries in choosing applicants, provides customized training for specific occupational skills and reimburses industry up to 50 percent for wages paid. Other opportunities are available through the Louisiana Department of Labor.

Once operational, the New Orleans Job Corps Center will train individuals so that they can find better paying jobs. A 2007 report from the Louisiana Recovery Authority found in the metro area there were 10 percent fewer employers than in 2005, or more than 2,500 fewer employers than before Hurricane Katrina. Construction-related skills such as carpentry, and health care skills will be most important for the area. As of August 2007, the New Orleans Job Corps Center was not fully operational; however, it planned to add training for jobs relating to security and painting.

Development Projects

"The Downtown Revival!," a multi-million dollar project that includes a long list of improvements to New Orleans' entire downtown area, is aimed at restoring the downtown and Canal Street for the millions of tourists that flock to the city each year. By 2005 \$2 million had been spent on downtown-wide improvements that included new signs to help visitors find their way, extensive street landscaping, and street pole banners. Beginning in spring of the same year, developers expected to begin a \$15 million project that involved major renovations and improvements to Canal Street for businesses and visitors. As part of the project, the About Face FaÇade Improvement Fund consisted of a \$156 million program to enhance the city's public transportation by way of a new Canal Street Streetcar Line program and new transit shelters. By 2007, the Canal Street project had been completed, and Canal Street reopened; the streetcar line was also functioning.

After Hurricane Katrina, the city of New Orleans adopted 10 programs for equitable economic development. These programs strive to: ensure that all residents who want to return can return to communities of opportunity; fairly distribute the amenities and infrastructure investments that make all communities livable; ensure health and safety of all communities; ensure responsible resettlement or relocation for displaced New Orleans residents; restore and build the capacity of New Orleans based community based organizations; create wealth-building opportunities to effectively address poverty; strengthen the political voice of dispersed residents; create a system for meaningful, monitored, sustained community benefits generated by private development;

build robust local firms that create jobs with livable wages that go first to local residents; and develop a communications and technology infrastructure providing residents with the means to receive and share rebuilding information.

Economic Development Information: Greater New Orleans, Inc., 365 Canal Street, Suite 2300, New Orleans, LA 70130; telephone (504)527-6900

Commercial Shipping

The Port of South Louisiana (LaPlace) led the nation in cargo tonnage, and the ports of New Orleans, Baton Rouge and Plaquemines were in the Top 10. The Port of New Orleans, the largest inland port in the United States, is a hub of national and international transportation. It is connected to a network of 19,000 miles of inland waterways consisting of the Mississippi River, its tributaries, and other systems. More than 4,000 ship calls are made at the region's deepwater ports every year. French explorers were the first to identify the Mississippi river mouth region as an important port location that was connected by waterways to a vast section of interior territory. American traders and farmers floated their goods downstream to New Orleans and, after 1812, steamboats transported upriver commodities that ocean-going vessels landed at New Orleans. The modern history of the Port of New Orleans, however, began in 1896 when the Louisiana state legislature created a state agency to serve as port authority. In 1925 the Inner Harbor Navigational Canal was built to connect the Mississippi River and Lake Pontchartrain. Also known as the Industrial Canal, it serves as the mouth of the Mississippi River-Gulf Outlet, built in the 1960s as a route to the Gulf of Mexico that is more than forty miles shorter than the Mississippi River route. After Hurricane Katrina, proposals were made to close the northern end of the canal by building a dam at the entrance to Lake Pontchartrain, as part of an effort to block storm surge.

Seventy percent of the nation's waterways drain through the Port of New Orleans, which operates a Foreign Trade Zone, where foreign and domestic goods can be stored and processed without being subject to U.S. customs and regulations. Commercial vessels and ship tonnage entering and leaving the area make the Port of New Orleans one of the world's busiest harbors, with imports and exports serving the iron and steel, manufacturing, agricultural, and petrochemical industries. Port-related activities involve shipbuilding and repair, grain elevators, coal terminals, warehouses, and distribution facilities, as well as steamship agencies, importers and exporters, international banks, transportation services, and foreign consular or trade offices. The port is also a departure point for a variety of pleasure cruises to Caribbean destinations and for upriver riverboat and paddlewheel cruises.

Labor Force and Employment Outlook

In a bold and sweeping move, regional business leaders closed the books on their 140 year old regional chamber and its economic development arm MetroVison, to take on a five-year plan to generate 30,000 new jobs and \$1 billion in new payroll. Recognizing that the most relevant issue for the region is a stalled economy, leaders created Greater New Orleans, Inc. to be the new, streamlined organization to implement best-practice strategies to achieve these measurable objectives.

In July 2007, the estimated population of Orleans Parish was about 60 percent of the city's pre-Hurricane Katrina total, up from 34 percent in January 2006. The labor force in New Orleans was below its pre-Katrina total by more than 20 percent in August 2007. However, with an influx of new investment and ongoing development due to rebuilding efforts, the employment outlook in 2007 was improving.

The following is a summary of data regarding the New Orleans-Metairie-Kenner metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 479,400

Number of workers employed in . . .

construction and mining:	40,400
manufacturing:	34,500
trade, transportation and utilities:	102,700
information:	7,300
financial activities:	26,300
professional and business services:	65,500
educational and health services:	56,200
leisure and hospitality:	57,200
other services:	15,600
government:	73,700

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.1% (June 2007)

<i>Largest private employers</i>	<i>Number of employees</i>
Schwegmann Bros.	
Giant Supermarket	4,600
Hibernia Corp.	3,100
First Commerce Corp.	
of Louisiana	3,026
South Central Bell	3,000
Shell Oil Company	2,700
Martin Marietta Man-	
ned Space System	2,400
Exxon Corporation	1,750
Union Carbide Corp.	1,150
Whitney National Bank	1,305
Hilton Hotels	1,300
Ruth's Chris Steak	
House	1,100

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
\$298,091

2007 (1st quarter) ACCRA Cost of Living Index:
97.2

State income tax rate: 2.0% to 6.0%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 5.0% (county)

Property tax rate: 1.70% (residential property is assessed at 10% of fair market value with a \$7,500 homestead exemption)

Economic Information: Greater New Orleans, Inc., 365 Canal Street, Suite 2300, New Orleans, LA 70130; telephone (504)527-6900

■ Education and Research

Elementary and Secondary Schools

The school system in New Orleans has had to undergo some major reconstruction efforts in the wake of Hurricane Katrina. According to a report from the Louisiana Department of Education, there were about 85 public schools open in New Orleans for fall 2007. A majority of these schools were administered by the Louisiana Department of Education as part of the new Recovery School District (RSD). The RSD was originally created in 2003 to assist underperforming schools. After Hurricane Katrina, new legislation was passed to transfer 107 of New Orleans's schools to the RSD. Charter schools seem to have led the charge for rebuilding the city's school systems. In 2007 about 30 schools in the RSD were charter schools, with 9 schools administered through the Algiers Charter School Association. There were only five schools administered solely by the Orleans Parish School Board (OPSB—also called the New Orleans Public School Board). Twelve schools were independently administered as charter schools within the OPSB. As of 2007, the RSD and OPSB were still considering plans for continued renovation and new construction of facilities in the city.

Enrollment for the 2007/08 academic year was projected to be about 36,000 students, which would be a little over half of what pre-Katrina enrollment was. There were at least 1,500 teachers recruited by mid 2007 for the 2007/08 school year. The RSD had initiated a national recruitment campaign to draw teachers to the area.

Before Katrina, there were about 70 private schools in the city, with Catholic schools accounting for the majority. While these schools are generally ineligible for state and federal funding, state officials worked with the U.S. Department of Education to allow some Hurricane Education Recovery Act (HERA) funds to be used by the state to assist private schools in such endeavors as building repairs and buying new equipment. In 2007, at least five private schools had received some assistance through HERA funds—Metairie Park Country Day, Trinity Episcopal School, John Curtis Christian School, St. Paul's Episcopal School, and Isidore Newman School.

Since rebuilding efforts are ongoing, reliable statistics concerning enrollment, employment, and facilities of the New Orleans school systems have been difficult to obtain. The statistics below represent data compiled before Hurricane Katrina.

The following is a summary of data regarding the New Orleans Public School System as of the 2005–2006 school year.

Total enrollment: 103,848

Number of facilities

elementary schools: 78
junior high/middle schools: 35
senior high schools: 26
other: 12

Student/teacher ratio: 14.2:1

Teacher salaries (2005–06)

elementary median: 40,470
junior high/middle median: Not available
secondary median: \$40,880

Funding per pupil: \$7,276

Public Schools Information: Recovery School District, 1641 Poland Avenue, New Orleans, LA 70117; telephone (504)872-0600; www.nolapublicschools.net; New Orleans Public Schools, 3520 General DeGaulle Dr., New Orleans, LA 70114; telephone (504) 304-3520; www.nops.k12.la.us

Colleges and Universities

The city's colleges and universities also suffered some setbacks following Katrina. Tulane University cancelled its fall semester in the wake of Katrina, but was able to resume classes in spring 2006 and reported a return student rate of 93 percent. Unfortunately, some cost-cutting measures, such as a cut in engineering programs and the closing of Newcomb College, the women's college of Tulane, inspired lawsuits and alienated students and alumni alike. Three schools (Louisiana State University's Health Sciences Center, University of New Orleans, and Southern University) were under

investigation by the American Association of University Professors in March 2007 for matters surrounding the downsizing of faculty members.

Tulane University, founded in 1834 as the Medical College of Louisiana, is one of the nation's leading independent research universities. Through 10 academic divisions, the university offers degrees in architecture, medicine, public health, business, law, liberal arts, tropical medicine, the sciences and engineering, and social work. In 2006 total enrollment was about 10,606 at five campus sites. In 2007 Tulane University was named in the *Newsweek* college guide as one of the 25 "Hot Schools" in the nation. The University of New Orleans hosts three campus sites around New Orleans and had a 2006 enrollment of about 12,000 students.

Loyola University New Orleans is one of the leading Jesuit colleges and universities in the United States. Total enrollment is approximately 5,900 students. Loyola offers some 60 programs for undergraduate students in the Colleges of Humanities and Natural Sciences, Social Sciences, Business, and Music and Fine Arts. A master's program in business administration is also available.

Dillard University is one of the oldest predominantly African American institutions in the country and was a founding member of the United Negro College Fund. In 2007 Dillard was ranked 17th in the nation for the Southern Comprehensive Colleges category of the *U.S. News & World Report* special issue on top colleges. The school offers 38 majors. Xavier University of Louisiana, established in 1925, is the nation's only historically African American and Catholic university. It is particularly well-known for its College of Pharmacy (est. 1927). The pre-med program at Xavier is considered by some to be a national model of quality. Xavier pre-med students have a medical school acceptance rate of 77 percent. In 2007 enrollment was reported at about 3,089, which was about 75 percent of pre-Katrina statistics.

Other institutes of higher learning in New Orleans include the Louisiana State University School of Medicine, offering medical and dental education; Our Lady of Holy Cross College; New Orleans Baptist Theological Seminary; and a branch of Southern Louisiana University, as well as several two-year colleges and vocational-technical schools.

Libraries and Research Centers

Hurricane Katrina caused severe damage to 8 of the 12 branches of the New Orleans Public Library System. As of August 2007 five of the pre-Katrina branches had been reopened to the public. A bookmobile service was established in 2006 to continue services to some areas while branches are rebuilt. In June 2007, the Mid-City branch opened as one of the first temporary branches built with funding from the Bill & Melinda Gates Foundation. The same month, the Rosa Keller Library and

Community Center received a grant of \$2 million from the Carnegie Corporation of New York for reconstruction and restocking efforts. Over 3 million volumes have been donated to the New Orleans Public Library in the storm's aftermath. Due to a lack of adequate storage space, the system has had to ask potential donors to hold on to books until proper facilities are available or to simply send monetary donations.

The New Orleans Public Library maintains the New Orleans City Archives as well as The Louisiana Division located on the third floor of the Main Library. The materials housed in the Louisiana Division/City Archives suffered no damage from Katrina. The Division collects, through purchase and gift, all types of printed, manuscript, graphic, and oral resources relating to the study of Louisiana and its citizens. Other areas of interest include the Mississippi River, the Gulf of Mexico, and the South. Included are books by or about Louisianians; city, regional, and state documents; manuscripts, maps, newspapers, periodicals, microfilms, photographs, slides, motion pictures, sound recordings, video tapes, postcards, and ephemera of every sort. The Genealogy Collection contains books, periodicals, microfilms, and CD-ROMs with emphasis on the Southeast United States, Nova Scotia, France, and Spain. The library also hosts a literacy program and a new African American Resource Center.

The University of Tulane has several special library collections, with W. R. Hogan Archive of New Orleans Jazz being one of the most well-known. The main Howard-Tilton Memorial Library at Tulane University houses the Latin American Library and the Maxwell Music Library. The Rudolph Matas Library is located in the School of Medicine. The Special Collections Division in Jones Hall includes the Southeastern Architectural Archive, University Archives, Rare Books and Manuscripts, and the Louisiana Collection. The Amistad Research Center at Tulane University pursues research and maintains a library and archives in such subject areas as African American history and culture, ethnic minorities of the United States, civil rights, abolitionism, and Protestant denominations.

The Louisiana State Museum Historical Center library maintains a collection of French and Spanish colonial documents, eighteenth- and nineteenth-century maps, and nineteenth-century personal manuscripts. A 20,000-volume library at the World Trade Center of New Orleans collects works on import and export trade, travel, international relations, economics, and transportation.

Tulane is a leading national research university with nearly 20 research programs in such diverse topics as AIDS, politics, Mesoamerican ecology, and Latin America. Tulane research centers include the Roger Thayer Stone Center for Latin American Studies, the Middle American Research Institute, the Tulane/Xavier Center

for Bioenvironmental Research, the Murphy Institute, the Tulane Cancer Center, the Tulane Center for Gene Therapy and the Newcomb College Center for Research on Women.

Louisiana State University Medical Center conducts research on a variety of medical topics, such as oncology, cystic fibrosis, human development, hearing, eye diseases, and arteriosclerosis. The Louisiana Business and Technology Center at LSU has been considered as one of the top 10 technology incubators in the United States.

The Audubon Nature Institute's Center for Research of Endangered Species conducts research programs on reproductive physiology, endocrinology, genetics, embryo transfer, and others in hopes of ensuring survival of endangered species.

Public Library Information: New Orleans Public Library, 219 Loyola Avenue, New Orleans, LA 70112; telephone (504) 529-READ; <http://nutrias.org>

■ Health Care

In August 2007, Mayor C. Ray Nagin gave testimony before a U.S. House of Representatives committee hearing concerning the issues of post-Katrina health care in New Orleans. He reported that since the storm, only four of the city's eight hospitals had reopened—at decreased capacities—and eight of the thirteen clinics supported by the City of New Orleans Health Department (NOHD) were closed. That year, at least \$4 million in funding was earmarked for the NOHD through federal Deficit Reduction Act funds. The funds were scheduled for use not only in reopening clinics, but in providing mobile and temporary services throughout the city while reconstruction continued.

Before Katrina, the city was internationally known as a center for medical care and research with approximately 5,200 staffed beds, and 1,800 medical and surgical specialists, serving the health care needs of a multistate area as well as Latin America and other foreign countries. The downtown Medical Center of Louisiana at New Orleans, which included Charity Hospital, University Hospital, a U.S. Veterans Administration Hospital and the medical schools of both Louisiana State University and Tulane University, was considered to be one of the largest medical complexes in the United States. Katrina threw the city into a health care crisis, with most health services shutting down just as the population needed them the most. Charity was closed permanently due to storm damage. University Hospital, the city's primary trauma center, reopened in February 2007, but with a limited number of beds and reduced services. Services at the Veterans Hospital were shut down with patients referred to clinics outside of the city. As of 2007, the Veterans Administration and Louisiana State University were

collaborating on plans to build a new downtown facility that would serve both institutions.

Clinics and hospitals that have reopened to some extent are facing numerous financial difficulties. A majority of patients are uninsured or underinsured. The costs for reconstruction and renovation of facilities, as well restocking of equipment and supplies, are daunting. There is also a shortage of both general and specialized health care professionals. While plans for health care reconstruction are discussed among government officials and the city waits for state and federal funds to be disbursed, many patients are referred to clinics and hospitals outside of the city—to Baton Rouge for instance—or simply are going without adequate care.

About 12 other hospitals are currently open in the metropolitan New Orleans area, including Tulane Hospital and Clinic, Touro Infirmary and Children's Hospital in Orleans Parish, East Jefferson Medical Center and Clinic, Tulane-Lakeside Hospital, Ochsner Clinic Foundation and Hospital, Kenner Regional Medical Center and Omega Hospital in East Jefferson Parish, and West Jefferson Medical Center. As of 2007, a new \$94 million Louisiana Cancer Research Center was being built downtown through the combined efforts of Louisiana State, Tulane, and Xavier Universities. The Tulane Cancer Center offers comprehensive screening and treatment programs. The Tulane Center for Abdominal Transplant, part of the Tulane University Hospital and Clinic, specializes in the treatment of all diseases involving the liver, pancreas, and kidneys. Terminally ill patients and their families are also served by the Hospice of Greater New Orleans. DePaul Hospital and Mental Health Center has closed. Memorial Baptist Hospital has reopened downtown at a limited capacity.

As of August 2007, there were 2,689 licensed hospital beds in New Orleans.

■ Recreation

Sightseeing

While Hurricane Katrina caused extensive damage in the city, the spirit of hospitality was not destroyed. Tourism has been a big industry for the city and post-Katrina reconstruction of major tourist sites and attractions began almost immediately after the storm cleared. While many smaller restaurants and entertainment spots may have closed their doors completely, many others have been added in the rebirth of the city. The most prominent attractions, such as shopping, dining, and entertainment in the French Quarter and the annual Mardi Gras celebration, are still available, offering the same sights, sounds, and tastes that have made New Orleans a place to remember. In 2007 the *Los Angeles Times* named New Orleans as one of the world's "don't miss destinations." *Travel and Leisure* magazine listed the city as part of its "Where to Go Next" feature in January 2007 and

Travelocity ranked New Orleans as one of the top 10 favorite gourmet destinations in the world.

Visitors can tour New Orleans by bus, boat, seaplane, streetcar, or horse-drawn carriage, whether seeking a general-interest excursion or a specialized trip. Points of interest include Cajun country; picturesque homes, plantations, and gardens; and historic sites. Self-guided driving and walking tours are also available in the city. The Blue Diamond Collection Tours have begun offering three-hour Catastrophe Tours with narration that includes the history of the city, how it was built, and what happened when and where during Hurricane Katrina.

Part of Jean Lafitte National Historic Park, New Orleans's French Quarter is one of America's most famous neighborhoods. Park rangers offer free walking tours that begin at the park information center. A living slice of history, the French Quarter's Vieux Carre is home to people from all walks of life. Its intriguing architecture is mainly Spanish, dating from the late 1700s after two fires destroyed nearly all of the city's French buildings. Visits to the French Quarter usually begin in Jackson Square, originally a municipal drill field and parade ground known as the "Place d'Armes." Painters and musicians hone their arts in the square while pigeons flock around the famed equestrian statue of General Andrew Jackson. The square is dominated by St. Louis Cathedral, built in 1794 and remodeled in 1850. Next door, the Cabildo, the one-time Spanish government building where Jefferson's Louisiana Purchase agreement was signed, houses French Emperor Napoleon Bonaparte's death mask and a collection of folk art.

A section of the Mississippi River levee adjacent to Jackson Square serves as a promenade. Renamed the Moon Walk when renovated, it offers a scenic view of the river. The Woldenburg Riverfront Park, stretching from Canal Street to the Moonwalk, gives direct access to the Mississippi River. Elsewhere in the French Quarter landmarks such as the Old Ursuline Convent—the oldest recorded building in the Mississippi Valley and now restored as Archbishop Antoine Blanc Memorial—and Preservation Hall—the city's most famous jazz club where pioneers of the idiom still perform nightly—join with antique shops, confectioneries, Bourbon Street jazz clubs, world-famous restaurants, historic homes, art galleries, sidewalk cafes, and outdoor markets to make the French Quarter New Orleans's top tourism drawing card.

The Audubon Nature Institute comprises several attractions throughout New Orleans. Its Audubon Zoo displays more than 2,000 animals in natural habitats and the spectacular Aquarium of the Americas displays exhibits of 530 species of fish, birds and reptiles. Adjacent to the Aquarium is the Entergy IMAX Theater. The Louisiana Nature Center is an 86-acre forest and wetland, featuring trails, interpretive galleries, exhibits, and a planetarium.

New Orleans's varied neighborhoods, central business district, and surrounding areas provide a wide range of other attractions as well. City Park, one of the largest municipal parks in the country, showcases an 18-foot sundial, a carousel, a children's story land, and a miniature train, as well as points of historic interest. Construction began on the fortifications at Fort Pike Commemorative Area in 1818 and the buildings were used in various capacities until after the Civil War; now a 125-acre park surrounds the fort.

In the business district, sights include the K & B Plaza at Lee Circle, featuring a 5-acre sculpture garden; the International Trade Mart, which offers spectacular views of the New Orleans area from its 31st and 33rd floors; and the Civic Center, which anchors a complex of state and city buildings around an attractive plaza. Creole cottages and shotgun houses dominate the scene in many New Orleans neighborhoods. Both have a murky ancestry. The Creole cottage, two rooms wide and two or more rooms deep under a generous pitched roof with a front overhang or gallery, is thought to have evolved from various European and Caribbean forms. The shotgun house is one room wide and two, three or four rooms deep under a continuous gable roof. As legend has it, the name was suggested by the fact that because the rooms and doors line up, one can fire a shotgun through the house without hitting anything.

Among the area's picturesque and historic sights is the Longue Vue House and Gardens, a Greek Revival mansion with eight acres of meticulously tended grounds showcasing a spectacular Spanish Court. Conveying residents and visitors past antebellum homes, the St. Charles Avenue Streetcar Line is listed on the National Register of Historic Places and represents the nation's only surviving historic streetcar system. All 35 electric cars were manufactured by the Brill & Perley Thomas Company between 1922 and 1924 and are still in use. The Riverfront Line connects the cultural and commercial developments along the riverfront. In the Garden District, a New Orleans neighborhood registered with the Historic Landmarks Commission, stately nineteenth-century homes line wide streets.

Because the high water table restricts burials in New Orleans to above-ground edifices, the city's old cemeteries (called "cities of the dead") are often sought out for their unusual beauty. There are 42 cemeteries in the metropolitan New Orleans area. Metairie Cemetery is thought by many to be the most beautiful as well as the most unique cemetery, not only in New Orleans, but anywhere in the world, featuring architecture styles from around the world.

Crossing 24 miles of open water between Jefferson and St. Tammany parishes, the Lake Pontchartrain Causeway is the world's longest overwater highway bridge; other drives along area waterfronts and bayou country afford scenic views as well. The Louisiana Nature

Center, the Michoud NASA facility, Fairgrounds and Jefferson Downs racetracks, the Pitot House Museum, and the Chalmette National Historical Park are among the many other points of interest in and around New Orleans.

Arts and Culture

New Orleans enjoys an extensive cultural life. The New Orleans Cultural Center with its Municipal Auditorium and Theater of the Performing Arts hosts ballets, operas, and concerts. Broadway productions are staged at the Saenger Performing Arts Center, while Le Petit Theatre du Vieux Carre offers community theater on two stages housed in historic architecture. Le Petit Theatre was established in 1916 and has been recognized as one of the leading community theaters in the nation. During the 2004–05 season Le Petit Theatre began a construction project on the main stage providing a complete orchestra pit, a new stage, and a fly loft—the stage had been unchanged since 1922.

University theaters, dinner theaters, the Contemporary Arts Center, and other area stages also mount various performing arts productions. With a repertoire that ranges from classical to popular music, the Louisiana Philharmonic Orchestra (LPO) is one of the best known orchestras in the region. The Orpheum Theater in New Orleans, the home of the LPO, was severely damaged by Katrina. Since 2006 the LPO has performed its concert season through six different venues throughout the city. The New Orleans Opera Association features renowned guest soloists in its full productions, while concerts by chamber groups spotlight music for smaller groups. Various university and church organizations also offer musical performances in the New Orleans area, while at nightspots around the city listeners can find rhythm and blues, rock and roll, reggae, Cajun, and country music performed by national and local talent.

But music in New Orleans means just one thing to many residents and visitors: jazz. In the late nineteenth and early twentieth centuries African American musicians evolved a style of music that fused African American rhythms and improvisatory methods with European musical styles and the syncopated St. Louis-based piano music known as ragtime. This blend formed the basis for a musical idiom heard in Storyville—New Orleans's brothel district—as well as in parades and at parties, picnics, and funerals. Gradually the new style of musical expression, called jazz, began to take hold outside the city's African American community; the first jazz recording was made in 1917 by a white New Orleans group called the Original Dixieland Jazz Band. Many consider jazz to have come of age with the trumpet genius of Louis Armstrong, a New Orleans native whose music is familiar worldwide and whose statue graces New Orleans's Armstrong Park.

Venues for traditional Dixieland include Preservation Hall, Dixieland Hall, and the New Orleans Jazz Club. In 2005, many of the buildings that housed these clubs were either severely damaged or destroyed by the forces of Hurricane Katrina. Despite having to close buildings, groups like the Preservation Hall Jazz Band continued touring; the Preservation Hall Jazz Band celebrated its 45th anniversary on tour in 2006. The same year, the Preservation Hall Jazz Band was awarded the National Medal of Arts. Equally distinctive is Cajun music, dominated by the sound of the fiddle and accordion. Traditional straight-ahead jazz such as Armstrong played is the predominant style heard in present-day New Orleans nightclubs, on Bourbon Street in the French Quarter, and elsewhere across the birthplace of jazz.

The oldest and largest museum in the state is the Louisiana State Museum (LSM), an eight-building historic complex in the French Quarter, New Orleans. The Old Mint Building, which housed the LSM exhibits on jazz and the Mardi Gras Carnival, suffered damage from Hurricane Katrina in 2005 and was closed as of August 2007. Government funding has been offered for renovation.

The LSM presents folk art and traveling exhibitions as well. The Confederate Museum, the oldest museum in New Orleans, preserves Civil War flags, uniforms, weapons, currency, and other mementos. Jackson Barracks houses a large number of military artifacts, Kenner Historical Museum features various Jefferson Parish items of interest, and Historic New Orleans Collection exhibits imaginative displays in the eighteenth-century home of the collection's founder.

At the Voodoo Museum in the French Quarter, occult displays and a Witchcraft Shop merge a part of old and modern New Orleans. Marie Laveau's grave in St. Louis Cemetery #1 is visited and meticulously maintained by legions of followers, who still place offerings there, including food or various symbols of Voodoo. One ritual that still lives on is the marking of her tomb with chalk in the shape of a cross or an X. The New Orleans Pharmacy Museum preserves antique remedies and apothecary equipment in an 1823 pharmacy building. The Louisiana Children's Museum presents hands-on exhibits, puppet workshops, and storytelling, and includes one of the few interactive math exhibits in a children's museum.

ARTnews magazine has noted that citizens of New Orleans are enthusiastic supporters of the arts. The prestigious New Orleans Museum of Art exhibits works ranging from Renaissance to avant-garde. The Contemporary Arts Center has three galleries and two theaters. It features art exhibits, as well as music, drama, and videotapes in its facility. The Sydney and Walda Besthoff Sculpture Garden adjacent to the New Orleans Museum of Art in City Park features 42 extraordinary sculptures installed among 100-year-old oaks, mature pines, magnolias and camellias. The sculptures, valued in excess of

\$25 million, include works by world-renowned twentieth-century artists as Henry Moore, George Rickey, Jacques Lipchitz, and George Segal. The Besthoff Sculpture Garden is open to the public without charge. There are about 150 other art galleries in the city where local, national, and international artists show their work throughout the year. The Ogden Museum of Southern Art, prompted by the devastation of Hurricane Katrina, has offered several special exhibits including, *Come Hell and High Water: Portraits of Hurricane Katrina Survivors*, *New Housing Prototypes for New Orleans*, and *Louisiana Story: A Photographic Journey*.

Scenes of New Orleans history are on display at the Musée Conti Wax Museum. The Cabildo, site of the signing of the Louisiana Purchase, exhibits steamboat artifacts and paintings and Louisiana historical items, as well as Napoleon's death mask. House museums, such as the Gallier House in the French Quarter, carefully restored to its mid-nineteenth-century elegance, and the Pitot House in Bayou St. John, containing Federal period antiques, are available for touring.

Festivals and Holidays

The most famous of all celebrations in New Orleans—and perhaps in the nation—is Mardi Gras. Rooted in the Roman Catholic liturgical calendar, Mardi Gras season begins on January 6, or Twelfth Night. Parades, private balls, and parties continue through Mardi Gras Day, the day before Ash Wednesday, which signifies the beginning of the six-week period of Lent that precedes Easter. Carnival celebrations culminate in rollicking street revelry, formal masked balls, and ritualistic torchlight parades featuring elaborate floats, dancing, lavish costumes, and merriment that infects visitors and residents alike.

The Sugar Bowl on New Year's Day is the oldest annual sporting event in New Orleans; besides football, festivities include tennis, yachting, and other events. In spring the New Orleans Jazz and Heritage Festival is an extravaganza attracting thousands of musicians, craftsmen, and chefs to New Orleans for ten days of concerts, displays, and revelry featuring blues, gospel, ragtime, Cajun, swing, folk, and jazz performances. During the seven-day Spring Fiesta, plantations, courtyards, and private homes throughout New Orleans can be viewed on special tours. In July, the city hosts Carnaval Latino, the Gulf South's most elaborate Hispanic Festival. The ESSENCE Music Festival, one of the largest African American festivals in the country, returned to New Orleans in July 2007 after a one year absence. The festival attracted over 200,000 that year. From April to October various food festivals in the New Orleans area highlight crawfish, catfish, crab, andouille sausage, strawberries, gumbo, and other delicacies. The French Quarter Festival, one such food fest, usually takes place in April. New Orleans Christmas is a series of special events spanning the month of December.

Sports for the Spectator

The Louisiana Superdome, reopened post-Katrina on September 2006, is home to the National Football League's New Orleans Saints football team; the annual Sugar Bowl football classic and Tulane University's football contests are also played there. The Zephyrs, a farm team of the Houston Astros, play minor-league baseball at Zephyr Field. The New Orleans Arena is home to the Arena Football League's New Orleans VooDoo and the National Basketball Association's New Orleans Hornets.

Consecutive racing schedules at Jefferson Downs and the Fairgrounds racetracks fill the equestrian calendar. Sports spectators can also see tennis tournaments and the Compaq Golf Classic of New Orleans, as well as the annual 10K (6.2 mile) Crescent City Classic road race. In nearby Slidell, the Bayou Liberty Pirogue Races test the skill of boaters skippering dugout canoes known as pirogues. The Ted Gormely Stadium in City Park, hosting local high school football games, is a state-of-the-art sports facility that hosted the 1992 Olympic Track & Field Triad. The Grand Prix du Mardi Gras is a major league road race held in June in downtown's historic riverfront area. Riverboat gambling is available on the paddleboat vessels "America" and "Queen of New Orleans."

Sports for the Participant

New Orleans's 1,300-acre City Park suffered severe damage from Hurricane Katrina, but city officials are at work to finance and implement needed repairs. The park's picnic shelters, 3 golf courses, and 11 softball fields were still closed as of fall 2007. A two-tiered driving range was open. The City Park Tennis Center, one of the top 25 municipal tennis facilities in the country, has 11 hard courts and 10 clay courts. The Tennis Center has been the site of the USFG Sugar Bowl International Tennis Classic, the New Orleans Oilmen's Tennis Tournament, and the United States Tennis Association's National League Championships. Nine athletic fields are available for soccer, rugby, lacrosse, and flag football league play. Boating and fishing events at City Park have been suspended during reconstruction efforts. Horseback riding in the park is possible through the Equest Farm Horse Stables, which offers riding lessons and party packages as well.

Popular water sports such as wind surfing, sailing, and boating are possible year-round on New Orleans-area lakes and through the region's lush bayous and marshlands. The delta has always been a prime area for deep-water and freshwater fishing, crawfishing, crabbing, and shrimping, in addition to seasonal duck and deer hunting.

Shopping and Dining

Canal Street has historically been a center in New Orleans for department stores and specialty shops and the locale continues its tradition with such retail and office

developments as One Canal Place and the nearby Riverwalk, which features not only shops but restaurants, cafes, bars, and magnificent views of the Mississippi River. At once-famous Jax Brewery, now a marketplace, shops, entertainment, and Louisiana food specialties lure visitors. In the French Quarter, handicraft, antique, and candy stores draw buyers from around the country. Accessible via the St. Charles Street streetcar, Magazine Street's clusters of small shops begin in the Garden District and extend for more than three miles of antique shops and art galleries.

For more than 160 years the long, narrow French Market across from Jackson Square in the French Quarter has furnished area cooks with exotic spices, fresh produce, and cheeses at stalls encompassing coffee houses and craft shops as well. Shops retailing health food, books, brassware, perfume, and other specialty items are also popular among visiting and resident consumers.

New Orleans, dubbed the nation's culinary capital, considers cooking and dining to be art forms. As of 2007 there were reportedly about 836 restaurants open in the metropolitan area (not counting fast food and chain restaurants). Local chefs excel in variety while specializing in unique Cajun and Creole cuisines. Creole cooking, originally the region's urban gastronomic style, combines several elements: the French provincial talent for incorporating a wide variety of ingredients into its repertoire, the Spanish taste for zest, the Choctaw affinity for herbs and spices, the African understanding of slow cooking, the American Southern tradition, and subsequent ethnic infusions. Creole cuisine is perhaps best exemplified by its complex sauces with Mediterranean and Caribbean inflections. Cajun cuisine, on the other hand, originally the region's rural cooking style, is more robust and savory and is typified by such dishes as boudin, a smoky pork sausage; crawfish etouffé, a tomato-based stew of small lobster-like crustaceans served over rice; boiled crawfish liberally seasoned with cayenne pepper; or blackened redfish, a highly seasoned fillet of fish charred in a hot skillet.

Cajun and Creole elements are combined in the cuisine of present-day New Orleans and diners can find numerous local specialties: jambalaya, a spicy blend of shrimp, ham, tomatoes, vegetables, and rice; andouille, a salty sausage; gumbo, from an African word meaning okra, now signifying a thick soup; red beans and rice, traditionally a washday recipe featuring kidney beans; dirty rice, pan-fried leftover rice cooked with giblets, spices, and onions; mirliton, a vegetable pear cooked like squash; plantains, large starchy bananas served as a side dish; seafood, from oysters Rockefeller and shrimp Creole to boiled crab and broiled pompano; and the po' boy, a fried sandwich on crusty French bread typically featuring oysters but possibly instead featuring roast beef, crab, or shrimp. Diners in New Orleans are likely to encounter eggplant, avocados, yams, and mangoes in the regional cuisine as well. Sweet offerings typical of the Crescent

City include pecan pralines, bread or rice pudding with caramel or whiskey sauce, and beignets—square, fried doughnuts sprinkled with powdered sugar. Coffee in New Orleans is brewed strong and sometimes blended with roasted chicory root or chocolate, and it can be served as *café au lait*—half hot milk—or *café brûlot*—mixed with spices, orange peel, and liqueurs and set aflame. Residents and visitors alike find dining in New Orleans to be an event in itself.

Visitor Information: The New Orleans Metropolitan Convention and Visitors Bureau, 2020 St. Charles Avenue, New Orleans, LA 70130; telephone (504)566-5011 or (800)672-6124; www.neworleanscvb.com

■ Convention Facilities

New Orleans is home to one of America's most popular meeting venues, the Morial Convention Center, located on the Mississippi River in the heart of the business district and within easy walking distance of the French Quarter. The center offers 741,257 square feet of contiguous exhibit space in 12 separate/combinable exhibit halls, 140 meeting rooms, and a 4,000 seat auditorium.

The enormous Louisiana Superdome seats a maximum of 72,003 people and offers 166,180 square feet of unobstructed convention floor space in the main arena. Four main ballrooms and 26 reception rooms are available. Post-Katrina renovations included the four 20,000-square-foot club rooms. Situated in the northwest corner of the business district, the Superdome is close to government offices and hotels. The New Orleans Arena, adjacent to the Superdome, seats up to 17,000 in its main arena and also offers three club lounge areas for smaller meetings and receptions.

The John A. Alario Sr. Event Center and the Alario Center Festival Grounds, located at the Bayou Segnette Sports Complex, offers a 2,200-seat Main Arena, 21,840 square feet of column-free exhibit space, and 10 acres of outdoor exhibit or festival space.

On the north side of the French Quarter, the Municipal Auditorium is the city's fourth largest convention center, with 52,000 square feet of show space. Additional exhibit space and meeting rooms for large gatherings can be found at the Pontchartrain Center, which includes the Belle Grove Plantation Ballroom, and at local universities. Smaller groups of 200 to 300 people, however, often seek out New Orleans's unique atmosphere for gatherings in such unusual settings as the Storyville Jazz Hall and the New Orleans Paddlewheels Creole Queen—at the International Cruise Terminal—or in Terrell House, a guest home lavishly furnished in Victorian antiques.

As of fall 2007, there were about 31,000 hotel rooms available throughout the New Orleans metropolitan area. Most major hotels offer ballroom and small group meeting spaces.

Convention Information: The New Orleans Metropolitan Convention and Visitors Bureau, 2020 St. Charles Avenue, New Orleans, LA 70130; telephone (504)566-5011 or (800) 672-6124; www.neworleanscvb.com

■ Transportation

Approaching the City

The Louis Armstrong New Orleans International Airport, which is located west of the city in Kenner, provides full service on 10 carriers serving 37 cities, with the number of flights and destinations expected to rise. Private planes and corporate and charter flights often prefer to use Lakefront Airport, on the Lake Pontchartrain coast near the central business district. Interstate Highways I-59, I-55, and U.S. 61 approach New Orleans from the north, while I-10 and US 90 carry east-west drivers into the city. Auto ferries cross the Mississippi at various locations. Overnight Amtrak trains from and to Chicago, Memphis, Atlanta, and New York arrive at and depart from the Union Passenger Railroad Terminal. The Port of New Orleans facilitates the inclusion of New Orleans as a port of call for commercial pleasure cruises in the Gulf of Mexico.

Traveling in the City

The New Orleans Regional Transit Authority in New Orleans operates an extensive bus system connecting most areas of the city. In the downtown business district, a shuttle traverses a route that connects the city's three largest convention facilities with major hotels and with the French Quarter. Visitors often include a ride on the historic electric streetcar along the St. Charles Streetcar Line as a part of their New Orleans experience, while the Riverfront Streetcar Line transports visitors to cultural and shopping destinations in that district. Taxi service is available.

■ Communications

Newspapers and Magazines

The Times-Picayune is the city's leading newspaper with an average circulation of about 252,799 daily. Other periodicals originating from New Orleans are the weekly *Gambit* (covering local politics, dining and entertainment), *Offbeat*, a free monthly music and entertainment magazine, *Naval Reservist News*, and *Louisiana Weekly* (covering the African American community). The weekly *New Orleans City Business* and *New Orleans Magazine* (published out of Metairie) are available at most city

newsstands. *Clarion Herald* is the monthly Catholic magazine published through the Archdiocese of New Orleans. The *New Orleans Bulletin* is an online news source. University papers include the *Loyola Maroon*, the *Tulane Hullabaloo*, and the *Xavier Herald*.

Television and Radio

Seven television stations broadcast in New Orleans. Five are affiliated with the national networks, and two are public television stations. Cox Cable provides service throughout the city. Talk shows, gospel music, news, religion, and contemporary music head the programming of the 22 AM and FM stations in the New Orleans area. Clear Channel Radio is responsible for seven stations and Entercom Broadcasting hosts six stations.

Media Information: *New Orleans Time-Picayune*, 3800 Howard Ave., New Orleans, LA 70125; telephone (504)826-3300; www.timespicayune.com

New Orleans Online

- City of New Orleans Home Page. Available www.cityofno.com
- New Orleans Chamber of Commerce. Available www.neworleanschamber.org
- New Orleans Metropolitan Convention and Visitors Bureau. Available www.neworleanscvb.com
- New Orleans Public Library. Available nutrias.org
- New Orleans Public Schools. Available www.nops.k12.la.us
- Recovery School District. Available www.nolapublicschools.net

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Shreveport

■ The City in Brief

Founded: 1836 (incorporated 1839)

Head Official: Mayor Cedric B. Glover (since 2006)

City Population

1980: Not available

1990: 198,525

2000: 200,145

2006 estimate: 200,199

Percent change, 1990–2000: 0.9%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Metropolitan Area Population

1980: Not available

1990: 334,341

2000: 392,302

2006 estimate: 386,778

Percent change, 1990–2000: 17%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 105th (MSA)

Area: 117.8 square miles

Elevation: 209 feet above sea level

Average Annual Temperatures: January, 46.4° F; July, 83.4° F; annual average, 65.7° F

Average Annual Precipitation: 51.30 inches of rain; 1.5 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.2% (June 2007)

Per Capita Income: \$20,148 (2005)

2005 FBI Crime Index Property: 12,878

2005 FBI Crime Index Violent: 2,249

Major Colleges and Universities: Louisiana State University Shreveport, Centenary College, Louisiana Technical College, Bossier Parish Community College

Daily Newspaper: *The Shreveport Times*

■ Introduction

Greater Shreveport is both a historic city and a vibrant modern metropolis. In terms of historic landmarks Shreveport is second only to New Orleans among Louisiana cities. Located in northwest Louisiana, Shreveport and its surrounding area offers residents and visitors much to enjoy in their leisure time, with festivals to attend year-round. Regarded by many as a sportsman's paradise, the city is surrounded by lakes and the Red River. Riverboat casinos, along with fishing and water-skiing, have spurred growth in tourism. The cost of living is low, the climate is mild, and access to high-quality health care is readily available, making the Shreveport area attractive to retirees. Many veterans, formerly stationed at Barksdale Air Force Base, settle permanently in northwest Louisiana after retirement.

■ Geography and Climate

Shreveport sits in the northwest corner of Louisiana, a five-hour drive north from New Orleans and a mere 20 miles east of the Texas border. Shreveport lies at a low elevation just across the Red River from Bossier City, Louisiana. Outside the bounds of the city proper are pine forests, cotton fields, and wetlands. The area is referred to as Shreveport-Bossier or Ark-La-Tex, which reflects its proximity to the states of Arkansas and Texas. Shreveport

experiences hot summers, with temperatures averaging in the 80s, and chillier winters, with temperatures averaging around 40 degrees. The climate is largely temperate, though it does share some of the humid subtropical characteristics of other Southern cities.

Area: 117.8 square miles

Elevation: 209 feet above sea level

Average Temperatures: January, 46.4° F; July, 83.4° F; annual average, 65.7° F

Average Annual Precipitation: 51.30 inches of rain; 1.5 inches of snow

■ History

In 1682 the French explorer Robert Cavelier de La Salle led an expedition from Canada that traced the Mississippi, called “Father of Waters,” as far as the Gulf of Mexico, and boldly claimed all land between the Alleghenies and Rockies for his sovereign, France’s Louis XIV. La Salle was assassinated before he could direct the building of a settlement in the region he called “Louisiane.” Shreveport itself wasn’t founded until almost 150 years later.

The Caddo Indians farmed the region that now includes Shreveport. Because the Red River was blocked for 180 miles by a build-up of debris, known as the “Great Raft,” white explorers did not encounter the Caddo Indians and the Caddos lived peacefully in isolation. The Osage orange tree, native to the region and commonly referred to as *bois de arc*, was important to the Caddo; they made bows, which they traded with other tribes, from its strong, flexible wood.

The Caddo Indians signed the Treaty of Cession of 1835 and sold their lands to the U.S. government. In 1836 a parcel of the Caddo Indian lands was sold to the Shreve Town Company, formed by a group of eight businessmen for the purpose of establishing a town. One year later, they established the village of Shreve Town.

Clearing the Red River

Shreve Town was named in honor of Captain Henry Miller Shreve, a steamboat captain. Under his leadership the U.S. Army Corps of Engineers had cleared the Red River, which was previously not navigable because it was blocked by debris for about 180 miles. Once the engineers had cleared the river, commerce and exploration along its length was possible. Shreveport was ideally situated near the Texas Trail, the land route to the independent Republic of Texas. Until the end of 1836 Shreve Town was the westernmost town in the United States.

In 1838 a new parish, Caddo Parish, was created out of Natchitoches Parish, and on March 20, 1839, Shreve Town was officially incorporated as Shreveport. Shreveport was designated the parish seat on October 6, 1840; it remains the parish seat today. The original town had eight streets running east-west from the Red River. These streets were crossed by another eight streets running north-south. This configuration of city blocks remains the modern city’s center.

The last surrender of Confederate forces occurred here on June 6, 1865. Following the economic depression of the Civil War era, Caddo Parish found renewed prosperity with the Oil Boom of the early 1900s. Oil derricks dotting the countryside of North Caddo Parish serve as a reminder of the thriving oil well drilling industry that gave rise to communities such as Oil City and the Caddo Lake region of Louisiana. This “black gold” prosperity lasted from around 1904 to 1914.

The Red River remained an important trading artery for much of the nineteenth century. However, by 1914 river traffic had declined thanks to the rise of the railroad. The sharp decrease in river traffic had allowed a build-up of silt, making navigation impossible. The river didn’t become navigable again until the 1990s.

Boomtown

The first major industry to take hold in the area was agriculture. Lumber and manufacturing also were important to the city’s development. But it was not until after the discovery of oil in 1906 that Shreveport truly became a boomtown.

The first offshore oil well in the world was at Shreveport’s Caddo Lake. Oil continued to be an important part of the economic fabric in Shreveport until the 1980s, when the entire oil industry suffered a downturn. Shreveport was particularly hard hit. Several large area businesses closed, and the city’s population decreased. However, the advent of the riverboat gambling industry in the late 1990s allowed Shreveport to recoup some of its losses and become known as a tourist destination.

Barksdale Air Force Base was the largest air force base in the nation when it was built in the 1930s. It was an integral facility for the U.S. during World War II and continued to play an important economic role throughout the twentieth century. In the mid-twentieth century, The Louisiana Hayride, broadcast from Shreveport, was a launching pad for a number of musical stars, including Hank Williams, Johnny Cash, Kitty Wells, George Jones and Elvis Presley.

In 2005 Shreveport remained largely unscathed by Hurricane Katrina, which devastated large swaths of the state of Louisiana; however, the region immediately opened its doors to more than 20,000 evacuees from New Orleans and other affected areas.



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Today, Shreveport is known for its festivals and cultural celebrations, as well as for being a frequent location for Hollywood film productions. Tourism, largely tied to riverboat gambling, is perhaps its most important industry.

Historical Information: Special Collections, Louisiana State University in Shreveport, One University Place, Shreveport, LA 71115; telephone (318)797-5069

■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 334,341
 2000: 392,302
 2006 estimate: 386,778
 Percent change, 1990–2000: 17%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 105th (MSA)

City Residents

1980: Not available
 1990: 198,525
 2000: 200,145

2006 estimate: 200,199
 Percent change, 1990–2000: 0.9%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: Not available

Density: Not available

Racial and ethnic characteristics (2005)

White: 83,139
 Black: 104,553
 American Indian and Alaska Native: 359
 Asian: 2,262
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 3,624
 Other: 735

Percent of residents born in state: 75.5% (2006)

Age characteristics (2005)

Population under 5 years old: 15,613
 Population 5 to 9 years old: 13,538
 Population 10 to 14 years old: 14,213
 Population 15 to 19 years old: 13,872
 Population 20 to 24 years old: 15,726
 Population 25 to 34 years old: 26,137

Population 35 to 44 years old: 24,780
Population 45 to 54 years old: 26,546
Population 55 to 59 years old: 9,564
Population 60 to 64 years old: 7,854
Population 65 to 74 years old: 11,807
Population 75 to 84 years old: 9,880
Population 85 years and older: 3,001
Median age: 33.8 years

Births (2006, MSA)

Total number: 5,816

Deaths (2006, MSA)

Total number: 3,884

Money income (2005)

Per capita income: \$20,148
Median household income: \$32,027
Total households: 77,474

Number of households with income of . . .

less than \$10,000: 12,973
\$10,000 to \$14,999: 5,811
\$15,000 to \$24,999: 12,535
\$25,000 to \$34,999: 10,443
\$35,000 to \$49,999: 11,171
\$50,000 to \$74,999: 11,531
\$75,000 to \$99,999: 5,605
\$100,000 to \$149,999: 4,142
\$150,000 to \$199,999: 1,816
\$200,000 or more: 1,447

Percent of families below poverty level: 22% (2005)

2005 FBI Crime Index Property: 12,878

2005 FBI Crime Index Violent: 2,249

■ Municipal Government

Shreveport, part of Caddo Parish, operates under a mayor-council form of government.

The council is composed of seven members, each of whom is elected from a separate district of the city. The mayor, who functions as the city executive, serves a term of four years. The city is proud of its police and fire departments; the fire department in Shreveport is among only 41 in the United States with a class one rating.

Head Official: Mayor Cedric B. Glover (since 2006)

Total Number of City Employees: Not available

City Information: Shreveport City Hall, 505 Travis Street, Suite 200, Shreveport, LA 71101; telephone (318)673-5000

■ Economy

Major Industries and Commercial Activity

Health care is the largest industry in the Shreveport-Bossier MSA. Other major industries in Shreveport include hospitality and entertainment, tourism, gambling, film production, manufacturing, retail, the military, and customer service centers. Northwest Louisiana is also an important region for the timber industry, thanks to the long growing season and favorable climate. Agribusiness continues to play an important role in Shreveport in the twenty-first century. Cotton is the top-produced row crop, while poultry is the main animal good. Northwest Louisiana is known for its bee colonies, and the pollination industry pumps a reported \$400 million into the economy. Fruit crops like blueberries and peaches are also seasonally grown.

In just the first half of 2006, the film and television industry brought more than \$360 million into the economy of Louisiana, with \$200 million of that amount originating in Shreveport.

Leading companies include Stageworks of Louisiana, which provides sound stages; Louisiana Wave Studio, which is the only computer-controlled precision wave-making facility for motion pictures in the United States; and Robinson Film Center of Louisiana, the first film center in the South, which was expected to open by the end of 2007. The gambling industry, which employs 9,000 workers in five casinos, also serves to bring tourists to town and boosts the entertainment and hospitality sectors.

Barksdale Air Force Base is the largest employer in the Shreveport-Bossier region; in addition to being the largest single site employer in Louisiana, it is one of only two remaining sites in the United States that flies B-52's. Barksdale's estimated annual economic impact is nearly \$450 million. The new Steelscape facility at the Port of Shreveport-Bossier provides an estimated annual local impact of nearly \$400 million annually.

Items and goods produced: automotive parts, deep-fat fryers, table glassware, commercial transformers, towers for wind-generation of electricity and large steel pressure vessels, outdoor cookers, paper and wood products, telecommunications towers, parking lot/garage meter tickets, agriproducts

Incentive Programs—New and Existing Companies

Local programs: Permit fees for City Codes and Ordinances are waived in the Downtown Development Area for those companies rehabilitating buildings constructed prior to 1960. Permit fees are also waived for those applicants investing at least \$1 million dollars in an automotive industry-related job. The city's economic

development loan program offers low-interest rate loans to for-profit companies if they can prove that their undertaking will stimulate job growth, retain existing jobs, provide management training and increase general business activity.

State programs: Louisiana has pledged itself to broaden its business base through liberal development incentives and loan programs. The Louisiana Quality Jobs Act offers a tax rebate of up to 6 percent of payroll paid each year for 10 years to new companies in selected industries or those that have at least 75 percent of sales out of the state. A rebate on state sales/use tax is also available on construction materials, machinery, and equipment. The Enterprise Zone Program offers some companies a \$2,500 tax credit for every new permanent job created during the first five years of operation as well as a sales/use tax rebate on select equipment. An Industrial Property Tax Exemption Program offers 10-year abatements for some new and expanding manufacturers. A Research and Development Credit provides tax credits between 8 and 20 percent for companies that can also claim federal income tax credit for research. The Louisiana Film Tax Credit offers a 25 percent credit for investments of \$300,000 and up. An additional Digital Media Tax Incentive Program offers a 20 percent tax credit.

Job training programs: The Louisiana Department of Education offers a Quick Start Program through which specialized training programs are developed for new and expanding businesses that will provide at least 10 new jobs. Training is offered either at a neutral site or at the company facility. The Job Training Partnership Act assists industries in choosing applicants, provides customized training for specific occupational skills, and reimburses industry up to 50 percent for wages paid. Other opportunities are available through the Louisiana Department of Labor.

Development Projects

In the mid-1990s, riverboat gambling began in casinos on the Red River, a development that spurred growth in the economically stagnant city. It also encouraged redevelopment near the riverfront and in the downtown area, which has continued to the present day. In 2003 the city was honored for the fruits of that effort by gracing the cover of *Southern Business & Development* magazine; projects cited include the \$21 million dollar Streetscape undertaking, City Hall's return to the downtown area, and the revitalization and repackaging of the Red River Entertainment District.

In 2007 the Greater Shreveport Chamber of Commerce reported 40 projects underway, which included a total of \$660 million in capital investments, four million square feet of space, and the creation of 4,700 jobs.

In 2006 the city of Shreveport began leasing Expo Hall, which formerly functioned as a convention center, to Stageworks, a company that creates and rents soundstages to Hollywood production companies. In 2007 work was still underway on renovating Expo Hall, with the goal of bringing in more Hollywood film companies to do work in the area.

Steelscape, Inc., opened a new facility at the Port of Shreveport-Bossier in 2006 that ships steel coils internationally. The project was scheduled to have four phases of expansion, with Phase Two beginning at the end of 2006. Steelscape is part of a larger push by the Port to increase international commerce and barge shipping, which includes incentives for companies that do so.

Shreveport lies along the proposed route of Interstate 69, or "NAFTA" superhighway, which would connect the city to hubs like Houston, Memphis, and Indianapolis. Analysts predict that the completion of I-69 would spur development and rapid economic growth for Shreveport; in 2007 the plan had not yet been fully authorized and was still in the process of taking surveys and holding public hearings on the project.

Economic Development Information: Greater Shreveport Chamber of Commerce, 400 Edwards St., Shreveport, LA 71101; telephone (318)677-2500; toll-free (800)448-5432; fax (318)677-2541

Commercial Shipping

Shreveport is located next to the Red River and the Port of Shreveport-Bossier, which makes it a strategic location for manufacturers seeking to ship throughout the South and Midwest. It is a hub for motor freight delivery, since the area has convenient access to I-20 (east-west) and to I-49 (north-south), which connects Shreveport to I-10 (east-west) in south Louisiana. There are 70 motor freight carriers and 50 terminals in the city. Regional Airport is served by several air cargo carriers and handlers, including DHL/Airborne Express, Federal Express, United Parcel Service, Airport Group International, and Emery Worldwide. Combined, they handle eight million pounds of freight in an average year.

The Port of Shreveport has two locomotive switch engines, along with rail links to the Union Pacific main line rail, Kansas City Southern line, and Burlington Northern Santa Fe line. It is a Port of Entry for U.S. Customs and is a Foreign Trade Zone as well.

Labor Force and Employment Outlook

In 2007 Shreveport's unemployment rate was at 5.2 percent, slightly higher than both state and national averages. Its labor force was down slightly to 197,000, after a ten-year peak in 2005 at nearly 200,000 workers. Statewide, Louisiana's economy was depressed in the wake of Hurricane Katrina, and Shreveport felt some of those reverberations. Although state employment

dropped in both 2005 and 2006, analysts predicted that 2007 would see some modest gains in all regions as refugees returned to the state.

Shreveport had one of the lowest costs of living in the nation among major metropolitan areas, according to a 2006 analysis by ACCRA. In 2007 the call center industry was expected to continue its pace of growth, with the U.S. Support Center having expanded to 2,300 employees since 2004. Shipping, thanks to Steelscape, Inc., and the incentive programs of the Port, was expected to expand in the region over the coming years. Analysts were also hopeful that the soundstage and film industry would continue its rapid expansion. However, 2007's national honeybee shortage did not bode well for Shreveport's pollination industry.

The following is a summary of data regarding the Shreveport-Bossier City metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 176,900

Number of workers employed in . . .

- construction and mining: 12,600
- manufacturing: 14,000
- trade, transportation and utilities: 33,400
- information: 2,800
- financial activities: 7,200
- professional and business services: 17,100
- educational and health services: 24,400
- leisure and hospitality: 23,600
- other services: 7,700
- government: 33,900

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.2% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Barksdale Air Force Base	9,815
State of Louisiana	8,948
Caddo Parish School Board Education	6,661
LSU Health Sciences Center Health Care	5,841
Willis Knighton Health System Health Care	4,132
Harrah's Horseshoe Casino & Hotel/Harrah's Louisiana Downs	3,399
City of Shreveport	3,053
General Motors Truck Group	3,002

Bossier Parish School Board Education	2,633
Christus Schumpert Health System Health Care	2,185

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$288,150

2007 (1st quarter) ACCRA Cost of Living Index: 92.9

State income tax rate: 2.0% to 6.0%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 2.75% city; 1.85% county

Property tax rate: 1.0% per \$100,000 of assessed valuation

Economic Information: Greater Shreveport Chamber of Commerce, 400 Edwards St., Shreveport, LA 71101; telephone (318)677-2500; fax (318)677-2541; email info@shreveportchamber.org

■ Education and Research

Elementary and Secondary Schools

Shreveport is served by the Caddo Public Schools district, which is the largest employer in Caddo Parish. Seven Blue Ribbon Schools of Excellence have been designated by the U. S. Department of Education in the district. The system has a number of charter and magnet programs, including the largest JROTC unit in the nation at Huntington High School, and an elementary Professional Development school.

The following is a summary of data regarding the Caddo Public Schools as of the 2005–2006 school year.

Total enrollment: 68,105

Number of facilities

- elementary schools: 46
- junior high/middle schools: 16
- senior high schools: 16
- other: 4

Student/teacher ratio: 15.3:1

Teacher salaries (2005–06)

elementary median: \$34,745–\$53,747
 junior high/middle median: Not available
 secondary median: Not available

Funding per pupil: \$7,416

There are 20 private schools in the greater Shreveport region, enrolling some 4,400 students.

Public Schools Information: Caddo Public Schools, 1961 Midway Ave., PO Box 32000, Shreveport, LA 71130-2000; telephone (318)603-6300

Colleges and Universities

Shreveport is home to Louisiana State University Shreveport, which has an enrollment of 4,200 students. In 2007 the university celebrated its fortieth anniversary. It offers 40 undergraduate degrees, a dozen at the master's level, and boasts of having the faculty with the highest percentage of doctoral degrees in the state. Its best-known academic programs include the Center for Business and Economic Research, the Small Business Development Center, the Louisiana Consortium for Insurance and Financial Services, and the Institute for Human Services and Public Policy. The LSU Health Sciences Center is the only medical school in northern Louisiana and offers graduate degrees in Biochemistry and Molecular Biology; Cellular Biology and Anatomy; Microbiology and Immunology; and Pharmacology, Toxicology and Neuroscience.

Centenary College, which was founded in 1825, is the oldest chartered liberal arts college west of the Mississippi River. The school is affiliated with the United Methodist Church and enrolls just over 1,000 students annually. Other Shreveport area institutions of higher learning include Louisiana Technical College, Shreveport-Bossier Campus; Southern University at Shreveport; Bossier Parish Community College; Embry-Riddle Aeronautical University at Barksdale Air Force Base; Grambling State University; School of Allied Health Professions, Northwestern State University at Natchitoches; and Northwestern State University College of Nursing.

Libraries and Research Centers

The Shreve Memorial Library, which serves Caddo parish, was founded in 1923. It is the largest public library system in Louisiana, and consists of twelve full-time branches, nine part-time branches, one bookmobile, and one van for delivery of books. In 2007 plans were underway for the construction of two additional branches. Over 1.1 million volumes were circulated in 2005, with nearly 800,000 patrons visiting the library system that year.

The Noel Memorial Library at LSU Shreveport is home to an Archives and Special Collections section with a wealth of unique material pertaining to the history of

Northwest Louisiana, in addition to the Noel Collection of rare books.

The Biomedical Research Foundation of Northwest Louisiana is a 10-story research facility with 56 wet labs and a Positron Emission Tomography (PET) Imaging Center. It also sponsors the Consortium for Education, Research and Technology (CERT), which is a partnership promoting collaboration projects amongst the campuses of northern Louisiana's post-secondary institutions. Bio-Space1, a \$12.2 million research incubator, is a two-story, 60,000-square-foot facility where clients, mostly pharmaceutical companies, share \$500,000 worth of equipment in a core laboratory.

Public Library Information: Shreve Memorial Library Main Branch, 424 Texas Street, P.O. Box 21523, Shreveport, LA 71101-3522; telephone (318) 226-5897; fax (318)226-4780

■ **Health Care**

In the greater Shreveport area, there are a total of 22 hospitals, 3,429 beds and 1,100 physicians. The LSU Health Sciences Center is the largest hospital in the area, with 436 beds. It also includes a teaching hospital associated with the School of Medicine. The Willis-Knighton Medical Center was ranked in the top fifty on the *U.S. News & World Report* "Best Hospitals" list in 2007 for neurology and neurosurgery, digestive disorders, endocrinology, and respiratory disorders. The Shriner's Hospital for Children specializes in the treatment of bone, joint and muscle problems in children, while the Overton Brooks VA Medical Center annually treats more than 130,000 veterans in the Ark-La-Tex area. LifeCare Hospitals, Inc., provides long-term acute care at its facility with 130 beds.

■ **Recreation**

Sightseeing

Shreveport's main tourist draw is as a destination spot for gamblers. It is home to five riverboat casinos: Boomtown Casino & Hotel, El Dorado Resort Casino, Horseshoe Casino & Hotel, Isle of Capri Casino & Hotel, and Sam's Town Hotel & Gambling Hall. Harrah's Louisiana Downs, primarily a horse racing venue, also hosts gambling. For the tourist seeking another sort of thrill, Shreveport also boasts the Yogie & Friends Exotic Cat Sanctuary, which is the state's only sanctuary for large, exotic cats such as lions, cougars, and tigers. Another popular tourist activity is a trip on the Red River with the "Spirit of the Red" River Cruise. The Gardens of the American Rose Center lies on 118 acres and is the headquarters for the American Rose Society.

The Pioneer Heritage Center, part of LSU Shreveport, is a unique combination of academic resource and tourist destination. It includes seven plantation structures, such as the Thrasher House; Caspiana House (the big house from Caspiana Plantation); a detached kitchen; a log single-pen blacksmith shop; a doctor's office; and a commissary.

There are also a number of museums in the Shreveport-Bossier area. The Ark-La-Tex Antique and Classic Vehicle Museum has more than 40 classic and antique cars on display, while the Eighth Air Force Museum displays authentic uniforms, dioramas and aircraft dating back to the first world war. The Sci-Port Discovery Center and Imax Theater has over 290 science, space science, technology and math exhibits. The Barnwell Garden and Art Center, which began a major renovation project in fall 2006, is both a botanical conservancy and an art museum. In Bossier, the collection at the Touchstone Wildlife and Art Museum has over 1,000 mounted animals from around the world, in addition to American Indian artifacts and memorabilia from the Civil War and World Wars I and II. Other area museums include the Stage of Stars Music Museum, the Stephens African-American Museum, the Caddo Pine Island Oil and Historical Society Museum, the Dorcheat Historical Museum, the Vivian Depot Museum, Southern University Museum of Art, Red River Crossroads Museum, Spring Street Historical Museum, Shreveport Water Works Museum, and the Bossier Parish Library Historical Society.

Arts and Culture

Shreveport is home to a rather large number of cultural institutions for a city its size. The Strand Theatre, built in 1925, stands as the official state theatre of Louisiana. The theatre is listed on the National Register of Historic Places, and boasts of its listing in *USA Weekend* and the *AMC Magazine* as one of the "Top 5 Glitziest Theatres for Live Performance" nationwide. It plays host to Broadway shows, comedy performances, and concerts. The River City Repertory Theatre, which lifted the curtain on its first performance at the Strand Theatre in 2006, is the first professional theater company in the northern Louisiana area. Louisiana Dance Theatre is the resident dance company of Louisiana Dance Foundation, and specializes in ballet performances. The Shreveport Metropolitan Ballet begins each season with Ballet Under the Stars, a free performance given in conjunction with other local dance groups. LSU Shreveport's theatre department has operated Swine Palace, a non-profit professional theatre, since 1992. The Shreveport Opera has been bringing librettos to northern Louisiana since the late 1940s. The Shreveport Symphony Orchestra, which began around the same time, broadcasts all major concerts on Red River Radio, the regional public radio network that reaches 50,000 listeners each week.

Several amateur theater groups also make their home in Shreveport. The East Bank Community Theatre and the Shreveport Little Theatre provide a local home for amateur actors. The Shreveport Gilbert & Sullivan Society specializes in staging musicals by the composers from whom they draw their name. Peter Pan Players was the region's first children's theater company.

The students at the Hurley School of Music, part of Centenary College, give several concerts and recitals a semester. Also housed at Centenary College is the Marjorie Lyons Playhouse, where students in the Department of Theatre and Dance perform.

For the art-lover Sheveport area galleries include the East Bank Gallery, Kuumba Fine Art & Gift Gallery, Louisiana State University in Shreveport Gallery, Magale Gallery and Meadows Museum of Art at Centenary College, and R. W. Norton Art Gallery.

Festivals and Holidays

Shreveport prides itself on being a festival center, and its unique local culture is reflected in several of its annual celebrations. Many of the area's seasonal and cultural celebrations are held in Festival Plaza, a three block corridor developed by the city. The Benton on the Square History and Folk Art Festival includes folk music performances, quilting, and soap-making. Two festivals—the Boomtown Days Festival and the Gusher Days festival in Gladewater—celebrate the heritage of the area's history in the oil industry.

Mardi Gras is, of course, a huge occasion for celebration everywhere in Louisiana, and Shreveport is no exception. Several area Krewes (private clubs), including Aesclepius, Markus and Meoux, Centaur, Gemini, and Highland, host parades. The Ark-La-Tex Jazz and Gumbo Music Festival features Cajun cooking and Southern jazz performers. The James Burton International Guitar Festival, which features a variety of local and national guitarists, draws visitors to the city each year when it is held each April.

Also in April are the Scottish Tartan Festival and the American Rose Center Spring Bloom Celebration. Later that month, the best artwork of students from Caddo and Bossier Parish Schools is exhibited at the Convention Center as part of ArtBreak. The Poke Salad Festival in May features a parade and celebration of poke salad, a celebrated local dish. Over Memorial Day, Shreveport's Cajun Heritage is celebrated with Mudbug Madness, featuring boiled crawfish, Cajun/Creole food, music, and crafts. During the summer the fun continues with Let the Good Times Roll!, the largest African-American music and arts festival in north Louisiana. Riverblast, held annually on the banks of the Red River, occurs during the July Fourth holiday.

Fall kicks off with the Super Derby Festival, held annually for ten days in September. In addition to the central event, a three-year-old thoroughbred horse race,

it includes fireworks, a golf tournament, and a “wiener dog race” featuring dachshunds. Just before Halloween, there’s the Pumpkin Shine on Line, with seasonal fun for the whole family. Also in October is the Monterey Days Festival, which focuses on local crafts and food. The Red River Revel Arts Festival is an eight-day celebration of local arts, food, and shopping. The State Fair of Louisiana is held just outside Shreveport at the Hirsch Memorial Coliseum each year for two weeks at the end of October and beginning of November. It includes a carnival, livestock exhibitions, cooking demonstrations, and competitions in divisions of everything from BB Guns to photography.

The holiday season is a busy one for festivals in Shreveport. At Thanksgiving, there is the Rockets Over the Red fireworks show; at Christmas, event-goers have their pick of Holiday in Dixie, Christmas on Caddo, and Holiday Trail of Lights.

Sports for the Spectator

Although Shreveport is not home to any major league professional teams, there are several minor league franchises in Shreveport. The Sports Baseball Club, a professional minor league team, plays in the Central League. Home games are held at Fair Grounds Field. The Bossier-Shreveport Mudbugs compete in the Central Professional Hockey League. Bossier City Battle Wings, an Arena Football League 2 team, began play in 2001. The team plays home games at the 14,000-seat CenturyTel Center.

On the collegiate front, the LSU Shreveport Pilots play in the Gulf Coast Athletics Conference as part of the NAIC (National Association of Intercollegiate Athletics). They field teams in baseball, women’s soccer, and men’s and women’s basketball. The PetroSun Independence Bowl is one of the NCAA post-season football bowl games featuring two top collegiate football teams representing the SEC and the Big Twelve Conference. It has been a Shreveport tradition since 1976 and takes place each year at Independence Stadium.

Harrah’s Louisiana Downs is a popular spot for horse racing enthusiasts. A variety of stakes races are run on its John Franks Turf Course. Even more popular in Shreveport than horse racing, however, is car racing. There are at least four sites in the metro area, including the Ark-La-Tex Speedway, for stock car racing.

Sports for the Participant

There are ample opportunities for the athletically inclined to enjoy themselves in Shreveport. Shreveport boasts nineteen golf courses, many of which are affiliated with private country clubs. There are eight popular tennis centers. Interstate Skateboard Park is a popular spot for younger Shreveport residents. Sport Port Indoor Soccer facility hosts soccer camps and leagues year round.

The local enthusiasm for car racing isn’t just confined to sitting on the sidelines; instead, many Shreveport residents enjoy themselves at the Bayou Cajun Raceway, a go-kart facility, and the Red River Raceway, which specializes in drag racing.

For the outdoor enthusiast, there is Bayou Dorcheat Preserve, with over 40 acres of protected land. Caddo Lake and Lake Bistineau are popular year-round fishing spots; so is Cross Lake, located on the west side of Shreveport, which also provides the city water supply. The Walter B. Jacobs Memorial Nature Park is a 160-acre nature park that includes a pine-oak-hickory forest and five miles of nature trails.

Other area parks, administered by the City and Parish Parks system, include the Arthur Ray Teague Parkway Park, C. Bickham Dickson Park, and Riverfront Park.

Shopping and Dining

There are several popular shopping sites in Shreveport, including the Louisiana Boardwalk, which is the largest outlet, dining, and entertainment destination in Louisiana. The Line Avenue District is full of antique shops and unique specialty shops, while Southeast Shreveport is home to chains like Bombay Company, Linens-n-Things, Belk, and World Market. Mall St. Vincent in Shreveport and Pierre Bossier Mall in Bossier City are the area’s most prominent malls.

Restaurant Row on Line Avenue is known as the heart of Shreveport cuisine. Excellent Cajun and Creole cooking is easy to find; area specialties include country-fried steak and potatoes, fried catfish, seafood gumbo, and even alligator for the more adventurous palate. Higher end establishments include Anthony’s Steak & Seafood and the Texas Street Tavern, while local favorites like Noble Savage Tavern and Southern Maid Donuts are a bit easier on the wallet. Ethnic restaurants from a variety of world cuisines are also easy to find in Shreveport.

Visitor Information: Shreveport-Bossier City Convention & Tourist Bureau, 629 Spring Street, Shreveport, LA 71101-3645; telephone (318)222-9391; toll-free (800)551-8682; fax (318)222-0056

■ Convention Facilities

The Shreveport Convention Center reopened in 2006 after a large renovation project that created a main hall with over 95,000 square feet, ten individual meeting rooms, a large boardroom, and full-service amenities. A 313-room Hilton Hotel next to the Convention Center opened in June 2007. In 2006 the recently remodeled facility received *Convention South Magazine’s* “Readers’ Choice Award.”

Just across the river, the Bossier City Center provides 34,000 square feet of space for meetings, trade shows, and conventions.

Convention Information: Shreveport Convention Center, 400 Caddo Street, Shreveport, LA 71101; telephone (318)841-4000

■ Transportation

Approaching the City

Shreveport is served by two main airports, the Shreveport Regional Airport and the Downtown Shreveport Airport. The Shreveport Regional Airport is served by five airlines and schedules 32 commercial departures per day. It underwent a \$30 million renovation and expansion in 1998. Allegiant Air Service added service between Shreveport and Las Vegas in 2005 and Orlando in 2006. Improvements to the airport continued, with a new roadway system into the future air cargo area expected to be complete by the end of 2007. The Downtown Shreveport Airport mainly houses corporate and private aircraft, in addition to aircraft maintenance providers and the Southern University Shreveport airframe and power plant mechanics certification school. The facility boasts a 5,000-foot runway.

Traveling in the City

SPORTAN, Shreveport's regional transportation system, has a fleet of 50 buses that run seven days a week. In addition, nine vans operate a demand-response paratransit system seven days a week. The greater Shreveport area is served by three Interstate Highways: I-20, I-49, and I-220.

■ Communications

Newspapers and Magazines

The main newspaper in the Shreveport-Bossier area is the daily, *The Shreveport Times*. Other papers include *The Shreveport Sun* and the *Bossier Press Tribune*. Nearby Webster Parish is served by the *Minden Press-Herald*. *SB*

Magazine, published monthly in Shreveport, contains interviews with local figures in addition to features on business, politics, and sports; *The Best of Times* magazine is published by a local television station.

Television and Radio

At least eight television stations broadcast from within the Shreveport city limits, in addition to the more than 30 AM and FM radio stations available in the region.

Media Information: *The Shreveport Times*, 222 Lake St., Shreveport, LA 71101; telephone (318)459-3200.

Shreveport Online

- Caddo Public Schools. Available www.caddo.k12.la.us
- City of Shreveport Home Page. Available www.ci.shreveport.la.us
- Shreve Memorial Library. Available www.shreve-lib.org
- Shreveport-Bossier Convention and Tourist Bureau. Available www.shreveport-bossier.org
- Shreveport Chamber of Commerce. Available www.shreveportchamber.org

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Maryland

Annapolis...309

Baltimore...319



The State in Brief

Nickname: Old Line State, Free State

Motto: Fatti maschii, parole femine (Manly deeds, womanly words)

Flower: Black-eyed susan

Bird: Baltimore oriole

Area: 12,407 square miles (2000; U.S. rank 42nd)

Elevation: Ranges from sea level to 3,360 feet above sea level

Climate: Temperate, with mild winters and hot summers; cooler in mountains

Admitted to Union: April 28, 1788

Capital: Annapolis

Head Official: Governor Martin O'Malley (D) (until 2010)

Population

1980: 4,217,000

1990: 4,781,468

2000: 5,296,486

2006 estimate: 5,615,727

Percent change, 1990–2000: 10.8%

U.S. rank in 2006: 19th

Percent of residents born in state: 47.82% (2006)

Density: 573.0 people per square mile (2006)

2006 FBI Crime Index Total: 233,586

Racial and Ethnic Characteristics (2006)

White: 3,441,497

Black or African American: 1,624,858

American Indian and Alaska Native: 12,603

Asian: 276,362

Native Hawaiian and Pacific Islander: 3,511

Hispanic or Latino (may be of any race): 336,390

Other: 150,702

Age Characteristics (2006)

Population under 5 years old: 368,501

Population 5 to 19 years old: 1,158,416

Percent of population 65 years and over: 11.5%

Median age: 37.3

Vital Statistics

Total number of births (2006): 75,109

Total number of deaths (2006): 44,936

AIDS cases reported through 2005: 29,116

Economy

Major industries: Electrical equipment, food products, transportation equipment, metals, tourism

Unemployment rate (2006): 5.3%

Per capita income (2006): \$31,888

Median household income (2006): \$65,144

Percentage of persons below poverty level (2006): 7.8%

Income tax rate: 2.0% to 4.75%

Sales tax rate: 5.0%



Annapolis

■ The City in Brief

Founded: 1649 (chartered 1708)

Head Official: Mayor Ellen O. Moyer (D) (since 2001)

City Population

1980: 31,740

1990: 33,195

2000: 35,876

2006 estimate: 36,408

Percent change, 1990–2000: 10.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 878th (State rank: 15th, in 2002)

Metropolitan Area Population

1980: Not available

1990: 6,727,050

2000: 7,608,070

2006 estimate: Not available

Percent change, 1990–2000: 13.1%

U.S. rank in 1980: 4th (CMSA)

U.S. rank in 1990: 4th (CMSA)

U.S. rank in 2000: 4th (CMSA)

Area: 7.2 square miles (2004)

Elevation: 92 feet above sea level

Average Annual Temperatures: January, 35.5° F; July, 85.2° F

Average Annual Precipitation: 39.03 inches of rain; 14.4 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.7% (June 2007)

Per Capita Income: \$27,180 (1999)

2005 FBI Crime Index Property: 1,652

2005 FBI Crime Index Violent: 445

Major Colleges and Universities: U.S. Naval Academy, Saint John's College, Anne Arundel Community College

Daily Newspaper: *The Capital*

■ Introduction

Annapolis is a cosmopolitan American city with a small-town atmosphere. For more than 350 years it has played an integral part in national affairs. The city has long been the site of the U.S. Naval Academy, and marine activities remain a vital part of community life. Despite being home to high-tech industries and modern businesses, the city has managed to maintain its seventeenth-century charm. Visitors can enjoy the more than three centuries of American architecture on display there.

■ Geography and Climate

Annapolis is located in central Maryland on the south bank of the Severn River, near the mouth of the Chesapeake Bay. It is 27 miles south-southeast of Baltimore and 27 miles east of Washington, D.C. The lowest land in Annapolis is near sea level at the City Dock, and the level climbs to 92 feet between Bay Ridge Avenue and Forest Drive. Excluding the U.S. Naval Academy, the city has 17 miles of waterfront.

Annapolis has a temperate mid-latitude climate with warm, humid summers and mild winters. The weather during spring and autumn is generally pleasant. There are no pronounced wet and dry seasons, but summer often brings sudden heavy showers, damaging winds, and lightning. Breezes from the Chesapeake Bay and nearby creeks moderate the city's temperature. Regional rainfall

averages slightly more than 39 inches annually, while snowfall averages below 15 inches per year.

Area: 7.2 square miles (2004)

Elevation: 92 feet above sea level

Average Temperatures: January, 35.5° F; July, 85.2° F

Average Annual Precipitation: 39.03 inches of rain;
14.4 inches of snow

■ History

Early Settlement

Before white settlers arrived in Maryland, the Algonquin and other Native American tribes occupied the region. By the time Annapolis was settled in 1649, the Algonquins were gone from the area, forced out by raiding parties of the Susquehannock tribe.

The original white settlement of the area near Annapolis was at Greenbury Point, although the land is now mostly covered by the Severn River. In the middle of the seventeenth century, Puritans living in Virginia were threatened with severe punishments by the Anglican Royal Governor if they did not conform to the worship of the Anglican church. Then Cecil Calvert, the second Lord Baltimore, offered the Pilgrims generous land grants, freedom of worship, and trading privileges if they agreed to move to Maryland, which he wanted to have settled. In 1649 they started a community on a site at the mouth of the Severn River on the western shore of Chesapeake Bay.

The Puritans named their new settlement Providence. In 1650, Lord Baltimore, the overseer of the colony, granted a charter to the county that surrounded Providence. He named it Anne Arundel County after his beloved wife, Anne Arundel, who had died shortly before at the age of thirty-four. But the Puritans refused to sign an oath of allegiance to Lord Baltimore, in part because he was a Roman Catholic. In 1655 he sent the St. Mary's militia, headed by Governor William Stone, to force the Puritans into submission. A battle between the two groups took place on March 25, 1655. The Puritans won the conflict, which was the first battle between Englishmen on the North American continent. Eventually, Maryland became a royal colony. The capital was moved farther north in 1694 to the site of present-day Annapolis. By that time, for reasons unknown, the Puritan settlement of Providence had all but disappeared.

Development of Annapolis

Over time a small community began to develop on the peninsula that is the site of present-day Annapolis. It was known as Anne Arundel Town, taking its name from the county. The settlement grew and by the late 1600s the

population of the province had reached nearly 25,000 residents. People started to object that the then-capital, St. Mary's, was too far away from where the majority of the people lived.

Royal Governor Francis Nicholson decided a more centrally located capital was needed and chose the site of what is now Annapolis. He named the new capital Annapolis in honor of Princess Anne, who became queen of England in 1702. It was Nicholson who determined that the city be built on a grand baroque street plan much like the great capitals of Europe. Streets were designed to radiate from a circle that was to contain the capitol. In a second circle was built an Anglican church. Residential areas were built for the prosperous families, for artisans, and for working men and their families. In 1696, Nicholson granted a charter to King William's School, which was built in Annapolis's center.

During the second half of the seventeenth century, the people of colonial Anne Arundel County had violent encounters with the Algonquins and other tribes along the shores of the Magothy River. The Indians staged raids there to try to protect their tribe and their lands from colonists, who often used devious methods to take advantage of them. Eventually the colonists won out.

Annapolis Prospers

In time Annapolis became the political, social, cultural, and economic hub of Maryland. The city gained its charter in 1708. Annapolis and Anne Arundel County continued to grow into a major shipping port. By the last third of the 1700s, the only town in Maryland to rival Annapolis as a shipping center was Baltimore.

Those were prosperous times for some. With the help of the fertile soil and a slave economy, plantation owners and wealthier citizens were able to furnish their houses with luxury items from Europe. Young ladies and gentlemen wore elegant clothing and attended fancy balls at various large homes.

During the years shortly before the start of the Revolutionary War, and even during wartime, citizens of Annapolis enjoyed racing, dancing, and gambling. Luckily for Annapolitans, the Revolutionary War and the wars of the nineteenth century bypassed the area. During the war's later years, French volunteer Marquis de Lafayette helped enliven the city's social scene.

Site of Annapolis Convention

From 1783 to August 1784, Annapolis served as the United States' first peacetime national capital. There in 1783 General George Washington resigned from the Continental Army. The next year, the Treaty of Paris ending the American Revolution was ratified there. In 1786 the city served as the seat of the Annapolis Convention, at which delegates from five states met to discuss proposed changes to the Articles of Confederation by which the country was then run.

During this period slavery played a large role in the economy. Alex Haley, the late author of the world-famous account of his family entitled *Roots*, was able to trace back the arrival of his ancestors, who had been kidnapped from Africa, to the Annapolis City Dock. Although Maryland was formally a slave state, many of its citizens opposed the institution. Archaeologists have found that there was a large, free African American population in the area before the Civil War.

From Post-Revolution to Civil War Times

After the Revolutionary War, Baltimore forged ahead of Annapolis as a center of commerce. However, in 1808, Fort Severn was built on Windmill Point to prevent the British from attacking Annapolis during the War of 1812. (Soldiers inhabited the fort until 1845. Then the post was transferred to the U.S. Navy, becoming the U.S. Naval Academy in 1850.)

As early as 1800 Annapolis had developed into a city of stately residences and public buildings patterned on those in London, England. Members of local high society enjoyed such diversions as fox hunts and racing meets. During the Civil War years most Annapolitans sympathized with the South but did not engage in acts of violence. At that time, facilities at the Naval Academy and St. John's College were used to house injured soldiers.

Agriculture and Tourism

Until well into the nineteenth century, Anne Arundel County remained agrarian, with tobacco the main crop. Other important crops were wheat, corn, and fruit. Seafood such as oysters and crab were also a mainstay of the local diet. The addition of steamboats to the local scene after the Civil War brought many visitors to the area, as vacationers fled to the shore to leave behind the heat of the larger cities. This prompted the growth of resorts, beaches, yacht clubs, and summer communities.

In the 1880s the railroad brought a period of development in the area. By 1890 the population of the city had reached 7,604 people. Crops were shipped to markets in Washington, D.C., Philadelphia, and beyond.

The City in the Twentieth Century

During the twentieth century, the area continued to develop, due to such factors as the growth of the state government, the presence of U.S. Navy and Coast Guard facilities, the completion of a bridge to the Delmarva peninsula, and the development of Baltimore-Washington International Airport. The population grew from 7,657 people in 1900 to 10,047 people by 1950.

Today, Annapolis remains a thriving naval and government center. It has enjoyed the benefits of having its own developing local high-tech firms, while also serving as a commuter community for nearby Washington, D.C. and Baltimore.

Historical Information: Maryland Historical Society, 201 West Monument St., Baltimore, MD 21201; telephone (410)685-3750, fax (410)385-2105. Anne Arundel County Historical Society, P.O. Box 385, Linthicum, MD 21090-0385

■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 6,727,050
 2000: 7,608,070
 2006 estimate: Not available
 Percent change, 1990–2000: 13.1%
 U.S. rank in 1980: 4th (CMSA)
 U.S. rank in 1990: 4th (CMSA)
 U.S. rank in 2000: 4th (CMSA)

City Residents

1980: 31,740
 1990: 33,195
 2000: 35,876
 2006 estimate: 36,408
 Percent change, 1990–2000: 10.2%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 878th (State rank: 15th, in 2002)

Density: 5,326 people per square mile (in 2000)

Racial and ethnic characteristics (2000)

White: 22,457
 Black: 11,267
 American Indian and Alaska Native: 60
 Asian: 650
 Native Hawaiian and Pacific Islander: 11
 Hispanic or Latino (may be of any race): 2,301
 Other: 796

Percent of residents born in state: 50.6% (2000)

Age characteristics (2000)

Population under 5 years old: 2,385
 Population 5 to 9 years old: 2,160
 Population 10 to 14 years old: 2,005
 Population 15 to 19 years old: 2,102
 Population 20 to 24 years old: 2,455
 Population 25 to 34 years old: 6,352
 Population 35 to 44 years old: 5,620
 Population 45 to 54 years old: 5,137
 Population 55 to 59 years old: 1,907
 Population 60 to 64 years old: 1,439
 Population 65 to 74 years old: 2,241
 Population 75 to 84 years old: 1,564



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Population 85 years and older: 471
Median age: 35.7 years

Births (2003, Anne Arundel County)

Total number: 6,913

Deaths (2003, Anne Arundel County)

Total number: 3,567

Money income (1999)

Per capita income: \$27,180
Median household income: \$49,243
Total households: 15,231

Number of households with income of . . .

less than \$10,000: 1,405
\$10,000 to \$14,999: 652
\$15,000 to \$24,999: 1,716
\$25,000 to \$34,999: 1,636
\$35,000 to \$49,999: 2,330
\$50,000 to \$74,999: 3,051
\$75,000 to \$99,999: 1,937
\$100,000 to \$149,999: 1,508
\$150,000 to \$199,999: 518
\$200,000 or more: 478

Percent of families below poverty level: 9.59% (2000)

2005 FBI Crime Index Property: 1,652

2005 FBI Crime Index Violent: 445

■ Municipal Government

Annapolis is the capital of Maryland and the seat of Anne Arundel County. The Annapolis city council includes eight aldermen, who serve four-year terms and the mayor, who presides at meetings. Each alderman represents one of eight wards, or geographical areas, of the city. The mayor serves full-time as the chief executive officer of the city and may serve two consecutive four-year terms.

Head Official: Mayor Ellen O. Moyer (D) (since 2001; term expires 2009)

Total Number of City Employees: 627 (2006)

City Information: Mayor's Office, City of Annapolis, Annapolis City Hall, 160 Duke of Gloucester Street, Room 105, Annapolis, MD 21401; telephone (410) 263-7997; email mayor@annapolis.gov

■ Economy

Major Industries and Commercial Activity

Annapolis has long had its economic base in federal, state, and local government, aided by its quick access to Washington, D.C. But Annapolis is rapidly becoming a center for high-tech industrial development as well. The city's location in the high-tech corridor between Baltimore and Washington, D.C. helps attract and retain technology companies and services. New companies concentrate primarily in the areas of fiber optics, telecommunications, computer-related technologies, Internet-based services, regional data centers, medical equipment and supplies distribution, and environmental concerns.

The main industries in the city are the production of radar electronic equipment and underwater military devices, as well as research and development, and communications. Annapolis is a port of entry and a farm produce shipping center for nearby agricultural areas.

Anne Arundel County's largest employer, the National Security Agency, is a high-technology organization responsible for the collection and processing of foreign signals intelligence and for the communications and computer security of the U.S. government. Another large governmental employer, Fort George G. Meade, has been evolving from a troop training facility into a federal business park for military and civilian tenants.

Tourism is a thriving industry in Annapolis, with many tourists drawn by the city's authentic colonial character and the U.S. Naval Academy. Tourism brings more than \$1.5 billion annually into Anne Arundel County, with more than 27,000 people employed in the industry.

Items and goods produced: radar and electronics equipment, undersea warfare equipment, seafood processing, small boats, concrete products, plastic, beverages

Incentive Programs—New and Existing Companies

Local programs: The Anne Arundel Economic Development Corporation (AAEDC) provides loans of up to \$300,000 to county-based or new companies seeking a county presence. Loans are made through the Arundel Business Loan Fund in the form of direct loans and Small Business Administration guaranteed loans. The Business Corridor Investment Loan Program (BCIP) is set up to encourage economic activity in four pilot project areas in Anne Arundel County and Annapolis revitalization districts. The BCIP offers qualified business owners zero interest loans of up to \$35,000 for improvements to the exterior and interior of their business. Also, Anne Arundel County exempts 100% of commercial inventory from personal property tax.

State programs: The Maryland Industrial Development Financing Authority (MIDFA) provides financing assistance for capital assets and working capital to small and mid-sized businesses that demonstrate a significant economic impact. This assistance includes programs that insure loans made by financial institutions up to 80% and not exceeding \$2.5 million; taxable bond financing; tax-exempt bond financing for 501(c)(3) non-profit organizations and manufacturing facilities; linked deposits that provide loans below market rates to qualified small businesses in rural areas with high unemployment rates; and trade financing for industrial or commercial businesses that are engaged in the export and import of goods through Maryland ports and airport facilities. Other programs are the Community Development Block Grant for Economic Development and the Economic Development Opportunities Program Fund. The Maryland Small Business Development Financing Authority (MSBDF) provides financing for small businesses through a variety of programs, including a contract financing program, an equity participation investment program, a long-term guaranty program, and a surety bonding program.

Major incentive programs include Job Creation Tax Credits amounting to the lesser of \$1,000 or 2.5 percent of annual wages for each qualifying permanent job, Employment Opportunity Tax Credit, Neighborhood Partnership Program Tax Credit, Research and Development Tax Credit, and Employer Commuter Tax Credit. Some areas of the state are also eligible for Enterprise Zone Tax Credits.

The Neighborhood Business Development Program, operated by the Maryland Department of Housing and Community Development (DHCD), provides loans ranging from \$25,000 to \$500,000 at below market interest rates to small businesses starting or expanding in locally designated revitalization areas throughout the state. Loans and grants are made to non-profit organizations whose activities contribute to a broader revitalization effort. The Maryland Venture Fund is a state-funded seed and early-stage equity fund. The Fund makes direct investments in technology and life science companies and indirect investments in venture capital funds.

There are five financing capabilities offered through the Maryland Economic Development Assistance Authority and Fund (MEDAAF). To qualify for assistance from MEDAAF, applicants are restricted to businesses located within a priority funding area and an eligible industry sector.

Job training programs: The Office of Business and Industry Training at Anne Arundel Community College offers business training programs in computers, management and leadership, communication, and customer service. The University of Maryland provides training specialists to review, analyze, and recommend safety training programs.

The Maryland Industrial Training Program (MITP) helps with training for new employees, and Partnership for Workforce Quality targets training grants to firms to improve business competitiveness and worker productivity. The Partnership for Workforce Quality (PWQ) offers skill training grants and support services designed to improve the competitive ability of small and mid-sized manufacturing and technology companies throughout the state. The Maryland Community Colleges' Business Training Network (MCCBTN) serves as a clearinghouse for workforce training at the community colleges serving the state of Maryland. Other programs help employers who wish to establish apprenticeship programs and provide customized technology training.

Development Projects

Major projects in Anne Arundel County underway in 2007 included the Annapolis Towne Centre at Parole, a 33-acre site featuring 608,000 feet of retail space, 120,000 square feet of office space, 685 residential units, and a full-service hotel; the 1,622-acre Odenton Town Center; Park Place, an 11-acre development designed to offer 250,000 square feet of office space in two five-story office buildings, plus retail stores, a four-star hotel, a performing arts center, and a concierge condominium complex; and the 100,000 square foot National Business Office Park.

Economic Development Information: Annapolis Economic Development Office, 160 Duke of Gloucester St., Annapolis, MD 21401; telephone (410)263-7940, fax (410)216-9284; email econdev@annapolis.gov. Anne Arundel Economic Development Corporation, 2660 Riva Road, Suite 200, Annapolis, MD 21401; telephone (410)222-7410, fax (410)222-7415; email info@aaedc.org

Commercial Shipping

Freight carriage is provided by the Chessie System and the Consolidated Rail Corporation (CONRAIL). More than 100 motor freight common carriers serve Anne Arundel County. The international Port of Baltimore is nearby, providing a 42-foot shipping channel. To take advantage of the channel by bringing its products to the port, Anne Arundel County has invested in the local transportation infrastructure by upgrading and expanding its highway, commuter, and light rail system.

Labor Force and Employment Outlook

Maryland's is among the best educated and highly skilled work forces in the nation. It is projected to grow 14 percent by 2008. More than 82 percent of the Annapolis work force has a high school diploma and nearly 40 percent hold a college degree. Anne Arundel County has some 225 businesses that employ 100 or more workers.

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

Size of nonagricultural labor force: 1,246,400

Number of workers employed in . . .

construction and mining: 73,000
 manufacturing: 80,200
 trade, transportation and utilities: 237,000
 information: 20,600
 financial activities: 81,800
 professional and business services: 172,000
 educational and health services: 199,500
 leisure and hospitality: 107,100
 other services: 55,700
 government: 218,900

Average hourly earnings of production workers employed in manufacturing: \$15.75

Unemployment rate: 3.7% (June 2007)

Largest employers (Anne Arundel County)

Number of employees

National Security Agency	16,000
Ft. Meade	14,150
A.A. County Public Schools	10,500
State of Maryland	9,396
Northrup Grumman ES3/Oceanic	7,500
Anne Arundel County	3,800
Anne Arundel Health System, Inc.	2,432
Southwest Airlines	2,425
U.S. Naval Academy	2,052
Computer Sciences Corporation	1,829

Cost of Living

In 2004 the average cost of a home in Annapolis was \$335,746. The following is a summary of data regarding several key cost of living factors for the Annapolis area.

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 2.0% to 4.75%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$6.93 per \$100 of assessed value (2005)

Economic Information: Annapolis and Anne Arundel County Chamber of Commerce, 49 Old Solomon's Island Road, Suite 204, Annapolis, MD 21401; telephone (410)266-3960; fax (410)266-8270; email info@aaacc.org

■ Education and Research

Elementary and Secondary Schools

Annapolis students attend the Anne Arundel County Public Schools. In addition to basic academic subjects, the school system offers classes in computer education, music, art, health, physical education, foreign languages, library media, and technology. It also boasts a special gifted and talented program.

The following is a summary of data regarding the Anne Arundel County Public Schools as of the 2005–2006 school year.

Total enrollment: 74,000

Number of facilities

elementary schools: 77
junior high/middle schools: 19
senior high schools: 12
other: 10

Student/teacher ratio: 16.6:1

Teacher salaries (2005–06)

elementary median: \$48,805 (all levels)
junior high/middle median: Not available
secondary median: Not available

Funding per pupil: \$8,239

The city is also served by a number of private and parochial schools, including the Annapolis Area Christian School, the Aleph-Bet Jewish Day School, the Chesapeake Montessori School, the Key School, and Saint Anne's Day School.

Public Schools Information: Anne Arundel County Public Schools, 2644 Riva Rd., Annapolis, MD 21401; telephone (410)222-5000

Colleges and Universities

Annapolis is home to St. John's College, the third oldest college in the nation. The co-educational, four-year liberal arts institution has an enrollment of about 1,000, and offers bachelor and master of arts degrees. It has a second campus in Santa Fe, New Mexico. Rather than employing typical college classes and lectures, St. John's instructors

teach primarily by way of seminars, tutorials, and laboratories. St. John's students follow a curriculum that is based on in-depth reading of the major works of Western thought.

Annapolis is also served by the University of Maryland's University College, which provides undergraduate and graduate courses at its Annapolis Center. In addition, Anne Arundel Community College, a public two-year college, enrolls nearly 14,700 students at its two campuses near Annapolis.

The United States Naval Academy in downtown Annapolis, founded in 1845, provides undergraduate education for the members of the U.S. Navy. On its more than 338-acre campus, the institution enrolls more than 4,000 students from every state and several foreign countries. The academy offers a core curriculum of required courses as well as a choice of 18 major fields of study. The Brigade of Midshipmen, as the student body is known, undergoes a rigorous academic program and intense physical training to prepare them for being commissioned as ensigns in the Navy or second lieutenants in the Marine Corps.

Libraries and Research Centers

The Anne Arundel County Public Library, founded in 1921, has its headquarters in Annapolis. Its 15 county-wide library branches contain more than one million items, and the staff responds to more than 300,000 inquiries annually. In addition to popular materials and information services, the library provides story time programs, special business and health collections, a bookmobile, and services for disabled persons and adult new readers. Public Internet access is available at all branches.

The U.S. Naval Academy's Nimitz Library houses more than 400,000 books in its general collections and some 27,000 books in special collections that focus on naval history, naval and military science, and science and technology. The U.S. Navy Library focuses on energy research and materials and environmental control.

Other libraries in the city include the Maryland State Archives Library, the Maryland State Law Library, the Maryland Department of Legislative Services Library, St. John's College Library, the Anne Arundel Medical Center Library, the Environmental Protection Agency Office of Analytical Services Library, and *The Capital* Newspaper Library.

A number of research institutes make their home in Annapolis. The Historic Annapolis Foundation Research Center has special subject interests in architecture, city planning, urban design, and local and state history. The ITT Research Institute Technical Information Services concentrates on communications and electronics equipment areas. The Center for Public Justice offers public policy research from a Christian perspective, while the Environmental Research Foundation examines toxic, hazardous, and solid waste problems.

Public Library Information: Anne Arundel County Public Library, 5 Harry S Truman Pkwy., Annapolis, MD 21401; telephone (410)222-7371

■ Health Care

Annapolis is served by the city's Anne Arundel Medical Center, which treats patients at its location at the Carl A. Brunetto Medical Park. The Medical Center, which provides 265 beds, served more than 22,100 admitted patients in the year ending June 30, 2006. The Clatanoff Pavilion offers a variety of women's health care services, including obstetrics and gynecology services, maternity suites, and a critical care nursery; nearly 5,200 babies are delivered there each year. The Donner Pavilion houses the DeCesaris Cancer Institute, a state-of-the-art cancer treatment center. Patients needing same-day surgery are treated at the Edwards Surgical Pavilion, where more than 600 surgeries are performed every month. The Sajak Pavilion includes the hospital's Breast Center, focusing on the needs of breast cancer patients, as well as other medical and administrative offices such as Anne Arundel Diagnostics, the Diabetes Center, and the AAMC Foundation. The Medical Park also makes available critical care treatment, outpatient surgery, and health education.

Health Care Information: Anne Arundel Medical Center, 2001 Medical Parkway, Annapolis, MD 21401; telephone (443)481-1000; email aamcpr@aaahs.org

■ Recreation

Sightseeing

Charming Annapolis boasts more surviving colonial buildings than any city in the country, and the entire downtown is a registered National Historic Landmark. More than 60 eighteenth-century structures survive in the Annapolis downtown area. Annapolis is a great city to tour on foot with its unusual street layout in the center city—there are two major circles with streets spoking around them. Sightseers can observe an attractive mix of Colonial, Federal, and Victorian architecture, especially in the National Historic Landmark District. Visitors can also observe the comings and going of yachts at the waterfront.

The focal point of sightseeing in Annapolis is the Maryland State House with its unique narrow dome, which is topped by an unusual tower and observation deck. Built in 1779, it is the oldest capital building in the United States that has been in continuous use. The old Senate Chamber was the site of the meetings of the Continental Congress during 1783–84 and also functioned as the U.S. capitol. It was here that George Washington resigned his position as commander-in-chief of the Continental Army in 1784. Just a few weeks later, the building was the site of the signing of the Treaty of

Paris that ended the Revolutionary War. Tours of the building are offered daily.

From the State House visitors can see the colorful streets featuring houses and shops from different periods and in various styles as they wander down to the riverfront and Market Square, a popular tourist spot. City Dock is the only remaining pre-Revolutionary seaport in the country.

Annapolis provides tours of a number of interesting private residences. The Banneker-Douglass Museum, set in the first African Methodist Episcopal Church of Annapolis, dates from 1803. It houses the Douglass Museum of African American Life and History. The Charles Carroll House, with its terraced gardens, is also open for visitors. It was the home of the only Roman Catholic to sign the Declaration of Independence.

Tours of the Chase-Lloyd House, with its large and magnificent facade, allow visitors to view its prized interior woodwork, furniture from three centuries, and a dramatic arched triple window. The brick Hammond-Harwood House, the Georgian masterpiece work of famed architect William Buckland, contains unique wood-carved trim and an authentic period garden. The William Paca House and Garden was the home of a three-term Maryland Governor and signer of the Declaration of Independence. The Georgian mansion, built in the 1760s, has a carved entrance and formal rooms and stands as another fine example of William Buckland's design skills. Another residence, called The Barracks, is a typical dwelling of a colonial tradesman and is furnished to depict the life of a Revolutionary War soldier.

Tours are available of the magnificent grounds of the U.S. Naval Academy, often referred to as "the Yard," where highlights of the history of the American Navy are represented by statues, artifacts, paintings, and ships. Memorial Hall honors Academy graduates who were killed in action. The Lejeune Physical Education Center contains the Athletic Hall of Fame. Among other highlights of a visit to the academy grounds are the U.S. Naval Academy Museum, the crypt of naval hero John Paul Jones, and the 600-year-old Liberty Tree, the site where in 1652 the early settlers made peace with the local Susquehannock Indians.

Arts and Culture

Annapolis is home to excellent museums and performing arts groups. The Maryland Federation of Art Gallery on the Circle provides juried exhibitions by regional artists. The Elizabeth Myers Mitchell Art Gallery at St. John's College features art shows, gallery talks, and tours.

Local residents and visitors enjoy performances by the Annapolis Chorale, a 180-member chorus; the Annapolis Opera, which presents one full opera each year plus special events such as vocal competitions and children's operas; and the Annapolis Symphony Orchestra, which features a family series, a classic series, and a pops

series, plus an annual gala event, the Symphony Orchestra Ball. The Ballet Theatre of Maryland, the state's largest professional ballet company, offers a mix of classical and modern ballet. Patrons can take a variety of classes from pottery to puppetry at the Maryland Hall for Creative Arts. Other local arts groups include the Annapolis Summer Garden Theatre, featuring Broadway and Shakespearean productions; the Chesapeake Music Hall, a dinner theater; the Colonial Players of Annapolis theater group; the Talent Machine Company, a children's theater group; and Them Eastport Oyster Boys, who provide a comical musical history of the area.

Festivals and Holidays

September brings the Anne Arundel County Fair and the Maryland Seafood Festival, both of which provide many opportunities for food and fun. October's highlights are the U.S. Sailboat Show and Powerboat Show and the Scottish Highland Games, which feature piping, fiddling, and physical fitness competitions. Candlelight tours through historic homes and public buildings and the Lights on the Bay holiday displays herald the arrival of the holiday season. December features include the Lights Parade of decorated sailboats and First Night Annapolis, a New Year's Eve celebration of jugglers, dancers, and choirs. January is enlivened by the Annapolis Heritage Antique Show. The City Dock is the site of April's Bay Bridge Boat Show, while May offers the Waterfront Arts Festival and the Children's Fair.

Summer activities include June's Baltimore/Annapolis JazzFest and the Star-Spangled Celebration and Fourth of July fireworks. August's Kunta Kinte Heritage Festival at St. John's College commemorates the landing of the ancestors of Alex Haley, the author of *Roots*, the book and television series that tell the story of Haley's family who were slaves in America. Also in August, the Annapolis Rotary Club Crab Feast is the world's largest event of its kind. The Maryland Renaissance Festival takes place in an English village setting with ten stages and a jousting arena and continues through October.

Sports for the Spectator

Annapolis calls itself the Sailing Capital of the World. Sailboat racing is a popular sport and enthusiastic fans can watch water events such as regattas, boat festivals, and races. The Chesapeake Bay Yacht Racing Association provides information on the racing scene. April brings the Marlborough Hunt Races in which horses race around a three-mile track. Sports fans also enjoy athletic events at the U.S. Naval Academy including football, basketball, and lacrosse contests as well as women's basketball.

Sports for the Participant

Annapolis provides endless opportunities for yachting and water sports. The Annapolis Department of Recreation and Parks maintains more than 15 neighborhood parks

on some 100 acres, including street-end or "pocket" parks; they have basketball courts, ball fields, tennis courts, playgrounds, and boating facilities. The department offers a variety of programs including athletic tournaments, arts and crafts, and fun runs. Truxton park offers outdoor activities on 70 acres, including tennis courts, basketball courts, outdoor playing fields, and a multi-purpose facility. The public may also use recreational facilities at public schools in Anne Arundel County for sports and leisure activities. The Arundel Olympic Swim Center has a 50-meter pool, wading pool, poolside spa, and diving boards. Residents can also enjoy the county's parks, sports leagues, fitness and self-defense classes, and other activities.

Shopping and Dining

The city is served by Annapolis Mall, also known as Westfield Shoppingtown, which features more than 300 specialty stores and restaurants, including Nordstrom, JCPenney, Macy's, and Lord and Taylor. Other malls include the Annapolis Harbour Shopping Center and Harbor Square Mall. The city's downtown has a variety of exclusive gift and specialty shops, galleries, antique shops, and jewelry stores. The city is also served by the Eastport and Forest Plaza shopping areas.

Annapolis has a fine array of restaurants. Although many of them specialize in seafood, there are also Mexican, French, Mediterranean, Chinese, Italian, Irish, and Japanese dining spots to enjoy. The Treaty of Paris Restaurant offers fine dining in a lovely eighteenth-century dining room. The 49 West Café is a European-style café providing light gourmet fare in a relaxed atmosphere filled with art, music, books, and newspapers.

Visitor Information: Annapolis & Anne Arundel County Conference & Visitors Bureau, 26 West St., Annapolis, MD 21401; telephone (888)302-2852

■ Convention Facilities

The Historic Inns of Annapolis's Governor Calvert Center provides meeting rooms for groups from 10 to 250 people. Governor's Hall can handle a banquet for 210 people or a reception for 300 people, as well as offering theater-style seating for 250 people. The Loews Annapolis Hotel offers more than 16,000 square feet of flexible meeting space and can accommodate groups of up to 500 people. The Annapolis Marriott Waterfront Hotel offers 5,600 square feet of meeting space including ballrooms, boardrooms, and outdoor spaces. The Chesapeake Ballroom has 3,850 square feet of space and can accommodate 500 people for a reception.

Convention Information: Annapolis & Anne Arundel County Conference & Visitors Bureau, 26 West St., Annapolis, MD 21401; telephone (888)302-2852

■ Transportation

Approaching the City

Major highways to Annapolis include U.S. 50/301 (I-595) and Maryland Route 2/170/450. U.S. 50/301 passes on the city's west side and continues eastward over the Bay Bridge. Coming from the north, I-97 exits onto Route 50/301 just west of the city. Coming from the South, Maryland Route 2 enters the city in the Parole area, and U.S. Route 301 comes northward and joins U.S. Route 50 west of the city.

The closest major airport to Annapolis is Baltimore-Washington International, about 18 miles northwest of downtown, which has 39 scheduled carriers. Air travelers can proceed from the airport to Annapolis via Light Rail, passenger trains, limo, van, or taxi service.

The Maryland Mass Transit Administration (MTA) operates several bus routes and light rail to Washington and nearby suburbs. Carolina Trailways operates limited bus service through nearby Baltimore and Glen Burnie, and Greyhound also provides bus service. Amtrak offers rail service to Baltimore's Penn Station, and Union Station in Washington, D.C.

Traveling in the City

Annapolis's main east-west thoroughfare is West Street, also known as Route 50. Radiating northwest and southeast from downtown's Church Circle is Duke of Gloucester Street. College Avenue runs northeast from the circle.

Annapolis Transit has five bus routes that serve 170 stops throughout the city and the Eastern Shore area. There are also commuter shuttles from downtown to nearby Kent Island and to the Navy-Marine Corps Memorial Stadium. Gasoline-powered trolleys run within the central business district. Several taxi and limousine companies also serve the city. Local waterways are served by the Jiffy Water Taxi, which can be picked up at the waterfront. Bicycles are a welcomed form of transportation in Annapolis. The city offers several designated bike routes that use a combination of grade-separated trails and city streets. Most city buses have bike racks. Helmet use is encouraged for bicycle riders in the city, and visitors to the U.S. Naval Academy are required to wear helmets there.

■ Communications

Newspapers and Magazines

The Capital is Annapolis's daily paper. *Publick Enterprise* is the local twice-monthly community newspaper. The city's local magazine is called *Inside Annapolis*.

Other locally published magazines include *Chesapeake Bay Magazine*, a boating publication; *Chesapeake Family*, a consumer parenting magazine; the *Maryland Register*, which focuses on public administration and law; *Municipal Maryland*, a publication of the Maryland Municipal League aimed at elected and appointed Maryland city officials; the Naval Institute's *Proceedings*, a magazine on naval and maritime news; and alumni magazines of the local colleges.

Television and Radio

The city is served by six commercial television stations and one public station from metropolitan Washington, D.C. and Baltimore; there is also a public station broadcast from Annapolis. Annapolis area radio stations include FM stations WHFS, an alternative/modern rock station and WFSI, a religious station, and AM stations WNAV, an adult contemporary station and WYRE, a country station. The U.S. Naval Academy broadcasts on station WRNV, while Anne Arundel Community College is served by station WACC.

Media Information: *Capital Gazette Newspapers*, 2000 Capital Drive, Annapolis, MD 21401; telephone (410)268-5000

Annapolis Online

Annapolis and Anne Arundel County Chamber of Commerce. Available www.annapolischamber.com

Annapolis and Anne Arundel County Conference & Visitors Bureau. Available www.visitannapolis.org

Anne Arundel County Public Library. Available www.aacpl.lib.md.us

Anne Arundel Economic Development Corporation. Available www.aaedc.org

Anne Arundel Medical Center. Available www.aahs.org

The Capital newspaper. Available www.capitalonline.com

City of Annapolis. Available www.ci.annapolis.md.us

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Risjord, Norman K., *Builders of Annapolis: Character and Enterprise in a Colonial Capital* (Baltimore, MD: Maryland Historical Society, 1997)



Baltimore

■ The City in Brief

Founded: 1696 (incorporated 1797)

Head Official: Mayor Sheila Dixon (D) (since 2007)

City Population

1980: 786,741

1990: 736,014

2000: 651,154

2006 estimate: 631,366

Percent change, 1990–2000: 11.5%

U.S. rank in 1980: 10th (MSA)

U.S. rank in 1990: 12th (MSA)

U.S. rank in 2000: 23rd (State rank: 1st)

Metropolitan Area Population

1980: Not available

1990: 6,727,050

2000: 7,608,070

2006 estimate: 2,658,405

Percent change, 1990–2000: 13.1%

U.S. rank in 1980: 4th

U.S. rank in 1990: 4th

U.S. rank in 2000: 4th

Area: 80.8 square miles (2000)

Elevation: 148 feet above sea level

Average Annual Temperatures: January, 32.3° F; July, 76.5° F; annual average, 54.6° F

Average Annual Precipitation: 41.94 inches of total precipitation; 20.8 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.2% (June 2007)

Per Capita Income: \$20,749 (2005)

2005 FBI Crime Index Property: 33,241

2005 FBI Crime Index Violent: 11,248

Major Colleges and Universities: Johns Hopkins University; Towson State University; University of Baltimore; University of Maryland, Baltimore County; Morgan State University; Loyola College

Daily Newspaper: *The Baltimore Sun*

■ Introduction

Baltimore's fortuitous location on the northern Chesapeake Bay has been at the heart of its social and economic development. Farther inland than other eastern seaports, the city is convenient to landlocked areas. Water-related industry quickly developed around Baltimore harbor, and when tracks for the nation's first railroad were laid there in 1829, the thriving port city increased both its accessibility to other cities and its attractiveness to immigrants and investors.

Through careful city planning and cooperation between public and private investors, Baltimore has entered the ranks of America's "comeback cities" in recent years. Its downtown business district has been transformed into a mecca of sparkling new hotels, retail centers, and office buildings. But Baltimore has not wholly exchanged its traditional working-class image for high-technology polish. Many of its urban renewal programs focus on the preservation or renovation of historical buildings and neighborhoods amidst new construction. For example, its wildly popular Oriole Park at Camden Yards offers state-of-the-art amenities in a turn-of-the-century style baseball stadium. Nicknamed the "charmed city," Baltimore has become a top tourist destination.

■ Geography and Climate

Located on the Mid-Atlantic coast, Baltimore was built at the mouth of the Patapsco River, which empties directly into the Chesapeake Bay. The city is protected from harsh weather variations year-round by the Chesapeake Bay and Atlantic Ocean to the east and the Appalachian Mountains due west. Freezing temperatures generally do not occur after mid-April or before the end of October, allowing the area approximately 195 frost-free days. Precipitation tends to be equally distributed throughout the year, but the greatest amounts accrue during summer and early fall—the thunderstorm and hurricane seasons, respectively. Since snow is often mixed with rain and sleet due to Baltimore’s relatively mild winter temperatures, freezing rain is considered a greater hazard to motorists and pedestrians than the infrequent snowfall that remains on the ground more than several days.

Area: 80.8 square miles (2000)

Elevation: 148 feet above sea level

Average Temperatures: January, 32.3° F; July, 76.5° F; annual average, 54.6° F

Average Annual Precipitation: 41.94 inches of total precipitation; 20.8 inches of snow

■ History

City Founded on Tobacco-Centered Economy

The geology at the mouth of the Patapsco River determined the location of Baltimore. The area lies on a fall line where hard rocks of the piedmont meet the coastal plains of the tidewater region. A large, natural harbor had formed, and streams coursing from the north and west toward the Patapsco fall line had tremendous velocity. This made them ideal sites for water-driven mills. Additionally attractive to early settlers were the plentiful forests, fertile countryside, and moderate climate that was ideal for agriculture.

In 1632, England’s King Charles I gave George Calvert (Lord Baltimore) a vast area in colonial America that became Baltimore County in 1659. During the 1660s the Maryland General Assembly appointed commissioners who granted land patents and development privileges to enterprising colonists. Although the Piscataway and Susquehannock tribes originally lived in neighboring regions, tribal competition and the onslaught of colonial diseases dissipated all but a few hundred of the Native Americans in Maryland by 1700.

The sandy plains bordering the Chesapeake Bay were ideal for growing tobacco, and a tobacco-based economy quickly developed in pre-Revolutionary Maryland. An area of 550 acres, formerly known as “Cole’s Harbor,”

was sold to Baltimore landowners Daniel and Charles Carroll in 1696; they sold a parcel of this land in one-acre lots for development. These lots became Baltimore Town, which grew quickly in both size and trade. By 1742 regular tobacco shipments were leaving Baltimore harbor for Europe.

Radical Politics Gain Popularity

Productive mills had also sprung up along the northwestern tributaries of the Patapsco; the market for locally-milled flour and grain was primarily directed toward the British slave and sugar colonies in the West Indies. This trade was cut off at the outset of the American Revolution, a loss that cost Baltimore. The loss was partly mitigated when Congress authorized private citizens to arm and equip their own vessels for war in 1776; privateering became a growth industry in Baltimore, since the city had become an important center for shipbuilding. Anti-British activities in the city during this era earned Baltimore a reputation for radical politicking that lasted through the nineteenth century. Baltimore was the meeting place of the Continental Congress after the British occupied Philadelphia in 1777.

City Prospers During Reconstruction

After the Revolutionary War, Baltimore, incorporated in 1797, resumed its commercial success by exporting grain, particularly to South America. A slump in maritime trade prompted the building of America’s first public railroad in Baltimore in 1828, thus linking the city to other parts of the country and expanding commercial possibilities. During the Civil War, Maryland remained Unionist but Baltimore was split. Trade was cut off with the South and badly hurt with the North, but Baltimore managed to profit as a military depot. The city recovered rapidly from the physical and economic damages of the war, embarking during the reconstruction era on the period of its greatest prosperity.

Renewal Follows Destruction

In 1904 Baltimore was struck by a fire that had started in a cotton warehouse and soon spread to destroy more than 2,000 buildings. This calamity initiated improvements in the streets and the harbor and the construction of a sewer system that was considered one of the most modern of its time. The city again prospered during World War I, its economy remained relatively untouched by the 1930s Depression, and Baltimore continued to flourish as a military supply center during World War II.

Baltimore’s urban renewal began in 1947, when inner city decay was so extensive that more than 45,000 homes were considered substandard. A rigorous construction and rehabilitation program reduced this number to 25,000 by 1954. In 1955 public and private cooperation resulted in the formation of the Greater Baltimore Committee, a group of influential businessmen who

worked with municipal agencies to develop civic programs. Extensive neighborhood revitalization and development were undertaken in the 1970s and 1980s. Projects included the construction of shops and restaurants in Harbor Place, the Maryland Science Center, the National Aquarium, the American Visionary Art Museum and the construction of a rapid transit line to the suburbs. Waterfront development carried on in the 1990s and into the new millennium, with many old neighborhoods experiencing a growth in popularity. Development continues along with historical preservation and the careful blending of the past and the present. More than \$1 billion in new development is in the works, including hotels, retail space, increased arts offerings and technology improvements to Baltimore's harbor.

The 1990s were also a time of sharp population declines. Like many of the older, urban areas of the northeast, Baltimore faced an exodus to the suburbs and lost 11.5 percent of its population. By 2007, Baltimore had begun to buck the trend.

Historical Information: City Life Museums, 33 South Front Street, Baltimore, MD 21202; telephone (410)545-3000 or (410)396-3279. Maryland Historical Society, 201 W. Monument Street, Baltimore, MD 21201-4674; telephone (410)685-3750, fax (410)385-2105. Jewish Historical Society of Maryland, 15 Lloyd Street, Baltimore, MD 21202; telephone (410)732-6400

■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 6,727,050
 2000: 7,608,070
 2006 estimate: 2,658,405
 Percent change, 1990–2000: 13.1%
 U.S. rank in 1980: 4th
 U.S. rank in 1990: 4th
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City Residents

1980: 786,741
 1990: 736,014
 2000: 651,154
 2006 estimate: 631,366
 Percent change, 1990–2000: 11.5%
 U.S. rank in 1980: 10th (MSA)
 U.S. rank in 1990: 12th (MSA)
 U.S. rank in 2000: 23rd (State rank: 1st)

Density: 7,986 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 183,974

Black: 396,495
 American Indian and Alaska Native: 2,507
 Asian: 9,816
 Native Hawaiian and Pacific Islander: 136
 Hispanic or Latino (may be of any race): 13,887
 Other: 9,716

Percent of residents born in state: 71.2%
 (2000)

Age characteristics (2005)

Population under 5 years old: 47,091
 Population 5 to 9 years old: 36,815
 Population 10 to 14 years old: 47,614
 Population 15 to 19 years old: 43,542
 Population 20 to 24 years old: 42,751
 Population 25 to 34 years old: 79,932
 Population 35 to 44 years old: 84,994
 Population 45 to 54 years old: 89,755
 Population 55 to 59 years old: 35,147
 Population 60 to 64 years old: 27,546
 Population 65 to 74 years old: 35,869
 Population 75 to 84 years old: 28,035
 Population 85 years and older: 9,390
 Median age: 35.7 years

Births (2006, County)

Total number: 9,271

Deaths (2006, County)

Total number: 7,670

Money income (2005)

Per capita income: \$20,749
 Median household income: \$32,456
 Total households: 242,978

Number of households with income of...

less than \$10,000: 37,527
 \$10,000 to \$14,999: 23,849
 \$15,000 to \$24,999: 36,283
 \$25,000 to \$34,999: 29,052
 \$35,000 to \$49,999: 34,641
 \$50,000 to \$74,999: 39,282
 \$75,000 to \$99,999: 18,289
 \$100,000 to \$149,999: 15,845
 \$150,000 to \$199,999: 3,783
 \$200,000 or more: 4,427

Percent of families below poverty level: 9.5%
 (2005)

2005 FBI Crime Index Property: 33,241

2005 FBI Crime Index Violent: 11,248

■ Municipal Government

Baltimore is the only city in the state of Maryland not located within a county. It is governed by a mayor and a fifteen-member city council who are elected to four-year terms.

Head Official: Mayor Sheila Dixon (D) (since 2007, current term expires 2011)

Total Number of City Employees: approximately 15,000 (2007)

City Information: City Hall, 100 N. Holliday St., Baltimore, MD 21202; telephone (410)396-3835; fax (410)576-9425

■ Economy

Major Industries and Commercial Activity

Baltimore's heritage as a strategically-located East Coast port is drawn upon by its developers today. The city's revived downtown and central location among major East Coast cities has made it increasingly attractive to new or expanding businesses. The blue-collar tradition exemplified by Bethlehem Steel's ranking as top employer in the 1980s has been replaced by jobs in the service sector in fields such as law, finance, medicine, hospitality, entertainment, maritime commerce and health. Growth in the high-technology market in areas such as electronics, information technology, telecommunications and aerospace research has also created new jobs.

Baltimore is an established center of medicine and biosciences. It is a national headquarters for advanced medical treatment and research with two pioneering teaching hospitals, Johns Hopkins Hospital and the University of Maryland Medical Center. The Baltimore area is the research center for the mapping of the human genome and its resulting commercial applications.

Year after year, Greater Baltimore ranks among the nation's top twenty markets in key retail categories. Tourism, spurred on by the opening or expansion of downtown attractions, has boosted construction and the success of the Inner Harbor renovation has lured city residents back downtown. Tourism in Baltimore brings increased revenues each year, with increased hotel occupancy rates, convention-related spending, overall air travel to the city, increased tax revenues and growth in the number of leisure and hospitality jobs. In 2005, Baltimore hosted 12 million visitors, a seven-year high. The visitors spent \$2.96 billion, a record high.

Baltimore is a major shipping and receiving center for coal, grain, iron, steel, and copper. Baltimore also remains a center for shipbuilding.

The Baltimore metropolitan area is home to a number of companies on the *Fortune* 500 list of the largest companies in the country, including: food distributor U.S. Foodservice Inc., power tool giant Black & Decker Corp., and Constellation Energy, the utility holding company that owns Baltimore Gas & Electric Co.

Items and goods produced: steel pipe; plate, sheet, and tin mill products; ships and ship-related products; aerospace equipment; sugar and processed foods; copper and oil refining; chemicals; clothing

Incentive Programs—New and Existing Companies

Local programs: The Economic Alliance of Greater Baltimore helps businesses to access the broad range of competitive incentives offered by the State of Maryland and local jurisdictions, as well as Baltimore Gas and Electric. Municipalities and the State of Maryland offer attractive financing programs including industrial revenue bonds, small business and high technology loans, and community development block grants. Many of these loans offer interest rates that are below market. Payment-in-lieu-of Taxes (PILOT) agreements with the City of Baltimore exempt businesses from property taxes on certain real estate within the city for a specified length of time and substitute a negotiated payment.

State programs: The Maryland Industrial Development Financing Authority (MIDFA) provides financing assistance for capital assets and working capital to small and mid-sized businesses that demonstrate a significant economic impact. This assistance includes programs that insure loans made by financial institutions up to 80% and not exceeding \$2.5 million; taxable bond financing; tax-exempt bond financing for 501(c)(3) non-profit organizations and manufacturing facilities; linked deposits that provide loans below market rates to qualified small businesses in rural areas with high unemployment rates; and trade financing for industrial or commercial businesses that are engaged in the export and import of goods through Maryland ports and airport facilities. Other programs are the Community Development Block Grant for Economic Development and the Economic Development Opportunities Program Fund. The Maryland Small Business Development Financing Authority (MSBDEFA) provides financing for small businesses through a variety of programs, including a contract financing program, an equity participation investment program, a long-term guaranty program, and a surety bonding program.

Major incentive programs include Job Creation Tax Credits amounting to the lesser of \$1,000 or 2.5 percent of annual wages for each qualifying permanent job, Employment Opportunity Tax Credit, Neighborhood Partnership Program Tax Credit, Research and Development



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Tax Credit, and Employer Commuter Tax Credit. Some areas of the state are also eligible for Enterprise Zone Tax Credits.

The Neighborhood Business Development Program, operated by the Maryland Department of Housing and Community Development (DHCD), provides loans ranging from \$25,000 to \$500,000 at below market interest rates to small businesses starting or expanding in locally designated revitalization areas throughout the state. Loans and grants are made to non-profit organizations whose activities contribute to a broader revitalization effort. The Maryland Venture Fund is a state-funded seed and early-stage equity fund. The Fund makes direct investments in technology and life science companies and indirect investments in venture capital funds.

There are five financing capabilities offered through the Maryland Economic Development Assistance Authority and Fund (MEDAAF). To qualify for assistance from MEDAAF, applicants are restricted to businesses located within a priority funding area and an eligible industry sector.

Job training and recruitment programs: The Economic Alliance partners with area colleges and universities to provide customized training to ensure a quality workforce. The Maryland Industrial Training

Program (MITP), as well as some local programs, provides reimbursement grants for the development and training of new employees in firms that are locating or expanding their workforce in Maryland. The level of funding provided is negotiated between the company and the State of Maryland, with specific cost sharing items spelled out in a training grant agreement. The Partnership for Workforce Quality (PWQ) provides matching skill training grants. The Business Training Network (BTN) is a network of regional community colleges providing training and recruitment programs. Maryland Apprenticeship and Training Program (MATP) offers free technical assistance to companies who want to set up apprenticeship programs. Career Net is a workforce database linking employers and job seekers.

Development Projects

Baltimore is continuing its redevelopment program for its Inner Harbor and downtown areas. The \$71 million Calvert Mercier Lombard Grant Street redevelopment project is designed to include 300 apartments, retail space and a 542-car parking garage in the heart of the central business district. Improved water taxi/commuter service at Inner Harbor provides tourists and commuters with easy access to the city's cultural, business, entertainment,

historic and recreational venues. The city also plans to redevelop Oldtown Mall, a once thriving pedestrian mall in East Baltimore. The west side of the city is also seeing revitalization in the Westside Initiative which incorporates the redevelopment of 100 square blocks and links the finance district to the University of Maryland's graduate and medical schools.

Many of Baltimore's neighborhood commercial districts have received financial boosts under a national Main Street program. The revitalization initiative followed the National Trust for Historic Preservation model, using more than \$1.5 million in city, state, and private funds. The program has been successful in creating more than 200 new businesses, more than 700 new full- and part-time jobs, and some 300 facade improvement projects.

In 2007, Baltimore approved a grant to help the financially troubled Babe Ruth Birthplace and Sports Legends at Camden Yards museums. The money will pay for renovations of the Babe Ruth Birthplace.

Economic Development Information: Economic Alliance of Greater Baltimore, 111 South Calvert Street, Suite 2220, Baltimore, MD 21202; telephone (888)298-4322, fax (410)468-3383. Baltimore Development Corporation, 36 South Charles Street, Baltimore, MD 21201-3015; telephone (410) 837-9305; fax 410-837-6363

Commercial Shipping

Baltimore-Washington International Airport is a major cargo carrier for the mid-Atlantic region. CSX and Norfolk Southern railroad systems service industry throughout the Baltimore area. Several major interstate highways run through Baltimore; I-95 links Baltimore with major cities from New England to Florida, and I-70 connects it with the Midwest. More than 100 trucking lines also accommodate the Baltimore area.

The most significant mover of goods in the area is the port of Baltimore, one of the largest and busiest deep-water ports in the nation. One hundred fifty miles closer to key midwestern markets than any other Atlantic Coast port, the port of Baltimore has lower transportation costs between its marine terminals and inland points of cargo origin or destination. Baltimore also benefits by having two access routes to its port: from the north through the Chesapeake & Delaware Canal, and from the south up the Chesapeake Bay. Since 1980, more than one-half billion dollars has been invested in maritime-related improvements to the Port.

Labor Force and Employment Outlook

Some 70 percent of the population over age 25 in the City of Baltimore has a high school diploma and 33 percent has a bachelor's degree or more. Education and health services, financial activities, and leisure and hospitality are the major industries facing job gains in recent

years. The largest job losses are in the manufacturing sector.

The following is a summary of data regarding the Baltimore City metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 374,500

Number of workers employed in . . .

- construction and mining: 11,500
- manufacturing: 17,100
- trade, transportation and utilities: 44,600
- information: 6,200
- financial activities: 23,100
- professional and business services: 49,500
- educational and health services: 100,100
- leisure and hospitality: 26,100
- other services: 16,700
- government: 79,500

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.2% (June 2007)

Largest employers (Baltimore County, 2007)

	Number of employees
Social Security Administration	9,800
Greater Baltimore Medical Center	3,331
T. Rowe Price Associates, Inc.	3,035
Centers for Medicare & Medicaid Services-CMS	2,968
Erickson Retirement Communities	2,809
Franklin Square Hospital Center	2,800
Mittal Steel	2,530
CareFirst Inc.	2,498
UMBC	2,490
St. Joseph Medical Center	2,300

Cost of Living

When it comes to buying groceries, paying a mortgage or hopping on a subway, Baltimore is one of the most affordable of all East Coast cities. The following is a summary of data regarding several key cost of living factors for the Baltimore area.

2007 (1st quarter) ACCRA Average House Price: \$487,913

2007 (1st quarter) ACCRA Cost of Living Index:
120.1

State income tax rate: 2.0% to 4.75%

State sales tax rate: 5.0%

Local income tax rate: 3.05% (City of Baltimore)

Local sales tax rate: None

Property tax rate: \$2.328 per \$100.00 assessed value
(2005 fiscal year)

Economic Information: Economic Alliance of Greater Baltimore, 111 South Calvert Street, Suite 2220, Baltimore, MD 21202; telephone (888)298-4322; fax (410)468-3383

■ Education and Research

Elementary and Secondary Schools

The Baltimore City Public School System (BCPSS) serves the largest number of low income and special needs students in the state of Maryland. It is struggling to create an effective educational environment for its children despite disastrous financial problems. The system's Master Plan is part of a city-state partnership aimed at reforming the troubled system by focusing on student assessment, program evaluation, institutional research, and shared planning and accountability. Master Plan II directs reform efforts through the 2007-2008 school year. These efforts are paying off with improvements in math and reading scores and reductions in class size.

The following is a summary of data regarding the Baltimore City Public School System as of the 2005-2006 school year.

Total enrollment: 81,012

Number of facilities

elementary schools: 58 K-5 and an additional
69 K-8
junior high/middle schools: 23
senior high schools: 37
other: 6

Student/teacher ratio: 15.3:1

Teacher salaries (2005-06)

elementary median: \$48,600
junior high/middle median: \$44,190
secondary median: \$52,570

Funding per pupil: \$8,769

About 125 private and parochial schools operate in the Baltimore area.

Public Schools Information: Baltimore City Public School System, 200 East North Avenue, Baltimore, MD 21202; telephone (410)396-8700

Colleges and Universities

Of the approximately 30 colleges and universities located in the Baltimore metropolitan area, nearly half lie within the city limits. Towson University, the oldest four-year college in Maryland and the largest in the Baltimore area, offers bachelor's, master's, and doctoral degrees in more than 100 fields. Considered one of Baltimore's outstanding assets, Johns Hopkins University boasts a world-renowned medical school and an affiliation with a prestigious music conservatory, the Peabody Institute. Loyola College offers a joint program in medical technology with Baltimore's Mercy Medical Center. The University of Baltimore, a state-supported institution, awards upper-division, graduate, and law degrees. One of five campus units of the University of Maryland, the University of Maryland at Baltimore offers professional programs in health and medical fields, social work, and law, as well as undergraduate degrees in a variety of fields. At Morgan State University students can earn advanced degrees in architecture, city and regional planning, and urban education. Coppin State University benefits from a cooperative program with local industries and offers both bachelor's and master's degree programs.

The Baltimore area's other large academic institutions include University of Maryland, Baltimore County, the U.S. Naval Academy, the Maryland Center for Career and Technology Education Studies, the Ner Israel Rabbinical College, College of Notre Dame of Maryland, the Maryland Institute College of Art, Anne Arundel Community College in Arnold, Harford Community College in Bel Air, Western Maryland College in Westminster, Howard Community College, and Carroll Community College.

Libraries and Research Centers

Baltimore's public library system, The Enoch Pratt Free Library, has 22 branches, a bookmobile, and a Central Library that also serves as the state Library Resource Center. Holdings consist of more than two million books, 4,000 current magazines, thousands of films and federal government documents, and more than 600,000 magazines, newspapers, and monographs on microform, videotapes, filmstrips, and other media. Special collections include African-American materials, the works of Baltimore authors H. L. Mencken and Edgar Allan Poe, the Howard Beck Memorial Philatelic Collection, and the Maryland Department, which holds extensive books, periodicals, and other documents on all aspects of life in the state of Maryland and its cities.

Research activities at centers affiliated with Johns Hopkins University focus on such subject areas as biophysics, Alzheimer's Disease, STDs, inherited diseases

and other maladies, alternatives to animal testing, communications, and mass spectrometry. The University of Maryland at Baltimore also supports medical research work through its Center of Marine Biotechnology. The Space Telescope Science Institute, the principal scientific element of the NASA Hubble Space Telescope Project, is based in Baltimore.

Public Information: Enoch Pratt Free Library, 400 Cathedral St., Baltimore, MD 21201; telephone (410) 396-5430

■ Health Care

Some thirty accredited hospitals offering a wide range of general and specialized services are located within the Baltimore city limits. Cardiac rehabilitation units, hospice programs, extensive psychiatric and drug rehabilitation programs, and neonatal intensive care are among the special services available in various Baltimore hospitals. In addition to the many fine teaching hospitals throughout the city, Baltimore's institutions include two world-class medical schools: the Johns Hopkins University School of Medicine and the University of Maryland School of Medicine.

Johns Hopkins Hospital, affiliated with the university, is one of the largest, most advanced, most prestigious hospitals in the South; its oncology center and eye clinic are world famous. The Johns Hopkins Comprehensive Cancer Center provides the most advanced cancer care in the country. The Johns Hopkins Bayview Medical Center-Baltimore Regional Burn Center is a recognized program for the treatment of burn injuries. Another of Baltimore's teaching hospitals, the University of Maryland Medical System, boasts a shock trauma center that was one of the first of its kind. Sinai Hospital of Baltimore is one of the city's largest and most completely equipped hospitals. Another teaching facility, Union Memorial Hospital, is known for its work in sports medicine; Maryland General Hospital is also a teaching hospital. Other Baltimore hospitals are Bon Secours Hospital serving West Baltimore, Mercy Medical Center, and Children's Hospital.

■ Recreation

Sightseeing

With its extensively developed waterfront, overhead skywalks, and numerous plazas and promenades, downtown Baltimore is ideally geared to the pedestrian tourist. Many visitors begin their tour of the city at Baltimore's Inner Harbor, easily the city's most picturesque area. A one-half-mile brick promenade along the water enables visitors to walk to the many attractions at water's edge.

The Maryland Science Center, set directly on the water, is especially popular with children. Three block-length floors of science exhibits, hands-on displays, and live science demonstrations are featured. The Davis Planetarium boasts 350 projectors and presents multimedia and topical shows. Nearby is one of the world's tallest five-sided buildings, the thirty-two story World Trade Center, designed by I. M. Pei. The "Top of the World" observation deck on the building's 27th floor offers a panoramic view of the harbor.

One of the most spectacular sights at the Inner Harbor is the seven-level National Aquarium, whose unique glass pyramid roofs create dramatic reflections in the water. It is the city's top attraction and is often rated one of the country's best family attractions. More than 10,500 aquatic specimens and 560 species of animals are housed in the exhibits and the Aquarium is crowned by a 64-foot-high model of an Amazon rain forest that looks out over the harbor.

Port Discovery is Baltimore's children's museum and offers interactive exhibits and features a three-story urban tree house.

Visitors to Baltimore's Inner Harbor may take advantage of the Water Taxi, which from mid-April to mid-October shuttles between major points of interest around the harbor. For longer excursions, public and charter cruises, as well as brunch and dinner cruises, are available through Harbor Cruises.

Among Baltimore's many historical landmarks is the National Park at Fort McHenry, the unusual star-shaped fort that was the site of Baltimore's victory over the British bombardment during the War of 1812, and the inspiration for the U.S. national anthem. The fort's battlements have been carefully preserved. The Star-Spanned Banner Flag House, built in 1793, preserves the site where Mary Pickersgill sewed the 30-inch by 42-inch flag that flew at Fort McHenry during the War of 1812. A collection of early American art, Federal period furniture, and a unique map of the United States composed of stones from each state are presented.

Homes of several famous Baltimore residents are open to the public. The Babe Ruth Birthplace and Museum offers exhibits commemorating baseball legend Babe Ruth and Maryland baseball history, with numerous photos and memorabilia of Baltimore's major-league teams, the Orioles. The childhood home of Babe Ruth is preserved as it was at the time of his birth in 1895. Continuing the baseball theme is Sports Legends at Oriole Park at Camden Yards, which opened to the public in 2005 after a major renovation. The facility houses archives, classrooms, a baseball theater, a baseball-themed restaurant, and a main corridor that resembles a 1920s railroad car. The Benjamin Banneker Historical Park and Museum on Banneker's 142-acre homesite commemorates this son of a freed slave and grandson of an African prince.

Edgar Allan Poe lived and wrote in Baltimore from 1832 to 1835. His home on North Amity Street is open to the public. Writer and journalist H. L. Mencken, locally known as the “Sage of Baltimore,” lived in Baltimore for more than 68 years until his death in 1956. His nineteenth-century rowhouse overlooking scenic Union Square has been carefully restored with its original furniture and much of Mencken’s personal memorabilia. The H. L. Mencken House is part of a seven-museum and park complex collectively known as Baltimore City Life Museums. Other historical buildings around Baltimore include the Baltimore City Hall, Shot Tower, The Washington Monument, and the George Peabody Library of Johns Hopkins University.

Baltimore has many public gardens and parks. The largest is Druid Hill Park, at 745 acres one of the country’s largest natural city parks. One hundred fifty acres are devoted to the popular Baltimore Zoo, which features a large captive colony of African black-footed penguins. Also in Druid Hill Park is the Conservatory, a remarkable glass pavilion similar in construction to the Victorian-era “Crystal Palace” built in 1888. Known as “The Palm House,” the building contains an extensive collection of tropical and desert plants. Other gardens include Cylburn Arboretum, on the grounds of Cylburn Mansion, and Sherwood Gardens, located in the beautifully-landscaped neighborhood of Guildford.

Arts and Culture

Those seeking fine music, theater, and dance performances will not be disappointed in Baltimore, which has seen a recent renewal of interest in the arts, including new construction or major renovation of existing performing centers. The acoustically impressive Joseph Meyerhoff Symphony Hall is home to the Baltimore Symphony Orchestra. In addition to its classical programs, which include a number of celebrity performers each year, the orchestra presents a Pops series. The Baltimore Opera Company performs full-scale grand opera at the restored Lyric Opera House, a replica of Germany’s Leipzig Music Hall. Summer concert series are held at the Pier Six Concert Pavilion, a unique fabric-covered structure where jazz, country, and classical music, and musical comedy programs are presented by top-name performers. The Eubie Blake National Jazz Institute and Cultural Center, dedicated to the famous Baltimore-born pianist, fosters the development and sponsors performances of community artists. Classes are held at the center in music, dance, and drama. The Creative Alliance at the Patterson showcases a variety of entertainment in a 1930s movie theatre.

Baltimore theater-goers will find dramatic productions to suit every taste. The Morris A. Mechanic Theatre offers a wide range of pre- and post-Broadway productions. Center Stage is among the nation’s top ten regional theaters and produces six classic and modern plays each

year. Cockpit in Court Summer Theatre offers musicals, comedies, dramas and a children’s program each summer on the Community College of Baltimore County (CCBC) Essex campus. The Arena Players is one of the foremost black theater companies on the East Coast and the Theatre Project is known internationally for its experimental music, drama, and dance.

Baltimore’s museums and galleries offer a variety of art and artifacts for viewing. The lifetime collections of Baltimore residents William and Henry Walters are gathered at the Walters Art Museum. Its treasures include more than 30,000 objects from 5,500 years of history—from pre-Dynastic Egypt to twentieth century Art Nouveau. Particularly resplendent collections are held in ivories, jewelry, enamels, bronzes, illuminated manuscripts and rare books. Baltimore’s other major art museum is the Baltimore Museum of Art, designed by John Russell Pope, architect of Washington’s National Gallery. The museum’s prize holding is the “Cone Collection,” a large and valuable collection of paintings and sculpture by such European Post-Impressionist masters as Matisse, Cezanne, Picasso, and Van Gogh. The museum also has important collections of eighteenth- and nineteenth-century American paintings, sculpture, and furniture, art from Africa and Oceania, and the works of Andy Warhol. One of Baltimore’s newest museums, the American Visionary Art Museum, combines two historic buildings with modern museum architecture. Said to be the only such institution in the country, the museum was officially designated by the U.S. Congress as “the national museum, education and repository center, the best in self-taught, outsider or visionary artistry.” The Contemporary Museum is part of an emerging “arts row” on Centre Street.

In the historical former residence of nineteenth-century Baltimore philanthropist Enoch Pratt is the Maryland Historical Society. The Society’s Museum and Library of Maryland History are of particular interest to researchers; of general interest are collections of portraits by famous American artists, valuable nineteenth-century silver, furniture from 1720 to 1950, and Francis Scott Key’s original manuscript of “The Star-Spangled Banner.” Near the heart of industrial South Baltimore, the Baltimore Museum of Industry, housed in the former Platt Oyster Cannery, features recreations of turn-of-the-century machinery, printing, and metalworking workshops, as well as a garment loft.

The B & O Railroad Museum is designed around Mount Clare Station, which was built in 1830 for the Baltimore & Ohio Railroad as the nation’s first passenger and freight station. The original 1884 roundhouse, tracks, and turntable have been preserved. Among the more than 130 railroad cars on display here, both originals and replicas, is “Tom Thumb,” the first steam locomotive. The Museum has renovated the roundhouse, added exhibits, train rides, visitor facilities and a museum

store. The Baltimore Public Works Museum preserves the history of the city's public works with a collection of more than 2,000 items including early wooden water pipes, water meters, numerous photographs, and an early twentieth-century water-pumping truck. The museum itself was once a sewage pumping station, built in 1912. Much of the art collection of Baltimore's artistic Peale family can be seen at the Peale Museum, which has three floors of exhibits, including a floor dedicated to a history of the Baltimore rowhouse.

The National Great Blacks in Wax Museum is the first of its kind and represents black history and heritage through more than 100 historical wax figures as well as paintings, sculpture, and carvings. The Reginald F. Lewis Museum of Maryland African American History and Culture, located at Inner Harbor, opened to the public in June 2005. Its focus is on the lives, history and culture of African Americans in Maryland. It has partnered with the State Board of Education which has adopted a curriculum linked to the museum's programs. The Frederick Douglass-Isaac Myers Maritime Park on the Fells Point Riverfront opened in June 2006. The \$12 million park is sponsored by the Living Classrooms Foundation and features exhibits and monuments dedicated to the two entrepreneurs, a shipbuilding workshop, a working marine railway, outdoor amphitheater, dockage for historic ships, and other multicultural displays.

Festivals and Holidays

Most of Baltimore's festivals begin in late spring and continue on weekends throughout the fall. The colorful Maryland International Kite Exposition, held on the last Saturday in April, is a competition with homemade kites, judged for their beauty, flight performance, and design. In May the highly acclaimed Maryland Film Festival is held, presenting numerous entries in such categories as documentaries, movies by women or children, and animation. The Blues Fest is usually held in June.

The African American Heritage Festival is held for three days in July at Oriole Park in Camden Yards. Artscape is a lively outdoor festival also held in July, showcasing local artistic and musical talent. Baltimore's famous and very popular Showcase of Nations—a series of weekly ethnic festivals held from June through September—celebrates the heritage of many cultures through music, dance, crafts, and international cuisine.

The end of August and beginning of September is the time of the Maryland State Fair, held at the Fairgrounds in nearby Timonium. The week-long state fair features livestock, produce, and equestrian competition from Maryland 4-H groups, as well as an amusement midway and horse racing. September also brings the Baltimore Book Festival, a celebration of the literary arts.

In October the Fells Point Fun Festival celebrates the historical waterfront neighborhood with two days of arts and crafts, entertainment, maritime exhibits,

neighborhood tours, and music ranging from jazz and blues to Polish polkas. December's parade of lighted boats adds to the festive season and New Years Eve Extravaganza offerings include parties at the convention center, ice skating demonstrations, live music and fireworks at the harbor (on January 1st).

Sports for the Spectator

Baltimore's American Conference East Division indoor soccer team, the Baltimore Blast, plays at the 1st Mariner Arena; the team's season runs from October to March, with post-season play in April.

Professional football is represented by the Baltimore Ravens (formerly the Cleveland Browns and renamed in honor of the Edgar Allan Poe poem); the Ravens played their first official National Football League game in 1996. The team now plays in the state-of-the-art M & T Bank Stadium. College football and basketball are represented by the University of Maryland Terrapins, Towson University Tigers, Johns Hopkins Blue Jays, and the Naval Academy Midshipmen at nearby stadiums.

Baseball fans come out to watch the American League Baltimore Orioles at Oriole Park at Camden Yards. Architects have praised its distinctive turn-of-the-century style, which is in keeping with its old urban neighborhood. The 48,000-seat stadium incorporates a landmark B & O Railroad warehouse that has been converted to office space for the ball club and the Maryland Stadium Authority. Another popular warm-weather sport is lacrosse, played by the champion Johns Hopkins University Blue Jays at Homewood Field; the Lacrosse Museum and National Hall of Fame is located adjacent to Homewood Field.

Thoroughbred racing, always popular with Maryland horse breeders and followers, can be seen at Pimlico Racecourse, Maryland's oldest racetrack. The famous Preakness Stakes, second jewel in the Triple Crown, is run here in May. In October on Maryland Million Day, thoroughbreds race at Pimlico Racecourse and purses total more than \$1 million. Maryland's most famous steeplechase is the annual Maryland Hunt Cup, held in Baltimore County.

Sports for the Participant

Baltimore's proximity to the Chesapeake Bay makes all sorts of water-related activities favorite pastimes of many area residents. Sail- and powerboat regattas are held at the Inner Harbor, nearby Annapolis, and Havre de Grace throughout the summer months. Numerous marinas and yacht clubs dot the bay and river inlets near Baltimore, and local pleasure boats can be seen all along the Chesapeake on a clear day. Fishing, crabbing, and clamdigging are also very popular, even within city limits.

Numerous public and private golf clubs dot the Baltimore area. Art Links Baltimore is a miniature course designed by regional artists and architects. Art Links' 18 holes celebrate the culture of the Baltimore region,

incorporating tracks of the B & O Railroad or depicting a crab feast, for example. Tennis courts are available in many of the city's parks, as are bike paths and swimming pools.

Shopping and Dining

Most of the malls in the Baltimore area are located in Baltimore and Anne Arundel counties, close to the city, but many specialized shopping centers can be found within city limits. The twin pavilions of Harborplace and The Gallery offer shops and restaurants at the water's edge. Lexington Market, which underwent a revitalization in 2002, features more than 140 merchants selling fresh seafood, produce, and international delights. Lexington Market is part of Market Center, a bustling and colorful collection of more than 400 diverse shops. One of the oldest and most luxurious shopping districts in Baltimore is the Charles Street Corridor, where shoppers can find numerous art galleries, jewelers, stationers, furriers, and specialty boutiques; new stores are interspersed with enduring older ones.

As with many other aspects of Baltimore living, restaurant dining is greatly influenced by the city's proximity to the Chesapeake Bay. A wide range of Baltimore restaurants specialize in preparation of crabs, oysters, clams, mussels, and fish from the Bay. Many Baltimore restaurants also reflect the port city's rich ethnic heritage, and diverse international cuisines can be enjoyed throughout the downtown area.

Visitor Information: Baltimore Area Visitors Center, 401 Light Street, Baltimore, MD 21202; telephone (877)BALTIMORE. Baltimore Area Convention and Visitors Association, 100 Light Street, 12th Floor, Baltimore, MD 21202; telephone (410)659-7300 or (877)BALTIMORE; fax (410)727-2308

■ Convention Facilities

With its mid-Atlantic coast location and easy access by air, rail, or automobile, Baltimore has long been a strategic choice for convention-holders. The redevelopment of the city's downtown Inner Harbor area has made Baltimore even more attractive to conventioners, who enjoy the many fine restaurants, retail centers, and cultural attractions on or near the water.

Baltimore's largest meeting facility is the Baltimore Convention Center located at the Inner Harbor. An expansion of the facility completed in 1996 tripled its size to more than 1.2 million square feet. A 36,672-square-foot ballroom, 50 meeting rooms, and 300,000 square feet of exhibition space on one level make for an extremely flexible facility.

The 1st Mariner Arena is used primarily for sporting and entertainment events, but can also be used as a meeting facility. The facility has an auditorium with a

capacity for 13,000 people, and parking accommodations for 5,000 cars. The Arena can also be curtained down to a 5,000-person capacity with a portable stage house center. Oriole Park at Camden Yards is available for trade shows. Many of Baltimore's downtown hotels also provide meeting facilities. There are more than 8,000 hotel rooms within a mile radius of the Baltimore Convention Center. The Baltimore Marriott-Waterfront is a 31-story hotel with 750 guestrooms, 80,000 square feet of total meeting space, exhibition space and 38 meeting rooms.

Convention Information: Baltimore Area Convention and Visitors Association, 100 Light Street, 12th Floor, Baltimore, MD 21202; telephone (410)659-7300 or (877)BALTIMORE; fax (410)727-2308

■ Transportation

Approaching the City

The Baltimore-Washington International (BWI) Airport, located just 10 miles from downtown Baltimore, is one of the fastest-growing major airports in the country. BWI has 33 commercial airlines that provide more than 800 daily flights, including nonstop flights to 73 cities in the United States, Canada, Europe and the Caribbean.

Major highway links between Baltimore and other cities are Interstate-95, which runs all along the East Coast, and I-70, which crosses through western Maryland to the Midwest. Interstate 395 runs south from Baltimore to Washington and Virginia; I-83 runs north through the city toward central Pennsylvania. All these interstates intersect with I-695, the Baltimore Beltway, which circles the city. Those approaching the central city by car should be aware that most of the streets are one way.

Just north of downtown is the historical, restored Pennsylvania Station, where Amtrak trains pull in and out. For commuters, the Maryland Rail Commuter Service (MARC) provides weekday service on the most extensive track commuter rail system in the Greater Baltimore region, over three lines (Brunswick, Camden and Penn) covering a total of 187 miles. Twenty trains run from the Maryland/Delaware border, south to Montgomery County, MD. MARC also provides convenient access to both downtown Baltimore and Washington, D.C.

Traveling in the City

Baltimore's highly regarded mass transit system consists of some 850 buses, the Metro (subway), light rail, and the Maryland Area Rail Commuter system (MARC). The Metro's 15.5 mile system extends from the Owings Mills corporate and shopping complex in Baltimore County, through the heart of the downtown business, shopping and sightseeing districts to Johns Hopkins Hospital.

■ Communications

Newspapers and Magazines

Baltimore is served by one major daily newspaper, *The Baltimore Sun*. The *Daily Record* provides daily business and legal news, and *The Baltimore Business Journal* and *The Jeffersonian* (Baltimore County) are business weeklies. Weekly newspapers published in Baltimore include *The Baltimore Times*, (part of the BlackPressUSA Network) *Baltimore City Paper*; *Baltimore Guide*; and *Baltimore Messenger*. *The Baltimore Chronicle & Sentinel* is published monthly.

More than 200 newspapers, periodicals, and directories are published in Baltimore. Quarterly publications include the *Maryland Historical Magazine*.

Television and Radio

Television stations broadcasting from Baltimore include affiliates of ABC, CBS, NBC, Fox, public television, and Warner Brothers. Stations originating in nearby communities are also accessible to Baltimore-area residents, as is cable service.

The 21 Baltimore area AM and FM radio stations broadcast programming that ranges from news, religious material, and public broadcasting to music that includes classical, jazz, country, gospel, easy listening, top-40, and contemporary styles.

Media Information: *The Baltimore Sun*, 2 Hamill Road, Suite 200, Baltimore, MD 21210; telephone (410) 464-2886, fax (410)323-2898

Baltimore Online

Baltimore Area Convention & Visitor's Bureau.
Available www.baltimore.org
Baltimore City Public School System. Available
www.bcps.k12.md.us

Baltimore County Public Library. Available www.bcplonline.org/libpg/aboutyourlibrary.html
Baltimore Development Corporation. Available
www.baltimoredevelopment.com
Baltimore Sun. Available www.sunspot.net
Baltimore Washington Corridor Chamber of
Commerce. Available www.baltwashchamber.org/home.cfm
City of Baltimore home page. Available www.baltimorecity.gov
Economic Alliance of Greater Baltimore. Available
www.greaterbaltimore.org
Enoch Pratt Free Library. Available www.pratt.lib.md.us
Maryland Department of Business & Economic
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The State in Brief

Nickname: Magnolia State

Motto: Virtute et armis (By valor and arms)

Flower: Magnolia

Bird: Mockingbird

Area: 48,430 square miles (2000; U.S. rank 32nd)

Elevation: Ranges from sea level to 806 feet above sea level

Climate: Temperate in north and subtropical in south, with long, hot summers and mild winters

Admitted to Union: December 10, 1817

Capital: Jackson

Head Official: Governor Haley Barbour (R) (until 2011)

Population

1980: 2,521,000

1990: 2,573,216

2000: 2,844,658

2006 estimate: 2,910,540

Percent change, 1990–2000: 10.5%

U.S. rank in 2006: 31st

Percent of residents born in state: 72.69% (2006)

Density: 62.3 people per square mile (2006)

2006 FBI Crime Index Total: 102,084

Racial and Ethnic Characteristics (2006)

White: 1,749,296

Black or African American: 1,087,114

American Indian and Alaska Native: 12,280

Asian: 22,116

Native Hawaiian and Pacific Islander: 691

Hispanic or Latino (may be of any race): 46,348

Other: 18,114

Age Characteristics (2006)

Population under 5 years old: 206,089

Population 5 to 19 years old: 649,770

Percent of population 65 years and over: 12.4%

Median age: 35.4

Vital Statistics

Total number of births (2006): 44,117

Total number of deaths (2006): 29,117

AIDS cases reported through 2005: 6,376

Economy

Major industries: Transportation equipment, food products, government, trade, agriculture, manufacturing

Unemployment rate (2006): 8.9%

Per capita income (2006): \$18,165

Median household income (2006): \$34,473

Percentage of persons below poverty level (2006): 21.1%

Income tax rate: 3.0% to 5.0%

Sales tax rate: 7.0%



Biloxi

■ The City in Brief

Founded: 1719 (incorporated 1981)

Head Official: Mayor A. J. Holloway, Jr. (R) (since 1993)

City Population

1980: 49,311

1990: 46,319

2000: 50,644

2006 estimate: 44,342

Percent change, 1990–2000: 9.3%

U.S. rank in 1980: 428th

U.S. rank in 1990: 535th (State rank: 2nd)

U.S. rank in 2000: 707th (State rank: 3rd)

Metropolitan Area Population

1980: 300,000

1990: 312,368

2000: 363,988

2006 estimate: 227,904

Percent change, 1990–2000: 16.5%

U.S. rank in 1980: 174th

U.S. rank in 1990: 157th

U.S. rank in 2000: 113th

Area: 46.53 square miles (2000)

Elevation: 20 feet above sea level

Average Annual Temperatures: January 50.8° F, July, 81.7° F, average 68° F

Average Annual Precipitation: 61 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 6.3% (June 2007)

Per Capita Income: \$17,809 (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: Mississippi Gulf Coast Community College, The University of Southern Mississippi-Gulf Coast

Daily Newspaper: *Sun Herald*

■ Introduction

Biloxi, with its 25 miles of white Gulf Coast beaches, is one of the oldest cities in the United States. Historically a sleepy resort town, originally serving vacationers from Mobile and New Orleans, it was noted for its oyster and shrimp fisheries. The introduction of legalized gambling at offshore casinos led to the city's renaissance and a booming economy. Biloxi's rich history and cultural attractions also contributed to its becoming one of the new "hot spots" for Southern tourism. However, the devastating impact of Hurricane Katrina was keenly felt: August 29, 2005 changed the lives of all of the city's residents. About 90% of the buildings in Biloxi and neighboring Gulfport were affected by Hurricane Katrina. Biloxi's casino barges were pushed inland, and buildings were inundated with flood waters up to three stories. Nearly all of Biloxi's churches were severely damaged, as were many municipal buildings. Biloxi began to rebuild soon after the storm, with some casinos reopening by December 2005 and more in 2006. Indeed, in July 2007 Biloxi's casinos reported \$97.3 million in monthly revenue, a record. However, thousands of Biloxi's residents were still living in temporary housing in 2007, and Mayor A. J. Holloway, Jr. warned that the city still faced major challenges in recovering from the disaster.

■ Geography and Climate

Biloxi is located on a little peninsula between Biloxi Bay and the Mississippi Sound on the Gulf of Mexico. It is 70 miles northeast of New Orleans, 70 miles southwest of

Mobile, and 150 miles west of Jacksonville. The city has a moist semitropical climate, and sunny days with frequent cool breezes predominate. From May through September the hot, humid weather can be uncomfortable at times, and afternoon thundershowers are not uncommon. Winter brings primarily warm, clear weather and occasional cold spells lasting no longer than three or four days. Tropical cyclones occur most often during June through November; Hurricane Katrina was one of these, devastating Biloxi on August 29, 2005.

Area: 46.53 square miles (2000)

Elevation: 20 feet above sea level

Average Temperatures: January 50.8° F, July, 81.7° F, average 68° F

Average Annual Precipitation: 61 inches

■ History

Many Flags Have Flown over Biloxi

An area across Biloxi Bay from the city, called Old Biloxi, was first visited by French explorer Pierre LeMoyne d'Iberville in 1699. The explorer, who was looking for the mouth of the Mississippi River, was instructed by the King of France to claim the coastal region. D'Iberville sailed into Biloxi Bay with a small group of men and established Fort Maurepas and a similar colony on the east shore, now the site of Ocean Springs. The word Biloxi means "First People" and was the name of a local Native American tribe met by d'Iberville and his men when they explored the land. Since its discovery, eight flags have flown over the city including the French, English, Spanish, West Florida Republic, Mississippi Magnolia, Confederate State, Mississippi State, and that of the United States.

In 1719 Fort Louis was founded on the site of the present-day city, which served as the capital of French colonial Louisiana from 1720 to 1722. In 1783 Biloxi was taken over by the Spanish, who merely collected tariffs, while the area retained its strong French influence. The Spanish maintained their rule until 1810, when a rebellion occurred and the area was seized by American insurgents. At that time, Biloxi became part of the Republic of West Florida. Although petitions for statehood were denied, the Biloxi region became part of the Territory of Orleans (which had been part of the Louisiana Purchase). Two years later, in 1812, Biloxi became part of the Mississippi Territory. In 1814 a British attempt to capture New Orleans failed, but the British remained on nearby Ship Island until 1815. Finally, on December 10, 1817, Mississippi became the twentieth state of the United States.

Biloxi Established as a Resort

During the 1820s Biloxi became a popular summer resort for New Orleanians wishing to escape their city's heat and yellow fever epidemics. Biloxi was incorporated officially in 1838. The city grew as families and their servants flocked to the area, which by 1847 had become the most important of the Gulf Coast's resort towns. By the middle of the nineteenth century even more people came for the ostensible healing powers of the waters, and for the balls, outings, and hunting events that enlivened the social scene.

At the time of the Civil War, Union troops took over nearby Ship Island and carried out a blockade of the gulf. Citizens protected the city from invasion by the Yankees through the threatening appearance of fake cannons, which were really only logs planted in the sand. Mullet fish, called "Biloxi bacon," saved the local populace from starvation in the war years. The first fish cannery opened in 1881, and the city's seafood industry quickly developed. By 1900 Biloxi was termed the "seafood capital of the world." Polish, Austrian, and Acadian French soon came to the city to work in the industry, adding their own cultural influences. Tourism flourished and more hotels were built to accommodate the visitors, many of them from the Midwest, who came to escape the harsh northern winters.

During the early twentieth century, the city grew and new developments included electricity, a street railway system, and telephone service. During the 1920s a paved highway was built along the beach, and more hotels were constructed as tourism increased. In 1928 the world's longest seawall, which spanned 25 miles of Biloxi's coastline, was dedicated. The 1930s saw the decline of the area's seafood industry, but a new boom took place during World War II when Biloxi was chosen to be the site of a new air force base.

Legalized Gambling Revitalizes City

Mid-century saw the construction of a four-lane super-highway and the production of a sand beach, thanks to the use of hydraulic dredges. The development of Edgewater Plaza Shopping Center took place in the early 1960s, and the mall served to draw people from all over the region thereafter. In 1969 Biloxi suffered considerable damage when Hurricane Camille ravaged the entire Gulf Coast area, but the citizens soon rallied and rebuilt their town. A new era began in the city in 1992 with the opening of the first Las Vegas-style gambling casino. The resort casinos with their 24-hour entertainment availability spurred a tremendous growth in both local and tourist populations, and restaurants and other businesses grew accordingly.

Biloxi suffered some damage from Hurricane Georges in 1998 but rallied a year later to celebrate its tricentennial with music fests, sporting events, exhibits, and tours. The city's ninth casino, the Beau Rivage, opened in

1999, further stimulating Biloxi's economy through tourism and gaming revenues.

On August 29, 2005 Hurricane Katrina—one of the most catastrophic hurricanes in the history of the United States—made landfall in southeast Louisiana and on the Louisiana-Mississippi border. Biloxi was particularly hard hit, especially the low-lying Point Cadet area. As of August 2007 some 238 deaths had been confirmed in Mississippi, but hundreds of people in New Orleans and elsewhere still remained unaccounted for. The damage from Katrina had been estimated at some \$80 billion. By August 2007 the Federal Emergency Management Agency (FEMA) had provided approximately \$1,181,900,000 in public assistance to the Mississippi Gulf Coast. FEMA had provided \$1,249,096,315 in individual assistance to the area. By 2006 Mississippi's Gulf Coast was struggling to rebuild. The efforts had results: as cleanup and reconstruction from Katrina continued in 2007, tourists had begun returning to Biloxi and other places on Mississippi's Gulf Coast. Many casinos had reopened, and the number of hotel rooms available for tourists was increasing. But the success of rebuilding was not restricted to the gaming and tourism industries: by mid-August 2007 Biloxi had issued more than \$700 million in permits for construction since Hurricane Katrina, and nearly three-quarters of the work was in non-casino and non-condominium work.

Mayor A. J. Holloway envisioned as many 20 casino resorts in Biloxi within 10 years, and as many as 30,000 hotel rooms and 30,000 employees in the casino resort industry. The city's "Reviving the Renaissance" initiative anticipated improvements in affordable housing, historic preservation, public safety, and public education.

Historical Information: Harrison County Library System, 2600 24th Avenue #6, Gulfport, MS 39501; telephone (228)868-1383

■ Population Profile

Metropolitan Area Residents

1980: 300,000
 1990: 312,368
 2000: 363,988
 2006 estimate: 227,904
 Percent change, 1990–2000: 16.5%
 U.S. rank in 1980: 174th
 U.S. rank in 1990: 157th
 U.S. rank in 2000: 113th

City Residents

1980: 49,311
 1990: 46,319
 2000: 50,644
 2006 estimate: 44,342

Percent change, 1990–2000: 9.3%
 U.S. rank in 1980: 428th
 U.S. rank in 1990: 535th (State rank: 2nd)
 U.S. rank in 2000: 707th (State rank: 3rd)

Density: 1,331.8 people per square mile
 (2000)

Racial and ethnic characteristics (2000)

White: 36,177
 Black: 9,643
 American Indian and Alaska Native: 248
 Asian: 2,590
 Native Hawaiian and Pacific Islander: 58
 Hispanic or Latino (may be of any race): 1,848
 Other: 725

Percent of residents born in state: 46.2%
 (2000)

Age characteristics (2000)

Population under 5 years old: 3,721
 Population 5 to 9 years old: 3,634
 Population 10 to 14 years old: 3,078
 Population 15 to 19 years old: 4,290
 Population 20 to 24 years old: 4,779
 Population 25 to 34 years old: 7,645
 Population 35 to 44 years old: 7,695
 Population 45 to 54 years old: 5,822
 Population 55 to 59 years old: 2,044
 Population 60 to 64 years old: 1,861
 Population 65 to 74 years old: 3,390
 Population 75 to 84 years old: 2,076
 Population 85 years and older: 609
 Median age: 32.5 years

Births (2006, MSA)

Total number: 3,900

Deaths (2006, MSA)

Total number: 2,648

Money income (1999)

Per capita income: \$17,809
 Median household income: \$34,106
 Total households: 19,606

Number of households with income of . . .

less than \$10,000: 2,348
 \$10,000 to \$14,999: 1,368
 \$15,000 to \$24,999: 3,137
 \$25,000 to \$34,999: 3,196
 \$35,000 to \$49,999: 3,616
 \$50,000 to \$74,999: 3,321
 \$75,000 to \$99,999: 1,473



The Biloxi lighthouse, which stands in the middle of U.S. 90, withstood Hurricane Katrina, but suffered significant damage to its interior. ©David R. Frazier Photolibary, Inc./Alamy

\$100,000 to \$149,999: 730
\$150,000 to \$199,999: 177
\$200,000 or more: 240

Percent of families below poverty level: 14.9% (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

■ Municipal Government

Biloxi has a strong mayor-council form of government, with council members elected by each of seven local districts. The mayor and council members serve four-year terms.

Head Official: Mayor A. J. Holloway, Jr. (R) (since 1993; current term expires 2009)

Total Number of City Employees: 712 (2006)

City Information: City of Biloxi, PO Box 429, Biloxi, MS 39533; telephone (228) 435-6254; fax (228) 435-6129; email mayor@biloxi.ms.us

■ Economy

Major Industries and Commercial Activity

Gaming and tourism is Biloxi's most important industry. By the end of the twentieth century, there were 12 Las Vegas-style casinos in the region, nine of which were in the city of Biloxi. The casinos featured restaurants, floor shows, and round-the-clock gambling. According to a formula devised when gambling was legalized, 8 percent of gross gaming revenue went to the state and 3.2 percent of gross gaming revenue was distributed among city institutions, including the general fund, the city public safety department, the city school system, the county school system, and the county public safety department. The lure of gaming also bolsters the region's tourism industry in general, as many gamblers visit other area attractions outside of the casinos. In fact, most visitors are not merely overnight guests; the average tourist stays 2.5 days. The city's tourism and gaming industries began to recover soon after Hurricane Katrina. There were 13 casinos in operation in August 2005 on the Mississippi Gulf Coast; 11 were in operation in Biloxi alone as of August 2007. In July 2007 Biloxi's casino industry reported an all-time high record of income; the businesses

generated \$97.3 million in gross gaming revenue. Mayor Holloway expected the number of casinos in Biloxi to double in 10 years, in part due to a rule adopted in the aftermath of Katrina allowing casinos to rebuild 800 feet ashore; prior to the storm, Mississippi casinos were required to be on floating barges, limiting their size.

The seafood industry prior to Hurricane Katrina contributed \$450 million dollars to the Mississippi Gulf Coast economy, supporting an estimated 1,600 shrimp workers and 1,200 employees in seafood processing. Shrimp accounted for about half of the seafood market, contributing \$250 million to the economy, followed by oysters, menhaden, and crabs. Thirty-eight seafood processing plants were situated along the Gulf Coast, with 11 in Biloxi. Building boats and producing boat paraphernalia were also big businesses in the area. Ingalls Shipbuilding, based 20 miles east of Biloxi in Pascagoula, employed approximately 10,000 workers, more than any other private employer in Mississippi. Vietnamese were the latest newcomers to the seafood industry, reviving it by accepting packing plant jobs that most other groups avoided. They built their own boats, opened their own businesses, and became a vibrant part of the seafood and ethnic community in Biloxi. However, Hurricane Katrina hit the seafood industry hard. Boats were lost, those boats that survived lost their electronic equipment, and shrimpers' homes in East Biloxi were destroyed. By 2006 shrimpers were getting prices for shrimp that were half of what they were in 1999. High fuel costs were adding to shrimpers' and seafood processors' troubles.

Military and federal government installations are another key sector of the area's economy. The presence in the city of Keesler Air Force Base is responsible for a great part of the employment in the government sector of the economy, which represents nearly a quarter of all employment in the city. Keesler is a lead Joint Training installation, instructing not only Air Force, but Army, Navy, Marine Corps, Coast Guard, and other military and civilian federal agency personnel. The 81st Training Wing is host to the Second Air Force, the 403rd Wing (Air Force Reserve) and home of the second largest Air Force medical facility, Keesler Medical Center. In the wake of Hurricane Katrina, the base immediately set out to provide food and lodging for displaced Keesler members and relief workers. Two years after the storm, more than 210 facilities had been repaired and 430 repair projects had been accomplished. These included restoring Keesler Medical Center.

The John C. Stennis Space Center, located 45 miles west of Biloxi, impacts the local economy by employing approximately 30,000 military and personnel in more than 20 federal and state agencies. Other federal installations in the region are the Naval Construction Battalion Center, Naval Station Pascagoula, the National Guard facilities in Gulfport, and the Office of Supervisor of Shipbuilding, Conversion & Repair, located about 30 miles east of Biloxi.

Items and goods produced: seafood products, canning, boat building and repair, fishing nets

Incentive Programs—New and Existing Companies

Local programs: The Harrison County Development Commission works with companies interested in developing or expanding their business in the county. Its services include the coordination of financial incentives, including tax abatements, as well as assisting in industrial park and Foreign Trade Zone activities. The Biloxi Department of Economic & Community Development offers a renovated building tax exemption to businesses that renovate existing structures in the city's central business district. The Department had to take on greater responsibilities after Hurricane Katrina, when 6,000 homes and business were destroyed in the city.

A piece of federal legislation that impacts Harrison County and the city of Biloxi is the Gulf Opportunity Zone Act of 2005, passed by Congress and signed by President George Bush in the aftermath of Hurricane Katrina. This legislation provides for federal tax incentives to areas affected by Hurricanes Katrina, Rita, and Wilma that were designated as warranting individual or public and individual assistance. The legislation does many things. It expands low-income housing tax credits within the Gulf Opportunity Zone. It increases the rehabilitation tax credit to help restore commercial buildings. The act allows employer-provided housing incentives. It also allows 50% bonus depreciation within the Zone—this incentive allows businesses to claim an additional first-year depreciation deduction equal to 50% of the cost of new property investments made in the Zone. The legislation also provides enhanced Section 179 expensing for small businesses; eligible businesses may expense \$200,000 of investment made in the Zone. The act extends net operating loss carryback—the period is extended from two to five years for losses attributable to: new investment and repair of existing investment damaged by Hurricane Katrina; business casualty losses due to Katrina; and moving expenses and temporary housing expenses for employees working in areas damaged by the hurricane. The act provides for expensing of cleanup costs. It provides relief for small timber owners. It also expands the employee retention tax credit. The legislation increases new markets tax credits; increases hope scholarship and lifetime learning credits; provides additional bonding authority; allows Mississippi and municipalities to reduce costs by restructuring outstanding debt; and authorizes gulf tax credit debt service bonds.

State programs: A tax credit program is offered through the Mississippi Department of Archives & History for the restoration of buildings listed on the National

Register of Historic Places or designated as Mississippi Landmarks. The Department created the Hurricane Relief Grant Program for Historic Preservation in the aftermath of Katrina. The grants are used to repair and restore historically significant structures, both publicly and privately owned, that suffered hurricane damage. The total amount awarded through August 2007 via the grant program was nearly \$24 million.

Momentum Mississippi was created in 2004 by Governor Haley Barbour as a long-range economic development implementation organization. The 2005 legislation was designed to help existing industries invest in technology and expand; attract high value, high technology enterprises; and provide counties and cities throughout Mississippi with the economic development tools to compete. Specifically, Momentum Mississippi identifies and pursues high value, high growth industry targets in both manufacturing and services, and aligns incentives and resources around these targets. It aims to increase public and private research and development funding and improve the effectiveness of technology transfer and capital accessibility programs to help commercialize innovations. It also works to improve the productivity and profitability of existing businesses through programs that support innovation, technology, and process improvement. The passage of Momentum Mississippi resulted in modernizing seven existing incentive programs and created two new incentives. The two new incentives were targeted at assisting existing industry by creating a Manufacturing Investment Tax Credit Program and an Existing Industry Productivity Loan Fund. The legislation also created the Jobs Protection Act designed to assist industries that face job losses due to outsourcing.

Job training programs: The state of Mississippi provides custom-designed pre-employment training, post-employment training, and upgrade/retraining services for new, expanding, or existing industries. The Employment Training Division of the Mississippi Development Authority administers the Workforce Investment Network (WIN). This network, the state's response to the federal Workforce Investment Act, combines federal, state, and community workforce resources to provide employment and training services to Mississippi employers and job seekers. WIN Job Centers, located throughout the state, provide access to employment, education, training, and economic development services. Other WIN services for employers include a database of qualified job candidates, assistance in writing job descriptions, proficiency testing, labor market data, and information on work opportunity tax credits. The Mississippi Contract Procurement Center, located in Biloxi, provides information about bid opportunities from federal, state, and local government agencies; it also offers training, marketing assistance, technical support, and counseling.

Development Projects

The Mississippi Development Authority is Mississippi's lead economic and community development agency. Its Economic Development Program is designed to assist local governments affected by Hurricane Katrina provide infrastructure to support economic development. The program provides grants or loans to local governments to assist companies in creating or retaining jobs. Approximately \$340,000,000 was allocated to this program by August 2007. The Community Revitalization Program provides funds to local governments to help rebuild their downtown areas that were damaged or destroyed by Hurricane Katrina; \$150,000,000 is allocated for this program, and \$10,000,000 has also been allocated to local governments located in Pearl River, Stone, George, Hancock, Harrison, and Jackson Counties to assist them in preparing community plans.

Construction in Biloxi nearly doubled between 2000 and 2003, rising from an estimated value of \$70.7 million to \$120.1 million. By early 2005 more than \$800 million in construction was in varying stages of development on the Gulf Coast. It was, perhaps, no surprise that some of the largest projects were casinos. The Isle of Capri Casino Resort was undertaking a \$170 million expansion prior to Hurricane Katrina, and The Hard Rock Hotel & Casino Biloxi planned a \$235 million facility that was to open nine days after Katrina hit. The casino was destroyed and the resort damaged, but rebuilding proceeded and the facility opened on June 30, 2007. The Hard Rock has 1,500 slot machines, 52 table games, a branch of Ruth's Chris Steak House, and a specially themed beach pool. A new casino, the Bacaran Bay Casino Resort, is to include an all-suite hotel and have six movie theaters, a bowling alley, a golf course, and condominiums. It is scheduled to open in 2008. The Beau Rivage casino, prior to Katrina the largest building in Mississippi and the largest employer in Biloxi, reopened in August 2006 after an extensive \$550 million renovation. In May 2007 Harrah's Entertainment Inc. announced it planned to open a \$704 million Margaritaville Casino and Resort in Biloxi with songwriter Jimmy Buffett; the casino would be the largest in Mississippi since Hurricane Katrina hit, with 798 hotel rooms, a full-service spa, a pool with tropical landscaping, and retail and meeting space. The project was expected to be completed by 2010.

A number of large-scale construction projects outside the realm of the gaming industry were underway in Biloxi in the mid-2000s. Voters in 2004 approved a \$68 million expansion of the Mississippi Coast Coliseum and Convention Center. The Coliseum and Convention Center offers 180,000 square feet of meeting and pre-function space. The Convention Center was to be closed from July 2, 2007 to January 1, 2008 for full renovations. The Coliseum was open and functioning in 2007, playing host to Broadway theater, entertainers, professional

sports, rodeos, festivals, circuses, ice shows, pageants, and many community service events.

The Gulfport-Biloxi International Airport was undergoing a series of expansion projects to increase its physical size in 2007, thereby increasing the number of airlines and passengers it could handle. The expansion project was to cost \$51 million, and federal funding was to provide \$13 million with the remaining \$37.5 million provided by a revenue bond issue. The expansion project is scheduled to be completed in late 2007 and is to bring approximately 50 additional jobs to the airport. There will be two new gates, expanded lobby and ticket area, improved roads to and from the terminal, larger baggage claim and security areas, and space for two new airlines. The expansion project was designed to expand the airport terminal from 92,000 square feet to 165,000 square feet.

Among projects in the amusement industry was a new \$29 million Ohr-O'Keefe Museum of Art; all of the five Frank Gehry-designed buildings were underway at the time of the storm. The museum's Board of Trustees voted in June 2007 to immediately begin building a replica of the historic Pleasant Reed House, a symbol of African American heritage that was lost in the storm. The museum also announced the final settlement of insurance for a construction site on Highway 90 in Biloxi. The Federal Emergency Management Agency (FEMA) deemed the museum an eligible project for funding. All of the museum's art and historic collections, including all of the Ohr pottery as well as the archives of the Reed House, were in safekeeping at an undisclosed location in north Mississippi in 2007. Portions of the Ohr collection were on public display at the museum's transitional location.

Economic Development Information: Mississippi Development Authority, 501 N. West St., PO Box 849, Jackson, MS 39205; telephone (601) 359-3449; fax (601) 359-2832. Mississippi Gulf Coast Convention & Visitors Bureau, PO Box 6128, Gulfport, MS 39506; telephone (228) 896-6699; toll-free (800) 237-9493; fax (228) 896-6788; email tourism@gulfcoast.org.

Commercial Shipping

Biloxi is located within one day's drive of more than half of the country's population and is within an hour from the major cities of New Orleans, Louisiana, and Mobile, Alabama. The Gulfport-Biloxi International Airport is the site of Foreign Trade Zone #92, a 1,000-acre area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty. CSX Corp. is a cargo railroad serving Biloxi. The Mississippi State Port, located at nearby Gulfport, is the third busiest container port on the U.S. Gulf of Mexico and the second largest handler of tropical fruit in North America. In 2006 this port handled more than 1.6 million tons of cargo, including

bananas and other fresh fruits, ores and other bulk cargo, frozen cargo, lumber and wood products, and containerized general cargo. A number of industrial parks on the Gulf Coast offer prime waterfront industrial sites on navigable water. Worldwide overnight and local shipping capability is provided by express, courier, and parcel companies that serve the coast region.

Labor Force and Employment Outlook

The success of gaming in Biloxi is responsible for the creation of many new jobs in the area. Some, like those in the hospitality and tourism industries, are directly linked to gaming; others, like those in the construction, medical services, and general retail industries are indirect offshoots of an economy driven by casinos. With the rebuilding of Biloxi's gaming and resort industry after Hurricane Katrina, billions of dollars of investment will result in large employment gains.

The following is a summary of data regarding the Gulfport-Biloxi metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 100,600

Number of workers employed in . . .

construction and mining: 7,700
 manufacturing: 6,000
 trade, transportation and utilities: 19,000
 information: Not available
 financial activities: Not available
 professional and business services: Not available
 educational and health services: Not available
 leisure and hospitality: 17,800
 other services: Not available
 government: 23,100

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 6.3% (June 2007)

Largest coastal employers (2007)

	<i>Number of employees</i>
Ingalls Shipbuilding	Not available
Grand Casinos	Not available
Naval Construction Battalion Center	Not available
Friede Goldman International	Not available
Beau Rivage Resort	Not available
Stennis Space Center	Not available
Halter Marine, Inc.	Not available
Singing River Hospital System	Not available
Casino Magic	Not available

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
\$295,000

2007 (1st quarter) ACCRA Cost of Living Index:
96.3

State income tax rate: 3.0% to 5.0%

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 30 mills (2002)

Economic Information: Mississippi Development Authority, 501 N. West St., PO Box 849, Jackson, MS 39205; telephone (601) 359-3449; fax (601) 359-2832

■ Education and Research

Elementary and Secondary Schools

The Biloxi Public School District reorganized its schools in 2002. Upon completion of the new Biloxi High School, the three junior high schools were consolidated. As a result, all seventh grade students attend Michel 7th Grade School and all students in grades eight and nine attend Biloxi Junior High School. The district offers a curriculum ranging from remedial education to college level advanced placement courses, as well as specialized programs in technology or vocational studies. The Biloxi School District announced it would provide replacement diplomas to graduates of Biloxi High who lost their diplomas in Hurricane Katrina. There were 3,167 students in Biloxi public schools when classes resumed September 26, 2005, compared to 6,125 enrolled pre-Hurricane Katrina. Five months after the storm, enrollment was at 4,894. Biloxi Public Schools recently held the highest accreditation rating awarded by the state (5.0). There are six private schools in Biloxi.

The following is a summary of data regarding the Biloxi Public Schools District as of the 2005–2006 school year.

Total enrollment: 4,894

Number of facilities

elementary schools: 7
junior high/middle schools: 2
senior high schools: 1
other: 1

Student/teacher ratio: 15.1:1

Teacher salaries (2005–06)

elementary median: \$45,200
junior high/middle median: \$46,870
secondary median: \$47,980

Funding per pupil: \$7,562

Public Schools Information: Biloxi Public School District; 160 St. Peters Ave., Biloxi, MS 39530; telephone (228)374-1810; fax (228)436-5171

Colleges and Universities

Mississippi Gulf Coast Community College (MGCCC) has two campuses in Gulfport, and also offers classes in Biloxi through the Keesler Center of the Keesler Air Force Base. In 2007 the Mississippi Gulf Coast was still suffering from worker shortages in the construction industry and related fields, health care, and transportation. In addition, the U.S. Department of Labor predicted that some 150,000 workers would be needed to complete the rebuilding work in all the states hit by the 2005 hurricanes. Beginning in November 2005 MGCCC provided short-term job training; approximately 600 participants had been trained in 20- to 160-hour, no-cost programs by August 2007.

Also operating out of Keesler Air Force Base is the University of Southern Mississippi-Gulf Coast, which offers a variety of classes for civilians and military personnel. University College, one of 11 colleges of New Orleans-based Tulane University, has a campus in Biloxi that offers associate's and bachelor's degrees. Located in nearby Gulfport are William Carey University and Madison University, both within comfortable commuting range of students from Biloxi.

Libraries and Research Centers

Several libraries in the Harrison County Library System were destroyed by Hurricane Katrina. Prior to the storm, the Biloxi Public Library, part of the Harrison County system, consisted of a main building and three branches. Its collection exceeded 300,000 items in 2003, an increase of approximately 5,000 items over the prior year. Special collections included genealogy, local history, and Mississippiana. Since Hurricane Katrina, the Harrison County Library System attempted to provide library services to the communities of the Mississippi Gulf Coast. It opened three temporary trailers for library services, including one at 150 Bellman Street in Biloxi.

The Gulf Coast Research Laboratory (GCRL), located in Ocean Springs, is a state-funded institution administered by the University of Southern Mississippi. It offers a broad marine science curriculum and collaborates with the local commercial seafood industry to devise efficient methods of harvesting the waters and to develop future ventures, such as aquaculture. The GCRL sustained approximately \$50 million in damages to

buildings, contents, collections, research, and intellectual property as a result of Katrina's storm surge and winds.

Public Library Information: Harrison County Library System, 2600 24th Avenue # 6, Gulfport, MS 39501; telephone (228)868-1383

■ Health Care

Biloxi has two hospitals, while the entire Gulf Coast region has seven general hospitals. Services at the Biloxi Regional Medical Center, which has 153 beds, include a cardiac intensive care unit, an emergency department, an outpatient care center, HIV services, a medical surgical intensive care unit, a neonatal intensive care unit, oncology services, pediatric intensive care, physical rehabilitation, psychiatric care, and a radiation department. The Gulf Coast Medical Center, with 144 beds, offers a variety of services including outpatient care, geriatric services, a medical-surgical intensive care unit, outpatient surgery, and psychiatric care. The Veterans Affairs Gulf Coast Veterans Health Care System consists of two hospital divisions—one of which is located in Biloxi—and three outpatient clinics to serve veterans in seven counties in Mississippi, four counties in Alabama, and seven counties in Florida. Keesler Medical Center, which before Hurricane Katrina was the second largest medical treatment facility in the Air Force, treated more than 52,000 active duty and retirees in the area and housed the only genetics laboratory in the U.S. Department of Defense. Since Katrina, Keesler Medical Center's mission is to provide healthcare for 10,831 active duty and 47,102 eligible local beneficiaries. The 81st Medical Group is working to reconstitute the Medical Center until the hospital is fully restored to its pre-Katrina state. Cedar Lake Medical Park is privately owned by physicians and offers a variety of medical services.

■ Recreation

Sightseeing

Prior to the devastation wrought by Hurricane Katrina, Biloxi's bygone eras were captured in a number of historical structures. Visitors to Beauvoir, the last home of Jefferson Davis, only president of the Confederacy, were able to see where he lived, worked, and entertained the notables of his day. The house was set on a 52-acre estate containing museums with Confederate artifacts, two pavilions, and a cemetery with the Tomb of the Unknown Soldier. Beauvoir House and the Jefferson Davis Presidential Library suffered heavy damage from Katrina. Plans to restore these two structures were underway in 2007. Artifact search and recovery had been completed: 3,814 artifacts were photographed, inventoried, boxed and stored in environmental storage. Conservation of the

artifacts and the house furniture had begun. Stabilization of the house and presidential library are ongoing and architectural plans and specifications for their restoration were complete as of August 2007. The federal government agreed to pay \$2.5 million of the \$4.1 million cost to repair Beauvoir House. Beauvoir must obtain the rest of the funds from other sources. Beauvoir was soliciting donations to help restore Jefferson Davis's home in 2007.

French and American architectural styles of the nineteenth century were exhibited in the Old Brick House, overlooking Back Bay. The Old Brick House was seriously damaged by Hurricane Katrina, with most of the south wall gone and the interior exposed. The restored Tullis-Toledano Manor, built in 1856, was one of the area's finest examples of the antebellum style. It was destroyed by Katrina. The Pleasant Reed House was named for its builder, who was born into slavery in 1854 and moved to Biloxi after the Civil War. The Pleasant Reed House was lost in the storm, but the museum's Board of Trustees voted in June 2007 to immediately begin building a replica of it. The Redding House had been a Colonial Revival home that was listed on the National Register of Historic Places. The Spanish Captains Quarters and the Old French House, reflecting two distinct architectural styles and cultures that were once powerful in the area, dated to the early 1700s; the Old French House had been a restaurant. Both were destroyed in the storm.

The Biloxi Lighthouse, erected in 1848, has been welcoming sailors since the days of the sailing schooners, and provides a wonderful view of the Gulf Coast area. Unlike so many other structures, Biloxi Lighthouse stood tall during Katrina, a symbolic victory for residents. There was significant damage to its interior brick lining, but despite the storm surge that pressed up against its base, Biloxi Lighthouse stood firmly in the face of the hurricane and thus remains the anchor for the city's rebuilding process. There are plans for building a Biloxi Lighthouse Park and Visitors Center.

Visitors to the Old Biloxi Cemetery can read the gravestones of the first French settlers. The cemetery was seriously damaged by Katrina, but was being restored as of 2007. Fort Massachusetts, on the western tip of Ship Island, was inhabited by the Confederate Army and later recaptured by Union Troops who used it for a prison. On the grounds are a library, a summer cottage, and a Confederate cemetery. Fort Massachusetts suffered minimal damage during Katrina. Tours are offered during the spring, summer, and fall.

As of August 2007 eleven casinos were open in Biloxi, three were undergoing renovations, and eight were proposed. The ones that are open are open 24 hours a day, seven days a week, and offer Las Vegas-style gaming, entertainment, hotel rooms, and retail shops, as well as other amenities. The open Biloxi casinos are Beau Rivage Resort & Casino, Boomtown Casino, Grand

Casino–Biloxi, Hard Rock Casino, Hollywood Casino Bay St. Louis, IP Casino Hotel Spa, Island View Casino Resort, Isle of Capri Casino Resort, Palace Casino Resort, Silver Slipper, and Treasure Bay Casino Resort. Renovations are ongoing at the Island View Casino, Isle of Capri Casinos, and IP Casino Hotel Spa. Proposed casinos are the Bacaran Bay Casino Resort, Bayview Ventures LLC, The Broadwater, Pine Hills, Margaritaville Casino and Resort, Royal D’Iberville Casino and Hotel, Diamond-head Casino Corp., and West D’Iberville Development LLC.

The J.L. Scott Marine Education Center and Aquarium featured 47 aquariums, a 44,000-gallon Gulf of Mexico tank, hands-on exhibits, and a touch tank. The marine center and aquarium was a total loss as a result of Hurricane Katrina, and that operation has been moved into a temporary facility on the Gulf Coast Research Laboratory (GCRL) campus in Ocean Springs.

Time In Family Fun Center is the largest indoor playground on the Mississippi Gulf, and features miniature golf, a two-story soft playground, video games, and food. Not only is the center open following the hurricane, but it has expanded its operations.

Perhaps Biloxi’s most important attraction is the Katrina Memorial. It is located on Highway 90 in Biloxi’s Town Green. The memorial is dedicated to the Gulf Coast victims who died in Hurricane Katrina. The memorial was dedicated on February 15, 2006. It stands 12 feet tall, about the height of the water during Hurricane Katrina’s storm surge at the Town Green. The Memorial contains a tile inlay of a wave and a glass case containing various items from destroyed buildings.

Also new after Hurricane Katrina will be the Mississippi Renaissance Garden. A permanent site has been secured in Hiller Park in Biloxi. The garden will provide a place to research and remember Hurricane Katrina, commemorate the renaissance of the state of Mississippi, and celebrate the spirit of the people who made the coast renaissance possible. It is geared to promote environmental responsibility and productivity in a safe, peaceful, therapeutic, and beautiful retreat. The Garden will consist of numerous themed gardens, including a memorial garden, an enabling garden, a children’s garden, a sensory garden, and a community garden. Eventually a permanent building will be constructed that will be called the Horticultural Center. It will house offices, a gift center, classrooms for classes on horticulture, and a reference library on gardening, horticulture, Katrina Hurricane History, environmental protection, and other related functions. The Center will host nature-related art exhibits and sculpture, and provide revolving and permanent art exhibits.

Near Biloxi, the Scranton Nature Center in Pascagoula reopened in August 2006. It features unique exhibits, wildlife, plants, a park, pavilion, playground, walking trail, fishing lake, and soccer fields.

Arts and Culture

Biloxi was home to a diverse collection of museums. The Maritime and Seafood Industry Museum traced Biloxi’s 300-year history as the seafood capital of the world. The museum was destroyed by Hurricane Katrina.

The George E. Ohr Arts and Cultural Center exhibited work by “the Mad Potter of Biloxi,” whose pottery was so unique that it is housed in the Smithsonian. A planned expansion of the museum, including five Frank Gehry-designed buildings, was underway at the time of Hurricane Katrina. In the aftermath of the storm, the museum decided to build a replica of the historic Pleasant Reed House, a symbol of African American heritage that was lost in Katrina. The Ohr Arts and Cultural Center will find a new home on a site on Highway 90 in Biloxi. All of the museum’s art and historic collections, including all of the Ohr pottery as well as the archives of the Reed House, were in safekeeping at an undisclosed location in north Mississippi in 2007. Portions of the Ohr collection are on public display at the museum’s transitional location.

The Saenger Theatre for the Performing Arts is home to the Gulf Coast Opera Theatre, Gulf Coast Symphony Orchestra, Gulf Coast Symphony Youth Orchestra, and KNS Theatre, a non-profit community theater. The Saenger Theatre was damaged by Katrina, but was in the process of an eight-year \$2.5 million renovation project at the time, and was due to reopen in November 2007. Biloxi Little Theatre, an all-volunteer community theatre, presents four major productions each year, and Center Stage presents a variety of regular performances, children’s theater, and workshops.

The Mardi Gras Museum showcased the splendor of that celebration at the restored antebellum Magnolia Hotel, the oldest hotel structure on the Gulf Coast. The Hotel and Museum were lost in Hurricane Katrina.

Moran’s Art Studio displayed original works of Joe Moran, George E. Ohr, and Mary and Tommy Moran. The Biloxi gallery was destroyed by Hurricane Katrina, but Moran’s Art Studio reopened in nearby Ocean Springs, Mississippi.

Other museums that reopened after Hurricane Katrina in Biloxi’s surrounding region include Lynn Meadows Discovery Center in Gulfport. Lynn Meadows is one of America’s top 50 children’s museums. It is the only interactive children’s museum in Mississippi. It includes interactive exhibits on health, history, art, careers, trees, tornadoes, and the shipping industry, among other topics. Children can experience the 1890s in the History Attic, climb the Super Colossal Climbing Structure, defy gravity on the gravity cycle, and make videos of themselves reading the daily news.

The Seabee Heritage Center in Gulfport is a museum dedicated to the histories of “Seabees.” In 1942, the Seabees were formed to assist U.S. Naval operations by designing, building, and operating shore facilities,

shipyards, ports, piers, and other seaside stations. Considered an important part of U.S. defensive operations in World War II, the Seabees became known for their bravery and their capabilities in building ports and airfields around the world. The museum showcases the roles these service people played in World War II, the Korean War, Vietnam, and Desert Storm, and also details their numerous peacetime duties. Exhibits include uniforms, weapons, flags, supplies, newspaper clippings, and photos.

Another military museum is the G-I museum in Ocean Springs. It features more than 16,000 pieces of memorabilia and military artifacts, including soap, razors, cigarettes, helmets, hats, jackets, and coats that G-I's used in wars from World War I to the War on Terrorism and the War in Iraq. Also included are authentic letters and post cards, canteens, and language guides used by soldiers. There is a special section dedicated to African Americans and women who served their country.

Also in Ocean Springs is the Walter Anderson Museum. Mississippi-born artist, naturalist, and writer Walter Anderson is known for his vivid depictions of animals, people, and plants from the Gulf Coast area. The extensive permanent collection includes drawings, watercolors, oils, ceramics, carvings and more. The Little Room features murals, which were not discovered until Anderson's death. They were found locked up in his home, where he had created a scene called "Creation at Sunrise," which depicted the change from night to day. Temporary exhibits also show the works of other significant artists from around the country. The museum complex is comprised of the main museum facility and the Art Education Cottage. Both facilities were fully restored and open to the public after Hurricane Katrina.

Shearwater Pottery in Ocean Springs honors the artistic legacy of the Anderson family—Peter, Walter, and James McConnell Anderson. Shearwater Pottery was founded in 1928 by the late Peter Anderson.

The Firehouse Museum in Greenville is housed in a former cotton-factoring office which became a firehouse in 1931. The museum features hands-on displays, a children's dress-up area, and rare antique firehouse equipment.

Festivals and Holidays

The Gulf Coast's variety of festivals, many of them centering on water events, have long delighted both hometown crowds and visitors. Country Cajun Crawfish Festival in April draws thousands who want to share in the delicious Southern fare. May brings the Great Biloxi Schooner Races & Blessing of the Fleet, a celebration of the onset of shrimping season that features a street festival, coronation of the Shrimp King and Queen, and a parade of boats. The Mississippi Arts Fair for the Handicapped is held in June, as is the 11-day Mississippi

Coast Coliseum Summer Fair & Music Festival. A variety of Independence Day celebrations enliven the area in July. September is the time for the Biloxi Seafood Festival. Also in September, the arts are celebrated at the G. E. Ohr Fall Festival. The Highland & Island Scottish Games, held in Gulfport, takes place in November. Christmas on the Gulf Coast features Biloxi's Christmas on the Water boat parade and the Lighting of the Fish Net Christmas Tree and parade.

Vietnamese New Year and the Black Heritage Festival salute local ethnic groups in January, and the area's French heritage is celebrated at Coast History Week with its French Encampment. Queen Ixolib (Biloxi spelled backwards) presides over the festivities at Mardi Gras, which has been celebrated longer in Biloxi than in New Orleans. March brings the St. Patrick's Day Parade, the Irish Heritage Festival, and the Oyster Festival.

Sports for the Spectator

Biloxi has one professional sports teams, the Mississippi Sea Wolves, one of 25 teams in the East Coast Hockey League. Fans can watch their home games at the Mississippi Coast Coliseum & Convention Center, located in Biloxi. The Coliseum is also the arena for the Professional Cowboys Championship Finals, held over four days each January.

Sports for the Participant

Prior to Hurricane Katrina, the city of Biloxi maintained 26 parks encompassing 170 acres, as well as five community centers, 13 baseball and softball fields, four soccer fields, and 13 tennis courts. Many of these facilities were destroyed in the storm. The Natatorium offers an Olympic-sized indoor-outdoor pool with a retractable top. Biloxi after Hurricane Katrina boasts five of the coastal region's 39 public golf courses that attract golfers from all over the country. They include: Dogwood Hills Golf Club, Sunkist Country Club, Fallen Oak Golf Club, Southwind Golf Club, and Bay Breeze Golf Course at Keesler Air Force Base.

The Mississippi Deep Sea Fishing Rodeo is the world's largest event of its kind. Held on the Fourth of July weekend, the event features a fishing competition open to all ages, as well as carnival rides, live entertainment, and fireworks. The Great Biloxi Schooner Races are held in May, and the Race for the Case sailing regatta is held in July. In addition to organized events, boating and fishing enthusiasts can participate in the sports whenever they please. The Mississippi Gulf Coast houses more than 200 varieties of saltwater fish. Fishing and boating trips are available by charter, and the Biloxi Schooners take groups on a sail along the beachfront on two-masted replicas of nineteenth-century oyster schooners.

Shopping and Dining

Edgewater Mall is the largest enclosed mall on the Gulf Coast. Totalling more than one million square feet, the mall is anchored by four major retailers, including Dillard's, Belk, Sears, and JCPenney, and is occupied by more than 100 specialty stores. Edgewater Village Shopping Center features more than 40 stores occupying 200,000 square feet of retail space. Nearby, more than 60 retailers offer discounted wares at the Prime Outlets of Gulfport.

Biloxi's cuisine is an enticing blend of Spanish, French, Cajun, and traditional Southern cuisine. Gumbo, a succulent blend of seafood, okra, celery, scallions, and chopped bell peppers, is the featured item on many restaurants' menus.

Visitor Information: Biloxi Chamber of Commerce, 11975 E. Seaway Road, Gulfport, MS 39503; telephone (228) 604-0014. Mississippi Gulf Coast Convention & Visitors Bureau, 11975 E. Seaway Road, Gulfport, MS 39503; telephone (228)896-6699; fax (228)896-6788

■ Convention Facilities

The Mississippi Gulf Coast prior to Hurricane Katrina offered total convention space in excess of 500,000 square feet and more than 18,000 hotel rooms. Many of these rooms and much of this space were destroyed in the storm. However, the coastal cities, including Biloxi, have begun to rebuild. As of August 2007 several meeting facilities were back in operation, with many more coming online within the next couple of years. There were approximately 11,000 hotel rooms available in August 2007 on the Mississippi Gulf Coast, and several hundred additional rooms were scheduled to open in subsequent months.

The largest beachfront meeting and convention center in the South is the Mississippi Coast Coliseum & Convention Center, which had 180,000 square feet of convention space, up to 32 meeting rooms, and a 15,000-seat arena prior to Hurricane Katrina. The Mississippi Coast Coliseum & Convention Center was prepared in August 2007 to break ground on a 200,000 square feet expansion and renovation of the existing convention center. The existing convention center was scheduled to reopen in January 2008. The anticipated opening date for completion of the expansion was scheduled for the first quarter of 2009.

The majority of Biloxi's 11 casinos in 2007 also provide meeting space. New developments include the \$180 million expansion at the Isle of Capri Casino Resort that will include 45,000 square feet of meeting convention space. The planned \$704 million project of Harrah's Margaritaville Casino & Resort in Biloxi, set to open in 2010, is designed to include 66,000 square feet of meeting space. The Hard Rock Casino in Biloxi opened

in 2007, with a concert style arena that can hold more than 1,400 guests and can accommodate over 500 guests for a sit-down dinner.

Convention Information: Mississippi Gulf Coast Convention & Visitors Bureau, 11975 E. Seaway Road, Gulfport, MS 39503; telephone (228)896-6699; fax (228)896-6788

■ Transportation

Approaching the City

Gulfport-Biloxi International Airport was undergoing a \$51 million expansion project in August 2007. The expansion project will be completed in late 2007 and will boast two new gates, expanded lobby and ticket area, improved roads to and from the terminal, larger baggage claim and security areas, and space for two new airlines. The expansion project will expand the airport terminal from 92,000 square feet to 165,000 square feet. This will provide additional space for existing airlines and allow for two new airlines.

The airlines serving the facility are AirTran Airways, Allegiant Air, American Eagle, Delta Airlines/Delta Connection, Continental/Continental Express, and Northwest. For those who chose to approach the city by rail, Amtrak's Sunset Limited line provided service to Biloxi and Gulfport, among other cities along the Gulf Coast, but service has been suspended since Hurricane Katrina. Biloxi also has private and public marinas for those who choose to arrive by boat.

Traveling in the City

Seven interstate highways provide access to the Alabama-Mississippi-Louisiana region via Interstate 10, which runs east and west across the northern part of Biloxi. U.S. Highway 90 also runs east and west, but along the beaches of the Gulf. Interstate 110 extends north and south through the city, and Highways 67 and 15 run north toward central Mississippi. Local bus service is provided by the Coast Transit Authority.

■ Communications

Newspapers and Magazines

The *Sun Herald*, Biloxi's daily paper, is published every morning. Weeklies include the *Biloxi-D'Iberville Press*, *Gulf Pines Catholic*, and the *Keesler News*, which is produced at Keesler Air Force Base.

Television and Radio

Biloxi has one network affiliate (ABC). One FM and one AM station broadcast from the city.

Media Information: The *Sun Herald*, 205 Debuys Rd. Gulfport, MS 39507; telephone (228)896-2301

Biloxi Online

Biloxi Chamber of Commerce. Available www.biloxi.org

Biloxi Public School District. Available www.biloxischools.net

City of Biloxi Home Page. Available www.biloxi.ms.us

Harrison County Development Commission. Available www.mscoast.org

Harrison County Library System. Available www.harrison.lib.ms.us

Mississippi Development Authority. Available www.mississippi.org

Mississippi Gulf Coast Convention & Visitors Bureau. Available www.gulfcoast.org

Sun Herald. Available www.sunherald.com

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The Buildings of Biloxi: An Architectural Survey (City of Biloxi, 1975)

Husley, Val, *Maritime Biloxi* (Mount Pleasant, SC: Arcadia Publishing, 2000)

Sullivan, Charles, *Mississippi Gulf Coast: Portrait of a People* (Northridge, CA: Windsor Publications, 1985)



Jackson

■ The City in Brief

Founded: 1821 (incorporated 1833)

Head Official: Mayor Frank E. Melton (since 2005)

City Population

1980: 202,895

1990: 202,062

2000: 184,256

2006 estimate: 176,614

Percent change, 1990–2000: 8.8%

U.S. rank in 1980: 71st

U.S. rank in 1990: 78th (State rank: 1st)

U.S. rank in 2000: 127th (State rank: 1st)

Metropolitan Area Population

1980: 362,000

1990: 395,396

2000: 440,801

2006 estimate: 529,456

Percent change, 1990–2000: 11.5%

U.S. rank in 1980: 92nd

U.S. rank in 1990: 92nd

U.S. rank in 2000: 95th

Area: 106.82 square miles (2000)

Elevation: 291 feet above sea level

Average Annual Temperatures: January, 45.0° F; July, 81.4° F; annual average, 64.1° F

Average Annual Precipitation: 55.95 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.6% (June 2007)

Per Capita Income: \$19,596 (2005)

2005 FBI Crime Index Property: 12,008

2005 FBI Crime Index Violent: 1,225

Major Colleges and Universities: Jackson State University, Belhaven College, Millsaps College, University of Mississippi Medical Center

Daily Newspaper: *The Clarion-Ledger*

■ Introduction

Jackson, Mississippi's capital and largest city, is still essentially a proud Southern city where the living is gracious and activities move at a relaxed pace. But Jackson is also a financial center and a rapidly growing major distribution center, with interstate highways and railroads affording access to all parts of the Sun Belt. Jackson is a forward-looking community with many cultural attractions.

■ Geography and Climate

Standing on the west bank of the Pearl River about 150 miles north of the Gulf of Mexico, Jackson is about 45 miles east of the Mississippi River. The city is the seat of Hinds County, though parts of Jackson are also located in Rankin and Madison counties. The terrain surrounding Jackson is gently rolling; alluvial plains up to 3 miles wide extend along the river near Jackson, where some levees have been built on both sides of the river. Jackson receives approximately 55 inches of rainfall per year, but only trace amounts of snow, making it rather wet and significantly humid most of the year. The vicinity enjoys a fairly long warm season with light winds late in the day during summer.

Area: 106.82 square miles (2000)

Elevation: 291 feet above sea level

Average Temperatures: January, 45.0° F; July, 81.4° F; annual average, 64.1° F

Average Annual Precipitation: 55.95 inches

■ History

City Named for “Old Hickory”

The earliest inhabitants of the Jackson area were of the Choctaw and Chickasaw Native American tribes. During the late eighteenth century, a French-Canadian named Louis LeFleur began operating a trading post on a high bluff along the west bank of the Pearl River. The subsequent settlement became known as LeFleur’s Bluff. In October 1821 when the Choctaws ceded their land to the federal government as part of the Treaty of Doak’s Stand, LeFleur’s Bluff was recommended as the most suitable location for a seat of government. A November 1821 act of the U.S. Congress established Mississippi’s state government at this site, renamed Jackson in honor of General Andrew “Old Hickory” Jackson. The city’s development cannot be separated from its role as Mississippi’s capital.

In little more than a year, a two-story brick statehouse was ready for the historic opening session of the Mississippi state legislature in December 1822. A second capitol, now known as the “Old Capitol,” opened in 1840; that edifice, now a historical museum, was in turn replaced. Based on the design of the nation’s capitol in Washington, Jackson’s architecturally splendid New Capitol has, since its dedication in 1903, been the focus of Mississippi’s government activities.

Jackson Rebuilds After Fires

The cotton industry had made Jackson the capital of a wealthy state, but during the Civil War, when Union forces occupied Jackson under the command of General George Sherman, the city suffered three major fires. Because brick chimneys were the most visible structures left standing, Jackson earned the nickname “Chimneyville.” The City Hall was spared from burning, probably because it was used as a hospital. Jackson residents had to begin slowly rebuilding after 1865. Railroads radiating out from the city contributed to the growth of transportation and trade in Jackson.

While Jackson’s population was less than 8,000 people at the close of the century, by 1905 it had nearly doubled. Natural gas fields near the city were opened in the 1930s, providing inexpensive fuel for factories. Abundant energy coupled with existing transportation systems began to attract industries to the Jackson area. Since the 1960s an active program for economic development has stimulated building of many kinds, spurred industrial expansion, and attracted new residents to Jackson.

Jackson’s lingering reputation as a racially divided city changed in 1997, when Harvey Johnson was elected the city’s first African American mayor. He won 70 percent of the vote with a campaign that transcended race. Continuing to reinvent itself as a diverse and progressive city, Jackson made a major foray into the automobile industry by enticing Nissan Motor Co. to construct a \$930 million automotive plant in 2003. By 2007 Jackson was undergoing a makeover, as a newly renovated glass-fronted Mississippi Museum of Art relocated to a new space downtown. More than \$450 million of construction was anticipated or in progress in 2007, including hotel, office, and residential buildings. One major project, long in the works, is the King Edward Hotel, a 1923 palazzo-style building that is being renovated into a Hilton hotel, 60 apartments, and offices. The TelCom Center was completed in 2005, and the adjoining Capital City Convention Center was under construction in 2007 (it broke ground in June 2006). Redevelopment of the Farish Street Entertainment District began in 2006.

Historical Information: Mississippi Department of Archives and History, 200 North St., Jackson, MS 39201; telephone (601)576-6850; email pubinfo@mdah.state.ms.us

■ Population Profile

Metropolitan Area Residents

1980: 362,000
1990: 395,396
2000: 440,801
2006 estimate: 529,456
Percent change, 1990–2000: 11.5%
U.S. rank in 1980: 92nd
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City Residents

1980: 202,895
1990: 202,062
2000: 184,256
2006 estimate: 176,614
Percent change, 1990–2000: 8.8%
U.S. rank in 1980: 71st
U.S. rank in 1990: 78th (State rank: 1st)
U.S. rank in 2000: 127th (State rank: 1st)

Density: 1,756.4 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 51,208
Black: 130,151
American Indian and Alaska Native: 236
Asian: 1,056



Photograph by Gil Ford Photography. Reproduced by permission.

Native Hawaiian and Pacific Islander: 24
 Hispanic or Latino (may be of any race): 1,451
 Other: 344

Percent of residents born in state: 82.9%
 (2000)

Age characteristics (2005)

Population under 5 years old: 13,741
 Population 5 to 9 years old: 13,116
 Population 10 to 14 years old: 12,058
 Population 15 to 19 years old: 12,102
 Population 20 to 24 years old: 13,783
 Population 25 to 34 years old: 23,706
 Population 35 to 44 years old: 22,461
 Population 45 to 54 years old: 22,009
 Population 55 to 59 years old: 9,204
 Population 60 to 64 years old: 5,391
 Population 65 to 74 years old: 8,947
 Population 75 to 84 years old: 5,714
 Population 85 years and older: 1,696
 Median age: 31.9 years

Births (2006, MSA)

Total number: 8,085

Deaths (2006, MSA)

Total number: 4,522

Money income (2005)

Per capita income: \$19,596
 Median household income: \$31,177
 Total households: 64,404

Number of households with income of . . .

less than \$10,000: 10,825
 \$10,000 to \$14,999: 5,225
 \$15,000 to \$24,999: 10,160
 \$25,000 to \$34,999: 9,212
 \$35,000 to \$49,999: 10,319
 \$50,000 to \$74,999: 8,479
 \$75,000 to \$99,999: 4,551
 \$100,000 to \$149,999: 3,684
 \$150,000 to \$199,999: 581
 \$200,000 or more: 1,368

Percent of families below poverty level: 16.2% (2005)

2005 FBI Crime Index Property: 12,008

2005 FBI Crime Index Violent: 1,225

■ Municipal Government

Jackson has operated through a mayor-council form of government since 1985. Its seven councilmen are elected by districts while the mayor is elected at-large for a four-year term.

Head Official: Mayor Frank E. Melton (since 2005; current term expires 2009)

Total Number of City Employees: 2,158 (2007)

City Information: City of Jackson, 200 S. President St., Jackson, MS 39201; telephone (601)960-1084; fax (601)960-2193

■ Economy

Major Industries and Commercial Activity

Known as the “Best of the New South,” Jackson is a major business force in Mississippi. Its diversity of business and industry and its position as the state capital help insulate the metropolitan area from the economic downturns experienced by other cities. Jackson’s success in drawing high-paying industrial operations is attributed to the city’s combination of an attractive labor pool and a good quality of life.

There are three banks headquartered in Jackson: Tower Loan, First Commercial Bank, and Trustmark National Bank. Cattle is the primary commodity in Hinds County, though other commodities important to the region are cotton, grains, poultry, and timber. Government jobs, ranging from municipal to federal, employ approximately 40,000 residents of metropolitan Jackson. Manufacturing remains an important economic sector. Construction, distribution and trade, health care, retail, telecommunications, and travel and tourism are also vital to the local economy.

One of the most promising sectors for Jackson is the automobile industry. For years, city officials had worked to lure automotive manufacturers to the area by highlighting its assets, namely the availability of large parcels of land, a well-developed energy and utility infrastructure, and low industrial expenses. Nissan Motor Co. responded to their efforts, and in 2003 produced the first truck in Jackson’s new, \$930 million automobile plant. This investment by Nissan helped offset the downturn the Jackson area had incurred with the bankruptcy of WorldCom Inc., whose headquarters were in nearby Clinton, Mississippi, as well as the losses it faced in 2004 when Tyson Foods Inc. announced the closing of its Jackson processing plant, which cut about 900 jobs.

As of 2006 the largest manufacturers in Hinds County were: Delphi-Clinton with 1,038 employees, who produce automotive wiring harness components; Eaton Aerospace with 714 employees, who produce hydraulic pumps for aerospace; Milwaukee Electric Tool Corp. with 350

employees, who produce portable heavy-duty electric tools; Unified Brands with 300 employees, who produce commercial cooking equipment; and Cal-Maine Farms, Inc. with 300 employees, who produce poultry feed.

Items and goods produced: automobiles and related automotive components, fabricated metals, electrical and electronic equipment, food products, apparel, wood products, furniture, transportation equipment, rubber and plastic products, portable electric tools, welded steel tubing, aircraft parts

Incentive Programs—New and Existing Companies

Local programs: The Greater Jackson Alliance, an alliance consisting of the City of Jackson, Entergy Mississippi Inc., Jackson Municipal Airport Authority, MetroJackson Chamber of Commerce, and the Hinds, Rankin, and Madison county economic development organizations, markets and promotes the metropolitan Jackson area and encourages economic development through the expansions of existing businesses and industries and locations. Incentives for new businesses locating in the metropolitan Jackson area include low taxes, high quality labor, training programs, and tax credits for companies who create new jobs and provide basic skills for training and/or childcare. The City of Jackson Storefront Improvement Grant Program offers grants for exterior structural improvements to businesses located in designated areas of the city.

State programs: Momentum Mississippi was created in 2004 by Governor Haley Barbour as a long-range economic development implementation organization. The 2005 legislation was designed to help existing industries invest in technology and expand; attract high value, high technology enterprises; and provide counties and cities throughout Mississippi with the economic development tools to compete. Specifically, Momentum Mississippi identifies and pursues high value, high growth industry targets in both manufacturing and services, and aligns incentives and resources around these targets. It aims to increase public and private research and development funding and improve the effectiveness of technology transfer and capital accessibility programs to help commercialize innovations. It also works to improve the productivity and profitability of existing businesses through programs that support innovation, technology, and process improvement. The passage of Momentum Mississippi resulted in modernizing seven existing incentive programs and created two new incentives. The two new incentives were targeted at assisting existing industry by creating a Manufacturing Investment Tax Credit Program and an Existing Industry Productivity Loan Fund. The legislation also created the Jobs Protection Act designed to assist industries that face job losses due to outsourcing.

Job training programs: The state of Mississippi provides custom-designed pre-employment training, post-employment training, and upgrade/retraining services for new, expanding, or existing industries. The Employment Training Division of the Mississippi Development Authority administers the Workforce Investment Network (WIN). This network, the state's response to the federal Workforce Investment Act, combines federal, state, and community workforce resources to provide employment and training services to Mississippi employers and job seekers. WIN Job Centers, located throughout the state, provide access to employment, education, training, and economic development services. Other WIN services for employers include a database of qualified job candidates, assistance in writing job descriptions, proficiency testing, labor market data, and information on work opportunity tax credits. The Mississippi Contract Procurement Center provides information about bid opportunities from federal, state, and local government agencies; it also offers training, marketing assistance, technical support, and counseling. The Workforce Development Center of Hinds Community College provides industry-specific training, as well as additional educational courses and career exploration services.

Development Projects

By far, the largest development project of the early 2000s was the Nissan Motor Co. truck plant. The \$930 million facility created 3,300 new jobs and has the capacity of producing 250,000 vehicles each year, the first of which rolled off the line in the spring of 2003. This factory, in turn, attracted suppliers and other support services to the area.

Redevelopment of the Farish Street Entertainment District has been in the works for years. However, in 2006 construction of the first entertainment venue on Farish Street finally began. The historic King Edward Hotel, vacant since 1967, was long considered for either restoration or demolition. As of 2006 the Watkins Partners, New Orleans Saints running back Deuce McAllister, and Historic Restoration Inc. of New Orleans had formed a partnership to restore the hotel. It was expected to reopen in 2008 with 152 hotel rooms, 38 luxury condominiums, office space, shops, and restaurants.

Jackson is constructing a Convention District to provide new meeting and technology space. The Mississippi TelCom Center was completed in 2005, and the Capital City Convention Center was under construction in 2007 (it broke ground in June 2006). The Capital City Convention Center will sit adjacent to, and connect with, the Mississippi TelCom Center, a 74,000 square foot conference center. Together, the two centers will act as a complex offering a variety of options for meetings and events. Once completed, the 264,500 square foot Capitol City Convention Center and the TelCom Center will provide over 140,000 square feet of exhibition and meeting space, along with the latest in conferencing

technology. The new convention center is scheduled to open in late 2008.

Economic Development Information: Hinds County Economic Development District, 909 N. President St., PO Box 248, Jackson, MS 39205-0248; telephone (601) 353-6056; fax (601)353-7179; email exedir@hcedd.com

Commercial Shipping

Equidistant from Memphis to the North, New Orleans to the south, Atlanta to the east, and Dallas to the west, Jackson is advantageously positioned to serve the South's distribution needs. A transportation network of major carriers, regional airlines, major trucking lines, and rail lines operated by the Canadian National Railway and the Kansas City Southern Railway Co. assures Jackson's position as a vital provider of the nation's freight service. There are 22 common carriers operating in the Jackson area. The Jackson Municipal Airport Authority operates Jackson-Evers International Airport (JIA) and Hawkins Field, both of which handle considerable freight activity. JIA is the site of Foreign Trade Zone #158, where foreign goods bound for international destinations can be temporarily stored without incurring an import duty, as well as the Mississippi Air Cargo Logistics Center. The nearest full-service port is the Port of Vicksburg, located on the Mississippi River 45 miles west of Jackson.

Labor Force and Employment Outlook

Industrial leaders credit the metropolitan Jackson work force with a demonstrated willingness to adapt to rapidly changing technologies. High profit margins result from hourly manufacturing wages that are lower than the national average. Office space is inexpensive and abundant, and business operating expenses in Jackson are among the lowest in the nation. Recently, the sources of earnings by place of work included: government, 29.2%; services, 20.6%; healthcare and social assistance, 11.9%; finance and insurance, 7.9%; retail trade, 7.1%; manufacturing, 6.6%; wholesale trade, 5.2%; construction, 3.5%; transportation and warehousing, 3.5%; accommodation and food services, 2.5%; and educational services, 1.6%.

The following is a summary of data regarding the Jackson metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 261,800

Number of workers employed in . . .

construction and mining: 14,000
 manufacturing: 22,200
 trade, transportation and utilities: 54,000
 information: 4,400
 financial activities: 16,700
 professional and business services: 29,900
 educational and health services: 33,600
 leisure and hospitality: 22,700

other services: 10,600
 government: 53,800

Average hourly earnings of production workers employed in manufacturing: \$16.53

Unemployment rate: 5.6% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
State of Mississippi	31,556
University of Mississippi Medical Center	7,200
United States Government	5,500
Jackson Public School District	4,500
Nissan North America Inc.	4,000
Baptist Health Systems St. Dominic Health Services	2,700
Mississippi State Hospital	2,600
City of Jackson	2,500
Rankin County School District	2,400
	2,000

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
 Not available

2007 (1st quarter) ACCRA Cost of Living Index:
 91.8

State income tax rate: 3.0% to 5.0%

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 169.14 mills

Economic Information: MetroJackson Chamber of Commerce, PO Box 22548, Jackson, MS 39225; telephone (601)948-7575; fax (601)352-5539; email contact@metrochamber.com

■ Education and Research

Elementary and Secondary Schools

Public education in Jackson is provided by Jackson Public Schools (JPS), the largest school district in Mississippi. Jackson is notable for being the city where Parents for

Public Schools was founded in 1989. The group began a national movement to make public schools truly integrated. JPS offers a number of special programs to meet students' individual needs. JPS is the only district in Mississippi to offer the International Baccalaureate program from elementary through high school. JPS is working to meet its Bold Targets initiative, designed to ensure that 95% of its students are proficient or advanced by 2009, five years ahead of the federal No Child Left Behind mandates. For the school year 2006–07, the district could boast that 84% of its schools were rated as successful, exemplary, or superior; 10 schools improved ratings from the previous year; no schools were rated as low-performing; 1,368 students were enrolled in advanced placement (AP) courses, up 13% from the previous year; the graduation rate was up 16% district-wide in four years; and ACT composite scores were at a 5-year high.

The following is a summary of data regarding the Jackson Public Schools as of the 2005–2006 school year.

Total enrollment: 32,000

Number of facilities

elementary schools: 38
 junior high/middle schools: 10
 senior high schools: 8
 other: 3

Student/teacher ratio: 16.9:1

Teacher salaries (2005–06)

elementary median: \$37,450
 junior high/middle median: \$36,670
 secondary median: \$38,460

Funding per pupil: \$6,579

Public facilities are supplemented by several private and parochial schools that serve the area.

Public Schools Information: Jackson Public Schools, PO Box 2338, Jackson, MS 39225-2338; telephone (601)960-8700

Colleges and Universities

Jackson State University is a public institution that for the 2006–07 academic year had a total of 7,783 students enrolled in undergraduate and graduate programs. The University of Mississippi Medical Center has schools of medicine, dentistry, nursing, and health-related professions, and a graduate school of medical sciences. Hinds Community College, a two-year public institution serving approximately 15,000 students each year, has a campus in Jackson. Belhaven College, affiliated with the Presbyterian Church, awards bachelor's, master's, and associate's degrees. Millsaps College, a private college affiliated with

the United Methodist Church, awards bachelor's and master's degrees. Antonelli College is a private, two-year college based in Ohio with a campus in Jackson. Other Jackson-area colleges include Tougaloo College and the Mississippi College School of Law.

Libraries and Research Centers

The Jackson-Hinds Library System supports 15 branches, 8 of which are located in the city of Jackson. Its collection numbers more than 535,000 books, videos, audio cassettes, compact discs, and multimedia kits, in addition to periodicals, microfiche, magazine and newspapers on microfilm, and CD-ROMs. The main library, the Eudora Welty Library, houses a special collection on Mississippi writers and serves as the Hinds County Bar Association's public law library.

Jackson State University maintains a large library holding 400,000 book titles, government documents, and a special Black Studies collection. The University's Center for Business Development and Economic Research conducts small business research. The Institute for Technology Development, a public/private interdisciplinary research corporation located at the Stennis Space Center, also contributes to the development of the area's business economy. The University of Mississippi Medical Center is a leader in innovative medical research.

Public Library Information: Jackson-Hinds Library System, c/o Eudora Welty Library, 300 N. State St., Jackson, MS 39201; telephone (601)968-5811; toll-free (800)968-5803; email webmaster@jhlibrary.com

■ Health Care

With 11 hospitals and some 3,200 beds available for patient care, Jackson is a fully equipped regional health care center. Two of the largest facilities are the Mississippi Baptist Health System and the Central Mississippi Medical Center, with 564 and 473 beds, respectively. A major asset is the University of Mississippi Medical Center. Besides providing instruction in medicine, dentistry, nursing, and health-related professions, the University Medical Center operates the renowned University Hospitals and Clinics, which serve as Jackson's major teaching institutions. The Montgomery Veterans Affairs Medical Center, also a teaching facility, has 163 beds for long-term care. Other health care institutions in Jackson include Brentwood Behavioral HealthCare of Mississippi, Jackson State College Health Center, Methodist Rehabilitation Center, Mississippi Hospital for Restorative Care, River Oaks Hospital, St. Dominic-Jackson Memorial Hospital, and Woman's Hospital at River Oaks.

■ Recreation

Sightseeing

As the capital of the Magnolia State, Jackson offers visitors several buildings of historical interest. The New Capitol, built in 1903 in the Beaux Arts style of architecture and patterned after the nation's capitol in Washington, is the working seat of Mississippi's government. The restored Old Capitol, which was built in 1833 and served as the government seat for 70 years, is the home of the State Historical Museum. As of 2007 it was temporarily closed due to roof damage from Hurricane Katrina. The Governor's Mansion was headquarters for Union Generals Grant and Sherman during the Civil War and has been home to all of Mississippi's governors since 1842; it is one of only two executive residences designated a National Historic Landmark. The mansion is the second-oldest continuously occupied gubernatorial residence in the U.S. City Hall is one of the few buildings left standing after Union troops set fire to the city. At the Gothic Revival Manship House, the 1857 home of Jackson's Civil War-era mayor, the daily life of a nineteenth-century Mississippi family is recreated.

On 100 acres in the heart of the city, the Jackson Zoological Park houses more than 775 birds, reptiles, and mammals representing more than 120 species from all over the world, as well as a children's petting zoo. At Mynelle Gardens, also known as Jackson's Botanical Gardens, more than a thousand varieties of plants are tended among several distinct gardens situated on seven acres. Battlefield Park is a memorial to Civil War battles fought there, with areas available for tennis and baseball. About 10 miles north of Jackson is the historic Natchez Trace Parkway, where a series of Indian paths became a post road. Mississippi Crafts Center, a showcase for folk arts, and pleasant picnic areas are located along the historic drive.

Arts and Culture

With pride in their southern hospitality and culture, Jacksonians have created facilities and assured an atmosphere where the arts flourish. Until 2007 the Mississippi Arts Center included Thalia Mara Hall, home of the Mississippi Symphony Orchestra and the Mississippi Museum of Art, with its vast permanent collections, regular monthly exhibits, and visiting shows. In 2007 a newly renovated Mississippi Museum of Art moved to a location down the street from the Mississippi Arts Center. The Russell C. Davis Planetarium offers a variety of public shows and educational programs, including Sky Shows and Laser Light Concerts, designed to give students of all ages a better understanding of the universe and space exploration. In one of the largest theaters in the country, Cinema-360 completely surrounds the viewer.

The performing arts offer variety to Jackson residents and visitors. New Stage Theatre and the Community Children's Theatre stage live dramatic performances, as do local colleges and national touring companies. Ballet is hugely popular in Jackson. It is presented locally by Ballet Mississippi, which is affiliated with the Ballet Mississippi Youth Ballet and the Ballet Mississippi School. Every four years Jackson is proud to host the two-week USA International Ballet Competition. The Mississippi Opera, Mississippi Symphony Orchestra, Mississippi Academy of Ancient Music, Jackson Choral Society, and Metropolitan Chamber Orchestra Society offer a full calendar of live music to the region's audiences. Jackson-area nightspots feature music for every taste, including reggae, blues, Dixieland, country, jazz, and rock.

The region's museums provide a wide range of arts and artifacts for viewing. The Mississippi Museum of Art is the oldest and largest professional arts organization in the state, and holds a collection of more than 3,000 works. In 2007 the museum moved to a newly renovated location a block away from its previous home in the Mississippi Arts Center. Old Capitol Museum, formerly the seat of state government, now exhibits Mississippi's state historical collections. As of 2007 it was temporarily closed due to roof damage from Hurricane Katrina. Wildlife specimens, aquariums, and ecological exhibits are on display at the Mississippi Museum of Natural Science. The Municipal Art Gallery displays month-long exhibitions of works that are available for sale.

The Mississippi Agriculture and Forestry Museum, spanning 40 acres, depicts the stories of men and women who made their living as farmers and woodsmen. African American culture and African American Mississippi history are featured in the Smith Robertson Museum and Cultural Center. The International Museum of Muslim Cultures is devoted to contributions Muslims have made to the city of Jackson, the state, the nation, and the world. Other Jackson museums of note are the Oaks House Museum, which is the oldest house in the city; the Manship House Museum, a rare example of Gothic Revival architecture in Mississippi; and the Mississippi Sports Hall of Fame and Museum, which features interactive exhibits and more than 500 televised interviews with famous Mississippi athletes. The Eudora Welty Museum offers visitors a chance to see the writer's home as she lived in it: Welty left her house and collection of thousands of books to the state, and the Welty family donated furniture and art. The garden stretches over a lot of about three-quarters of an acre in the Belhaven neighborhood, where Welty and her family were early residents.

Festivals and Holidays

Jackson hosts the nation's second largest parade in honor of Dr. Martin Luther King, Jr. This two-week celebration in January also features gospel music, a talent show, and live entertainment. Right on its heels is the Dixie National

Livestock Show, Parade, and Rodeo; held over three weeks at the Mississippi Fairgrounds, the event also includes a three-day Western Festival, a rodeo dance, and two trade shows. March brings Mal's St. Paddy's Parade & Festival, featuring the local favorite and world-famous Sweet Potato Queens. Spring ushers in the Crossroads Film Festival, McB's Crawfish Festival, and the Mississippi Cultural Festival, which celebrates the diversity of cultures in the state.

Jubilee! JAM, held in downtown Jackson each June, is a celebration of music, arts and crafts, and food. Several events celebrate our nation's independence each July, such as the Old Fashioned 4th of July Celebration at the Mississippi Agriculture & Forestry Museum. September is the month for several cultural festivals, including Celtic Fest, the Farish Street Heritage Festival, and Festival Latino. Each October brings the huge Mississippi State Fair, a 12-day event that attracts nearly 550,000 visitors. Trustmark's Red Beans & Rice Celebration, featuring Southern-style food, music, and activities, is also held in the autumn, as are the Halloween Carnival and the Harvest Festival. Numerous musical and theatrical performances, a parade, and tours of architecturally significant buildings contribute to festive Christmas and Kwanzaa seasons.

Sports for the Spectator

Mississippi's only professional baseball team is the Jackson Senators, who play at Smith-Wills Stadium from May through August. College football is a local favorite; thousands of spectators turn out for the annual Capital City Classic between the Jackson State University Tigers and the Alcorn State University Braves, along with other contests, pageants, and events at Memorial Stadium. The National Cutting Horse Association event is held each March at the Mississippi State Fairgrounds, with competition from amateur and professional riders. The Tour LeFleur Bike Race, a regional cycling event with multiple races throughout downtown Jackson, takes place the following month. The Southern Farm Bureau Golf Classic, Mississippi's only regular PGA tour event, is held over a week in late September.

Sports for the Participant

Taking advantage of its warm climate, many of Jackson's sports facilities emphasize outdoor life. With 25 lovely parks in the city park system, residents and visitors can enjoy facilities ranging from playground to primitive camping. Public and private golf courses, tennis and basketball courts, baseball and soccer fields, jogging and biking routes, nature trails, swimming pools, bowling and roller skating facilities, a go-cart track, and a model airplane field are all available in the area. Sports leagues suited to children include T-ball, baseball, football, and soccer.

An outdoor asset to Jackson, only 10 miles northeast of the city center, is the 33,000-acre Ross Barnett Reservoir, where water sports—boating, sailing, water skiing, swimming, and fishing—abound, with additional areas designated for camping and picnicking. LeFleur's Bluff State Park offers camping, fishing, picnic spots, hiking trails, and a 9-hole golf course situated on 305 acres.

Shopping and Dining

The central business district offers a variety of stores for shopping pleasure. Three major shopping malls are located in the city of Jackson. One of the largest is MetroCenter Mall, which houses 115 specialty stores in addition to its anchors of Belk and Sears. Numerous specialty shopping centers located outside of the major malls offer unique merchandise. Among these are the Chimneyville Crafts Gallery, specializing in crafts made by local artists, and two local outlets featuring the work of members of the Craftsmen's Guild of Mississippi. More than 40 antique dealers operate in the Jackson area.

Dining opportunities in Jackson's 400 restaurants can suit every taste, from fast food or southern style cuisine, such as southern fried chicken, biscuits, and pecan pie, to fresh Gulf Coast seafood, including shrimp, oysters, and crab. International establishments in the Jackson area feature French, Continental, Greek, Oriental, and Mexican menus.

Visitor Information: Jackson Convention & Visitors Bureau, 111 East Capitol St., Suite 102, Jackson, MS 39201; telephone (601) 960-1891; toll-free (800) 354-7695; fax (601) 960-1827; email info@visitjackson.com

■ Convention Facilities

In November 2004, voters decided that Jackson would no longer be one of the only capital cities without a convention center. The Capital City Convention Center, to be completed in late 2008, will have a \$40 million economic impact on the city by creating 700 new jobs and attracting convention delegates, thereby boosting tourism and hospitality revenue. This center will sit adjacent to, and connect with, the Mississippi TelCom Center, a 74,000 square foot conference center that opened in 2005. Together, the two centers will act as a complex offering a variety of options for meetings and events. Once completed, the 264,500 square foot Capitol City Convention Center and the TelCom Center will provide over 140,000 square feet of exhibition and meeting space.

Existing facilities include the Mississippi Fair Grounds Complex, which is comprised of the Mississippi Coliseum, an all-season arena with 6,500 permanent seats and up to 3,500 additional temporary seats, and the Mississippi Trade Mart, which offers 66,000 square feet of exhibit space and is ideal for professional conventions

and exhibits of automobiles and other types of equipment. Thalia Mara Hall, adjacent to the Mississippi Arts Center downtown, offers 8,000 square feet of exhibit space and seating space for 2,500 people. Mississippi Veterans Memorial Stadium has 60,000 seats, while Smith-Wills Stadium, near the Agriculture and Forestry Museum, can seat 5,200 people. A number of area hotels offer meeting facilities, including the Hilton Jackson & Convention Center with seating up to 1,200 and meeting space of 8,100 square feet, and the Jackson Marriott with 20 meeting rooms totaling 35,000 square feet.

Convention Information: Jackson Convention & Visitors Bureau, 111 East Capitol St., Suite 102, Jackson, MS 39201; telephone (601) 960-1891; toll-free (800) 354-7695; fax (601) 960-1827; email info@visitjackson.com

■ Transportation

Approaching the City

Most air passengers arrive in Jackson through Jackson-Evers International Airport. Atlantic Southeast Airlines (ASA), American Eagle, Continental Express, Delta, Comair, Northwest, Southwest, and US Airways Express serve the airport, transporting a total of more than 1.4 million passengers from August 2006 to July 2007. Hawkins Field, located in northwest Jackson and serving Hawkins Industrial Park, accommodates private and company planes. Motor traffic is handled by two primary interstate highways, I-55 running north and south, and I-20 going east and west; a third interstate, I-220, connects I-20 with I-55. Additional approaches to the city are U.S. highways 49, 51, and 80, and state highways 18, 25, and 471. Amtrak and Greyhound-Trailways Bus Lines accommodate rail and bus passengers traveling to Jackson.

Traveling in the City

Jackson's urban mass transit is furnished by 30 city buses and 10 handilift buses for people with disabilities operated by JATRAN. The system's fixed route service carried 750,000 passengers for more than one million miles in 2006. More than 25,000 passengers with disabilities utilized the system's handilift service transportation that year.

■ Communications

Newspapers and Magazines

The Clarion-Ledger publishes an evening paper seven days a week. Weekly newspapers include the *Jackson Advocate*, Mississippi's oldest African American newspaper; *Mississippi Business Journal*, Mississippi's only statewide business publication; and *Northside Sun*, serving 11,000

paid subscribers. *The New Southern View* is a quarterly magazine featuring articles, local information, and a community calendar for residents of the Greater Jackson metropolitan area. Several other publications available in Jackson feature regional, religious, professional, and educational material.

Television and Radio

Jackson has seven television stations, with additional coverage available through cable television service and stations based in surrounding communities. Fifteen AM and FM radio stations broadcast from Jackson.

Media Information: *The Clarion-Ledger*, 201 S. Congress St., Jackson, MS 39201; telephone (601)961-7200; toll-free, in state (877)850-5343; toll-free, out of state (800)367-3384

Jackson Online

City of Jackson Home Page. Available www.city.jackson.ms.us

The Clarion-Ledger. Available www.clarionledger.com

Greater Jackson Alliance. Available www.metrojacksoneda.com/index.php

Hinds County Economic Development District.

Available www.hcedd.com

Jackson Convention & Visitors Bureau. Available www.visitjackson.com

Jackson-Hinds Library System. Available www.jhlibrary.com

Jackson Public Schools. Available www.jackson.k12.ms.us

MetroJackson Chamber of Commerce. Available www.metrochamber.com

Mississippi Department of Archives and History. Available www.mdah.state.ms.us

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North Carolina

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Winston-Salem...405



The State in Brief

Nickname: Tar Heel State; Old North State

Motto: Esse quam videri (To be rather than to seem)

Flower: Dogwood

Bird: Cardinal

Area: 53,818 square miles (2000, U.S. rank 28th)

Elevation: Ranges from sea level to 6,684 feet above sea level

Climate: Warm and mild with abundant rainfall; subtropical in southeast, cooler in the mountains

Admitted to Union: November 21, 1789

Capital: Raleigh

Head Official: Governor Michael F. Easley (D) (until 2008)

Population

1980: 5,882,000

1990: 6,628,637

2000: 8,049,313

2006 estimate: 8,856,505

Percent change, 1990–2000: 21.4%

U.S. rank in 2006: 10th

Percent of residents born in state: 59.69% (2006)

Density: 178.3 people per square mile (2006)

2006 FBI Crime Index Total: 407,084

Racial and Ethnic Characteristics (2006)

White: 6,224,663

Black or African American: 1,892,469

American Indian and Alaska Native: 99,688

Asian: 162,578

Native Hawaiian and Pacific Islander: 5,320

Hispanic or Latino (may be of any race): 597,382

Other: 346,463

Age Characteristics (2006)

Population under 5 years old: 602,733

Population 5 to 19 years old: 1,807,309

Percent of population 65 years and over: 12.1%

Median age: 36.6

Vital Statistics

Total number of births (2006): 125,259

Total number of deaths (2006): 76,663

AIDS cases reported through 2005: 14,915

Economy

Major industries: Textiles, agriculture, tobacco, furniture, bricks, metalworking, chemicals, paper, tourism, manufacturing

Unemployment rate (2006): 6.6%

Per capita income (2006): \$22,945

Median household income (2006): \$42,625

Percentage of persons below poverty level (2006): 14.7%

Income tax rate: 6.0% to 8.0%

Sales tax rate: 4.25% (food sales are subject to local sales taxes)



Charlotte

■ The City in Brief

Founded: circa 1750 (incorporated 1768)

Head Official: Mayor Patrick McCrory (R) (since 1995)

City Population

1980: 315,474

1990: 419,558

2000: 540,828

2006 estimate: 630,478

Percent change, 1990–2000: 28.9%

U.S. rank in 1980: 47th

U.S. rank in 1990: 35th (State rank: 1st)

U.S. rank in 2000: 33rd (State rank: 1st)

Metropolitan Area Population

1980: 971,000

1990: 1,162,140

2000: 1,499,293

2006 estimate: 1,583,016

Percent change, 1990–2000: 29.0%

U.S. rank in 1980: 36th

U.S. rank in 1990: 34th

U.S. rank in 2000: 34th

Area: 242.87 square miles (2000)

Elevation: Ranges from 730 to 765 feet above sea level

Average Annual Temperatures: January, 41.7° F July, 80.3° F; average annual temperature, 61.4° F

Average Annual Precipitation: 38 inches of rain; 5.5 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.1% (June 2007)

Per Capita Income: \$28,875 (2005)

2005 FBI Crime Index Property: 46,589

2005 FBI Crime Index Violent: 7,933

Major Colleges and Universities: University of North Carolina at Charlotte, Queens University of Charlotte, Johnson C. Smith University, Davidson College

Daily Newspaper: *The Charlotte Observer*

■ Introduction

Charlotte, known as the “Queen City,” offers a fascinating mix of southern culture and growing business mecca. The city is at the center of one of the largest urban regions in the country and has emerged as a major financial center. An excellent interstate highway system, good railroad access, and an inland port facility are other factors that have made Charlotte a major distribution center of the Southeast and one growing in both national and international importance.

With the presence of new businesses and new jobs, the population of the city and county has been growing at a rapid pace. Yet even as Charlotte has emerged as a major city of the new South—and of the nation—its people continue to keep a clear vision of what makes a good life. Neighborhood streets are filled with majestic 90-foot water and willow oaks. Uptown’s major thoroughfare is lined with trees. Each spring, the entire county is filled with delirious color as dogwoods and azaleas bloom. Just two hours east of the Appalachian Mountains and three hours west of the Atlantic Ocean, life in this comfortable, mid-sized city provides the best of all worlds.

■ Geography and Climate

Charlotte is located in southwestern North Carolina’s Piedmont region of rolling hills. The city is about 85 miles south and east of the Appalachian Mountains and

about 180 miles northwest of the Atlantic Ocean. Situated near the South Carolina state line, Charlotte is the Mecklenburg county seat.

Charlotte's moderate climate enjoys a sheltering effect from the mountains; its cool winters seldom bring extreme cold temperatures or heavy snowfall, while the city's long, quite warm summer days are mitigated by considerably cooler nights. Summer precipitation falls principally in the form of thundershowers, followed by comparatively drier fall weather. The average annual snow fall is generally less than six inches.

Area: 242.87 square miles (2000)

Elevation: Ranges from 730 to 765 feet above sea level

Average Temperatures: January, 41.7° F July, 80.3° F; average annual temperature, 61.4° F

Average Annual Precipitation: 38 inches of rain; 5.5 inches of snow

■ History

Colonists Win King's Favor

The first colonial settlers—German, Scotch-Irish, English, and French Huguenot—in the region that is now Charlotte encountered a friendly, peaceful native tribe, the Catawba. The area's fertile soil brought more settlers and by 1761 the Catawba were restricted to assigned territory in South Carolina. The colonists were aggressive in seeking political advantages. In the mid-1750s, for example, to win favor with England's King George III, the first settlers to the area named their town Charlotte, after the king's wife, Charlotte Sophia of Mecklenburg-Strelitz (Germany). The town was incorporated in 1768. Their next step was to convince the royal government that they deserved to be a separate county. They diplomatically named their new county Mecklenburg, in honor of the queen.

But their ambitions did not stop there. Thomas Polk, one of the town's first settlers, and his neighbors wanted Charlotte as the county seat. Although there really was not much in Charlotte to justify such a designation, that did not stop these enterprising individuals. They built a log cabin where two Native American trails converged and called it a courthouse, and the existence of that courthouse led to the royal government's appointing Charlotte as the county seat in 1774.

Gold Fever Spurs Boom

Charlotteans' "can-do" attitude also included a strong streak of stubbornness and independence. It was in Charlotte that the Mecklenburg Declaration of Independence was signed on May 20, 1775, predating the colonies' joint declaration by more than a year. During

the Revolutionary War, British General Lord Cornwallis referred to Charlotte as "a damned hornet's nest of rebellion."

From 1781 to 1800 Charlotte added a flour mill and a saw mill to its growing settlement. In 1799, a young boy came upon a 17-pound gold nugget at the Reed Gold Mine, 30 miles east of the city. Soon, mines dotted the area and business in Charlotte boomed. Gold fever lasted until starry-eyed prospectors were lured west by the California Gold Rush of 1849.

City Becomes a Financial and Textile Center

As the importance of the mines diminished, cotton took hold as the town's money producer. The invention of the cotton gin helped to establish Charlotte as a ginning and exchange center, and the town evolved into a textile power. The beginning of the city's development as a major distribution center began in the mid-1880s with the convergence of several railroad lines in Charlotte. After the Civil War, hydroelectric power was developed on the Catawba River near Charlotte. The city began to serve as a textile center in the late nineteenth century, and by 1903, more than half of the nation's textile production was located within a 100-mile radius of Charlotte. The evolution of North Carolina's interstate highway system in the 1900s further paved the way for Charlotte to become the major distribution center that it is today. Charlotte enjoyed great expansion after World War I. The location of a branch of the Federal Reserve Bank in the 1920s also had a major impact, and Charlotte subsequently evolved into a top banking center. In the 1940s Charlotte contributed to military efforts and in the 1950s underwent another period of growth. Charlotte became a banking and distribution center that grew more than 30 percent in the 1970s, profiting from a historic desegregation ruling and a dedication to metropolitan renewal and development.

In the 1990s, large-scale business expansions and relocations created many new jobs and an economy that continued to thrive despite the recession in the early 2000s. Several factors contributed to the success of the area, including a cost of living below the national average and a graceful blend of historical homes alongside new development. An excellent transportation infrastructure has also contributed to growth. Charlotte is at the center of the largest consolidated rail system in the United States and has been designated as an inland port city. As such, the city has become a major distribution and transportation hub, as well as a major financial center. As of 2007 over 300 of the *Fortune* 500 companies had facilities in Charlotte, 9 of which were headquartered in the city that year. Two of the largest banks in the nation, Bank of America and Wachovia, had headquarters in Charlotte. The city is also the site of a branch of the Federal Reserve.

As businesses have grown, so has population of both city and county. County reports indicated that in 2006 about 38,000 new residents moved into the county. Providing services for such a rapidly growing population has been a challenge for local officials, particularly in the areas of public education, a growing number of working poor, and environmental concerns. As of 2007 however, officials had several development and redevelopment plans in place to address these issues and prepare for the continued growth expected within the next decade.

Historical Information: Public Library of Charlotte and Mecklenburg County, 310 N. Tryon St., Charlotte, NC 28202-2176; telephone (704)336-2725; www.cmstory.org. The Charlotte Museum of History and Hezekiah Alexander Foundation, 3500 Shamrock Dr., Charlotte, NC 28215; telephone (704)568-1774; www.charlottemuseum.org

■ Population Profile

Metropolitan Area Residents

1980: 971,000
 1990: 1,162,140
 2000: 1,499,293
 2006 estimate: 1,583,016
 Percent change, 1990–2000: 29.0%
 U.S. rank in 1980: 36th
 U.S. rank in 1990: 34th
 U.S. rank in 2000: 34th

City Residents

1980: 315,474
 1990: 419,558
 2000: 540,828
 2006 estimate: 630,478
 Percent change, 1990–2000: 28.9%
 U.S. rank in 1980: 47th
 U.S. rank in 1990: 35th (State rank: 1st)
 U.S. rank in 2000: 33rd (State rank: 1st)

Density: 2,232.4 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 342,761
 Black: 206,259
 American Indian and Alaska Native: 2,452
 Asian: 23,560
 Native Hawaiian and Pacific Islander: 64
 Hispanic or Latino (may be of any race): 58,466
 Other: 16,217

Percent of residents born in state: 46.3% (2000)

Age characteristics (2005)

Population under 5 years old: 50,463
 Population 5 to 9 years old: 43,875
 Population 10 to 14 years old: 41,682
 Population 15 to 19 years old: 38,864
 Population 20 to 24 years old: 39,430
 Population 25 to 34 years old: 100,025
 Population 35 to 44 years old: 102,673
 Population 45 to 54 years old: 83,532
 Population 55 to 59 years old: 33,360
 Population 60 to 64 years old: 21,717
 Population 65 to 74 years old: 25,782
 Population 75 to 84 years old: 15,708
 Population 85 years and older: 4,487
 Median age: 33.8 years

Births (2006, MSA)

Total number: 24,048

Deaths (2006, MSA)

Total number: 10,989

Money income (2005)

Per capita income: \$28,875
 Median household income: \$47,131
 Total households: 249,403

Number of households with income of ...

less than \$10,000: 19,672
 \$10,000 to \$14,999: 12,440
 \$15,000 to \$24,999: 32,452
 \$25,000 to \$34,999: 28,940
 \$35,000 to \$49,999: 37,857
 \$50,000 to \$74,999: 44,528
 \$75,000 to \$99,999: 23,433
 \$100,000 to \$149,999: 28,301
 \$150,000 to \$199,999: 10,320
 \$200,000 or more: 11,460

Percent of families below poverty level: 11.9% (2005)

2005 FBI Crime Index Property: 46,589

2005 FBI Crime Index Violent: 7,933

■ Municipal Government

Charlotte has a council–manager government with an 11-member city council and a mayor, all of whom are elected officials serving two-year terms. The mayor presides at city council meetings and serves as the official representative of the city. The day-to-day operations of the city are under the oversight of the professional city manager, a position appointed by the city council. Seven council members are elected to single-member districts and four are elected at large.



Image copyright Jill Lang, 2007. Used under license from Shutterstock.com.

Head Official: Mayor Patrick McCrory (R) (since 1995; term expires 2011)

Total Number of City Employees: 5,838 (2005)

City Information: Charlotte Mecklenburg Government Center, 600 E. Fourth St., Charlotte, NC 28202-2840; telephone (704)336-2244; www.charmeck.org

■ Economy

Major Industries and Commercial Activity

Distribution and banking are the two major forces responsible for the emergence of Charlotte as a major urban center where economic growth and business development are flourishing. As of 2006, Charlotte was the fifth fastest growing large city in the U.S.

Located in one of the nation's largest urban regions, Charlotte has more than six million people living within a 100-mile radius. In fact, more than half the population of the United States can be reached from Charlotte within one hour's flight time or one day by vehicle. Its proximity to a wide variety of markets has led to Charlotte's maturation as a financial, distribution, and transportation center for the entire urban region. The city has developed into a major wholesale center.

Charlotte is also becoming recognized as a national and international financial center. The city is already the major banking center of the Southeast and only New York City has more banking resources. With more than \$1 trillion in bank holding company assets and two major banking institutions (Wachovia and Bank of America), Charlotte is in a position to provide businesses with a wide array of sophisticated corporate banking services, as well as resources for financing and investing.

Several factors attract foreign businesses to Charlotte from such countries as Germany, the United Kingdom, Japan, France, Switzerland, Italy, and Canada. These include an inland port facility, a foreign trade zone, and the area's customs and immigration offices. More than 600 foreign-owned companies have facilities in the Charlotte region, representing one-third of all foreign companies in North Carolina and South Carolina combined.

As the subsidiary headquarters for a variety of major national companies, Charlotte's urban region continues to attract sophisticated industries such as micro-electronics, metal working, and vehicle assembly, as well as research and development, high-technology and service-oriented international and domestic firms.

In recent years, Charlotte has emerged as a magnet for defense-related industries, with four of the nation's top ten defense contractors locating facilities in the area.

Charlotte's business future is expected to remain diverse. More corporate headquarters, transportation- and distribution-related industries will lead growth, with knowledge-based industries following. In 2005 some 48 biotech firms were located in Charlotte and 18 optoelectronic facilities existed within the region.

Charlotte is a major center in the motorsports industry. NASCAR has many offices in and around the city. Approximately 75 percent of the industry's employees and drivers are based within two hours of downtown Charlotte. The NASCAR Hall of Fame, to be located in Charlotte, is due to be completed in 2009.

In June 2007 Mecklenburg was ranked number one of "Top Large Counties for Recruitment and Attraction" by *Expansion Management*. The list was based on relocation rates and new branch rates. In February 2007 *BET Magazine* rated Charlotte number one on its list of "Best Cities for Black Families." Deciding factors included overall population, the number of black residents, income, home ownership, unemployment, poverty rates, single-parent homes, education levels, illiteracy, crime rates, per-pupil spending, in-state college tuition costs, teen pregnancy rates, AIDS rates, infant mortality, low birthweight, home values, cost of living, and black-owned businesses. That year, Charlotte was also named number one of "America's Most Livable Communities" by Partners for Livable Communities. The communities honored are evaluated on their strategies, visions, and actions towards preparing for the new economy as well as for the creativity of their leadership and collaborative efforts across 10 areas: the new economy, tourism, human development, housing, neighborhoods, city center, leadership, finance, regionalism, and environment. In September 2006, *Entrepreneur Magazine* named Charlotte number two on its list of Best Cities for Entrepreneurs, based upon an index for the best places to start and grow a company. The index is made up of two parts: business formation and business growth.

Items and goods produced: textiles, food products, printing and publishing, machinery, primary and fabricated metals, aircraft parts, computers, paper products

Incentive Programs—New and Existing Companies

Local programs: A variety of incentives, grants, bonds, and other programs are offered by the City of Charlotte and Mecklenburg County to help local businesses. Among them, two brownfield programs offer reimbursement for site development or tax breaks; a Façade Improvement Grant Program offers reimbursements up to \$10,000 for façade renovations, landscaping, or signage improvements; a Business Investment Grant Program offers funds for eligible companies. Other local incentives include an Infrastructure Grant Program, which provides a \$10,000 maximum grant to businesses

for infrastructure improvements such as landscaping, sidewalks, curb and gutter and backflow prevention. A Security Grant Program provides 50 percent reimbursement up to \$2,500 for the installation of eligible security improvements. As well, a Storm Water Economic Development Program provides partial to full funding for eligible storm drainage infrastructure improvements required by new development.

State programs: North Carolina, a right-to-work state with a low unionization rate, offers a revenue bond pool program through various banks. Several venture capital funds operate in the state and inquiries can be made through North Carolina's Council for Entrepreneurial Development (CED). Industrial Revenue Bonds issued by the state provide new and expanding businesses the opportunity to provide good employment and wage opportunities for their workers. North Carolina offers State Technology Based Equity Funds providing financing for new technology based enterprises, as well as TDA incubators for firms transferring new technologies into commercial applications. The state offers an income tax allocation formula that permits the double weighting of sales in calculating corporate income tax. The North Carolina Department of Transportation administers a program which provides for the construction of access roads to industrial sites and road improvements in areas surrounding major corporate installations. The William S. Lee Act makes available to new and expanding companies a 4 percent tax credit on machinery and equipment investments over \$2 million, a jobs tax credit, worker training tax credit, research and development tax credits, and business property tax credits. The State Development Zones program offers tax credits for investments in machinery or equipment, creation of new jobs, worker training, credit on training expenditures, and research and development.

In June 2007 the North Carolina Small Business and Technology Development Center (SBTDC) announced a plan to make capital available to entrepreneurs and begin building a stronger early-stage investment industry. In 2003, SBTDC started the Inception Micro Angel Fund (IMAF) in the Piedmont Triad area of North Carolina, with an investment zone that included Greater North Carolina and selected areas of South Carolina and Virginia. SBTDC plans to build on the success of IMAF-Triad by creating a statewide network of six angel funds that will provide capital to new businesses in every part of the state. The funds will provide local support for nascent businesses and improve the conditions of mid-to-late-stage companies for venture capital investment. This family of seed-stage funds will target technology-based companies and provide mentoring, counseling, and networking opportunities to their investees.

Job training programs: The state of North Carolina's Division of Employment and Training offers a unique system of job training programs that are available to any

new or expanding manufacturing employer creating a minimum of 12 new production jobs in the state, and to any new or prospective employee referred for training by a participating company. The industrial training service provides great versatility in terms of types and length of training, and classes can be held in a company's plant or on the campus of one of the state's community colleges. The state of North Carolina furnishes instructors and, at the company's request, may test and screen job candidates. Employees may go through training before or after employment by the company. The industrial training service is financed solely by the state of North Carolina.

Several apprenticeship programs are offered in cooperation with the Department of Labor, Central Piedmont Community College (CPCC), and private businesses. The CPCC also sponsors a Corporate and Continuing Education program offering customized training programs for many companies.

Development Projects

In the 10 years between 1994 and 2003, Charlotte gained 8,888 firms, announced more than \$9.1 billion in new business, and created 79,646 new jobs on 99 million square feet of floor space. During that 10-year period, significant announcements were made by a variety of firms, including the Charlotte Bobcats, Carolina Panthers, Carrier Corporation, Carolina Place Mall, GM Onstar, Hearst Corporation, Transamerica, Solectron, SeaLand, T.J. Maxx Distribution Center, and B.F. Goodrich. The Charlotte-Mecklenburg Development Corporation (CMDC) began selling parcels of land in 2003 on the site of the Wilkinson Park Business Center. One investor was the real estate firm Beacon Partners, who in August 2004 planned the \$5 million development of 5 free-standing buildings ranging from 12,500 to 22,080 square feet. Johnson & Wales University opened its new campus to about 1,000 students that will also provide exceptional student housing featuring expansive floor plans, a fitness center, and game room.

Today's retail building in Charlotte is being shaped by a court ruling made in 2000. The retail building boom the area witnessed during the 1990s might have gone on indefinitely, but in a far-reaching development neighborhood opponents of a shopping center project took Charlotte and the developer to court and won. In a decision handed down by a Superior Court judge in May 2000, it was ruled that the city must change how it makes about 80 percent of its zoning decisions. The judge said that Charlotte's fast-track zoning process, under which approvals were made without a hearing, was illegal as it violated state laws. The decision impacted at least 50 projects that ranged from multimillion-dollar shopping center expansions to apartment buildings. The SouthPark Mall, at the center of the controversy, was set to grow by 50 percent and bring in tenants such as Saks Fifth Avenue and Nordstrom, but the ruling resulted in a limitation on

square footage that prevented or delayed those retailers from setting up shop.

Prominent among Charlotte's success is the Charlotte Bobcats Arena that opened in 2005 to serve as home to the NBA expansion Bobcats team. Occupying about 780,000 square feet at a cost of \$200 million, it hosts college basketball, concerts, and other shows.

Economic Development Information: Charlotte Chamber of Commerce, 330 S. Tryon St., PO Box 32785, Charlotte, NC 28232; telephone (704)378-1300

Commercial Shipping

The Charlotte-Gaston-Concord MSA market encompasses a six-county area. Providing exceptional air service in and out of the city, Charlotte/Douglas International Airport ranked 33rd nationally in annual air cargo volume in 2006 with nearly 170,752 tons deplaned that year. There were 20 cargo carriers. Both domestic and international air freight moves quickly and economically to its destination. The Charlotte Air Cargo Center offers more than 800,000 square feet of warehouse space. Charlotte also serves as a major hub for small package express. Ten air couriers have Charlotte operations in addition to commercial passenger carriers and large freight forwarders.

Charlotte is at the center of the largest consolidated rail system in the United States. Two major rail systems, Norfolk Southern and CSX Transportation, link 43,200 miles of rail systems between 23 states, Washington, D.C., and Canada. About 600 trains pass through the city each week. The railroads, in fact, have enabled Charlotte to gain inland port and port of entry status, although the city is located about 175 miles from the coast. The Charlotte Intermodal Terminal (CIT), operated by the North Carolina State Ports Authority, links Charlotte with the port of Wilmington, Delaware, through a Seaboard Railroad System piggyback ramp operation. CIT is the first fully operational inland container staging and storage facility in the United States operated by a port authority.

With more than 600 trucking companies, Charlotte is one of the largest trading areas in the nation. Over 40 percent of the nation's largest trucking firms have Charlotte operations. Motor transport is available for everything from liquid and dry bulk to freight and containers.

Labor Force and Employment Outlook

The work force in both Mecklenburg County and surrounding areas is plentiful. Studies have found North Carolina workers are more productive than other workers in the same industries nationally. Several area educational institutions provide education and training for employees, including classes in technical skills and management development, as well as graduate degree programs. In July 2007 Charlotte ranked number one in the *Business Facilities* list of the Most Educated Workforce. The ranking

was based on educational attainment of the workforce 25 years and older.

The following is a summary of data regarding the Charlotte-Gastonia-Concord NC-SC metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 820,900

Number of workers employed in . . .

- construction and mining: 56,800
- manufacturing: 82,600
- trade, transportation and utilities: 171,600
- information: 21,800
- financial activities: 77,100
- professional and business services: 123,400
- educational and health services: 71,700
- leisure and hospitality: 76,600
- other services: 37,500
- government: 101,900

Average hourly earnings of production workers employed in manufacturing: \$15.45

Unemployment rate: 5.1% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Carolina's Healthcare System	26,283
Wachovia Corporation	20,000
Bank of America	13,960
Wal-Mart Stores, Inc.	12,918
Food Lion	8,658
Duke Energy	7,500
Charlotte-Mecklenberg Schools	7,500
North Carolina State Government	7,479
City of Charlotte	5,896
Adecco	5,000

Cost of Living

A slightly lower than national average cost of living and broad economic base converge to make Charlotte attractive to new residents.

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

2007 (1st quarter) ACCRA Average House Price: \$243,773

2007 (1st quarter) ACCRA Cost of Living Index: 91.6

State income tax rate: 6.0% to 8.25%

State sales tax rate: 4.25%

Local income tax rate: None

Local sales tax rate: 3.0% (county-wide) (restaurant food sales are subject to local sales tax of 7.5%; 2.0% in grocery stores for food)

Property tax rate: \$.42 (city), plus \$.7567 per \$100 assessed value (county); assessed value based on 100% of established market value (2005)

Economic Information: Charlotte Chamber of Commerce, 330 S. Tryon St., PO Box 32785, Charlotte, NC 28232; telephone (704)378-1300

■ Education and Research

Elementary and Secondary Schools

Charlotte is at the forefront of innovation in education. The public school system, which implemented court-ordered busing to achieve desegregation in 1970, is now considered a model for the entire country in terms of race relations. In 2002 the Council of Great City Schools issued a report profiling the school district as one of four nationwide having "reduced racial disparities in academic achievement." A key component to their success came from the Equity Plus program that operates in specific schools and features reduced student-teacher ratios, added teacher incentives, and additional supplies and equipment.

Charlotte-Mecklenburg Schools was the first school district in the state to offer courses in the International Baccalaureate (IB) program. In 2006 CMS students were awarded 125 IB diplomas. In 2007 Huntingtowne Farms and Statesville Road elementary schools became the first schools in the system to be named as International Baccalaureate Primary Years Schools. As of November 2005 some 987 teachers in the CMS had earned National Board Certification.

A wide range of special programs are available in the system, including an Exceptional Children's program for students with disabilities, English as a Second Language classes, Advancement Via Individual Determination (a college prep program for students in academic middle by GPA), and a wide variety of arts programs. As of 2007 there were 49 schools offering specialized magnet programs, ranging from arts and sciences to Montessori and language immersion.

As one of four finalists in the Broad Foundation's 2004 annual competition, Charlotte-Mecklenburg Schools received \$125,000 in scholarship monies for graduating seniors in recognition of bridging the inequities in achievement among ethnic groups as well as between high and low income students. A study by *Forbes* in February 2004 ranked the district seventh on its "Best Education in the Biggest Cities" list that focused on various factors such as housing values and high school

graduation rates. In 2005 four CMS elementary schools were named as No Child Left Behind Blue Ribbon Schools by the U.S. Department of Education. In 2007 Myers Park and Harding University high schools were ranked among the top 100 in the nation by *Newsweek*.

Besides advanced placement programs, high school students may participate in the College Experience Program of the Central Piedmont Community College, which allows students to earn both high school and college credits.

The following is a summary of data regarding the Charlotte-Mecklenburg Schools as of the 2005–2006 school year.

Total enrollment: 129,011

Number of facilities

- elementary schools: 94
- junior high/middle schools: 32
- senior high schools: 25
- other: 10

Student/teacher ratio: 17.3:1

Teacher salaries (2005–06)

- elementary median: \$39,750
- junior high/middle median: \$38,980
- secondary median: \$41,790

Funding per pupil: \$7,093

Education in grades kindergarten through twelve is also provided at more than 55 private schools in the area.

Public Schools Information: Charlotte-Mecklenburg Schools, P.O. Box 30035, Charlotte, NC 28230; telephone (980)343-3000; fax (980)343-3647; www.cms.k12.nc.us

Colleges and Universities

The University of North Carolina at Charlotte, the fourth-largest of the 16 schools in the University of North Carolina system, offers 83 undergraduate programs, 59 master's programs, and 14 doctoral degrees through seven colleges. Enrollment is over 20,700 students, including approximately 4,200 graduate students. The university has students from about 80 foreign countries and maintains working relationships with colleges and universities throughout the world.

Three local institutions are affiliated with the Presbyterian Church: Davidson College, Queens University of Charlotte, and Johnson C. Smith University. With 1,700 students, Davidson College in northern Mecklenburg County (founded in 1837) is considered one of the most competitive liberal arts and sciences colleges in the nation. The school is especially well-known for foundational programs in medicine, law, international

affairs, business, teaching, and religious ministries. Queens University of Charlotte, founded in 1857 as Queens College, has over 2,200 students in three divisions: College of Arts and Sciences, Pauline Lewis Hayworth College, and the McColl Graduate School of Business. The CORE Program in the Liberal Arts was recognized as a model program by the National Endowment for the Humanities. The College of Arts and Sciences offers a Master's of Fine Arts in Creative Writing. The Pauline Lewis Hayworth College specifically offers evening courses for bachelor's programs. Hayworth College also offers master's degrees in nursing, teaching, and organizational communication. The McColl School offers professional and executive MBA programs and non-degree executive leadership training programs.

Originally chartered as the Biddle Memorial Institute in 1867, Johnson C. Smith University is one of the oldest historically African American colleges in the country with more than half of its 1,500 students coming from out-of-state. The school offers 30 bachelor's degree programs.

Johnson & Wales University, Charlotte Campus offers three colleges: the College of Business, the College of Culinary Arts, and the Hospitality College. Both associate's and bachelor's degrees are available. Many Charlotte residents take advantage of cooking skills classes through the schools Chef's Choice program. The Charlotte campus of Pfeiffer University (main campus in Misenheimer, NC) offers both undergraduate and graduate degrees, with the largest majors being business administration, education, and criminal justice.

Central Piedmont Community College offers a central campus site in downtown Charlotte and five other area campuses. About 5,600 students are enrolled each year. The school offers associate's degree programs and diploma and certificate programs for over 100 technical specialties. The Corporate and Continuing Education Customized Training Program serves over 3,000 area companies.

Nearby, the Winthrop College, located in Rock Hill, South Carolina, is highly regarded for its executive master's in business administration program, as well as its training of future teachers and home economists. Other area institutions include the Art Institute of Charlotte, Brookstone College of Business, Carolinas College of Health Sciences, ECPI College of Technology, King's College, Lee University, Montreat College, Strayer University, and the Wake Forest University Babcock Graduate School of Management.

Libraries and Research Centers

The Public Library of Charlotte and Mecklenburg County is North Carolina's largest system, with a 187,000-square-foot main library, six regional libraries, and 17 branch locations. The library system lends books,

CDs, tapes, videos, and software along with providing many searchable online resources. The main library downtown contains a large local history and genealogy library, a depository for U.S. Government publications, an International Business Library, and the Virtual Library—a computer learning laboratory. One branch location is part of ImaginOn, a collaborative venture of the public library and the Children's Theatre of Charlotte to bring stories to life through small theater programs. The Checkit Outlet in Uptown offers area workers and residents the opportunity to request books from any location and pick them up at this convenient spot during their lunch hours.

The collection at University of North Carolina's J. Murrey Atkins Library exceeded 1 million volumes in 2007. The Atkins Library special collections include the Motor Sports Collection, which documents the history of automobile racing in the Southeast; a Rare Books Collection emphasizing American literature; and an Oral History Collection featuring interviews with North Carolina's writers, politicians, businessmen, and other professionals and residents. The Atkins Library has been designated a U.S. Patent and Trademark Depository Library.

The Billy Graham Library, opened in 2007 on a 40,000-square-foot complex including exhibits on the life and work of the famous evangelist, houses the personal papers of Graham. Official documents of his ministry remain at the Wheaton College in Illinois.

Research centers affiliated with the University of North Carolina at Charlotte focus on applied research and public service. Centers and institutes hosted by the University include the Charlotte Research Institute for optics, e-business technology, precision metrology and bioinformatics; the Urban Institute, for community research and planning; Institute for Social Capital on education and social services; the Center for Optoelectronics and Optical Communications; Center for Precision Metrology; eBusiness Technology Institute; Center for Transportation Policy Studies; the Global Institute for Energy and Environmental Systems; the NC Motorsports and Automotive Research Center; and the Center for Applied Geographic Information Science. The North Carolina NASA Educator Resource Center is located at the UNC Atkins Library. The University Research Park, located on a 3,200-acre campus near the University of North Carolina at Charlotte, has attracted a combination of regional and national businesses engaged in research, manufacturing, and services.

Public Library and Research Information: Public Library of Charlotte & Mecklenburg County, 310 N. Tryon St., Charlotte, NC 28202-2176; telephone (704) 336-2725; www.plcmc.org; UNC Charlotte—Research and Federal Relations, UNC Charlotte, 9201 University City Blvd., Charlotte, NC 28223-0001; telephone (704) 687-2291; www.research.uncc.edu

■ Health Care

The importance of the availability of quality, cost-efficient health care has long been recognized by Charlotte's citizens. Early recognition in the community of future cost problems and cooperative efforts to keep cost increases under control have resulted in reasonable costs, thoughtful use of services by physicians, and efficient hospital management.

Carolinas Medical Centers, operated by Carolinas HealthCare System (CHS), has six hospital locations in Charlotte. The flagship Carolinas Medical Center site at Blythe Blvd (with about 861 beds) is designated as a Level 1 trauma center and as the official Poison Control Center for the state. It also houses the Children's Hospital at Carolinas Medical Center, providing the region's only 24-hour children's emergency department. CMC—Mercy Hospital (with about 305 beds), is home to the specialty Heart Center, Lung Center, Southeast Pain Center, and the Sleep Center. Other Charlotte sites include CMC—Pineville (109 beds) and CMC—University (130 beds). The CMC—Randolph provides psychiatric care and treatment for substance abuse and behavioral illnesses. The Charlotte Institute of Rehabilitation, also operated by CHS, specializes in rehabilitative care after stroke and spinal cord and brain injuries.

Another major hospital system is Presbyterian Healthcare, part of Novant Health, with three hospitals in Charlotte: Presbyterian Hospital, Presbyterian Orthopaedic Hospital, and Presbyterian Hemby Children's Hospital. Presbyterian Healthcare also operates the Presbyterian Cardiovascular Institute, Presbyterian Cancer Center, and Presbyterian Women's Center. The Presbyterian School of Nursing is part of Queens University. Senior health and long-term care centers include Huntersville Oaks, Sardis Oaks, and Presbyterian Senior Healthcare. Health services are also offered through the Charlotte Dental Society, Mecklenburg County Medical Society, and Mecklenburg County Mental Health Services.

■ Recreation

Sightseeing

Sightseers in Charlotte enjoy the Mecklenburg County park system, which includes 210 parks with more than 17,600 acres, plus an extensive growing greenway system. Latta Plantation Nature Preserve—1,290 acres off Mountain Island Lake in northern Mecklenburg County—is a prime example, and the park is becoming a major recreational center in the Southeast. Special features include the Equestrian Center, with riding trails and a major show facility; the Carolina Raptor Center, a unique facility for caring for and exhibiting birds of prey, and an environmental center that includes a museum and

permanent research and rehabilitation facilities; and Historic Latta Plantation, a restored plantation home dating from the early 1800s that includes a small operating farm that is also listed on the National Register of Historic Places. Nature trails and picnic areas are available.

History buffs can take in the Hezekiah Alexander Home, built in 1774 and considered the oldest building in Mecklenburg County. Listed on the National Register of Historic Places, the home is furnished with authentic articles from the eighteenth century, and the adjacent Charlotte Museum of History presents a variety of changing exhibits. Located at Pineville is the James K. Polk Memorial, a state historic site devoted to the country's eleventh president with log buildings and their furnishings that serve as period pieces dating from the early 1800s and a visitor's center featuring a film on Polk's life. At Reed Gold Mine, where gold was discovered in 1799, visitors today can still pan for gold.

Fun beckons just outside of Charlotte, too. To the south, but within Mecklenburg County, is Paramount's Carowinds, a 105-acre amusement park featuring rides, a 16-acre Boomerang Bay water park, and Nickelodeon Central for kids, presenting favorite characters from their cable television shows. The North Carolina Transportation Museum in Spencer provides train rides, antique autos, and transportation displays on its 53-acre site.

The Billy Graham Library, opened in 2007, is part of a 40,000-square-foot museum-like complex on the grounds of the Billy Graham Evangelistic Association built to resemble the dairy farm that was the Graham homestead. The library offers exhibits about the life and work of Billy Graham, a resource center that includes Graham's personal papers, and a restaurant.

Arts and Culture

The Arts and Science Council (ASC), organized in 1958, serves all Charlotte-Mecklenburg communities. In 2003 the ASC was the second largest local arts agency in the nation (after New York) with revenues of \$16.5 million. Revenues in 2005 rose slightly to \$16.6 million. A study released in 2007 estimated that nonprofit arts and culture in Charlotte-Mecklenburg have a return of about \$14 million annually in revenue to local and state government. In 2007 the ASC had 24 arts, science and history and heritage organization affiliates. It has been estimated that about 65,000 cultural events and activities are sponsored by ASC and its affiliates each year. Arts education throughout the county is sponsored in part by the ASC ArtsTeach program. Primary funding for the arts comes from the ASC annual fund drive, which raises over \$10 million each year. In 2003 Mecklenburg County and the city of Charlotte passed ordinances to allow 1 percent of eligible capital improvement funds to be used for public art. A self-guided walking tour of the city's public art is available at the ASC website www.artsandscience.org.

Culturally minded residents and visitors in Charlotte can view a wide array of collections at the Mint Museum of Art, founded in 1936, that houses more than 27,000 items including American art, pre-Columbian art, and American and European ceramics by such artists as Winslow Homer, Andrew Wyeth, and Frederic Remington. As the oldest art museum and emerging as a major southern landmark in North Carolina, the museum's building formerly served as the first branch of the U.S. Mint from 1837–61. Other collections include a 6,000-piece costume collection, antique maps, and contemporary American prints. In 1999 its sister museum, the Mint Museum of Craft and Design, opened to present ceramics, glass, jewelry, wood, and metalworks from historical to contemporary times.

The McColl Center for Visual Arts, located in a renovated downtown Associate Reformed Presbyterian Church, was a joint project of Bank of America and the Arts and Science Council. The center houses studios for resident-artists as well as galleries to display their works and classrooms to offer educational programs on contemporary arts. The Levine Museum of the New South, featuring exhibits on post-Civil War Southern history, was named as the Best Museum by *Creative Loafing* in 2003. The permanent exhibits include the award-winning *Cotton Fields to Skyscrapers: Charlotte and the Carolina Piedmont in the New South*. As of 2007 the Old Little Rock AME Zion Church was still the home of the Afro-American Cultural Center, offering arts exhibits, performing arts, and education camps related to the history and cultural contributions of African Americans. A new 44,000-square-foot facility for the center is scheduled to open in 2009.

Located adjacent to Freedom Park, the Nature Museum is geared to younger visitors and features nature trails, live animals, classes, a planetarium, and a puppet theater. Collectible treasures from around the world are on display at the Farvan International Gallery.

There are 14 galleries located in "NoDa" as Charlotte's historic northern district is called. The Art-House Center for Creative Expression has fine art, photography, textile art, and sculptures. The Center of the Earth Gallery (CTE) is award-winning and displays an eclectic collection of contemporary works from both regional and national artists. Visitors can explore the wonders of science at Discovery Place near Spirit Square, ranked among the 10 most outstanding hands-on science and technology museums in the country, which includes an IMAX Dome Theatre.

A crown jewel of Charlotte's arts scene is the North Carolina Blumenthal Performing Arts Center, which includes the 2,100-seat capacity Belk Theater and the 434-seat Booth Playhouse. Resident companies include the Charlotte Symphony Orchestra and the Oratorio Singers of Charlotte (the official orchestra chorus); Opera Carolina; and Carolina Voices, known for the annual

Singing Christmas Tree. The Community School of the Arts and ArtsTeach offer programming at the center. The Carolinas Concert Association is also housed there Blumenthal. The North Carolina Dance Theater offers a number of performances each year in both traditional and contemporary dance styles. The Charlotte Symphony Youth Orchestra and the Charlotte Symphony Jr. Youth Orchestra also play at Blumenthal, among other venues.

Two blocks away from Blumenthal is Spirit Square Center for Arts & Education, which houses the 700-seat McGlohon Theatre and the Duke Power Theater. Spirit Square, opened in 1980, was anchored on the renovation of the First Baptist Church, originally built in 1909. It is considered the keystone of Charlotte's cultural center on North Tryon Street, which includes restaurants, several art galleries, and the public library. The arts center is the result of private and corporate support, as well as a \$2.5 million bond issue. More than 500,000 people visit the facility each year to enjoy its four galleries, take classes in such areas as theater, fiber, clay, and dance, and watch performances. The Charlotte Philharmonic Orchestra and the Charlotte Philharmonic Community Chorus perform at the McGlohon Theatre. The Light Factory, a non-profit organization offering exhibits and educational programs on photography and film, is also located at Spirit Square, with films presented in the Knight Gallery.

The state-of-the-art Verizon Wireless Amphitheatre (formerly Blockbuster Pavilion), which showcases world-class concerts, Broadway shows, opera, and ballet, is an outdoor amphitheater that can accommodate 19,000 people. Theatre Charlotte, the state's oldest community theater, presents over 2,600 performances productions fueled by more than 500 local volunteers each year. Central Piedmont Community College's (CPCC) Summer Theatre has chased away the summer doldrums with its mostly-musicals schedule for over three decades. Since 1954, the Children's Theatre of Charlotte has produced plays for and by children, presents special events, and holds classes.

The Cricket Arena in Center City hosts a wide variety of family-oriented entertainment including ice skating shows and *Sesame Street Live*. Musical acts ranging from U2 to The Wiggles have performed at the Charlotte Bobcats Arena.

The Charlotte City Ballet, a local company founded in 1985 at the Sullivan Dance Center, offers classical and non-traditional performance throughout the year as does the Charlotte Youth Ballet. Cultural events, lectures, and entertainment are presented at the Afro-American Cultural Center.

Offerings in theater—as well as the other arts—are enriched in Charlotte because of its many colleges and universities. The University of North Carolina at Charlotte, Davidson College, Queens University of Charlotte, and Johnson C. Smith University all offer a variety of cultural programs for the general public. UNCC is the

site of WFAE-FM, Charlotte's National Public Radio affiliate.

Festivals and Holidays

Charlotteans like to celebrate, and festivals abound almost year-round. The biggest is the three-day Spring Fest, which draws more than 300,000 people uptown to celebrate the rites of spring each April. The annual Queen's Cup Steeplechase is a family event the last Saturday in April at Brooklandwood in nearby Mineral Springs. Among the offerings are food, entertainment by local and nationally known performers, games, art exhibits, and an art competition. Also, during May, the city celebrates the 600 Festival, an auto-racing event tied to the Coca-Cola 600 that includes a parade, fireworks, and unusual competitive events such as a bathtub derby and culminates with a charity ball.

Numerous neighborhoods have festivals and celebrations throughout the summer. In the fall, Festival in the Park, held in Freedom Park, says farewell to summer in a fun-filled four days featuring 175 artists and nearly 1,000 entertainers. The free event has art awards totaling about \$4,000. Charlotte SHOUT!, a month-long festival in September, celebrates art, culture, and community, through over 200 performances and events at over 40 venues throughout the city. One of the most popular events of Charlotte SHOUT! is the Grand Tasting Event that draws some of the best chefs in the nation to competition at the culinary school of Johns & Wales University. The annual Greek Yiasou Festival celebrates Charlotte's largest ethnic community, and November's Southern Christmas Show, the largest indoor event in the Carolinas and Virginia, is a holiday crafts show that extends over 10 days at Charlotte's Merchandise Mart. Each year the Christmas season is launched in Charlotte with the Carolinas' Carousel Parade on Thanksgiving Day.

Sports for the Spectator

The Carolina Panthers, a National Football League expansion team and 2003 NFC Champions, began play in Charlotte in the 1996 season in Bank of America Stadium (originally Ericsson Stadium), a \$187 million state-of-the-art black and silver 72,500-seat stadium that was custom built for them. Bank of America Stadium has also hosted the college football Meineke Car Care Bowl and NCAA Soccer Championships. Local basketball fans were disappointed when the Charlotte Hornets decided to move their professional National Basketball Association team to New Orleans. However, in 2004 the expansion Bobcats came to town. They began play at the new \$264 million Charlotte Bobcats Arena opened in Center City in 2005. The Charlotte Checkers of the East Coast Hockey League also play at the Bobcats Arena. The Charlotte Sting played for the Women's National Basketball League (WNBA) from 1997 to 2007 when the

team folded and players were relocated through a dispersal draft. The UNC Charlotte 49ers basketball team plays at the Halton Arena.

April brings the annual Queens' Cup Steeplechase at Brooklandwood, about 40 minutes away from downtown Charlotte. Summer ushers in a full season of baseball played by the Charlotte Knights, the city's Triple A minor league team in the Chicago White Sox farm system. Professional golf comes to town during May for the Wachovia Championship at Quail Hollow Club, founded in 2003; as of 2007 the annual event had raised over \$5.6 million for local charities.

The annual Continental Tire Bowl (NCAA Football) at Bank of America Stadium has been extremely popular since its inception in 2002. The Shrine Bowl Game at Memorial Stadium pits the top high-school stars from North and South Carolina. Proceeds from the event, which began in 1937, go to the Shriners Hospital for Crippled Children in Greenville, South Carolina.

Spring signals the opening of the 167,000-seat Lowe's Motor Speedway, which attracts fans to its NASCAR events, the NASCAR NEXTEL All Star Challenge, the Bank of America 500, and the Coca-Cola 600 during Memorial Day weekend, among other races. Arena Racing USA enjoys a season at the Cricket Arena in Charlotte from November to March. The NASCAR Hall of Fame is scheduled to open in Charlotte in 2010.

Sports for the Participant

For active pursuits, the Mecklenburg County Park and Recreation Department maintains 17,600 acres of parks and 27 recreation centers. The county's 210 parks include a petting zoo, playgrounds, 2 outdoor swimming pools, 2 skateparks, 4 off-leash dog parks, 5 spraygrounds, 12 nature preserves, and 8 fitness centers. There are about 80 public and private golf courses in the area and 17 disc golf sites. Volleyball (including sand) and tennis courts are available at several county park locations, as are softball, baseball, and soccer fields. A BMX bike track (which has hosted national tournaments) is located at the Hornets Nest Park, which sits on 102 acres and also has facilities for baseball, softball, basketball, and volleyball; 10 playgrounds; and a lake with a fishing pier.

One of the park system's oldest recreation centers, the Enderly Recreation Center, underwent a major renovation and in May 2005 opened with 21,000 square feet that includes a gymnasium, three multipurpose rooms, senior and youth activity rooms, a computer lab, and an adult fitness center. Skateboarders can enjoy expansive new courses, a multi bowl, and a variety of terrains at Grayson Skatepark.

For those who prefer water activities, Lake Wylie and Lake Norman are about a 20-minute drive from uptown. Boating, swimming, water skiing, and fishing can be enjoyed in an unspoiled wooded environment. Within the city, Ray's Splash Planet Waterpark has 117,000 gallons

of water in its indoor waterpark and also features a fitness center, concessions, and a summer camp. The mountains of North Carolina—the highest east of the Mississippi—are just two hours away by car, and they offer the delights of skiing, backpacking, hiking, and mountain climbing. Two hundred miles of Atlantic Ocean beach, with beckoning surf and offerings of swimming, sunning, boating, and fishing, are a three-hour drive away.

Ballantyne Resort has been named as one of the "Top 38 Golf resorts in the World" by *PGA Magazine* and as one of the "Top 25 Golf Schools" by *Golf Magazine*. The Spa at Ballantyne Resort offers a 20,000 square-foot European-style space and health facility. Embassy Suites Resort also has an 18-hole course, the Rocky River Golf Club, and the onsite Spa Botanica.

The U.S. National Whitewater Center attracts professional and amateur athletes to the world's largest manmade whitewater river with class III–IV rapids. The facility and grounds include 11 miles of trails for hiking, running, and biking and a 5,700-square-foot climbing service. Ropes courses are offered. Amateur kayaking and canoeing competitions are held each year.

The Thunder Road Marathon and Half Marathon events take place in December in downtown. The race serves as a qualifier for the Boston Marathon.

Shopping and Dining

A variety of shopping experiences are available to Charlotteans. The Eastland Mall offers more than 100 stores including Sears and Burlington Coat Factory, an ice rink called "Ice House" that offers lessons and party packages, and cinemas. Midtown Square is a discount mall with a central food court that is in the midst of redevelopment that includes high-profile stores such as Target and Home Depot EXPO Design Center. SouthPark Mall, Charlotte's most upscale facility, offers 1.5 million square feet of shopping space in one of America's top selling retail centers, featuring stores such as Tiffany & Co., Nordstrom, and Coach. Adjacent to Carowinds amusement park is the Outlet Marketplace Mall, which features more than 50 outlet and off-price stores, a farmer's market, a flower market, and a food court. Charlotte Regional Farmers Market features locally grown produce, baked goods, flowers, and crafts from March through December. The North Davidson district is Charlotte's version of New York's SoHo and has been dubbed "NoDa" by locals; the district counts antique and boutique shops among its eclectic mix.

From an elegant dinner by candlelight to a rollicking night of food with Dixieland jazz, a variety of dining options is offered in the city. Visitors may choose from Chinese, Japanese, Indian, Egyptian, Arabian, Greek, French, Indian or Mexican cuisines, as well as "good old down-home" Southern cooking. Among the mid-South regional food specialties diners may seek in Charlotte are southern fried chicken, barbecue, country ham, and

Brunswick stew—a mixture of chicken, pork, corn, tomatoes, beans, and hot peppers—as well as biscuits and hushpuppies, and pecan pie and banana pudding.

Visitor Information: Charlotte Convention and Visitors Bureau, Visitor's Center, 330 South Tryon Street, Charlotte, NC 28202; telephone (704) 331-2753 or (800)231-4636; www.visitcharlotte.com

■ Convention Facilities

Boasting more than 30,000 hotel rooms, Charlotte has become the major business travel center in the Carolinas and a prime meeting and convention center in the Southeast. The Charlotte Convention Center hosts trade shows, conventions, conferences, and expositions. The exhibit space consists of 280,000 square feet of contiguous space that is also divisible into four separate halls. There are 46 meeting rooms with 90,000 square feet of flexible meeting space, a deluxe hotel-quality ballroom measuring 35,000 square feet, and wide, light-filled concourses that converge at the heart of the center, the Grand Hall. The Ovens Auditorium is a 2,600-seat facility where arts-related events and business meetings are held. Hospitality Rooms at Ovens can accommodate receptions for up to 125 people. Cricket Arena, sometimes used to host high school graduations, offers seating for over 9,600.

Featuring a 9,100 square-foot ballroom along with more than 20,000 square feet of meeting space, the Marriott Charlotte Center City offers a unique atrium for events. The Bank of America Stadium offers packages for special events, meetings, and outings.

The Embassy Suites Resort and Concord Convention Center offers 42,000 square feet of event space, a 28,800-square-foot ballroom, and 26 meeting rooms. The resort offers Spa Botanica and an 18-hole golf course. Ballantyne Resort, also with a golf course and a spa, offers 20,000 square feet of conference space. The U.S. National Whitewater Center has a 500-seat outdoor amphitheater and a 2,400-square-foot conference center. Area hotels offering meeting and ballroom space include the Westin Charlotte and Hilton Charlotte Center City.

Convention Information: Charlotte Convention and Visitors Bureau, Visitor's Center, 330 South Tryon Street, Charlotte, NC 28202; telephone (704)331-2753 or (800)231-4636; www.visitcharlotte.com

■ Transportation

Approaching the City

Charlotte/Douglas International Airport is about 20 minutes from uptown and is ranked among the nation's busiest airports (tenth in operations and eighteenth in passengers in 2006), averaging more than 627 daily

departures in 2007 and serving about 29 million passengers every year. There are eight domestic carriers serving the airport, seven regional carriers, and two foreign carriers (Air Canada Jazz and Lufthansa German Airlines). Non-stop service is available to about 150 cities. For motor travel to the region, Interstates 77 and 85 intersect in Charlotte and I-40, an important east-west link, is about 30 minutes away. Greyhound bus service is available with a station in Charlotte. Amtrak provides north-south connections to the city from east-west lines that provide access from most of the United States.

Traveling in the City

The Charlotte Department of Transportation's (CDOT) 400 employees work to maintain the local commuter system. The Charlotte Area Transit System (CATS) serves both the city and county and operates more than 40 routes for about 12 million passengers annually; the system also offers two vanpool programs, special transportation services for the disabled, and shuttle services. The Charlotte Trolley offers free-fare rides in a Center City loop. The Gold Rush Trolley also operates loop service in the city. As of late 2007 a new South Corridor light rail transit was near completion. The 10-mile South Corridor line runs parallel to I-77 and South Boulevard from Tremont Avenue to Seventh Street. A 25-year light rail plan includes a vision for an additional four corridor lines, all connecting to Center City Charlotte.

■ Communications

Newspapers and Magazines

The Charlotte Observer is Charlotte's major daily newspaper (morning). With a circulation of about 274,125 in 2006, the *Observer* was listed as one of the top 50 newspapers in the country. Also published in Charlotte is *SportsBusiness Journal*, a national tabloid-size glossy weekly that reports on the glitzy and the mundane of sports business. The *Rhinoceros Times*, with weekly editions published in Greensboro and Charlotte, presents entertainment and social news. Other publications originating in the area include the weekly *The Charlotte Post*, serving the African American community; a Charlotte edition of *Creative Loafing*, a weekly arts and entertainment resource; the twice-weekly *The Mecklenburg Times*, featuring financial, legal, and realty news; *Charlotte Business Journal*; community weeklies such as *The Leader*; and several periodicals serving such industries as iron, chemistry, hosiery, and botany.

Television and Radio

Seven television stations broadcasting from Charlotte include three network affiliates (ABC, CBS, and NBC), a PBS affiliate, and three independent stations (Fox, CW and My Network). Programming from independent and

educational stations originating in neighboring cities is also available to Charlotte-area television viewers. Fifteen AM and FM radio stations in Charlotte broadcast a variety of offerings that include religious and sports programming as well as contemporary, rock and roll, gospel, and country music. UNCC is the site of WFAE-FM, Charlotte's National Public Radio affiliate.

Media Information: *The Charlotte Observer*, 600 S. Tryon St. Charlotte NC 28202; Telephone (704)358-5000; www.charlotte.com

Charlotte Online

Charlotte Center City Home Page. Available www.charlottecentercity.org

Charlotte Chamber of Commerce. Available www.charlottechamber.org

Charlotte-Mecklenburg Schools. Available www.cms.k12.nc.us

Charlotte Observer. Available www.charlotte.com

Charlotte Regional Partnership Home Page.

Available www.charlotteusa.com/crp

City of Charlotte Home Page. Available www.charmeck.org

Historic Charlotte Home Page. Available www.historiccharlotte.com

Public Library of Charlotte and Mecklenburg County. Available www.plcmc.org

Visit Charlotte (Charlotte Convention and Visitors Bureau). Available www.visitcharlotte.com
www.charlottecvb.org

BIBLIOGRAPHY

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Mayes, Doug, and Nancy Stanfield, *Charlotte—Nothing Could Be Finer* (Memphis, TN: Tower Publishing, 1996)



Greensboro

■ The City in Brief

Founded: 1808 (incorporated 1829)

Head Official: Mayor Keith A. Holliday (since 1999)

City Population

1980: 155,642

1990: 185,125

2000: 223,891

2006 estimate: 236,865

Percent change, 1990–2000: 20.9%

U.S. rank in 1980: 100th

U.S. rank in 1990: 88th

U.S. rank in 2000: 88th (State rank: 3rd)

Metropolitan Area Population

1980: 951,000

1990: 1,050,304

2000: 1,251,509

2006 estimate: 685,378

Percent change, 1990–2000: 19.2%

U.S. rank in 1980: 44th

U.S. rank in 1990: 45th

U.S. rank in 2000: 36th

Area: 116.6 square miles (2007)

Elevation: 897 feet above sea level

Average Annual Temperatures: January, 37.7° F; July, 77.9° F; annual average, 58.1° F

Average Annual Precipitation: 34 inches of rain; 9.1 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.3% (June 2007)

Per Capita Income: \$24,540 (2005)

2005 FBI Crime Index Property: 14,360

2005 FBI Crime Index Violent: 1,941

Major Colleges and Universities: University of North Carolina at Greensboro, North Carolina Agricultural and Technical State University

Daily Newspaper: *News & Record*

■ Introduction

“It is perhaps the most pleasing, the most bewitching country which the continent affords.” So wrote J. Hector St. John de Crevecoeur in the 1770s when he bestowed the eighteenth-century equivalent of a “quality-of-life” award on a Quaker community called New Garden, located in Piedmont, North Carolina, between the mountains and the sea.

Much has changed since then. New Garden grew to be part of a community called Greensboro, founded in 1808, and Greensboro grew to be part of a thriving metropolitan area called the Triad, which encompasses three major cities (Greensboro, High Point, and Winston-Salem) and more than a million people. Greensboro evolved from a small center of government to an early 1900s textile and transportation hub. Today it is emerging as one of the South’s up-and-coming centers for relocating businesses. Two centuries later Greensboro is still collecting accolades for its beauty and livability. In 2004 the Department of Energy (DOE) awarded Greensboro with entry into the Clean Cities Hall of Fame and the city was named as a Tree City.

■ Geography and Climate

Located in the north-central Piedmont section of North Carolina, near the headwaters of the Haw and Deep rivers, the city is about 25 miles east of Winston-Salem

and serves as the Guilford County seat. The cities of Greensboro, Winston-Salem, and High Point make up what is known as the Piedmont Triad, a significant economic region for the area.

Greensboro enjoys a relatively mild climate, partly due to the moderating influence of the mountains southwest of the city. Zero degree winter days are virtually unknown. The average yearly snowfall is only about 9.1 inches. Summer temperatures vary depending on cloud cover and thundershower activity, which itself varies greatly from year to year. There are occasional summer thunderstorms.

Area: 116.6 square miles (2007)

Elevation: 897 feet above sea level

Average Temperatures: January, 37.7° F; July, 77.9° F; annual average, 58.1° F

Average Annual Precipitation: 34 inches of rain; 9.1 inches of snow

■ History

City Named for Revolutionary Hero

Greensboro is the county seat of Guilford County, which was founded in 1771 and named after England's first Earl of Guilford, Lord Francis North. Perhaps the first thing that newcomers notice about Greensboro is how green the city is. They are often surprised to learn that Greensboro is named for a man—not its lush landscape.

They soon hear the story of Nathanael Greene, a Revolutionary War general, who in 1781 played a major role in the colonists' fight for independence at a battlefield called Guilford Courthouse just north of present-day Greensboro. Greene lost the battle to Britain's Lord Charles Cornwallis, but historians credit him with so weakening Cornwallis's army that surrender soon followed.

More than 25 years later, the settlers of Guilford County decided to replace their county seat of Martinville with a more central city. They measured out the exact center of the county, and in 1808, a new 42-acre city was created. It was named Greensborough (meaning town of Greene) to honor Nathanael Greene. By 1895 Greensborough had become Greensboro.

City Rises to the Confederate Call

The city grew slowly at first, but by the mid-1800s the seeds for its future as a textile, insurance, and transportation center had been planted. In 1828 the first steam-powered textile mill opened and in 1850 the first insurance company came to town. In 1851 men began laying railroad tracks. The progressiveness of the county's educational community was showing, too. A log college

for men had been operated there since 1767 and in 1837 the first coeducational institution in North Carolina opened. Called the New Garden Boarding School, it continues today as Guilford College.

The founders of the school were Quakers, many of English and Welsh descent, who were among Guilford County's first permanent settlers. Other early arrivals were a group of Germans who settled in the eastern portion of the county, and a number of Pennsylvanians of Scots-Irish descent who traveled south in search of land and opportunity.

The peace-loving nature of the Quakers influenced the area and its development. Quakers established the first Underground Railroad in Greensboro in the 1830s. When the Civil War was at hand, Guilford County citizens voted 2,771 to 113 against a state convention to consider secession from the union, writes local author Gayle Hicks Fripp in her history, *Greensboro: A Chosen Center*. North Carolina eventually became the last state to secede on May 20, 1861, and Guilford County citizens accepted the decision. They turned churches into hospitals and melted church bells for ammunition. For a few days in April 1865, Greensboro was the seat of the Confederate government as President Jefferson Davis contemplated surrender in a meeting with his military leaders.

Transportation and Textiles Spur Growth

The turn of the nineteenth century brought tremendous growth to Greensboro. Much of the prosperity then and now can be traced to one man and the moving of a line. The man was John Motley Morehead, state governor from 1841–1845. He used his influence to curve an east-west line of railroad tracks miles north so it would pass through his hometown of Greensboro. The city soon became known as the Gate City for its busy train station (60 running daily), and ever since, transportation has remained a key to the city's development.

In 1892 two Maryland salesmen, the Cone brothers, chose Greensboro as the site for the first textile-finishing plant in the South. Thus began an enterprise called Cone Mills, which would become one of the largest makers of denim and corduroy in the world. By 1920 Blue Bell was making bib overalls there and Burlington Mills, which later became Burlington Industries, had moved to Greensboro by 1935. Both companies added to the textile industry's influence on the economy.

Modern Era Sees Racial Problems; Skyline Changes

The influence of the insurance industry showed on Greensboro's skyline in 1923, when the city became the site of the tallest building between Atlanta and Washington, D.C. The 17-story Jefferson Standard Building still stands beside the 20-story Jefferson-Pilot

Tower, today the tallest building in Greensboro; it was built in 1990.

The 1940s brought people from all over the country to Greensboro. During World War II, the military located an Overseas Replacement Depot in the city in 1944, and more than 300,000 men and women were processed or trained for service there.

The 1960s to the mid 1990s brought immense change to the city socially, cosmetically, and economically. In 1960 Greensboro was the site of the first Civil Rights-era sit-in when four African American students refused to accept a lunch-counter color bar; their actions led to the collapse of segregation in the American South. A new face—a blend of old character and new maturity—was put on downtown. Modern office buildings and a government center were built; The Carolina Theatre, founded in 1927, was saved and restored; arts events downtown breathed new life into the inner city; and a campaign was launched to save a turn-of-the-century area called Old Greensborough.

Economic Diversification Spurs Growth

The civil rights movement brought economic as well as social change to Greensboro. Tradition and innovation mixed, as high-technology electronics manufacturers and international firms, like the CIBA-GEIGY Corporation (later CIBA Corp. and now Novartis), moved in alongside the city's textile and tobacco plants. The U.S. Postal Service opened one of the nation's 21 bulk-mail centers, a huge facility spanning 7 acres. Kmart and Polo-Ralph Lauren chose the Greensboro area for their major distribution centers.

The opening of the Piedmont Triad International Airport (PTIA) terminal in 1996 to serve Greensboro and its Triad neighbors set off a spurt of industrial growth there and united the cities more closely than ever. This will be enhanced when FedEx completes the building of its cargo hub for \$500 million on 1,000 acres of the eastern side of the airport. In 2002 Powell Co., a home furniture importer/distributor, moved into the 300,000-square-foot location formerly occupied by Sears' distribution center. The spring of 2005 brought a brand-new \$20 million stadium for the Class A Grasshoppers (formerly Bats).

As the city approaches its 2008 bicentennial, the continued influx of new businesses (75 in 2004) and the expansion of existing businesses (759 in 2004) in a variety of fields translates to an overall general prosperity for the area's workforce and the city as a whole. In 2007 *Site Selection Magazine* named Greensboro as the number one place for new business attraction for similar sized cities. One company that seems to agree is Honda Aircraft, which announced in 2006 that it would open its world headquarters at Piedmont Triad International Airport. The company announced in 2007 that it would add a certification and testing hangar and an airframe

manufacturing facility for the manufacture of new HondaJet light business aircraft. A lower cost of living and a wide variety of educational as well as job opportunities continue to attract residents to the city.

Historical Information: Greensboro Historical Museum, 130 Summit Ave., Greensboro, NC 27401; telephone (336)373-2043; fax (336)373-2204; www.greensborohistory.org

■ Population Profile

Metropolitan Area Residents

1980: 951,000
 1990: 1,050,304
 2000: 1,251,509
 2006 estimate: 685,378
 Percent change, 1990–2000: 19.2%
 U.S. rank in 1980: 44th
 U.S. rank in 1990: 45th
 U.S. rank in 2000: 36th

City Residents

1980: 155,642
 1990: 185,125
 2000: 223,891
 2006 estimate: 236,865
 Percent change, 1990–2000: 20.9%
 U.S. rank in 1980: 100th
 U.S. rank in 1990: 88th
 U.S. rank in 2000: 88th (State rank: 3rd)

Density: 2,138.3 people per square mile (in 2000, based on 2000 land area)

Racial and ethnic characteristics (2005)

White: 107,701
 Black: 80,937
 American Indian and Alaska Native: 867
 Asian: 8,754
 Native Hawaiian and Pacific Islander: 77
 Hispanic or Latino (may be of any race): 11,832
 Other: 6,444

Percent of residents born in state: 57.8% (2000)

Age characteristics (2005)

Population under 5 years old: 15,248
 Population 5 to 9 years old: 14,891
 Population 10 to 14 years old: 12,300
 Population 15 to 19 years old: 11,432
 Population 20 to 24 years old: 16,405
 Population 25 to 34 years old: 31,741
 Population 35 to 44 years old: 32,912
 Population 45 to 54 years old: 27,379



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Population 55 to 59 years old: 10,995
Population 60 to 64 years old: 9,113
Population 65 to 74 years old: 14,714
Population 75 to 84 years old: 8,680
Population 85 years and older: 2,742
Median age: 35.8 years

Births (2006, MSA)

Total number: 8,993

Deaths (2006, MSA)

Total number: 5,981

Money income (2005)

Per capita income: \$24,540
Median household income: \$36,733
Total households: 93,221

Number of households with income of ...

less than \$10,000: 9,927
\$10,000 to \$14,999: 6,420
\$15,000 to \$24,999: 15,067
\$25,000 to \$34,999: 12,954
\$35,000 to \$49,999: 13,937

\$50,000 to \$74,999: 16,181
\$75,000 to \$99,999: 7,992
\$100,000 to \$149,999: 5,921
\$150,000 to \$199,999: 1,865
\$200,000 or more: 2,957

Percent of families below poverty level: 15.3% (2005)

2005 FBI Crime Index Property: 14,360

2005 FBI Crime Index Violent: 1,941

■ **Municipal Government**

Greensboro adopted a city council-manager form of government in 1921. The council consists of the mayor and eight members, all of whom are elected on a non-partisan ballot for two-year terms. The council in turn appoints a city manager to administer government policy.

Head Official: Mayor Keith A. Holliday (D) (since 1999; term expires 2008)

Total Number of City Employees: 2,935 (2004)

City Information: City of Greensboro, 300 West Washington Street, Greensboro, NC 27401; telephone (336)373-CITY; www.greensboro-nc.gov

■ Economy

Major Industries and Commercial Activity

For decades, the products of Greensboro's approximately 500 factories, such as Kent cigarettes and No Nonsense pantyhose, were known better than the city itself. However, an increasing number of companies have since discovered its award-winning quality of life, low crime rate, and thriving business climate and have moved in or expanded their existing business.

The traditional industries—textiles, furniture, and tobacco—remain a dominant influence on the local economy, as does manufacturing in general. But unlike many other areas of the country with a heavy dependence on manufacturing, Greensboro has prospered—not suffered—as jobs have been lost to automation and foreign imports. Diversification has been the key. For example, the city has been an insurance center for decades. Lincoln Financial Media, an insurance and financial services company, is headquartered in Greensboro, as is mortgage insurance provider United Guaranty Corp. Printing and publishing are growing industries. Gilbarco, a maker of service station equipment, is headquartered in Greensboro. Electronics firms such as Analog Devices, A M P Inc., and RF Micro Devices also have plants in the city. Vicks VapoRub was invented in Greensboro more than 75 years ago. Other familiar products, such as Nyquil nighttime cold medicine, Vicks Formula 44 cough mixture, Vicks cough syrup, and Vicks cough drops, have also been produced in Greensboro (although the Vicks company has been taken over by Procter & Gamble).

International flavor has been added, courtesy of Twinings Tea of England and Fuji Foods of Japan, which located their U.S. manufacturing plants in Greensboro. Switzerland's Novartis located its dyestuffs and agricultural divisions in Greensboro, Sweden's Volvo Truck Corp. chose Greensboro for the headquarters of its Volvo-GM Heavy Truck Corporation, and Japan's Konica Manufacturing USA, Inc. located its plant for the manufacture of photographic paper in the city. In 2007 Zink Imaging, a company based in Boston, purchased the Konica Minolta Manufacturing plant in Greensboro that was due to close.

The opening of the Piedmont Triad International Airport (PTIA) terminal just west of the city in 1982 set off a building boom along nearby Interstate 40 and the feeder roads to the airport that has not yet shown signs of abating. The corridor is being called the "downtown of the Triad," and the chambers of commerce from the three Triad cities have joined forces to attract businesses to the area. PTIA's central location and state-of-the-art facilities make the airport a catalyst for commercial and

industrial development. The more than 3,000-acre campus is home to 50 companies that employ more than 4,000 people with an economic impact of more than \$1 billion each year.

Items and goods produced: furniture, textiles, apparel, tobacco products, chemicals, electronic equipment

Incentive Programs—New and Existing Industries

Local programs: Both the city of Greensboro and Guilford County have incentive policies available to assist new and expanding businesses. One example is the Targeted Loan Pool Program that began making funds available in 2003 to small businesses from a \$1 million pool if they operate or plan to open in one of Greensboro's State Development Zones.

State programs: North Carolina, a right-to-work state with a low unionization rate, offers a revenue bond pool program through various banks. Several venture capital funds operate in the state and inquiries can be made through North Carolina's Council for Entrepreneurial Development (CED). Industrial Revenue Bonds issued by the state provide new and expanding businesses the opportunity to provide good employment and wage opportunities for their workers. North Carolina offers State Technology Based Equity Funds providing financing for new technology based enterprises, as well as TDA incubators for firms transferring new technologies into commercial applications. The state offers an income tax allocation formula that permits the double weighting of sales in calculating corporate income tax. The North Carolina Department of Transportation administers a program which provides for the construction of access roads to industrial sites and road improvements in areas surrounding major corporate installations. The William S. Lee Act makes available to new and expanding companies a 4 percent tax credit on machinery and equipment investments over \$2 million, a jobs tax credit, worker training tax credit, research and development tax credits, and business property tax credits. The State Development Zones program offers tax credits for investments in machinery or equipment, creation of new jobs, worker training, credit on training expenditures, and research and development.

In June 2007 the North Carolina Small Business and Technology Development Center (SBTDC) announced a plan to make capital available to entrepreneurs and begin building a stronger early-stage investment industry. In 2003, SBTDC started the Inception Micro Angel Fund (IMAF) in the Piedmont Triad area of North Carolina, with an investment zone that included Greater North Carolina and selected areas of South Carolina and Virginia. SBTDC plans to build on the success of IMAF-Triad by creating a statewide network of six angel funds

that will provide capital to new businesses in every part of the state. The funds will provide local support for nascent businesses and improve the conditions of mid-to-late-stage companies for venture capital investment. This family of seed-stage funds will target technology-based companies and provide mentoring, counseling, and networking opportunities to their investees.

Job training programs: The state of North Carolina's Division of Employment and Training offers a unique system of job training programs that are available to any new or expanding manufacturing employer creating a minimum of 12 new production jobs in the state, and to any new or prospective employee referred for training by a participating company. The industrial training service provides great versatility in terms of types and length of training, and classes can be held in a company's plant or on the campus of one of the state's community colleges. The state of North Carolina furnishes instructors and, at the company's request, may test and screen job candidates. Employees may go through training before or after employment by the company. The industrial training service is financed solely by the state of North Carolina.

Development Projects

Greensboro's Economic Development Office manages and supports development projects throughout the community. One critical project was the \$20 million First Horizon Park that opened in the spring of 2005 with more than 5,000 seats and a wide variety of amenities for the Class A baseball team, the Greensboro Grasshoppers (name changed from the Bats, concurrent with the move). At a cost of \$500 million, a FedEx hub, to be only the fifth in the nation, is targeted for completion in 2009 and is expected to create 1,500 jobs at the Piedmont Triad International Airport. In February 2005 computer giant Dell began building in nearby Winston-Salem, a deal that Greensboro's officials were prominent in procuring as it will bring the region about 1,500 jobs.

Greensboro in 2007 was seeing new growth and revitalization with a range of activities, including revitalization of the central business district, joint millennial campuses for North Carolina Agricultural and Technical State University and the University of North Carolina at Greensboro, and a \$2 million U.S. Department of Housing and Urban Development grant to clean up the 10-acre site along South Elm Street.

Economic Development Information: Greensboro Chamber of Commerce, 342 N. Elm St., Greensboro, NC 27401; telephone (336) 387-8301; fax (336) 275-9299

Commercial Shipping

Greensboro is a hub for moving freight nationwide by rail or truck. The Piedmont Triad International Airport (PTIA) terminal, located only minutes from downtown,

is served by five freight carriers with eight cargo companies. In 2006 over 167 million pounds of air freight was handled at the airport. The airport has convenient access to two major interstates, the east-west I-40 and north-south I-85. These highways provide connections to other major arteries throughout the region and the nation, such as I-77 and I-95. As of 2007 I-73 and I-74 were still under construction; both routes will provide easy access to the city and the airport. There are more than 100 trucking companies serving the Triad, with at least 60 terminals local to Greensboro. Norfolk Southern Railway Corporation operates one of the most active intermodal facilities in its 20-state system in Greensboro. Dedicated piggybacks hauling trailers travel out of Greensboro. CSX also offers freight service through the city.

Labor Force and Employment Outlook

In addition to its role as a government center, Greensboro serves as a business, financial, and retail hub for the county and for a semicircle of more rural counties to the north, south, and east. The city's major industry is manufacturing, from textiles to electronics, but retail and wholesale trade, finance, insurance, real estate, and the service sector also are major parts of the economy. Factors that are attracting companies to Greensboro include a large and growing Triad population base of about 1.9 million people (2007) from which to draw employees; a motivated and trainable work force; a physical site available at a reasonable price; sophisticated telecommunications capabilities; a location near a major airport and highway network; and a respected community college system that provides employee training assistance at no charge through a state program. With the expansion of existing business and the creation of new business the job market will continue to be an active one. In 2005-06 some 2,687 new well-paying jobs were created, or retained in the community since 2003, as a result of incentive inducements authorized by the Greensboro City Council.

The following is a summary of data regarding the Greensboro-High Point metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 367,100

Number of workers employed in . . .

construction and mining: 19,300
manufacturing: 63,700
trade, transportation and utilities: 76,000
information: 6,800
financial activities: 22,000
professional and business services: 44,900
educational and health services: 45,900
leisure and hospitality: 31,200
other services: 14,400
government: 42,900

Average hourly earnings of production workers employed in manufacturing: \$14.72

Unemployment rate: 5.3% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
Moses H. Cone Health System	7,785
United States Postal Service	2,800
High Point Regional Health System	2,238
Bank of America	2,200
American Express	2,100
UPS Package	2,000
RFMD	1,800
Lorillard	1,800
TIMCO Aviation Services	1,675
Tyco Electronics	1,650

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$235,566 (Winston-Salem)

2007 (1st quarter) ACCRA Cost of Living Index: 90.8 (Winston-Salem)

State income tax rate: 6.0% to 8.25%

State sales tax rate: 4.25%

Local income tax rate: None

Local sales tax rate: 2.5% (county-wide) (restaurant food sales are subject to local sales tax of 7.5%; 2.0% in grocery stores for food)

Property tax rate: \$.5675 per \$100 of assessed valuation (assessed valuation = 100% of market value)

Economic Information: Greensboro Area Chamber of Commerce, 324 N. Elm St., Greensboro, NC 27401; telephone (336)387-8301; fax (336)275-9299

■ **Education and Research**

Elementary and Secondary Schools

The Guilford County Schools (GCS) system was created on July 1, 1993, when the former Greensboro, High Point, and Guilford County school systems merged to form the third largest school district in North Carolina. The system continues to grow each year by

approximately 1,200 new students. The academic achievement of GCS students has risen each year since the merger, as well. The system has earned a state and national reputation for its technological innovations that help its own students and students in other districts statewide.

A wide variety of special programs are available for students in the district. GCS offers its high school students several options to help them prepare for future careers. The College Tech Prep program is available for students interested in technical occupations and pursuing two-year associates degrees. In 2007 there were seven Early/Middle College high schools located on local college campuses, offering students an alternative to the traditional high school setting. The Early College Academy programs offer high school seniors a chance to earn college credits while they fulfill their graduation requirements. These students are also eligible for three-year scholarships upon graduation. As of 2007 three high schools included International Baccalaureate programs. Twenty Magnet Schools focus on specialized topics such as communications, cultural arts, and foreign language. There are also two Montessori schools in the district. Weaver Education Center offers vocational/technical training, performing arts, advanced academics and distance learning programs to all high school students.

Students with autism, cerebral palsy, orthopedic impairments, and severe and profound handicaps can attend GSC's Gateway Education Center, a facility that is world-renown for its exceptional programs. McIver Education Center serves about 100 mentally challenged students from age 3 to 22. In 2007 there were seven community locations for the system's SCALE Program (School/Community Alternative Learning Environments). These sites, serving about 20 students each, offer programs for students under long-term suspension.

The following is a summary of data regarding the Guilford County Schools as of the 2005–2006 school year.

Total enrollment: 70,426

Number of facilities

- elementary schools: 65
- junior high/middle schools: 22
- senior high schools: 26
- other: 4

Student/teacher ratio: 15.3:1

Teacher salaries (2005–06)

- elementary median: \$40,460
- junior high/middle median: \$38,580
- secondary median: \$42,890

Funding per pupil: \$7,069

Greensboro Academy and Guilford Prep Academy are charter schools in Greensboro serving students from K-8. Greensboro has a diverse selection of private schools. As of 2007 there were over 30 private schools in the county. The nation's first and only liberal, pluralistic Jewish boarding school, the American Hebrew Academy, offers students grades 9 to 12 a rigorous college preparatory curriculum along with Jewish studies courses. Other notable schools in the county include Mell-Burton, Caldwell Academy, Greensboro Day School, all in Greensboro, and Oak Ridge Military Academy in Oak Ridge. An estimated 7,000 students take advantage of private school instruction in Guilford County. For the 2006–07 year, about 2,642 students in the county were homeschooled.

Public Schools Information: Guilford County Schools, 712 N. Eugene St., Greensboro, NC 27401; telephone (336)370-8100; www.gcsnc.com

Colleges and Universities

The 200-acre University of North Carolina at Greensboro (UNCG), with more than 14,325 students in 2007 and over 830 regular-term faculty members, is the largest of the colleges and universities in Greensboro. Founded in 1891 as a women's school, it became coeducational in the fall of 1964. Undergraduate degrees are offered in more than 100 fields. There are also 59 master's programs and 22 doctoral programs.

The city's other state university, North Carolina Agricultural and Technical State University (A&T), was founded in 1891 as a land-grant institution offering agricultural and mechanical training to African Americans. In 2007 more than 11,000 students were enrolled at the university. Known for its nationally accredited engineering department, the university offers undergraduate and master's degrees in a half dozen engineering specialties.

The oldest college in Greensboro, Guilford College, is also one of the city's most respected institutions. Founded in 1837 by the Religious Society of Friends, or Quakers, Guilford is the third oldest coeducational institution in the United States. Undergraduate majors are offered in more than three dozen areas, ranging from accounting to criminal justice to women's studies. In 2007 enrollment was at about 2,510.

One year after Guilford College was founded, Greensboro College opened its doors, becoming the third college chartered for women in the United States. It became coeducational in 1954. Located in the historic College Hill area, Greensboro College today is a Methodist-affiliated institution with about 1,200 students. The college emphasizes individual attention (student-teacher ratio is 14:1) within a traditional liberal arts framework.

Rounding out the private liberal arts colleges in Greensboro is Bennett College, which opened in 1873 as a school for the children of former slaves, and became a women's college in 1926. Bennett is still for women only and is affiliated with the United Methodist Church.

Among the most popular areas of study for its approximately 600 students are interdisciplinary studies, biology, and business administration. Unique programs include womanist religious studies, global studies, and Africana women's studies.

A wide variety of opportunities, from career exploration to high-technology business training, are offered through Guilford Technical Community College (GTCC), which has a main campus in nearby Jamestown and satellite campuses in downtown Greensboro. Established in 1958, GTCC is the third largest public two-year college in the state and has a student body in excess of 12,380 along with nearly 23,300 in continuing education programs. The college provides important training to the local work force.

The Greater Greensboro Consortium (GGC) provides the unique opportunity to degree-seeking students of the eight participating institutions in the metropolitan area (Bennett College, Elon College, Greensboro College, Guilford Technical Community College, High Point University, North Carolina Agricultural and Technical State University (A & T), and the University of North Carolina at Greensboro) to take classes at any of the schools that meet specific criteria.

Other schools in the Triad area include Wake Forest University, Winston-Salem University, Salem College, and the NC School of the Arts, all in Winston-Salem; and High Point University.

Libraries and Research Centers

The Greensboro Public Library, opened in 1902, consists of a central facility (founded in 1998) and six branches, has over 541,000 books and more than 17,000 serial volumes in its collection, as well as audio tapes and video tapes, CD ROMs, DVDs, slides, maps, and art prints. All locations have computers with internet access (about 200 in total) and some provide classes. Special collections are maintained in the areas of business and management, local history, and genealogy. The Glenwood Branch is home to the Nonprofit Resource Center, the Greensboro Neighborhood Information Center, and the Multicultural Resources Center. The Kathleen Clay Edwards Family Branch is located in the 98-acre Price Park and includes a bird and butterfly meadow, a reading garden, walking trails, ponds, and wetlands. This location has an extensive collection of nature, gardening, and environmental resources. The Greensboro Historical Museum became a division of the public library in 1997.

The University of North Carolina at Greensboro is the home of the 220,000-square-foot Walter Clinton Jackson Library. It maintains more than 3.4 million items featuring 700,000 federal and state documents and 5,100 serial subscriptions.

Several research centers are based in Greensboro, representing a wide variety of fields and topics. The University of North Carolina Greensboro is classified as a

Doctoral/Research-Intensive University by The Carnegie Foundation. Among the centers affiliated with the University of North Carolina at Greensboro are the Center for Drug Design, the Center for Global Business Education and Research, the Center for Health of Vulnerable Populations, the Center for Innovation in Interior Architecture, and the Center for Biotechnology, Genomics and Health Research. The Music Research Institute at UNCG covers topics such as multisensory processing, sound level exposures, the genetic basis of musicality, and biomusic science (exploring the role of music in nature in both human and non-human expressions).

Research centers affiliated with the North Carolina Agricultural and Technical State University include the Center for Advanced Materials and Smart Structures, the Center for Composite Material Research, the Center for Energy Research and Technology, the Center for Human-Machine Studies, and the Interdisciplinary Scientific Environmental Technology Cooperative Science Center (ISET). The Center for Human Machine Studies at NC A&T works in collaboration with the U.S. Army Center for Battlefield Capability Research Office and several other member colleges.

The city also boasts a Center for Creative Leadership that has a variety of programs geared toward the development of leaders in the business world.

Public Library and Research Information: Greensboro Public Library, 219 N. Church St., Greensboro, NC 27401; telephone (336)373-2471; www.greensboro-nc.gov/departments/library. UNC Greensboro 1601 Moore Humanities and Research Administration Building, 1111 Spring Garden Street, Greensboro, NC 27412; telephone (336)256-0426; www.uncg.edu/campus_links/research_centers

■ Health Care

From lifesaving open-heart surgery to the newest diagnostic technologies, Greensboro is a city where advanced medical technology is readily available. The city and surrounding area has specialized and general physicians, representing virtually every specialty and most subspecialties. Four acute-care hospitals and a psychiatric hospital offer a combined total of more than 1,109 beds.

The private, not-for-profit, Moses Cone Health System (MCHS) provides most of the health care in the Greensboro area, offering a complete range of medical and surgical services. The largest Greensboro hospital in the system is the 535-bed Moses H. Cone Memorial Hospital, founded in 1953, which has a national reputation for cardiovascular research. The hospital has a Level II Trauma Center and offers excellent programs through its Rehabilitation Center, Neuroscience Center, and

Heart and Vascular Center. It is a teaching hospital and a referral center.

The Wesley Long Community Hospital is a modern 204-bed hospital. Adjacent to the main building is the Moses Cone regional Cancer Center, which has been designated as a Community Hospital Comprehensive Cancer Center by the American College of Surgeons Commission on Cancer. Wesley Long is also the site of the MCHS Sleep Disorders Center.

The 134-bed Women's Hospital of Greensboro is the first free-standing hospital dedicated to women's services in the state. Special departments include a 12-bed Level II Neonatal Intensive Care Unit and a 24-bed Level III Neonatal Intensive Care Unit. The Behavioral Health Center supplies 80 beds—50 for adults and 30 for adolescents—to assist those with mental health issues.

The MCHS Pediatric Sub-Specialists of Greensboro offer services in pediatric cardiology, endocrinology, gastroenterology, and surgery.

Another MCHS hospital, the 110-bed Annie Penn Hospital, provides specialty services such as a cancer center and sleep center and is located 20 miles north of the city.

Kindred Hospital Greensboro, operated by Kindred Healthcare, is a 124-bed acute care facility specializing in extensive treatment for pulmonary and ventilator-dependent patients. There are 23 beds for long term care. The hospital also offers inpatient and outpatient surgical services.

■ Recreation

Sightseeing

A tour of Greensboro might begin with Blandwood Mansion, a 19th-century Italian villa in downtown Greensboro, which is a National Historic Landmark and former home of Governor John Motley Morehead. Not far from Blandwood is the William Fields House, a Gothic Revival-style structure that is listed on the National Register of Historic Places. Since 1973 Carolina Model Railroaders has displayed scale trains and equipment that, after relocating in 2003, were rebuilt into a different configuration.

Guilford Courthouse National Military Park, located in North Greensboro, provides a fascinating look at a battle that helped win America's independence. The 220-acre park, which was the first Revolutionary War battleground to be preserved as a national military park, includes a museum and interpretive automobile, bicycle, and foot trails for retracing the battle. The adjacent eight-acre Tannenbaum Historic Park/Colonial Heritage Center served as a staging area for British troops under Cornwallis's command during the Revolutionary War. Today, the park features a visitor's center, gift shop, and exhibits depicting colonial life. Not far from the two parks

is the Natural Science Center, a hands-on museum, zoo, and planetarium.

The Greensboro Children's Museum is an exciting, colorful place with interactive exhibits and activities designed for kids up to age 12 as well as summer camp, programs, and workshops. Fun for the whole family can be had at Celebration Station, featuring miniature golf, water bumper boats, arcade games, batting cages, and more. Wet 'n Wild Emerald Pointe is the largest water park in the state with a giant wave pool and other water activities. More than 60,000 tropical plants and 1,100 exotic animals are the main attraction at North Carolina Zoological Park, 25 miles southeast of Greensboro, which includes an impressive 37-acre African Plains exhibit.

Castle McCullough, restored gold refinery in nearby Jamestown, is listed on the National Register of Historic Places. Originally built in 1832, the castle is a large granite structure complete with a drawbridge, moat and a 70-foot tower. Tours of the McCulloch Gold Mine may include an opportunity to pan for gold and other gems. The Castle hosts a variety of public events and festivals throughout the year.

Arts and Culture

The energy behind Greensboro's vibrant arts scene is the United Arts Council, located in the Greensboro Cultural Center at Festival Park, downtown's performing arts showplace and home base for 16 visual and performing art organizations as well as art galleries, a sculpture garden, and an outdoor amphitheater. The council serves as the fund-raising umbrella for the city's many arts groups. The council funds 14 organizations and provides support to other groups. It also operates an artists' center, where serious, talented writers, painters, potters, and others may rent inexpensive studio space.

The Greensboro Symphony Orchestra, founded in the 1920s, performs masterworks and pops concerts from September to May at the War Memorial Auditorium in the Greensboro Coliseum Complex. Since 1980 the Greensboro Opera Company has presented performances by local talent year-round and an annual production featuring international talent in operatic works performed in the original language, also at the War Memorial Auditorium. The Greensboro Ballet, also the home of the School of Greensboro Ballet, offers three performances each season and delights holiday audiences each December with a presentation of *The Nutcracker*. The North Carolina Dance project holds an annual concert in Greensboro and features two dance troupes that travel throughout the state. The Greensboro Coliseum hosts a variety of tour events for family entertainment including rock concerts, circuses, Disney shows, and even professional bull riding.

Jazz is very popular in Greensboro with nationally known musicians performing in the 1927 vintage Carolina Theatre and in local clubs. The Carolina Theatre is

the principal venue for performing arts productions sponsored by City Arts Drama of the Greensboro Parks and Recreation Department. City Arts oversees the Livestock Players Musical Theatre, which presents Broadway musicals in November, April, and July; Children's Theatre, which performs during the school year; Razz-Ma-Tazz Musical Revue Company; the Music Center; Greensboro Concert Band; Philharmonia of Greensboro; Choral Society of Greensboro; Youth Chorus; and We Are One Youth Choir.

Theatrical entertainment also abounds in Greensboro. At the Barn Dinner Theatre audiences have enjoyed dinner and a Broadway-style play year-round since 1962. Professional theater in an intimate setting is the specialty of the Broach Theatre in the Old Greensborough Historic District, which produces seven adult plays from February to December. Community Theatre of Greensboro presents five Broadway plays and musicals.

Greensboro's universities and colleges sponsor arts events throughout the year that are open to the public. The artists series at Guilford College, for example, brought the Prague Chamber Orchestra to Greensboro, and the UNCG Concert and Lecture Series has sponsored such notables as violinist Isaac Stern and actor Hal Holbrook. In 2005 a Nigerian art and literature series kicked off a biennial cultural program.

Museum lovers enjoy the Greensboro Historical Museum, which traces the development of Guilford County from Native American times through the present. Special collections include memorabilia of author William Sydney Porter, better known as O. Henry, who grew up in Greensboro, as well as a variety of items and information related to Edward R. Murrow and First Lady Dolley Madison, who lived in Guilford County. The museum also has two restored log homes open for touring on its downtown site and has recreated an 1880s village of Greensboro, showing the city as it might have been when O. Henry left in 1882. The Richard Petty Museum, located south of Greensboro, contains memorabilia relating to the race car driver.

North Carolina Agricultural and Technical State University (A & T) is the site of a nationally recognized facility, the Mattye Reed African Heritage Center in the Dudley Building, a repository for more than 3,500 artifacts from more than 30 African and Caribbean countries. The Old Mill of Guilford provides a view of the past through its working water-powered mill.

Greensboro is not lacking in art galleries. The Greensboro Artists' League gallery, founded in 1956, promotes the visual arts of the Piedmont Triad with changing exhibitions by local artists and a sales gallery. The Weatherspoon Art Museum, on the campus of the University of North Carolina at Greensboro is widely recognized for having one of the most outstanding collections of post-World War II American art in the Southeast. The African American Atelier in the Cultural

Center features works by local artists and presents six to eight exhibitions per year. North Carolina artists are the focus at Green Hill Center for North Carolina Art. The Guilford Native American Art Gallery was the first of its kind in the Southeast.

Arts and Culture Information: United Arts Council of Greensboro, Greensboro Cultural Center, 200 N. Davie St., Ste. 201, Greensboro, NC 27401; telephone (336)373-7523; www.uacgreensboro.org

Festivals and Holidays

Many of Greensboro's biggest celebrations focus on music. The nationally acclaimed Eastern Music Festival began in 1962 and brings the world's most promising music students to Greensboro each year for six weeks of intense study with the world's most accomplished musicians. The performers, who spend the summer on the Guilford College campus, present more than 40 concerts from June through August.

St. Patrick's Day brings the Green Party to the downtown area in the form of several bands performing at various venues. Fun Fourth Festival in the downtown National Register Historic District is a street festival that thousands flock to in the inner city to celebrate the Fourth of July. Arts and crafts from all over the country take center stage at two events sponsored by the Gilmore Shows' Carolina Craftsmen: the annual Spring Show in April and the Christmas Classic in late November. African American arts and culture take the spotlight during the two-month African American Arts Festival that begins in mid-January and extends to mid-March. Also in March is the African American Heritage Extravaganza with dance, music, art exhibits, and "soul food" sampling.

September is a busy month for festivals. The Central Carolina Fair is held at the Greensboro Coliseum in September. Get Down!Town, another September event, originated as a welcome back-to-school party for the area's college and university students. Live music and other entertainment is available in this downtown street fair event. An annual Greek festival is held at the Greensboro Greek Orthodox Church in September. The annual Ice Cream and Music fest at the Music Academy of North Carolina (a community music school) is a great family-friendly event.

The November festival of Lights features strolling carolers and other live music at Hamburger Square. The one-night event ends with a Christmas Tree Lighting and community sing-along.

Sports for the Spectator

When it comes to recreation, Greensboro is a city for all seasons and all sports. From May through August, the United Soccer League's Carolina Dynamo play at the 3,000-seat Macpherson Stadium that opened in 2002 and is part of the extensive Bryan Park.

Summer used to mean "batter up" at War Memorial Stadium with the Greensboro Bats, a Class A farm team of the Florida Marlins. The team's former stadium was built in 1926 and in 2004 was the fourth oldest active minor league park in the country. However, in the spring of 2005 the brand-new \$20 million First Horizon Park opened with more than 5,000 seats, party decks and a children's play area. That year the team also changed its name to the Grasshoppers. The Greensboro Generals, an East Coast Hockey League Team affiliate of the Carolina Hurricanes that once played at the Greensboro Coliseum, folded at the end of the 2003-04 season; Coliseum directors are hopeful that a new ECHL team might return in the future. The Coliseum still hosts the Greensboro Revolution of the National Indoor Football League for a season that lasts from March to July. The Wyndham Championship of the PGA Tour comes to the Forest Oaks Country Club in August.

The sports fan can also find plenty of collegiate sports in the area. Fall's kicks come when the successful Spartan soccer team takes to the field at the University of North Carolina at Greensboro (UNCG), and winter often brings Carolinians' favorite rivalry, the Atlantic Coast Conference (ACC) basketball tournament at the Greensboro Coliseum. The North Carolina Agricultural and Technical State University (A & T) basketball team often lands a berth in the NCAA tournament, but the football team also draws crowds to the 22,000-seat Aggie Stadium. Women's sports include basketball and track. UNCG women's soccer, basketball and tennis teams have been prominent nationally.

Sports for the Participant

Greensboro is a launching site for just about any interest. The state's beaches are just four hours away and the cool Blue Ridge Mountains are a three-hour drive. One of the highlights of Greensboro itself is the extensive parks and recreation system, which includes 170 parks on more than 3,500 acres. Bicycling routes, fitness and hiking trails, 8 municipal swimming pools, and 10 recreation centers are spread throughout the city. Tennis is an especially popular sport in Greensboro, both for players and spectators. The city operates five fully-equipped tennis centers. The United States Tennis Association's (USTA) Greensboro January Indoor Junior Championships is played annually at the Simkins Indoor Pavilion in Barber Park in Greensboro. Jaycee Park, site of the Spencer Love Tennis Center, is home to the North Carolina Tennis Hall of Fame along with the Junior USTA-Sanctioned Tennis Tournaments and Junior Novice Tennis Tournaments.

The area's many golf aficionados find challenging golf in the 600-acre Bryan Park, as well as at many private golf courses. The park includes two 18-hole championship golf courses, two putting greens, a driving

range, and a golf school. Facilities at Bryan Park also include a tennis center, a nature trail, and a wildlife sanctuary. Golf enthusiasts might also visit Grandover Resort, which features two 18-hole golf courses designed by the world-renowned golf architects David Graham and Gary Panks.

The Greensboro Sportsplex has many amenities on its 106,000 square feet of space including eight basketball courts, four state-of-the-art indoor soccer fields, volleyball courts and clubs, and indoor roller hockey. Summer camps and special tournaments are offered.

Another well-used city park is Country Park, a 126-acre facility in northern Greensboro listed as a National Historical Landmark property that includes two stocked fishing lakes; hiking, bicycling, and jogging trails; pedal-boat rentals; and plenty of places for a quiet picnic. It also is the site of the annual Carolina Cup Bicycle Road Race in September sponsored by U.S. Cycling.

Shopping and Dining

North of downtown Greensboro, visitors can stroll through a relaxed neighborhood of 37 unique shops, restaurants, and boutiques housed in elegantly refurbished 1920s vintage buildings at State Street Station. On the city's southwest side, the Four Seasons Town Centre features three levels with more than 200 shops and restaurants in 1.3 million square feet. With 95 stores on 75 acres of open-air shopping, the Friendly Center has three department stores and many national retailers. In the section of downtown called Old Downtown Greensborough, browsers will find more than a dozen antique stores housed in turn-of-the-century storefronts. The Super Flea Market is held about one weekend each month at the Greensboro Coliseum. Hundreds of dealers participate in this event with vendors offering an amazing variety of wares. The city and neighboring communities are also home to dozens of outlet stores. Products manufactured locally, such as clothing and furniture, are especially popular with shoppers.

As for dining, barbecue, hushpuppies, and coleslaw are North Carolina staples, and restaurants serving these local favorites are plentiful in the metropolitan Greensboro area's 500 eateries. Hungry visitors will also find upscale eateries and a variety of ethnic cuisines.

The locals enjoy going down to the Greensboro Farmers Curb Market year-round for an abundance of fresh produce, baked goods, flowers, and crafts.

Visitor Information: Greensboro Area Convention and Visitors Bureau, 317 S. Greene St., Greensboro, NC 27401-2615; telephone (336)274-2282; toll-free (800) 344-2282; www.greensboronc.org

■ Convention Facilities

The city-owned Greensboro Coliseum Complex, the largest facility of its kind in the state, seats 23,500 people in its Coliseum Arena. The War Memorial Auditorium, adjacent to the arena, has 2,376 seats and the smaller Odeon Theater has 298 seats. The special events center has 167,000 square feet of exhibit space that can be partitioned into four smaller halls.

The largest hotel-convention complex between Washington, D.C., and Atlanta, Georgia, is the more than 1,000-room Sheraton Greensboro Hotel at Four Seasons, which includes about 250,000 square feet of meeting space and 100,000 square feet of exhibition space with 75 meeting rooms, located adjacent to the three-level Four Seasons Town Centre mall with more than 200 shops and restaurants and a multi-theater cinema. The hotel's largest meeting area, the 40,000-square-foot Guilford Ballroom, can accommodate in excess of 4,000 people for a banquet or 6,000 people for a meeting with full trade-show capabilities.

The Greensboro-High Point Marriott Airport hotel, adjacent to Piedmont Triad International Airport, provides a convenient meeting place for groups arriving by air. With 299 guest rooms, the Marriott can accommodate large groups in its 10,050 square feet of meeting space. Also near the airport is the Embassy Suites Hotel Greensboro Airport, with 13,000 square feet of meeting space and 219 suites available. The Greensboro Marriott Downtown has 24,000 square feet of meeting space and 281 guest rooms.

Grandover Resort and Conference Center features 45,000 square feet of meeting space, including a 13,500-square-foot ballroom. Hotel amenities include 247 guest rooms and two championship, 18-hole golf courses designed by David Graham and Gary Panks. There is also an onsite spa.

Also in the heart of downtown is the Biltmore Greensboro Hotel, a charming meeting location for small groups. The inn, which dates to 1895 and originally housed corporate offices for Cone Mills, today is a 24-room hotel furnished with eighteenth-century reproductions. A maximum of about 80 people can be accommodated for meetings.

Most other major hotels offer some type of meeting and/or banquet spaces. Meeting space is available at many other local facilities, including the Carolina Theatre; the 1840s Blandwood Mansion and Carriage House; Brookwood Golf Course; Bur-Mil Park, Pool, & Clubhouse; and Castle McCulloch & Crystal Gardens, to name a few. The Conference Center at Bryan Park can handle business or social events in its 22,000-square-foot facility overlooking championship golfing greens.

Convention Information: Greensboro Area Convention and Visitors Bureau, 317 S. Greene St., Greensboro, NC 27401-2615; telephone (336)274-2282; toll-free (800)344-2282; www.greensboronc.org

■ Transportation

Approaching the City

Greensboro is proud of its convenient and efficient transportation network. The city is located at the intersection of two major interstates, the east-west I-40 and north-south I-85, midway between Charlotte and Raleigh. In addition to cities served directly by I-40 and I-85, those highways provide connections to other major arteries throughout the region and the nation, such as I-77 and I-95, leading virtually anywhere along the eastern seaboard. As of 2007 I-73 and I-74 were still under construction; both routes will provide easy access to the city and the airport.

The Piedmont Triad International Airport (PTIA) terminal, located only minutes from downtown, is served by nine airlines, with more than 1 million enplaned passengers in 2006. Nonstop service was available to 17 cities. Travelers can also catch the train in Greensboro; Amtrak trains going north and south stop daily at the Greensboro station. Greyhound also has a route through Greensboro.

Traveling in the City

The smooth traffic flow in Greensboro, which often amazes newcomers, gives Greensboro the feel of a smaller city. It is an impression that has been carefully created through years of planning that began when the city developed its transportation plan in the 1950s. As development has taken place over the years since then, planners have kept pace to meet city needs. One key to Greensboro's smooth-flowing traffic is Wendover Avenue, an expressway that takes motorists from I-40 on the west through Greensboro to U.S. 29 on the east in a matter of minutes. Many of the city's other major thoroughfares are four-lane. The Greensboro Urban Loop is a prominent project in progress that literally links several highways on the perimeter of the city limits. Part of the Eastern Urban Loop was operational in May 2002 and one portion, the Southern Urban Loop, opened in February 2004. Most of the work is expected to wrap up by 2010.

Good public transportation is provided by the Greensboro Transit Authority with 14 day routes, 7 evening and Sunday routes, and 5 connector routes. In 2007 the GTA fleet had 31 busses and 32 vans. Special bus service for elderly and handicapped persons is provided through Specialized Community Area Transportation (SCAT). The Higher Education Area Transit (HEAT), initiated in 2007, offers college and university transit service for qualified students of six area institutions of higher learning. Express routes are available between schools and select stops along four routes and also include connecting service to the entire Greensboro Transit Authority system.

The Greensboro department of Transportation has added bike lanes to several thoroughfares in the city in efforts to encourage an alternative, environmentally friendly mode of transportation. The lanes are part of the greater Greensboro Urban Area Bicycle, Pedestrian and Greenway Master Plan (BiPed Plan).

■ Communications

Newspapers and Magazines

Greensboro's major daily (morning) newspaper is the *News & Record*. With an average daily circulation of over 90,000, the paper is distributed throughout the county with special metro sections for local editions. Several weekly or biweekly newspapers are published in Greensboro, including *Carolina Peacemaker*, for the African American community, and *Go Triad*, an arts and entertainment weekly sponsored by the *News & Record* and distributed on Thursdays. *Yes! Weekly* is an alternative serving the Triad with a focus on politics, arts, and culture. The *Rhinoceros Times*, with weekly editions published in Greensboro and Charlotte, presents entertainment and social and community news.

The monthly *Hamburger Square Post* takes a light-hearted, often humorous approach in sharing social news and historical reminiscences of life in Greensboro. Several magazines and journals are published in Greensboro, including *BIZlife magazine*, covering people and events in the Triad business community; *Our State: Down Home in North Carolina*, for local interests; *Carolina Gardener*; and *SportsKidsPlay*, a sports news and events magazine for youth. Three in-flight magazines, *Hemispheres* (United Airlines), *Sky* (Delta Airlines), and *US Airways Magazine*, are published in Greensboro.

Television and Radio

Only four television stations broadcast from Greensboro, including affiliates of CW, ION Media, TCT (Tri-State Christian Television), and Gannett Broadcasting. Several other stations are based in nearby towns and serve viewers in the entire metropolitan region. Additional stations are available via cable. There are 2 AM and 13 FM stations broadcasting to area listeners out of Greensboro. The primary companies are Clear Channel Broadcasting, Entercom Communications Corp, and Dick Broadcasting Company. NC A&T, Guilford College, and UNC Greensboro all have stations.

Media Information: *News & Record*, 200 East Market Street, PO Box 20848, Greensboro NC 27401; telephone (336)373-7000; toll-free (800)553-6880

Greensboro Online

City of Greensboro home page. Available www.greensboro-nc.gov

County of Guilford home page. Available www.co.guilford.nc.us
Downtown Greensboro. Available www.downtowngreensboro.net
GoTriad Online. Available www.gotriad.com
Greensboro Area Convention & Visitors Bureau. Available www.greensboronc.org
Greensboro Chamber of Commerce. Available www.greensboro.org
Greensboro Historical Museum. Available www.greensborohistory.org
Greensboro Public Library. Available www.greensboro-nc.gov/departments/library
Guilford County Schools. Available www.gcsnc.com
News and Record. Available www.news-record.com

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Thompson, Deanna, L., and Sherry Roberts, *Greensboro: A New American Metropolis: A Contemporary Portrait of Greensboro, North Carolina* (Greensboro, NC: Community Communications, 1991)
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Raleigh

■ The City in Brief

Founded: 1792 (incorporated 1795)

Head Official: Mayor Charles Meeker (D) (since 2001)

City Population

1980: 150,255

1990: 218,859

2000: 276,093

2006 estimate: 356,321

Percent change, 1990–2000: 26%

U.S. rank in 1980: 106th

U.S. rank in 1990: 75th

U.S. rank in 2000: 73rd (State rank: 2nd)

Metropolitan Area Population

1980: 665,000

1990: 858,485

2000: 1,187,941

2006 estimate: 994,551

Percent change, 1990–2000: 38.2%

U.S. rank in 1980: 61st

U.S. rank in 1990: 54th

U.S. rank in 2000: 40th

Area: 117.3 square miles (2000)

Elevation: 434 feet above sea level

Average Annual Temperatures: January, 39.7° F; July, 78.8° F; annual average, 59.6° F

Average Annual Precipitation: 35.55 inches of rain; 7.5 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.0% (June 2007)

Per Capita Income: \$29,464 (2005)

2005 FBI Crime Index Property: 12,528

2005 FBI Crime Index Violent: 2,051

Major Colleges and Universities: North Carolina State University, Shaw University, Meredith College, St. Augustine's College

Daily Newspaper: *The News and Observer*

■ Introduction

Blessed with beautiful residential areas, expansive parks, and historic buildings, the city of Raleigh exudes southern charm. Raleigh is the largest city in the central North Carolina region known as Research Triangle, or the Silicon Valley of the East. Research Triangle includes Raleigh, Durham and Chapel Hill, with Raleigh's North Carolina State University, the University of North Carolina at Chapel Hill, and Duke University in Durham forming the intellectual nucleus of the Research Triangle. The 7,000 acre Research Triangle Park (RTP), in the Raleigh-Durham area, is one of the country's leading centers for high technology research, with over 150 organizations employing over 39,000 full-time professionals. In 2007, RTP was ranked as the Number One High Tech Region in the nation by the Silicon Valley Leadership Group.

Over the past decade and a half, Raleigh prospered as an education, government, and research and development center. The city has a superior system of local parks and lakes, easy access to the ocean and the mountains, and a moderate climate, all of which encourage year-round outdoor activities. High-caliber health care services are offered by the many physicians who trained at the state's several top-rated medical colleges, fell in love with the area, and decided to settle in Raleigh. Cultural activity abounds in the city, which offers a major symphony orchestra, an art museum with an outstanding collection of European and American paintings, and the world's

premier modern dance festival. Residents and visitors enjoy an ever-widening culinary scene.

As the new century gets underway, downtown Raleigh is one area of focus for city and county planners. Ground was broken in 2005 for a 500,000-square-foot convention center, as well as a four-star convention headquarters hotel. Both were scheduled to open in early 2008. The city is also currently planning a redevelopment for a regional commuter rail system linking downtown Raleigh with downtown Durham. The educational, employment, and residential opportunities in the city continue to gain national attention and accolades from a variety of sources. In 2006 *Money* magazine named Raleigh as the fourth best place to live in the nation. In 2007 *Forbes* magazine named the city as the top city for employment.

■ Geography and Climate

Raleigh is located in the gently rolling pine woods of the central Piedmont section of North Carolina, midway between the Great Smoky Mountains to the west and the Atlantic Ocean to the east, each about a three-hour drive. Together, the cities of Chapel Hill, Durham, and Raleigh are known as the Research Triangle, which is an extremely important economic region for the state. With its proximity to the Atlantic Ocean, the Raleigh-Durham area does receive some occasional severe weather in the form of thunderstorms and hurricanes. Temperatures average around 59.3 degrees in mid-spring and 59.7 degrees in mid-autumn. Snowfall averages 7.5 inches per year.

Area: 117.3 square miles (2000)

Elevation: 434 feet above sea level

Average Temperatures: January, 39.7° F; July, 78.8° F; annual average, 59.6° F

Average Annual Precipitation: 35.55 inches of rain; 7.5 inches of snow

■ History

City Named Capital of State

In 1771 a new North Carolina county was created by the state assembly. They named the county Wake, in honor of Margaret Wake, wife of Governor William Tryon. In 1792 the General Assembly purchased 1,000 acres of Wake County and established the city of Raleigh, which was named in honor of Sir Walter Raleigh, to serve as the first permanent state capital. The word “Raleigh” comes from two Anglo-Saxon words meaning “meadow of the

deer,” which captures the essence of the city’s peaceful setting.

Early Citizens Seen as “Roughnecks”

William Christmas of Franklin County, North Carolina, was hired to create a plan for the new city. Christmas designed a layout with one square mile of perpendicular streets and one-acre lots. Union Square, future home of the State House, lay at the center. Equidistant from it the planner designated four squares to serve as green space. Even now, the original city boundaries can be recognized by their original names, North, South, East, and West.

Enthusiastic about Christmas’s plans, legislators authorized the building of a new courthouse in Raleigh, making it the county seat as well as the capital. During its early days, Raleigh had a questionable reputation because of the bachelors and saloons that dominated the scene. Its citizens were not granted the right to vote until the beginning of the nineteenth century.

Raleigh in the Nineteenth Century

Raleigh grew larger at a slow but steady pace during this time when most of its residents were in the business of agriculture. Eventually towns developed along railroad lines and market centers. In time, small textile and furniture factories grew up. In 1831 the original State House burned down. The legislature agreed that the new State House should be a more durable structure. For this purpose solid granite was quarried in the east side of the county and brought to Raleigh via a specially built rail line. The permanent Executive Mansion was designed by architects Samuel Sloan and Gustavus Bauer, and constructed entirely of North Carolina materials, from the slate roof to the pine balustrade and brick facade. Construction was performed by prison inmates whose names and initials can still be seen in the brick sidewalks surrounding the mansion.

During the Civil War, Raleigh did not experience the tremendous suffering at the hands of Union forces as did many other southern towns and cities. Destruction was narrowly averted when some torch-carrying troops from the 60,000 troops quartered in the city approached the downtown upon hearing of the assassination of President Abraham Lincoln. Their commander, General John A. Logan, turned them back at gunpoint.

City Takes Off After WWII

Raleigh’s major growth occurred after World War II ended in 1945. The seeds of the city’s modern renaissance were sewn in the 1950s when the state of North Carolina created the world-famous Research Triangle Park west of the city. The concept of Dr. Howard Odom, a University of North Carolina sociologist, the original purpose of the development was to use the talents of the highly trained graduates of North Carolina’s colleges and universities who were leaving for more promising careers



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elsewhere. The area boomed following the establishment of IBM's facilities there in 1965.

Raleigh is now recognized around the world for the basic and applied research and development conducted by the occupants of Research Triangle Park. Beginning in the early 2000s, the downtown area has been undergoing revitalization with the groundbreaking in 2005 for a new 500,000-square-foot convention center, scheduled for completion in early 2008. A number of mixed-use and housing developments were approved for the downtown area by the city council in 2006, including the Bloomsbury Estates, which will include the construction of over 1,000 housing units by 2008. With a population of more than 330,000, Raleigh enjoys a combination of the two most sought after and envied economic characteristics: low unemployment and rising incomes. The city continues to gain accolades nationwide. In 2006, *Money* magazine ranked Raleigh fourth in its listing of "Best Places to Live," and in 2007 Raleigh was named as the top city for employment by *Forbes* magazine. Major companies are regularly launching new operations or expansions in the Raleigh area, keeping the local economy healthy. Furthermore, the city's housing stock is robust, increasing at a healthy pace to welcome newcomers to the area.

Historical Information: North Carolina (State) Department of Cultural Resources, Office of Archives and History, 109 East Jones Street, Raleigh, NC 27601; telephone (919)807-7280; www.ah.dcr.state.nc.us

■ Population Profile

Metropolitan Area Residents

1980: 665,000
 1990: 858,485
 2000: 1,187,941
 2006 estimate: 994,551
 Percent change, 1990–2000: 38.2%
 U.S. rank in 1980: 61st
 U.S. rank in 1990: 54th
 U.S. rank in 2000: 40th

City Residents

1980: 150,255
 1990: 218,859
 2000: 276,093
 2006 estimate: 356,321
 Percent change, 1990–2000: 26%

U.S. rank in 1980: 106th
U.S. rank in 1990: 75th
U.S. rank in 2000: 73rd (State rank: 2nd)

Density: 2,409.2 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 195,579
Black: 85,116
American Indian and Alaska Native: 598
Asian: 11,954
Native Hawaiian and Pacific Islander: 117
Hispanic or Latino (may be of any race): 30,600
Other: 16,547

Percent of residents born in state: 56.1% (2000)

Age characteristics (2005)

Population under 5 years old: 23,817
Population 5 to 9 years old: 18,424
Population 10 to 14 years old: 17,593
Population 15 to 19 years old: 15,413
Population 20 to 24 years old: 32,307
Population 25 to 34 years old: 63,656
Population 35 to 44 years old: 50,986
Population 45 to 54 years old: 41,668
Population 55 to 59 years old: 16,614
Population 60 to 64 years old: 10,734
Population 65 to 74 years old: 11,577
Population 75 to 84 years old: 8,867
Population 85 years and older: 3,593
Median age: 32.6 years

Births (2006, MSA)

Total number: 15,346

Deaths (2006, MSA)

Total number: 5,261

Money income (2005)

Per capita income: \$29,464
Median household income: \$48,131
Total households: 138,981

Number of households with income of . . .

less than \$10,000: 13,991
\$10,000 to \$14,999: 5,705
\$15,000 to \$24,999: 15,632
\$25,000 to \$34,999: 15,828
\$35,000 to \$49,999: 20,942
\$50,000 to \$74,999: 24,125
\$75,000 to \$99,999: 16,538
\$100,000 to \$149,999: 17,166
\$150,000 to \$199,999: 4,900
\$200,000 or more: 4,154

Percent of families below poverty level: 10.8% (2005)

2005 FBI Crime Index Property: 12,528

2005 FBI Crime Index Violent: 2,051

■ Municipal Government

Raleigh has a council/manager form of government with a mayor and seven council members. Three members, including the mayor, are elected at large and five members are elected to represent single-member districts. All officials are elected for two-year terms. The city manager is hired by the council and serves as the chief administrator of most city departments.

Head Official: Mayor Charles Meeker (since 2001; current term expires 2009); City Manager J. Russell Allen (since 2001)

Total Number of City Employees: 3,000 (2004)

City Information: City of Raleigh, PO Box 590, Raleigh, NC 27602; telephone (919)890-3050; www.raleighnc.gov

■ Economy

Major Industries and Commercial Activity

Raleigh and the Research Triangle Park area consistently rank among the nation's best economies year after year. Unemployment remains low and per capita income remains high. Wake County's biggest industries—government, education, and healthcare—are virtually recession proof. Although the region has felt some of the pinch of the nation's economic slowdown, many factors point to Raleigh's continued fiscal health.

Numerous high-technology and medical corporations have been attracted to the Raleigh-Durham area because of the outstanding educational and research facilities at area universities, such as North Carolina State University, which is home to the nation's tenth largest school of engineering, Duke University, and the University of North Carolina-Chapel Hill.

Nearby Research Triangle Park is one of the leading centers for high-technology research and development in the country. Roughly 140 corporate, academic, and government agencies in the Park employ some 40,000 workers and provide an annual payroll in excess of \$2 billion.

Business is booming in Raleigh, both as companies move into the area from other parts of the country and through the growth of home-grown enterprises. The city has witnessed the growth of lower-technology, sophisticated, and highly specialized new manufacturing companies that produce intricate machinery and electronic

parts. Biotechnology is also a growing industry. The Raleigh workforce is fueled by the annual graduation of thousands of students from the area's universities and colleges, and the influx of new residents looking for opportunities.

Services are the leading industry sector in the Raleigh metropolitan statistical area, accounting for slightly more than three of every ten jobs. Government and trade account for approximately two of every ten jobs. Manufacturing is responsible for more than 10% of employment. Employers with more than 10,000 employees include: the State of North Carolina, Duke University & Medical Center, University of North Carolina, Wake County Public School System, and IBM. Other major employers include: GlaxoSmith Kline, Wal-Mart, Food Lion Stores, Rex Healthcare, WakeMed Health and Hospitals, Progress Energy, Eaton Corp., Cisco Systems, NORTEL Networks, Verizon Communications, Waste Industries, Harris Teeter, Kelly Services, Lenovo Group, Talecris Biotherapeutics, and Longistics.

With excellent road, rail, and air transportation systems, and easier access to the deepwater port at Wilmington as a result of the completion of I-40, Raleigh is a growing distribution center.

Items and goods produced: pharmaceuticals, electronic equipment, electrical machinery, processed foods, metal products

Incentive Programs—New and Existing Companies

Local programs: The Greater Raleigh Chamber of Commerce believes that public funds “should not be used to subsidize a private company’s bottom line.” The city does not provide free land, free buildings, interest-free loans, direct grants, or preferential tax treatment. However, infrastructure improvements, human capital development, and public financing programs have been put in place to encourage new business development. The chamber’s Site Selection Services offers companies considering moving to the city tours, an inventory of facilities, research portfolios, and newcomer assistance. For major corporate relocations, chamber members may provide services to new firms at reduced rates. The chamber, together with MCI Communications Corp. and the North Carolina Small Business and Technology Development, has established the MCI Small Business Resource Center, which offers free international trade aid to North Carolina entrepreneurs. Wake County offers Industrial Revenue Bonds and assistance with water and sewer utility expansions. The Capital Economic Development Corporation administers Small Business Administration (SBA) loan guarantee and other financing programs for small business as well as the SBA 503 program for long-term capital asset acquisition. Other investment-driven incentives include the Business Property

Tax Credit, the Qualified Business Investment Tax Credit Program, various incentives offered through the William S. Lee Act, and an R & D Tax Credit.

State programs: North Carolina, a right-to-work state with a low unionization rate, offers a revenue bond pool program through various banks. Several venture capital funds operate in the state and inquiries can be made through North Carolina’s Council for Entrepreneurial Development (CED). Industrial Revenue Bonds issued by the state provide new and expanding businesses the opportunity to provide good employment and wage opportunities for their workers. North Carolina offers State Technology Based Equity Funds providing financing for new technology based enterprises, as well as TDA incubators for firms transferring new technologies into commercial applications. The state offers an income tax allocation formula that permits the double weighting of sales in calculating corporate income tax. The North Carolina Department of Transportation administers a program which provides for the construction of access roads to industrial sites and road improvements in areas surrounding major corporate installations. The William S. Lee Act makes available to new and expanding companies a 4 percent tax credit on machinery and equipment investments over \$2 million, a jobs tax credit, worker training tax credit, research and development tax credits, and business property tax credits. The State Development Zones program offers tax credits for investments in machinery or equipment, creation of new jobs, worker training, credit on training expenditures, and research and development.

In June 2007, the North Carolina Small Business and Technology Development Center (SBTDC) announced a plan to make capital available to entrepreneurs and begin building a stronger early-stage investment industry. In 2003, SBTDC started the Inception Micro Angel Fund (IMAF) in the Piedmont Triad area of North Carolina, with an investment zone that included Greater North Carolina and selected areas of South Carolina and Virginia. SBTDC plans to build on the success of IMAF-Triad by creating a statewide network of six angel funds that will provide capital to new businesses in every part of the state. The funds will provide local support for nascent businesses and improve the conditions of mid-to-late-stage companies for venture capital investment. This family of seed-stage funds will target technology-based companies and provide mentoring, counseling, and networking opportunities to their investees.

Additional tax credits are also available for portions of Raleigh and Wake County designated as “development zones.”

Job training programs—The state of North Carolina’s Division of Employment and Training offers a unique system of job training programs that are available to any new or expanding manufacturing employer creating a minimum of 12 new production jobs in the state, and to

any new or prospective employee referred for training by a participating company. The industrial training service provides great versatility in terms of types and length of training, and classes can be held in a company's plant or on the campus of one of the state's community colleges. The state of North Carolina furnishes instructors and, at the company's request, may test and screen job candidates. Employees may go through training before or after employment by the company. The industrial training service is financed solely by the state of North Carolina.

Extensive, cost-free customized training is provided by Wake Technical Community College for any new or expanding industry that created new jobs.

Development Projects

The Raleigh area continues to be an encouraging place for high-tech entrepreneurial companies, as evidenced by the amount of venture capital that is available. Investors continue to provide funds to companies with a focus on profits. Programs offered by groups such as the Council for Entrepreneurial Development routinely help turn innovative ideas and technological developments into capital-rich companies.

The downtown Raleigh Renaissance, a revitalization process designed to create a stronger and more vibrant downtown, includes three major projects totaling almost \$250 million that will move the city toward becoming a more viable meetings destination. A new 500,000-square-foot convention center, a 400-room Marriott headquarters hotel, and the reopening of Fayetteville Street to vehicular traffic are scheduled for completion in early 2008. Progress Energy, one of the country's largest energy providers, built a mixed-use development on approximately 2 acres located east of its current location. The 19-story structure, completed in 2004 and ready for occupancy in 2005, includes three elements: one level of street retail, six levels of parking, and 12 levels of office space.

Economic Development Information: Wake County Economic Development, 800 S. Salisbury Street, Raleigh, NC 27602-7099; telephone (919)644-7040; fax (919) 664-7099. Greater Raleigh Chamber of Commerce, 800 S. Salisbury St., Raleigh, NC 27601; telephone (919)664-7000

Commercial Shipping

Raleigh-Durham International Airport (RDU), located 15 miles from downtown Raleigh, is served by 6 all-cargo carriers and 25 freight forwarders. There are two cargo areas at the airport—North Cargo and South Cargo. All cargo carrier aircraft facilities are located in the North Cargo area. The South Cargo area handles freight shipped via commercial passenger aircraft. Cargo facilities include processing centers, regional offices and ramp space. In 2006 about 116,304 tons of cargo were handled at the airport.

Raleigh is an integral part of Norfolk Southern's rail service linking the east coast to Midwest markets and is in the center of CSX's 27,000-mile network serving 22 states and Canada. More than 300 motor freight carriers operate in the area, which has more than 40 motor freight terminals. The city is located within 500 miles of half the population of the United States. The state's 78,000-mile highway network makes the area a highway hub for the Northeast, Mid-Atlantic, and Southeast states, while providing rapid access to Midwest markets.

Labor Force and Employment Outlook

Raleigh-Durham boasts a skilled, educated, enthusiastic, and growing workforce. The economy is thriving and the unemployment rate consistently registers below the national average. The technical and medical industries are in particular need of qualified personnel. Education, services, and wholesale/retail sectors also offer abundant job opportunities. Raleigh was voted the number one city with the happiest workers by the Hudson Employment Index in 2004, and the number one "hottest job market" in *Business 2.0* magazine in 2005. *Forbes* rated Raleigh the number two best place for business and careers in 2006. In 2006, census figures revealed the city was the third most educated city in the nation. Indeed, one third of Raleigh-Durham's 25-or-older population holds bachelor's degrees or higher.

The following is a summary of data regarding the Raleigh-Cary metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 485,200

Number of workers employed in . . .

- construction and mining: 37,800
- manufacturing: 32,200
- trade, transportation and utilities: 88,000
- information: 17,200
- financial activities: 25,200
- professional and business services: 81,400
- educational and health services: 46,300
- leisure and hospitality: 44,000
- other services: 23,500
- government: 89,600

Average hourly earnings of production workers employed in manufacturing: \$13.36

Unemployment rate: 4.0% (June 2007)

Largest Employers (Metropolitan Area, 2005)

	Number of employees
State of North Carolina	36,725
Duke University and Medical Center	19,205

University of North Carolina	15,588
IBM	13,300
Wake County Public School System	12,997
North Carolina State University	7,787
UNC Healthcare	6,819
GlaxoSmithKline	5,850
Wake Medical Center	5,000
Durham Public School System	4,500
SAS Institute	4,300
Blue Cross & Blue Shield of N.C.	3,873

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$302,027

2007 (1st quarter) ACCRA Cost of Living Index: 96.3

State income tax rate: 6.0% to 8.25%

State sales tax rate: 4.25%

Local income tax rate: None

Local sales tax rate: 2.0%

Property tax rate: \$.95 (combined city and county) per \$100 of assessed value (2004)

Economic Information: Greater Raleigh Chamber of Commerce, 800 S. Salisbury St., Raleigh, NC 27601; telephone (919) 664-7000. Employment Security Commission of North Carolina, Labor Market Information Division, 700 Wade Ave., Raleigh, NC 27605; telephone (919) 733-4329; fax (919) 733-9420

■ Education and Research

Elementary and Secondary Schools

In February 2004, *Forbes* magazine ranked the Wake County Public School System (WCPSS) as third in the nation for “Best Education in the Biggest Cities.” The WCPSS is a comprehensive system offering a variety of programs for gifted and talented students while also providing educational options for students with special needs. Since 1981 students have had the option of either attending their neighborhood school or a network of 51 magnet schools, including year-round schools, schools with gifted and talented programs, and schools with other

programs, including Montessori, creative arts, extended day, and accelerated studies. Project Enlightenment targets preschool youngsters who may need some extra assistance.

Several elementary and middle schools in the system operate on a year-round schedule. Under such a schedule, students in participating schools are organized into four tracks. Each track follows a different schedule so that while three tracks are in school, one track is out on break. The 45/15 schedule means that students attend classes for 45 days and are then on break for 15 days. This multi-track system accommodates up to 33 percent more pupils in a building. Some elementary schools offer enrichment or catch-up programs for students during their scheduled break.

In 2005, WCPSS became one of seven school districts in the state to receive grant funding to open eight health- and life-science-themed high schools. These schools prepare students for advanced study or careers in health-related services. The system also sponsors Early College schools, which allow students to fulfill the requirements for an associate’s degree from a local community college at the same time they are satisfying requirements for high school graduation. Students who go on to a four-year college are often able to enter at a junior level. The International Baccalaureate program is also offered through some high schools.

The following is a summary of data regarding the Wake County Public Schools as of the 2005–2006 school year.

Total enrollment: 128,072

Number of facilities

elementary schools: 93
junior high/middle schools: 28
senior high schools: 22
other: 4

Student/teacher ratio: 14.1:1

Teacher salaries (2005–06)

elementary median: \$37,840
junior high/middle median: \$42,550
secondary median: \$39,510

Funding per pupil: \$6,745

Private school education in Raleigh thrives under many forms, with more than 60 schools in the metropolitan area including church-related schools, preschools, college preparatory schools, a school whose entire curriculum is taught in French, and special institutions for the learning disabled. Nearby Durham is home to the North Carolina School of Science and Mathematics, a statewide, public, residential high school for juniors and seniors with special interest and talent in the sciences and mathematics. North Carolina is also a leader in home

schooling. For the 2006–07 year, there were an estimated 6,516 students who were homeschooled in Wake County.

Public Schools Information: Wake County Public School System, 3600 Wake Forest Road, PO Box 28041, Raleigh, NC 27611; telephone (919)850-1600; www.wcps.net

Colleges and Universities

Higher education plays an important role throughout the Raleigh area. Colleges and universities in the area are consistently ranked among the best in the nation. In 2006 the U.S. Census Bureau listed Raleigh as the third most educated city in the nation. That year, about 49.7 percent of the adult population over the age of 25 had a bachelor's degree or higher. The same year, North Carolina State University was ranked as second in the nation for best value public colleges by *Princeton Review*.

North Carolina State University (NCSU), with nearly 30,000 students, is the state's largest university. NCSU offers bachelor's degrees in 92 fields, master's degrees in 101 fields, and doctorates in 59 fields. The most popular programs are engineering and humanities/social sciences.

The oldest historically African American university in the South, Shaw University enrolls more than 2,700 students and offers 22 bachelor's degree programs, 3 associate's degree programs, and a master of divinity program. St. Augustine's College was founded by the Episcopal Church after the Civil War to educate freed slaves. The predominantly African American coeducational liberal arts college offers 32 majors.

Peace College, a women's college affiliated with the Presbyterian Church, offers its 695 students more than 30 two-year associate degree programs as well as 5 bachelor's degree programs. Meredith College is a Baptist-affiliated women's liberal arts college that offers its more than 2,000 students more than 40 undergraduate programs and 4 master's programs.

Wake Technical Community College provides vocational programs and two-year associate degree programs in such areas as business computer programming, automatic robotics technology, criminal justice, hotel and restaurant management, and early childhood education to its nearly 50,000 curriculum and continuing education students. Continuing-education programs include short-term, non-credit classes for job skills development or occupational licensing. The college also offers English as a Second Language, adult high school, GED and basic skills programs. An Occupational Education Division offers training programs for law enforcement, emergency medical service, fire prevention and hospitality professionals. The school hosts the Small Business Center, offering special resources and seminars for new business owners and entrepreneurs.

Libraries and Research Centers

The Wake County Public Library operates 18 branches and 5 regional libraries within Wake County. There are nine branches in Raleigh. The library has over 1.4 million volumes, 52,430 audio materials, 39,248 video materials, and 1,850 serial subscriptions. Annual circulation is nearly 6 million. Special Collections include the Mollie Houston Lee Collection on African American subjects and the North Carolina History Collection. A Nonprofit Resource Center is open to the public at the Cameron Village Regional Library.

The Triangle Research Libraries Network, created in 1977, combines the resources of four major universities—Duke University, North Carolina State University (NCSU), North Carolina Central University (NCCU), and UNC-Chapel Hill (UNCCH). Through this network, nearly 14 million volumes are available to students, researchers, and companies throughout Research Triangle Park. The NCSU libraries in Raleigh include D. H. Hill Library, Design Library, Natural Resources Library, Textiles Library, and the Veterinary Medicine Library. Other resource centers on campus include the African American Cultural Center Reading Room, the College of Education Media Center, and the Mathematics Working Collection.

Research Triangle Park (RTP) near Raleigh-Durham, commonly referred to as the Silicon Valley of the East, is one of the country's leading centers for high technology research. In 2007, RTP was ranked as the "Number One High Tech Region" in the nation by the Silicon Valley Leadership Group. Its 7,000-acre campus is the largest planned research facility in the world. RTP has over 150 organizations, employing over 39,000 full-time professionals. As of 2007 there were 130 research and development intensive companies in RTP. Companies with headquarters in RTP include Stiefel Research Institute, a dermatology pharmaceutical company; RTI International, the nation's second largest contract research organization; Talecris Biotherapeutics; and the National Toxicology Program. Numerous other companies represent the biotechnology, pharmaceuticals, information technology, and telecommunications industries.

North Carolina State University's Centennial Campus Research Park, a 1,334-acre research and technology transfer park sometimes referred to as a "technopolis," serves as a model for research universities nationwide. This academic village and research center includes both academic and private laboratory spaces; office, retail, and restaurant space; and housing for researchers. Over 100 businesses, government agencies, and university academic units and research programs are represented. The Centennial Biomedical Campus is an extension of the Centennial Campus concept that is anchored by the College of Veterinary Medicine. The research faculty at NCSU set a new record in 2003 and 2004 by earning \$208 million in external support for research and sponsored programs.

NCSU has an average annual research expenditure of \$440 million.

Public Library and Research Information: Wake County Department of the Public Library, 4020 Cary Drive, Raleigh, NC 27610-2900; telephone (919)250-1200; www.wakegov.com. Triangle Research Libraries Network, CB#3940 Wilson Library, Suite 712 Chapel Hill, NC 27514-8890; telephone (919)962-8022; fax (919)962-4452 www.trln.org. Research Triangle Foundation, 2 Hanes Drive, PO Box 12255, Research Triangle Park, NC 27709; telephone (919)549-8181; fax (919)549-8246; www.rtp.org. Centennial Campus Research Park, NCSU Box 7005, Raleigh, NC 27695-7005; telephone (919)515-7036; www.centennial.ncsu.edu

■ Health Care

The Raleigh area offers world-class care and state-of-the-art technology in the health field, in part because of the proximity of nearby pharmaceutical, nursing, and medical schools at the University of North Carolina and Duke University at Durham.

WakeMed Health and Hospitals, with headquarters in Raleigh, is Wake County's largest hospital system. The main campus, WakeMed Raleigh, has the only state-designated trauma center in Wake County and the only 24-hour freestanding Children's Emergency Department in the state. The WakeMed Heart Center is a national leader in cardiac disease care. AARP's *Modern Maturity* has ranked it as one of the top ten cardiovascular surgery programs in the nation. The Raleigh campus also houses the only neuro intensive care unit in the county and is regarded as a leader in care for neurological injuries and illnesses. A Women's Pavilion and Birthplace and WakeMed Children's Center are also located at the Raleigh campus.

Part of the Duke University Health System, Duke Health Raleigh Hospital (DHRH) is a 186-bed acute care facility. The DHRH Cancer Center and DHRH Cardiovascular Center offer exceptional care. Other special departments include the Childbirth Center and Special Care Nursery, Musculoskeletal Center, Diabetes Program, a Pain Clinic (as part of the Orthopaedic Center), and emergency department and a Same Day Surgery Center.

The not-for-profit, 394-bed, all-private-room Rex Hospital is part of the UNC Health Care System. It serves as home to the first and only nationally accredited chest pain center in the Triangle area and also has the region's most advanced vascular diagnostics center. The hospital's Cancer Center includes a cancer genetics testing program as well as advanced diagnostic capabilities and oncology care. The Rex Family Birth Center has delivered more babies than any other Wake County hospital.

Rex Hospital has specialized clinics for sleep disorders and pain management. The Rex Senior Health Center offers primary care through specialists in geriatric medicine. Rex Wellness Centers also offer primary care services. Rex Home Services offer a variety of care services to homebound patients in the area.

Mental health and addiction treatment programs are the focus of Dorothea Dix Hospital, a regional psychiatric facility sponsored by the state division of mental health, and Holly Hill/Charter Hospital. Located within 30 miles of the city are a Veteran's Administration Hospital and Lenox Baker Children's Hospital, as well as North Carolina Memorial Hospital in Chapel Hill.

■ Recreation

Sightseeing

Visitors to Raleigh should start their explorations with a trip to the Capital Area Visitor Center, which provides free brochures, maps, and a film about the city's offerings. Tours are available of the North Carolina Executive Mansion, a masterpiece of Queen Ann Victorian architecture completed in 1891. Historic Oakwood, a neighborhood of restored Victorian homes built between 1870 and 1900, occupies a 20-block area adjacent to the 1876 Oakwood Cemetery. The birthplace of President Andrew Johnson can be viewed at Mordecai Historic Park, which is the site of the Mordecai House, a 200-year-old furnished plantation house. Haywood Hall, a Federal-style house built in 1799, is the oldest residence in the city still on its original site. A life-sized bronze statue of civil rights leader Martin Luther King, Jr. is on view at the MLK Memorial Gardens, which are surrounded by trees, shrubs, and flowering plants. The State Capitol, built between 1833 and 1840, is an excellent preserved example of the Greek Revival style. Tours are also available through the North Carolina State Legislative Building, home of the General Assembly. Built in the 1760s, the Wakefield/Joel Lane House, decorated with furnishings and gardens of the period, is Raleigh's oldest dwelling.

Dubbed "the Smithsonian of the South," Raleigh is home to a number of museums, including three free state museums. The North Carolina Museum of History displays more than 100,000 artifacts reflecting the history of the state. Holdings include furniture, fashions, crafts, military artifacts, dolls, toys, and period exhibits. Free lectures, films, and demonstrations are presented in its "Month of Sundays" series. The North Carolina Museum of Natural Sciences has four floors of exhibits, live animals, and the only Acrocanthosaurus dinosaur relic in existence. This museum is the largest museum of natural history in the Southeast. The North Carolina Museum of Art houses paintings and sculpture representing more than 5,000 years of artistic heritage. It also features the Museum Park outdoor amphitheater. Exploris, the

nation's first children's museum devoted to global learning and awareness, is a 70,000-square-foot interactive learning center. The IMAX theater is also located there. The Raleigh City Museum offers a look at local history.

Sports fans might want to check out the North Carolina Sports Hall of Fame featuring nationally known athletes such as Arnold Palmer and Richard Petty. The Ray Price Legends of Harley Drag Racing Museum is the only one of its kind in the world. It is located on the second floor of the Harley-Davidson dealership.

Eight acres with 6,000 varied plants from almost 50 countries are the highlights of the North Carolina State University's Arboretum, which also features a Victorian gazebo, Japanese garden, and special areas such as water and reading gardens. Playspace is a creative play area for children of all ages, which encompasses a large sandbox, water play area, climbing structure, and a child-sized bank, grocery store, and hospitals with costumes, a video, and a television area. Tours are available of the 5 acres of landscaped garden surrounding the WRAL-TV studio, which features more than 2,000 azaleas, trees, and plants.

Arts and Culture

Raleigh's downtown arts district is a collection of galleries clustered in a three-block area around the historic City Market and Moore Square. The district comprises a variety of galleries, including Artspace, Inc., a downtown renovation project offering 26,000 square feet of studio and gallery space to working visual and performing artists. Visitors can tour the gallery and studios while the artists are working.

The Visual Arts Center on the campus of North Carolina State University features changing exhibits of ceramics, furniture, photography, textiles, drawings, and graphic design. Also on campus is the Crafts Center, the largest campus-based crafts facility of its kind in the Southeast, which features changing exhibitions of local, regional, and national craftspersons. At the Wake Visual Arts Association and Gallery, classes, workshops, and exhibits are offered to members and the public. Ninety-day exhibitions of works produced or collected by Raleigh residents are on view at the City of Raleigh Arts Commission.

Raleigh's premier music venue is the Walnut Creek Amphitheater. In its natural setting on 212 acres, the amphitheatre presents big-name rock and pop performers in its 7,000-seat open air pavilion and to an additional 13,000 people seated on a sloping lawn.

The Progress Energy Center for the Performing Arts is home to the North Carolina Symphony Orchestra, the first state-supported orchestra in the nation. The Orchestra performs its regular season in the Meymandi Concert Hall but also tours statewide. Programming includes solo performances by world-class performers as well as classical, pops, and children's series, outdoor

summer programs, and special holiday performances. The Fletcher Opera Theater is designed for opera, dance, and theatrical productions, offering performances from the Carolina Ballet and the North Carolina Opera Company. The Kennedy Theater is an experimental theater that provides performance space for innovative groups as Burning Coal Theatre. The North Carolina Theatre brings touring musicals to its home at the Raleigh Memorial Auditorium. The city's community theater groups include the Raleigh Little Theatre, which has been performing for more than 50 years, and Burning Coal Theatre Company.

The Raleigh Ensemble Players feature contemporary dramas, including original works by North Carolina playwrights. Stewart Theatre at NCSU presents a professional series of theater, music, film, and lectures. North Carolina State University presents dance, opera, orchestra, and other cultural events at its student center and at Reynolds Coliseum. Theatrical productions are also offered by Thompson Theatre at NCSU, Peace College, Meredith College Theatre, and Shaw University Theatre.

The city park system hosts two community arts centers. Pullen Arts Center, located within Pullen Park, offers studio programs in pottery, jewelry-making, painting, printmaking, weaving, and glass arts. A summer art camp, Art4Fun, makes art education fun and accessible for young residents. Special events and gallery exhibits are offered throughout the year. Pullen Park's Theatre In the Park community group presents dramas, musicals, and occasional children's programs. Sertoma Arts Center offers a well-equipped darkroom studio. Programs in music, dance, and fitness are offered along with classes in painting, drawing, and pottery.

The city is also the site of the Raleigh Chamber Music Guild series, which brings in international guest performers, and the Raleigh Oratorio Society. Musical performances are also available throughout the Triangle region by such groups and events as Durham's Ciompi Quartet of Duke University; the North Carolina International Jazz Festival, a two-week festival held annually in Durham; the Piedmont Council for Traditional Music's many concerts of blues, gospel, bluegrass, and other folk music; and the Durham Civic Choral Society, as well as numerous civic symphonies, youth symphonies, concert bands, community choruses, boys' choirs, and barber-shop groups.

Festivals and Holidays

Raleigh welcomes spring in May with the Artspllosure Jazz and Arts Festivals, which combines exhibitions, food, and open air performances. July Fourth activities include the Capital's Celebration with a parade and free live entertainment; exhibits, rides, and fireworks at the State Fairgrounds; and the North Carolina Symphony's annual extravaganza with a concert and fireworks at Regency Park. In August, attendees can meet, greet, and

perhaps eat some of the coolest critters around at Bug-fest! Autumn brings the Pops in the Park in September with the North Carolina Symphony performing pop music in a picnic setting.

The North Carolina State Fair in mid-October offers craft demonstrations, livestock exhibits and competitions, top-notch concerts, games, rides, side shows, food, and other family-friendly entertainment. The Greater Raleigh Antique Show at the State Fairgrounds takes place in November, as does the six-day handicrafts and entertainment of the Carolina Christmas Show. November's Raleigh Christmas Parade kicks off the holiday season, which includes December's Holiday Festival at the North Carolina Museum of Art; the Christmas Celebration on the Mall in downtown Raleigh which features the lighting of the state Christmas tree; annual performances of *A Christmas Carol* and *The Nutcracker*; and candlelight tours through a variety of historic homes decked out for the holiday season. First Night Raleigh on December 31 welcomes the new year with performances, visual arts, food, and a midnight countdown downtown.

Sports for the Spectator

Sports Travel magazine has rated Raleigh as one of the "hottest sports cities" in the country. Raleigh's state-of-the-art RBC Center hosts the city's first major league professional franchise, the National Hockey League's Carolina Hurricanes. The Hurricanes won the Stanley Cup in 2006. With seating for 18,730 people, the RBC Center is one of the premier event venues in the southeast.

Celebrated college sports teams in Raleigh and the Research Triangle area include the North Carolina State University Wolfpack, who play their basketball games at the RBC Center and their football games at Carter-Finley Stadium; the University of North Carolina Tarheels; and the Duke University Blue Devils.

Two professional baseball teams are located within a 30-mile radius. A farm team of the Tampa Bay Devil Rays, the Durham Bulls play from April through August at Durham Bulls Athletic Park. The Carolina Mudcats, a Double A professional baseball affiliate of the Colorado Rockies, play home games at Five County Stadium in Zebulon. Sports fans also enjoy the athletic events at Raleigh's Shaw University (Bears) and St. Augustine's College (Falcons).

The Wake County Speedway hosts stock car racing on Friday nights from April through September.

Sports for the Participant

Raleigh citizens take pride in their extensive recreational assets. The city's Parks and Recreation Department has more than 7,300 acres of park land and green spaces and more than 1,300 acres of water. Fifty-four miles of greenway with over 24 different trails can be found throughout the city. Park facilities include 22 community

centers with organized sports teams for adults and youths, as well as 21 public golf courses, 112 lighted tennis courts, and 8 public swimming pools, two of which are for year-round use.

Major recreational sites include Pullen Park, a 65-acre inner city children's play facility with an aquatic center, complete with a 50-meter indoor pool; Umstead State Park, which offers picnicking, camping and hiking; Lake Wheeler, 650 acres of lake and park land offering boating, skiing, fishing, and picnicking; Shelley Lake, which can accommodate boating as well as bird watching, fishing, nature walks, jogging, and concerts; Falls Lake, a 12,000-acre facility with beaches, boat ramps, fishing, and picnic areas; Jordan Lake, a lakeside recreation area and marina that is the largest summertime home of the bald eagle in the eastern U.S.; and Lake Johnson, a 137-acre creek-fed lake with forests and a boathouse. The Millbrook Exchange Off-Leash Park is a two-acre facility designed for canine friends of the city.

Shopping and Dining

There are twelve major retail centers in the Triangle Area. Six shopping malls, featuring major department stores and popular clothing chains, and more than 100 shopping centers serve the Raleigh area. The shopping scene is made more interesting by the variety of local shops featuring original art, crafts, jewelry, children's boutiques, native gem jewelers, and garden shops, as well as burgeoning outlet stores. Antique shops are located all over the city, and settings range from flea markets to upscale import-export emporiums. Among the city's favorite shopping sites are Crabtree Valley Mall, North Hills, Briar Creek, Cameron Village, Pleasant Valley Promenade, and Triangle Towne Center, which is currently undergoing redevelopment. The old mission-style City Market Building and adjacent Moore Square have been transformed into a festive retail district. The State Farmer's Market is also a fun place to shop for fresh produce, crafts items, and plants.

Fayetteville Street Mall, opened in 2006 near the Progress Energy Center for the Performing Arts, offers numerous shops and restaurants, several with outdoor dining options. Beautifully landscaped walks and public art invite window shoppers as well as buyers.

Greater Raleigh offers a wide variety of dining experiences, from steak houses, chain restaurants, and ethnic eateries (featuring French, Middle Eastern, Indian, Mexican, Chinese, Italian, and Japanese food) to down-home cooking. Ambience ranges from casual cafes to big screen sports bars to elegant dining rooms.

Visitor Information: Greater Raleigh Convention and Visitor's Bureau, 421 Fayetteville Street Mall, Suite 1505, PO Box 1879, Raleigh, NC 27601; telephone (919) 834-5900; toll-free (800) 849-8499; www.visitraleigh.com

■ Convention Facilities

The City of Raleigh and Wake County have approved plans to build a new 500,000-square-foot Raleigh Convention Center downtown. The old facility was demolished in 2006. The new facility will have a total of 212,000 square feet of rentable space, including 150,000 square feet designated for exhibits and 30,000 square feet for meetings, as well as a 32,000-square-foot ballroom. The project had an anticipated completion date of 2008.

The Progress Energy Center for the Performing Arts offers five auditoriums with seating ranging from 170 in the Fletcher Opera Theater to 2,300 in the Raleigh Memorial Auditorium. The RBC Center offers up to 700,000 square feet of space for exhibits or meetings. The North Carolina Fairgrounds offers eight indoor venues for meetings or shows. The McKimmon Conference and Training Center at North Carolina State University offers several options in banquet, meeting, and classroom facilities.

Most major hotels offer meeting rooms and larger banquet or exhibit spaces. Other unique meeting sites in Raleigh include Artspace, which can handle receptions for 600 people; the Capital City Club, which can accommodate up to 600 people; and the Angus Barn Wine Cellar, an intimate dining room offering an extensive wine list and seating for groups of 12 to 28 people.

Convention Information: Greater Raleigh Convention and Visitor's Bureau, 421 Fayetteville Street Mall, Suite 1505, PO Box 1879, Raleigh, NC 27601; telephone (919)834-5900; toll-free (800)849-8499; www.visitraleigh.com

■ Transportation

Approaching the City

Raleigh-Durham International Airport (RDU), located 15 miles from downtown Raleigh, is served by 9 major airlines and 18 regional airlines that offer more than 450 daily departures to 47 nonstop destinations. The airport served 9.4 million passengers in 2006. Recent improvements include renovations, expansions, roadway widening, and a new 6,000-space parking garage. By 2015, when RDU's annual total is projected to be 20 million passengers arriving and departing, some 16,000 garage spaces will be located between the terminals with an additional 10,000 available in surface lots outside the terminal area.

Raleigh can be reached by an extensive network of state highways and roads. With one of the largest state-maintained highway systems in the nation, the Triangle area lies at the intersection of three interstate highways: Interstate 40, 85, and 95. Other major highways serving the area include U.S. Highways 1, 64, 70, and 401.

Interstate 540 connects I-40 and U.S. 70 and provides easy access to RDU. The Raleigh Beltline, or I-440, is approximately 21 miles long and circles the city. Carolina Trailways/Greyhound Bus Lines provide service to points in the eastern United States, and Amtrak offers rail service (to and from 56 cities) from its recently renovated downtown station.

Traveling in the City

Raleigh is a comfortable city to get around in. The main thoroughfares give easy access to the heart of the city from any direction. Local bus service is provided by Capital Area Transit with over 35 routes. The Raleigh Trolley provides transportation around the downtown area and offers special historic tours as well. The Accessible Raleigh Transportation Program (ART) offers rides for residents with disabilities. The Triangle Transit Authority (TTA) provides intercity service between Raleigh, Durham, and Chapel Hill. The TTA also has routes to the airport and through Research Triangle Park.

■ Communications

Newspapers and Magazines

Raleigh's daily (morning) newspaper is *The News and Observer*, which has an average daily circulation of about 164,294. *Triangle Business Journal* and *Tech Journal South* are weekly papers serving the business community. *The Raleigh Chronicle* is a free online daily news source focusing solely on city news. The biweekly *Carolinian* focuses on African American business news. Nearly 30 magazines are published in Raleigh, including *Business Leader*, *Raleigh Magazine*, *North Raleigh Living*, *Carolina Woman*, *Metro Magazine*, *North Carolina Magazine*, *Carolina Country*, *Balanced Life Center*, *North Carolina Historical Review*; and *Social Science Computer Review*, published by Duke University Press. *TCP Magazine*, published by The Connection Place is a quarterly journal covering Christian ministry, music, and business. *Wake Living* is also published quarterly. The Associated Press has an office in Raleigh.

Television and Radio

Eight television stations broadcast directly from Raleigh, five of which are affiliated with the major networks. News 14 Carolina is the 24-hour cable television news channel for central North Carolina. There are 12 radio stations broadcasting out of Raleigh, but a total of about 33 stations broadcast through the greater Triangle area. A wide variety of programming is offered such as Top Forty, country, classical, religious, Hispanic, and jazz. NCSU, Duke University, and Shaw University all have student sponsored stations.

Media Information: *The News and Observer*, 215 South McDowell Street, PO Box 191, Raleigh, NC 27602; telephone (919)829-4500; www.newsobserver.com

Raleigh Online

City of Raleigh home page. Available www.raleighnc.gov

Greater Raleigh Convention & Visitors Bureau. Available www.raleighcvb.org

The News and Observer. Available www.newsobserver.com

Raleigh Chamber of Commerce. Available www.raleighchamber.org

Wake County Public Libraries. Available www.co.wake.nc.us/library

Wake County Public Schools. Available www.wcps.net

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Gaddy, Charlie, *Celebrating a Triangle Millennium* (Memphis, TN: Towery Publishing, 1999)



Winston-Salem

■ The City in Brief

Founded: Salem, 1766; Winston, 1849; joined, 1913

Head Official: Mayor Allen Joines (since 2001)

City Population

1980: Not available

1990: 143,485

2000: 185,776

2006 estimate: 196,990

Percent change, 1990–2000: 11.1%

U.S. rank in 1980: 120th

U.S. rank in 1990: 119th

U.S. rank in 2000: 104th

Metropolitan Area Population

1980: Not available

1990: 361,448

2000: 423,376

2006 estimate: 456,614

Percent change, 1990–2000: 17%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 37th (MSA)

Area: 109 square miles (2000)

Elevation: 963 feet above sea level

Average Annual Temperatures: January, 40.3° F; July, 66.8° F; annual average, 52.6° F

Average Annual Precipitation: 40 inches of rain; 6.6 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.8% (June 2007)

Per Capita Income: \$23,125 (2005)

2005 FBI Crime Index Property: 12,118

2005 FBI Crime Index Violent: 1,639

Major Colleges and Universities: Wake Forest University, The North Carolina School of the Arts

Daily Newspaper: *Winston-Salem Journal*; *Winston-Salem Chronicle*

■ Introduction

Winston-Salem, located in North Carolina's Piedmont Triad region, is perhaps best-known as the home of one of America's largest tobacco companies and the origin of the famous Krispy Kreme brand. However, locals know that there's far more to Winston-Salem than cigarettes and donuts. The town is a hub for education, health care, and research, and is home to a number of theaters, festivals, and museums that celebrate its colonial heritage. Winston-Salem has an expanding, diversified economy, and the constant influx of new residents means that the city will continue to evolve and grow well into the twenty-first century.

■ Geography and Climate

Winston-Salem is located in the Piedmont Triad region of North Carolina, near Greensboro and High Point. It is situated about halfway between Atlanta, Georgia, and Washington, D.C. The Triad Region is inland, west of Raleigh, and abuts the Southern Virginia border. Winston-Salem has a four-season climate, and the area is particularly renowned for its lovely fall foliage. There is very little precipitation during the mild winter, and summer temperatures tend to be in the 70s.

Area: 109 square miles (2000)

Elevation: 963 feet above sea level

Average Temperatures: January, 40.3° F; July, 66.8° F; annual average, 52.6° F

Average Annual Precipitation: 40 inches of rain; 6.6 inches of snow

■ History

The history of Winston-Salem has its origins in post-Reformation Europe, when the Moravians, German-speaking Protestants persecuted in Moravia, Bohemia, and Poland, fled to Pennsylvania for religious freedom in 1735. In 1753 Bishop Augustus Spangenberg of Pennsylvania led a party to survey a 100,000-acre tract of land in North Carolina, which he called Der Wachau after an Austrian estate (the anglicized version of the name became Wachovia). Today, the area colonized by the Moravians is known as Historic Bethabara Park. Salem, which means “peace,” was so-named in 1766 by Moravian settlers, and quickly became a center for small-scale craft and textile production. The handiwork of the Moravians as potters and cabinet-makers inspired the Piedmont craft movement. The Moravians also left a musical legacy as well; the sect began the first community orchestras and chamber music ensembles, in addition to building the first organs. In the wake of the Revolutionary War, textile and furniture manufacturing companies sprang up in growing Salem. The “Wachovia” area, along with Bethlehem, Pennsylvania, was also the spiritual center of the American Moravian church, and was a close-knit community throughout much of the nineteenth century.

Nearby Winston was named after a local war hero, Colonel Joseph Winston, in 1849, and that same year Winston and Salem were officially incorporated as part of the newly minted Forsyth County, with Winston as the county seat. The towns of Winston and Salem formally joined together in 1913, though people had been referring to them as a unit since around the turn of the twentieth century.

In 1874 R.J. Reynolds formed the R.J. Reynolds Tobacco Co. in Winston-Salem, which would grow to become the second-largest tobacco company in the U.S. In 1911, Wachovia Bank was founded as the first major financial service in the growing town. The tobacco industry, along with textile manufacturing, helped form the identity of Winston-Salem, and its unique position as a shipping center helped the town grow and thrive, becoming North Carolina’s fifth-largest city. In 1937, Krispy Kreme made its first donuts in Winston-Salem, creating a brand that expanded through the country. With the growth of Wake Forest University, and the influx of money to the region from R.J. Reynolds and Co., in the last half of the twentieth century and the beginning of the twenty-first, Winston-Salem became a major center for scientific research.

Today, though manufacturing is no longer the largest economic force in Winston-Salem, the city owes much of its identity to its history; Winston-Salem still bears many of the cultural imprints left behind from both the industrialists and Moravian settlers of its past. Winston-Salem is known as a “wired city,” moving boldly into the future with a growing research segment; it is also known as one of the best places in the nation to retire, thanks to its mild climate and comfortable cost of living. Perhaps more than anything today, though, Winston-Salem is known as a place where culture flourishes, earning it the distinction of being “North Carolina’s City of the Arts.”

Historical Information: Wachovia Historical Society, P.O. Box 20803, Winston-Salem, NC 27120-0803; telephone (336)722-5020

■ Population Profile

Metropolitan Area Residents

1980: Not available
1990: 361,448
2000: 423,376
2006 estimate: 456,614
Percent change, 1990–2000: 17%
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: 37th (MSA)

City Residents

1980: Not available
1990: 143,485
2000: 185,776
2006 estimate: 196,990
Percent change, 1990–2000: 11.1%
U.S. rank in 1980: 120th
U.S. rank in 1990: 119th
U.S. rank in 2000: 104th

Density: 1,706.7 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 102,573
Black: 64,948
American Indian and Alaska Native: 868
Asian: 3,315
Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 26,265
Other: 10,397

Percent of residents born in state: 60.9% (2000)

Age characteristics (2005)

Population under 5 years old: 16,446



©Philip Scalia 2006/drr.net

Population 5 to 9 years old: 11,644
 Population 10 to 14 years old: 12,655
 Population 15 to 19 years old: 10,686
 Population 20 to 24 years old: 12,118
 Population 25 to 34 years old: 29,774
 Population 35 to 44 years old: 24,604
 Population 45 to 54 years old: 24,913
 Population 55 to 59 years old: 10,769
 Population 60 to 64 years old: 6,109
 Population 65 to 74 years old: 10,877
 Population 75 to 84 years old: 9,958
 Population 85 years and older: 2,914
 Median age: 34.3 years

Births (2006, MSA)

Total number: 6,246

Deaths (2006, MSA)

Total number: 4,066

Money income (2005)

Per capita income: \$23,125
 Median household income: \$38,197
 Total households: 79,691

Number of households with income of...

less than \$10,000: 7,023
 \$10,000 to \$14,999: 6,719
 \$15,000 to \$24,999: 11,279
 \$25,000 to \$34,999: 10,736
 \$35,000 to \$49,999: 14,414
 \$50,000 to \$74,999: 14,208
 \$75,000 to \$99,999: 6,766
 \$100,000 to \$149,999: 4,529
 \$150,000 to \$199,999: 1,717
 \$200,000 or more: 2,300

Percent of families below poverty level: 13.9% (2005)

2005 FBI Crime Index Property: 12,118

2005 FBI Crime Index Violent: 1,639

■ **Municipal Government**

Winston-Salem operates under a council-mayor form of government. Both the mayor and the eight-person council are elected every four years. The mayor is the Executive Officer of the city, while the Council appoints a

City Manager and City Attorney and approves appointments of officials to city boards and commissions.

Head Official: Mayor Allen Joines (since 2001; current term expires 2009)

Total Number of City Employees: 2,336 (2007)

City Information: City of Winston-Salem Mayor's Office, Ste. 150, City Hall, 101 N. Main Street, Winston-Salem, NC 27101; telephone (336)727-2058; fax (336) 748-3241

■ Economy

Major Industries and Commercial Activity

Though traditionally known mostly for its tobacco production, today the Winston-Salem economy is a diversified one. There are three *Fortune* 500 companies headquartered in the city: Hanesbrands, BB&T, and Reynolds American Inc., representing several of the economy's major sectors (textiles, finance, and tobacco). The Piedmont Triad area is one of the top forty export-producing regions of the United States. The service industry accounts for nearly 30 percent of the workforce, surpassing manufacturing (now 15 percent of the workforce) as the largest economic sector. Health care represents 18 percent of the local economy, finance is 6 percent, and transportation and education each comprise 5 percent.

The manufacturing sector is known for its strong ties to the tobacco industry, with R. J. Reynolds Tobacco Co. calling the city its home. Winston-Salem is also known for its baked goods production; Krispy Kreme is headquartered in the city, and Sara Lee, the largest manufacturing employer in the city, maintains a branch there. Textile production also continues to play a key role, with the Hanes corporation headquartered in Winston-Salem as well. Wachovia Bank, formerly headquartered in Winston-Salem, still maintains a significant presence in the city. Both Siemens Westinghouse and Dell, high-tech manufacturers, are located in the area.

Between 2002 and 2007 over 500 new companies were started in the Piedmont Triad region, revealing a high level of entrepreneurship.

Items and goods produced: baked goods, tobacco products, textiles, computer parts, electronics, batteries, hardware parts, lawnmowers, beverage cans, aerospace parts

Incentive Programs—New and Existing Companies

Local programs: The City of Winston-Salem sponsors a Target Area Business Assistance Program for businesses that locate within one of six distressed areas in the city: the Liberty Street Corridor (Southern and Central

segments); Waughtown Street and Sprague Street between Old Lexington Road and Thomasville Road; 100-200 blocks of Kapp Street; Central Business District 1; and Central Business District 2. In order to qualify for city funds, the company must have at least four employees and invest at least two dollars of private funds for each dollar invested by the city. The funds may be used for structural improvements or the purchase of capital equipment. The Brownfields Revolving Loan Fund disburses loans to clean up brownfield areas (property that is environmentally contaminated) in the city. The city also provides long-term, low-interest loans of up to 20 percent of project cost for development projects that will create new jobs in the city.

State programs: North Carolina, a right-to-work state with a low unionization rate, offers a revenue bond pool program through various banks. Several venture capital funds operate in the state and inquiries can be made through North Carolina's Council for Entrepreneurial Development (CED). Industrial Revenue Bonds issued by the state provide new and expanding businesses the opportunity to provide good employment and wage opportunities for their workers. North Carolina offers State Technology-Based Equity Funds providing financing for new technology-based enterprises, as well as TDA incubators for firms transferring new technologies into commercial applications. The state offers an income tax allocation formula that permits the double weighting of sales in calculating corporate income tax. The North Carolina Department of Transportation administers a program that provides for the construction of access roads to industrial sites and road improvements in areas surrounding major corporate installations. The William S. Lee Act makes available to new and expanding companies a 4 percent tax credit on machinery and equipment investments over \$2 million, a jobs tax credit, worker training tax credit, research and development tax credits, and business property tax credits. The State Development Zones program offers tax credits for investments in machinery or equipment, creation of new jobs, worker training, credit on training expenditures, and research and development.

The North Carolina Small Business and Technology Development Center (SBTDC) has an office in Winston-Salem, where it provides management counseling, business research assistance, and export financial services. In June 2007 the SBTDC announced a plan to make capital available to entrepreneurs and to begin building a stronger early-stage investment industry. In 2003, SBTDC started the Inception Micro Angel Fund (IMAF) in the Piedmont Triad area of North Carolina, with an investment zone that included Greater North Carolina and selected areas of South Carolina and Virginia. SBTDC plans to build on the success of IMAF-Triad by creating a statewide network of six angel funds that will provide capital to new businesses in every part of the state. The funds will provide local support for nascent

businesses and improve the conditions of mid-to-late-stage companies for venture capital investment. This family of seed-stage funds will target technology-based companies and provide mentoring, counseling, and networking opportunities to their investees.

Job training programs: The state of North Carolina's Division of Employment and Training offers a unique system of job training programs that are available to any new or expanding manufacturing employer creating a minimum of 12 new production jobs in the state, and to any new or prospective employee referred for training by a participating company. The industrial training service provides great versatility in terms of types and length of training, and classes can be held in a company's plant or on the campus of one of the state's community colleges. The state of North Carolina furnishes instructors and, at the company's request, may test and screen job candidates. Employees may go through training before or after employment by the company. The industrial training service is financed solely by the state of North Carolina.

Development Projects

In 2007 several residential developments were under construction in the downtown area, including the West End Village (250 condos), Holly Ridge Condominiums (9 units), Trader's Row (office and retail space plus 16 condos), Salem Place Townhomes (38 townhouses), College Park at the Gateway (150 houses and townhouses), and the Brown Rogers Dixson Building (85 apartments).

In late 2006 plans were approved for a new, \$22.6 million, 5,500-seat baseball stadium downtown for the Winston-Salem Warthogs, with costs to be split between the owners and the city. In 2007 a completion date had not yet been finalized, but it was hoped that the new stadium would result in increased revenues for both the team and the downtown area, and recoup all construction costs within a twenty-year timeframe. Developers said that this would be the first phase of a planned revitalization of the Brookstown area, with later installments including the addition nearby of a multi-screen theater and office/retail space.

Economic Development Information: Development Office, City of Winston-Salem, Suite 158, City Hall, 101 N. Main Street, Winston-Salem, NC 27101; telephone (336)727-2741; fax (336)748-3819

Commercial Shipping

Located midway between Washington, D.C., and Atlanta, Georgia, Winston-Salem is well-positioned to be a center of commercial shipping. In 2006 some 168,387,880 pounds of cargo were shipped through the Piedmont Triad International Airport. Freight carriers include DHL, Express FedEx, Mountain Air Cargo, TradeWinds, and UPS; the airport is designated a "shipping hub" by FedEx. Winston-Salem is located

within a half-day's trucking to deep-water ports in Wilmington, North Carolina; Morehead City, North Carolina; Charleston, South Carolina; and Norfolk, Virginia. In 2006 construction began on a project to widen I-40 and the Winston-Salem Northern Beltway, which was expected to increase traffic flow and ground shipping rates through the area.

Labor Force and Employment Outlook

North Carolina is a right-to-work state. In August 2007 the unemployment rate in Winston-Salem stood at 4.4 percent, down from ten-year highs of over 6 percent in 2003, but not matching extraordinary lows below 2 percent in late 1998. Between 1997 and 2007 the labor force grew from approximately 215,000 to well over 240,000. In the greater Piedmont Triad area, the labor force was 824,000 workers in 2006, and each year an estimated 4,500 first-time job seekers enter the market.

In fall of 2007 analysts predicted that the economic outlook for 2008 and beyond in the Triad region of North Carolina would be better than that of the nation as a whole; a still-solid housing market and projected increase in exports were among the reasons cited. State-wide, population was expected to continue its increase, thanks to an influx of retirees and jobseekers. The Triad area in particular was expected to attract an increasingly educated population drawn to the research cluster and universities in the area. The Forsyth County population was projected to reach 343,703 by 2010.

The following is a summary of data regarding the Winston-Salem metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 214,000

Number of workers employed in . . .

- construction and mining: 10,200
- manufacturing: 30,900
- trade, transportation and utilities: 39,100
- information: 2,100
- financial activities: 12,600
- professional and business services: 26,200
- educational and health services: 41,900
- leisure and hospitality: 19,000
- other services: 8,800
- government: 23,200

Average hourly earnings of production workers employed in manufacturing: \$17.75

Unemployment rate: 4.8% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Wake Forest University Baptist Medical Center	11,539

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Novant Health	8,602
Winston-Salem/Forsyth County School System	6,692
Hanesbrands, Inc.	5,200
Reynolds American, Inc.	4,100
Wachovia	3,640
The Budd Group	2,600
Winston-Salem City	2,336
BB&T	2,242
Forsyth County Government	1,900

Cost of Living

The following is a summary of data regarding key cost of living factors for the Winston-Salem area.

2007 (1st quarter) ACCRA Average House Price: \$235,566

2007 (1st quarter) ACCRA Cost of Living Index: 90.8

State income tax rate: 6.0% to 8.25%

State sales tax rate: 4.25%

Local income tax rate: 1.186%

Local sales tax rate: 7.0%

Property tax rate: \$1.151 per \$100 of assessed valuation (2005); assessment ratio = 100% for residential

Economic Information: Winston-Salem Business, Inc., 1080 West Fourth Street, Winston-Salem, NC 27101; telephone (336)723-8955; fax (336)761-1069

Education and Research

Elementary and Secondary Schools

The Winston-Salem/Forsyth County Public Schools serve around 51,000 students annually in 74 schools as the fifth-largest district in North Carolina and the 94th largest in the nation. The district operates under a "Schools of Choice" plan that allows parents to choose a school for their child within eight elementary zones or six middle school zones. The district is home to twelve magnet schools, a program that expanded in 2005-2006, thanks to a federal grant of \$7.1 million. In 2006 some thirty-two high school students were named as National Merit Semi-Finalists. The Crosby Scholars Community Partnership is a college access resource for families in Winston-Salem and Forsyth County. Serving around 200 students per year, the program provides workshops and

mentoring, in addition to bridge scholarships that address the disparity between the cost of college attendance and other forms of financial assistance.

The following is a summary of data regarding the Winston-Salem/Forsyth County Schools as of the 2005-2006 school year.

Total enrollment: 51,000

Number of facilities

elementary schools: 40
 junior high/middle schools: 15
 senior high schools: 11
 other: 8

Student/teacher ratio: 14.8:1

Teacher salaries (2005-06)

elementary median: \$36,850
 junior high/middle median: \$39,400
 secondary median: \$39,080

Funding per pupil: \$7,512

There are 29 private schools in the greater Winston-Salem area.

Public Schools Information: Winston-Salem/Forsyth County Schools, 1605 Miller St., Winston-Salem, NC 27103; telephone (336)727-2816; fax (336)727-8404

Colleges and Universities

Wake Forest University is a major national research institution located in Winston-Salem. The school has an enrollment of 6,739 and boasts an endowment of over \$1.15 billion dollars. There are two undergraduate schools offering 37 majors, and several graduate programs: Wake Forest School of Law, Wake Forest School of Medicine, Babcock Graduate School of Management, Wake Forest Graduate School of Arts and Sciences, and Wake Forest Divinity School. The school was ranked 30th among national universities by *U.S. News and World Report* in 2008. The same issue listed the Calloway School of Business and Accountancy as 27th among top undergraduate business programs, and put the university 41st among national universities on a list of "Great Schools, Great Prices."

The North Carolina School of the Arts offers programs in Dance, Design and Production (including a Visual Arts Program), Drama, Filmmaking, and Music. The school enrolls 293 high school/middle school students, 719 undergraduates, and 119 graduate students. Salem College is a four-year liberal arts college for women. It is the oldest educational institution for women in the nation and enrolls 1,100 students annually. Men can attend its Continuing Education and Graduate programs. In 2008 *U.S. News and World Report* ranked

Winston-Salem State University the “Top Public Comprehensive College in the South—Bachelor’s Category,” a category in which it has been ranked either first or second since 2002. The school, a historically black institution, enrolls around 6,000 students annually in 43 majors and 12 graduate programs.

Other area institutions of higher education include High Point University Graduate Studies and Forsyth Technical Community College.

Libraries and Research Centers

Winston-Salem is served by the Forsyth County Public Library System. In 2006, the total number of circulated items was 1,734,473, and the number of volumes held by the system approached half a million. The Central Library, in Winston-Salem, features government documents, the “North Carolina Room” of local history, and three meeting spaces. There are nine additional branches.

The Z. Smith Reynolds Library at Wake Forest University has over 1.4 million volumes in its collection, and an operating budget of over \$6 million. The library subscribes to over 5,500 print journals and nearly 30,000 electronic journals. Over 100,000 items are circulated annually. The Special Collections include manuscript collections, the North Carolina Baptist Historical Collection, a rare books collection, and the Wake Forest University Archives.

The Piedmont Triad Research Park, in downtown Winston-Salem, supports life science and information technology research. The Park is the brainchild of Idealliance, a joint venture among local academic, business and governmental leaders that began in the early 1990s as the North Carolina Emerging Technology Alliance. Built on the site of the former main research facility for R.J. Reynolds Tobacco Co., the park is 240 acres and includes three divisions: the Southern District, which holds a Poly-University Campus for research conducted by local universities, including Wake Forest; the Central District, home to the Life Science Research Park (where Biotech One is located); and the Northern District, which holds a “Mixed Use Village” of research facilities and residences.

The Moravian Music Foundation is a nonprofit foundation that seeks to preserve the musical heritage of the Moravians, a Protestant sect who came to North Carolina in the eighteenth century. The group maintains an archival collection with 10,000 music manuscripts, first editions, early imprints, and related materials, in addition to the 6,000-volume Peter Memorial Library.

Public Library and Research Information: Forsyth County Central Library, 660 West Fifth Street Winston-Salem, NC 27101; telephone (336)703-BOOK (2665); fax (336) 727-2549

■ Health Care

The Wake Forest University Baptist Medical Center operates 1,154 acute care, rehabilitation and long-term care beds, in addition to outpatient services and community health/information centers. The Medical Center is comprised of the Wake Forest University Health Sciences (including the School of Medicine), North Carolina Baptist Hospital and Wake Forest University Physicians. In 2006 the Medical Center served patients from 98 of North Carolina’s 100 counties. The Health Sciences Division includes 13 dialysis centers and research facilities at the Piedmont Triad Research Park. The North Carolina Baptist Hospital includes an 872-bed teaching hospital and the 160-bed Brenner Children’s Hospital & Health Services, the only multi-specialty group practice pediatric hospital in western North Carolina. The Wake Forest University Physicians group operates over one hundred outpatient facilities in various specialties throughout the region. The 2008 edition of *U.S. News & World Report’s* “Guide to America’s Best Graduate Schools” ranked the Wake Forest University School of Medicine 18th in primary care and 44th in research for medical schools. The facility has been ranked among “America’s Best Hospitals” in *U.S. News & World Report* since 1993, and in 2007 some 149 of its physicians were listed in “Best Doctors in America,” a number that represented 90 percent of the total listed in the region and is the 33rd-highest total in the nation. Specialties include cancer treatment, cardiac treatment, and neurosurgery.

Novant Health System operates three hospitals in the greater Winston-Salem area: the 847-bed, not-for-profit Forsyth Medical Center Hospital, the 136-bed Medical Park Hospital that specializes in outpatient procedures, and the 148-bed Thomasville Medical Center. Forsyth Medical Center includes the Sara Lee Center for Women’s Health, the second-largest birthing center in the state.

■ Recreation

Sightseeing

From the NASCAR enthusiast to the colonial historian, anyone can find an activity that piques his or her interest when visiting Winston-Salem. Old Salem is home to four museums: Historic Town of Salem, the Museum of Early Southern Decorative Arts (MESDA), the Old Salem Children’s Museum, and the Old Salem Toy Museum. The Historic Town features staff in colonial costume and activities like pottery, sewing, writing with quill pens, fireplace cooking, and painting. The MESDA has furniture, paintings, ceramics, textiles, and metalwork in its six galleries, while the Old Salem Children’s Museum contains educational, interactive exhibits about colonial life.

The Old Salem Toy Museum displays toys made anywhere from 225 A.D. to 1925.

SciWorks Children's Museum of Winston-Salem, a Science Center and environmental park, features a planetarium, educational programming, and exhibits that focus on anything from the human body to the geography and topography of North Carolina. The Winston Cup Museum highlights R.J. Reynolds Tobacco Company's 33-year sponsorship of the NASCAR Winston Cup Series. The museum has over thirty racing vehicles, trophies, uniforms, helmets, winner's checks, autographed pictures and signed original racing posters.

Just west of Winston-Salem lies the 1.4 million-acre Yadkin Valley, home to an expanding wine-growing region along the front of the Blue Range Mountains. Most vineyards offer tours and tastings for a small fee.

Arts and Culture

Winston-Salem is known as North Carolina's "City of the Arts." The Arts Council of Winston-Salem and Forsyth County was the first locally established arts council in the nation, sparking the nationwide movement for local arts councils. The organization raises funds and advocates for the arts, in addition to sponsoring events and educational cultural programming in the Winston-Salem area. The Stevens Center, of the North Carolina School of the Arts, has 1,380 seats and was originally built in 1929 as a silent movie theater. Known for its fine acoustics, the Stevens Center plays host for many of the cultural programs of Winston-Salem.

The Piedmont Opera, which celebrated its 30th year of operation in 2007, stages three productions per year. The Winston-Salem Symphony features classics, pops, and education programs, and performs several shows each season at the Stevens Center. The Little Theatre of Winston-Salem is a non-profit community theater that stages several productions with amateur actors annually. Students at the North Carolina School of the Arts give several dance recitals per season at the Stevens Center, in both contemporary and classical styles. The Nutcracker, performed at Christmas by the students, is an annual highlight. The Alban Elved Dance Company is a modern dance troupe that splits its time among Berlin, New York City, and Winston-Salem.

There are several art museums and galleries in the area as well, most along a strip of museums called the Reynolda Mile. The Reynolda House Museum of American Art includes works from renowned artists like Albert Bierstadt, Mary Cassatt, Frederic Church, John Singleton Copley, Thomas Eakins, Jacob Lawrence, Georgia O'Keeffe, and Grant Wood. The Southeastern Center for Contemporary Art (SECCA) awards artist fellowships, plans community programming in the visual arts, and invites artists to work in residence on projects that are of broader benefit to the community. Just down the road from the SECCA is the Charlotte and Philip

Hanes Art Gallery, which displays the work of Wake Forest University art students. The Diggs Gallery at Winston-Salem State University is the state's largest African American exhibition space, specializing in art of the African diaspora.

The Moving Images Archive, owned by the School of Film at North Carolina, is a collection of over 25,000 films, shown at the Stevens Center in conjunction with the Winston-Salem Cinema Society.

Festivals and Holidays

The Annual RiverRun International Film Festival, sponsored by the North Carolina School of the Arts, is celebrated each April, and showcases the work of independent, international and student filmmakers. May brings the Celtic Festival & Highland Games, held in historic Bethabara Park, and the Greek Festival later that month. The Downtown Summer Music Program sponsors free jazz and blues on Thursday, Friday and Saturday nights at several locations throughout the city.

The National Black Theatre is held every other August in Winston-Salem, and attracts 60,000 people to the six-day affair. *The New York Times* called its first iteration, held in 1989, "one of the most historic and culturally significant events in the history of black theatre and American theatre in general." In early September, Bookmarks, Winston-Salem's Festival of Books, is held. The Apple Festival takes place each year in late September; that same month ARTSfest is held in Winston-Salem's West End, with arts and crafts, live music, specialty food vendors, and children's activities. Each October, the city hosts the Dixie Classic Fair and Harvest Fest, held at SciWorks and featuring hayrides, make-and-take craft activities, and a carved pumpkin contest. October also brings the Hispanic Heritage Festival.

Sports for the Spectator

The 17,000-seat Bowman Gray Stadium is the home field of Winston-Salem State University football, in addition to hosting NASCAR's Dodge Weekly Series, held Saturday nights from May through August. For the baseball fan, there are the Carolina League (Class A) Winston-Salem Warhogs, who play home games at 6,200-seat Ernie Shore Field. The Wake Forest Demon Deacons participate in a number of sports, including basketball, football, baseball, soccer, tennis, golf, cross-country, field hockey, and volleyball. Wake Forest and Winston-Salem State University play their basketball games at the 15,000-seat facility, The Arena.

Sports for the Participant

In 2005 *Golf Magazine* ranked the Piedmont Triad (Winston-Salem, Greensboro, and High Point) the "Best Big City for Golf" in the United States. The area boasts 262 playable days per year, and well-known courses that include Tanglewood Park (with two courses designed by

Robert Trent Jones, Jr.) and Salem Glen, ranked one of the top ten new courses in the country when it opened in 1997. The City of Winston-Salem operates two public courses—Reynolds Park Golf Course and Winston Lake Golf Course.

The city is home to the Joe White Tennis Center, which has fourteen clay courts and six hard courts. There are nine aquatic facilities run by the City of Winston-Salem, and fishing and boating enthusiasts can pursue their hobbies on nearby Salem Lake, a 365-acre lake that is home to hybrid bass, large mouth bass, catfish, crappie, bream, carp and white perch. The lake is ringed by a 6.9-mile trail. Despite Winston-Salem's mild climate, excellent ski sites are just an hour and a half away, at Appalachian Ski Mountain, Hawksnest, Ski Beech, and Sugar Ski Resort. Also just a day-trip away are the Blue Ridge Mountains, famous for lovely vistas and challenging hikes.

Shopping and Dining

Just across the street from the Benton Convention Center is Fourth Street's Restaurant Row, which features local favorites like Cat's Corner, Downtown Deli, The Old Filling Station and Bistro 420. In 2007 newly opened eateries on Restaurant Row included Kabab's Indian Restaurant, DownTown Thai and the Speakeasy Jazz Club. No trip to Winston-Salem is complete without a trip to the flagship Krispy Kreme store, where visitors can watch the donuts roll off the assembly line and purchase the variety of their preference. There are over 500 restaurants in Forsyth County.

The Twin City Quarter, located just a block away from the city's Arts District, is a major destination for antique hounds in the Triad region. The area also boasts a number of unique craft and gallery boutiques. Winston-Salem's largest shopping malls are the 200-store Hanes Mall (the largest regional mall in the Carolinas), the Reynolda Villages Shops, and the Thruway Shopping Center.

Visitor Information: Winston-Salem Visitor Center, 200 Brookstown Avenue Winston-Salem, NC 27101; telephone (336)728-4200; fax (336)721-2202

■ Convention Facilities

The M.C. Benton Jr. Convention Center boasts 100,000 square feet of meeting space and is connected to a hotel with an additional 70,000 square feet of meeting space. The facility has eighteen rooms, with two main ballrooms that can hold up to 2,000 people theater-style, while the exhibition areas can accommodate over 200 booths.

There are over 25 hotels in the area that have conference accommodations, and planners can also book meeting space in the Bowman Gray Stadium; Arts Council Theater; the Dixie Classic Fairgrounds; and

Graylyn Conference Center, the former estate of an Reynolds American, Inc., chief executive. There are nearly a thousand hotel rooms in the downtown area.

Convention Information: Winston-Salem Visitor Center, 200 Brookstown Avenue, Winston-Salem, NC 27101; telephone (336)728-4200; fax (336)721-2202

■ Transportation

Approaching the City

Winston-Salem is served by Piedmont Triad International Airport. Sixteen air carriers fly in and out of the facility, and in 2006 the airport served 2,165,488 passengers.

The city is accessible via highways I-40, I-77, and I-85. In 2007 construction was underway on the future I-73 and I-74, which were slated to pass through Winston-Salem and connect Detroit, Michigan, to Charleston, South Carolina. The new highways were expected to ease traffic congestion throughout the Piedmont Triad area, and officials hoped that they would be complete by 2011.

Amtrak runs rail service through Winston-Salem, with a bus connection to Winston-Salem State University, and Greyhound operates a station in downtown Winston-Salem.

Traveling in the City

Public transportation in the city is run by the Winston-Salem Transit Authority, headquartered at the Clark Campbell Multimodal Transportation Center. There are 23 bus lines, with frequent service. Major arteries in the city include Reynolda Road, Main Street, Fourth Street, and Summit Street.

In 2007 the city of Winston-Salem planned to encourage bike riding as a means of transportation; the creation of a new network of bicycle roads was under consideration, and the city celebrates an annual "Bike to Work Week."

■ Communications

Newspapers and Magazines

The *Winston-Salem Journal* is a daily newspaper covering the Piedmont region, while the *Winston-Salem Chronicle* is a weekly focusing on the African-American community of the region. The *Journal in Education* is also published in the city, in addition to *Winston-Salem Living Magazine*, *Winston-Salem Business Magazine*, and *Winston-Salem Monthly*.

Television and Radio

There are five television stations broadcasting from Winston-Salem (affiliates of NBC, ABC, CBS, PBS, and Fox). There are over fifteen radio stations in the area,

which include an NPR affiliate, an oldies station, a Spanish-language station, and a local talk radio station.

Media Information: *Winston-Salem Journal*, 418 N. Marshall St., Winston-Salem, NC 27101; telephone (336)727-7211

Winston-Salem Online

City of Winston-Salem home page. Available [www .cityofws.org](http://www.cityofws.org)

Convention & Visitors Bureau. Available [www .visitwinstonsalem.com](http://www.visitwinstonsalem.com)

Forsyth County Public Libraries. Available [www .forsyth.cc/library](http://www.forsyth.cc/library)

Winston-Salem Chamber of Commerce. Available www.winstonsalem.com

Winston-Salem/Forsyth County Public Schools. Available www.wsfcs.k12.nc.us

The Winston-Salem Journals. Available [www.journal now.com](http://www.journalnow.com)

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Oklahoma

Oklahoma City...419

Tulsa...431



The State in Brief

Nickname: Sooner State

Motto: Labor omnia vincit (Labor conquers all things)

Flower: Mistletoe

Bird: Scissor-tailed flycatcher

Area: 69,898 square miles (2000; U.S. rank 20th)

Elevation: Ranges from 289 feet to 4,973 feet above sea level

Climate: Temperate and continental, with seasonal extremes

Admitted to Union: November 16, 1907

Capital: Oklahoma City

Head Official: Governor Brad Henry (D) (until 2010)

Population

1980: 3,025,000

1990: 3,145,585

2000: 3,450,654

2006 estimate: 3,579,212

Percent change, 1990–2000: 9.7%

U.S. rank in 2006: 28th

Percent of residents born in state: 61.67% (2006)

Density: 51.7 people per square mile (2006)

2006 FBI Crime Index Total: 146,805

Racial and Ethnic Characteristics (2006)

White: 2,698,032

Black or African American: 263,271

American Indian and Alaska Native: 244,326

Asian: 59,164

Native Hawaiian and Pacific Islander: 3,084

Hispanic or Latino (may be of any race): 244,822

Other: 93,753

Age Characteristics (2006)

Population under 5 years old: 252,053

Population 5 to 19 years old: 747,140

Percent of population 65 years and over: 13.3%

Median age: 36.2

Vital Statistics

Total number of births (2006): 52,655

Total number of deaths (2006): 36,778

AIDS cases reported through 2005: 4,651

Economy

Major industries: Machinery, oil, gas, agriculture, food processing, manufacturing

Unemployment rate (2006): 6.0%

Per capita income (2006): \$20,935

Median household income (2006): \$38,770

Percentage of persons below poverty level (2006): 17.0%

Income tax rate: 0.5% to 5.65%

Sales tax rate: 4.5%



Oklahoma City

■ The City in Brief

Founded: 1889 (incorporated 1890)

Head Official: Mayor Mick Cornett (since 2004)

City Population

1980: 404,014

1990: 444,724

2000: 506,132

2006 estimate: 537,734

Percent change, 1990–2000: 13.8%

U.S. rank in 1980: 31st

U.S. rank in 1990: 29th (State rank: 1st)

U.S. rank in 2000: 36th

Metropolitan Area Population

1980: 861,000

1990: 958,839

2000: 1,083,346

2006 estimate: 1,172,339

Percent change, 1990–2000: 12.9%

U.S. rank in 1980: 43rd

U.S. rank in 1990: 42nd

U.S. rank in 2000: 48th

Area: 606.99 square miles (2000)

Elevation: 1,291 feet above sea level

Average Annual Temperatures: January, 36.7° F; July, 82.0° F; annual average, 60.1° F

Average Annual Precipitation: 26.35 inches of rain; 9.5 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.6% (June 2007)

Per Capita Income: \$22,190 (2005)

2005 FBI Crime Index Property: 42,145

2005 FBI Crime Index Violent: 4,538

Major Colleges and Universities: University of Oklahoma, University of Oklahoma Health Sciences Center, University of Central Oklahoma, Oklahoma State University-Oklahoma City

Daily Newspaper: *Oklahoman*

■ Introduction

From its birth at high noon on April 22, 1889, Oklahoma City, the state capital of Oklahoma, has grown to become one of the nation's largest cities in terms of area. A low unemployment rate, continuing steady economic expansion, and a prime Sun Belt location are attractive to new businesses. Its sunny climate, educational and job opportunities, numerous cultural assets, and recreational attractions entice new residents. After experiencing economic difficulties with the 1980's oil slump and enduring one of the nation's worst terrorist attacks with the 1995 Murrah Federal Building bombing, Oklahoma City continues a vigorous rebound with a growing population and increasingly diversified economy.

■ Geography and Climate

Surrounded by gently rolling prairie and plains along the North Canadian River, Oklahoma City is at the geographic center of the state. With a climate influenced by the Great Plains region, Oklahoma City is one of the sunniest, windiest cities in the country. Summers are long and hot; winters, short and mild. Tornadoes are not uncommon; in May 1999 central Oklahoma was hit by one of the most devastating tornadoes in its history, a series of twisters that flattened entire neighborhoods in the city and caused \$1 billion in damage in central Oklahoma.

Area: 606.99 square miles (2000)

Elevation: 1,291 feet above sea level

Average Temperatures: January, 36.7° F; July, 82.0° F; annual average, 60.1° F

Average Annual Precipitation: 26.35 inches of rain; 9.5 inches of snow

■ History

Land Run Leads to City's Founding

Inhabited by Plains tribes and sold to the United States by France as a part of the 1803 Louisiana Purchase, much of what is now Oklahoma was subsequently designated as Indian Territory. As such, it was intended to provide a new home for tribes forced by the federal government to abandon their ancestral lands in the southeastern United States. Many of those forced to relocate in the 1830s were from what were called the Five Civilized Tribes—Cherokee, Choctaw, Chickasaw, Creek, and Seminole—who soon set up independent nations in the new territory. After the Civil War, however, the pressure of westward expansion brought railroads into the Indian Territory, where the U.S. government began to declare some land available for white settlement. Prairie land surrounding a Santa Fe railroad single-track boxcar station was designated as a townsite when presidential proclamation opened the central portion of Indian Territory to claims stakers on noon of April 22, 1889. Thousands crossed the borders of the “unassigned lands” at high noon when a cannon was fired. By sunset of that day the land run had produced a tent city of 10,000 people on the townsite, which eventually became Oklahoma City.

The settlement attained official status in 1890, just a few weeks after the western half of Indian Territory was redesignated Oklahoma Territory, named for a Choctaw phrase meaning “red man.” Incorporated as Oklahoma City on May 23, 1890, Oklahoma City swiftly became one of the new territory's largest cities. More railroad connections to the city helped make it a center for trade, milling, and meat packing. The Oklahoma and Indian territories merged and were admitted to the union as the state of Oklahoma in 1907. Oklahoma City became the state capital in 1910.

Oil Brings Prosperity

The capital city was flourishing as a financial and manufacturing center when in 1928 an oil field beneath the city proved to be what was then the largest oil strike ever made. Oklahoma City joined neighboring regions in the petroleum industry with vast economic benefits. A

gigantic deposit at the Mary Sudik well in Oklahoma City gushed wildly for 11 days in 1930, spewing 10,000 barrels of oil each day in a great geyser and spreading an oily cloud that deposited petroleum as far away as 15 miles. By the time it was closed down, the Mary Sudik well had produced a total of one million barrels of oil.

Future Points Toward Diversity

The end of the oil boom dealt the city a severe blow. During its height in the early 1980s, developers added 5.2 million square feet of office space downtown. When the boom went bust, so did the real estate market. By the 1990s, downtown Oklahoma City was in a decline, with few shopping areas and too much empty office space. While the petroleum industry continues to be a solid part of Oklahoma City's economy in the early 21st century, the region has also been involved in the development of the state's other natural resources, such as coal and metals. In addition, the city supports such industries as livestock, agriculture, energy, aviation, and manufacturing.

Oklahoma City made international headlines on April 19, 1995, when a Ryder truck fitted with a homemade oil-and-fertilizer bomb exploded in the Alfred P. Murrah Federal Building, killing 168 men, women, and children, and injuring more than 400 others. In December 1996, the *Wall Street Journal* reported: “Twenty months after the bombing that vaulted it on to front pages around the world, this gutsy city is hoping a rapidly growing economy and a \$300 million public-works program will revive one of the nation's sickest downtowns.” Feelings of optimism were running high that a dramatic comeback for the city was in the works.

In April 2000 Oklahoma City unveiled its monument to the victims of the bombing. The main component of the memorial is 168 bronze-and-glass chairs, one for each victim, positioned in rows that correspond to the floors of the building where the victims were when the bomb exploded. It is a potent symbol in a city that still continues to grieve a tragedy even as it rebuilds and tries to modernize its image.

As the 21st century dawns, many of the city's efforts at revitalization and moving forward appear to be paying off. With up to \$1 billion in new downtown investment, Oklahoma City was named one of the “Best Places to Live in North America” by *Places Rated Almanac*. The city continues an economic revitalization that has seen it move prominently into the areas of medicine, aviation, high technology, and diversified energy resources. Its plethora of museums and attractions draw visitors and delight residents alike.

Historical Information: Oklahoma Historical Society, Historical Building, 2401 N. Laird Ave. Oklahoma City, OK 73105; telephone (405)521-2491

■ Population Profile

Metropolitan Area Residents

1980: 861,000
 1990: 958,839
 2000: 1,083,346
 2006 estimate: 1,172,339
 Percent change, 1990–2000: 12.9%
 U.S. rank in 1980: 43rd
 U.S. rank in 1990: 42nd
 U.S. rank in 2000: 48th

City Residents

1980: 404,014
 1990: 444,724
 2000: 506,132
 2006 estimate: 537,734
 Percent change, 1990–2000: 13.8%
 U.S. rank in 1980: 31st
 U.S. rank in 1990: 29th (State rank: 1st)
 U.S. rank in 2000: 36th

Density: 833.8 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 345,217
 Black: 75,983
 American Indian and Alaska Native: 16,489
 Asian: 22,122
 Native Hawaiian and Pacific Islander: 1,108
 Hispanic or Latino (may be of any race): 66,393
 Other: 25,709

Percent of residents born in state: 60.6% (2000)

Age characteristics (2005)

Population under 5 years old: 40,925
 Population 5 to 9 years old: 34,145
 Population 10 to 14 years old: 32,505
 Population 15 to 19 years old: 35,179
 Population 20 to 24 years old: 36,245
 Population 25 to 34 years old: 79,138
 Population 35 to 44 years old: 72,973
 Population 45 to 54 years old: 76,693
 Population 55 to 59 years old: 30,734
 Population 60 to 64 years old: 21,797
 Population 65 to 74 years old: 30,476
 Population 75 to 84 years old: 19,770
 Population 85 years and older: 5,171
 Median age: 35 years

Births (2006, MSA)

Total number: 18,126

Deaths (2006, MSA)

Total number: 10,330

Money income (2005)

Per capita income: \$22,190
 Median household income: \$37,375
 Total households: 216,838

Number of households with income of...

less than \$10,000: 25,698
 \$10,000 to \$14,999: 14,420
 \$15,000 to \$24,999: 33,346
 \$25,000 to \$34,999: 28,046
 \$35,000 to \$49,999: 33,109
 \$50,000 to \$74,999: 39,220
 \$75,000 to \$99,999: 19,764
 \$100,000 to \$149,999: 14,591
 \$150,000 to \$199,999: 4,662
 \$200,000 or more: 3,982

Percent of families below poverty level: 15.6% (2005)

2005 FBI Crime Index Property: 42,145

2005 FBI Crime Index Violent: 4,538

■ Municipal Government

Oklahoma City has a city manager-council form of government. Its mayor and eight councilmen are elected to staggered four-year terms.

Head Official: Mayor Mick Cornett (R) (since 2004; term expires 2008)

Total Number of City Employees: 4,500 (2007)

City Information: Oklahoma City Hall, 200 N. Walker Ave., Oklahoma City, OK 73102; telephone (405)297-2345

■ Economy

Major Industries and Commercial Activity

Although in its early days oil dominated the economy, Oklahoma City today hosts a wide range of businesses and employers. Agriculture, energy, aviation, government, health care, manufacturing, and industry all play major roles in the city's economic well-being. Oklahoma City is the seat of government for the state of Oklahoma as well as Oklahoma County. There are also many regional federal agency offices located in the City. The government sector accounts for about 20 percent of the Oklahoma City metropolitan area non-agricultural employment. The health care industry is a major economic driver in the city. Mike Monroney Aeronautical Center, which is the largest trainer of Air Traffic Controllers in the world, and Tinker Air Force Base are major drivers as well. As the largest industrial operation in Oklahoma,



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Tinker serves the U.S. Air Force as a repair depot and provides logistic services for the U.S. Air Force throughout the world. Tinker employs 27,000 military and civilian personnel with a combined annual payroll of more than \$775 million. There is also a growing high technology sector in the Oklahoma City economy, with more than 400 companies employing 30,000 in the fields of high technology, information technology, and software development.

As one of the nation's largest processing centers for a variety of farm products, the city is home to the world's largest stocker and feeder cattle market. Horses are also big business in Oklahoma City, stretching back to the region's days as a key cattle center and gateway to westward expansion. The city is known as the Horse Show Capital of the World for the many major national and international horse shows held annually. Many large oil and energy-related companies have headquarters or major branches in the city. Other present and projected future growth industries include fabricated metal, computers, clothing, oil-field equipment, crude oil, back office, distribution and food processing.

Items and goods produced: motor vehicles, food products, steel, electronic devices, computers, oil-well supplies, paper products, rubber tires

Incentive Programs—New and Existing Companies

Local programs: The Greater Oklahoma City Chamber of Commerce Economic Development Division provides full-service expansion and/or new business services. The Oklahoma City's Development Center offers one-stop shopping for permits, inspections, and building guidelines. The mission of the Oklahoma Small Business Development Center is to provide high quality one-to-one business counseling, economic development assistance, and training to small businesses and prospective small businesses. Many zones and neighborhoods of Oklahoma City have been designated as Federal Empowerment Zones that offer incentives to businesses looking to start-up or relocate. Incentives include tax credits of up to \$3,000 for each employee newly hired or already on the payroll who lives and works in the zone; tax-exempt facility bonds to finance property, equipment and site development; and increased expense deductions of up to \$35,000 for depreciable assets acquired during the first year.

The Downtown Oklahoma City Business Improvement District (BID) is an area where property owners voted for a property assessment to manage and maintain

downtown Oklahoma City in a clean, safe, and professional manner, and to purchase services and make improvements that add to those provided by the City. The Community Development Financial Institution Revolving Loan Fund is available to support the Vehicles for Families Program through the Office of Workforce Development. The fund assists residents in obtaining transportation so that they can hold gainful employment. The Economic Development Administration Revolving Loan Fund provides loans of up to \$200,000 in an attempt to provide small businesses within the Oklahoma City Neighborhood Revitalization Strategy Area with access to capital. Foreign-Trade Zone #106 is located in Oklahoma City; almost any imported merchandise can be brought into the Zone, for almost any kind of manufacturing or manipulation, duty-free. Federal Historic and State Historic Tax Credits provide attractive incentives for the rehabilitation of historic and older buildings. New Markets Tax Credits are another economic incentive: equity investors in Community Development Entities (CDEs) can receive tax credits of 5% to 6% per year for each year the investment is held for up to seven years following the initial investment. The CDE must in turn invest in projects in qualifying census tracts of 20% poverty rate or higher. Tax increment financing is used to capture the added value of a real estate project and use these funds to help pay for the improvements that enable the projects to be realized.

State programs: The Oklahoma Quality Jobs Program allows businesses that are creating large numbers of new quality jobs to receive special incentives to locate or expand in Oklahoma. It is an easy-access program that provides direct payment incentives (based on new wages paid) to companies for up to ten years. The Investment/New Jobs Tax Credit Package provides growing manufacturers a significant tax credit based on either an investment in depreciable property or on the addition of full-time-equivalent employees engaged in manufacturing, processing, or aircraft maintenance. Other key Oklahoma incentives include a five-year ad valorem tax exemption, sales tax exemptions, freeport exemption, foreign trade zones, financing programs, export assistance, government contracting assistance, limited industrial access road assistance, and American Indian Land tax credits. With reference to industrial financing programs, Oklahoma has simplified the laws governing businesses incorporated in the state. Oklahoma's new company legislation, based on the Delaware model, simplifies the procedures for incorporating businesses in the state and gives boards of directors more authority and flexibility in determining capital structures of companies.

Job training programs: The city's Office of Workforce Development administers the federal Workforce Investment Act program. Services include skills assessment, basic skills and GED instruction, career planning

and counseling, tuition assistance, and job search assistance. Workforce Oklahoma, also created under the federal Workforce Investment Act, is a training and education development system that partners business leaders, educators, and employment professionals to achieve job growth, employee productivity, and employer satisfaction. This system includes a network of 39 statewide offices called Workforce Oklahoma Centers, where employment, education, and training providers integrate a wide range of services that benefit both employers and employees. Customized industrial training programs, at no cost to the employer, are provided by the Oklahoma State Department of Career and Technology Education.

Known nationwide for its excellence, Oklahoma's Career and Technology Education system provides customized employer training and gives Oklahomans of all ages the opportunity to learn advanced technical skills they can put to use in the workforce. The centerpiece of the effort is the Training for Industry Program or TIP, which is offered free to new and expanding companies. Career Tech works closely with the business to develop a program that meets the company's needs and prepares their new workforce for success. To date, TIP has served over 1,700 companies including Boeing, Dell, Dollar Tree, American Airlines, Goodyear, General Motors, Whirlpool, America Online, Southwest Airlines, Lucent Technologies, Mutual of Omaha, Bama Foods, Best Buy, Armstrong, Xerox, Genzyme Pharmaceuticals, PrePaid Legal, and Weather Decision Technologies.

Development Projects

Several cultural, educational, tourist, and sports-related Metropolitan Area Projects (MAPS), from investments totaling more than a quarter billion dollars, were approved and built in Oklahoma City in the late 1990s and early in the new century. New projects included the 20,000-seat Ford Center arena, the aforementioned ballpark and riverwalk in Bricktown, and a vintage-style trolley system that makes getting around the downtown area much easier. MAPS also included extensive renovations to the Myriad Convention Center, State Fair Park, and the Civic Center. The \$30 million Oklahoma City National Memorial and Memorial Museum, a 30,000 square foot memorial park, museum, and anti-terrorism institute, was dedicated on April 19, 2000, five years to the day after a terrorist bombing claimed the lives of 168 people at the Alfred P. Murrah Federal Building downtown.

Development has been brisk in Oklahoma City in the beginning of the 21st century. The Oklahoma City Metropolitan Area Public Schools Trust was approved by voters in 2002 to earmark \$470 million for a massive, 100 project, 10-year effort to make Oklahoma City schools a national model for urban education reform. In 2004 the

city rezoned property at the northern tip of Lake Stanley Draper for a proposed commercial and recreational development project that would include a 36-hole golf course, retail stores, and RV and camping grounds. The Civic Center Music Hall was recently renovated into a modern performance center for the Downtown Arts District; nearby stands the new Oklahoma City Museum of Art, featuring Dale Chihuly's 55-foot glass sculpture, as well as the new Ronald J. Norick Downtown Library. The Bricktown riverwalk area features shops and restaurants in turn-of-the-century industrial buildings; a Bass Pro Shop and 16-screen theater add to the district's entertainment scene. Towering over Bricktown is the SBC Bricktown Ballpark, home of the Oklahoma RedHawks Triple A baseball team. Work continues on a Bricktown East canal, where 45 larger-than-life statues will depict those settlers who made the April 22, 1889 Oklahoma Land Run.

One new major development project underway in 2007 was the "Core to Shore" project. The Oklahoma Department of Transportation is re-routing the existing I-40 freeway one mile south of where it currently lies. Soon after the new freeway is built, the overhead lanes of the current I-40 between Oklahoma and Walker Avenues will be replaced with a new boulevard at ground level. This new street will be the gateway to downtown and encourage new development to compliment recent downtown investments. The new freeway is expected to be completed in 2012. The new I-40 realignment and boulevard will encourage major changes to take place in the area between downtown (the "core") and the Oklahoma River (the "shore"). This will open up new interests for development opportunities and provide better access to neighborhoods and businesses throughout the area between downtown and the river.

Economic Development Information: Greater Oklahoma City Chamber of Commerce, 123 Park Avenue, Oklahoma City, OK 73102; telephone (405)297-8900; fax (405)297-8916. Oklahoma Department of Commerce, Office of Business Location Division, PO Box 26980, Oklahoma City, OK 73126; telephone (800) 879-6552

Commercial Shipping

Oklahoma City's Will Rogers World Airport, just 10 miles northwest of the city, is designated as a Foreign Trade Zone with general purpose warehouses and a U.S. Customs Port of Entry office. Air freight service is provided by major carriers as well as freight charters. In addition, there are four general aviation airports serving the city. Rail service is provided by Burlington Northern Railroad and the Santa Fe Railroad.

Freight such as grain, minerals, and steel products are shipped at low cost via the McClellan Kerr River Navigation System, which offers access to the Mississippi River. The Port of Catoosa is only 140 miles from

Oklahoma City. There are several motor freight carriers serving city shipping needs. Trucking is made convenient by the city's central location at Interstate Highways I-35, I-40, and I-44.

Labor Force and Employment Outlook

Oklahoma City boasts a productive labor force with a strong work ethic. Absenteeism, work stoppages, and turnover levels are below average. Present and future growth areas include, among others, such diverse fields as aircraft, fabricated metal, computers, clothing, oil-field equipment and crude oil, back office, distribution, and food processing. A growing high-technology sector now includes such firms as Lucent Technologies and Dell Inc., which broke ground in late 2004 on a 120,000 square-foot customer contact center. The center was completed in September 2005, and employed more than 1,000 people in 2006, double the initial estimate.

The following is a summary of data regarding the Oklahoma City metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 566,800

Number of workers employed in . . .

- construction and mining: 39,600
- manufacturing: 38,300
- trade, transportation and utilities: 100,900
- information: 13,600
- financial activities: 34,800
- professional and business services: 71,900
- educational and health services: 70,700
- leisure and hospitality: 56,400
- other services: 28,000
- government: 112,800

Average hourly earnings of production workers employed in manufacturing: \$16.58

Unemployment rate: 4.6% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
State of Oklahoma	38,000
Tinker Air Force Base	24,000
U.S. Postal Service	8,706
INTEGRIS Health	6,200
Oklahoma City Public Schools	5,900
FAA Aeronautical Center	5,600
City of Oklahoma City	4,320
OU Health Sciences Center	4,200
OU Medical Center	3,250
AT&T	3,193

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
\$246,760

2007 (1st quarter) ACCRA Cost of Living Index:
92.1

State income tax rate: 0.5% to 6.25%

State sales tax rate: 4.5%

Local income tax rate: None

Local sales tax rate: 3.875%

Property tax rate: Varies due to city limits that extend into different counties and school districts; for example, the rate in school district #89 is \$57.84 (2004)

Economic Information: Greater Oklahoma City Chamber of Commerce, 123 Park Avenue, Oklahoma City, OK 73102; telephone (405)297-8900; fax (405)297-8916

■ Education and Research

Elementary and Secondary Schools

Oklahoma City Public Schools is the second largest public school district in the state. The district offers specialty programs at all grade levels, including Spanish language immersion programs, international studies, performing arts, media/communications and even a Montessori-based education program. A 2001 MAPS for Kids program, in conjunction with the citizens of Oklahoma City and the public school system, was created to help revitalize the school system. This program called for building seven new schools and revitalization work in 65 others, at a cost of more than \$500 million. In January 2006 the new Douglass High School, constructed under this initiative, opened. The metropolitan area includes more than 20 other school districts. In 2007 six schools in the Oklahoma City Public School district were selected to receive an Academic Achievement Award for Title I Schools.

The following is a summary of data regarding the Oklahoma City Public Schools as of the 2005–2006 school year.

Total enrollment: 37,216

Number of facilities

elementary schools: 58

junior high/middle schools: 9

senior high schools: 9

other: 15

Student/teacher ratio: 16.8:1

Teacher salaries (2005–06)

elementary median: \$34,540

junior high/middle median: \$35,010

secondary median: \$35,730

Funding per pupil: \$5,884

Many private and parochial schools also serve students in the Oklahoma City area, including the Oklahoma School of Science and Mathematics for gifted high school students.

Public Schools Information: Oklahoma City Public Schools, 900 North Klein, Oklahoma City, OK 73106; telephone (405)587-0000

Colleges and Universities

Fifteen college and university campuses and two community colleges, with a combined enrollment of more than 100,000 students, are located in the greater Oklahoma City area. The largest institution is the University of Oklahoma, which enrolls nearly 30,000 students in the main school, the Oklahoma University Health Sciences Center, and the College of Law. The University has ranked among the nation's top 10 percent in the *Fiske Guide to Colleges* and is the nation's number one school for national merit scholars, as well as being in the top 5 for graduation of Rhodes scholars. Other institutions of higher education include Oklahoma State University-Oklahoma City, University of Central Oklahoma, Rose State College, Oklahoma City Community College, Oklahoma City University, and Oklahoma Christian University of Science and Arts.

Libraries and Research Centers

The Metropolitan Library System in Oklahoma County has 17 area libraries that serve the community needs of nearly 700,000 people living in Oklahoma City or Oklahoma County. It also maintains outreach collection in nursing homes and retirement centers, and funds a books by mail service for shut-ins. Its more than 1,000,000 volumes include books, newspapers, magazines, microfilms, video collections, and books on tape. In 2003 the city opened a new central library, the 108,000 square foot Downtown Library and Learning Center, which is a state-of-the-art facility built with more than \$24 million in MAPS taxes and library building funds. In addition to traditional library services, the Downtown Library also has a high-tech theater, classrooms, learning center, Oklahoma Literacy Council Services, on-site business assistance from the Small Business Development Center, and college classes through the Downtown College Consortium. Special

collections include local history and local black history. A large collection of books on Native Americans, genealogy, and the history of Oklahoma is housed at the Oklahoma Historical Society Archives and Manuscripts Division. Libraries at city colleges and universities and at state offices also offer reference materials on a wide range of topics.

Much of the state's cutting-edge research is conducted at the nearby University of Oklahoma. The Sarks Energy Center is a 4-square-block, 7-acre, 340,000 square-foot teaching and energy research complex where faculty, students, and energy industry researchers can explore interdisciplinary energy issues, train future energy researchers and leaders, and enhance national energy security. The Oklahoma Medical Research Foundation is developing into a research institute of national importance, especially in the field of immunology. Research centers affiliated with academic institutions in Oklahoma City study state constitutional law and conduct business research and consulting.

Public Library Information: Metropolitan Library System in Oklahoma County, 300 Park Ave., Oklahoma City, OK 73102; telephone (405)231-8650

■ Health Care

With 20 general medical and surgical hospitals, 4 specialized hospitals, and 2 federal medical installations with a combined total of more than 5,000 beds in the area, Oklahoma City has become a leading health referral center in the Southwest. The state-owned OU Medical Center and The Children's Hospital of OU Medical Center merged in 1998 with Oklahoma City-based, for-profit Presbyterian Hospital in a private-public partnership called University Health Partners to form the largest medical care and research center in Oklahoma. Other facilities include the INTEGRIS Baptist Medical Center and INTEGRIS Southwest Medical Center, Deaconess Hospital, the Bone and Joint Hospital, Mercy Health Center, and St. Anthony Hospital.

Health Care Information: Oklahoma State Department of Health, 1000 N.E. 10th Street, Oklahoma City, OK 73117; telephone (405)271-5600

■ Recreation

Sightseeing

Oklahoma City offers the visitor a full range of sights and activities. Frontier City Theme Park offers more than 50 acres of rides and western shows. The Oklahoma City Zoo, one of the top zoos in the nation, features almost 2,000 exotic species on 110 lushly-planted acres, including a children's zoo, and state-of-the-art primate and lion exhibits. The Oklahoma City Stockyards represents

one of the largest cattle markets in the world. The State Capitol Building stands out as the only capitol with producing oil wells on the grounds. The Martin Park Nature Center offers self-guided trails, and its Garden Exhibition Building and Horticulture Gardens bloom with azaleas, roses, and orchids, and showcase collections of cacti and succulents. The Myriad Gardens features a unique 224-foot Crystal Bridge and a 17-acre outdoor park with a 1.5-acre sunken lake. Crystal Bridge, a seven-story enclosed botanical garden, displays an interesting array of more than 1,000 horticultural specimens from all over the world. The tropical atmosphere is enhanced by the roar of water cascading down a 35-foot waterfall. Nature enthusiasts also are drawn to the scenic variety of the 130-acre Will Rogers Park, which includes the Charles E. Sparks Rose Garden, one of the Southwest's outstanding rose gardens, and also features grassy slopes and fresh water ponds. Also, an arboretum at the park has more than 600 plant and tree species.

Kirkpatrick Planetarium at the Omniplex provides views of the heavens, and Celebration Station, a family amusement center, provides family fun. At the Orr Family Farm, attractions include a vintage 1974 carousel, a three-lane Grand Prix Race Track with pedal cars, a Hidden Lake for fishing, and pony rides and hay rides. White Water Bay has over 25 acres of water rides, slides, pools and activities in a tropical setting.

Guided tours are offered at several attractions, including the Oklahoma Governor's Mansion, the Oklahoma State Capitol, and the Overholser Mansion, which was the first mansion in Oklahoma City.

For those who enjoy exploring on foot, Oklahoma City's Metro Concourse offers a unique way to see downtown. The concourse, an underground tunnel system connecting most of the downtown buildings, is lined with offices, restaurants, and shops. The renovated Bricktown historic site features shops, restaurants, and entertainment spots.

Arts and Culture

Oklahoma City provides year-around enjoyment for the visitor interested in arts and culture. In 2002, with the success of a \$40 million Legacy Campaign that included a \$14.5 million grant from the Donald W. Reynolds Foundation, the Oklahoma City Museum of Art in the Donald W. Reynolds Visual Arts Center opened. This 3-story, 110,000 square foot facility features 15 galleries, 3 education rooms, a library/resource center, a store, a cafe, and the 252-seat Noble Theatre. Since relocating to its new facility, the Museum hosts approximately 100,000 visitors annually and has tripled its membership. The Museum has been accredited by the American Association of Museums and houses an extensive permanent collection of European, Asian, and American art, featuring such artists as Pierre Auguste Renoir, Gustave Courbet, Maurice de Vlaminck, Mary Cassatt, Thomas

Moran, Robert Henri, Ellsworth Kelly, Alexander Calder, Henry Moore, and Frank Stella. The Museum also owns the largest, most comprehensive collection of Chihuly glass in the world, including a 55 foot tall tower, commissioned for the atrium of the new facility in memory of Eleanor Blake Kirkpatrick.

Civic Center Music Hall is home to the Oklahoma City Philharmonic Orchestra, which performs classical and pop music; a professional ballet company, Ballet Oklahoma, with an October through April season; and the Canterbury Choral Society, a 140-voice chorus that performs the major choral masterworks with full orchestral accompaniment during its 3-concert series. The Prairie Dance Theatre performs five times annually (in February, March, May, October, and November) and tours throughout the remainder of the year in 10 states. Musical theater is performed by the Lyric Theatre, the Oklahoma Opera and Music Theatre, and the Oklahoma Opry.

A variety of works from contemporary playwrights is presented by the Carpenter Square Theatre, and African American productions are offered by the Black Liberated Arts Center. Oklahoma City's oldest community theater, the Jewel Box Theatre, offers performances from August through May.

Many other Oklahoma City area's museums and galleries display a wide variety of art and artifacts. The 1889 Harn Museum and William Fremont Harn Gardens commemorate the land run of 1889 with a restored homestead. Objects and equipment unique to Oklahoma's citizen soldiers from past to present are exhibited at the Forty-Fifth Infantry Division Museum. The history of Oklahoma from prehistoric times to the present is preserved at the Oklahoma History Center.

The Omniplex, a cultural, educational, and recreational center with craft and zoological exhibits, maintains three art galleries featuring African, Native American, and Japanese art. The center also houses the Air Space Museum, which documents Oklahoma's contributions to aviation; the International Photography Hall of Fame and Museum, which displays photographic prints from around the world; and the Kirkpatrick Science Museum, a blend of science exhibits, shows, and displays.

Art and cultural materials representing several Native American tribes are highlighted at the Red Earth Indian Center. The National Cowboy Hall of Fame and Western Heritage Center showcases a collection of fine western art by Frederick Remington, Charles Russell, and others, and portraits of western television and movie stars; each June the museum hosts its annual Prix de West Invitational Art Exhibition to showcase the work of the country's finest contemporary western artists. Approximately 300 works of art by more than 100 artists are featured in the exhibition. The history of softball is the focus of the National Softball Hall of Fame and Museum, which also includes a softball library and research center. Turn-of-the-century

fire engines are displayed at the Oklahoma State Firefighters Museum.

Festivals and Holidays

A variety of annual events are held in Oklahoma City, and horses are a prime attraction. Each January the International Finals Rodeo brings the top 15 cowboys and cowgirls in for the Professional Rodeo Association's season finale. The March Oklahoma Youth Expo has more than 5,000 animals for competition and auction. In April the OKC Centennial Horse Show at State Fair Park features Morgans, Arabians, National Show Horses, American Saddlebreds, and a Hackney/Harness division. Designated as one of the top outdoor festivals in the United States, the Oklahoma City Spring Festival of the Arts at Myriad Gardens and Festival Plaza displays works of art from across the nation in downtown Oklahoma City. In June, Red Earth at the Cox Business Services Convention Center attracts thousands of Native Americans, who display their heritage and culture through artwork, crafts, and traditional and modern dancing. Aerospace America, held each June at Will Rogers Airport, features a mix of aerobatic acts, military aircraft, and displays. Held during mid-September, the State Fair of Oklahoma is one of the largest in the country. Festivities vary from celebrity shows and carnival activities to livestock, arts and crafts, and home economics exhibits. Also in September, Septemberfest at the Governor's Mansion is a celebration of Oklahoma's heritage. The November World Championship Quarter Horse Show is the largest out-of-state visitor attraction held in Oklahoma City, with more than \$1 million in prizes handed out over 15 days of competition. Opening Night in downtown Oklahoma City is an annual family New Year's Eve celebration with live country and rock music, magic shows, theater, and fireworks at midnight.

Sports for the Spectator

Oklahoma City is home to four professional sports teams. The Oklahoma RedHawks are a Triple A baseball farm team for the Texas Rangers who play their games at the AT&T Bricktown Ballpark. Hockey action is the forte of the Oklahoma City Blazers, a Central Hockey League team, who play before an average of some 10,000 fans per game at the Ford Center arena. The Oklahoma City Yard Dawgs, a professional arena football team, also play before packed crowds at the Ford Center. The University of Oklahoma Sooners is a member team of the Big Eight football conference and compete in a wide variety of sports on campus in nearby Norman, Oklahoma. The Sooners' football program is legendary and consistently ranks near the top of the NCAA's Division One.

Spectators enjoy auto racing at the Fairgrounds Speedway and parimutuel betting at Remington Park's racetrack. Oklahoma City is home to the Amateur

Softball Association and the International Softball Federation, which govern the sport, maintain the National Softball Hall of Fame on 50th Street, and hold events such as the Women's College World Series at the ASA Hall of Fame Stadium. Several national and international horse shows and competitions are held each year at State Fair Park, Lazy E Arena, and Heritage Place. The World Championship Quarter Horse Show is held in November at the State Fair Arena and the International Finals Rodeo takes place in January.

Sports for the Participant

Public recreation opportunities abound in and around Oklahoma City with its many municipal parks, swimming pools, picnic facilities, public and private golf courses, softball diamonds, soccer and baseball fields, tennis and basketball courts, fitness trails, and recreation centers. The area's lakes offer boating, fishing, sailing, and water skiing. White Water Bay, a 25-acre water park, provides a wave pool, rapids, and water slides. Lake Hefner is an excellent place for sailing and sailboat racing, and bird watchers treasure its 17-mile shoreline for bird migrations that make this one of the best locations in Oklahoma. The Oklahoma City Community College Aquatics Center has hosted the U.S. Olympic Festival and is open to the public for classes, state and community competitions, and major national competitions.

Shopping and Dining

Just a block east of the Cox Business Services Convention Center in downtown Oklahoma City is Bricktown, Oklahoma City's newest entertainment, shopping, and dining district. Oklahoma City has a number of major enclosed shopping malls, each anchored by major department stores. They include Crossroads Mall, Heritage Park, Northpark Mall, Penn Square Mall, and Quail Springs Mall. Upscale shopping is the attraction at 50 Penn Place and the Nichols Hills Plaza on Western Avenue. Sportsmen throughout the region come to the massive new Bass Pro Shops Outdoor World near the I-35 and I-40 Interchange. Choctaw Indian Trading Post features silver and turquoise jewelry, Indian paintings, Kachina dolls, rugs, and blankets. Shepler's Western Wear is one of the world's largest western stores and catalogs, carrying a vast assortment of boots, jeans, shirts, and hats for the entire family, plus accessories and home decor. Fancy western wear can be found at Tener's Western Outfitters. The Spanish-style Paseo Artist District is the showcase for the works of Oklahoma artists and also features restaurants and shops. Shoppers can immerse themselves in western culture at Stockyards City, a National Register Historic District near downtown that features western shops, restaurants, art galleries, and crafters producing boots, spurs, hats, belt buckles the size of hubcaps, and other western gear.

Oklahoma City restaurants offer menus ranging from the city specialty—Oklahoma-raised beef—to French and Vietnamese cuisine. The specialty of the house at the city's oldest restaurant, Cattlemen's Café, is calves brains and eggs. Steaks and barbecue lead the way at Cimarron Steak House, Earl's Rib Palace, Murphy's Chop House, and Nikz high atop the United Founders Tower. Diners will also discover authentic Mexican food at Abuelo's, sushi at Sushi Neko, fine dining at the award-winning Mantel Wine Bar & Bistro, and Japanese fare Musashi's.

Visitor Information: Oklahoma City Convention & Visitors Bureau, 189 W. Sheridan, Oklahoma City, OK 73102; telephone (405)297-8912; toll-free (800)225-5652; email okccvb@okccvb.org

■ Convention Facilities

A sunny climate, abundant hotel space—some 14,000 rooms in Oklahoma City and the metropolitan area—and a wide range of leisure, cultural, and recreational opportunities make Oklahoma City attractive to large and small groups of convention-goers.

The Cox Business Services Center, located in the city's business district, offers facilities for sports, banquets, concerts, exhibitions, trade shows, and stage performances. A recent \$62.5 million renovation added 105,000 square feet of exhibit space, nearly doubling the old square footage. High ceilings and wide expanses of glass overlooking the downtown landscape evoke the open feel of the Oklahoma prairie. Meeting, exhibit, and entertainment areas totaling 1 million square feet include the Exhibit Hall, the Great Hall for banquets and ballroom dancing, and the Arena, which can seat up to 15,000 people. The arena houses an ice rink, basketball floor, and a portable indoor track. The Renaissance, a \$32 million, 15-story, 311-room luxury hotel is connected to the center via skywalk, and a climate-controlled walkway also connects to the nearby Westin Hotel. Four blocks from the Cox Center is the Civic Center Music Hall (which underwent a \$52 million renovation in 2001) with facilities for concerts, lectures, meetings, conventions, and stage shows. It can seat from 100 to 2,500 people, depending on the occasion.

Funded by a one percent sales tax increase, the sleek Ford Center arena opened in 2002 with seating for 20,000 and facilities to accommodate professional sporting events and national touring concerts. A premier project of MAPS, Oklahoma City's unique capital improvement program to upgrade the city's convention and municipal facilities, the Ford Center has 49 private suites and is home to professional hockey and arena football franchises.

The Oklahoma City Fairgrounds, with over a million square feet, also offers a 12,500-seat arena, a racetrack, and a baseball stadium. Another convention facility is

Frontier City, with its themed indoor banquet facilities that seat 5 to 1,000 people. Groups of up to 1,000 people can be accommodated at Metro Tech's Business Conference Center. Smaller and medium-sized groups can find meeting and event space at the Clarion Meridian Hotel and Convention Center or the Will Rogers Theater.

Convention Information: Oklahoma City Convention & Visitors Bureau, 189 W. Sheridan, Oklahoma City, OK 73102; telephone (405)297-8912; toll-free (800)225-5652; email okccvb@okccvb.org

■ Transportation

Approaching the City

Oklahoma City's Will Rogers World Airport, just 10 miles northwest of the city, is served by six major carriers and five regional carriers that serve more than 3.3 million passengers a year. Construction began in 2005 on an expansion project totaling more than \$100 million. It is expected to add nine new gates, bigger ticketing and lobby areas, and better traffic flow to handle capacity requirements into 2012 and beyond.

Located near the center of the United States, Oklahoma City is connected to the east and west coasts and north and south borders of the nation by interstate highways I-40, I-35, I-44, I-235, and I-240. Numerous state highways and a turnpike system provide easy access to any location in the metropolitan area. Amtrak provides train service and Greyhound/Trailways Bus Lines schedules buses into and out of the city.

As of 2007 the "Core to Shore" is re-routing the existing I-40 freeway one mile south of where it currently lies. Soon after the new freeway is built, the overhead lanes of the current I-40 between Oklahoma and Walker Avenues will be replaced with a new boulevard at ground level. This new street will be the gateway to downtown. The new freeway is expected to be completed in 2012.

Traveling in the City

Streets in downtown Oklahoma City are generally laid out in an east-west, north-south grid pattern, with numbered streets running east-west. Taxis and buses are available for transportation to all parts of the city. The extensive bus system was upgraded in 2004 with the addition of the new \$6.2 million METRO Transit Downtown Transit Center, an air-conditioned transfer center. As part of the city's downtown revitalization efforts, the Oklahoma Spirit trolley system now takes visitors around Bricktown and downtown for just a quarter. In warm weather, Pedicabs and horse-drawn carriages ferry customers all over Bricktown. A mile-long pedestrian canal through Bricktown turns south at the

new ballpark, then heads under the highway to a water-fall-and-forested park area. Water taxis carry visitors to canal-side restaurants.

■ Communications

Newspapers and Magazines

Oklahoma City has one morning daily newspaper, the *Oklahoman*, and one business newspaper, *The Journal Record*. More than a dozen weekly, semiweekly, and bimonthly newspapers are published there, including *The Black Chronicle*, *The Capital Hill Beacon*, and *The Sooner Catholic*. Among the more than two dozen magazines and journals published in Oklahoma City are the lifestyle magazine *Oklahoma Living Magazine*; *Oklahoma Today Magazine*, focusing on travel, nature, recreation, and American Indian and New West issues; and others focusing on livestock, pharmacy, retailing, and trades.

Television and Radio

Oklahoma City has nine television stations. Stations also broadcast from nearby towns and cable television is available throughout the metropolitan area. In addition, Oklahoma City radio provides listeners with a choice of 17 AM and FM stations.

Media Information: *Oklahoman*, PO Box 25125, Oklahoma City, OK 73125; telephone (405)475-3311

Oklahoma City Online

- City of Oklahoma City Home Page. Available www.okc.gov
- Metropolitan Library System. Available www.mls.lib.ok.us
- Oklahoma City Chamber of Commerce. Available www.okcchamber.com
- Oklahoma City Convention and Visitors Bureau. Available www.okccvb.org
- Oklahoma City Public Schools. Available www.okcps.org
- Oklahoma Community Links. Available www.state.ok.us/osfdocs/county.html
- Oklahoma Department of Commerce. Available www.okcommerce.com
- Oklahoman*. Available www.oklahoman.com

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- Knight, Marsha (compiler), *Forever Changed: Remembering Oklahoma City, April 19, 1995* (Amherst, NY: Prometheus Books, 1998)



Tulsa

■ The City in Brief

Founded: 1836 (incorporated 1898)

Head Official: Mayor Kathy Taylor (since 2006)

City Population

1980: 360,919

1990: 367,302

2000: 393,049

2006 estimate: 382,872

Percent change, 1990–2000: 7.03%

U.S. rank in 1980: 38th

U.S. rank in 1990: 43rd (State rank: 2nd)

U.S. rank in 2000: 52nd (State rank: 2nd)

Metropolitan Area Population

1980: 657,000

1990: 708,954

2000: 803,235

2006 estimate: 897,752

Percent change, 1990–2000: 13.3%

U.S. rank in 1980: 52nd

U.S. rank in 1990: 56th

U.S. rank in 2000: 58th

Area: 186.84 square miles (2000)

Elevation: 700 feet above sea level

Average Annual Temperatures: January, 36.4° F; August, 83.5° F; annual average, 60.8° F

Average Annual Precipitation: 32.42 inches of rain; 10.0 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.4% (June 2007)

Per Capita Income: \$23,762 (2005)

2005 FBI Crime Index Property: 25,169

2005 FBI Crime Index Violent: 4,995

Major Colleges and Universities: University of Tulsa, Oral Roberts University

Daily Newspaper: *Tulsa World*

■ Introduction

Tulsa is the second largest city in Oklahoma. From its earliest ranching and oil boom days to the present, Tulsa has recognized the need for economic diversity and has continually taken appropriate steps. With a history of steady expansion, a unique geographic location as an important shipping port, and wide range of employment opportunities, Tulsa has made itself attractive to new businesses. It is equally enticing to new residents, with its moderate Sun Belt climate, abundant recreational areas, continuing cultivation of the arts, and educational opportunities. Thus prepared for, and anticipating, steady economic growth, Tulsa enters the twenty-first century with confidence.

■ Geography and Climate

Located 90 miles northeast of Oklahoma City and surrounded by gentle hills stretching toward the Ozark foothills, Tulsa lies along the Arkansas River at a latitude providing a moderate climate. Winters are generally mild with light snowfall, and the high temperatures of mid- to late-summer are often moderated by low relative humidity and southerly breezes. Tornadoes and windstorms characterize spring and early summer, but sunny days and cool nights prevail throughout the fall. Rainfall is heaviest in the spring.

Area: 186.84 square miles (2000)

Elevation: 700 feet above sea level

Average Temperatures: January, 36.4° F; August, 83.5° F; annual average, 60.8° F

Average Annual Precipitation: 32.42 inches of rain; 10.0 inches of snow

■ History

City's Native American Roots

French traders and plains-culture Osage tribes occupied the region now surrounding Tulsa when the United States bought the land from France as part of the Louisiana Purchase in 1803. Soon the federal government sought to remove communities of the Five Civilized Tribes—Cherokee, Choctaw, Chickasaw, Creek, and Seminole—from their traditional lands in the southeastern United States to Indian Territory in what is now Oklahoma. After violent protest, in 1826 the Osages ceded their land in the Tulsa area to the U.S. government, which in turn gave it to exiled Creeks and Cherokees. Many of the Native Americans who were forced to resettle in Oklahoma brought black slaves with them. In 1836 Archie Yahola, a full-blood Creek, presided over the region's first council meeting, held under an oak tree that came to be known as the Council Oak. The tree still stands in Tulsa's Creek Nation Council Oak Park.

The settlement convened at the Council Oak was first named Tallassee-Lochapoka, for the Alabama regions the Creeks had left behind; eventually it became known as Tulscy—or Tulsee—Town. The name Tulsa became official for the settlement in 1879 with the establishment of the post office, which also marked the beginning of Tulsa as an economic force in the area. When a railroad connection reached Tulsa in 1882, the town began to supply beef and other staples to the East, South, and Midwest. Ranching and farming—mostly by Creeks or Cherokees—flourished. Tulsa grew steadily and became incorporated as a municipality on January 18, 1898.

Oil Spurs White Settlement; Racial Uneasiness Surfaces

In 1901 oil reserves were discovered in Red Fork, across the Arkansas River from Tulsa. Enterprising Tulsans built a toll bridge to connect their city with the oil country, and oil men crossed the river to make Tulsa their home. Despite Indian Territory laws that discouraged white settlement, the region became increasingly open to whites, and Tulsa grew into a business and residential center. Oil gushed again in 1905, this time from the Glenn Pool well. Oil companies built headquarters in Tulsa, bringing families of corporate executives, urban tastes, and money. In 1906 the U.S. Congress passed the Enabling Act, which merged Indian Territory and

Oklahoma Territory, achieving statehood for Oklahoma and bringing down the last barriers to settlement of the region. The decade of the 1920s was a tumultuous period for Oklahoma as a whole, with oil wells gushing, whites and Native Americans becoming fabulously wealthy, and the Ku Klux Klan boasting close to 100,000 members statewide. A race riot erupted in Tulsa in 1921 that has been described as one of this country's worst incidents of racial violence. Some 300 people died and 35 city blocks of Tulsa's Greenwood section, known as "the Black Wall Street," were destroyed after a black man was arrested for allegedly assaulting a white woman. In 1997 the Oklahoma state legislature named an 11-member Tulsa Race Riot Commission to unearth the facts behind the incident. In early 2000 the commission recommended direct payments to survivors and victims' descendants, scholarships, a tax checkoff program to fund economic development in the mostly black Greenwood district, and a memorial to the dead.

Modern Economy Diversified

Between 1907 and 1930, Tulsa's population grew by 1,900 percent. By the 1920s Tulsa was being called the Oil Capital of the World. But not content to be an oil capital only, Tulsa continued its expansion into other commercial and industrial areas as well. In fact, several of Tulsa's firms had a part in the U.S. moon-thrust endeavor, Project Apollo. Today, oil retains importance but Tulsa primarily relies on aerospace, telecommunications, energy, and environmental engineering/manufacturing for its industrial base.

Due in large part to planning and intelligent growth, as well as a general demographic shift that has seen continued growth in the southern and southwestern states, Tulsa joins a number of other mid-sized cities enjoying revitalization in the early 21st century. Based on Tulsa's strides in preparing itself for the new global economy and its opportunities for tourism, business investment, relocation, education, retirement, and better quality of life, the city was recently selected as one of America's Most Livable Communities by the Partners for Livable Communities in Washington, D.C. In 2006 *Forbes* rated Tulsa as second in the nation in income growth, and one of the best cities to do business in the country.

Historical Information: Tulsa Historical Society, 2445 South Peoria, Tulsa, OK 74114; telephone (918) 712-9484

■ Population Profile

Metropolitan Area Residents

1980: 657,000
1990: 708,954
2000: 803,235



Photo by Don Sibley. Copyright 2008.

2006 estimate: 897,752
 Percent change, 1990–2000: 13.3%
 U.S. rank in 1980: 52nd
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City Residents

1980: 360,919
 1990: 367,302
 2000: 393,049
 2006 estimate: 382,872
 Percent change, 1990–2000: 7.03%
 U.S. rank in 1980: 38th
 U.S. rank in 1990: 43rd (State rank: 2nd)
 U.S. rank in 2000: 52nd (State rank: 2nd)

Density: 2,103.4 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 250,527
 Black: 57,113
 American Indian and Alaska Native: 14,956

Asian: 7,274
 Native Hawaiian and Pacific Islander: 687
 Hispanic or Latino (may be of any race): 38,149
 Other: 16,579

Percent of residents born in state: 56.2% (2000)

Age characteristics (2005)

Population under 5 years old: 28,148
 Population 5 to 9 years old: 23,542
 Population 10 to 14 years old: 24,823
 Population 15 to 19 years old: 23,024
 Population 20 to 24 years old: 28,165
 Population 25 to 34 years old: 55,555
 Population 35 to 44 years old: 45,845
 Population 45 to 54 years old: 55,499
 Population 55 to 59 years old: 23,676
 Population 60 to 64 years old: 15,556
 Population 65 to 74 years old: 24,511
 Population 75 to 84 years old: 18,122
 Population 85 years and older: 3,981
 Median age: 35.3 years

Births (2006, MSA)

Total number: 9,403

Deaths (2006, MSA)

Total number: 5,461

Money income (2005)

Per capita income: \$23,762

Median household income: \$35,966

Total households: 160,322

Number of households with income of . . .

less than \$10,000: 17,338

\$10,000 to \$14,999: 13,005

\$15,000 to \$24,999: 24,121

\$25,000 to \$34,999: 23,646

\$35,000 to \$49,999: 26,902

\$50,000 to \$74,999: 24,773

\$75,000 to \$99,999: 11,951

\$100,000 to \$149,999: 11,036

\$150,000 to \$199,999: 3,519

\$200,000 or more: 4,031

Percent of families below poverty level: 14% (2005)

2005 FBI Crime Index Property: 25,169

2005 FBI Crime Index Violent: 4,995

■ Municipal Government

Incorporated as a municipality on January 18, 1898, Tulsa operates under a mayor-council form of city government. Nine council members are elected to two-year terms.

Head Official: Mayor Kathy Taylor (since 2006; current term expires 2010)

Total Number of City Employees: more than 4,000 (2007)

City Information: City of Tulsa, 200 Civic Center, Tulsa, OK 74103; telephone (918)596-2100

■ Economy

Major Industries and Commercial Activity

Tulsa's central location in the United States makes it a desirable place to locate nearly any type of business, from manufacturing to retail, telecommunications, and service-oriented industries. Operating costs generally run well below the national average.

Tulsa was literally the "Oil Capital of the World" from the early 1920s until World War II. By the time the companies moved operations closer to offshore

production, Tulsa had begun to develop the aircraft and aerospace industry, which is now the region's largest industry. Today Tulsa's major industries, in addition to aerospace, are: health care; telecommunications; petroleum and natural gas; and architectural and structural metals manufacturing.

In early 1971, Tulsa opened the Tulsa Port of Catoosa on the Verdigris River, thereby becoming a major inland port along the 445-mile McClellan-Kerr Navigation System. The port provides low-cost shipping for such products as oil, coal, fertilizer, and grain to the Mississippi River, and from there on to the Great Lakes or the Gulf of Mexico and around the world. In 2006 barge tonnage through the Port of Catoosa was 2,321,448 tons, up 27.6 percent from 2005. The year 2006 was the second-best year on record for total shipping tonnage in the Port's 35-year history.

In 2006 the Tulsa Metropolitan Statistical Area (MSA) had a gross product of \$30.9 billion, about one-third of the Oklahoma economy.

Items and goods produced: airplane parts, appliances, metal pipes and pumps, fiber optics, meat, feed, boilers, burners, fishing rods, natural gas

Incentive Programs—New and Existing Companies

Local programs: The Tulsa Port of Catoosa has been designated an Enterprise Zone and can offer businesses tax credits for job creators, tax exemptions of up to six years for qualifying businesses, and low-interest loans. Most incentive programs are at the state level.

State programs: The Oklahoma Quality Jobs Program allows businesses that are creating large numbers of new quality jobs to receive special incentives to locate or expand in Oklahoma. It is an easy-access program that provides direct payment incentives (based on new wages paid) to companies for up to ten years. The Investment/New Jobs Tax Credit Package provides growing manufacturers a significant tax credit based on either an investment in depreciable property or on the addition of full-time-equivalent employees engaged in manufacturing, processing, or aircraft maintenance. Other key Oklahoma incentives include a five-year ad valorem tax exemption, sales tax exemptions, freeport exemption, foreign trade zones, financing programs, export assistance, government contracting assistance, limited industrial access road assistance, and American Indian Land tax credits. With reference to industrial financing programs, Oklahoma has simplified the laws governing businesses incorporated in the state. Oklahoma's new company legislation, based on the Delaware model, simplifies the procedures for incorporating businesses in the state and gives boards of directors more authority and flexibility in determining capital structures of companies.

Job training programs: Workforce Oklahoma, created under the federal Workforce Investment Act, is a training and education development system that partners business leaders, educators, and employment professionals to achieve job growth, employee productivity, and employer satisfaction. This system includes a network of 39 statewide offices called Workforce Oklahoma Centers, where employment, education, and training providers integrate a wide range of services that benefit both employers and employees. Customized industrial training programs, at no cost to the employer, are provided by the Oklahoma State Department of Career and Technology Education.

Known nationwide for its excellence, Oklahoma's Career and Technology Education system provides customized employer training and gives Oklahomans of all ages the opportunity to learn advanced technical skills they can put to use in the workforce. The centerpiece of the effort is the Training for Industry Program or TIP, which is offered free to new and expanding companies. Career Tech works closely with the business to develop a program that meets the company's needs and prepares their new workforce for success.

Development Projects

Tulsa voters approved a one-cent sales tax increase in 2003 to fund several Tulsa 2025 initiatives; the fund would create tax incentives that would benefit two key area employers—Boeing and American Airlines, among others. Of the \$885 million, nearly 40 percent was earmarked as incentive for Boeing Corp. to land the final assembly plant for Boeing's new 7E7 jetliner. Another \$22.3 million in incentives was slotted to retain and expand American Airlines' Tulsa maintenance center. The proposal also designates 40 percent of the penny tax, or \$350.3 million, for economic development, education, and updates to the highly valuable Tulsa County EXPO Square facility and a new and modernized convention and events center to sustain and grow Tulsa's meeting and events industry. The remaining 17.5 percent, or \$157.4 million, would go toward community enrichment projects ranging from two low water dams, to new soccer fields, parks, museums, swimming pools, and community centers. The low water dams stand to enrich the development of Tulsa's Arkansas River, which runs next to the downtown region and connects Tulsa's suburban communities.

Construction is growing in Tulsa, with the new downtown BOK Center arena leading the way. Ground-breaking took place in August 2005.

Economic Development Information: Metropolitan Tulsa Chamber of Commerce, Two West Second St., Williams Tower II, Suite 150, Tulsa, OK 74103; telephone (918)585-1201. Oklahoma Department of Commerce, 900 N. Stiles Ave., Oklahoma City, OK

73104-3234; telephone (405)815-6552; toll-free (800) 879-6552

Commercial Shipping

The Tulsa Port of Catoosa is an inland port and foreign trade zone along the Arkansas River, with more than 2,000 acres of adjacent industrial parks. In 2006 barge tonnage through the Port of Catoosa was 2,321,448 tons, up 27.6 percent from 2005. The year 2006 was the second-best year on record for total shipping tonnage in the Port's 35-year history.

Tulsa International Airport, just nine miles northeast of downtown, is served by seven freight carriers. U.S. Customs offices are located at the airport. There are two mainline rail carriers into the airport: Burlington Northern and Union Pacific. Access to four short line carriers (Sand Springs, Tulsa-Sapulpa Union, St. Louis Southwestern, and SK&O) is also available. Over 50 motor freight carriers serve the area.

Labor Force and Employment Outlook

A recent Labor Market Survey commissioned by the Tulsa Metro Chamber revealed that the Tulsa region is a somewhat undiscovered area for employers seeking office, high-technology, distribution, and manufacturing labor. The local population is generally well-educated and growing, with the number of workers in the key 12–15 years of education range exceeding the national average. Tulsa workers were found to be above state and national averages in terms of computer and technology skills, experience, and diversity of skills. Professional and managerial talent can be recruited to the area with relative ease. Contributing to this favorable recruiting climate is a large number of students enrolled in and graduating from the region's post-secondary institutions. Tulsa in 2007 had more than 49,000 students enrolled in its public and private higher education institutions and technology schools. These assets provide a significant labor supply ready to fill the needs of Tulsa's businesses. The overall payoff for employers is excellent, with labor costs at only about 75 percent of the national average. Present and future economic growth areas are primarily in the service and trade sectors, specifically reservations, data and credit card processing, telecommunications, aviation and aerospace, transportation, communications, and utilities.

The Tulsa region is host to some of the world's most envious labor force clusters—in aerospace Tulsa is 8th in the nation, 9th in oil and gas, and 17th in technology. Almost 80 percent of the region's businesses contain 10 and fewer employees; as such, the Tulsa metropolitan economy depends on the entrepreneurship and vitality of small businesses. In 2006 employment in the Tulsa metropolitan area grew 2.3 percent to 421,119 jobs. Tulsa-area job growth outpaced the state of Oklahoma and the United States as a whole, which grew at 1.9 percent and 1.4 percent, respectively.

The following is a summary of data regarding the Tulsa metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 424,200

Number of workers employed in . . .

- construction and mining: 27,600
- manufacturing: 49,400
- trade, transportation and utilities: 83,700
- information: 9,900
- financial activities: 25,600
- professional and business services: 61,800
- educational and health services: 55,700
- leisure and hospitality: 36,000
- other services: 21,900
- government: 52,700

Average hourly earnings of production workers employed in manufacturing: \$16.75

Unemployment rate: 4.4% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
American Airlines	9,100
Tulsa Public Schools	7,000
City of Tulsa	4,220
St. Francis Hospital	4,100
St. John Medical Center	4,050
Bank of Oklahoma	2,520
Hillcrest Medical Center	2,350
Tulsa Community College	2,200

Cost of Living

In 2005 the Tulsa Chamber of Commerce reported that Tulsa's cost of living was 8% below the national average while per capita income was 11% above the national average.

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

2007 (1st quarter) ACCRA Average House Price: \$242,695

2007 (1st quarter) ACCRA Cost of Living Index: 90.6

State income tax rate: 0.5% to 6.25%

State sales tax rate: 4.5%

Local income tax rate: None

Local sales tax rate: 3.0% (county sales tax rate: 1.417%)

Property tax rate: the average effective tax rate for locally assessed property is about 1.0% of the value of the property (2005)

Economic Information: Metropolitan Tulsa Chamber of Commerce, Two West Second St., Williams Tower II, Suite 150, Tulsa, OK 74103; telephone (918)585-1201

■ Education and Research

Elementary and Secondary Schools

The largest public school system in the state of Oklahoma, the Tulsa Public Schools (TPS) system has received national acclaim for its voluntary desegregation plan, which includes magnet schools and open-transfer. Tulsa Public Schools offers a wide range of curriculum to approximately 42,000 students spread throughout Tulsa, Wagoner, Osage and Creek counties. More than 80 percent of students reside inside Tulsa city limits. In the 2005–06 school year, 1,169 TPS teachers had advanced degrees and 42.7 percent had more than 11 years of experience. TPS owns its own fiber optic network. Among the programs offered by the district's more than 80 schools are the Street School, Project 12, Margaret Hudson, and Franklin Youth Academy. In 2007 Booker T. Washington High School was ranked number 75 by *Newsweek* magazine in its survey of top public high schools in the United States. On the same list, Edison Preparatory School moved up more than 250 spots to place number 310.

The following is a summary of data regarding the Tulsa Public Schools as of the 2005–2006 school year.

Total enrollment: 42,145

Number of facilities

- elementary schools: 60
- junior high/middle schools: 15
- senior high schools: 9
- other: 0

Student/teacher ratio: 16.6:1

Teacher salaries (2005–06)

- elementary median: \$34,060
- junior high/middle median: \$35,400
- secondary median: \$35,200

Funding per pupil: \$6,465

There are more than 20 private religious schools or secular secondary and elementary schools in greater Tulsa.

Public Schools Information: Tulsa Public Schools, PO Box 470208, Tulsa, OK 74147; telephone (918) 746-6298

Colleges and Universities

Metropolitan Tulsa has four major state and several private institutions of higher learning. Public institutions include Oklahoma State University at Tulsa, the University of Oklahoma at Tulsa, Rogers State University, and Tulsa Community College.

Tulsa's three private universities are the University of Tulsa, Oral Roberts University, and Oklahoma Wesleyan University. The University of Tulsa, the state's oldest private university, was founded as a school for Indian girls. Today it offers programs through the doctoral level to its more than 4,100 students. The most popular recent majors are liberal arts/general studies, elementary education, and nursing. Oral Roberts University is a Christian-centered liberal arts college, educating students from 49 states and more than 60 countries in such areas of study as business administration/commerce/management, telecommunications, and elementary education. Oral Roberts University offers 61 undergraduate majors, 14 master's programs, and two doctoral degrees. Southern Nazarene is another private institution that offers undergraduate and graduate programs for business people who can only attend classes in the evening.

The renowned Spartan School of Aeronautics, one of the oldest continually operating aviation schools in the world, has graduated more than 80,000 in its 80 years of education in the fields of aviation maintenance technology, avionics technology, communications technology, quality control, and aviation. Other kinds of specialized education and training are available at the Tulsa Technology Center, which trains high school juniors and seniors as well as adults. Students in Tulsa also attend several business and trade schools.

Libraries and Research Centers

The Tulsa City-County Library has a Central Library, four regional libraries, 19 branches, and a Genealogy Center. Approximately 355,000 cardholders check out more than 4 million volumes annually. In addition to its permanent collection of 1.7 million volumes and 2,600 periodical subscriptions, the library houses government documents, maps, art reproductions, and audio/video-tapes, plus talking and large-print books. Special collections include the Land Office Survey Map Collection and the Shakespeare Collection. The Library's American Indian Resource Center provides cultural, educational, and informational resources, and activities and services honoring American Indian heritage, arts, and achievements. The center provides access to more than 7,000 books and media for adults and children by and about American Indians, including historical and rare materials, new releases, videos and music compact discs. Subjects include American Indian languages, art, culture, fiction, genealogy, history, and religion. Among the special collections at the Thomas Gilcrease Institute of American History and Art Library are Hispanic documents from the period

1500–1800 and the papers of Cherokee Chief John Ross and Choctaw Chief Peter Pitchlynn. Tulsa has some 30 other libraries offering reference materials on a wide range of topics, many having to do with petroleum. Research centers affiliated with the University of Tulsa conduct projects in such fields as women's literature and petroleum engineering, while a center affiliated with Oral Roberts University researches the Holy Spirit, among other topics.

Public Library Information: Tulsa City-County Library, 400 Civic Center, Tulsa, OK 74103; telephone (918)596-7977

■ Health Care

Metropolitan Tulsa has some 25 hospitals providing a full range of medical treatment including Tulsa Life Flight, 24-hour emergency helicopter service to and from the region's hospitals. General hospitals serving Tulsa include: Hillcrest Medical Center, St. Francis Hospital, St. John Medical Center, and Tulsa Regional Medical Center and Cancer Treatment Center. Most have medical school affiliation and serve as approved learning centers for medical interns and residents. Treatment and consultation are offered in virtually all fields of medicine, including such specialties as burn care, open-heart surgery, cardiac rehabilitation, genetic counseling, and neonatal intensive care. Hospice and long-term-care facilities are also available.

■ Recreation

Sightseeing

Tulsa boasts the nation's third largest city-owned park, the 2,800-acre Mohawk Park. Along with picnic and recreation areas, the park contains the Tulsa Zoo with its Nocturnal Animal Building, Chimpanzee Colony, Children's Zoo, and North American Living Museum showcasing Native American artifacts and replicas of dinosaurs. The Tulsa Zoo has emerged as one of the most impressive zoos in the region and was named "America's Favorite Zoo" by the Microsoft Corporation. Also in Mohawk Park is the Mary K. Oxley Nature Center. The Tulsa Garden Center features beautiful dogwood and azalea plantings. Nearby is the award-winning Tulsa Rose Garden. Tulsa's oldest landmark is a tree, the Council Oak, which still stands in the Creek Nation Council Oak Park as a memorial to the Lachapokas and Tallassee Creek tribes, the first settlers of what later became Tulsa.

Industrial tours of Tulsa are offered by several facilities, including the Frankhoma Pottery Factory, which uses Oklahoma clay for its creations, and the American

Airlines Maintenance Engineering Base, which overhauls and repairs aircraft. Sightseers may also tour the campus of Oral Roberts University with its unique Prayer Tower.

Arts and Culture

Long known as a cultural center and leading the state in the number and quality of cultural events, Tulsa offers the visitor year-round entertainment. A blooming arts scene is happening in the new Greenwood Cultural Center in the historic Greenwood District, featuring numerous stage performances and art galleries. In 2004 the county announced the purchase of the district's Tulsa Union Depot, an historic train station, as the new home of the Oklahoma Jazz Hall of Fame. The Hall was created to educate the public about the significant contributions of Oklahoma's jazz musicians. During Greenwood's heyday, such notable jazz and blues performers as Nat "King" Cole, Louis Armstrong, Duke Ellington, Cab Calloway, Dizzy Gillespie, and Lionel Hampton, all visited Tulsa to play at white clubs and then jam afterwards with local musicians on Greenwood Avenue. For performances of theater, dance, and music, the six-level Performing Arts Center (or PAC), located in the Williams Center in downtown Tulsa, seats 2,400 people in its music hall and 450 people in the performing theater. Among groups and programs in residence are the Tulsa Symphony Orchestra, Tulsa Ballet, Tulsa Opera, Tulsa Town Hall, Chamber Music Tulsa, Choregus Productions, Theatre Tulsa, Tulsa Oratorio Chorus, and the Broadway series. Ten miles from Tulsa is the Discoveryland! Outdoor Theater, which presents the popular musical classic "Oklahoma!" during the summer.

Among the many museums and galleries in the Tulsa area is the Thomas Gilcrease Museum, which features more than 10,000 works by American artists from colonial times to the present. The centerpiece is the country's most impressive collection of works by famous western artists such as Frederic Remington, Charles Russell, and George Catlin, plus maps, manuscripts, rare books, and prehistoric and modern Indian artifacts. The Tulsa County Historical Society Museum displays photographs, rare books, furniture, and tools representative of Tulsa's early days. Objects of Jewish art, history, ceremony, and everyday life are presented at the Sherwin Miller Museum of Jewish Art. The Philbrook Museum of Art exhibits Chinese jades, paintings of the Italian Renaissance and of nineteenth-century England and America, plus Native American basketry, paintings, and pottery. The center is surrounded by several acres of formal gardens. The Alexandre Hogue Gallery of Art at Tulsa University showcases traveling art collections as well as works by local artists, including students and instructors. The Tulsa Air and Space Center museum promotes Tulsa's rich aviation history; the center moved into a brand new

facility near the Tulsa Zoo and Mohawk Park in October 2005.

Arts and Culture Information: Arts & Humanities Council of Tulsa, 2210 S. Main, Tulsa, OK 74114; telephone (918)584-3333

Festivals and Holidays

Mayfest, a celebration of spring held in late May, is Tulsa's most prominent downtown event. The festivities include arts, crafts, music, and food. In late May, the Gilcrease Rendezvous Fair at the Gilcrease Museum is patterned after long-ago fur-trading events. The Tulsa Powwow, one of the largest Native American powwows in the world, takes place in early June. Highlights include authentic arts and crafts plus ceremonial dances and fancy-dress competitions. Every June, the Oklahoma Jazz Hall of Fame inducts new members into its ranks during the Juneteenth Heritage Festival on Greenwood Avenue. The yearly festival draws more than 50,000 people. The end of September brings the Tulsa State Fair; with more than 1 million fairgoers, it is one of the largest in the country. Other celebrations include the Tulsa Indian Arts Festival (February), the Boom River Celebration (4th of July), the Chili Cookoff/Bluegrass Festival (September), Oktoberfest, and the Christmas Parade of Lights.

Sports for the Spectator

Fans of professional sports will find the Double A Tulsa Drillers, a farm team of the Texas Rangers, rounding the bases from April through August at renovated Drillers Stadium, where a capacity of 10,997 makes it the largest Double A ballpark in the country. The Tulsa Talons have been playing professional arena football since 2000, and the Tulsa Oilers of the Central Hockey League will soon take to the ice at the new BOK Center. The Tulsa 66ers is a basketball team. In collegiate sports, the University of Tulsa fields Golden Hurricane football and basketball teams. The football season lasts from September through November and games are played at Skelly Field at H.A. Chapman Stadium. Both the Golden Hurricane and the Oral Roberts University Golden Eagles play basketball from November through March. The Oral Roberts University Golden Eagles women's baseball team plays at the Mabee Center from mid-February to mid-May.

Tulsa's numerous equestrian events include the Longhorn Championship Rodeo, in which the top money-winners on the rodeo circuit compete. Tulsa also plays host to several prestigious golf tours and championships at its challenging Southern Hills Country Club, including the 2007 PGA Championship. Other spectator sports include tennis and horse racing as well as stock-car races.

Sports for the Participant

Public recreation opportunities abound on and around the seven large lakes surrounding Tulsa. The area has become known locally as “Green Country,” encompassing thousands of miles of shoreline on Grand Lake, Lake Eufala, Keystone Lake, Lake Tenkiller, and others. In the River Parks system along the Arkansas River in the heart of Tulsa, visitors can enjoy more than 50 miles of hiking/biking trails as well as picnic and playground areas. Tulsa has 144 city parks. Mohawk Park offers bridle trails and a polo field. Other facilities include 16 public golf courses, more than 100 tennis courts, several municipal swimming pools, and Big Splash Water Park.

Shopping and Dining

From nationally known stores to specialty shops, Tulsa provides shoppers with a wide range of choices. Three large malls serve the metro area, including the largest, Woodland Hills, as well as Eastland Mall and Tulsa Promenade. Utica Square is a tree-lined avenue of posh stores and diverse retailers. Just northwest of Utica Square, trendy boutiques and restaurants cater to more Bohemian tastes, while the Brookside area, a little south of the Square, offers still more individualized shopping, with some of Tulsa’s best dining. The Cherry Street historic district has been restored and many small shops have opened there. Jenks, America is the city’s antiques center near the downtown Jenks neighborhood. Smaller shops featuring Native American crafts and Oklahoma memorabilia abound. Saturday’s Flea Market at Expo Square is also a favorite shopping destination.

Dozens of restaurants offer menus ranging from traditional American cuisine to those with an international flavor. Regional specialties include chicken-fried steak, Santa Fe-style Mexican food, and authentic western barbecues.

Visitor Information: Tulsa Convention & Visitors Bureau, 616 S. Boston Ave., Tulsa, OK 74119-1298; telephone (918)585-1201; toll-free (800)558-3311; fax (918)592-6244

■ Convention Facilities

A moderate climate, abundant hotel space—approximately 9,000 rooms in Tulsa and the metropolitan area—and a wide range of leisure, cultural, and recreational opportunities make Tulsa attractive to large and small groups of convention-goers.

In 2005 ground was broken on the city’s most exciting development project in many years, the 18,000 seat BOK Center—otherwise known as the Regional Convention and Events Center, featuring a stunning, futuristic design by world-renowned architect Cesar Pelli. The Tulsa Convention Center, in the heart of the business district and only six blocks from the Performing Arts

Center (which is also available for meetings), offers facilities for sports, banquets, concerts, exhibitions, trade shows, and stage performances. The facility provides 102,600 square feet of exhibit space, a banquet area seating up to 5,100 people, an arena seating 8,992 people plus additional arena floor space, and 23 conference rooms for break-out sessions seating 45 to 275 people. The Tulsa Exposition Center contains four meeting centers providing an exhibit area with a total of 448,400 square feet, a banquet area seating 1,700 to 20,000 people, 7,523 arena seats, and a race track with 8,900 covered seats.

Among the city’s other convention facilities are the Downtown Doubletree Hotel, the Doubletree Hotel at Warren Place, Crowne Plaza, Tulsa Marriott Southern Hills, Tulsa Sheraton, and Grandview.

Convention Information: Tulsa Convention & Visitors Bureau, 616 S. Boston Ave., Tulsa, OK 74119-1298; telephone (918)585-1201; toll-free (800)558-3311; fax (918)592-6244

■ Transportation

Approaching the City

Visitors arriving by air will touch down at Tulsa International Airport, just nine miles northeast of downtown—approximately 15 minutes by taxi. Employing 18,000 people, the modern 22-gate facility is served by nine passenger air carriers and supports about 90 departures per day, with service to over 20 major airports. South of the city is the Richard Lloyd Jones, Jr., Airport, a smaller facility serving general aviation traffic.

For those traveling to Tulsa by car, Interstate 44 from the east and south merges with U.S. 75 southwest of the city and U.S. 169 to the northeast. I-44 also intersects with I-244 both to the east and southwest of the city. Four toll expressways radiate from the city, the Red Fork and Crosstown (both are I-244), Cherokee (U.S. 75), and Broken Arrow (U.S. 64/State 51). U.S. 412 crosses through the city east to west. Greyhound travels into Tulsa with a station on South Detroit.

Traveling in the City

Tulsa’s bus-based mass transit system, the Metropolitan Tulsa Transit Authorities, has 26 routes, connecting residents and visitors to most business, shopping, and recreation areas. The Lift Program offers curb-to-curb transportation for the disabled and the elderly. Through the Bike and Bus Program, transport bike racks (for two bikes) are available on every bus and stationary bike racks are provided at all bus stops for riders to lock their bikes. To make commuting easier, the city also offers Rideshare, a free computerized service matching individuals who drive similar routes daily.

■ Communications

Newspapers and Magazines

Tulsa's morning and Sunday newspaper is the *Tulsa World*. In addition, an African American community newspaper, *The Oklahoma Eagle*, two business newspapers, and several suburban and metro area weeklies serve the city. Tulsa also publishes a wide variety of periodicals, including the geophysical journal *The Leading Edge*, the *James Joyce Quarterly*, and others covering such topics as science, petroleum, dentistry, and medicine.

Television and Radio

Nine television stations broadcast from Tulsa—including affiliates of NBC, PBS, CBS, ABC, and Fox, plus two independents. Other stations operate in the area from nearby towns. In addition, Tulsa radio provides listeners with a choice of 13 AM and FM stations broadcasting religious programs, country music, oldies and contemporary hits, talk, and sports.

Media Information: *Tulsa World*, 315 S. Boulder Avenue, Tulsa, OK 74103; telephone (918)582-0921

Tulsa Online

City of Tulsa. Available www.cityoftulsa.org
Metropolitan Tulsa Chamber of Commerce.

Available www.tulsachamber.com

Oklahoma Community Links. Available www.state.ok.us/osfdocs/county.html

Oklahoma Department of Commerce. Available www.okcommerce.gov

Tulsa City-County Library. Available www.tulsalibrary.org

Tulsa Oklahoma Convention & Visitors Bureau. Available www.tulsaconvention.com

Tulsa Public Schools. Available www.tulsaschools.org

Tulsa World. Available www.tulsaworld.com

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South Carolina

Charleston...445

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The State in Brief

Nickname: Palmetto State

Motto: Animism opibusque parati (Prepared in mind and resources); Dum spiro spero (While I breathe, I hope)

Flower: Carolina jessamine

Bird: Carolina wren

Area: 32,020 square miles (2000; U.S. rank 40th)

Elevation: Ranges from sea level to 3,560 feet above sea level

Climate: Humid and subtropical, with long, hot summers and short, mild winters; abundant rainfall

Admitted to Union: May 23, 1788

Capital: Columbia

Head Official: Governor Mark Sanford (R) (until 2010)

Population

1980: 3,122,000

1990: 3,486,703

2000: 4,012,012

2006 estimate: 4,321,249

Percent change, 1990–2000: 15.1%

U.S. rank in 2006: 24th

Percent of residents born in state: 60.79% (2006)

Density: 141.3 people per square mile (2006)

2006 FBI Crime Index Total: 216,400

Racial and Ethnic Characteristics (2006)

White: 2,908,324

Black or African American: 1,237,900

American Indian and Alaska Native: 11,935

Asian: 46,939

Native Hawaiian and Pacific Islander: 3,284

Hispanic or Latino (may be of any race): 148,632

Other: 57,217

Age Characteristics (2006)

Population under 5 years old: 284,708

Population 5 to 19 years old: 889,995

Percent of population 65 years and over: 12.8%

Median age: 37.1

Vital Statistics

Total number of births (2006): 57,386

Total number of deaths (2006): 38,566

AIDS cases reported through 2005: 12,715

Economy

Major industries: Textiles, tourism, chemicals, agriculture, lumber, machinery, automobiles, manufacturing

Unemployment rate (2006): 7.4%

Per capita income (2006): \$21,875

Median household income (2006): \$41,100

Percentage of persons below poverty level (2006): 15.7%

Income tax rate: 2.5% to 7.0%

Sales tax rate: 5.0%



Charleston

■ The City in Brief

Founded: 1670 (incorporated 1783)

Head Official: Mayor Joseph P. Riley, Jr. (D) (since 1975)

City Population

1980: 69,779

1990: 88,256

2000: 96,650

2006 estimate: 107,845

Percent change, 1990–2000: 6.7%

U.S. rank in 1980: 286th

U.S. rank in 1990: 266th

U.S. rank in 2000: 272nd (State rank: 2nd)

Metropolitan Area Population

1980: 430,000

1990: 506,877

2000: 549,033

2006 estimate: 603,178

Percent change, 1990–2000: 8.3%

U.S. rank in 1980: 77th

U.S. rank in 1990: 73rd

U.S. rank in 2000: 76th

Area: 97 square miles (2000)

Elevation: Ranges from sea level to 20 feet above sea level

Average Annual Temperatures: January, 47.9° F; July, 81.7° F; annual average, 65.3° F

Average Annual Precipitation: 51.53 inches total precipitation; 0.7 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.6% (June 2007)

Per Capita Income: \$26,922 (2005)

2005 FBI Crime Index Property: 4,756

2005 FBI Crime Index Violent: 1,003

Major Colleges and Universities: Medical University of South Carolina, College of Charleston, University of Charleston, The Citadel, Trident Technical College

Daily Newspaper: *The Post & Courier*

■ Introduction

Charleston is the flagship city of three South Carolina counties—Charleston, Dorchester, and Berkeley—that are part of the greater Charleston Region, an important economic and political region in the state. Charleston owes much to its warm, sunny climate and proximity to the sea. Although the Charleston Naval Base closed in 1996, Charleston still has a large military presence. The Port of Charleston ranks as one of the fastest-growing in the nation. Visitors flock to the luxury resorts on the Atlantic coast barrier islands to play golf, stroll secluded beaches, observe wildlife, and enjoy deep water fishing off Charleston's mainland. In recent years *Conde Nast Traveler* has consistently ranked Charleston among its top 10 U.S. destinations and top 20 world destinations.

Charleston also owes much to those who worked to preserve its historic buildings. Cobblestone streets, quaint gardens, historic homes and buildings, mingled with flower stalls and specialty shops draw tourists to Charleston for a glimpse at a gracious and genteel lifestyle long gone. Waterfront and downtown renovation and new construction planned to blend with historic structures have rejuvenated not only the body, but the spirit of the city as well, as it looks to the future.

■ Geography and Climate

Prior to 1960, Charleston proper was limited to the South Carolina peninsula bounded on the west and south by the Ashley River, on the east by the Cooper River, and on the southeast by an excellent harbor almost completely landlocked from the Atlantic Ocean. The city has expanded to include other areas, but most residents still think of Charleston as the peninsula. In fact, the physical size of Charleston has increased from approximately 17 square miles in 1975 to 97 square miles. A chain of barrier islands between Charleston's mainland and the Atlantic Ocean adds sandy beaches and marshland to the region's geography. The city of Charleston is the seat of Charleston County. The commercial and geographic region known as the Charleston Region includes three counties—Charleston, Berkeley, and Dorchester. Charleston is also generally considered to be part of the South Carolina Lowcountry, a region that includes the state's coastal counties of Charleston, Beaufort, and Jasper, as well as the coastal islands.

Charleston's proximity to the Atlantic Ocean provides a temperate to subtropical climate. During the winter months temperatures on the peninsula can be as much as 15 degrees warmer than inland because of the ocean's influence. Average annual snowfall is less than one inch. In summer, sea breezes cool the city to a temperature about three degrees below higher country. The summer is Charleston's rainiest season with 41 percent of the annual rainfall occurring in the form of thundershowers and occasional tropical storms. Hurricanes threaten in late summer and early fall. It is estimated that Charleston is affected by hurricanes every 4.62 years. In September 1989 Hurricane Hugo inflicted more than \$5 billion in property damage to the region. In September 1999 Hurricane Floyd forced hundreds of thousands of people to evacuate Charleston.

Area: 97 square miles (2000)

Elevation: Ranges from sea level to 20 feet above sea level

Average Temperatures: January, 47.9° F; July, 81.7° F; annual average, 65.3° F

Average Annual Precipitation: 51.53 inches total precipitation; 0.7 inches of snow

■ History

Settlement Named for British King

In April 1670, the first English colonists sailed into Charleston harbor. This band of some 150 men and women soon established themselves on what they called Albemarle Point on the Ashley River. Ten years later, the

colony was moved to Oyster Point, a peninsula of land between the Ashley and Cooper Rivers, the present site of Charleston. The settlement was named Charles Towne in honor of King Charles II of England, who had granted the land for colonization. The colony began to grow as people arrived first from England and the Caribbean islands. They were followed by Huguenots and Quakers who, along with Scottish, Irish, and Belgian colonists settled the area. The thriving port became known as one of the most religiously tolerant of the colonies. About 5,000 people inhabited the town by 1700, and friendly relations with the area's tribal natives had been established.

City Incorporated Following Revolution

By this time, the town was protected by a formidable wall; situated along the river bluff, it stood five feet thick and was made of brick on a base of palmetto logs and wood planks; on the land side, the wall was made of earth and bordered by a moat. The mere sight of it turned back a frontal attack on the settlement from a combined French-Spanish fleet in 1706. Ships sailed out of the harbor carrying corn, pork, lumber, deerskins, and rice, conveying goods to England and the West Indies. But shipping was threatened when, following a devastating 1713 hurricane and renewed tribal hostility, pirates became bold enough to attack the sea trade. Notable among the pirates was Edward Teach, known as Blackbeard. He seized several ships carrying Charles Towne residents and demanded, and received, ransom. Teach was eventually captured and executed, but residents of Charles Towne had become dissatisfied with the administration of the colony, especially in regard to the protection of the populace. England's Privy Council took over responsibility for the government of South Carolina and appointed the first royal governor in 1720. With the threat of hostile native and pirate attacks effectively quelled by the new administration, Charles Towne residents took down most of the city walls, opened and extended the streets, and built spacious homes with well-tended grounds. The shoreline was developed, and shipping activity was brisk. Left standing was the Battery, a large retaining wall that today overlooks the harbor and Fort Sumter.

Beginning with the Stamp Act of 1765, Charles Towne was seriously torn over conflicts between loyalty to England and resistance to England's imposition of unjust taxes on the colonies. Residents protested the tea tax at a mass meeting held in 1773 and set up the formal governmental structure of South Carolina in July 1774. In September 1775, the last royal governor left the colony and took refuge aboard a British ship in the harbor. Then on June 28, 1776, a British fleet attempted to sail into the harbor at Charles Towne and was repulsed by revolutionary patriots. This victory persuaded the South Carolina delegates to the Continental Congress to sign

the Declaration of Independence. Following the Revolution, Charles Towne remained politically troubled. Violence was directed against suspected British sympathizers, and various factions of the town faced each other with open animosity. Finally, in an attempt to restore order, the city was incorporated under the name of Charleston in 1783. Three years later, the South Carolina General Assembly voted to move the state capital from Charleston to the new city of Columbia. That move was completed in 1790.

The Citadel Founded to Quell Uprisings

Several innovations improved Charleston's economy in the 1790s. The invention of the cotton gin made the cotton business profitable. A method of using tidal force to irrigate rice plantings expanded the possibilities for rice cultivation. New and more efficient rice mills were built. Meanwhile, the shipping industry, no longer forced to comply with British mercantile laws, found new markets for American goods; wagon trade expanded, rolling cotton and other produce into Charleston's King Street for sale. When other regions began to draw trade away from Charleston, the city began construction of the South Carolina Railroad. By 1833, rail service began out of Charleston, but while the railroad did improve the economy, Charleston never again regained its dynamic growth pattern.

In 1822, just as Charleston was beginning to feel economic woes, it also experienced an attempted slave rebellion led by a former slave from the West Indies, Denmark Vesey, a dynamic, well-educated leader. Vesey had laid plans for obtaining weapons and had determined which buildings would be attacked when he was betrayed by two house servants and arrested. After a trial during which he engaged counsel and expertly examined witnesses himself, he was condemned to be hanged along with 36 of his co-conspirators. Others involved in the rebellion were deported. Following this attempted uprising, the Old Citadel was built as an arsenal and staffed by federal troops, and stricter laws governing slaves and their activities were adopted. The Citadel was later staffed by state troops, and in 1843 by a 20-man force that became the first Corps of Cadets of The Citadel.

“Cradle of Secession” Surrenders to Yankees

Unresolved economic and philosophical conflicts between northern and southern states reached a crisis on December 20, 1860, when the South Carolina Secession Convention unanimously voted to adopt the Ordinance of Secession, leading other southern states in an attempt to leave the Union and form their own Confederacy. On April 12, 1861, Confederate batteries fired on Union forces occupying Fort Sumter, an installation off Charleston's coast. The Union forces on the island surrendered, Confederate forces occupied the fort, and one week later President Abraham Lincoln ordered all

southern ports blockaded. While preparing for Union attack, Charleston was ravaged by a fire that destroyed 540 acres. Blockade runners were able to slip some supplies past the Union's blockade of Charleston harbor, but as the war continued it brought shortages of all vital supplies, including meat, sugar, and salt. Charleston, the “Cradle of Secession,” withstood Union attacks until February 17, 1865, when, with the Confederacy crumbling, hundreds of fires swept through the city. After four years of siege, Charleston succumbed to Union forces, and two months later the Confederacy surrendered.

Navy Yard Helps Stabilize Economy

Following the Civil War, Charleston was powerless. The city lay in ruins, railroads were destroyed, banking capital was depleted, and private capital was scarce. An industry eventually developed around phosphate deposits mined from local rivers and land sites and by 1880 was the most profitable industry in the state. Other commercial concerns recovered or developed, such as lumber mills, locomotive engine manufacturing, cotton presses and mills, breweries, and grist and flour mills. Port trade thrived, and the cotton business revived. Charleston recovered from an 1885 hurricane and an 1886 earthquake only to battle political trade obstacles, industrial competition from other regions, and insect destruction of the cotton industry. By the turn of the century, the city had to look to new industries and new developments for new hope.

In a move that proved to be the single most important gesture affecting the city's economy in the twentieth century, the United States Navy Yard was located at Charleston in 1901. Although other industries established themselves in the area, the military facility fueled the city's economy through two world wars and provided the stability that enabled Charleston to solidify its identity. In the 1920s and 1930s, although the rest of the country was mired in the Great Depression, efforts to preserve and capitalize on Charleston's historic buildings began. Leading the way were wealthy people with well-known names like Doubleday, du Pont, and Whitney, who used Charleston's abandoned rice fields as quail- and duck-hunting preserves, and also began the task of restoring the city's beautiful old mansions. In 1989 Hurricane Hugo, one of the most destructive hurricanes to ever have struck the U.S. mainland, inflicted more than \$5 billion in property damage on the region. Citizens quickly repaired the damage, restoring the city to the pristine freshness that still beguiles its 4.6 million annual visitors. Although the U.S. Naval Base in Charleston closed in 1996, a significant U.S. Naval and Air Force presence remains.

In 2001 the city embarked on a new incentive and growth program dubbed the Charleston Digital Corridor. The Digital Corridor represents efforts to create a technological, knowledge-based economy in the region through a combination of initiatives and business

incentives, private business support and member-driven programming. The Digital Corridor launched with 18 qualified Corridor Companies. By early 2006 the Corridor had grown to 80 companies, including the national headquarters of NanoScreen, a world leader in drug testing devices.

With such changes also come concerns to preserve the rich, 300-year history of the area. With this in mind, the Berkeley, Charleston, and Dorchester County Council of Governments has begun work on a regional planning process for the Charleston Region that would focus on growth management and preservation of both the environment and the historic districts of the region.

Historical Information: South Carolina Historical Society Library, Fireproof Building, 100 Meeting Street, Charleston, SC; telephone (803)723-3225; www.southcarolinahistoricalociety.org. College of Charleston, Avery Research Center for African American History and Culture—Library, 125 Bull Street, Charleston, SC 29401; telephone (843) 953-7609; www.cofc.edu/avery

■ Population Profile

Metropolitan Area Residents

1980: 430,000
1990: 506,877
2000: 549,033
2006 estimate: 603,178
Percent change, 1990–2000: 8.3%
U.S. rank in 1980: 77th
U.S. rank in 1990: 73rd
U.S. rank in 2000: 76th

City Residents

1980: 69,779
1990: 88,256
2000: 96,650
2006 estimate: 107,845
Percent change, 1990–2000: 6.7%
U.S. rank in 1980: 286th
U.S. rank in 1990: 266th
U.S. rank in 2000: 272nd (State rank: 2nd)

Density: 996.5 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 60,964
Black: 32,864
American Indian and Alaska Native: 145
Asian: 1,197
Native Hawaiian and Pacific Islander: 55
Hispanic or Latino (may be of any race): 1,462
Other: 518

Percent of residents born in state: 58.2% (2000)

Age characteristics (2005)

Population under 5 years old: 8,852
Population 5 to 9 years old: 7,925
Population 10 to 14 years old: 5,979
Population 15 to 19 years old: 8,364
Population 20 to 24 years old: 10,408
Population 25 to 34 years old: 16,677
Population 35 to 44 years old: 14,141
Population 45 to 54 years old: 13,100
Population 55 to 59 years old: 6,551
Population 60 to 64 years old: 4,048
Population 65 to 74 years old: 6,529
Population 75 to 84 years old: 4,835
Population 85 years and older: 1,742
Median age: 32.6 years

Births (2006, MSA)

Total number: 8,535

Deaths (2006, MSA)

Total number: 4,463

Money income (2005)

Per capita income: \$26,922
Median household income: \$36,151
Total households: 47,985

Number of households with income of . . .

less than \$10,000: 7,582
\$10,000 to \$14,999: 2,867
\$15,000 to \$24,999: 5,896
\$25,000 to \$34,999: 6,958
\$35,000 to \$49,999: 6,456
\$50,000 to \$74,999: 6,580
\$75,000 to \$99,999: 3,736
\$100,000 to \$149,999: 4,278
\$150,000 to \$199,999: 1,705
\$200,000 or more: 1,927

Percent of families below poverty level: 14.2% (2005)

2005 FBI Crime Index Property: 4,756

2005 FBI Crime Index Violent: 1,003

■ Municipal Government

Charleston is governed by a mayor and a 12-member city council. Council members are elected on a single-member district basis for four-year terms. Every two years, six members are elected.

Head Official: Mayor Joseph P. Riley, Jr. (D) (since 1975; current term expires January 2008)



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Total Number of City Employees: 1,278 (2004)

City Information: City of Charleston, Media Relations, 32 Ann Street, Charleston, SC 29403; telephone (843)724-3746; www.charlestoncity.info

■ Economy

Major Industries and Commercial Activity

The economy in the Charleston region rests upon several sturdy bases. The military has traditionally been the major industry in the area since 1901 when the Charleston Naval Shipyard was founded. Even after the Naval Base and Shipyard closed in 1996, the military has remained the largest single employer in the Charleston region. The Department of Defense has remained at installations such as the Charleston Naval Weapons Station, Naval Hospital and the SPAWAR Systems Center Charleston. In 2007, the U.S. Navy employed 11,000 people in Charleston; Charleston Air Force Base employed some 6,150 personnel as the home for the U.S. Air Force's 437th Airlift Wing, adding substantially to the region's economic foundation. In 2006, there were 54,067 government employees in Charleston (18.7% of total employment), many of whom

were military personnel. As of 2006, the Port of Charleston, the fourth largest container port in the U.S., was expanding. Plans were in the making for the development of a new terminal on the former Navy base site.

Oil, electronics, computers, mining, and health care are also major industries in the Charleston area. Two of the region's largest employers are in the health care industry—Medical University of South Carolina, and Roper St. Francis Healthcare and Trident Health System.

Tourism is another significant factor in the area's economy. The Charleston Metro Chamber of Commerce, the nation's oldest chamber of commerce, has long been interested in promoting Charleston as a place to visit, and despite wars, fires, hurricanes, and earthquakes, Charleston has preserved and restored hundreds of historic buildings that draw some four and a half million tourists per year. Visitors enjoy shopping and dining, as well as touring historic plantations, landmarks, and churches. According to research from the Chamber's Center for Business Research, Charleston visitors surveyed say that the area's greatest assets are its historic charm, historic sites and attractions, restaurants and climate. While most visitors to Charleston come from the nearby states of North Carolina, Georgia, Ohio, and Tennessee, as well as their home state of South Carolina,

about four percent of visitors are from outside the U.S. Charleston's world-famous barrier islands feature outstanding resort facilities in a semi-tropical climate, serving as powerful elements in the area's allure for tourists. The number of visitors to the Charleston region has grown steadily since 1997 when 2.5 million people visited to 4.21 million visitors in 2006. The number of accommodations in the area has also increased to keep pace with the growing demand. Tourism contributes \$3 billion to the local economy annually. Charleston ranked the fourth "Best American City" in *Travel and Leisure* magazine's 2006 World's Best Awards readers' survey.

Items and goods produced: marine products, fertilizer, rubber products, textiles, aircraft parts, paper, textiles, food products, lumber, metal components, heavy machinery, transportation equipment, furniture, instruments and chemicals

Incentive Programs—New and Existing Companies

Both the State of South Carolina and the Charleston community offer a number of business incentives designed to provide measurable economic advantages and reduce the cost of start-up operations.

Local programs: The Berkeley-Charleston-Dorchester Council of Governments operates a revolving loan fund offering financing for projects meeting certain criteria. Charleston County may negotiate a fee in lieu of property taxes with prospects or existing industries that commit to large new capital investment in the state. Five-year property tax abatements for new manufacturing facilities locating in the tri-county area and an exemption from the county portion of ordinary property taxes for five years on all additions to existing facilities are available under certain circumstances. The Charleston Citywide Local Development Corporation (LDC) offers financial assistance through a number of different loan programs for small businesses.

State programs: The following incentives and financing sources may be available to qualifying companies: Job Tax Credit for corporate income tax for job creation; corporate headquarters tax credit; credit for hiring Family Independence Recipients; employer child care credit; community development credit; income tax credits for infrastructure construction; tax credit for the construction of water resources; minority business tax credits; recycling property tax credit; credit for expenses incurred through brownfields voluntary cleanup; property tax abatements; and sales tax exemptions for certain business expenditures. South Carolina's Jobs-Economic Development Authority (JEDA) provides funding assistance through Community Development Block Grants and through Carolina capital investment loans. South Carolina also offers Enterprise Zone incentives. There is no local tax on corporate income as well as no tax on worldwide profits.

Job training programs: The Center for Accelerated Technology Training (CATT), a division of the State Board of Technical and Comprehensive Education, provides new and expanding companies with fully trained and productive employees. The program may include trainee recruitment and testing, instructor recruitment and training, provision of training sites, development of instructional materials, and complete program management. South Carolina administers the Job Training Partnership Program, which provides both training for new and expanding businesses, as well as customized skill training for specific employer needs. Finally, funds for retraining employees in existing industries are available from the Coordinating Council for Economic Development (CCED).

Development Projects

Major corridors in the city are getting a boost from the City's Streetscape program. Improvements include reconstruction of sidewalks, curbing, lighting, handicap ramps, the addition of street trees, brick crosswalks, and burial of overhead wires to the King Street commercial area and other downtown areas of the city. The South Carolina legislature has mandated additional expansion to the Port of Charleston, and by 2004 the South Carolina State Ports Authority had begun the permitting process for a sixth container terminal located at the former Charleston Naval Complex. This terminal will accommodate the expanding international container trade and the increasingly larger container ships that arrive in the port. Throughout 2007, state and federal permits were issued for the new three-berth, 280-acre container terminal. A groundbreaking on the site was held in May 2007. In 2004, the Ports Authority also completed a \$24 million project to deepen the Charleston channel and widen the harbor to improve navigation and accommodate larger vessels. The July 2005 completion of a \$635 million new bridge across the Port of Charleston's shipping channel features eight traffic lanes and improved clearance over the channel. The Arthur Ravenel, Jr. Bridge over the Cooper River and Town Creek replaces two aging truss bridges. The city has initiated work on the renovation of the Camden Tower Sheds, a historic railway property, into a cultural Arts District and Children's Museum. The Children's Museum of the Lowcountry opened to the public in 2003.

Economic Development Information: Charleston Regional Development Alliance, 5300 International Blvd., Suite 103A, North Charleston, SC 29418; telephone (843)767-9300; fax (834)760-4535; alliance@crda.org

Commercial Shipping

International trade is a growing sector of the regional economy and the Port of Charleston is making strides to accommodate that growth. Known as one of the most

efficient ports in the world, it handles one quarter of all containers from Norfolk to Miami. The port is also ranked sixth in the country by value of cargo moved through its terminals. Containerized shipments such as textiles, chemicals, and rubber are the main commodities handled by the port. The Port of Charleston contributes greatly to the economic impact of the city in areas of employment, personal income, and tax revenues. Adding to the efficiency of shipping into and out of Charleston is the Charleston International Airport. Its air cargo facilities include a 21,000 square yard facility and a separate cargo/freight area on the airport's east side. Rail service is provided by CSX and Norfolk Southern. In addition, about 200 motor freight carriers serve the area, which also boasts an efficient highway network.

Labor Force and Employment Outlook

Charleston boasts a plentiful supply of skilled labor. Most Charleston residents are employed in the trade, transportation and utilities sector and government sector. High school graduates account for more than 80 percent of the city's labor force and more than 37 percent are college graduates, well above the state average. Most employment opportunities can be found in the tourism industry, transportation services, health care, military installations, and manufacturing.

The following is a summary of data regarding the Charleston-North Charleston metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 285,800

Number of workers employed in . . .

- construction and mining: 21,300
- manufacturing: 21,000
- trade, transportation and utilities: 57,800
- information: 5,000
- financial activities: 13,300
- professional and business services: 36,600
- educational and health services: 29,500
- leisure and hospitality: 35,100
- other services: 12,200
- government: 54,100

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.6% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
US Navy	11,000
Medical University of South Carolina (MUSC)	10,000
Charleston Air Force Base	6,150

Charleston County School District	5,400
Berkeley County School District	3,650
Roper St. Francis Healthcare	3,400
Piggly Wiggly Carolina Co Inc.	2,500
Robert Bosch Corporation	2,450
Dorchester County School District II	2,350
Charleston County	2,100

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$272,847

2007 (1st quarter) ACCRA Cost of Living Index: 98.9

State income tax rate: 2.5% to 7.0%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 1.5% (Charleston County)

Property tax rate: Millage rates set annually by local government tax authorities and applied to 4.0% of fair market value. In 2003 the city's combined millage rate was 337 (tax credit factor was .000365).

Economic Information: Charleston Metro Chamber of Commerce, 2750 Speissegger Dr., Suite 100, North Charleston, SC 29405; telephone (843)577-2510; fax (843)723-4853; mail@charlestonchamber.org

■ Education and Research

Elementary and Secondary Schools

Most students in the city of Charleston are served by the Charleston County School District, which is further divided into eight constituent districts. The Charleston County School Board is comprised of nine citizens who are each elected for a four-year term. Elections are held in November of even-numbered years.

Charleston County SD's average SAT score in 2005 for college-bound seniors was 987, compared to a U.S. average of 1,026. The 2004 South Carolina Annual Report Card for the Charleston County schools assigned an Absolute Rating of "good" based on student test scores

and an Improvement Rating of “average” which compares student test scores from one year to the next. Magnet schools and charter schools are available throughout the district, offering a variety of special programs in creative arts and sciences. For the 2006–07 school year, there were five elementary schools and two high schools from the Charleston County SD that were listed as Palmetto Gold and Silver Showcase schools by the South Carolina Department of Education. One school on the list, Academic Magnet High School, was also named as one of the top ten high schools in the nation by *Newsweek*.

Academically gifted high school students may qualify for participation in the Governor’s School of South Carolina at the College of Charleston. The Governor’s School offers a four-week on-campus summer program in which each student takes classes on global issues in one of three areas of concentration: physical and natural sciences, humanities, and social sciences. Hands-on experience and field work is stressed throughout the program.

The following is a summary of data regarding the Charleston County School District as of the 2005–2006 school year.

Total enrollment: 48,500

Number of facilities

- elementary schools: 41
- junior high/middle schools: 13
- senior high schools: 8
- other: 25 (12 magnet, 6 charter, and 7 alternative)

Student/teacher ratio: 14.8:1

Teacher salaries (2005–06)

- elementary median: \$41,920
- junior high/middle median: Not available
- secondary median: \$42,040

Funding per pupil: \$7,542

In addition, there are over 35 private and parochial schools in Charleston County, including the exclusive Charleston Day School, where children from Charleston’s oldest families matriculate, and the nationally known Ashley Hall and Porter Gaud Schools.

Public Schools Information: Charleston County School District, Office of Superintendent, 75 Calhoun Street, Charleston, SC 29401; telephone (843)937-6319; www.ccsdschools.com

Colleges and Universities

Charleston’s colleges and universities have been ranked among the best in the nation. The Medical University of South Carolina (MUSC), the South’s oldest medical school, has six health-related colleges, including a graduate school. MUSC was one of the first medical schools

in the country to open its own infirmary for teaching. Enrollment at MUSC is about 2,500 students. The College of Charleston, founded in 1770, is the oldest institute of higher education in the state and thirteenth oldest in the nation. The school was incorporated into the South Carolina State College System in 1970 and opened its graduate school in 1992. College of Charleston offers 45 undergraduate degree programs and 17 graduate degree programs from six schools. Enrollment is at about 11,218 students.

Charleston Southern University (CSU) enrolls about 3,000 students in its College of Arts and Science, ROTC program, and schools of business, education, and nursing. The school offers 35 undergraduate degrees and master’s degrees in education and business administration. CSU is affiliated with the South Carolina Baptist Convention.

The Citadel, The Military College of South Carolina, a coeducational, liberal arts school with a strict military structure, is also located in Charleston. The Citadel has fourteen academic departments offering bachelor’s degrees in 17 fields, master’s degrees in 17 fields, and specialist degrees in 2 areas. For 2008 *U.S. News & World Report* ranked the Citadel as the number one best value among Southern colleges and number two best public institution in the South among those offering a master’s degree. Enrollment at The Citadel is about 3,306 students. The Charleston Air Force Base is home to four academic institutions. Webster University, a St. Louis-based facility granting master’s degrees, offers courses in business and management, liberal arts and sciences, and fine arts. City Colleges of Chicago, Southern Illinois University and Embry-Riddle Aeronautical University also have campuses on the base.

Trident Technical College (TTC) is a two-year institution that emphasizes training in job skills. TTC offers 53 associate’s degree programs and diplomas and certificates in about 115 areas of study. Enrollment at TTC is about 11,808. The school is partnered with Lehigh University to provide students access to select master’s programs. The Lowcountry Graduate Center (LGC) in North Charleston was created through a partnership with the College of Charleston, The Citadel, and MUSC in order to offer more students access to graduate-level education. Additional partner schools include Clemson University and the University of South Carolina. The center enrolls about 300 students for four master’s programs: communication, electrical engineering, computer science, and social work. Doctoral programs are available in educational administration.

The Charleston School of Law is the city’s newest addition to its academic institutions. Opened in August 2004, the law school enrolled 200 students in its first class. Enrollment in 2007 was about 600.

There are several other institutes of higher learning in the greater Charleston Region. Southern Wesleyan University, offers accelerated learning programs for

working adults. Limestone College offers bachelor's and associate's degrees in several disciplines, including art, biology, and computer science. Miller-Motte Technical College offers both certificate and college degree programs in art direction, accounting, design and photography, among others. Springfield College offers undergraduate and graduate degrees in 50 majors and programs. Voorhees College is a private, historically African American, coeducational, liberal arts school affiliated with the Episcopal Church.

Libraries and Research Centers

The city of Charleston is served by the Charleston County Library, the first public library in the country, with a main library, 10 local branch libraries, 5 regional libraries, and a traveling bookmobile. The main library, four branches, and two regional libraries are located within the city of Charleston. The library system houses about 2.2 million catalogued items including books, magazine subscriptions, compact discs, records, videotapes, films and film strips, cassettes, as well as an excellent collection of Charleston and South Carolina historical and genealogical materials. It maintains a complete business reference library, as well as legal resources pertaining to federal, state, and local law. A special Holocaust Collection is housed at the main library in Charleston.

The Avery Research Center for African American History and Culture at the College of Charleston contains manuscripts, photographs, oral histories, newspapers, video and audio tapes, and over 4,000 books and other research documents on the African American experience in Charleston and the South Carolina Lowcountry. With such a regional focus, it is considered to be one of the only public access research centers of its kind in the United States.

The University Research Resource Facilities (URRFs) of the Medical University of South Carolina include the Flow Cytometry Facility, the Biomolecular Computing Resource Facility, the Center for Health Economic and Policy Studies, the Gene Targeting and Knockout Mouse Facility, and the X-ray Crystallography Facility. Other facilities are available for research on topics such as mass spectrometry, monoclonal antibodies, nuclear magnetic resonance, and nucleic acid analysis. In 2007 MUSC announced a partnership agreement with Force Protection to establish the Force Protection Center for Brain Research at MUSC. Force Protection is a leading blast and ballistics research and manufacturing firm that specializes in work on armored vehicles. The focus of the new center will be on research surrounding the treatment of traumatic brain injuries.

Public Library Information: Charleston County Library, 68 Calhoun Street, Charleston, SC 29401; (843) 805-6801; www.ccpl.org

■ Health Care

Medical University of South Carolina (MUSC) was one of the first medical schools in the nation to open its own teaching infirmary. The MUSC Medical Center, now a leading teaching and research center, has 596 beds and 7,550 employees. Specialists from over 35 different fields are at work in this facility. In 2006, the Center was named as one of the country's best hospitals in the treatment of digestive disorders by *U.S. News & World Report*.

The main hospital, usually referred to as the University Hospital, has the only Level I Trauma Center in coastal South Carolina, served in part by the 24-hour MEDUCARE emergency medical transport service. Special treatment and research programs include the Heart and Vascular Center, the Hollings Cancer Center, and the Transplant Center. The Transplant Center is the only one in the state to offer a full range of transplants, such as heart, kidney, liver, pancreas, corneas, and bone marrow. The United Network for Organ Share has ranked the Transplant Center as one of the top 20 busiest in the nation. The MUSC Medical Center is also home to the MUSC Children's Hospital, a 128-bed facility that features a Level III Neonatal Intensive Care Unit and a Pediatric Intensive Care Unit. *CHILD* magazine has listed MUSC as one of the top 25 children's hospitals in the nation.

The MUSC Institute of Psychiatry features the Center for Drug and Alcohol Program, one of the finest facilities in the nation for treatment and research on substance abuse. The MUSC Storm Eye Institute is known for its research in fields such as intraocular lenses and the study of retinal diseases.

Roper St. Francis Health Care is the next largest health system in the metro Charleston area. Its two hospitals are Bon Secours St. Francis Hospital, specializing in acute care, and Roper Hospital, a tertiary care facility. Other medical facilities serving the region's health care needs include the U.S. Naval Hospital, which serves military personnel; East Cooper Regional Medical Center (100 beds); R. H. Johnson Veterans Administration Medical Center (145 beds); and Trident Health System (Columbia/HCA), with two hospitals, 390 beds, and 2000 employees.

■ Recreation

Sightseeing

Visitors to Charleston are greeted with a delightful array of sights and activities all year around. The colonial port city is famous for its horse-drawn carriage tours that take visitors over cobblestone streets through quaint colonial neighborhoods. The historic district consists of more than 2,000 preserved and restored buildings, 73 of which are pre-Revolutionary, 136 date from the 1700s, and 600 from the early 1800s.

Using guide services, boat and motorized trolley tours, or walking or bicycling with directions on audio cassettes, visitors can view Charleston's historic and stately buildings and churches. Opened in 1736, the Dock Street Theatre was one of the nation's first theaters. Later, the Planters Hotel, built around the ruins of the theater, was a gathering spot where "Planters Punch" is said to have originated; the hotel was remodeled into the Dock Street Theatre in the mid-1930s. As of 2007 the Dock Street Theater was closed for renovations, with an expected completion date in 2010.

Completed in 1772 by Daniel Heyward, the Heyward-Washington House was the property of Thomas Heyward, delegate to the Continental Congress and signer of the Declaration of Independence; the house is furnished with period furnishings, and visitors may tour the only restored eighteenth-century kitchen open to the public in Charleston. The Aiken-Rhett House, built in 1817, contains some of the finest rooms of the Greek Revival and rococo styles in the city. Built between 1767 and 1771, the Old Exchange was the site of the election of South Carolina's delegates to the first Continental Congress in 1774. Although its Provost Dungeon was used by the British to confine prisoners during the Revolution, the U.S. Constitution was ratified at the Old Exchange in 1787; the building was later used as a customs house and post office and is now open to the public. The Avery Research Center for African-American History and Culture in the beautifully restored former Avery School preserves and makes public the historical and cultural heritage of South Carolina Lowcountry African Americans. The Cabbage Row section of Church St. was the inspirational setting for Gershwin's *Porgy and Bess* opera.

The oldest church in the city is St. Michael's Episcopal Church, which was completed in 1761. The edifice was designed after St. Martin's-in-the-Field in London; richly ornamented, the church includes a clock and bells operating since 1764. The mother church of the province, St. Philip's Episcopal Church originally stood on the site where St. Michael's Episcopal Church stands today; the present edifice was constructed between 1835 and 1838. St. Philip's churchyard contains the graves of John C. Calhoun, Secretary of War and Vice President of the United States; Edward Rutledge, signer of the Declaration of Independence; Charles Pinckney, signer of the U.S. Constitution; and DuBose Heyward, author of the novel *Porgy*. Construction for the Unitarian Church was begun in 1772, but work was stopped during the Revolution and not completed until 1787; remodeled in 1852, the church is noted for its fan-tracery ceiling and striking stained-glass windows. The Circular Congregational Church was designed by Robert Mills, built in 1806, and destroyed by fire in 1861; 30 years later the original brick was used to erect the present building on the site. The First Baptist Church, also designed by Robert Mills, was

completed in 1821; its original congregation founded the Anabaptist Church in 1682 in Kittery, Maine, and, fleeing persecution from the Puritans, settled in colonial Charles Towne. Congregation Beth Elohim, an imposing Greek Revival building dating from 1841, is the oldest synagogue in the United States in continuous use; this synagogue introduced a liberalized ritual using instrumental music during the service for the first time and is recognized as the birthplace of Reform Judaism in the nation.

Built before 1760, the perfectly scaled miniature of a Charleston "single house" known as the Thomas Elfe Workshop features cypress woodwork, collections of cabinetmaking tools, and excavated artifacts in a privately restored setting. The first Adam-style house in Charleston, the Joseph Manigault House, was designed by Charleston architect Gabriel Manigault; completed in 1803, the house is a parallelogram with half-moon bows at either end and features French, English, and Charleston-made furniture, as well as a restored garden. The Nathaniel Russell House, built in 1808, is noted for its astonishing flying staircase spirals, oval drawing rooms, and extensive interior detailing, as well as for its fine china, silver, and furniture. St. John's Lutheran Church, the mother church of the South Carolina Synod of the Lutheran Church in America, is noted for its wrought iron gates and fence; the first church on the site was built in 1759, and the present building dates from 1817. The French Huguenot Church was built in the 1840s; each spring a French liturgy service is held to commemorate the French Huguenots who fled religious persecution and settled in Charleston.

Visitors to Charleston will also enjoy the numerous gardens, parks, and plantations. Rainbow Row, north of the Battery along East Bay Street, is one of Charleston's most famous sections. Throughout the district are walled gardens, noted for their lavish floral displays and lacy ironwork. Charles Towne Landing is the original site of South Carolina's first permanent English settlement; this extensive park features the original colony's history at an interpretive center and reconstructed earthworks and palisade, as well as a replica of a seventeenth-century trading vessel moored in Old Towne Creek. Animals indigenous to South Carolina in 1670 roam in the Animal Forest behind concealed barriers, while the Settlers' Life Area invites visitors to participate in activities typical of early colonists' lives. Fort Sumter, where the Civil War's armed conflict began, is on a man-made island; visitors reach the island, now a National Monument, by boat from the Municipal Marina and Patriots Point. Snee Farm is a remnant of the plantation home of Charles Pinckney, a principal architect and signer of the U.S. Constitution. Boone Hall Plantation, McLeod Plantation on James Island, Drayton Hall, Magnolia Plantation and Middleton Place rice plantation are other area plantations not to be missed.

Caw Caw Interpretive Center is a 643-acre park highlighting Charleston's historical, natural and cultural heritage, especially the practice of rice cultivation brought to the country by Africans. Its eight miles of trails and boardwalks meander through marshland, swamp and oak forest. A famous landmark in Charleston is the Angel Oak; estimated to be about 1,400 years old, this giant tree has a circumference of 23 feet and a limb spread of 151 feet. James Island County Park allows crabbing and fishing from floating docks along tidal creeks and lagoons, and offers bike paths, pedal boats, kayaks, picnicking, and 50-foot climbing wall. Its Splash Zone waterpark is open seasonally. North Charleston Wannamaker County Park in North Charleston features family fun and a Whirlin' Waters waterpark. Other Charleston-area parks include Cypress Gardens and the Audubon Swamp Garden.

Ghost tours to explore the historic and haunted sites of the city are offered by different groups as walking tours, guided and self guided. Other tours feature a history of the pirates of the area and the story of Charleston. Drayton Hall conducts daily walking tours of Charleston's preservation movement, architecture, and history departing from Marion Square. Carriage tours, van tours and water and harbor tours are also popular.

Arts and Culture

In 1735 Charleston's Dock Street Theatre opened as the first building in the American colonies to be used for theatrical productions. As of 2007 the Dock Street Theater was closed for renovations, with an expected completion date in 2010. Charleston audiences saw the first opera performed in the New World and by the 1790s the city supported a symphony orchestra. Jenny Lind, Sarah Bernhardt, Adelina Patti and other internationally known performers brought their talents to Charleston theaters in the nineteenth century. Local playwright and novelist DuBose Heyward collaborated with composer George Gershwin in the 1930s to produce the musical drama *Porgy and Bess*, based on Heyward's novel *Porgy*.

Charleston is home to two ballet companies. The Charleston Ballet Theatre presents numerous public performances each season plus matinees for school children, and the Robert Ivey Ballet is the company-in-residence at the College of Charleston. The Charleston Symphony Orchestra performs a September-through-May season and also performs masterworks, pops and children's concerts. The Charleston Symphony Orchestra, as a nonprofit organization, receives funding from the South Carolina Arts Commission, the National Endowment for the Arts, and the city of Charleston. Performances are given at the Gaillard Auditorium and Scottie Theatre. World-famous musicians are brought to Charleston each year by the Charleston Concert Association. Broadway shows, Shakespeare, and eighteenth-century classics are all part of the repertoire of the

Footlight Players, who offer six or more plays a season at the Footlight Players Theatre. The Charleston Stage Company is the company-in-residence at the Dock Street Theatre; they have also given performances at the Sottile Theatre and the American Theater, both on King Street.

Museums and galleries in the region display a wide range of art and artifacts. The Charleston Museum, founded in 1773, is the country's oldest municipal museum; it focuses on South Carolina and the Southeast with displays on history, the arts, archaeology, and natural history, and houses a full-scale replica of the Confederate submarine *Hunley*. The Citadel Memorial Museum, located at the entrance to The Citadel, displays items pertaining to the history of the college and its graduates, including two of the largest flags from the Civil War; each Friday at 3:45 p.m. the Citadel Corps of Cadets conducts a dress parade. The American Military Museum displays uniforms and artifacts of soldiers from all the American wars. The Confederate Museum, housed in Market Hall, contains flags, uniforms, swords, and other Confederate memorabilia. Patriots Point Naval and Maritime Museum, two miles east of Charleston, is one of the world's largest naval and maritime museums; featured is the USS *Yorktown*, a retired aircraft carrier that saw service in World War II, Korea, and Vietnam, as well as the nuclear merchant ship *Savannah*, the World War II submarine *Clamagore*, and the destroyer *Laffey*, and displays of missiles, guns, mines, and aircraft. Built in 1713, the Old Powder Magazine, Charleston's oldest public building, was used during the Revolutionary War as a powder storehouse; it now serves as a historical museum. The Karpeles Manuscript Museum, with nine sites across the country, showcases the world's largest private collection of historically significant manuscripts. The Charleston branch includes original manuscripts of Washington Irving's *The Legend of Sleepy Hollow* and rare essays by Edgar Allen Poe. One of four sites that comprise the African-American National Heritage Museum, the Slave Mart Museum showcases the contributions of African Americans from 1670 to the civil rights movement. The Children's Museum of the Lowcountry has hands-on exhibits appealing to children through 12 years of age.

The South Carolina Aquarium on Charleston Harbor is Charleston's most visited attraction. Opened in May 2000, its more than 60 exhibits showcase aquatic animals from river otters and sharks to loggerhead turtles. Special traveling exhibits are changed annually. Next door to the aquarium on Aquarium Wharf is the Charleston IMAX Theatre. Also for kids of all ages is the Edisto Island Serpentarium, a reptile park open in the summer months.

Featuring a fine collection of American paintings, Japanese woodblock prints, and sculpture, the Gibbes Museum of Art also offers an excellent collection of miniature portraits. The portrait gallery in the Council Chamber of the City Hall contains portraits of important

leaders, including John Trumbull's portrait of George Washington and Samuel F. B. Morse's portrait of James Monroe. The City Gallery at the Dock Street Theatre exhibits the work of Charleston area artists, especially experimental and contemporary work.

Festivals and Holidays

Today the vitality of the arts in Charleston can be deduced from the tremendous success of the Spoleto Festival U.S.A., recognized as the world's most comprehensive arts festival. A version of an annual festival held in Spoleto, Italy, Charleston's Spoleto was brought to the city by Maestro Gian Carlo Menotti in 1977. For three weeks in late spring, Charleston, draped in banners and showered with fireworks, becomes a showplace for music, dance, opera, theater, and the visual arts. Internationally known performers entertain audiences in Charleston's historic churches, theaters, and plantations. Established works and performers are showcased; however, Spoleto is also an exciting opportunity for new artists and new works, and the festival generates a wide variety of activity. An imaginative spinoff to the Spoleto Festival is Piccolo Spoleto (piccolo is Italian for "small"), a festival that runs concurrently with Spoleto and features a full spectrum of artistic events, many of which are free to the public. Children and adults alike enjoy face-painting, jazz concerts, street musicians, organ and chamber music recitals, and street fairs.

The city hosts many other events throughout the year. Begun in 1984, the MOJA Arts Festival is held for two weeks each October; Moja, the Swahili word meaning "the first" or "one," aptly describes this festival, which features the rich heritage of the African continent presented through dance, theater, films, lectures, and music. Charleston's International Film Festival runs each year for 10 days at the end of October and the beginning of November; at this world-class film festival, international film makers exhibit their work in restored eighteenth-century theaters and other historic buildings. For one week each mid-February Charleston hosts the Southeastern Wildlife Exposition; the largest show of its kind, the exposition brings more than 500 wildlife artists and artisans to a show of crafts, wildlife arts, and collectibles in Charleston's historic buildings. Also in February is the Bonterra Lowcountry Blues Bash, a 10-day festival featuring authentic blues music in selected clubs, hotels and restaurants.

The city's architectural heritage is showcased at various times throughout the year. Each March and April the Historic Charleston Foundation sponsors the Festival of Houses and Gardens, a series of walking tours of private homes and gardens in Charleston's historic district; in October the Preservation Society of Charleston sponsors the Fall Candlelight Tour of Homes and Gardens, 16 different walking tours featuring private houses and gardens in the historic district. Tickets for these tours, which

are considered the best way to get an intimate view of the city, are highly sought after.

Other Charleston-area festivals include the Lowcountry Oyster Festival in early February; September's Scottish Games and Highland Gathering; and the Christmas in Charleston Festival, with its parade of boats, held every mid-November through mid-January. In April visitors can enjoy a little taste of Louisiana at the Charleston Lowcountry Cajun Festival at James Island County Park, featuring live Zydeco and Cajun music, authentic food, crafts, and activities for children. Also in April is the World Grits Festival in St. George. The Charleston Maritime Festival in May features tours of tall ships, shipyard tours, model ships, and family boatbuilding. Holiday Magic is a month-long celebration of the holidays downtown including special shopping days, a Christmas parade, entertainment, a parade of boats and a Taste of Charleston, celebrating the city's culinary delights. First Night Charleston features activities and entertainment throughout the city including music, dance, children's activities, and a parade, all on New Year's Eve.

Sports for the Spectator

Baseball fans can watch the Charleston RiverDogs, a New York Yankees South Atlantic league, Single-A affiliate, face opponents at Joseph P. Riley Stadium, often referred to as The Joe. Fans of professional ice hockey enjoy the South Carolina Stingrays of the East Coast Hockey League (the premier AA hockey league, affiliated with the Hershey Bears of the American Hockey League and the Washington Capitals of the National Hockey League). Professional A-league soccer action is the forte of the Charleston Battery at Blackbaud Stadium on Daniel Island. Collegiate action is provided by teams fielded by the College of Charleston, The Citadel, and Charleston Southern University. Plantation Polo matches are held each Saturday in April, October, and November at Boone Hall Plantation in Mt. Pleasant. The Family Circle Tennis Cup comes to Daniel Island in April.

Sports for the Participant

Almost any sport that can be enjoyed under the sun is found in the Charleston area with its warm sun and sea breezes. Golf, tennis, horseback riding, swimming, sailing, water skiing, snorkeling, clamming, crabbing, fishing, hunting, bird watching—all are available within minutes of the city. Many visitors to the area are attracted by the challenge of its world-famous golf courses, some of which have been designed by celebrated course designers such as Tom Fazio, Gary Player, Jack Nicklaus, and Robert Trent Jones. The area's breathtaking coastal terrain and Lowcountry woodlands offer great golfing. Many of the area's courses are on Isle of Palms, Kiawah and Seabrook Islands. Charleston's Department of Recreation operates the Tennis Center, which offers lessons,

drills, clinics, and league play, as well as sanctioned tournaments. Most of the numerous public and private tennis courts in and around Charleston employ resident professionals. Young people may participate in soccer, football, volleyball, basketball, indoor soccer, and tennis. Softball and soccer leagues are also popular for adults, as is running.

The challenging 10K Cooper River Bridge Run is held each year in April and attracts nearly 17,000 runners. For those who prefer the less strenuous activity of walking, several lovely parks invite strolling. Many of the parks have biking trails, and bicycles may be rented at several locations.

Charleston affords ample opportunity to pursue sports near, in, or on the water. The Charleston County Parks and Recreation Department operates 90 parks covering about 12,000 acres, including Beachwalker Park at the south end of Kiawah Island, Palmetto Island County Park, Folly Beach County Park, and James Island County Park, for the enjoyment of swimming, as well as bicycling and other sports. The six barrier island beaches have been called the finest in the world. The Santee-Cooper Lake beaches near Moncks Corner and St. Stephen, and the network of inlets, coves, and tidal creeks provide water skiers with seemingly endless waterways.

The public has access to 20 boat landings in the area. The Charleston Maritime Center is a deepwater, full-service marina that also offers facilities for special events and festivals. Sailing is the most popular summer sport in Charleston. Regattas are held throughout the season, drawing sailors from the entire southeast coast. Charleston Race Week in the Charleston Harbor in April draws 100 sailboats and crews of 500 sailors to the city each year. Private marinas along the coast provide facilities for both large and small boats. Surf and pier fishing are popular pastimes, and boats heading for deep water are a common sight in Charleston Harbor. Freshwater fishing for the famous land-locked striped bass in the freshwater lakes of the Santee-Cooper is a challenge few anglers can resist, and in season crabbing and shrimping attract even novices.

The opportunity to bag quail, duck, and deer lures hunters to local hunting clubs. For those who hunt with binoculars and cameras, Bulls Island, part of the Cape Romain National Wildlife Refuge, is a wintering ground for many species of migratory birds and a nesting area for sea turtles. Drum Island shelters the largest wading bird rookery in the eastern United States.

Shopping and Dining

Two of the focal points for shopping in Charleston are the Old City Market area and King Street area, home to a number of antique shops. Antiques shoppers in Charleston can choose from more than a dozen shops with items ranging from crystal, china, and English mahogany furniture to oriental rugs. Charleston Place offers 50,000

square feet of elegant shops. Specialty shops abound, stocked with imported sportswear, resort wear, perfume, fine jewelry, lingerie, housewares, candies, and other items. The Charleston Farmers Market in Marion Square, open Saturdays from March through December, brims with fresh vegetables, fruit, and flowers. Juried arts and crafts are also available as are a variety of activities and amusements for children. The major malls are Citadel Mall, which contains three major anchors and more than 90 specialty shops, and Northwoods Mall, with more than 130 stores. Fountain Walk, Charleston's newest waterfront destination located at Aquarium Wharf, also has many shops and restaurants.

Eating well has long been a Southern tradition; in Charleston, however, that tradition was honored in homes, not in restaurants. The growth of tourism in the area has spurred development of new, first-rate eating establishments, and now visitors and locals alike reap the benefits: American, Southern, Chinese, Italian, French, Indian, Japanese, German, Greek, and Mexican cuisine are available. In historic Charleston the atmosphere lends a special touch to dining. Along Shem Creek in Mt. Pleasant, several seafood restaurants afford patrons a view of the shrimp boats moving over the water, while another establishment south of the city is actually built on piers above the ocean. Almost all restaurants, regardless of ambience, feature seafood, a South Carolina staple. The nearby waters provide millions of pounds of seafood in a harvest that includes shrimp, crabs, oysters, mussels, clams, whiting, spot, mullet, red snapper, grouper, king mackerel, flounder, and catfish. Visitors to Charleston can sample the unique blend of continental recipes with African flavors known as Lowcountry cuisine. Lowcountry specialties include famous she-crab soup, Frogmore Stew (shrimp, sausage, and corn), soft shell crab, shrimp and grits, and red rice.

Visitor Information: Charleston Convention and Visitors Bureau, 423 King Street, Charleston SC 29403; telephone (843)853-8000; www.charlestoncvb.com

■ Convention Facilities

The largest meeting facility in Charleston is the Charleston Convention Center Complex. The center boasts a 76,960 square foot exhibition hall, a 25,000 square foot ballroom, 20 meeting rooms, and the attached 2,300-seat Performing Arts Theater. The 14,000-seat North Charleston Coliseum offers an additional 30,000 square feet of exhibition space and is connected by covered walkway to the convention center. Completing the complex is an adjacent 255-room Embassy Suites hotel which services the ballroom and meeting rooms at the Convention Center. The Gaillard Memorial Auditorium offers about 15,000 square feet of exhibit space, five meeting rooms, and a 2,726-seat theater.

Lodgings in the Charleston area range from small and medium hotels to gleaming full-range hostels and provide more than 11,300 hotel/motel rooms. Charleston Place hotel boasts a ballroom with a capacity of 1,700 people and 18 other rooms of varying capacities. In the heart of this historic district and adjacent to the Old City Market and King Street shops, Charleston Place contains a fitness center and a parking garage in addition to its 320 guest rooms. The Riviera at Charleston Place is the hotel's conference center located across the street, featuring 9,000 square feet of space, with an amphitheater, ballroom, and rooftop terrace.

Visitors who value history, luxury, and personal service will not be disappointed in Charleston, where numerous historic buildings have been restored and furnished with reproductions of Charleston antique furniture. These highly individualized accommodations couple old world, international charm with modern, expert, personal attention. For those who prefer to stay in a home when away from home, some 60 rooms are available on a bed- and-breakfast basis. Next to its historic district, Charleston is best known for its nearby pristine barrier islands: Isle of Palms, Sullivan's Island, Folly Beach, Kiawah Island, and Seabrook Island, featuring top-rated resort amenities. Along with beachfront meeting facilities and conference rooms, seaside facilities offer opportunities for world-class golf, tennis, sailing, and fishing, plus secluded beach walks, nature safaris, and fine dining.

Convention Information: Charleston Convention and Visitors Bureau, 423 King Street, Charleston SC 29403; telephone (843)853-8000; www.charlestoncvb.com. Charleston Area Convention Center Complex, 5001 Coliseum Drive, Charleston, SC 29418; telephone (843)529-5011; fax (843)529-5040; www.charlestonconvention.com

■ Transportation

Approaching the City

Visitors arriving at the Charleston International Airport will appreciate that the air exits, baggage claim area, and ground transportation facilities are all on one level for speedy accommodation to and from the terminal complex. The airport is located in North Charleston adjacent to the Charleston Air Force Base and uses the airport facilities and runways jointly with the USAF. Seven commercial airlines (AirTran, American Airlines, Continental Airlines, Delta, Northwest Airlines, U.S. Airways and United Express) offer national and international flights daily. Six private airports in the region can accommodate corporate and private aircraft.

For those driving to Charleston, I-26 is the primary highway into the city. I-95, I-77, I-20, I-85, and I-40 all link to I-26. U.S. Highway 52, paralleling I-26 west of

Charleston, and U.S. Highway 701 both approach Charleston from the north. Interstate 526, the Mark Clark Expressway, is a 19-mile freeway that forms a semicircle across the region from St. John's Island in the west to east of the Cooper River. Amtrak has a station in North Charleston. U.S. Highway 17 also leads into the city, with access facilitated by the 2005 opening of the eight-lane Arthur Ravenel Jr. Bridge (Cooper River Bridge).

Traveling in the City

The peninsular city of Charleston is laid out in a grid pattern; however, city blocks are not uniform in size or shape. The downtown/historic district is bisected by King Street and Meeting Street. In the north, East Bay Street branches off Meeting Street and becomes East Battery Street and Murray Boulevard around the edge of the Battery. Ashley and Rutledge connect with the west end of Murray Boulevard. Major east-west streets are Calhoun, Broad, and Tradd.

Public bus service in Charleston is provided by the Charleston Area Regional Transportation Authority (CARTA) that offers 23 city routes. All CARTA buses include Rack and Ride service for bicyclists, with bike racks available that stow two bicycles at a time. This service is meant to encourage use of several bike lanes that have been added to main roads throughout the city, including one along Highway 61 from Drayton Elementary School to Bee's Ferry and throughout part of the West Ashley Greenway. Paratransit service is available through Tel-A-Ride. The Downtown Area Shuttle (DASH) trolley provides affordable and convenient transportation from the Visitors Center to various points throughout the Historic District. The Mount Pleasant Shuttle provides service from the airport to area hotels. Charleston is easily explored on foot.

■ Communications

Newspapers and Magazines

The Post & Courier, with an average daily circulation of about 95,588, is the main daily paper (morning) serving the entire Charleston Region. The *Charleston Regional Business Journal* is published twice a month. *The Charleston Chronicle* is a weekly serving the African American community. *The Charleston City Paper* is an alternative weekly including news and entertainment. *The Charleston Jewish Voice* is published ten times a year and includes local, national, and international news affecting Jewish communities. *The Catholic Miscellany* is published weekly with subscriptions arriving by mail. Magazines published in Charleston include *Lowcountry Parent Magazine* (monthly), *South Carolina Historical Magazine* (quarterly), *Skirt!* (a monthly women's magazine),

and *Charleston Magazine* (a monthly lifestyle and entertainment publication).

Television and Radio

The three television stations broadcasting from the Charleston Region are network affiliates; additional television viewing is available through cable service. The city's 9 FM and 5 AM radio stations broadcast educational, sports, religious (four stations), public (two stations), and special interest programming in addition to music ranging from popular and country-western to jazz and classical.

Media Information: *The Post & Courier*, Evening Post Publishing Company, 134 Columbus Street, Charleston, SC 29403; telephone (843)577-7111; www.charleston.net

Charleston Online

Charleston: A National Register of Historic Places Travel Itinerary. Available www.cr.nps.gov/nr/travel/charleston
Charleston Area Convention Center Complex. Available www.charlestonconvention.com

Charleston Area Regional Transportation Authority. Available www.ridecarta.com
Charleston Convention and Visitors Bureau. Available www.charlestoncvb.com
Charleston County Library. Available www.ccpl.org
Charleston Metro Chamber of Commerce. Available www.charlestonchamber.net
Charleston Regional Development Alliance. Available www.crda.org
City of Charleston home page. Available www.charlestoncity.info
The Post & Courier. Available www.charleston.net

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Columbia

■ The City in Brief

Founded: 1786 (chartered 1805)

Head Official: Mayor Bob Coble (D) (since 1990)

City Population

1980: 101,229

1990: 110,734

2000: 116,278

2006 estimate: 119,961

Percent change, 1990–2000: 1.6%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 203rd

U.S. rank in 2000: 198th (State rank: 1st)

Metropolitan Area Population

1980: 410,000

1990: 453,932

2000: 536,691

2006 estimate: 703,771

Percent change, 1990–2000: 18.4%

U.S. rank in 1980: 82nd

U.S. rank in 1990: 79th

U.S. rank in 2000: 79th

Area: 125 square miles (2000)

Elevation: Ranges from 200 to 350 feet above sea level

Average Annual Temperatures: January, 44.6° F; July, 82.0° F; annual average, 63.6° F

Average Annual Precipitation: 48.27 inches total precipitation

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.1% (June 2007)

Per Capita Income: \$26,416 (2005)

2005 FBI Crime Index Property: 7,682

2005 FBI Crime Index Violent: 1,311

Major Colleges and Universities: University of South Carolina, Benedict College, Columbia College

Daily Newspaper: *The State*

■ Introduction

The capital city of South Carolina is a major industrial, cultural, and educational center located in the heart of a fertile farm region. The romance of the nineteenth century is writ large in the buildings and historical markers that grace its broad, tree-lined streets. Chosen as a compromise site for the interests of wealthy low country planters and fiercely independent small farmers and merchants from the hill country, this city located directly in the center of the state was specifically designed to serve as its seat of government. From the beautifully preserved antebellum architecture to the riverbanks and swamps to the State House with its battle-scarred walls and rich interiors, Columbia is an enchanting city. Columbia was ranked 2nd of “America’s Most Livable Mid-Sized Communities” in 2005 by the national non-profit organization Partners for Livable Communities.

■ Geography and Climate

Columbia is situated near the geographic center of South Carolina, midway between New York City and Miami. Set near the “fall line” dividing the South Carolina Piedmont and Coast Plains, the rolling hills surrounding the city slope from approximately 350 feet above sea level in the city’s northernmost part to 200 feet above sea level in the southeast. The Appalachian and Blue Ridge Mountains northwest of the city often delay the approach of cold weather, and the winters are mild with the lowest

temperatures extending from November to mid-March. Below-freezing temperatures are experienced during only one-third of the winter days. Nearly every year brings one day with a one-inch snowfall. Temperatures in spring range from March's occasional cold snap to warm, pleasant days in much of May. Long summers are the norm, and short-lived late afternoon thundershowers a common occurrence. Typically, there are about 6 days of over-100 degree weather in summer, but the heat is eased by frequent summer showers. Sunny days and lack of rain characterize Columbia's typically beautiful fall weather.

Area: 125 square miles (2000)

Elevation: Ranges from 200 to 350 above sea level

Average Temperatures: January, 44.6° F; July, 82.0° F; annual average, 63.6° F

Average Annual Precipitation: 48.27 inches total precipitation

■ History

Located at the middle of South Carolina, the city of Columbia was carved out of the countryside by order of the state legislature, which wanted to establish a new capital more centrally situated than Charleston. By that time, the area had been important in the state's development for more than a century. Early settlers were mostly Scots-Irish, German, and English farmers who moved to the hills of northwestern South Carolina, having little in common with the wealthy planters of Charleston. "The Congarees," a frontier fort on the river's west bank, was the head of navigation on the Santee River system. In 1754 a ferry service was initiated to connect the fort with the settlement that was developing on the east bank's higher ground.

The new capital, named Columbia in honor of Christopher Columbus, was set on Taylor's Hill where the Broad and Saluda rivers merge to form the Congaree River. The General Assembly moved to Columbia in 1791. History tells of a visit by George Washington during that year as part of his tour of South Carolina.

Development of America's First "Planned City"

One of the first planned cities in America, Columbia was laid out in a two-mile square surrounding the site of the State House. The city's streets, designed in a grid, were named for heroes of the Revolution and for the state's agricultural products, such as rice, wheat, blossom, and indigo.

By the early 1880s the town had become an agricultural center, and soon the state had become the leading cotton producer in the nation. The first textile mill was introduced in 1832, and saw mills, cotton gins,

tanneries, carriage manufacturers, and iron foundries were soon to follow. With the establishment of steamship connections to the Congaree and Santee rivers, many of the city's cotton merchants handled shipments that earlier had moved overland to the port at Charleston. South Carolina College (now the University of South Carolina) was founded in 1801, and the ensuing close relationship between the college, the city, and the legislature endures to the present day.

By mid-century, the local economy was strengthened by growing accessibility to the eastern United States via the railroad. A distinctive style of architecture, known as Columbia Cottage, had emerged. To help assuage the often unpleasant summer heat, builders designed a structure to maximize the effect of natural breezes. The building featured a raised cottage with an enclosed basement above the ground, halls from front to back, windows that reached the floor, and ceilings often 15 feet high.

Civil War Brings Destruction

Columbia, with a population of 8,000, was the site of the First Secession Convention and was instrumental in establishing the Confederacy and keeping it supplied with uniforms, swords, cannonballs, and other supplies over the course of the Civil War. The city was destroyed by the fiery rampage of General William T. Sherman in 1865, which left almost everything in ruins except the university. Reconstruction was a time of great hardship, but by the 1890s the city finally reemerged as a center of agricultural commerce.

Major Fort Important to City

By 1900 large cotton mills had been built and nearly 9,000 people worked in the city's mill district. The period prior to World War I and until the Great Depression of the 1930s was one of prosperity. Trade was growing, banks and hospitals multiplied, and the city became the state's business center. East of the city the U.S. Army built Fort Jackson, presently one of the country's largest infantry training bases. Thanks to a diversified economy, the city survived the Great Depression without as much pain as some other areas of the country. Between 1940 and 1950 the population grew by more than one-third, in part due to Fort Jackson's role in the training of soldiers for World War II.

Economic and Social Progress Made Since Mid-Century

By the post-War 1950s, small and medium-sized factories were developing, and new industries such as electronics, military equipment, textiles, cameras, and structural steel further diversified the economy. During the period of the civil rights struggle in the 1960s, Mayor Lester Bates and a biracial committee of 60 citizens worked together to quietly and systematically encourage the desegregation of

the city. By 1963 the university was integrated, and in 1964, 24 African American students entered previously all-white public schools.

The 1970s saw the creation of downtown's Main Street Mall and the completion of Riverbanks Zoological Park. In subsequent years Riverfront Park was developed, the Koger Center for Performing Arts opened, and new interstate highways made the city even more accessible regionally and nationally. Today, more people are moving to Columbia and its crime rate has fallen 25 percent. The city is making strides to revitalize old neighborhoods, improve its city center streetscapes and make the area's river system more accessible and enjoyable for its residents. Foreign investors are realizing the benefits of locating their manufacturing and production businesses to the area and Columbia is becoming a leading research and technology center of the region.

Historical Information: South Carolina (State) Department of Archives and History, Archives and History Center, 8301 Parklane Rd., Columbia, SC 29223; telephone (803) 896-6100. South Carolina Confederate Relic Room and Museum Library, Columbia Mills Building, 301 Gervais Street, Columbia, SC 29214-0001; telephone (803)737-8095

■ Population Profile

Metropolitan Area Residents

1980: 410,000
 1990: 453,932
 2000: 536,691
 2006 estimate: 703,771
 Percent change, 1990–2000: 18.4%
 U.S. rank in 1980: 82nd
 U.S. rank in 1990: 79th
 U.S. rank in 2000: 79th

City Residents

1980: 101,229
 1990: 110,734
 2000: 116,278
 2006 estimate: 119,961
 Percent change, 1990–2000: 1.6%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: 203rd
 U.S. rank in 2000: 198th (State rank: 1st)

Density: 928.6 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 57,236
 Black: 53,465
 American Indian and Alaska Native: 296
 Asian: 2,008

Native Hawaiian and Pacific Islander: 104
 Hispanic or Latino (may be of any race): 3,520
 Other: 1,582

Percent of residents born in state: 59.2% (2000)

Age characteristics (2005)

Population under 5 years old: 5,630
 Population 5 to 9 years old: 4,423
 Population 10 to 14 years old: 4,115
 Population 15 to 19 years old: 5,821
 Population 20 to 24 years old: 8,747
 Population 25 to 34 years old: 16,327
 Population 35 to 44 years old: 12,766
 Population 45 to 54 years old: 10,396
 Population 55 to 59 years old: 5,477
 Population 60 to 64 years old: 3,881
 Population 65 to 74 years old: 4,891
 Population 75 to 84 years old: 4,675
 Population 85 years and older: 1,301
 Median age: 34.4 years

Births (2006, MSA)

Total number: 9,161

Deaths (2006, MSA)

Total number: 5,607

Money income (2005)

Per capita income: \$26,416
 Median household income: \$34,196
 Total households: 42,967

Number of households with income of...

less than \$10,000: 6,302
 \$10,000 to \$14,999: 2,938
 \$15,000 to \$24,999: 7,334
 \$25,000 to \$34,999: 5,375
 \$35,000 to \$49,999: 5,426
 \$50,000 to \$74,999: 6,002
 \$75,000 to \$99,999: 4,619
 \$100,000 to \$149,999: 2,851
 \$150,000 to \$199,999: 856
 \$200,000 or more: 1,264

Percent of families below poverty level: 13.6% (2005)

2005 FBI Crime Index Property: 7,682

2005 FBI Crime Index Violent: 1,311

■ Municipal Government

The city of Columbia has a mayor-council form of government. The mayor is elected at large and there are six council members, four elected from districts and two



The South Carolina State House in Columbia. Lee Barnwell/BigStockPhoto.com

elected at large; all are elected to staggered four-year terms.

Head Official: Mayor Bob Coble (D) (since 1990; current term expires 2010)

Total Number of City Employees: 1,700 (2005)

City Information: Columbia City Hall, 1737 Main Street, PO Box 147, Columbia, SC 29217; telephone (803)545-3000

■ Economy

Major Industries and Commercial Activity

Columbia prides itself on a diverse and stable economy based on jobs in local and state government, manufacturing, and services and on being the site of the Fort Jackson military base. In recent years, distribution, manufacturing, and research and development have increased that diversity. The city is relying on its technology infrastructure, active entrepreneurial community, major research university, and diverse quality of life to attract and keep new business. Columbia's diverse economic base includes 14 *Fortune* 500 companies, and the city serves as a service center for the insurance,

telecommunications, computer, and real estate industries. The headquarters of SCANA, a *Fortune* 500 company that supplies energy to the Carolinas and Georgia, is located in Columbia. Dozens of international companies from Australia, France, Italy, Germany, the United Kingdom, Denmark, Japan, South Korea, Belgium, Luxembourg, Taiwan and Canada have operations in the region. In 2007 the city's largest employers were in the health care sector—Palmetto Health Alliance and Providence Hospital.

The University of South Carolina at Columbia bolsters the economy through the expenditures of its more than 27,000 students as well as nearly 8,000 faculty, staff, and support personnel. Fort Jackson, which is located within the city's boundaries, employs more than 5,200 civilians and spends some \$800 million annually for salaries, utilities, contracts and other services, much of it in Columbia. It hires local firms for construction work and buys its supplies from local businesses.

Ample rainfall and the temperate climate promote the area's success as an agricultural center. The wholesale trade industry, which began its growth in the years prior to World War I, benefits from the fact that approximately 70 percent of the nation's population and 70 percent of its industrial/commercial power are within 24-hour ground access.

Items and goods produced: electronics, military equipment, marine products, chemicals, processed foods

Incentive Programs—New and Existing Companies

Local programs: The City of Columbia Economic Development Office stands ready to provide a wide range of services to companies interested in the Columbia region; incentives range from new business tax incentives to site planning. The Central SC Alliance is a public/private partnership engaged in the recruitment of capital investment and jobs to the Columbia region.

State programs—The following incentives and financing sources may be available to qualifying companies: Job Tax Credit for corporate income tax for job creation; corporate headquarters tax credit; credit for hiring Family Independence Recipients; employer child care credit; community development credit; income tax credits for infrastructure construction; tax credit for the construction of water resources; minority business tax credits; recycling property tax credit; credit for expenses incurred through brownfields voluntary cleanup; property tax abatements; and sales tax exemptions for certain business expenditures. South Carolina's Jobs-Economic Development Authority (JEDA) provides funding assistance through Community Development Block Grants and through Carolina capital investment loans. South Carolina also offers Enterprise Zone incentives. There is no local tax on corporate income as well as no tax on worldwide profits.

Job training programs—The Center for Accelerated Technology Training (CATT), a division of the State Board of Technical and Comprehensive Education, provides new and expanding companies with fully trained and productive employees. The program may include trainee recruitment and testing, instructor recruitment and training, provision of training sites, development of instructional materials, and complete program management. South Carolina administers the Job Training Partnership Program, which provides both training for new and expanding businesses, as well as customized skill training for specific employer needs. Funds for retraining employees in existing industries are available from the Coordinating Council for Economic Development (CCED). The Columbia Work Initiative Program is a work training program developed by the City of Columbia and the Sumter-Columbia Empowerment Zone. It provides opportunities for empowerment zone residents to develop marketable skills in carpentry and masonry to supply area industry with a pool of trained workers. South Carolina's Special Schools program, a division of the State Board of Technical and Comprehensive Education, assumes the entire training responsibility and designs programs to suit a company's needs.

The program may include trainee recruitment and testing, instructor recruitment and training, provision of training sites, development of instructional materials, and complete program management. In Columbia, the Midlands Education and Business Alliance is one of the 16 School-to-Work consortiums, which offer pre-employment, internships and worker training programs to ensure that high school graduates are prepared to enter the workforce.

Development Projects

Attracting area residents to live and work in Columbia is a main objective of the city's Economic Development Office. Its City Center Residential Initiative aims to increase the number of people living in the heart of the city. A 40,000 square foot Confederate Printing Plant has been redeveloped into a Publix grocery store, which opened in 2004 to accommodate the needs of urban residents. This redevelopment is part of an effort to revitalize the Huger Street corridor, which once housed a steel business. Other developments in the corridor include two office buildings and two multi-million dollar residential projects. Six other properties in the corridor have potential for redevelopment.

The Three Rivers Greenway is a multi-year ongoing project which has brought together a partnership of city and county governments and other area institutions to develop a 12-mile linear park system for the 90-mile interconnecting Saluda, Congaree and Broad Rivers. Conceived in 1995, the River Alliance has constructed parks, river walks, an amphitheater, bike lane, running trail, housing communities, and water sport activities along the rivers. Plans for student housing apartments and an upscale condominium project near the river are ongoing. Work on the Columbia side of the river is scheduled in phases.

The Charles R. Drew Wellness Center, completed in 2005, is one of the city's newest municipal projects. The 40,000 square foot complex features an indoor swimming pool and gymnasium, cardio/weight room, jogging track, and meeting and activity rooms. The Five Points District, Downtown Columbia's shopping and nightlife destination, is the beneficiary of a \$28 million revitalization. The project has succeeded in renovating and rejuvenating not only the streets, sidewalks, streetlights and signage, but also repairing some major underground sewer lines and other utility lines. Columbia's Main Street is also undergoing a renovation with new landscaping, paving, lighting and the installation of a fiber duct bank. Lady Street, Harden Street, and North Main Street are other city roads which have recently benefited from streetscape improvements.

In 2006, construction began on Columbia's newest development project, Innovista, a \$250 million research park affiliated with the University of South Carolina. The project will tap into the university's research initiatives in

nanotechnology, health sciences, Future Fuels, the environment, and information and knowledge technologies. Three separate sites, each specializing in its own research area, will comprise the Innovista district. It will initially cover 500,000 square feet spread over about six city blocks but is projected to grow to five million square feet, mixing University and private research buildings, parking garages, and commercial and residential units around a public plaza called Foundation Square. Innovista will also create space for residences, retail, restaurants, and recreation that will complement the research.

Economic Development Information: Economic Development Division, Greater Columbia Chamber of Commerce, 930 Richland Street, Columbia, SC 29201; telephone (803)733-1110; fax (803)733-1149; email info@columbiachamber.com. City of Columbia Economic Development Office; telephone (803)734-2700; fax (803)734-2702; email development@columbiasc.net

Commercial Shipping

With the benefit of its location where three major interstate highways cross within its regional boundaries and two rail systems operate, Columbus is positively positioned for businesses that require major transportation access. The Columbia Metropolitan Airport handles more than 10,400 tons of cargo annually plus an additional 93 tons of airmail. The airport's Foreign Trade Zone #27 is a 108-acre tract with a 40,000 square foot warehouse and office building and an additional 52,000 square feet of multi-tenant space. The U.S. Customs Services offices, Port of Columbia, are also located in this zone along with several Custom House brokers. Columbia is served by more than 60 motor freight carriers and is the site of United Parcel Service's southeastern regional air cargo hub, ensuring low costs and timely delivery for local industry. Charleston, the second busiest seaport on the east coast, is just 110 miles away.

Labor Force and Employment Outlook

Columbia boasts a large and growing workforce, especially in the 20-to-40 age group. Many retirees from Fort Jackson choose to stay in the area, adding skill and maturity to the available workforce. Workers are described as efficient and productive, and work stoppages are rare. South Carolina is a right-to-work state and is one of the country's least unionized states. The Columbia area workforce is also an educated one, ranking 23rd in the nation for doctoral degrees and 32nd for college degrees, according to the Columbia Office of Economic Development.

In 2006, there were approximately 340,400 individuals employed in the Columbia metropolitan statistical area. The median hourly income was \$13.52. The mean hourly income was \$16.85. The mean annual income was \$35,040.

The following is a summary of data regarding the Columbia metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 360,800

Number of workers employed in . . .

- construction and mining: 21,800
- manufacturing: 31,000
- trade, transportation and utilities: 67,100
- information: 6,200
- financial activities: 27,300
- professional and business services: 43,300
- educational and health services: 39,800
- leisure and hospitality: 30,200
- other services: 14,100
- government: 80,200

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.1% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Palmetto Health Alliance	7,700
Providence Hospital	1,650
Westinghouse Electric	1,200
Colonial Life & Accident Insurance	1,000
The State Newspaper	500
Intertape Polymer Group	425
Hanson Brick	402

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$245,422

2007 (1st quarter) ACCRA Cost of Living Index: 93.0

State income tax rate: 2.5% to 7.0%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: Millage rates set annually by local government tax authorities and applied to 4.0% of fair market value.

Economic Information: Greater Columbia Chamber of Commerce, 930 Richland Street, Columbia, SC 29201; telephone (803)733-1110; fax (803)733-1149; email info@columbiachamber.com.

junior high/middle schools: 9
senior high schools: 8
other: 4

Student/teacher ratio: 23.5:1 (high school)

Teacher salaries (2007–08)

all levels: \$44,000–\$96,000

Funding per pupil: Not available

Greater Columbia is home to several private schools, including religious and Montessori schools.

Public Schools Information: Richland County School District One, Stevenson Administration Building, 1616 Richland Street, Columbia, SC 29201; telephone (803)231-7000; www.richlandone.org. Richland County School District Two, 6831 Brookfield Road, Columbia, SC 29206; telephone (803)787-1910; www.richland2.org

Colleges and Universities

The University of South Carolina (USC) has gained regional recognition for its programs in law, marketing, geography, medicine, marine science, nursing, engineering, business administration, and social work. The Columbia campus of South University offers 350 degree programs through 14 degree-granting colleges and schools, including programs in accounting, business administration, computer information systems, medical assisting and paralegal/legal studies and a paralegal certificate program. USC Darla Moore School of Business has been ranked as one of the top programs in the nation by *U.S. News & World Report*. Other USC programs that were highly-ranked include the graduate programs in public relations and advertising and the undergraduate insurance program.

The independent, Baptist-affiliated Benedict College, a traditionally African American college, offers four-year degrees in more than 30 majors. Columbia College, a Methodist-affiliated women's liberal arts school, offers bachelor's of arts and science and master's of arts degrees in such areas as public affairs and human relations, business administration, and communications, as well as a coeducational Evening College and Graduate School. Columbia College has consistently been ranked as one of the best regional liberal arts colleges in the South by *U.S. News & World Report*. Allen University, an African Methodist Episcopal four-year college, offers liberal arts and teacher education. Columbia International University (CIU) is an evangelical Bible college, graduate school, and seminary. CIU is also home to the Zwemer Center for Muslim Studies, which provides resources for those seeking to learn more about Islam and for those who expect to minister in Islamic areas of the world. Lutheran Theological Southern Seminary, affiliated with

■ Education and Research

Elementary and Secondary Schools

Richland County has three school districts: Richland County School District One and Two and School District Five of Lexington and Richland Counties. Most students in Columbia are served through Richland County School District One (RDO), with some Columbia schools sponsored by Richland County School District Two (RDT). The RDO school board has seven commissioners elected to four-year terms on a staggered basis. Three are elected at large and four are elected from geographic districts. The system offers a Mathematics Education for Gifted Secondary School Students for students in grades 6 to 12 and a more general Advanced Academic Program (AAP) for gifted and talented students in grades 3 to 12. A special High School Scholars program, available to students entering ninth or tenth grade, includes a curriculum of AAP and advanced placement classes and special requirements for extracurricular activities, fine arts, credits, and community service. Students who successfully complete the requirements of the program receive a special diploma upon graduation. The V.I.C.T.O. R.Y. Program is a transitional curriculum for students ages 17 to 21 that focuses on specific employment and daily living skills as well as and on site job training. Transition classes are also offered for students with moderate mental disabilities between the ages of 18 and 21. Evening Alternative Programs and Extended School Year are offered for students with behavioral or learning disabilities. RDO also offers a variety of adult education classes (for fees) including those for child care training, certified nursing assistants, pharmacy technicians.

Palmetto Center for the Arts, part of Richland County School District Two (RDT), is a special magnet school in Columbia. The Center for Inquiry, a magnet school for grades one through five was made possible through a special collaboration with the University of South Carolina and the RDT. Richland Northeast High School offers three upper level magnet programs, including one in collaboration with the Palmetto Center for the Arts.

The following is a summary of data regarding the Richland School District One as of the 2007–2008 school year.

Total enrollment: 23,766

Number of facilities

elementary schools: 29

the Evangelical Lutheran Church in America, is one of the oldest Lutheran seminaries in North America.

Midlands Technical College, a two-year multi-campus community college, offers technical and academic training. The Columbia Campus of South University offers associate's and bachelor's programs through the School of Business and the School of Health Professions.

Libraries and Research Centers

In addition to its main library, the Richland County Public Library has a main library, nine branches, and a bookmobile. The library has more than 1.13 million volumes and subscribes to 2,840 periodical titles. It also has more than 45,554 audio materials and 30,630 visual materials. They include microforms, audio cassettes/tapes, compact discs, CD-ROM titles, maps, and art reproductions. Its special collections include a local history collection, large print books, and rare and out-of-print books. The library offers many programs for children and adults, including frequent lectures by authors. The library enjoys many programming partnerships with the University of South Carolina (USC), the Historic Columbia Foundation, and the Cultural Council of Richland and Lexington counties. Since 1987 it has co-sponsored the annual A(ugusta) Baker's Dozen—a Celebration of Stories with the College of Library and Information Science Department at USC. The celebration honors Augusta Baker and features well-known, award-winning authors and illustrators of children's books and outstanding storytellers each year.

In partnership with the library of Columbia International University the Zwemer Center holds over 5000 volumes dedicated to Islam, its history, theology, language, and culture, and on Christian understanding of Islam in various contexts. The Center is a community of Christian scholars, teachers, and students devoted to Muslim-Christian relations.

Also located in Columbia is the South Carolina State Library, which houses about 313,000 volumes, more than 2,200 periodical subscriptions, and 621,000 microforms, plus government publications, and audio visual materials. Its special collections include a Grants Research Collection, South Carolina collection, and a Talking Book collection of over 337,000 items, as well as official state documents. A special feature of the library's web site home page is the South Carolina Reference Room, a guide to a broad range of information on state topics. The University of South Carolina campus library system has more than 2 million volumes and almost 17,000 periodical subscriptions.

Many of Columbia's research centers are affiliated within the University of South Carolina (USC). More than 100 institutes and centers comprise the University's research effort. Notable among these is the University's NanoCenter which is engaged in researching the

applications of the world's smallest electronic circuits. Others include the Center for Information Technology, the Institute for Families in Society, the Future Fuels program, and the Earth Sciences and Resources Institute. There are also several ongoing biomedical research programs at USC. The Center for Manufacturing and Technology serves as a virtual consulting network through which businesses consult with faculty via teleconferencing to gain advice on topics such as international standards, industrial ecology, and design questions.

Public Library and Research Information: Richland County Public Library, 1431 Assembly Street, Columbia, SC 29201; telephone (803)799-9084; fax (803) 929-3448; www.richland.lib.sc.us. South Carolina State Library, Information and Resource Center, 1500 Senate Street, Columbia, SC 29211; telephone (803)734-8666; www.statelibrary.sc.gov. USC Research and Health Sciences, 208 Osborne Administration Building, Columbia, SC 29208; telephone (803)777-5458; www.sc.edu/research

■ Health Care

The city of Columbia prides itself on being a regional leader in providing quality health care services. The University of South Carolina School of Medicine adds invaluable research and training resources. The university is one of the few in the country offering a graduate program in genetic counseling. Palmetto Health Alliance is the state's largest and most comprehensive health care systems; its institutions in Columbia include Palmetto Richland Memorial Hospital, a 649-bed regional community teaching hospital serving all of South Carolina, and Palmetto Baptist Medical Center with 489 beds. The Palmetto Health South Carolina Cancer Center works in collaboration with researchers at the University of South Carolina and physicians from both Palmetto hospitals to provide comprehensive cancer care programs. The Palmetto Health Heart Hospital, with 124 all-private beds, opened in 2006 as the state's first freestanding hospital dedicated only to heart care. Palmetto Health Children's Hospital, opened in 1983, has 144 beds and serves as a statewide pediatric referral center.

The Dorn Veterans Affairs Medical Center complex includes a 216-bed hospital and five community outpatient clinics located in Anderson, Florence, Greenville, Orangeburg, Rock Hill, and Sumter.

Other Columbia hospitals are the William S. Hall Psychiatric Institute providing psychiatric and chemical addiction inpatient care for children and adolescents; G. Werber Bryan Psychiatric Hospital for adults; and the 64-bed Moncrief Army Community Hospital in Fort Jackson, among others. Also serving the health care needs of Columbia metropolitan area residents are Fairfield

Memorial Hospital, a 50-bed hospital located in Winnsboro; Providence Hospital and Providence Heart Institute, a nationally recognized referral center for the diagnosis, prevention, and treatment of cardiovascular disease; and Lexington Medical Center, offering specialized care for breast cancer and prostate problems, plus advanced cardiac, vascular and pulmonary rehabilitation, outpatient surgery, a state-of-the-art emergency department, outpatient surgery and diagnostics, radiation oncology, radiology, surgery, and physical therapy.

■ Recreation

Sightseeing

Columbia has an interesting array of historical, cultural, and recreational sites to delight both visitors and residents. Consistently rated as one of the top travel attractions in the Southeast, the Riverbanks Zoo and Botanical Garden is home to more than 2,000 mammals, reptiles, fish, and invertebrates. Animals roam freely in the zoo's unique recreated environment. Visitors can watch the daily feeding of penguins and sea lions. Across the Saluda River from the zoo, the Riverbanks Botanical Garden features 70 acres of woodlands, gardens, historic ruins, and plant collections. Gibbes Planetarium, located within the Columbia Museum of Art on the campus of the University of South Carolina, provides spectacular views of the skies through its permanent and changing programs.

Columbia's newest family attraction is the EdVenture Children's Museum. Opened to the public in November 2003, the \$19.4 million facility is located next to the South Carolina State Museum and features 74,000 square feet of hands-on exhibit space in 8 indoor and outdoor galleries, as well as laboratories and other visitor amenities. Special exhibit areas are designed to appeal to very young children.

The Historic Columbia Foundation conducts bus and walking tours of the city and heritage education programs (such as the Black Heritage Trail). An especially popular sight is Governor's Green, a nine-acre complex made up of the 1830 Caldwell-Boylston House, the 1854 Lace House, and Governor's Mansion, home to the state's first family since 1868. Other historic houses are the Hampton-Preston Mansion, an elegant, restored antebellum society home, and the fully restored and furnished boyhood home of Woodrow Wilson. The State Archives has contemporary exhibits and houses the state and county official records. The South Carolina Criminal Justice Hall of Fame traces the history of law enforcement, including the gun collection of Melvin Purvis, the FBI agent who captured John Dillinger. The Robert Mills Historic House and Park, designed by the state's most famous architect, has been

refurbished with period pieces and has park gardens covering an entire block.

Arts and Culture

Columbia boasts an active arts environment. The showcase of Columbia's cultural sites is the Koger Center for the Performing Arts, an acoustically excellent facility with three-tier seating for 2,300 patrons. The center is home to the South Carolina Philharmonic, which presents Saturday Symphonies, Friday Classics, and Philharmonic Pops. The Bolshoi Ballet, the Polish National Radio Symphony Orchestra, and many others perform at the Township Auditorium.

Theater in its many forms is available from the city's 10 professional theater groups. The Longstreet Theatre, an 1855 Greek Revival structure, is the site for many University of South Carolina-sponsored productions at its theater-in-the-round. Trustus Theatre presents quality alternative productions with a different show each month. The Town Theatre, the oldest continuously operating community theater in the nation, stages Broadway comedies and musicals. The Workshop Theatre offers modern and classical productions by its amateur group. The Chapin Community Theatre performs plays for children as well as musicals and dramatic productions. The South Carolina Shakespeare Company performs for a week in October at Finlay Park. Columbia Marionette Theatre is one of only 20 such theaters in the country.

The Columbia Museum of Art, the city's premier museum, maintains more than 5,000 objects, including pieces from the Baroque and Renaissance periods. The museum also offers a hands-on children's gallery and traveling exhibits, as well as European and American works of the eighteenth and nineteenth centuries, decorative arts, and contemporary crafts. The South Carolina State Museum, located in a renovated textile mill, contains a comprehensive array of exhibits on art, natural history, and science and technology. The Mann-Simons Cottage, a fine example of the Columbia Cottage style of architecture, is the site of the Museum of African-American Culture, which contains the history of the lives of an African American family in the antebellum period. The Confederate Relic Room and Museum contains relics from the Colonial period to the Space Age, with special emphasis on Civil War objects.

The original 1801 campus of the University of South Carolina is today known as the Historic Horseshoe. It has been restored and is open for tours. There visitors will find the McKissick Museum, which features changing exhibitions of art, science, and regional history and folk art; as well as the Baruch Silver Collection, the Mineral Library, and Fluorescent Minerals and Gemstones. The history of the American soldier is the focus of the Fort Jackson Museum, which displays photos, weapons, uniforms, and military items from the Revolution onward.

Memorial Park is the site of the South Carolina Vietnam Monument, the largest monument of its type outside Washington, D.C.

Festivals and Holidays

The wearin' of the green is a common sight at the parade, children's areas, and arts and music events that highlight Columbia's St. Patrick's Day Celebration in Five Points. The Earth Day festival in Finlay Park brings together environmental booths and traditional festival favorites. Also held in spring is the Riverfest Celebration featuring a 5K run, music, arts and crafts and food specialties. River activities, rides, and food are the focus of the Cayce Congaree Carnival and A Taste of Columbia in September at the Convention Center. Dance, arts and crafts, music, and a road race combine to celebrate spring's Mayfest. The spectacle of decorated boats, a parade, and fireworks light up the July Fourth celebration at Lake Murray. Peanuts galore—roasted, boiled and raw—are the stars of August's Pelion Peanut Party. Autumnfest in uptown Columbia in October brings street dances, music, arts and crafts, and catfish races to the grounds of the historic Hampton Mansion and Robert Mills House. Columbia's music festivals include the Three Rivers Music Festival, three days of national and regional musical acts, and Main Street Jazz which attracts world-renown jazz musicians. One of the biggest events in Columbia is the ten-day South Carolina State Fair in October, which draws more than one-half million visitors. The fair features agricultural and handicraft displays, rides, and entertainment. Jubilee: Festival of Heritage celebrates African American heritage with crafts, storytelling, music and dance. Vista Lights festival combines walking tours of area homes and musical entertainment with carriage rides through the antique district. The Christmas season is ushered in by December's Christmas Candlelight Tour of Historic Houses and Lights Before Christmas at the Riverbanks Zoo.

Sports for the Spectator

Sporting News' "Best Sports Cities 2002" ranked Columbia 54th among 300 U.S. and Canadian cities for its sports climate. The Columbia Inferno tear up the ice at the Carolina Coliseum. The Inferno are a professional hockey team in the East Coast Hockey League. The University of South Carolina's Fighting Gamecocks play football at the Williams-Brice Stadium. The university's basketball team plays at the Frank McGuire Arena in the Carolina Coliseum, and its soccer team is on view at "The Graveyard." Male and female intercollegiate sports teams from other local colleges offer sporting opportunities for spectators. Major League baseball, NFL and NBA teams all play within easy driving distance in nearby Charlotte and Atlanta.

Sports for the Participant

Columbia's mild climate encourages outdoor recreation year-round. Water skiers, campers, windsurfers, fishermen, boating enthusiasts, bikers, and runners enjoy the myriad regional and municipal parks in and around Columbia. Lake Murray boasts 540 miles of scenic shoreline perfect for boaters of all types. Dreher Island State Park on its shores offers RV and primitive camping, fishing, boating and swimming. Columbia's Saluda River, a navigable whitewater river with thrilling rides down the rapids, also offers gentler waters for canoeists and rafters. The 1,445-acre Sesquicentennial State Park offers nature trails, camping and picnic sites, swimming, fishing, and miniature golf. The Congaree National Park and Monument, located 20 miles southeast of the city, is a national monument offering nature walks and self-guided canoe trails affording views of old-growth bottomland hardwood forest.

The City of Columbia maintains nearly 50 parks and green spaces. Finlay Park in the downtown area is host to many festivals and celebrations. Granby Park is the gateway to the rivers in Columbia. Memorial Park is a tribute to those South Carolinians who served their country. Soccer enthusiasts enjoy the nine fields located at Owens Park. Winding along the Congaree River is the Riverfront Park and Historic Columbia Canal. Planned around the city's original 1906 waterworks plant, the park features an old pump house and jogging and bicycle paths. City and county parks offer organized baseball, youth and adult basketball, youth football, soccer, softball, volleyball, racquetball, and roller skating, as well as a variety of other activities. City residents enjoy five public and eight semi-private golf courses, plus public tennis courts and swimming pools. Private tennis and golf clubs extend the recreational choices. Several local private golf clubs offer special golf packages to visitors. Rock climbers can master their skills at the Earth Treks Climbing Center, which features two large indoor climbing walls. The new Charles R. Drew Wellness Center offers indoor swimming, jogging, and weight training.

Shopping and Dining

Shopping is a many-dimensional affair in a city that offers spacious malls, fashionable boutiques, specialty stores, antique shops, and antique malls. Richland Mall features Belk's, Parisian, and The Bombay Co. among other stores. The most popular shopping center is Columbiana Centre, with more than 100 specialty shops. Columbia Place is the region's largest, offering more than 100 specialty stores. Old Mill Antique Mall and City Market Antique Mall offer out-of-the-ordinary shopping experiences. The Dutch Square Center's major shops include Belk's, Burlington Coat Factory, and Office Depot. The State Farmers Market, open daily across from the USC Football Stadium, is one of the largest produce markets in the southeast.

Dining out in Columbia presents myriad possibilities, from the fresh seafood provided by its proximity to the state's Atlantic Coast, to a variety of ethnic cuisines such as Greek, Chinese, Cajun, or Japanese, as well as traditional Southern. Southern cooking favorites may include tasty barbecue, vegetable casseroles, sweet potato pie, biscuits and gravy, red beans and rice, country fried steak, pecan pie, and the ever popular fried chicken. From simple lunchtime fare to haute cuisine, the area boasts quality restaurant fare. Five Points and the Congaree Vista neighborhoods draw visitors to their nightlife.

Visitor Information: Columbia Metropolitan Convention and Visitors Bureau, P.O. Box 15, Columbia, SC 29202; telephone (803)545-0000; toll-free (800)264-4884

■ Convention Facilities

The newest jewel in the city's crown is the Columbia Metropolitan Convention Center which opened in summer 2004 in the historic downtown Vista area. It features 120,000 square feet of space including a 25,000 square-foot exhibit hall, 18,000 square-foot ballroom, divisible meeting rooms, and a full banquet kitchen. Columbia's Carolina Coliseum offers 60,000 square feet of exhibit space. The South Carolina Sate Fair Grounds accommodates up to 3,000 delegates in 100,000 square feet of space. The Township Auditorium has a stage and seats 3,224 people. Special services such as teleconferencing are available. The Columbiana Hotel & Conference Center offers 12 meeting rooms and an 11,000 square foot ballroom which accommodates up to 1,800 people for receptions or 1,200 people for banquets. Other area meeting facilities include Williams Brice Stadium, Koger Center for the Arts, and Jamil Temple. Saluda Shoals Park offers a secluded 5,200 square-foot state-of-the-art facility on the shores of the Saluda River, located minutes from downtown. Columbia provides choice accommodations with 7,000 rooms in a variety of hotels and motels.

Convention Information: Columbia Metropolitan Convention and Visitors Bureau, PO Box 15, Columbia, SC 29202; telephone (803) 545-0000; toll-free (800) 264-4884

■ Transportation

Approaching the City

Columbia is centrally located and easily accessible from cities throughout the state and the nation. Six airlines serve Columbia Metropolitan Airport, which is located eight miles from downtown. The airport recently underwent a \$3.1 million road improvement project and the

construction of a multilevel parking garage for 1,837 cars plus an additional 1,668 uncovered spaces. Airlines include Continental Airlines, Delta Airlines and Delta Connection, Northwest Airlines, Independence Air, United Express, and U.S. Airways Express. Amtrak offers daily rail departures and arrivals from the Eastern seaboard from New York City to Miami. Three interstate highways (I-20, I-26, I-77) crisscross the city of Columbia, with two other major interstates (I-85 and I-95) within an hour's drive. The area also has eight U.S. highways. Columbia is directly linked to Atlanta, GA; Richmond, VA; Jacksonville, FL; and Charlotte, NC, via these roadways. Greyhound/Trailways supplies inter-city bus service.

Traveling in the City

Columbia is an easily navigable city. While rush hour traffic is heavy on I-26 and other major thoroughfares, it most often moves steadily. The Central Midlands Regional Transit Authority (CMRTA) serves the heart of the Midlands, including Columbia, Cayce, West Columbia, Forest Acres, Arcadia Lakes, Springdale and the St. Andrews area. Its services include the trolleys in Downtown Columbia and the DART service (Dial-a-Ride Transit). Five taxi companies provide a fleet of more than 175 cabs.

■ Communications

Newspapers and Magazines

Columbia's daily (morning) newspaper, *The State*, is also South Carolina's major paper. In addition, the city publishes three weekly newspapers including the *Columbia Star*, which covers human interest and legal news; *Free Times*, Columbia's free paper; and *Columbia Black News*. About 20 magazines and journals are published in Columbia, including the *Business and Economic Review*, published by the University of South Carolina's Moore School of Business; *Columbia Metropolitan Magazine*; *South Carolina Game and Fish*; and three magazines directed at farmers.

Television and Radio

Five television stations broadcast in Columbia, affiliates of ABC, NBC, CBS and FOX, as well as South Carolina Educational Television. Three cable stations also serve the area; a government information station is available on a local cable network. Six AM and 14 FM radio stations offer music, information, news, call-in talk programs, and religious programming.

Media Information: *The State*, Knight-Ridder, Inc., P.O. Box 1333, Columbia, SC 29202; telephone (800) 888-5353

Columbia Online

Central South Carolina Alliance. Available [www .centralsc.org](http://www.centralsc.org)
City of Columbia Home Page. Available [www .columbiasc.net](http://www.columbiasc.net)
Columbia Metropolitan Convention Center.
Available www.columbiacvb.com
Columbia Today. Available [www.columbiatoday .com](http://www.columbiatoday.com)
Greater Columbia Chamber of Commerce. Available www.columbiachamber.com/new/index.htm
Richland County Public Library. Available [www .richland.lib.sc.us](http://www.richland.lib.sc.us)

Richland School District One. Available [www .richlandone.org](http://www.richlandone.org)
South Carolina State Library. Available [www.state.sc .us/scsl](http://www.state.sc.us/scsl)
The State. Available www.thestate.com

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Tennessee

Chattanooga...477

Knoxville...489

Memphis...501

Nashville...515



The State in Brief

Nickname: Volunteer State

Motto: Agriculture and commerce

Flower: Iris

Bird: Mockingbird

Area: 42,143 square miles (2000; U.S. rank 36th)

Elevation: Ranges from 178 feet to 6,643 feet above sea level

Climate: Continental; mild weather with abundant rainfall in the east; hot, humid summers in the western region; severe winters in mountains

Admitted to Union: June 1, 1796

Capital: Nashville

Head Official: Governor Phil Bredesen (D) (until 2010)

Population

1980: 4,591,000

1990: 4,877,185

2000: 5,689,262

2006 estimate: 6,038,803

Percent change, 1990–2000: 16.7%

U.S. rank in 2006: 17th

Percent of residents born in state: 62.63% (2006)

Density: 144.7 people per square mile (2006)

2006 FBI Crime Index Total: 295,204

Racial and Ethnic Characteristics (2006)

White: 4,781,578

Black or African American: 1,011,726

American Indian and Alaska Native: 16,135

Asian: 76,208

Native Hawaiian and Pacific Islander: 1,284

Hispanic or Latino (may be of any race): 187,747

Other: 77,146

Age Characteristics (2006)

Population under 5 years old: 399,006

Population 5 to 19 years old: 1,210,392

Percent of population 65 years and over: 12.7%

Median age: 37.2

Vital Statistics

Total number of births (2006): 80,460

Total number of deaths (2006): 57,574

AIDS cases reported through 2005: 11,867

Economy

Major industries: Construction, chemicals, textiles, apparel, electrical machinery, furniture, leather goods, food processing, tobacco, leather, agriculture, automobiles, aluminum, tourism

Unemployment rate (2006): 7.4%

Per capita income (2006): \$22,074

Median household income (2006): \$40,315

Percentage of persons below poverty level (2006): 16.2%

Income tax rate: Limited to dividends and interest income only

Sales tax rate: 7.0%



Chattanooga

■ The City in Brief

Founded: 1838 (chartered 1839)

Head Official: Mayor Ron Littlefield (since 2005)

City Population

1980: 169,514

1990: 152,393

2000: 155,554

2006 estimate: 155,190

Percent change, 1990–2000: 2.1%

U.S. rank in 1980: 87th

U.S. rank in 1990: 113th (State rank: 4th)

U.S. rank in 2000: 148th (State rank: 4th)

Metropolitan Area Population

1980: 418,000

1990: 424,347

2000: 465,161

2006 estimate: 496,704

Percent change, 1990–2000: 9.7%

U.S. rank in 1980: 78th (MSA)

U.S. rank in 1990: 82nd (MSA)

U.S. rank in 2000: 89th (MSA)

Area: 135.2 square miles (2000)

Elevation: Ranges from 675 feet above sea level in city to 2,391 feet at Lookout Mountain

Average Annual Temperatures: January, 39.4° F; July, 79.6° F; annual average, 60.0° F

Average Annual Precipitation: 50.22 inches of rain; 4.3 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.9% (June 2007)

Per Capita Income: \$21,893 (2005)

2005 FBI Crime Index Property: 12,606

2005 FBI Crime Index Violent: 1,754

Major Colleges and Universities: University of Tennessee at Chattanooga

Daily Newspaper: *Chattanooga Times Free Press*

■ Introduction

Located in the heart of the beautiful Tennessee Valley, Chattanooga is a small industrial city rich in history. It is becoming well known today for its commitment to sustainable economic growth and quality of life. Perhaps nowhere in the country has a city undergone as dramatic an improvement as that experienced by Chattanooga, a city named America's most polluted by the U.S. Department of Health, Education, and Welfare in 1980. The privately-funded Vision 2000 program was initiated in 1982 to revitalize the city's riverfront and downtown by the year 2000 and change its grimy image. And change it did: by the twenty-first century Chattanooga is now one of the cleanest U.S. cities, known especially for its breathtaking beauty and natural attractions. Pride in this change is evident in more recent downtown revitalization projects, including the citywide 21st Century Waterfront Plan. Today's Chattanooga boasts a vital and diverse economy, rich cultural history, and gleaming new downtown attractions loved by residents and visitors alike. During the period 2000–2007, the city won three national awards for outstanding livability, and nine Gunther Blue Ribbon Awards for excellence in housing and consolidated planning.

■ Geography and Climate

Chattanooga is located at the juncture of Tennessee, Alabama, and Georgia, in a valley in southeastern Tennessee between the Appalachian and the Cumberland mountain ranges. The city lies on both banks of the Tennessee River at Moccasin Bend and is bordered by Signal Mountain on the north and Lookout Mountain to the south, with Missionary Ridge running through the eastern section of the city. The mountains shelter the city from major weather systems.

The city has a moderate climate, with cool winters and hot summers, and springs and falls characterized by plentiful sunshine and rainfall, mild temperatures, and lush foliage. Extreme cold is rare, and the annual average snowfall is only 4.3 inches.

Area: 135.2 square miles (2000)

Elevation: Ranges from 675 feet above sea level in city to 2,391 feet at Lookout Mountain

Average Temperatures: January, 39.4° F; July, 79.6° F; annual average, 60.0° F

Average Annual Precipitation: 50.22 inches of rain; 4.3 inches of snow

■ History

Native Americans Displaced by Early Settlers

In 1663 the British established the colony of Carolina, which included all of the Tennessee country. The French from the Mississippi Valley also claimed the land at that same time. About 1769, a crude structure known as the “Old French Store” was established, most likely on Williams Island, marking the first white settlement in the area. England gained undisputed title to the territory in 1763 at the end of the French and Indian War.

The Chickamaugas, a splinter group of the Cherokee tribe, moved to the South Chickamauga Creek villages in 1777. They resisted white settlement and cooperated with the British during the American Revolution. Frontiersmen destroyed the Chickamauga villages in 1779. Three years later, on the slope of Lookout Mountain, the Native Americans engaged the frontiersmen who had destroyed their villages. This confrontation has become known as the “last battle of the American Revolution.” In 1785, the United States government took control of Native American affairs.

Tennessee became the sixteenth state in 1796. At that time Native American lands made up about three-fourths of the region, including the Chattanooga area. Ross’s Landing was established in 1816 as a trading post on the banks of the Tennessee River by Chief John Ross, leader of the Cherokee nation. Chattanooga became a

center of education and culture for the Native Americans when the Brainerd Mission was created in 1817. Hamilton County was established in 1819 on land north of the Tennessee River. With the Cherokee removal in 1838, the county expanded south of the river to encompass Ross’s Landing.

Cherokee removal was part of the 1837–1838 episode known as the “Trail of Tears,” one of the most shameful events in American history. As the result of a treaty from a disputed land sale, the Cherokee were driven from their homes in several southeastern states and were assembled at various camps, including Ross’s Landing, for expulsion to Oklahoma. Forced on a harsh journey through wilderness and bad weather, more than one-half of the 16,000 Native Americans died along the way or upon arrival, largely because of the strenuous trip.

Railroads Key To Chattanooga’s History

The name of Ross’s Landing was changed to Chattanooga by the U.S. Post Office in 1838. Although the origin of the city’s name is uncertain, some say the name was a Native American expression meaning the “rock that comes to a point,” describing Lookout Mountain. Legislation establishing Chattanooga and its boundaries was passed in 1839.

Rail transportation began in Chattanooga in the 1850s. Connections to other cities were constructed by the Western & Atlantic, Nashville & Chattanooga, Memphis & Charleston, and East Tennessee & Georgia Railroads. The city’s population stood at approximately 2,500 people at the beginning of the Civil War. Although Chattanoogaans supported secession, Hamilton County as a whole voted to remain in the Union. The county became one of the key battlegrounds of the war, as both the Confederate and Union armies attempted to keep possession of this important railway hub.

City Experiences Major Civil War Battles

Union soldiers, under the command of General William Rosecrans, marched into Chattanooga in September of 1863, intent on holding the key railroad center. The Battle of Chickamauga took place on September 19 and 20, 1863, followed by the Battle of Lookout Mountain (which was commanded by General Ulysses S. Grant) on November 24, and the Battle of Missionary Ridge on November 25. Confederate defenses were broken during the last battle and the southerners began their retreat into Georgia. According to Confederate General D. H. Hill, “Chattanooga sealed the fate of the Confederacy.”

In November 1863, the nation’s first National Cemetery was established in Chattanooga. Of the 12,000 Union soldiers buried at the cemetery, 5,000 are unknown. The cemetery is the site of 31,000 graves of soldiers from every American war and conflict. Most Confederate soldiers were buried at the city’s Citizens Cemetery.

Gradual Recovery Follows War

Following the war, the city began to experience economic progress. Disaster struck in March 1867, when the largest flood on record—56.8 feet—washed away the city's only bridge spanning the Tennessee River. Chattanooga remained without a bridge until 1891 when the Walnut Street Bridge was built.

Major events occurring in the nineteenth century include the publishing of the first issue of *The Chattanooga Times* in 1869; creation of the public school system in 1872; a Yellow Fever epidemic in 1878 that claimed 366 lives; the advent of telephone service in 1880; and the introduction of the first electric lights in 1882.

During the late nineteenth century, as the city's rail access increased, so did the push to develop mineral and timber resources. Two industries that still thrive in the community today, manufacturing and tourism, began during that period. In 1899, Chattanooga became the site of the first franchised Coca-Cola bottling plant.

Early in the twentieth century there occurred a boom in downtown construction, and "skyscrapers" of the time, such as the James Building, were erected. The Hamilton County Courthouse, struck by lightning in 1910, was rebuilt, Market Street Bridge was dedicated in 1917, and airport facilities opened at Lovell Field in 1930.

Chattanooga entered the annals of musical history in 1923 when Bessie Smith, who began her career singing for coins on Chattanooga's streets, gained prominence with the release of her recording "Downhearted Blues" by Columbia Records. The city received special notoriety with the popularity of the Glenn Miller Orchestra's big band hit, *Chattanooga Choo-Choo*, in 1941.

TVA Crucial to City's Development

The Great Depression struck Chattanooga hard, as it did the rest of the country, and in 1933 the U.S. Congress created the Tennessee Valley Authority (TVA) which proved to be the most successful of all Franklin Roosevelt's New Deal programs. Construction of TVA's most dramatic plan, the Chickamauga Dam, began in 1936. TVA's extensive system of power-producing and flood-control dams created a number of lakes, which are widely used for commercial transportation and recreation. In 1941 the city became the center for all TVA power operations.

Suburbs Grow, Bridges Built

Over time, communities began to develop around the city in areas such as Cameron Hill, Riverview, Lookout Mountain, and Signal Mountain. Although these were primarily enclaves for the wealthy, middle-class communities developed in Brainerd, East Ridge, and Red Bank.

Beginning in the 1950s, the growth of the city necessitated the building of additional bridges to span the Tennessee River. The Wilkes T. Thrasher Bridge across Chickamauga Dam opened in 1955; the Olgiati Bridge

was dedicated in 1959; the C. B. Robinson Bridge opened in 1981; and the Veterans Bridge opened in 1984.

Moves to Insure Racial Equality

The history of local race relations began a new era in 1962 when the Chattanooga and Hamilton County school systems were desegregated. More recently, in 1990 a new city council form of government was mandated by the federal court for the purpose of insuring fair racial representation.

A New City Emerges

From the late 1960s to the early 1980s, Chattanooga was known as America's dirtiest city. By 1982, city residents and leaders were tired of the bad reputation of the city, and an \$850 million plan was devised to revitalize the city's downtown and riverfront by the year 2000.

In 1986 the River City Company was formed to promote, encourage, and assist local economic development along 22 miles of river frontage and in the central business district. It was succeeded by a new agency formed in 1993 when River City Company merged with Partners for Economic Progress, forming a public-private economic development agency called RiverValley Partners. Also in 1986, the Chattanooga Neighborhood Enterprise Housing Program was founded to make housing affordable for local residents and to eliminate substandard housing.

In the 1990s, Chattanooga Venture, a community think tank, was begun to introduce new programs for local residents. In 1991 the Target '96 Plan, an environmental initiative—the first of its kind in the country—was established to deal with education, business development, and community action in a comprehensive, coordinated manner. At the end of the century, Chattanooga's focus on sustainable development centers and on creating an environment that would attract and retain companies that provide good jobs in businesses that would continue to grow in the twenty-first century. Today, Chattanooga is realizing those goals with a new focus enhancing its allure for conventioners, tourists, and Chattanoogaans alike through the completion of several major renovation projects throughout the city.

By 2007, the Moccasin Bend Task Force had helped spur riverfront and downtown redevelopment. Private-public partnerships led to the Tennessee Aquarium, the Walnut Street Bridge pedestrian link, and efforts to create affordable housing. The city's resurgence can be seen in the 21st Century Waterfront Project, expanded parks, and BlueCross BlueShield of Tennessee's planned \$299 million headquarters. Chattanooga is taking steps to recruit industry related to new technology. One such step is the University of Tennessee at Chattanooga's SIM Center that focuses on computational engineering. The city

has held on to major employers such as Unum, Blue-Cross, and Cigna.

Historical Information: Chattanooga-Hamilton County Bicentennial Library, Local History and Genealogical Collections, 1001 Broad Street, Chattanooga, TN 37402; telephone (423)757-5310

■ Population Profile

Metropolitan Area Residents

1980: 418,000
1990: 424,347
2000: 465,161
2006 estimate: 496,704
Percent change, 1990–2000: 9.7%
U.S. rank in 1980: 78th (MSA)
U.S. rank in 1990: 82nd (MSA)
U.S. rank in 2000: 89th (MSA)

City Residents

1980: 169,514
1990: 152,393
2000: 155,554
2006 estimate: 155,190
Percent change, 1990–2000: 2.1%
U.S. rank in 1980: 87th
U.S. rank in 1990: 113th (State rank: 4th)
U.S. rank in 2000: 148th (State rank: 4th)

Density: 1,150.5 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 81,136
Black: 53,785
American Indian and Alaska Native: 165
Asian: 2,110
Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 2,223
Other: 678

Percent of residents born in state: 63.5% (2000)

Age characteristics (2005)

Population under 5 years old: 9,213
Population 5 to 9 years old: 8,028
Population 10 to 14 years old: 8,801
Population 15 to 19 years old: 9,725
Population 20 to 24 years old: 9,689
Population 25 to 34 years old: 18,582
Population 35 to 44 years old: 18,145
Population 45 to 54 years old: 19,402
Population 55 to 59 years old: 8,962
Population 60 to 64 years old: 8,255
Population 65 to 74 years old: 11,174

Population 75 to 84 years old: 6,288
Population 85 years and older: 2,894
Median age: 38.1 years

Births (2006, MSA)

Total number: 6,187

Deaths (2006, MSA)

Total number: 5,131

Money income (2005)

Per capita income: \$21,893
Median household income: \$32,174
Total households: 62,655

Number of households with income of . . .

less than \$10,000: 8,843
\$10,000 to \$14,999: 7,532
\$15,000 to \$24,999: 9,062
\$25,000 to \$34,999: 8,563
\$35,000 to \$49,999: 8,637
\$50,000 to \$74,999: 9,132
\$75,000 to \$99,999: 5,287
\$100,000 to \$149,999: 3,970
\$150,000 to \$199,999: 549
\$200,000 or more: 1,080

Percent of families below poverty level: 13% (2005)

2005 FBI Crime Index Property: 12,606

2005 FBI Crime Index Violent: 1,754

■ Municipal Government

The city of Chattanooga government consists of a full-time mayor elected at-large and a nine-member city council elected by districts. The mayor and council serve four-year terms.

Head Official: Mayor Ron Littlefield (since 2005; current term expires 2009)

Total Number of City Employees: 2,364 (2006)

City Information: Chattanooga City Hall, Suite 100, 101 E. 11th Street, Chattanooga, TN 37402; telephone (423)757-5152

■ Economy

Major Industries and Commercial Activity

Chattanooga, the hub of a thriving economic region, is located at the crossroads of three states: Alabama, Georgia, and Tennessee. Among the city's economic advantages are abundant natural resources (chiefly iron



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and steel), a strong tourism industry, a trained labor force, and a centralized location. An extensive system of highway, air, water, and rail transportation helps make the city a major transportation and distribution center. In addition, the city has a designated Foreign Trade Zone.

One of the nation's oldest manufacturing cities, Chattanooga's employment in that sector has decreased in recent years (mirroring national trends). Again mirroring national trends, increases have occurred in information, financial activities, and professional and business services. In addition, Chattanooga has experienced a modest growth trend in transportation, trade, and utilities. As a whole, the city is a diversified and profitable business location with no single dominant industry.

Locally based Unum Group is a *Fortune* 500 service company. Other large companies with headquarters in the city include Blue Cross/Blue Shield of Tennessee, Brach's Confections, Chattem Inc., The Dixie Group, The Krystal Company, McKee Foods Corp., and Olan Mills, Inc. Other major employers are Maytag Cleveland Cooking Products, Nissan North America, Pilgrim's Pride Corporation, Astec Industries, Cleveland Chair Co. Inc., U.S. Xpress Enterprises Inc., Covenant Transport Inc., Orange Grove Center Inc., and BI-LO Inc.

The Tennessee Valley Authority (TVA), the largest utility in the United States, has a main office in Chattanooga. TVA is a federal corporation that works to develop the natural resources of the Tennessee Valley. Chattanooga is in an enviable position: both electricity and natural gas are readily available at very reasonable rates. Water supplies are also plentiful and sewage treatment has considerable excess capacity to support industrial expansion. In addition, TVA and its power distributors offer a growth credit program that provides significant savings to new commercial and industrial customers requiring a large capacity. In fiscal year 2006, TVA sold 98.7 billion kilowatt-hours of electricity to 62 municipal and 22 cooperatively owned power companies in Tennessee.

Items and goods produced: processed foods, iron and steel products, textiles, apparel, cosmetics, pharmaceuticals, clay products, furniture, machinery, paper, petroleum products

Incentive Programs—New and Existing Companies

Local programs: The city of Chattanooga Community Development Block Grant Program makes loans to locating or expanding businesses. The Enterprise Fund of

Greater Chattanooga provides capital on a loan or equity basis to new and existing businesses in Chattanooga, Hamilton County, and surrounding areas for purposes of creating jobs and strengthening the tax base. The Local Development Corporation Revolving Loan Fund can provide limited fixed asset financing when necessary to leverage other loan funds or bridge a financing gap. The Tennessee Valley Authority provides loans to business and industry in Hamilton County and other regional counties. Valley Capital Corporation provides long-term debt and equity capital to small businesses which are at least 51 percent owned by economically or socially disadvantaged entrepreneurs. The Chattanooga Opportunity Fund provides access to capital for the city's small businesses with a focus on minority-owned, woman-owned, and early stage businesses.

State programs: Tennessee, a right-to-work state, provides a low cost of doing business. It boasts some of the lowest utility costs in the nation and offers numerous tax incentives. State-administered financial programs for businesses include: the Small and Minority-Owned Telecommunications Business Assistance Program, administered by the state Treasury Department, providing assistance to small and minority-owned businesses through loans, technical assistance, and program services; the Small Business Energy Loan Program, which helps qualified Tennessee-based businesses upgrade their level of energy efficiency in their buildings and manufacturing processes; the FastTrack Infrastructure Program, which assists in the funding of infrastructure improvements for businesses locating or expanding in Tennessee; and the FastTrack Training Services Program, which helps companies provide training for their staff. The Community Development Block Grant Program benefits low and moderate income (LMI) persons, is geared to eliminate or prevent slums and blight, and addresses imminent health and safety problems. The Appalachian Regional Commission Program is a federally funded program divided between highway and non-highway programs. Its goals are to: increase job opportunities and per capita income in Appalachia to reach parity with the rest of the nation; strengthen the capacity of the people of Appalachia to compete in the global economy; develop and improve Appalachia's infrastructure to make the region economically competitive; and build the Appalachian Development Highway System to reduce Appalachia's isolation.

Job training programs: Tennessee's FastTrack Training Services Program is the state's primary source of financial support for new and expanding business and industry training. FastTrack staff work with businesses to plan, develop, and implement customized training programs. Training may be done in a classroom setting, or on the job. The Southeast Tennessee Private Industry Council also assists businesses in meeting labor force training needs. The Council strives to provide businesses

with a more competent workforce, higher employee productivity, a reduction in employee turnover, lower employee retraining costs, and highly motivated employees. The council works with Chattanooga State Technical Community College on vocational training, and helps new companies combine resources to meet their training needs. Several four-year institutions and two-year colleges serve the area with a wide range of programs designed to train personnel for new and expanding industry. The Tennessee Industrial Training Service provides specialized services at low or no cost to manufacturing, warehouse/distribution, and service industry employers, including task and job analysis, training program design and material development, coordination of programs with employee recruitment activities, provision of facilities and equipment for developing specific job skills, and provision of funding.

Development Projects

Perhaps the most visible sign of Chattanooga's renewal is its continuing revitalization to its riverfront area. The 21st Century Waterfront Project is a \$120 million enhancement to 129 acres along both shores of the Tennessee River. The project encompassed a \$30 million expansion to the Tennessee Aquarium, a \$19.5 million expansion to the Hunter Museum of Art, a \$3 million renovation and enhancement to the Children's Creative Discovery Museum, a new pedestrian bridge with a lit glass deck, a new pier, waterfront parks and dining, unique retail, and a poignant pedestrian passageway, linking the downtown and river, that marks the beginning of the Trail of Tears and celebrates Native American culture. An estimated 30,000 people visited the waterfront to enjoy the grand opening celebration, including a concert and fireworks, in May 2005. The 21st Century Waterfront Project was awarded the 2006 Incline Award and 2006 Lookout Award for Best-in-Show.

Economic Development Information: Chattanooga Area Chamber of Commerce, 811 Broad Street, Chattanooga, TN 37402; telephone (423)756-2121; fax (423)267-7242; email info@chattanooga-chamber.com

Commercial Shipping

Chattanooga is located at the crossroads of several major U.S. highways, including Interstates 75, 24, and 59. The city is within one day's drive of nearly one-third of the major U.S. markets and population, and within 140 miles of Nashville, Atlanta, Knoxville, Huntsville, and Birmingham. Chattanooga is the distribution center for the region that includes southeast Tennessee, northwest Georgia, southwest North Carolina, northeast Alabama, and parts of several neighboring states. More than 70 motor freight lines are certified to transport shipments in the area. Two ports—the Port of Chattanooga and Centre South Riverport—are within city limits.

Chattanooga remains an important port as a result of the Tennessee Valley Authority's system of locks and dams, and the Tombigbee waterway, which saves days, miles, and dollars on shipments to and from ports along the Ohio and Mississippi Rivers and the Gulf of Mexico. Freight rail transportation is provided by divisions of the CSX Transportation system and the Norfolk Southern Railway. Air cargo service carriers operate out of Chattanooga Metropolitan Airport/Lovell Field.

Labor Force and Employment Outlook

Chattanooga's work force is said to be distinguished by its pride in individual workmanship. Workers are prepared for specialized professions by the state's excellent industrial training programs. Tennessee is a right-to-work state, and the city's cost of labor remains lower than in many other areas of the United States. Such attributes of the labor force have made Chattanooga attractive to companies looking for new cities to invest in: recently, *Foreign Direct Investment* magazine listed Chattanooga as an ideal environment for foreign companies looking to relocate or expand.

The following is a summary of data regarding the Chattanooga TN-GA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 245,400

Number of workers employed in . . .

- construction and mining: 11,500
- manufacturing: 35,400
- trade, transportation and utilities: 56,300
- information: 3,300
- financial activities: 18,700
- professional and business services: 26,900
- educational and health services: 25,400
- leisure and hospitality: 22,700
- other services: 10,800
- government: 34,400

Average hourly earnings of production workers employed in manufacturing: \$12.98

Unemployment rate: 3.9% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Hamilton County Department of Education	Not available
Covenant Transport Erlanger Medical Center	Not available
Blue Cross Blue Shield of Tennessee	Not available
Memorial Hospital	Not available

Tennessee Valley Authority	Not available
UnumProvident Corporation	Not available
City of Chattanooga	Not available
CIGNA Health Care	Not available
Bi-Lo Incorporated	Not available

Cost of Living

In 2007, Chattanooga's cost of living, based on average cost of housing, utilities, gasoline, doctor visits, and taxes, was over six percent below the national average.

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

2007 (1st quarter) ACCRA Average House Price: \$256,144

2007 (1st quarter) ACCRA Cost of Living Index: 93.7

State income tax rate: 6.0% on dividends and interest only

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: 2.25%

Property tax rate: \$2.52 per \$100 of assessed valuation (2005)

Economic Information: Chattanooga Area Chamber of Commerce, 811 Broad Street, Chattanooga, TN 37402; telephone (423)756-2121; fax (423)267-7242; email info@chattanooga-chamber.com

Education and Research

Elementary and Secondary Schools

The Hamilton County Department of Education (HCDE) is the largest employer in Chattanooga. HCDE was formed in 1997 upon the merger of Chattanooga Public Schools and Hamilton County Schools. The resulting Hamilton County School system has built upon the strengths of Chattanooga's Paideia active learning curriculum, the county's site-based management approach, and other recognized programs. Hamilton County's 16 magnet schools, focusing on such areas of study as math, science, and technology, fine arts, liberal arts, and classical studies, add to the diversity of the school system. Hamilton County's School Age Child Care (SACC) Program provides adult supervision for students during, before, and after school hours and on full days when school is not in session. In 2006, the school district's graduation rate increased 3.5% to 73.7%.

As of 2006 high school students had improved their performance on the ACT test with the three-year averages improving in all areas.

The following is a summary of data regarding the Hamilton County Schools as of the 2005–2006 school year.

Total enrollment: 40,852

Number of facilities

- elementary schools: 47
- junior high/middle schools: 21
- senior high schools: 15
- other: 0

Student/teacher ratio: 15.7:1

Teacher salaries (2005–06)

- elementary median: \$41,960
- junior high/middle median: \$40,030
- secondary median: \$45,650

Funding per pupil: \$7,307

Chattanooga has a strong tradition of private and parochial elementary and secondary education, including the nationally recognized Girls' Preparatory School, the McCallie School for Boys, and the coeducational Baylor School. More than 11,000 students attend 39 private and parochial schools.

Public Schools Information: Hamilton County Schools, 6703 Bonny Oaks Drive, Chattanooga, TN 37421; telephone (423)209-8400

Colleges and Universities

There are nearly 20 junior colleges, colleges, and universities located in the Chattanooga region. The University of Tennessee at Chattanooga (UTC), a primary campus of the University of Tennessee system, is comprised of a College of Arts and Sciences, College of Business, College of Engineering and Computer Science, and College of Health, Education, and Professional Studies, schools of Nursing and Engineering, and a graduate school offering 12 graduate certificate programs, 18 master's degrees, one specialist degree in two fields, and three doctoral degrees in Computational Engineering, Learning and Leadership, and Physical Therapy.

Chattanooga State Technical Community College, with more than 8,000 students, is a two-year college offering the following areas of study: arts and sciences; engineering, business, and information technologies; math and sciences; and nursing and allied health.

Three private colleges operate in the Chattanooga area: Tennessee Temple University, with more than 500 students; Southern Adventist University, in nearby Collegedale, TN, with more than 2,000 students; and

Covenant College, in Lookout Mountain, GA, with nearly 1,000 students. Vocational education and training programs are also offered through continuing vocational education of the public school systems.

Libraries and Research Centers

The Chattanooga-Hamilton County Bicentennial Library consists of a main downtown library and four branches. The library has holdings of nearly 500,000 volumes, 1,400 periodical subscriptions, and 20,000 audio and video materials. Special collections include interviews on Chattanooga and Hamilton County history, Genealogy, and Tennesseana. The library also offers special events, concerts, and programs, including preschool story hours and film festivals.

The University of Tennessee at Chattanooga (UT) makes the following research and testing resources available to business and industry: The Center for Excellence in Applied Computational Science and Engineering, which provides resources associated with high technology; and The Center for Economic Education and its associated Probasco Chair of Free Enterprise, which designs and implements research projects and education programs about basic economic principles. At UT's SimCenter, established in fall of 2002, research professionals, UT faculty, and students serve government and industry through research in computational engineering. The Tennessee Valley Authority has several research centers in Chattanooga.

Public Library Information: Chattanooga-Hamilton County Bicentennial Library, 1001 Broad Street, Chattanooga, TN 37402-2652; telephone (423)757-5310; email library@lib.chattanooga.gov

■ Health Care

Among the health services available to Chattanooga residents are public and private mental health facilities, drug and alcohol abuse recovery facilities, rehabilitation centers, a sports medicine center, speech and hearing services, facilities for the handicapped, free standing emergency medical centers, and community hospitals. Erlanger Medical Center, the region's largest and oldest public hospital with 818 acute-care beds and 50 long-term beds, offers Miller Eye Center, T. C. Thompson Children's Hospital, Erlanger North Hospital, Regional Trauma Center, Regional Heart and Vascular Center, Regional Cancer Center, Regional Women's Center, Regional Burn Center, Kidney Transplant Center, the Southside/Dodson Avenue Community Health Centers, and Tennessee Craniofacial Center, and is the only medical center in the region offering LifeForce Air Ambulance. Memorial Hospital, a 365-bed affiliate of the Kentucky-based Sisters of Charity of Nazareth Health System, offers an ambulatory intensive care unit. The

109-bed Siskin Hospital for Physical Rehabilitation offers treatment programs in brain injury, amputation, stroke, spinal cord injury, orthopedics, and major multiple trauma. It is one of only two rehabilitation hospitals in the country specializing in treatment of lymphedema. Parkridge Medical Center, with 275 beds, is known for its strong open-heart and cardiac services program and bypass surgeries. Parkridge East Hospital (formerly East Ridge Hospital), provides specialty services including a women's center, a sleep disorder center, bariatric surgery services, neonatal intensive care, and a spine and orthopedic center. Parkridge Valley hospital specializes in behavioral health. Other Chattanooga health care facilities include HealthSouth Chattanooga Rehabilitation Hospital, which offers comprehensive physical rehabilitation services; Greenleaf Health Systems Psychiatric and Chemical Dependency Center; and Women's East Pavilion (a component of Erlanger Medical Center), the only area hospital exclusively for women.

■ Recreation

Sightseeing

More than four million people visit Chattanooga annually to explore the city's past, take part in activities, and enjoy the region's unique sights and diversions. The \$45 million Tennessee Aquarium, one of the world's largest freshwater aquariums, takes spectators everywhere a river goes—from small mountain streams, to raging currents, to deep reservoirs, to the sea. Displays of thousands of living plants, fish, birds, and other river animals show how water supports life. A \$30 million, 60,000 square foot addition holds 650,000 gallons of water, with ten-foot sharks, stingrays, and barracuda swimming among coral formations. This expansion is only part of a \$120 million Waterfront Plan, completed in May 2005, which includes a \$19.5 million expansion to the Hunter Museum of American Art, and a \$3 million renovation and enhancement to the Children's Creative Discovery Museum, as well as other riverside revitalization projects. The story of Chattanooga's rich cultural, historical, and geographical significance is related through chronologically progressive exhibits at Ross's Landing Park and Plaza, which is adjacent to the Aquarium. The Chattanooga Regional History Museum was established in 1978 to collect, preserve, and exhibit the written, spoken, pictorial, and artifactual record of Chattanooga and the surrounding region.

The Chattanooga Zoo at Warner Park presents a variety of exotic animals and birds, including primates, jaguars, nocturnal animals, and a petting zoo, as well as classes about animal life. Its newest exhibit, the "Cougar Express," features mountain lions. The Tennessee Valley Railroad Museum offers an impressive collection of classic railroad memorabilia, including a 1911

steam locomotive, a 1917 office car with three bedrooms, a 1926 dining car, a Pullman sleeping car, and a 1929 wooden caboose. Visitors can ride the train on its 40-acre site with its four railroad bridges and a historic tunnel through Missionary Ridge; four-hour roundtrip train rides to historic Chickamauga, Georgia, are also available. The National Knife Collector Association and Museum, which promotes the hobby of knife collecting, has many interesting knives on display; the museum relocated from Chattanooga to Sevierville, Tennessee in 2006.

The Chattanooga Choo-Choo is a 30-acre complex offering accommodations in restored Victorian railroad cars, dining options including dinner in an elegant dining car, browsing in unique shops, and touring the entertainment complex via old-fashioned trolley. At Ross's Landing, the sternwheeler *Southern Belle*, which can carry 500 people, conducts excursions up the Tennessee River on its dining and entertainment cruises. Another excursion boat, the *Chattanooga Star*, is an authentic side paddle wheeler that can accommodate up to 145 passengers.

The Lookout Mountain Incline Railway ascends and descends the mountain every half hour with trolley-style railcars, offering panoramic views of the city. One of the steepest railways in the world, its gradient reaches 72.7 percent. The self-guided tour of famous Rock City on Lookout Mountain reveals giant prehistoric rock formations, breathtaking views, and visits to Fairyland Caverns and Mother Goose Village, where fairy tales are celebrated. Ruby Falls-Lookout Mountain Caverns is a cave providing a view of a 145-foot waterfall that is 1,120 feet underground. The Chattanooga Nature Center is an environmental educational facility featuring exhibits such as a wildlife diorama, interactive computer games, and a crawl-in beaver lodge, as well as a 1,400-foot Wetland Boardwalk, and a Wildlife Rehabilitation laboratory. Adjoining Lookout Mountain is Reflection Riding, a 300-acre nature preserve that permits visitors to drive through a grand variety of trees, shrubs, and wildflowers similar to those in an English landscape.

Straddling the Tennessee-Georgia border, the 9,000-acre Chickamauga and Chattanooga National Military Park is the nation's oldest and largest preserved area of Civil War sites. Chickamauga Battlefield unit offers "living history" programs, the Fuller gun collection, a self-guided tour, and a multimedia presentation on the battle. Lookout Mountain unit offers free programs, the Craven's House Museum, and magnificent views from Point Park. The National Medal of Honor Museum displays memorabilia, artifacts, equipment, and history about the Medal of Honor. An exciting three-dimensional presentation of Chattanooga's Civil War history is presented at the Battles for Chattanooga Museum, which features 5,000 miniature figures, 650 lights, sound effects, and details of major battles. Signal Point, atop Signal Mountain, is the site where messages were relayed

to clear the way for supplies coming down the Tennessee River for Union soldiers during the Civil War.

A number of interesting historical houses and buildings are located around the city. The Brabson House, built in 1857 and later used as a hospital during the 1878 yellow fever epidemic, was destroyed by fire in 1881 and rebuilt in the early 1990s. The John Ross House, a memorial to the man who was the greatest chief of the Cherokee Nation, was built in 1779 by Ross's grandfather. Craven's House, built circa 1854, was the center of action in the Battle of Lookout Mountain, and the 1840s Gordon Lee Mansion served as headquarters to General William Rosecrans in 1863 as well as serving as a soldiers' hospital. After the Confederate evacuation of Chattanooga in 1863, General Braxton Bragg established his headquarters at the Lee & Gordon's Mill.

Other area attractions include water fun at the Alpine Slide, views of the underground lake of Lost Sea at Sweetwater, tours of the Jack Daniels Distillery at Lynchburg, and the games and rides at Lake Winnepe-saukah Amusement Park.

Arts and Culture

Chattanooga has a very active performing arts community. The Symphony and Opera Association presents symphony concerts, operas, chamber music, pops programs, young people's concerts and operas, and youth orchestras, with guest artists of international renown at the Tivoli Theatre. The restored Tivoli is a fine example of 1920s baroque elegance. With its ample stage depth and first-rate backstage and rehearsal facilities, the theater is the site of some of the city's major entertainment and cultural events, including touring Broadway productions. The Soldiers and Sailors Memorial Auditorium was built in 1924 and rededicated in 1991 after being refashioned into a theatrical venue with a sloped concert hall with permanent seating. The auditorium is an ideal venue for concerts, theatrical performances, meetings, and conventions.

Founded in 1923 as the Little Theatre of Chattanooga, the Chattanooga Theatre Centre is a 40,000 square-foot facility with a main stage seating 380 and a smaller Circle stage seating 200. The Theatre Center offers a variety of locally produced programs featuring professionally directed local and regional talent in its seven main stage shows, four smaller and more adventurous Circle Series shows, and four youth theater productions each year. The Encore Theatre, the Mountain Opry, and other area and regional theaters offer a variety of locally produced performances year-round.

Chattanooga has a number of dance companies including Ballet Tennessee, Chattanooga Ballet, Contemporary Performing Arts of Chattanooga, and Dance Theatre Workshop. These companies present a variety of programs from the holiday classic *The Nutcracker* to avant garde drama. The Chattanooga Boys Choir, which

includes approximately 200 boys in the program each year, and Girls Choir, composed of nearly 150 girls, travel throughout the United States and abroad. Rock and popular concerts are held at Memorial Auditorium.

The Heritage Center features the 300-seat Bessie Smith Performance Hall, a legacy of the city's "Empress of the Blues." Adjacent to the Bessie Smith Hall is the Chattanooga African-American History Museum, which contains a library and a collection of artifacts including African art, original sculptures, paintings, musical recordings, and local African American newspapers. The Houston Museum of Decorative Arts is famous for its outstanding collection of American decorative arts assembled by Anna S. Houston, a local antiques dealer. The museum features beautiful pieces of porcelain, glass, furniture, and ceramics. With one of the largest and finest collections of American art in the Southeast, the Hunter Museum of American Art is situated high on a bluff overlooking the Tennessee River. The museum houses masterworks from Thomas Hart Benton, Winslow Homer, and Andrew Wyeth. The museum underwent a \$19.5 million expansion and renovation which was completed in 2005; its new addition is home to temporary exhibits and galleries.

The University of Tennessee at Chattanooga (UTC) provides the community with numerous offerings in the cultural and fine arts. The University Theatre presents several stage productions annually while faculty, student, and guest musicians participate in the Cadek Department of Music and Conservatory offerings. The University's Cress Gallery of Art, part of the UTC Fine Arts Center, houses visiting exhibitions as well as local and student art work. Patten Performances, formerly The Dorothy Patten Fine Arts Series, hosts top quality theatrical, concert, and dance presentations.

Festivals and Holidays

Held in April, the two-day 4 Bridges Arts Festival celebrates the visual arts. The annual River Roast, held in May, draws thousands to the riverfront and features a barbeque, volleyball tournament, and Mayor's Regatta. The Bessie Smith Traditional Jazz Festival, another May event, is a three-day jazz extravaganza held at the Chattanooga Choo Choo's Station House. One of the recreational highlights in Chattanooga is June's nine-day Riverbend Festival, a musical celebration on the riverfront at Ross's Landing, which draws more than 540,000 people each year to see top-name entertainers. Musical performances on its six stages range from jazz, blues, rock, folk, country, bluegrass, classic and more. At the Southern Brewers Festival in August, microbrewers from across the country offer more than 30 ales and lagers; the event also features music and food. October brings visitors from across the country to attend the two-week Fall Color Cruise and Folk Festival, which includes boat trips down the Tennessee River, food events, music, and crafts.

The holiday season is highlighted by Christmas on the River, a parade of festively decorated lighted boats on the Tennessee River.

Sports for the Spectator

Chattanooga boasts professional sports teams in baseball (Chattanooga Lookouts, Class AA Southern League) and football (Chattanooga Locomotion, National Women's Football Association Southern Division), and major collegiate sports entertainment at the University of Tennessee at Chattanooga (UTC). The Lookouts play in the 6,500-seat BellSouth Park, while as of 2007 the Locomotion played home games at Red Bank High School. UTC's NCAA Division I basketball Mocs play at the McKenzie Arena, formerly called the UTC Arena (capacity 11,218), while the Division I-AA Mocs football team plays its Southern Conference schedule at the 20,668-seat Max Finley Stadium, the site for the annual NCAA Division I-AA National Football Championship Games. UTC also fields NCAA Division I teams in cross country, golf, softball, tennis, indoor/outdoor track and field, volleyball, and wrestling.

Sports for the Participant

Surrounded by parks, mountains, and nearly 50,000 acres of rivers and lakes, the Chattanooga area offers recreation opportunities of all kinds. The mountains circling the city feature camping, rock climbing, rappelling, and spelunking. The mountain rivers offer exciting white water rafting, kayaking, and canoeing. Fishing on the Tennessee River is always an attraction, and nearby Lake Chickamauga provides more than 35,000 acres of water for sailing, water skiing, and rowing. Another site for water enthusiasts is the 192 miles of shoreline on Nickajack Lake.

More than 200 tennis courts, as well as hundreds of basketball courts, softball and baseball fields, dot city neighborhoods. Golfers are beckoned by 23 area golf courses. Chattanooga has dozens of recreation centers and supervised playgrounds to occupy the young set. Around the city, organized team sports include softball, baseball, wrestling, polo, boxing, soccer, rugby, gymnastics, and swimming, while sporting clubs center on hunting, fishing, running, biking, and skiing.

The Tennessee Riverwalk is a scenic pedestrian pathway connecting a string of parks and playgrounds along the riverfront. The Passage, which opened in May 2005, is a new pedestrian link between the river and the downtown area. One of the jewels in the Tennessee Riverpark system is Coolidge Park, located on Chattanooga's north shore waterfront. The 6-acre park is named in honor of Charles Coolidge, a World War II Medal of Honor recipient. The park boasts a restored Denzel carousel originally built in 1895 for Atlanta's Grant Park; it features 52 intricately painted, hand-carved animals created by students of artisan Bud Ellis at Horsin'

Around, a year-round carousel animal carving school in Chattanooga.

Shopping and Dining

Chattanooga is a shopping mecca for a region covering a 50-mile radius in Tennessee, Alabama, and Georgia. Residents are served by more than 40 shopping centers, including several enclosed major malls. Hamilton Place, with more than 200 stores, is the state's largest shopping mall; it is located in southeast Hamilton County. Rehabilitation efforts in the city's downtown have restored its vitality as a popular shopping and dining site. There, Warehouse Row, a \$30 million upscale outlet complex, features designer shops located in 8 cavernous former turn-of-the-century railroad warehouses. Chattanooga's riverfront area has numerous shops alongside piers, boatslips, and waterfront parks. The East Ridge Flea Market, open on weekends and holidays, is a huge indoor/outdoor market featuring more than 250 vendors selling new and used items, and three restaurants.

Dining experiences in Chattanooga can be as varied as having dinner while walking or cruising along the Tennessee River or while watching a stage production or eating in a former railway dining car. Fine dining and more moderately priced traditional American fare are offered in many areas of the city. Casual eateries include burger joints, delis, buffets and cafeterias, and novelty settings. Ethnic cuisine runs the gamut from Chinese, Italian, and Tex-Mex to Jamaican.

Visitor Information: Chattanooga Area Convention & Visitors' Bureau, 2 Broad Street, Chattanooga, TN 37402; telephone (423)756-8687; toll-free (800)322-3344

■ Convention Facilities

Chattanooga offers several facilities designed to hold such diverse events as trade shows, conventions, meetings, banquets, or any other special event. The Chattanooga Convention Center underwent a \$56 million renovation completed in 2002. Located in the heart of downtown, the 312,000 square-foot trade center offers 180,000 square feet of exhibit space and has a seating capacity of 8,500. The Tivoli Theatre, which is listed on the National Register of Historic places and was once known as "The Jewel Box of the South," can host meetings and conventions for about 1,800 people. Soldiers & Sailors Memorial Auditorium features two theaters, the larger of which seats 4,843, and an exhibit hall providing 9,600 square feet of display space, suitable for small trade shows. The Chattanooga Conference Center is a 25,000 square foot facility with 20 meeting rooms. The Chattanooga Choo-Choo has over 30,000 square feet of convention space and 12 meeting rooms. For larger groups, McKenzie Arena at the University of Tennessee seats

12,000 people, and can provide 27,000 square feet of exhibit space.

Convention Information: Chattanooga Area Convention & Visitors' Bureau, 2 Broad Street, Chattanooga, TN 37402; telephone (423)756-8687; toll-free (800) 322-3344

■ Transportation

Approaching the City

Three interstate highways, I-75, I-24, and I-59 converge near the city. I-75 runs southwest toward the city from Knoxville, and north-northwest from Atlanta; I-59 runs north, then east from Birmingham; and I-24 runs south, then east from Nashville. The city is a convenient stop en route to cities such as New Orleans, Orlando, and many other deep south destinations. Chattanooga Metropolitan Airport/Lovell Field, just 15 minutes from downtown, offers more than 50 flights daily, including direct flights to Atlanta, Washington D.C., Chicago, Memphis, Houston, Tampa, Cincinnati, and Charlotte. Greyhound/Trailways Bus Lines provides interstate service.

Traveling in the City

The three Interstate Highways, I-75, I-24 and I-59, are particularly busy during the rush hour to and from work. Major thoroughfares include Hixson Pike, which runs north-south, and Brainerd Road, which runs east-west then turns north into Lee Highway. Ringgold Road is another important east-west route. Riverside Drive curves around many major downtown sites. The Chattanooga Area Regional Transportation Authority (CARTA) provides regularly scheduled public bus transportation for the area. CARTA also offers free downtown electric shuttle service for visitors, residents, and downtown workers.

■ Communications

Newspapers and Magazines

The *Chattanooga Times Free Press* is the city's daily morning paper. The Chattanooga.com is a daily internet-only news source available at www.chattanooga.com. There are several general and special weekly

newspapers, among them the *Chattanooga Courier*, which serves the area's African American community, and *The Chattanooga Pulse*, which provides alternative news. Magazines covering Chattanooga include *Commerce* and *East Tennessee Business Journal*, both published monthly; and *Chattanooga CityScope* and *Chattanooga Magazine*, published quarterly.

Television and Radio

Six television stations and 25 radio stations serve the Chattanooga area.

Media Information: *The Chattanooga Times Free Press*, 400 E. 11th St., Chattanooga, TN 37403; telephone (423)756-6900

Chattanooga Online

- Chattanooga Area Chamber of Commerce. Available www.chattanooga-chamber.com
- Chattanooga Area Convention & Visitors Bureau. Available www.chattanoogafun.com
- Chattanooga-Hamilton County Bicentennial Library. Available www.lib.chattanooga.gov
- Chattanooga Regional History Museum. Available www.chattanoogahistory.com
- City of Chattanooga Home Page. Available www.chattanooga.gov
- Chattanooga Times Free Press*. Available www.timesfreepress.com
- Hamilton County School System. Available www.hcde.org
- Virtual Chattanooga. Available www.chattanooga.net

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Knoxville

■ The City in Brief

Founded: 1786 (incorporated 1791)

Head Official: Mayor Bill Haslam (R) (since 2003)

City Population

1980: 175,045

1990: 169,761

2000: 173,890

2006 estimate: 182,337

Percent change, 1990–2000: 2.4%

U.S. rank in 1980: 77th

U.S. rank in 1990: 101st (State rank: 3rd)

U.S. rank in 2000: 135th (State rank: 3rd)

Metropolitan Area Population

1980: 546,488

1990: 585,960

2000: 687,249

2006 estimate: 667,384

Percent change, 1990–2000: 17.3%

U.S. rank in 1980: 60th (MSA)

U.S. rank in 1990: 65th (MSA)

U.S. rank in 2000: 62nd (MSA)

Area: 92.7 square miles (2000)

Elevation: Approximately 936 feet above sea level

Average Annual Temperatures: January, 37.6° F; July, 77.7° F; annual average, 58.4° F

Average Annual Precipitation: 36.72 inches of rain; 11.5 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.4% (June 2007)

Per Capita Income: \$20,249 (2005)

2005 FBI Crime Index Property: 11,062

2005 FBI Crime Index Violent: 1,728

Major Colleges and Universities: University of Tennessee at Knoxville, Knoxville College, Pellissippi State Technical Community College

Daily Newspaper: *The Knoxville News-Sentinel*

■ Introduction

Just 30 miles north of the country's most visited national park, Knoxville, Tennessee, has long been known as the "Gateway to the Smokies." The greater Knoxville area has won accolades for its "livability"—a combination of qualities that encompasses such factors as economic outlook, climate, cost of living, education, transportation, and the arts. The corporate hub of east Tennessee and home to the Tennessee Valley Authority (TVA) and the University of Tennessee at Knoxville's main campus, the city is not yet among the South's urban giants. In the last several decades Knoxville has experienced impressive gains, particularly in high-technology industries and related firms. Because of the influence of TVA, the University of Tennessee at Knoxville and world-famous Oak Ridge, 30 miles away, Knoxville has become known as one of the foremost energy centers in the world. Knoxville is determined to enjoy the fruits of development without sacrificing those qualities that have made their city stand out among the country's smaller urban areas.

■ Geography and Climate

Knoxville is located at the headwaters of the Tennessee River in a broad valley between the Cumberland Mountains to the northwest and the Great Smoky Mountains to the southeast. Both mountain ranges modify the type of weather that plains areas at the same

latitude experience by slowing and weakening cold winter air from the north and tempering hot summer winds from the west and south. Precipitation is usually in the form of rain, and falls primarily during the winter and in late spring, though sudden thunderstorms are also quite common in summertime and provide relief on extremely warm days in the valley. Snowfall averages approximately 12 inches annually, most often in amounts of less than four inches at one time; it rarely stays on the ground for more than a week.

Area: 92.7 square miles (2000)

Elevation: Approximately 936 feet above sea level

Average Temperatures: January, 37.6° F; July, 77.7° F; annual average, 58.4° F

Average Annual Precipitation: 36.72 inches of rain; 11.5 inches of snow

■ History

Settlement Becomes Supply Center

Archaeological evidence suggests that the first humans to live in what is now Knoxville were of the Woodland tribe, a group of hunters and trappers driven south from the Great Lakes region by climatic changes, probably about 1000 B.C. Their simple culture eventually gave way to that of the more sophisticated mound builders, whose influence was felt throughout most of the South. By 1761, the year the first white men were known to have explored Knoxville, the mound builders had been displaced by yet another group of Native Americans, the Cherokee.

Early contacts between the white settlers and the Cherokee were fairly cordial, which encouraged colonial expansion into the land west of the Great Smoky Mountains. In 1783 North Carolina's James White and several friends crossed the mountains in search of a place to stake a claim. White later returned to the area with his family, and in 1786 he became Knoxville's first permanent settler when he built a log cabin on a hill overlooking a stream that fed into the Tennessee River. A peace treaty with the Cherokee sparked additional migration into the region, and soon White's cabin was joined by several others. After the pioneers connected their cabins with a stake fence, the settlement took on the name White's Fort. Because of its strategic location, it quickly began serving as a repair and supply center for westbound wagon trains.

In 1790 William Blount, newly appointed governor of the territory south of the Ohio River and superintendent of Indian affairs for the same region, arrived at White's Fort and established his headquarters there. One of his first tasks was to meet with the Cherokee and

establish territorial boundaries; this he accomplished almost immediately, purchasing from the Cherokees much of the East Tennessee Valley and opening the area to even more settlers. In 1791, at Blount's suggestion, streets were laid out around White's Fort and a town was incorporated that the governor named Knoxville in honor of the Secretary of War, Major General Henry Knox. By 1792, Knoxville had become the county seat, and it continued to grow steadily as a trading post. When Tennessee was admitted to the Union in 1796, Knoxville even served as the state's first capital, a designation it retained until 1812. Despite its political and economic status, Knoxville at the turn of the century was little more than a rowdy village of taverns and smithies that catered to teamsters, flatboatmen, soldiers, and homesteaders on their way west.

City Grows Slowly

Knoxville's first industries were related to its function on the frontier; among the most common were grist mills, sawmills, tanyards, cotton-spinning factories, and wool-carding mills. Because of the transportation difficulties posed by the mountains and unnavigable parts of the Tennessee River, no attempt was made to mine nearby coal, iron, and marble for shipping out of the region. As a result, Knoxville grew rather slowly in comparison with the rest of the state, posting a population of barely more than 2,000 people in 1850. The arrival of the railroad in the 1850s promised change, but the advent of the Civil War put a halt to further development.

A majority of east Tennessee citizens were loyal to the Union before and even during the Civil War, and their opposition to secession made Tennessee the last state to join the Confederate States of America. Alarmed at the thought of so many Union sympathizers in a critical border state, the Confederate Army occupied the city from early 1861 until August 1863, shortly before Union troops arrived and established headquarters there. In November of that same year, Confederate troops tried to recapture Knoxville. After a two-week-long siege, they were eventually repulsed, but victory for the Union forces came at a great cost to Knoxville—railroad shops, factories, virtually all public buildings, and some private homes were either burned to the ground or badly damaged.

The Reconstruction period was a boon to the city as hundreds of former Union soldiers chose to return to Knoxville to settle permanently, bringing with them the business and labor skills so desperately needed to rebuild what had been destroyed during the war. The population swelled to almost 10,000 people in 1870, up from less than 3,000 people in 1860. The rest of the century brought still more development; iron plants, cloth mills, furniture factories, marble quarries, and foundry and machine companies were established, and Knoxville began to emerge as a major southern commercial center.

Economic Problems Abound

Throughout much of the twentieth century, however, Knoxville saw its postwar progress eroded by racial tension, periodic economic downturns, the Great Depression of the 1930s, loss of population to the suburbs, and a series of ineffective city governments. The 1920s provided a brief respite from economic woes as the city benefited from the national boom, but social and political conditions continued to deteriorate when conservative leaders clashed with progressive elements over the best way to tackle Knoxville's problems. Like so many other cities, Knoxville was hit hard by the Great Depression; factories closed, major banks failed, and the optimism of the previous decade faded, leaving in its place a cautiousness that influenced decision-makers for years to come.

Wartime Brings Prosperity

World War II brought prosperity to the area, especially at Alcoa Aluminum, Oak Ridge National Laboratory, the Tennessee Valley Authority, and Rohm & Haas, manufacturers of plexiglass for airplanes. The influx of federal money and jobs led to increased activity in other areas, including construction, service industries, and retail and wholesale trade. But Knoxville failed to capitalize on the wartime gains and instead entered another period of stagnation during the 1950s.

City Celebrates Progressive Spirit

After the mid-1960s, however, Knoxville began reversing the trends of previous years. A new generation of progressive business and political leaders has worked to make the city more attractive to developers, initiating facelifts for downtown buildings, arranging financing for new projects, cleaning up the riverfront, and demolishing or upgrading substandard housing. The 1982 World's Fair and its theme of "Energy Turns the World" focused even more attention on the city's attempts to stage a comeback. New industries, especially high-technology ones, have established facilities in the area, and old industries have expanded. This in turn has led to gains in construction, services, and retail trade as thousands of young, well-educated, and affluent workers have followed the high-technology firms to Knoxville. In 2006, Knoxville ranked 5th in *Forbes* magazine's "Best Places for Business and Careers" list. In 2007 *Expansion Management* magazine ranked Knoxville 9th on its list of "America's 50 Hottest Cities" for businesses looking to expand or relocate. Knoxville intends to build on the progress of the past to make the twenty-first century the best years yet for the "Gateway to the Smokies."

Historical Information: East Tennessee Historical Society, McClung Historical Collection, 601 S. Gay St., TN 37901; telephone (865)215-8824

■ Population Profile

Metropolitan Area Residents

1980: 546,488
 1990: 585,960
 2000: 687,249
 2006 estimate: 667,384
 Percent change, 1990–2000: 17.3%
 U.S. rank in 1980: 60th (MSA)
 U.S. rank in 1990: 65th (MSA)
 U.S. rank in 2000: 62nd (MSA)

City Residents

1980: 175,045
 1990: 169,761
 2000: 173,890
 2006 estimate: 182,337
 Percent change, 1990–2000: 2.4%
 U.S. rank in 1980: 77th
 U.S. rank in 1990: 101st (State rank: 3rd)
 U.S. rank in 2000: 135th (State rank: 3rd)

Density: 1,876.7 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 136,561
 Black: 24,994
 American Indian and Alaska Native: 411
 Asian: 2,629
 Native Hawaiian and Pacific Islander: 53
 Hispanic or Latino (may be of any race): 2,123
 Other: 527

Percent of residents born in state: 67.6% (2000)

Age characteristics (2005)

Population under 5 years old: 9,239
 Population 5 to 9 years old: 8,954
 Population 10 to 14 years old: 10,933
 Population 15 to 19 years old: 10,091
 Population 20 to 24 years old: 19,832
 Population 25 to 34 years old: 26,225
 Population 35 to 44 years old: 24,853
 Population 45 to 54 years old: 22,928
 Population 55 to 59 years old: 8,691
 Population 60 to 64 years old: 6,645
 Population 65 to 74 years old: 9,704
 Population 75 to 84 years old: 8,051
 Population 85 years and older: 2,598
 Median age: 34.7 years

Births (2006, MSA)

Total number: 8,118



©Raymond Gehman/Corbis.

Deaths (2006, MSA)

Total number: 6,306

Money income (2005)

Per capita income: \$20,249

Median household income: \$30,473

Total households: 80,153

Number of households with income of ...

less than \$10,000: 16,309

\$10,000 to \$14,999: 6,078

\$15,000 to \$24,999: 11,063

\$25,000 to \$34,999: 11,497

\$35,000 to \$49,999: 11,223

\$50,000 to \$74,999: 13,272

\$75,000 to \$99,999: 4,984

\$100,000 to \$149,999: 3,578

\$150,000 to \$199,999: 1,000

\$200,000 or more: 1,149

Percent of families below poverty level: 15.3% (2005)

2005 FBI Crime Index Property: 11,062

2005 FBI Crime Index Violent: 1,728

■ Municipal Government

Knoxville operates via a mayor-council form of government. The mayor and nine council members are elected to four-year terms.

Head Official: Mayor Bill Haslam (R) (since 2003; current term expires 2011)

Total Number of City Employees: 2,769 (2006)

City Information: City of Knoxville, 400 Main St., Knoxville, TN 37902; telephone (865)215-2000

■ Economy

Major Industries and Commercial Activity

The stable economy of the Greater Knoxville Area is one of the region's major assets. It is highly diversified with no one employment sector accounting for more than 22 percent of the area's total employment. Recent years have seen substantial growth in the areas of trade, transportation, utilities, and financial activities.

Knoxville's economy is bolstered by the presence of the Tennessee Valley Authority headquarters and the University of Tennessee at Knoxville. Added benefits accrue with the location of the Oak Ridge National Laboratory (ORNL), a major U.S. Department of Energy facility, in nearby Oak Ridge. Scientists and engineers at ORNL labs do research and development work to bring scientific knowledge and technological solutions that strengthen U.S. leadership in the area of science; increase the availability of clean energy; restore and protect the environment; and contribute to national security. These institutions provide unlimited education and training opportunities for area businesses and are active in a cooperative technology transfer program that has successfully spawned many spin-off companies. The Spallation Neutron Source (SNS) project, based in Oak Ridge, was completed in May 2006. SNS development is carried out by collaboration of six national laboratories, and is based at an 80-acre site at ORNL. The \$1.4 billion project will produce the most powerful pulsed neutron sources in the world for scientific research and industrial development, making the region a world leader in technology. The project will have applications in the areas of chemistry, physics, biology, genetics, semiconductors and aerospace engineering.

As another nurturing aspect of the local business climate, the area features an unusually high number of incubator facilities, particularly in Oak Ridge—a city whose roots can be traced to the Manhattan Project of the late 1930s and early 1940s.

Through the assistance of the ORNL and University of Tennessee (UT), spin-off companies have been formed. UT, Lockheed Martin Energy Systems, and TVA, have been successful in recruiting national high-technology consortiums. The city itself is very technology-forward, with fiber-optic lines threaded throughout its downtown core. Knoxville telecommunication infrastructure is a critical factor in the site selection process of relocating companies, and Knoxville's state-of-the-art telecommunications structure has helped the city attract several telemarketing divisions of large corporations.

Another key element in the Greater Knoxville area's economic prosperity is location. Knoxville is at the center of the eastern half of the United States and within one day's drive of three-fourths of the U.S. population. Location is one important reason why many manufacturing businesses have relocated or expanded in the area. Location is also a factor in the area's booming tourism industry, particularly in nearby Sevier County, where approximately 10 million people annually visit the Great Smoky Mountains National Park—the most visited national park in the United States—and the many other attractions in Gatlinburg, Pigeon Forge and Sevierville.

Knoxville remains an urban center for mining in the Cumberland range. Zinc and coal mining are carried on in the region. Burley tobacco and a variety of food crops

are harvested on farms just outside the city, and livestock and dairy products are also important to the local economy.

Major manufacturers in Knoxville include: Aluminum Co. of America (ALCOA); BIKE Athletic Co.; Boeing Defense & Space; Clayton Homes; D & D Vending Inc.; Denso Manufacturing Tennessee; Image Point; Key Safe Systems, Inc.; Knoxville Coca-Cola Bottling Co.; Maremont Products; Matsushita Electronic Components Co.; Monterey Mushrooms Inc.; Norfolk Southern Corp.; PBR Automotive USA LLC; Philips Electronics North America Corp.; Powermetrix Corp.; Sea Ray Boats; and Science Applications International Corp. Other industry leaders include: Alpha Industries; Ameristeel Corp.; Brigade Quartermasters Outdoor Action Gear and Clothing; Consolidated Products, Inc.; CTI Inc.; Data Research & Applications Inc.; Easy Vac Inc.; Emerson Process Management; JBLCo.; Rotonics Manufacturing, Inc; and Steel Plate Fabricators. Recently, Knoxville has welcomed leading companies such as Brinks Home Security, SYSCO Corporation, Exedy America, Reily Foods, Tennessee Steel, and National Partitions, along with many expansions of major existing industries.

In 2007 *Expansion Management* magazine named the Knoxville Metropolitan Statistical Area (MSA)—Knox, Anderson, Blount, Loudon, and Union counties—third among all mid-sized cities in the nation in its annual “Best Metro for Business and Expansion” competition.

Items and goods produced: motor vehicles supplies, manufactured housing, aluminum products, clothing, computer peripherals, electrical equipment, plastics, pleasure boats, processed foods

Incentive Programs—New and Existing Companies

Local programs: Knoxville has a Foreign Trade Zone, is an inland Port of Entry, and has a U.S. Customs Office. The city and county offer sales tax exemptions on new equipment and special revenue bond financing programs. Knoxville's Jobs Now! campaign, launched in 2003, aims to attract new businesses to the Knoxville area and encourage expansion of local businesses, primarily through marketing, via advertising, trade show exhibitions, distribution of brochures, and calling on prospects. The goals of the Jobs Now! Program's first five years were to: create 35,000 new jobs; create \$2.5 billion in new, nonresidential capital investment; and raise the annual average wage by \$5,000. The city of Knoxville and Knox County have been the campaign's biggest backers.

State programs: Tennessee, a right-to-work state, provides a low cost of doing business. It boasts some of the lowest utility costs in the nation and offers numerous tax incentives. State-administered financial programs for

businesses include: the Small and Minority-Owned Telecommunications Business Assistance Program, administered by the state Treasury Department, providing assistance to small and minority-owned businesses through loans, technical assistance, and program services; the Small Business Energy Loan Program, which helps qualified Tennessee-based businesses upgrade their level of energy efficiency in their buildings and manufacturing processes; the FastTrack Infrastructure Program, which assists in the funding of infrastructure improvements for businesses locating or expanding in Tennessee; and the FastTrack Training Services Program, which helps companies provide training for their staff. The Community Development Block Grant Program benefits low and moderate income (LMI) persons, is geared to eliminate or prevent slums and blight, and addresses imminent health and safety problems. The Appalachian Regional Commission Program is a federally funded program divided between highway and non-highway programs. Its goals are to: increase job opportunities and per capita income in Appalachia to reach parity with the rest of the nation; strengthen the capacity of the people of Appalachia to compete in the global economy; develop and improve Appalachia's infrastructure to make the region economically competitive; and build the Appalachian Development Highway System to reduce Appalachia's isolation.

Job training programs: Tennessee's FastTrack Training Services Program is the state's primary source of financial support for new and expanding business and industry training. FastTrack staff work with businesses to plan, develop, and implement customized training programs. Training may be done in a classroom setting, or on the job. The Southeast Tennessee Private Industry Council also assists businesses in meeting labor force training needs. The Council strives to provide businesses with a more competent workforce, higher employee productivity, a reduction in employee turnover, lower employee retraining costs, and highly motivated employees. The Tennessee Industrial Training Service provides specialized services at low or no cost to manufacturing, warehouse/distribution, and service industry employers, including task and job analysis, training program design and material development, coordination of programs with employee recruitment activities, provision of facilities and equipment for developing specific job skills, and provision of funding. Pellissippi State Technical Community College offers technical programs.

Development Projects

Knoxville's healthy economy is exemplified by the many renovation and expansion projects underway or recently completed around the city. The newly-expanded Knoxville Convention Center, opened in 2002, is a sparkling, technologically-advanced facility boasting a 119,922 square-foot exhibit hall, a 27,300 square-foot divisible

ballroom, 14 functional meeting rooms seating attendees in theater style, a lecture hall with seating for 461, and three luxury conference rooms. The East Tennessee Historical Center's Museum of East Tennessee History, McClung Historical Collection, and Knox County Archives doubled in size upon the completion of a \$20 million expansion in 2005. This will bring more exhibit and collection space to the museum; more space for growing the number of books, manuscripts, and microfilm of the McClung Historical Collection; and more room for the Knox County Archives' permanent records of historic Knox County. An extensive \$23.5 million restoration of the magnificent Tennessee Theatre was completed in January of 2005, returning the 1928 theatre to its former glory. Several new exhibits have opened at the Knoxville Zoological Park in recent years, including an elephant preserve, African grasslands exhibit, and a meerkat exhibit; the zoo's Kid's Cove, a fun environment designed for children, opened in 2004.

By 2007 a 20-year revitalization strategy for redeveloping the South Waterfront was being realized. The plan for the South Waterfront includes a continuous Riverwalk along the shoreline, several parks and other "windows" to the water, public improvements for streets, sidewalks, bikeways, and parking, and private development that will add new housing units, retail and office space, and entertainment opportunities. Construction on the condominium project began in 2006. Phase I of the South Waterfront project is to last for five years, and includes the following: Cityview Riverwalk and Blount Avenue Streetscape; Knoxville Shoals Promenade Riverwalk; Gay Street Amphitheater; River Road, Barber St., and Claude St. Extensions; River Plain Park and Riverwalk; Lincoln Street Landing; Sevier Avenue/Gay Street Transportation Improvements; Henley Gateway; Goose Creek Landing; Cherokee Trail Underpass; Island Home Avenue and East Riverwalk; and the University of Tennessee Pedestrian Bridge.

Economic Development Information: Knoxville Area Chamber Partnership, 17 Market Square, No. 201, Knoxville, TN 37902; telephone (865)637-4550

Commercial Shipping

All major air shipments in Knoxville originate out of McGhee Tyson Airport. A new cargo facility was constructed in the early 1990s, more than doubling the airport's cargo capacity. In the fall of 2000, McGhee Tyson Airport completed a \$70 million renovation and expansion project of its main terminal and concourses. Rail is another option for those needing to transport freight to and from the Greater Knoxville area. Main rail service is provided by the Norfolk/Southern and the CSX rail systems. Some 125 regular-route, common-carrier truck lines have terminals in Knox County. Many irregular routes and special-contract carriers also supply the area with efficient ground freight services.

Because of navigation improvements made by the Tennessee Valley Authority on the Tennessee River system, Knoxville enjoys barge commerce with 21 other states on the Tennessee, Ohio, and Mississippi Rivers. This interconnected inland water system runs from the Gulf of Mexico to the Great Lakes, allowing shipments on water to such distant points as Houston, Tampa, Pittsburgh, Minneapolis, and Little Rock. In 2006 the Port of Knoxville handled 572,295 tons of cargo on 552 barges.

Labor Force and Employment Outlook

The Knoxville area labor force is drawn from a nine-county region in eastern Tennessee. The presence of a variety of instructional centers, combined with the city's proximity to key U.S. markets and the state's commitment to nurturing research and development firms, has made Knoxville a considerable force in the world of high-technology industry. The labor force has one of the lowest turnover and absenteeism rates in the country.

The following is a summary of data regarding the Knoxville metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 332,400

Number of workers employed in . . .

construction and mining:	18,000
manufacturing:	38,700
trade, transportation and utilities:	71,000
information:	6,100
financial activities:	17,400
professional and business services:	39,400
educational and health services:	40,600
leisure and hospitality:	35,200
other services:	13,900
government:	52,200

Average hourly earnings of production workers employed in manufacturing: \$15.87

Unemployment rate: 3.4% (June 2007)

<i>Largest employers (2004)</i>	<i>Number of employees</i>
U.S. Department of Energy	12,610
The University of Tennessee, Knoxville	9,317
Knox County Public School System	8,104
Covenant Health	8,000
St. Mary's Medical Center	3,606
University of Tennessee Medical Center	3,225
City of Knoxville	2,820

County of Knox	2,500
Clayton Homes	2,500
State of Tennessee	2,401

Cost of Living

Knoxville's overall cost of living, assisted by low taxes and low utility charges, is among the most reasonable in the country. Home buyers everywhere in the Greater Knoxville Area benefit from housing prices that are lower than the national average, as well as low taxes and low utility bills. Electric power rates here are among the lowest in the nation. The Tennessee Valley Authority, a publicly owned utility, is headquartered in Knoxville and generates much of the electrical power used in homes.

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

2007 (1st quarter) ACCRA Average House Price: \$245,600

2007 (1st quarter) ACCRA Cost of Living Index: 88.4

State income tax rate: 6.0% on dividends and interest only

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: 2.25%

Property tax rate: \$2.96 per \$100 assessed value in Knox County, \$3.05 per \$100 assessed value in city of Knoxville (2004)

Economic Information: Knoxville Area Chamber Partnership, 17 Market Square, No. 201, Knoxville, TN 37902; telephone (865)637-4550

■ Education and Research

Elementary and Secondary Schools

Knoxville public schools are considered models of quality. They recently received an A rating from the Tennessee State Department of Education. In 2007, according to Tennessee Comprehensive Assessment Program results based on No Child Left Behind benchmarks, Knox County schools data showed success. Forty-five of Knox County's 50 elementary schools and 12 of the system's 14 middle schools were in good standing based on the NCLB benchmarks, an improvement over 2006. The system offers diverse options, including advanced programs for gifted students, and comprehensive services for students with learning disabilities or physical challenges. Knox county's five magnet schools offer enhanced arts and science curriculums.

The following is a summary of data regarding the Knox County Schools as of the 2005–2006 school year.

Total enrollment: 53,000

Number of facilities

- elementary schools: 50
- junior high/middle schools: 13
- senior high schools: 12
- other: 12

Student/teacher ratio: 16.2:1

Teacher salaries (2005–06)

- elementary median: \$39,080
- junior high/middle median: Not available
- secondary median: Not available

Funding per pupil: \$6,491

In addition to the public schools, students in metropolitan Knoxville may attend one of the area's 46 private or parochial schools. Hearing-impaired children from across the state attend the Knoxville-based Tennessee School for the Deaf.

Public Schools Information: Knox County Public School System, 912 S. Gay St., Knoxville, TN 37902; telephone (865)594-1800

Colleges and Universities

Knoxville is home to one public and three private institutions of higher learning. The largest and most influential by far is the main campus of the University of Tennessee at Knoxville (UT), located near downtown. It has an enrollment of 26,400. The centerpiece of a statewide university system, it has 13 different schools and colleges (among them a College of Veterinary Medicine). UT offers bachelor's, master's, doctoral, and professional degrees in more than 300 fields of study ranging from engineering and business to history and music. Several of the university's programs are highly ranked nationally, including its Physician Executive MBA program, graduate program in printmaking, pharmacy, and nuclear engineering. The university works closely with area industries and research centers, including the Tennessee Valley Authority and nearby Oak Ridge National Laboratory, to provide leadership and expertise in a variety of high-technology fields. UT Knoxville has been listed in the top 40 public universities by *U.S. News and World Report*.

The city's other major facilities are Knoxville College and Johnson Bible College, both of which provide four-year degrees in liberal arts and sciences. Located nearby are Carson-Newman College and Maryville College. Pellissippi State Technical Community College offers two-year college transfer and technical programs.

Libraries and Research Centers

The Knox County Public Library System (KCPLS) consists of the Central Library downtown (the East Tennessee Historical Center and Lawson McGhee) and 16 branches located throughout Knox County. Its annual circulation is over two million. The system's holdings encompass approximately one million volumes as well as numerous films, videos, compact discs, and other materials. Special interest fields include the history and genealogy of Tennessee, and the city of Knoxville and Knox County archives. The KCPLS offers free Internet access to patrons. The University of Tennessee (UT) at Knoxville and Knoxville College also maintain their own large libraries. Additionally, several Knoxville-area hospitals and city, county, and federal offices maintain libraries.

In addition to the Tennessee Valley Authority and Oak Ridge National Laboratory, the region's two largest research and development facilities, Knoxville is home to several other research centers, most of which are affiliated with the University of Tennessee at Knoxville. In 2000 UT created nine Research Centers of Excellence in the following areas: information technology research, food safety, neurobiology of brain diseases, diseases of connective tissue, environmental biotechnology, structural biology, vascular biology, genomics and bioinformatics, and advanced materials.

Public Library Information: Knox County Public Library System, Lawson McGhee Library, 500 West Church Avenue, Knoxville, TN 37902-2505; telephone (865)215-8750

■ **Health Care**

Quality, affordable health care is available through the Knoxville region's eight general-use hospitals, offering about 2,320 beds and providing practically every imaginable specialty, including many that are generally not found in communities of this size. In addition, Knoxville's East Tennessee Children's Hospital devotes itself exclusively to prenatal and intensive care, pediatrics, and children's surgery.

The largest hospital in the area is the University of Tennessee Medical Center at Knoxville (UT). UT is nationally renowned for its research programs in heart disease, cancer, and genetics. Pediatrics, intensive care for newborns, and organ transplants are among its expanding services. Another of Knoxville's outstanding hospitals is Fort Sanders Regional Medical Center. Fort Sanders features the Patricia Neal Rehabilitation Center, an \$8 million facility specializing in treatment for disabled accident or stroke victims. The hospital houses the Thompson Cancer Survival Center, a \$20 million regional cancer unit closely affiliated with the prestigious Duke University Cancer Center.

St. Mary's Health System features a substance abuse center, a diabetes management center, and an Alzheimer treatment and research program. The hospital excels in laser eye care treatment as well as programs related to adolescent emotional behavior problems and home health care. Baptist Hospital of East Tennessee is known for its leading edge techniques in carotid artery treatment, and has the only Gamma Knife treatment center in the region, offering an alternative for brain tumor patients facing traditional surgery. Parkwest Medical Center's specialties include bariatric surgery, and treatment of breast cancer and heart disease.

■ Recreation

Sightseeing

A good place to begin a tour of Knoxville is at Volunteer Landing on the riverfront, the site of the Women's Basketball Hall of Fame, which recounts the first 100 years of women's basketball, and the Gateway Regional Visitor Center, 500,000 square feet of total space showcasing information about the scenic beauty surrounding Knoxville. In the four-county Knoxville area are hundreds of thousands of acres of parks and recreational space, including 800 miles of forests, 800 square miles of trout streams, and seven major Tennessee Valley Authority lakes that provide more than 11,000 miles of shoreline and 1,000 square miles of water surface. Knoxville itself boasts the east-side Chilhowee Park and Tyson Park in the University of Tennessee at Knoxville area, and the Ijams Nature Center, a non-profit regional environmental education center located minutes from downtown Knoxville. A raptor center and snapping turtle exhibit were added in 2004.

Much of Knoxville's outdoor and tourism activity centers around the Great Smoky Mountains National Park, America's most visited national preserve, with more than nine million visitors annually. The Smokies—located 45 minutes from downtown Knoxville and skirted by Gatlinburg, Pigeon Forge, Sevierville and Townsend—provide both active and passive recreation. The park boasts 800 square miles, 95 percent of which is forested, including 20 percent old-growth forest; 700 miles of trout streams; and more than 800 miles of trails.

Many more miles of trails and trout streams are found in Cherokee National Forest, an hour's drive south of Knoxville. Five whitewater rivers flow through Cherokee National Forest's 640,000 acres. Commercial outfitters will rent equipment or provide guided trips on some of the rivers. There are five state parks located nearby: Big Ridge State Park, Cove Lake State Park, Frozen Head State Park and Natural Area, Norris Dam State Park, and Panther Creek State Park.

The area's lakes, known as the Great Lakes of the South, are a major source of pleasure to residents and visitors. They include Norris Lake to the north, recognized nationwide for its striper fishing, and Melton Hill Lake in Oak Ridge, known for its world-class rowing conditions. The climate stays warm from May through September, and water skiing, sailing, and swimming are popular pastimes.

The site of the 1982 World's Fair has developed into a permanent recreation area in the heart of the city. The 266 foot-tall Sunsphere is still within the park, and is Knoxville's unofficial symbol. Visitors can take in a 365-degree view of Knoxville from 26 stories up on the observation deck of the Sunsphere.

Historical homes are also popular with sightseers. Among the best known in Knoxville are the Armstrong-Lockett House (often called Crescent Bend because of its location in a bend of the Tennessee River), a stately mansion built in 1834 as the centerpiece of a 600-acre farm; Blount Mansion, the oldest frame house west of the Allegheny Mountains (it was built in 1792 by Governor William Blount); the Craighead-Jackson House, a brick home built in 1812 adjacent to Blount Mansion; and Ramsey House, a two-story stone structure built in 1797. James White's Fort, Knoxville's most visited historic site, is still standing on a bluff high above the Tennessee River near downtown; seven log cabins now house pioneer artifacts and furnishings, giving a glimpse into regional life of the past.

Built in 1858, Mabry-Hazen House retains its original furniture. The site is on eight acres atop the highest hill north of the Holston River. It was once a fort—first for Confederate soldiers and then for Union troops. Mark Twain memorialized the home's builder, Joseph A. Mabry, Jr., in *Life on the Mississippi*. The second generation to live in the house was fictionalized in the best seller *Christy*, and the third and last generation at Mabry-Hazen House was featured in *Life Magazine*.

With more than 800 exotic animals, many in their natural habitats, including gorillas, red pandas, and rhinos, the Knoxville Zoological Park is full of family fun, adventure, and learning. The zoo is nationally known for its work with red pandas (it has the highest birth rate of red pandas in the Western Hemisphere), white rhinoceroses, and reptiles. Popular exhibits include Gorilla Valley, Penguin Rock, North American River Otters, and the Birds of Central America Aviary. Special attractions include the Bird Show, featuring free-flying birds of prey, and camel rides, elephant encounters, and a children's petting zoo. The zoo's Kid's Cove, a fun environment designed for children, opened in 2004; an elephant preserve and African grasslands exhibit opened in 2002, and a meerkat exhibit opened in 2003.

The historic Candy Factory Building was built circa 1917. There visitors can see chocolatiers at work at the South's Finest Chocolate Factory, which features more

than 100 candies made and sold on the site. Nearby, visitors will encounter a row of beautifully restored Victorian houses. These quaint, brightly hued dwellings were built in the 1920s and are now home to antique and curiosity shops as well as studios and art galleries.

Arts and Culture

Organizations like the Arts Council of Greater Knoxville support an active arts community. The Tennessee Amphitheater, located in World's Fair Park, is a popular venue and is used for numerous free concerts and productions sponsored by the city of Knoxville and private groups. The Oak Ridge Art Center is also a boon for the cultural climate of the region. It has a studio and a gift shop and displays both local and traveling artists' and photographers' exhibits. Classes are offered in such artistic endeavors as pottery, oil painting, watercolor, drawing, and sculpture.

Knoxville boasts two symphony orchestras: the world-class Knoxville Symphony Orchestra (KSO) and the Knoxville Chamber Orchestra. KSO, established in 1935, plays several concerts a year to sold-out houses at the magnificent Tennessee Theatre, which reopened in January of 2005 following an extensive \$23.5 million restoration, and at the Civic Auditorium/Coliseum. The orchestra's core group also makes up the Knoxville Chamber Orchestra, which was founded in 1981 and performs a five-concert series in the historic Bijou Theatre.

The Knoxville Opera Company, which has achieved a position of prominence among American opera companies, produces several major operas annually. The Civic Music Association brings internationally known musicians to Oak Ridge; their performances alternate with concerts by the Oak Ridge Symphony and Chorus, composed of local musicians and full-time professional directors.

A variety of dance forms are presented to Knoxville audiences by the Appalachian Ballet Company, Circle Modern Dance Company, the City Ballet, and the internationally acclaimed Tennessee Children's Dance Ensemble.

The University of Tennessee at Knoxville and Maryville College also serve as cultural centers for the region. UT's Department of Theatre is committed to providing drama education and exposure to outstanding theatrical productions—both to university students seeking a career in theater and to East Tennessee audiences desiring quality dramatic fare. The Ula Love Doughty Carousel Theatre, the Music Hall, and the Clarence Brown Theatre present musical, comedies, dramas and dance performances. Maryville College supports a Playhouse and College-Community Orchestra series.

The Knoxville Civic Auditorium/Coliseum brings to the area the best in professional traveling companies presenting Broadway hits. Local residents can not only

view fine theater but also are encouraged to participate at the Oak Ridge Playhouse. The playhouse has a full-time professional director and offers a full season of plays and musicals.

Highlighting the history of the Knoxville region are many excellent museums and historic sites. The history of the entire area is the focus at the Museum of East Tennessee History, housed at the East Tennessee Historical Center along with the public library's McClung Historical Collection and the Knox County Archives. The Museum, Historical Collection, and Archives doubled in size upon the completion of a \$20 million expansion in 2005. African American history and culture reaching as far back as the 1840s is chronicled at the Beck Cultural Exchange Center in downtown Knoxville. Confederate Memorial Hall, an antebellum mansion that once served as General Longstreet's headquarters during the siege of Knoxville, is now a museum that houses artifacts, documents, and furniture of the Civil War era. The University of Tennessee at Knoxville's McClung Museum highlights collections of history, anthropology, archaeology, natural history, science, fine arts, and furnishings.

The Knoxville Museum of Art is a dynamic institution providing exciting exhibitions from the surrounding region, the country, and the world. This state-of-the-art facility, located in downtown Knoxville's World's Fair Park, presents an average of 20 traveling exhibitions annually in its four galleries; its permanent collection is drawn from American art of the twentieth century and later. The Arts Council of Greater Knoxville sponsors exhibits and varied galleries at the Candy Factory at World's Fair Park, at the Ewing Gallery of Art and Architecture, and at the Joseph B. Wolfe Sculpture Gallery. The University of Tennessee Gallery Concourse focuses on the work of local, regional, and national artists.

To the north of Knoxville, Oak Ridge lures visitors with its American Museum of Science and Energy. One of the world's largest energy exhibitions, it features interactive displays, live demonstrations, computer games, and films for all ages.

In nearby Norris, the Museum of Appalachia offers the most authentic and complete documentation of the Appalachian way of life in the world. The museum houses one of the nation's largest collections of pioneer, country, mountain, and contemporary artifacts such as baskets, coverlets, quilts, early animal traps, thousands of tools, and early musical instruments. Enhancing the main display are 35 other authentic log structures—houses, cabins, a school, a church, and barns—all fully furnished with period relics.

Festivals and Holidays

Knoxville presents a variety of popular seasonal activities for residents and visitors. The 17-day Dogwood Arts Festival in April offers more than 350 events. The Dogwood Arts Festival is the largest civic celebration in North

America, with more than 8,000 volunteers helping with its staging. This nationally renowned festival includes craft shows, concerts and sporting events, and features 60 miles of marked motor trails in Knoxville to showcase the abundant spring blossoms on the dogwood trees. The Bearden Festival of Art in April is the newest festival event. Visitors can enjoy the galleries, shops, and restaurants of Bearden Village. In May, Knoxville Opera's week-long Rossini Festival brings a taste of Europe to East Tennessee and celebrates the color, fun, and excitement of opera and Italian culture. The Kumba Festival, in June and July, demonstrates the shared heritage of the African, African American, and African Appalachian communities in diaspora and how integral this heritage is to the culture of East Tennessee. The festival showcases visual arts, folk arts, dance, theater, music, storytelling, games, and food.

On Labor Day, Boomsday is the largest Labor Day weekend fireworks show in the nation, staged on the downtown river front at Volunteer Landing. The Tennessee Valley Fair runs for 10 days every September. Tennessee Fall Homecoming in October celebrates Appalachian crafts and mountain music. December's Christmas in the City is sponsored jointly by the city of Knoxville and downtown businesses. This two-month long center-city event is a combination of more than 100 activities featuring music, lights, a parade, trees on the rooftops, whimsical window scenes, and memories of Christmases past.

Sports for the Spectator

The Tennessee Smokies provide professional baseball for the area; they play at Smokies Baseball Park, located in Sevierville, Tennessee, just 15 miles from downtown Knoxville. The Knoxville Ice Bears, part of the Atlantic Coast Hockey League, play at the Knoxville Civic Coliseum. Area residents also enthusiastically attend the sporting events of the University of Tennessee at Knoxville. The 102,544-seat Neyland Stadium on the UT campus is the largest collegiate stadium in the South, and the second largest in the country. The Thompson-Boling Assembly Center and Arena, a 24,535-seat basketball arena, is home to the University of Tennessee Volunteers and the Lady Volunteers basketball teams. It also hosts a variety of other community events.

Sports for the Participant

Knoxville city and county parks contain some 5,236 acres of parks and recreational space. Facilities include around 150 playgrounds; 100 tennis courts, including some of the finest facilities in the South at Tyson Park, located just minutes from downtown Knoxville; 13 public golf courses; some 30 recreation centers; numerous ball fields; five country clubs; and a variety of indoor commercial recreation establishments. At Volunteer Landing Marina, watercraft including houseboats, pontoons, paddleboats,

and aqua-cycles can be rented. In March 2005 Knoxville hosted its first Knoxville Marathon, a 26.2-mile run beginning at World's Fair Park and ending at UT's Neyland Stadium.

Shopping and Dining

There are 169 shopping centers in Knoxville. The city boasts four large shopping malls—Knoxville Center, Downtown West Shopping Center, Windsor Square, and West Town Mall. In the downtown area, there are several areas of retail activity, including Market Square Mall. Knoxville's historic downtown warehouse district, called The Old City, is a bustling area of dining, shopping, and entertainment nestled in restored nineteenth-century brick warehouses. Near the University of Tennessee at Knoxville campus, Cumberland Avenue is noted for its shops.

Visitors and residents alike can sample a broad array of foods at Knoxville-area dining establishments. Barbecue and country-style cooking are especially popular, but other choices abound, among them continental cuisine and ethnic specialties such as Greek, Italian, Mexican, and Asian.

Visitor Information: Knoxville Convention and Visitors Bureau, 301 S. Gay Street, Knoxville, TN 37902; telephone (800)727-8045

■ Convention Facilities

Knoxville played host to the world in 1982 when the city staged a highly successful World's Fair. Situated within World's Fair Park is the Knoxville Convention Center, a sparkling, technologically-advanced facility boasting a 119,922 square-foot exhibit hall, a 27,300 square-foot divisible ballroom, 14 functional meeting rooms seating attendees in theater style, a lecture hall with seating for 461, and three luxury conference rooms. Opened in July of 2002, the Convention Center is within walking distance of excellent dining, charming shops, and major hotels.

While the Knoxville Convention Center is the area's newest and largest meeting facility, the Knoxville Civic Auditorium and Coliseum has served the community well for many years. It has been the site of political rallies, rock concerts, major theatrical presentations, international circuses, glitzy ice shows, and grueling sports events. Conveniently situated in the downtown area, the Coliseum Convention Hall provides 34,000 square feet of uninterrupted exhibition space, with an additional 11,000 square feet available for storage. Seating capacity in the Convention Hall is 2,200 people. Smaller shows can be accommodated in the 11,130-square-foot Exhibition Hall. The ballroom is a multifunctional area of the Civic Coliseum used for banquets, exhibits, dancing and meetings. It has a seating capacity for meetings of 500

people. The Civic Auditorium, which seats up to 2,407 people, features two balconies, upholstered seating arranged in tiers, excellent acoustics, and a fully equipped stage.

Unusual meeting spaces include the Lamar House/Bijou Theatre and the Tennessee Theater. Knoxville's fine hotels and motor lodges not only furnish more than 7,500 rooms throughout the county (with approximately 1,200 in the downtown/convention area), but also provide additional private meeting rooms.

Convention Information: Knoxville Convention and Visitors Bureau, 301 S. Gay Street, Knoxville, TN 37902; telephone (800)727-8045

■ Transportation

Approaching the City

Knoxville's McGhee Tyson Airport, located 12 miles south of downtown, is served by eight airlines which offer 136 daily flights. The city's other major facility is downtown's Island Home Airport, which is a base for smaller general aviation traffic and privately-owned planes.

Access to the city via car, truck, or bus is made easy by the fact that two of the nation's busiest interstate highways—I-40 and I-75—intersect in Knoxville. An extension of the Pellissippi Parkway, designed to relieve congestion on Alcoa Highway, is underway.

Traveling in the City

Public transportation is provided in Knoxville by Knoxville Area Transit (KAT) buses; lift service for the disabled and handicapped is available. KAT routes reach within a quarter-of-a-mile of 90 percent of Knoxville's population, with discount rates offered to students and senior citizens. Colorful trolleys reminiscent of those of the turn of the century provide free service in the downtown area.

■ Communications

Newspapers and Magazines

Knoxville has one daily (morning) newspaper, *The Knoxville News-Sentinel*. The *News Sentinel* won 21 Awards of Excellence at the 2007 Society of Professional Journalists Golden Press Card Awards. Numerous other weekly, bi-weekly, and monthly publications are published in Knoxville, as well as quarterly academic journals on such topics as mental health nursing, education for the gifted, nematology, economics, and journalism.

Television and Radio

Nine television stations operate in Knoxville. In addition, 20 AM and FM stations broadcast to listeners in metropolitan Knoxville, offering programs to suit every taste.

Media Information: Knoxville News Sentinel Co., 2332 News Sentinel Drive, Knoxville, TN 37921; telephone (865)523-3131

Knoxville Online

City of Knoxville Home Page. Available www.ci.knoxville.tn.us

Knox County Public Library System. Available www.knoxcounty.org/library

Knox County Schools. Available www.kcs.k12tn.net

Knoxville Area Chamber Partnership. Available www.knoxvillechamber.com

Knoxville News-Sentinel. Available www.knoxnews.com

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Memphis

■ The City in Brief

Founded: 1818 (incorporated 1826)

Head Official: Mayor Willie W. Herenton (D) (since 2007)

City Population

1980: 646,174

1990: 618,652

2000: 650,100

2006 estimate: 670,902

Percent change, 1990–2000: 5.1%

U.S. rank in 1980: 14th

U.S. rank in 1990: 18th (State rank: 1st)

U.S. rank in 2000: 24th (State rank: 1st)

Metropolitan Area Population

1980: 939,000

1990: 1,007,306

2000: 1,135,614

2006 estimate: 1,274,704

Percent change, 1990–2000: 12.8%

U.S. rank in 1980: 40th (MSA)

U.S. rank in 1990: 41st (MSA)

U.S. rank in 2000: 43rd (MSA)

Area: 279.3 square miles (2000)

Elevation: 331 feet above sea level

Average Annual Temperatures: January, 39.9° F; July, 82.5° F; annual average, 62.3° F

Average Annual Precipitation: 54.65 inches of rain; 5.1 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.0% (June 2007)

Per Capita Income: \$20,279 (2005)

2005 FBI Crime Index Property: 56,780

2005 FBI Crime Index Violent: 12,629

Major Colleges and Universities: The University of Memphis, Rhodes College, University of Tennessee Center at Memphis, Christian Brothers University, LeMoyne-Owen College

Daily Newspaper: *The Commercial Appeal*

■ Introduction

Situated on bluffs overlooking the Mississippi River, Memphis, Tennessee, has historically served as a commercial and social center for western Tennessee, northern Mississippi, and eastern Arkansas, and is considered by many to be the true capital of the Mississippi River delta. The city's rich history includes eighteenth-century French and Spanish forts, colorful riverboat traffic, and a driving economic force—cotton. The city numbers barbecue cooking among its contributions to the national culture and calls itself “Home of the Blues” and “Birthplace of Rock ‘n Roll.” A five-time winner of the “Nation’s Cleanest City” award, Memphis boasts a high quality of life enhanced by a pleasant climate, top-notch schools, and abundant recreational opportunities. Already a distribution hub and headquarters for leaders in services such as hotels and package express, Memphis proceeded through the end of the twentieth century with a technological focus on agribusiness and health care. Today, its Memphis Medical Center and St. Jude Children’s Research Hospital are leaders in research and medical care, and the city continues to be an important commercial center; despite its development, Memphis retains an unhurried approach to life and remains close to its musical roots.

■ Geography and Climate

Located in southwestern Tennessee on the east bank of the Mississippi River, Memphis is surrounded by slightly rolling countryside. The area, while subject to frequent changes in weather, experiences few temperature extremes. Precipitation is fairly evenly distributed throughout the year. May and October are considered to be particularly pleasant months in Memphis.

Area: 279.3 square miles (2000)

Elevation: 331 feet above sea level

Average Temperatures: January, 39.9° F; July, 82.5° F; annual average, 62.3° F

Average Annual Precipitation: 54.65 inches of rain; 5.1 inches of snow

■ History

Jackson Helps Found City

Lush wilderness covered the Mississippi River bluffs (now known as the Memphis metropolitan area) when Spanish explorer Hernando De Soto encountered the area's Chickasaw inhabitants in 1541. In 1673, French explorers Louis Joliet and Jacques Marquette explored the region, called the Fourth Chickasaw Bluffs, which in 1682 was claimed for France by Robert Cavalier de La Salle as part of the vast Louisiana Territory. The French established Fort Assumption at the Fourth Chickasaw Bluffs in 1739. As ownership of the region was disputed by various nations, Fort Assumption was followed by the Spanish Fort San Fernando, built on the site in 1795, and the American Fort Adams, erected in 1797. The Chickasaw ceded West Tennessee to the United States in 1818, and the following year John Overton, James Winchester, and Andrew Jackson founded a settlement on the Mississippi River bluffs that they named Memphis, after an ancient Egyptian city on the Nile River.

“King Cotton” Spurs City’s Growth

Irish, Scots-Irish, Scottish Highlanders, and German immigrants joined westward-advancing pioneers from the eastern United States in settling the new town, which was incorporated in 1826. They served as gunsmiths and blacksmiths and operated saw mills, cotton mills, and cotton warehouses. The economy of the region was based primarily on the cotton industry, which utilized slave labor, and Memphis became the largest slave market in the mid-South. The necessity of transporting cotton to the marketplace made Memphis the focus of transportation improvements. The Memphis-to-New Orleans steamship line was established on the Mississippi River in 1834; six miles of railroad had been constructed around

Memphis by 1842; and four major roads were carved out in the 1850s. In 1857 the Memphis-to-Charleston railroad line linked the Mississippi River to the Atlantic Coast. From 1850 to 1860 Memphis's population more than quintupled, swelling to 33,000 people.

When the economic and social differences between northern and southern states that led Tennessee to secede from the United States and join the Confederacy erupted in war, Memphis served temporarily as Tennessee's state capital. But in 1862 a Confederate fleet near Memphis was defeated by Union forces, which then captured Memphis. At the conflict's conclusion, Tennessee was the first state to rejoin the Union and the following year, in 1867, Memphis was made Shelby County seat. A series of yellow fever epidemics in the 1870s ravaged the city, leaving it deserted and bankrupt; in 1879 its charter was revoked.

Subsequent improvements to the city's sewage and drinking water systems helped reduce the threat of epidemic, trade resumed in Memphis, and its population mounted to almost 65,000 by 1890. The first railroad bridge across the Mississippi south of St. Louis opened in Memphis in 1892, increasing the city's trade opportunities. The following year Memphis regained its city charter, and by the turn of the century the city was once again established as a booming trading center for cotton and lumber.

King Assassinated in City

In the first half of the twentieth century adversities in Memphis—such as the 1937 Mississippi River flood that brought 60,000 refugees into the city—were offset by advances—such as the formation of the Memphis Park Commission, the establishment of colleges, airports, military installations, and municipal utilities, and construction of port improvements. In the 1960s Memphis annexed neighboring areas and was the subject of federal court decisions ordering desegregation of the city's schools, parks, and recreational facilities. The city's sanitation workers, protesting discriminatory labor practices in a 1968 strike, attracted civil-rights leader Martin Luther King, Jr., to their cause. On April 4, 1968, King, an advocate of nonviolent protest, was slain by a sniper at a Memphis motel. A steel structure entitled “The Mountaintop” honors King in Memphis's Civic Center Plaza. By 1973 court-ordered busing for school desegregation in Memphis was adopted without major incident, and the 1980 Memphis Jobs Conference, a broad-based economic planning initiative, was praised for its thorough integration of various Memphis sectors.

Economic Growth

Present-day Memphis boasts renovated historic districts and city landmarks, striking new developments, and a diversified community of residents and workers. Traditional economic mainstays (such as cotton, lumber, and



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distribution) mix with services (including overnight package express, insurance, and hotelery) and with newer enterprises (especially agricultural technology and biomedical technology) to make Memphis a strong economic community. Its strength supports academic institutions, health care facilities, and recreational assets and draws on a rich cultural and historical heritage, attracting both tourists and new residents to the river city on the bluffs.

Historical Information: West Tennessee Historical Society, Box 111046, Memphis, TN 38111; telephone (901)475-6608. Center for Southern Folklore, 119 South Main Street, Memphis, TN 38103; telephone (901)525-3655. Memphis Pink Palace Museum Library, 3050 Central Avenue, Memphis, TN 38111; telephone (901)454-5600

■ Population Profile

Metropolitan Area Residents

1980: 939,000
 1990: 1,007,306
 2000: 1,135,614
 2006 estimate: 1,274,704

Percent change, 1990–2000: 12.8%

U.S. rank in 1980: 40th (MSA)

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U.S. rank in 2000: 43rd (MSA)

City Residents

1980: 646,174

1990: 618,652

2000: 650,100

2006 estimate: 670,902

Percent change, 1990–2000: 5.1%

U.S. rank in 1980: 14th

U.S. rank in 1990: 18th (State rank: 1st)

U.S. rank in 2000: 24th (State rank: 1st)

Density: 2,327.4 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 200,735

Black: 404,970

American Indian and Alaska Native: 1,228

Asian: 11,235

Native Hawaiian and Pacific Islander: 0

Hispanic or Latino (may be of any race): 26,563

Other: 16,425

Percent of residents born in state: 64.4%
(2000)

Age characteristics (2005)

Population under 5 years old: 53,244
Population 5 to 9 years old: 44,858
Population 10 to 14 years old: 48,733
Population 15 to 19 years old: 46,493
Population 20 to 24 years old: 51,693
Population 25 to 34 years old: 96,385
Population 35 to 44 years old: 90,453
Population 45 to 54 years old: 88,231
Population 55 to 59 years old: 35,099
Population 60 to 64 years old: 24,765
Population 65 to 74 years old: 33,640
Population 75 to 84 years old: 22,932
Population 85 years and older: 5,725
Median age: 33.0 years

Births (2006, MSA)

Total number: 19,469

Deaths (2006, MSA)

Total number: 10,783

Money income (2005)

Per capita income: \$20,279
Median household income: \$33,244
Total households: 261,983

Number of households with income of . . .

less than \$10,000: 37,050
\$10,000 to \$14,999: 21,004
\$15,000 to \$24,999: 42,481
\$25,000 to \$34,999: 36,231
\$35,000 to \$49,999: 43,054
\$50,000 to \$74,999: 40,771
\$75,000 to \$99,999: 19,236
\$100,000 to \$149,999: 13,586
\$150,000 to \$199,999: 4,083
\$200,000 or more: 4,487

Percent of families below poverty level: 17.7%
(2005)

2005 FBI Crime Index Property: 56,780

2005 FBI Crime Index Violent: 12,629

■ Municipal Government

Since 1966 Memphis has operated via a mayor-council form of government. The thirteen council members serve four-year terms; six are elected at-large and seven are elected by district.

Head Official: Mayor Willie W. Herenton (D) (since 2007; current term expires 2011)

Total Number of City Employees: 6,800 (2007)

City Information: Memphis City Hall, 125 North Main Street, Memphis, TN 38103; telephone (901)576-6007

■ Economy

Major Industries and Commercial Activity

At the center of a major distribution network, Memphis works from a broad economic base as it continues to diversify its employment opportunities. Historically a trading center for cotton and hardwood, Memphis is the headquarters for major manufacturing, services, and other business concerns.

The city is home to four *Fortune* 500 company headquarters: FedEx, AutoZone, International Paper, and ServiceMaster. FedEx began its operations in 1973, with 14 small aircraft delivering packages from Memphis International Airport. Today, FedEx averages more than 6.5 million shipments per day, and serves more than 220 countries and territories. AutoZone opened its first Auto Shack in Forrest City, Arkansas, in 1979; the company is now a leading auto parts retailer, with more than 3,400 stores nationwide. International Paper, organized in 1878, is the largest paper and forest products company in the world, with operations in more than 40 countries. ServiceMaster—whose services include lawn care and landscape maintenance, termite and pest control, home warranties, disaster response and reconstruction, cleaning and disaster restoration, house cleaning, furniture repair, and home inspection—serves 10.5 million homes and businesses each year.

Memphis's economy is diverse. Services centered in Memphis include banking and finance (First Horizon National Corp., Union Planters); real estate (Belz Enterprises, Boyle Investment Co., and Weston Co.); nonprofits including the world's largest waterfowl and wetlands conservation organization (Ducks Unlimited); and a restaurant chain (Backyard Burgers). Science and technology business is very well represented in Memphis; Brother Industries USA, Buckman Laboratories, Medtronic Sofamor Danek, Morgan-Keegan, Sharp Manufacturing of America, Smith & Nephew, and Wright Medical Technologies all have headquarters there. Memphis is considered a mid-South retail center and an attractive tourist destination. Its early and continued role as a major cotton market makes agribusiness an economic mainstay in Memphis. Forty percent of the nation's cotton crop is traded in Memphis, home of three of the world's largest cotton dealers: Dunavant Enterprises, Hohenberg Brothers (now Cargill Cotton), and the Allenberg Company. Memphis is important in

other areas of agribusiness. The city has long been established as a prime marketing center for hardwood, as well as wood and paper products. Memphis concerns are also major processors of soybeans, meats, and other foods. Enhancing Memphis's position at the center of agribusiness is Agricenter International, an \$8 million, 140,000 square foot exhibition center for agricultural exhibitions, experimentation, and information exchange. It brings together the most technologically advanced methods of farming and farm equipment available in one location. The exhibition hall, where independent farm-related companies (chemical concerns, irrigation businesses, farm management companies, etc.) lease space, is totally computerized, allowing farmers and consumers to ask specific information of the computer and receive specific answers. The facility also includes about 1,000 acres of farmland, 120 acres of field displays, and a 600-seat amphitheater. Agricenter, a non-profit entity that operates on a management contract with the Shelby County Agricenter Commission, was built amid 2,000 acres of old Shelby County penal farm land, in the eastern section of the county about 30 minutes from downtown Memphis.

Memphis business activities are facilitated by the city's Uniport Association, which coordinates a Foreign Trade Zone, and river, air, rail, and road transportation services into a top-ranked distribution network.

In the late 1990s Memphis made a name for itself as a center for movie making. Movies filmed there since then include *Mystery Train*, *Great Balls of Fire*, *The Firm*, *The Client*, *The People vs. Larry Flynt*, *A Family Thing*, *The Rainmaker*, *Cast Away*, *21 Grams*, *Forty Shades of Blue*, *Hustle and Flow*, and *Walk the Line*.

Items and goods produced: chemicals, machinery, clothing, foodstuffs, electronic equipment, pharmaceuticals, cosmetics, ceiling fans, smokeless tobacco, gift wrap, bubble gum

Incentive Programs—New & Existing Industries

Local programs: Think Memphis: Partnership for Prosperity is a public-private initiative whose goal is to make Memphis and Shelby County more globally competitive and attractive to businesses looking to relocate and expand. The program is in part a continuation of Memphis 2005, an economic development program begun in 1996 that aimed to diversify the economy, raise the per capita income, generate 12,000 net new jobs annually, increase minority and woman-owned business development, and lower the crime rate. As of 2007 Memphis 2005 had been credited with Memphis' average nonresidential capital investment of more than \$8.7 billion a year, 51,000 net new jobs, and increased per capita income above the national average. Think Memphis also aims to enhance the economic vitality of the Memphis

area through collaboration with its chambers of commerce, local and state governments, and other organizations; and aims to attract 10,000 newcomers to the region, and encourage Memphis residents to remain here, through a ten-year, multi-million dollar marketing effort.

Local incentives include PILOT (payment-in-lieu-of-tax) real and personal property tax freeze; manufacturing, distribution, and corporate/division headquarters projects may qualify for a PILOT property tax freeze. The Jobs Plus Initiative is an optional add-on incentive to the PILOT Program. One to four years can be added to the end of the initial PILOT term for firms that agree to: contract with minority, women-owned, or small businesses; and/or hire at least 20 percent of its employees from a certified pool of disadvantaged workers. Another local incentive is the Renewal Community Tax Credit. Forty-eight census tracts in Memphis have been designated a federal Renewal Community (RC) with special tax incentives during the period January 1, 2002 through December 31, 2009. These tax incentives are designed to encourage businesses to locate or expand operations in an RC and to hire RC residents. Tax-exempt industrial development bonds are also available for manufacturing operations.

State programs: Tennessee is a right-to-work state and its overall state and local tax burden is among the lowest of all 50 states. Tennessee has no personal income tax on wages or salaries. Finished goods inventories are exempt from personal property tax, and industrial machinery is totally exempt from state and local sales taxes. Manufacturers receive other tax exemptions under specified circumstances and reduced property assessments. State-administered financial programs for businesses include: the Small and Minority-Owned Business Assistance Program, currently being developed by the state Treasury Department and expected to provide assistance to small and minority-owned businesses through loans, technical assistance, and program services; the Small Business Energy Loan Program, which helps qualified Tennessee-based businesses upgrade their level of energy efficiency in their buildings and manufacturing processes; the FastTrack Infrastructure Program, which assists in the funding of infrastructure improvements for businesses locating or expanding in Tennessee; and the FastTrack Training Services Program, which helps companies provide training for their staff.

Other state programs include: the Franchise Jobs Tax Credit—new or expanding businesses with 25 new full-time jobs and capital investments of at least \$500,000 can qualify for a \$2,000 credit against its franchise tax liability for each new job created; the Industrial Machinery Excise Tax Credit—1 percent of the cost of industrial machinery that has been certified by the Tennessee Department of Revenue, Sales and Use Tax Division can be taken as an industrial machinery excise tax credit, including distribution equipment, computer

equipment, and telephones for all types of new and expanding companies that qualify for the Franchise Jobs Tax Credit; and the Tennessee Infrastructure Improvement Program (TIIP), a fund which can be used to offset infrastructure improvement costs, site grading costs, and other infrastructure-related costs.

Job training programs: The state of Tennessee provides funds for eligible projects that can offset costs that are incurred during the training process. Each project is considered separately based on its economic impact to the state. This program does not include wage payments to persons involved in the training program. Vocational training in Memphis is available through the Tennessee Technology Center, State Technical Institute of Memphis, Mid-South Quality Productivity Center, Southeast College of Technology, and through the public schools.

Development Projects

In January of 2003, Cannon Center, a world-class performing arts center at the north end of Main Street, opened its doors. On the South end, Peabody Place Entertainment and Retail Center, a multifaceted entertainment center, opened in fall of 2001. This city within a city attracts more than 8 million visitors annually; it encompasses three blocks of Beale Street, and includes the Peabody Hotel, the Orpheum Center, Fed Ex Forum (home of the NBA Memphis Grizzlies) and AutoZone Park (home of the AAA Memphis Redbirds), plus 80 restaurants. A \$30 million Westin Hotel built next to the Fed Ex Forum opened in 2007, replacing a parking lot. AutoZone park is a world-class baseball stadium that has been credited with stimulating nearby developments ranging from restaurants, night clubs, retail developments, and commercial and residential projects. The major development is Echelon at the Ballpark, a residential/business facility whose amenities include nine-foot ceilings, pass-through fireplaces, balconies with a ballpark view, a fitness center, and business facilities. The Kress Building (listed in the National Historic Register) has been renovated into an annex of the adjacent Marriot hotel. The Lawrence Building, soon to be called The General Washburn, as of 2007 was being renovated into 31 rental units, averaging 925 square feet, with an 11,000-square-foot ground floor commercial space available for build-out. The project was due to be completed by the fourth quarter 2007.

Economic Development Information: Memphis Regional Chamber, 22 N. Front, 2nd floor, Memphis, TN 38103; telephone (901)543-3500; fax (901)543-3510. Tennessee Department of Economic & Community Development, 312 Eighth Avenue North, Nashville, TN 37243; telephone (615)741-1888; fax (615)741-7306

Commercial Shipping

Memphis's Uniport combines a Foreign Trade Zone with river, air, rail, and road facilities to make Memphis one of the nation's most important distribution centers. The Memphis River Port, which connects the city to 25,000 miles of interconnected inland waterways, is the second largest inland port on the Mississippi River, and the fourth largest inland port in the nation. There are three still-water harbors, which include public terminals, loading facilities, grain elevators, and intermodal connections.

Memphis International Airport is less than 15 minutes from most business centers in the area and serves major airlines and commuter lines. One of the nation's fastest-growing airports, it is often the site of expansion projects, including improvements to cargo facilities. It is the world's busiest cargo airport because of FedEx, UPS, and other air freight companies that move approximately 3.6 million tons of cargo annually.

Transport Topics, a national newspaper for the trucking industry, has called Memphis "an intermodal transportation hub like no other." The area is served by over 300 common carriers, including all major truck lines. Over 100 terminals offer direct services to all 48 contiguous states, as well as to Canada and Mexico. The presence of five Class I rail systems makes Memphis a center for world distribution in the new economy; Memphis is one of only three U.S. cities served by five or more such systems. Indeed, Memphis is the third largest rail center in the U.S. Eight federal highways, three interstate highways, and seven state highways connect the Memphis trucking industry with both the rest of the nation and with other vital forms of transportation.

Labor Force and Employment Outlook

Memphis boasts a diverse work force, prepared by nationally recognized schools and training programs. Memphis ranks high among business analysts for low taxes, competitive wages, and cost of living.

Memphis has seen substantial job growth in recent years; its Memphis 2005 program is credited with adding more than 50,000 new jobs as of 2007. Currently, the high-tech bio and agri-research and health-related industries are thought to have particularly impressive growth potential, and the city's chamber of commerce seeks to attract technically skilled and creative workers to contribute leadership and manpower to those and other areas.

The following is a summary of data regarding the Memphis TN-MS-AR metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 637,400

Number of workers employed in . . .

construction and mining: 27,600
manufacturing: 54,600

trade, transportation and utilities: 174,600
 information: 7,500
 financial activities: 32,900
 professional and business services: 81,400
 educational and health services: 75,500
 leisure and hospitality: 71,100
 other services: 24,500
 government: 87,800

Average hourly earnings of production workers employed in manufacturing: \$14.65

Unemployment rate: 5.0% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Federal Express Corporation	30,000
Memphis City Schools United States	16,000
Government	14,800
Methodist Healthcare Baptist Memorial Healthcare Corp.	10,000
Shelby County Government	8,000
Memphis City Government	7,183
Wal-Mart Stores, Inc.	6,680
Naval Support Activity Mid-South	6,500
Tennessee State Government	5,247

Cost of Living

The city of Memphis has a relatively low cost of living in comparison to other major cities in the country.

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

2007 (1st quarter) ACCRA Average House Price: \$232,900

2007 (1st quarter) ACCRA Cost of Living Index: 93.5

State income tax rate: 6.0% on dividends and interest only

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: None; Shelby County sales tax is 2.25%

Property tax rate: In October 2003, the tax rate was \$3.23 per \$100 of property assessment. Property assessment is 25% of the property appraisal for residential real estate property.

Economic Information: Memphis Regional Chamber, 22 N. Front, 2nd floor, Memphis, TN 38103; telephone (901)543-3500; fax (901)543-3510

■ Education and Research

Elementary and Secondary Schools

The Memphis City Schools is the largest school system in the state of Tennessee and the 21st largest metropolitan school system in the nation, serving more than 119,000 students among 191 schools in grades K-12. All Memphis City Schools are accredited; in comparison, 60 percent of elementary and 62 percent of secondary schools statewide are accredited. Memphis City Schools employs 16,500 people, including about 8,000 teachers, making it the second largest employer in the City of Memphis. Shelby County schools have the largest PTA membership in Tennessee. Through Memphis' Adopt-A-School program, recognized by the U.S. Department of Labor as the best program of its kind in the nation, local businesses "adopt" a school to provide special support. All Memphis public schools are partnered with area businesses, and the program is so successful that many schools have numerous adopting sponsors.

Memphis City Schools offers gifted and talented programs, alternative schools for students who have problems in a regular school environment, and optional school programs that focus on such areas as college preparation, creative and performing arts, aviation, travel, tourism, health sciences, banking and finance, international studies and a variety of approaches to education.

The following is a summary of data regarding the Memphis City Schools as of the 2005–2006 school year.

Total enrollment: 119,000

Number of facilities

elementary schools: 112
 junior high/middle schools: 29
 senior high schools: 31
 other: 19 (6 career and technology, 7 special, and 6 charter)

Student/teacher ratio: 17.6:1

Teacher salaries (2005–06)

elementary median: \$38,520
 junior high/middle median: \$39,740
 secondary median: \$40,310

Funding per pupil: \$7,484

Residents of Memphis and Shelby County also support a network of 70 private elementary and secondary schools. Premier among the list are St. Mary's Episcopal School, a school for girls in grades junior kindergarten

through graduation, and Memphis University School, an all-boys preparatory school. Both are located within scenic surroundings in the eastern section of Memphis. Others often considered stepping stones to National Merit Scholarships are the Briarcrest Christian School System, Presbyterian Day School, and Harding Academy of Memphis. Presbyterian Day School is the largest elementary school for boys in the U.S. The school enrolls 610 students in grades pre-kindergarten through the sixth grade.

Public Schools Information: Memphis City School System, 2597 Avery Avenue, Memphis, TN 38112; telephone (901)416-5300

Colleges and Universities

The University of Memphis (U of M) is the largest college campus in Shelby County, both in size and student enrollment (more than 20,000). The U of M offers 15 bachelor's degrees in more than 50 majors, master's degrees in more than 50 subjects, and doctoral degrees in more than 20 disciplines. Set on 1,160 acres, its sprawling campus includes a College of Arts and Sciences, Fogelman College of Business and Economics, College of Communication and Fine Arts, College of Education, Herff College of Engineering, University College, Loewenberg School of Nursing, Cecil C. Humphreys School of Law, and Graduate School.

Rhodes College, recognized by *Time* magazine as "one of the nine colleges challenging the nation's elite schools for prominence" is the oldest four-year liberal-arts school in the city. Founded before the Civil War (in 1848) in Clarksville, Tennessee, the college was moved to Memphis in 1925 and quartered in ivy-covered Gothic buildings, 13 of which are now listed on the National Register of Historic Places.

LeMoyne-Owen College, a four-year liberal-arts college, was founded in 1862 as LeMoyne sought to educate emancipated slaves; it later merged with Owen College and offers majors in 21 areas of study leading to three degrees: bachelor of arts, bachelor of science, and bachelor of business administration. The Memphis College of Art is an independent professional college of artistic study that offers bachelor's and master's of fine arts degrees in a number of visual arts disciplines.

Future doctors, pharmacists, dentists, research academicians, and others interested in the medical field flock to Memphis to attend and graduate from the University of Tennessee (UT) Memphis. Among the colleges of the system are those of Allied Health, Dentistry, Health Sciences, Medicine, Nursing, Pharmacy, and Social Work, in addition to the UT Graduate School. UT is ranked among the largest and most progressive health science centers in the country.

Christian Brothers University is one of only a few private colleges in the nation to offer degrees in mechanical, electrical, civil, and chemical engineering.

Chrichton College awards bachelor's degrees through its schools of arts and sciences; bible and theology; education and behavioral studies; and business.

Vocational schools such as State Technical Institute at Memphis provide a further dimension to educational opportunities available in Memphis and Shelby County.

Libraries and Research Centers

The Memphis Public Library and Information Center has an annual circulation of more than 2.15 million books. Its special collections focus on Memphis history, art and architecture, and business and management. The system maintains 18 branches and a bookmobile. Its Central Library, designed by Memphis architect Frank Ricks, opened in 2001; it is more than twice the size of the previous Main Library. The University of Memphis Libraries hold more than 1.6 million books, approximately 9,300 periodical subscriptions, and many special collections, such as Confederate history, Lower Mississippi Valley history, and blues and jazz oral histories.

There are more than 40 research centers in Memphis. Research activities at the University of Memphis focus on such areas as business and economics, substance addiction, earthquakes, child development, neuropsychology, women, anthropology, ecology, oral history, educational policy, communication disorders, and genomics. Research conducted at centers affiliated with the University of Tennessee Center for the Health Sciences in Memphis focuses on fields such as neuroscience, vascular biology, genomics, and a variety of diseases and disorders. Christian Brothers University supports the M. K. Gandhi Institute for Nonviolence. St. Jude Children's Research Hospital studies pediatric diseases and abnormalities and is the only independent pediatric research center supported by a National Cancer Institute support grant.

Public Library Information: Memphis Public Library, 3030 Poplar Avenue, Memphis, TN 38111; telephone (901)415-2700

■ Health Care

The Memphis and Shelby County region supports numerous hospitals, including Methodist and Baptist Memorial health systems, two of the largest private hospitals in the nation. Methodist Healthcare system operates five hospitals as well as several rural clinics; it is the largest healthcare provider in the Mid-South. *Modern Healthcare* magazine recently ranked Methodist Healthcare among the top 100 integrated healthcare networks in the nation. Baptist Memorial Healthcare operates 14 hospitals, three of which are within the city of Memphis, including

Baptist Memorial Hospital for Women, one of only a few freestanding women's hospitals in the nation. Eight hospitals affiliated with the Baptist Memorial Health Care system were among the 303 hospitals nationwide that received 2007 VHA Leadership Awards for Clinical Excellence in various areas. The VHA Leadership Award for Clinical Excellence honors organizations that have scored 90 percent or above on national clinical care measures. Memphians point with pride to St. Jude's Children's Research Hospital, a premier research/treatment facility for children with catastrophic diseases, particularly pediatric cancers. The institution was conceived and built by the late entertainer Danny Thomas in 1962 as a tribute to St. Jude Thaddeus, patron saint of impossible, hopeless, and difficult causes. Recent research at St. Jude's has focused on gene therapy, bone marrow transplant, chemotherapy, the biochemistry of normal and cancerous cells, radiation treatment, blood diseases, resistance to therapy, viruses, hereditary diseases, influenza, pediatric AIDS, and the psychological effects of catastrophic diseases. A billion-dollar expansion to double the size of St. Jude's and bolster its research facilities was ongoing as of 2007. Included in the expansion are a new GMP building, an on-site facility for research/production of highly specialized medicines and vaccines; the Integrated Research Center, with a Children's Infection Defense Center; and an enlarged Immunology Department. Further expansion will include a new Integrated Patient Care and Research Building. Shelby County has more than 100 specialty clinics, including the nationally known Campbell orthopedic center, Semmes-Murphey Neurologic and Spine Institute, and Shea Ear Clinic. Memphis has two mobile intensive care units providing prehospital emergency care.

■ Recreation

Sightseeing

Sightseeing in Memphis encompasses historical and modern attractions. At Chucalissa Archaeological Museum and Village in south Shelby County it is easy to step back in time—via slide shows, case exhibits, and village reconstruction—and learn about the Indian farmers, craftsmen and artists who lived in the area from 1000 to 1500 A.D. Operated by the University of Memphis, the archaeological site features tours and craft demonstrations by members of the Choctaw tribe.

The city's oldest private museums are located in an area known as Victorian Village, just a few miles east of downtown Memphis. Where once horse-drawn carriages kicked up dust as settlers arrived for afternoons of "calling" on their friends, Victorian Village today is a busy hubbub of tourist buses, cars, and bicycles as thousands come to see what life was like before electricity—when tea was poured from silver pots and ladies wore long,

billowing frocks. The two most notable museum houses are the Woodruff-Fontaine House and the Mallory-Neely House (which, in 2007, was temporarily closed and awaiting funding). Woodruff-Fontaine, built in 1870, is French Victorian in style; Mallory-Neely was built in 1852. Several blocks away is the Magevney House; also temporarily closed, it is the oldest and by far the quaintest of the homes-turned-museums. The small white-frame building was built circa 1836. The home is furnished as it would have been in the 1850s.

Memphis's cultural heritage is strongly rooted in the mystical, magical sounds of jazz, blues, and rock and roll. W. C. Handy, the father of the blues, lived in Memphis when he heard bluesy music on Beale Street and then wrote such memorable songs as "The Memphis Blues" and "The Beale Street Blues." Beale Street has been restored and redeveloped, serving as both a center for African American culture and entertainment and as a tourist attraction since 1983. A restaurant and nightclub district, historic Beale Street also contains the renovated Old Daisy Theatre; just across the street is the new Daisy Theatre, a blues and jazz venue for all ages. The Center for Southern Folklore documents Southern traditions through live entertainment, folk art, and photography exhibits.

Sightseers in Memphis also visit the Peabody, the classic hotel in downtown that was originally built in the 1920s and renovated in 1981. Of interest are the hotel's Art Deco elevator doors, its stained glass work above the lobby bar, its reconstructed 1930s nightclub, and its resident ducks. By a tradition that started as a practical joke, a group of ducks occupies the hotel lobby's baroque fountain from eleven in the morning until five in the evening. During their arrival and departure, to the strains of John Phillip Sousa's "King Cotton March," they march over a red carpet unrolled between the fountain and the elevator that rises to the ducks' rooftop quarters. The Peabody's Plantation Roof attracts crowds of several hundred for Thursday evening Sunset Serenades. It is the very same spot where Paul Whiteman's and Tommy Dorsey's bands were once heard after their familiar radio introduction, "from high atop the Hotel Peabody, overlooking Ole Man River, in beautiful, downtown Memphis, Tennessee." As of 2007 the Peabody was undergoing renovations and refurbishments.

Until October 2005, fun could be found in many colors and hues at Libertyland, an educational and recreational theme park in Memphis. Built in 1976, the nonprofit park incorporated the themes of adventure, patriotism, and freedom under one giant, outdoor umbrella. However, the park closed in 2005, although a citizen initiative to reopen it, named "Save Libertyland," was begun. The Memphis Zoo features 3,600 mammals, reptiles, birds, and fish in facilities that include an aquarium and a petting zoo. In March of 2005, a motion

simulator ride opened at the zoo to take visitors on a thrilling trip to “Dino Island.”

More than 600,000 people annually visit Memphis’s Graceland, home of the late world-famous musician Elvis Presley; the entertainer moved to Memphis at age twelve, attended school there, and recorded his first songs at a studio in the city. He made Graceland, built in 1939, his home in 1957. Set on nearly 14 acres of lush grounds, Graceland is open to the public for tours that include glimpses of Presley’s exotic Jungle Room, his gold-leafed piano, numerous television sets, and mirrored walls. Graceland’s Trophy Building contains the singer’s gold and platinum records, his costumes, and other memorabilia; the carport houses Presley’s vehicles, including his legendary pink Cadillac. Graceland’s Meditation Garden, the Presley family burial site, is also on view, as is the singer’s private jet.

Another prime Memphis attraction is the mid-river Mud Island. What began as a sandbar in the Mississippi River grew into what is now called Mud Island, which was officially declared to be above the flood stage in 1965. Development of the island eventually resulted in the entertainment complex opened in 1982. It features a monorail, marina, amphitheater, playgrounds, River Museum, and a spectacular four-block-long River Walk that is an exact working replica of the Mississippi River; office workers and children alike are encouraged to wade in the River Walk’s flowing waters. Mud Island affords visitors a magnificent view of the Memphis skyline. Another Memphis-style experience is a sight-seeing cruise along the Mississippi River aboard riverboat replicas.

Arts and Culture

Touring Broadway productions are presented at the Orpheum Theatre, a lavish turn-of-the-century theater in downtown Memphis. Memphians and mid-South residents enthusiastically support other area theaters, including Theatre Memphis, Germantown Community Theatre, Jewish Community Center, Old Daisy Theatre (located on renovated Beale Street), Playhouse on the Square, and Circuit Playhouse. In addition, the University of Memphis and Rhodes College theater groups mount stage productions. Ballet Memphis and Opera Memphis also perform in the city.

The Memphis Symphony Orchestra is the premier musical group performing in the Memphis area. The University of Memphis and Rhodes College also support musical performances in the city. Live popular music is plentiful in Memphis, where audiences can hear the unique blend of blues, soul, and rock and roll that has been identified as the “Memphis Sound.” Jazz, bluegrass, and country music are also found at Memphis nightspots, which thrive on historic Beale Street and at Overton Square. The Gibson Beale Street Showcase is an active manufacturing facility that offers tours plus the

Smithsonian Institute’s “Rock ‘n Soul: Social Crossroads,” a permanent exhibit of the social and cultural history of music in the Mississippi Delta and Memphis.

Memphis-area museums and galleries display a range of art and artifacts. The Memphis Brooks Museum of Art exhibits Renaissance pieces, English portraits and landscapes, regional works, and traveling shows. The Art Museum of the University of Memphis features Egyptian and African collections, as well as regional, faculty, and student work. Exhibits are also mounted at the Memphis College of Arts (formerly the Memphis Academy of Arts.) The Dixon Gallery and Gardens showcases French and American impressionist art and 17 acres of landscaped formal gardens. At the Memphis Botanic Garden, 96 acres form the setting for roses, irises, wildflowers, magnolias, lemon trees, banana trees, orchids, and a Japanese garden. Also located in Memphis is the National Ornamental Metal Museum, which displays weapons, model trains, sculpture, furniture, fencing, tools, and utensils. The Memphis Pink Palace Museum and Planetarium, named for the pink marble used in its construction in the 1920s, houses archaeological gems, prehistoric fossils, a Civil War display, regional exhibits, and a highly ranked planetarium; the museum is one of the largest of its kind in the Southeast.

Festivals and Holidays

The Memphis in May International Festival is a month-long series of festive activities offering celebrations to suit every taste. Events include foot races, canoe and kayak races, a triathlon competition, fireworks, and seminars. A main feature of the festival is the International Fair held at Tom Lee Park, each year honoring a different foreign country with exhibitions and demonstrations of arts, crafts, foods, and culture. The festival also hosts the World Championship Barbecue Cooking Contest, which rewards showmanship as well as culinary talent; the Destinations International Family Festival; the Beale Street Music Festival with top-name jazz and blues artists; and the Sunset Symphony, a beloved Memphis in May tradition with orchestral selections including “Ole Man River,” and the “1812 Overture,” a bombastic symphonic standard by nineteenth-century Russian composer Petr Ilich Tchaikovsky; the concert is played as the sun sets over the Mississippi River.

In late May and early June Carnival Memphis is celebrated with a river pageant, exhibits, parades, and a MusicFest. The Elvis Tribute Week held in mid-August honors the late entertainer Elvis Presley, who made his home in Memphis and inspired intense fan loyalty. During Labor Day weekend in Memphis, historic Beale Street is the center of the Memphis Music and Heritage Festival, which underlines Memphis’s claim as the birthplace of blues, soul, and rock music. September is also the month for the Mid-South Fair, featuring one of the largest rodeos east of the Mississippi, and agricultural, commercial,

and industrial exhibits and events. October events in Memphis include the Oktoberfest and the week-long Pink Palace Crafts Fair.

Sports for the Spectator

Memphis provides sports enthusiasts with a variety of spectator action. The NBA Memphis Grizzlies play professional basketball at the Pyramid Arena, a spectacular structure which, at 32 stories high, is the third largest pyramid in the world; it provides seating for 21,000. It is also home to the University of Memphis's basketball team, the Tigers. Baseball fans can cheer for the Memphis Redbirds, AAA affiliate of the St. Louis Cardinals, who play at the 12,000-seat AutoZone Stadium downtown. The Memphis RiverKings of the Central Hockey League provide hockey action. Early each spring, tennis buffs can enjoy the Regions Morgan Keegan Championship Tournament. During mid-summer, golfing devotees can enjoy the Stanford St. Jude PGA Golf Tournament, a professional golfing championship held each year at Tournament Players Club at Southwind. Motorsports are increasingly popular in Memphis, and more than 200 events take place at Motorsports Park, which has a three-quarter-mile paved track and quarter-mile drag strip. Dog racing is also popular in the Memphis area; fans place wagers on favorites at Southland Greyhound Park in nearby West Memphis, Arkansas.

Sports for the Participant

Memphis has nearly 200 parks, totaling over 5,000 acres; the oldest and most notable is Overton Park, where 342 acres offer picnic areas, sports fields, natural woods hiking, and bicycle trails, combined with a nine-hole golf course, the zoo, and the Memphis Brooks Museum of Art. Other large parks are King Riverside, with facilities for golf and tennis; and Audubon, offering water skiing, boating, swimming, and sailing. Memphis offers more than 10 public golf courses and more than 100 public tennis courts. The T. O. Fuller State Park, at the southern city limits, is the only State Park within Memphis. Its 1,138 acres, primarily of forest land, feature a swimming pool, picnic area, nature trails, and 18-hole golf course. In the north end of Shelby County is 13,467-acre Meeman-Shelby Forest State Park. Located parallel to the Mississippi River 15 miles north of the heart of Memphis, Meeman-Shelby offers horseback riding, swimming, fishing, and miles of camping and hiking trails.

Boating, sailing, and water skiing are popular leisure-hour pursuits at dozens of lakes in the Memphis/Shelby County area. The Memphis Yacht Club, located next to Mud Island, accommodates a vast array of member craft, ranging from small houseboats to ocean-going vessels. Visiting craft are also accommodated at the club's dock.

Hunting dogs from all over the United States compete each year in the National Bird Dog Championship just outside Memphis. Climate allows year-round fishing for bass, crappie, trout, bream, and catfish. Lichterman Nature Center, an urban nature center in the heart of metropolitan Memphis, encompasses 65 acres of sanctuary and nature trails and an exhibit center.

Shopping and Dining

Notable among the city's shopping centers and malls is the Main Street Mall, a downtown array of department stores, boutiques, and eating establishments that together form one of the world's largest pedestrian shopping malls. The city's largest enclosed malls include Southland, Hickory Ridge, and Oak Court malls; the region's largest shopping mall is Wolfchase Galleria, with more than 130 stores, in eastern Shelby County. The city's historic Beale Street district contains unusual shops, including A. Schwab Dry Goods Store, a landmark on Beale Street since 1876, where general merchandise is enhanced by the Beale Street Museum housed in the establishment's basement. Overton Square in the city's midtown features antique shops and art galleries along with cafes and restaurants.

For those who like to combine dining with entertainment, Memphis offers Peabody Place Retail & Entertainment Center, a mixed-use development and historic preservation project. Opened in 2001, Peabody Place offers sports restaurants and bars, video games, dancing, bowling, billiards, and restaurants. A veritable city within the city, Peabody Place encompasses three blocks of Beale Street, and includes the Peabody Hotel, the Orpheum Center, Fed Ex Forum, AutoZone Stadium, plus 80 restaurants; it attracts more than eight million visitors annually. Overton Square and Beale Street boast a concentration of sidewalk cafes, restaurants, and nightclubs that contribute to the range of culinary experiences awaiting diners in Memphis. Besides European, Asian, and Mexican cuisines, Memphis-area restaurants offer traditional American choices such as steaks and seafood, as well as a number of typically Southern dishes. Regional specialties include main dishes such as fried chicken, catfish, ham hocks, chitlins, and seafood gumbo; side dishes such as turnip greens, sweet potato souffle, black-eyed peas, collard greens, yams, and cornbread; and desserts such as banana pudding, fruit cobblers, pecan pie, strawberry shortcake, and fried pie—a type of portable filled pastry. But Memphis is mainly known for its pork and barbecue masterpieces, ranging from dry ribs—prepared without sauce—to barbecue sandwiches.

Visitor Information: Memphis/Shelby County Visitors Center, 12036 Arlington Trail, Arlington, TN 38002; telephone (901)543-5333. Memphis Convention and Visitors Bureau, 47 Union Avenue, Memphis,

TN 38103; telephone (901)543-5300; fax (901)543-5350

■ Convention Facilities

The advantages of Memphis's meeting sites include accessibility, adequate space, elegant places for overnight visits, leisure sites to visit, and fine dining. Located at the north end of Main Street Mall, the recently expanded, 350,000 square-foot Memphis Cook Convention Center offers 190,000 square feet of exhibition space. The convention center has 31 meeting rooms; an Executive Conference Center; a 125,000 square foot, column-free exhibit hall; a second, 35,000 square foot hall; a 28,000 square-foot ballroom; and the 2,100-seat Cannon Center for the Performing Arts.

There are more than 3,000 hotel rooms in downtown Memphis. Many hotels and motels throughout the city provide elegantly decorated spots for meetings. Among them are The Peabody, the renovated "grand old lady" famed the world over for its lobby fountain and daily parade of ducks across a red carpet from the hotel's elevators to the fountain; the Holiday Inn Select Downtown, a hotel directly across from The Peabody; Radisson Hotel Memphis Airport; and the Holiday Inn Select Airport. At the Holiday Inn Select, a sprawling, contemporary-styled hotel within minutes of Memphis International Airport, accommodations provide 33,000 square feet of meeting space.

Convention Information: Memphis Convention and Visitors Bureau, 47 Union Avenue, Memphis, TN 38103; telephone (901)543-5300; fax (901)543-5350

■ Transportation

Approaching the City

Located minutes from downtown, Memphis International Airport is served by international, regional, and commuter airlines. Expansion efforts in the late 1990s valued at \$100 million included improvements to the concourse, taxiways, control tower, waiting areas, ticketing operations, parking facilities, and servicing systems, as well as land acquisition for further development. More enhancements at a cost of approximately \$25 million were completed in December 2005, including a concourse renovation, jet bridge improvements, and concessionaire upgrades. Other airports in the Memphis area include General DeWitt Spain Airport, Charles W. Baker Airport, Arlington Municipal Airport, Olive Branch Airport, and West Memphis Municipal Airport. Interstate highway I-40 approaches Memphis from North Carolina to the east and California to the west, while interstate highway I-55 approaches the city from Chicago, Illinois, to the north and New Orleans,

Louisiana, to the south. Interstate loop I-240 rings the city. Motor traffic also enters Memphis via U.S. highways 51, 61, 64, 70, 72, 78, and 79. Amtrak offers passenger train service through Memphis's historic, recently renovated Central Station.

Traveling in the City

A fleet of more than 200 buses and vans operated by Memphis Area Transit Authority (MATA) meets public mass transportation needs. The Main Street Trolley, utilizing vintage trolley cars, operates between Auction and Calhoun streets.

■ Communications

Newspapers and Magazines

Memphis is served by *The Commercial Appeal*, a morning-circulated daily newspaper. Business and local news is reported weekday mornings in *The Daily News*, while the *Memphis Business Journal* and *Tri-State Defender* are published weekly. *Memphis Magazine* is the area's monthly general-interest magazine. *The Memphis Flyer* is a weekly tabloid that discusses the arts, entertainment, and lifestyles, while the *Mid-South Hunting & Fishing News* is a bi-weekly tabloid covering outdoor recreation. Special-interest publications originating in Memphis focus on such subjects as environmental legislation, poetry, and hunting, and such industries as glass and metal, trucking, rice and cotton growing, and other agricultural concerns.

Television and Radio

Memphis-area television viewers are served by seven stations: affiliates of ABC, CBS, NBC, UPN, Fox, PBS, and one independent. Twenty AM and FM radio stations present Memphis audiences with a range of programming from classical, jazz, blues, folk, bluegrass, reggae, easy listening, contemporary, and country music to religious, news, public radio, talk-show, agricultural, and educational broadcasts.

Media Information: *The Commercial Appeal*, E. W. Scripps Co., 495 Union Avenue, Memphis, TN 38103; telephone (901)529-2345. *The Daily News*, 193 Jefferson Avenue, Memphis, TN 38103; telephone (901)528-5270

Memphis Online

City of Memphis Home Page. Available www.ci.memphis.tn.us

The Commercial Appeal. Available www.commercialappeal.com

Daily News. Available www.memphisdailynews.com

Memphis City Schools. Available www.memphis-schools.k12.tn.us

Memphis Convention and Visitors Bureau. Available
www.memphistravel.com
Memphis Public Library. Available www
.memphislibrary.org
Memphis Regional Chamber. Available www
.memphischamber.com
Tennessee Department of Tourist Development.
Available www.tourism.state.tn.us/index.html

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Nashville

■ The City in Brief

Founded: 1779 (incorporated 1784)

Head Official: Mayor Karl Dean (D) (since 2007)

City Population

1980: 455,651

1990: 488,366

2000: 545,524

2006 estimate: 552,120

Percent change, 1990–2000: 11.7%

U.S. rank in 1980: 25th

U.S. rank in 1990: 25th (State rank: 2nd)

U.S. rank in 2000: 32nd (State rank: 2nd)

Metropolitan Area Population

1980: 851,000

1990: 985,026

2000: 1,231,331

2006 estimate: 1,455,097

Percent change, 1990–2000: 25.0%

U.S. rank in 1980: 40th (MSA)

U.S. rank in 1990: 40th (MSA)

U.S. rank in 2000: 38th (MSA)

Area: 473 square miles (Nashville-Davidson)
(2000)

Elevation: 550 feet

Average Annual Temperatures: January, 36.8° F; July,
79.1° F; annual average, 58.9° F

Average Annual Precipitation: 48.11 inches of rain;
10.0 inches of snow

Major Economic Sectors: services, wholesale and retail
trade, government

Unemployment Rate: 3.7% (June 2007)

Per Capita Income: \$25,005 (2005)

2005 FBI Crime Index Property: 35,796

2005 FBI Crime Index Violent: 8,974

Major Colleges and Universities: Vanderbilt University, Fisk University, Tennessee State University, Belmont University, Lipscomb University

Daily Newspapers: *The Tennessean*; *The City Paper*

■ Introduction

Nestled in rolling hills in the part of the state known as Middle Tennessee, Nashville is often called the “garden spot of the world.” The lush natural vegetation, changing seasons, and mild climate of the area make a pretty picture that is the setting for miles of green neighborhoods, shaded shopping districts, thick forests, and wide-open pastures, all inside the city limits. It is a city large enough to be headquarters for scores of international corporations, yet small enough for the neighborhood banker to call his customers by name. Local people can hear the Nashville Symphony perform *Pagliacci* at the new Schermerhorn Symphony Center one night and see The Grand Ole Opry in all its glory the next. They can live in steel and glass high-rise condominiums near the center of the city or in secluded frame farmhouses on rural routes.

Nashville is not only a choice city, but it also is a city of choices. The traditional values of the rural people who settled the area have blended with influences brought in by international business, film crews, gourmet restaurants, university scholars, couture clothiers, and conventioners to create an unusual blend of lifestyles. The combination of country charm and city savvy makes Nashville attractive to residents and visitors alike.

■ Geography and Climate

Situated in the center of middle Tennessee on the Cumberland River, Nashville is rimmed on three sides by an escarpment rising three to four hundred feet. The city ranks with Houston, Texas, and Los Angeles, California, as one of the nation's largest cities in terms of area. Nashville's climate is moderate, with seasonal variation rarely lapsing into temperature extremes. Its humidity is also considered moderate for the Southeast. Precipitation is heaviest in winter and early spring, though when it falls in the form of snow it is seldom disruptive. Thunderstorms in Nashville are moderately frequent from March through September. Tornadoes occur occasionally, such as one in 1933 and more recently in 1998; the 1998 tornado caused property damages in excess of \$100 million.

Area: 473 square miles (Nashville-Davidson) (2000)

Elevation: 550 feet

Average Temperatures: January, 36.8° F; July, 79.1° F; annual average, 58.9° F

Average Annual Precipitation: 48.11 inches of rain; 10.0 inches of snow

■ History

First Settlers Face Perils

The first settlers in the area that now forms Nashville were attracted by the fertile soil, huge trees, plentiful water, and an abundance of animal life. Native Americans such as the Cherokee, Chickasaw, and Shawnee hunted throughout Middle Tennessee in the 1700s, but ongoing fighting over hunting rights kept them from establishing any permanent settlements. The first Europeans to reach the area were French fur traders, who built trading posts in the dense woods. As more and more hunters brought glowing reports back to settlements in the East of the abundant, unoccupied land in the "west," 400 people in North Carolina eventually decided to band together and move to the area.

On Christmas Eve 1779, they reached the future site of Nashville. The men, women, and children of the James Robertson party (named for the man who would eventually become an early community leader) first survived in primitive camps at the base of what is now the state Capitol Hill. As spring arrived, they spread out to build cabins, the largest group settling on the banks of the Cumberland River in a "fort" of log blockhouses. They christened the community "Nashborough" for North Carolina's General Francis Nash, a hero of the American Revolution. Months later the pioneers found themselves swept up in war as the settlement became a western front for the American Revolution. Incited by the British, the

Native Americans in the area turned on the white settlers, which caused most of them to move to safer ground in nearby Kentucky. The 70 people who remained gathered in the fort and managed to hold off their attackers until frontier conditions became less hostile.

In 1784 the community incorporated and changed its name to Nashville, dropping the English "borough" as a result of anti-British sentiment. The years following the war were a time of growth and prosperity. James Robertson helped to establish Davidson Academy, which would later become the University of Nashville. Churches were erected, public buildings developed, doctors' offices opened, and stores began doing business. In 1796 Tennessee became the sixteenth state of the Union.

"The Age of Jackson"

The period in Nashville history between 1820 and 1845 is quite simply known as "The Age of Jackson." Andrew Jackson, a brash, young local lawyer and public prosecutor, was a formidable figure in the new frontier. He first came to national attention as a hero of the Creek (Native American) War. When he trounced the British army in New Orleans at the end of the War of 1812, he was wildly embraced as a national hero. Jackson served in the U.S. House of Representatives and the Senate, and he was eventually elected the seventh president of the United States in 1829. Jackson's popularity gave Nashville considerable prestige, power, and clout in the nation's eye, and the city was made the permanent capital of Tennessee in 1843. State leaders soon commissioned construction of a new state capitol building, an impressive neo-classic structure erected over the next 14 years on the summit of the city's highest hill. Designed by noted nineteenth-century architect William Strickland, the Capitol ushered in an era of unprecedented building and design in Nashville of which Strickland was the uncontested leader. His distinct, clean, classic structures shaped the frontier town into a city, and left a lasting imprint on the community. Many buildings, such as the Capitol and St. Mary's Roman Catholic Church, are still in use today.

The mid-1800s was also an era of unprecedented development for the city. Traffic on the Cumberland River made Nashville a shipping and distribution center. Wealthy businessmen built lavish estates. A medical school was founded. The Adelphi Theater opened with a series of plays by Shakespeare. The first passenger train pulled into the depot. A board of education was established. P. T. Barnum even brought Jenny Lind, the world-renowned singer, to town. By 1860, all the qualities that had made Nashville such a boom town in times of peace also made it a city of strategic importance in times of war. At first a giant supply arsenal for the Confederates, Nashville was soon taken during the Civil War by Union troops who seized control of the railroad and river. They occupied the city for three years. In a last attempt to turn the war around, Southern troops tried to

retake the town in December of 1864. The Battle of Nashville was one of the bloodiest confrontations between the North and South, and the last major conflict of the Civil War.

Post-War Rebuilding

It took nearly ten years to pick up the pieces, but Nashville recovered to experience new growth in business and industry. The city became a printing center, an educational center (both Vanderbilt University and Fisk University were established in 1873), and an important distributing and wholesale center. An elegant new hotel, the Maxwell House, opened its doors and began serving a special blend of coffee that President Teddy Roosevelt said was “good to the last drop.” One hundred years after Tennessee was admitted to the Union, the city celebrated with a giant Centennial Exposition that attracted visitors from throughout the United States. A wood and stucco replica of the Parthenon built for the fair was such a popular attraction that the city constructed a permanent version that now stands in Centennial Park. The railroad built a magnificent terminal building, Union Station, making Nashville a major railway center and greatly spurring population growth.

Development During Twentieth Century and into Twenty-First Century

The twentieth century brought business and skyscrapers. The National Life and Accident Company was formed along with Life & Casualty Insurance Company. In the area, local financial institutions blossomed, manufacturing reached all-time highs, and the city’s neighborhoods swelled with workers as a result of World War I and World War II. After the wars, Nashville was part of the country’s new wave of technology with a new airport, factory automation, and even a local television station. In time, the recording industry became a mainstay of the local economy, and tourism and convention business became big business. By the 1960s, Nashville was infused with a spirit of urban renewal. Surrounding Davidson County had become a fragmented collection of local governments that lacked unified direction. On April 1, 1963, the city voted to consolidate the city and the county to form the first metropolitan form of government in the United States.

The system of metropolitan government has streamlined the city’s organization and become an effective agent of progress. The city has undergone major municipal rehabilitation projects, and has renovated the historical district near the old Ft. Nashborough site. Second Avenue, once a row of dilapidated turn-of-the-century warehouses, has become a bustling center of shopping, offices, restaurants, clubs, and apartments. In recent years, many historic buildings have been saved from the wrecking ball. The Hermitage Hotel, built in 1910 as a showplace of Tennessee marble floors and

staircases, was totally renovated in the 1990s and is once again packed with guests. Renovation has also come to Union Station, the massive railroad house that now towers over Broadway as one of Nashville’s premiere hotels. Unprecedented investment in Nashville in the mid-1990s placed the city on the verge of explosive growth as a sports and entertainment venue. Its Sommet Center, home of the National Hockey League team the Nashville Predators, has become a major catalyst for urban development, which continues into the twenty-first century. In addition to Nashville’s mainstay industries of banking, insurance, printing, education, health, and medicine, the city is becoming recognized for its growth as a hotspot for biotechnology and plastics companies, and growing real estate market. Nashville entered the twenty-first century as a thriving metropolis with extensive kudos for its quality of life, business climate, diversified economy, and top tourist destinations.

Historical Information: Nashville Public Library, The Nashville Room, 615 Church Street, Nashville, TN 37219; telephone (615)862-5800. Tennessee State Museum Library, 505 Deaderick St., Nashville, TN 37243; telephone (615)741-2692; toll-free (800)407-4324

■ Population Profile

Metropolitan Area Residents

1980: 851,000
 1990: 985,026
 2000: 1,231,331
 2006 estimate: 1,455,097
 Percent change, 1990–2000: 25.0%
 U.S. rank in 1980: 40th (MSA)
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City Residents

1980: 455,651
 1990: 488,366
 2000: 545,524
 2006 estimate: 552,120
 Percent change, 1990–2000: 11.7%
 U.S. rank in 1980: 25th
 U.S. rank in 1990: 25th (State rank: 2nd)
 U.S. rank in 2000: 32nd (State rank: 2nd)

Density: 1,152.6 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 336,731
 Black: 149,273
 American Indian and Alaska Native: 1,664
 Asian: 16,943

Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 37,463
Other: 13,193

Percent of residents born in state: 57.7% (2000)

Age characteristics (2005)

Population under 5 years old: 41,793
Population 5 to 9 years old: 31,302
Population 10 to 14 years old: 34,288
Population 15 to 19 years old: 27,925
Population 20 to 24 years old: 31,504
Population 25 to 34 years old: 85,549
Population 35 to 44 years old: 85,867
Population 45 to 54 years old: 76,127
Population 55 to 59 years old: 31,310
Population 60 to 64 years old: 21,657
Population 65 to 74 years old: 30,362
Population 75 to 84 years old: 17,629
Population 85 years and older: 7,349
Median age: 35.9 years

Births (2006, MSA)

Total number: 20,673

Deaths (2006, MSA)

Total number: 11,236

Money income (2005)

Per capita income: \$25,005
Median household income: \$40,214
Total households: 233,588

Number of households with income of . . .

less than \$10,000: 23,187
\$10,000 to \$14,999: 13,764
\$15,000 to \$24,999: 34,050
\$25,000 to \$34,999: 31,537
\$35,000 to \$49,999: 39,743
\$50,000 to \$74,999: 41,122
\$75,000 to \$99,999: 23,481
\$100,000 to \$149,999: 17,273
\$150,000 to \$199,999: 3,761
\$200,000 or more: 5,670

Percent of families below poverty level: 11.8% (2005)

2005 FBI Crime Index Property: 35,796

2005 FBI Crime Index Violent: 8,974

■ Municipal Government

Since 1963, when Nashville merged with surrounding Davidson County, Nashville has operated via a consolidated metropolitan mayor-council government. Voters

elect 40 council members, 35 of which serve separate districts.

Head Official: Mayor Karl Dean (D) (since 2007; current term expires 2011)

Total Number of City Employees: approximately 10,000 (2007)

City Information: City of Nashville, 1 Public Square, Metropolitan Courthouse, Nashville, TN 37210; telephone; (615)862-5000

■ Economy

Major Industries and Commercial Activity

Nashville's strength as a community truly rests on one solid foundation—its economic diversity. The city is a great “neighborhood” of private and public business and industry, where people are as likely to go to work each morning in banks, hospitals, or government offices as to drive trucks, punch cash registers, or work on assembly lines. The area has benefited from low unemployment, consistent job growth, heavy outside investment and expansion, and a broadening of the labor force. Although the city's economy is not reliant on any one area of production, Nashville is a leader in finance and insurance, health care, music and entertainment, publishing, transportation technology, higher education, biotechnology, plastics, and tourism and conventions.

Health care is one of Nashville's top industries; according to the Nashville Health Council, the city is known as one of the nation's major health care centers. Nineteen healthcare companies are headquartered within the city, including AmSurg, Community Health Systems, HCA, Healthways, and LifePoint Hospitals; in total nearly 300 health care companies have operations here. Many service firms specializing in the industry (including accounting, legal, and others) are based in Nashville. Nashville-based health care companies accounted for more than \$74 billion in annual revenue in 2006 and more than 310,000 full-time jobs globally.

Nashville is the largest publishing center in the Southeast and one of the top ten largest in the country. Some of the nation's leading printers operate alongside scores of small, family-owned shops. The city is home to Thomas Nelson, the world's foremost publisher of Bibles, and two of the country's largest religious publishing houses. Nashville is also becoming a major distribution center for books and other print media.

Of all of the products manufactured in the city, music is what makes Nashville most famous. The local recording industry and its offshoots have not only brought worldwide recognition to what was once a sedate southern city, but they have also pumped billions of dollars into the local economy, created a thriving



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entertainment business scene ranked behind only New York and Los Angeles, and given the city a distinctly cosmopolitan flavor. Nashville music—country, pop, gospel, and rock—generates well over a billion dollars in record sales each year. As a result, spinoff industries have flourished: booking agencies, music publishing companies, promotional firms, recording studios, trade publications, and performance rights associations such as BMI, the Broadcast Music Inc. There are approximately 200 recording studios in Nashville, and most major record labels have offices on Nashville's Music Row. As Nashville remains a center for the music industry, it continues to draw support businesses and industry to the area. Local music-related advertising firms (especially jingle houses) bring in vast revenues, music video production in the city is at an all-time high, while a burgeoning radio, television, and film industry has enticed some of the country's top producers, directors, and production houses to set up shop in Nashville. The music industry in Nashville is responsible for a good chunk of the city's tourism activity.

An influx of new industry in recent years has resulted in hundreds of jobs and on-site training opportunities for local actors, editors, artists, technicians, and other production people. Nashville's entertainment scene brings in more than revenue, however. It draws millions of people

to the city each year as well. Tourism is one of Tennessee's biggest businesses with annual revenues of \$3.5 billion, and Nashville is known as the hottest spot in the state.

New technology is a burgeoning factor in the Nashville economy. Dell Computers operates a manufacturing and technical support center near the airport, which opened in 1999. In 2007 Dell employed some 4,500 Tennesseans at the Nashville center and at a desktop computer assembly plant in nearby Wilson County. The plastics industry is growing, as is the biotechnology (including pharmaceuticals and life sciences) industries.

Other top employers in 2007 included: the state of Tennessee, Vanderbilt University and Medical Center, Nissan North America, St. Thomas Health Services, GM Spring Hill Manufacturing, Bridgestone Americas Holding, Inc., and Gaylord Entertainment Co. As of 2007 there were nine *Fortune* 1,000 companies with headquarters in the Nashville area. There were 40 publicly traded companies with headquarters in Nashville, with 32 on the NYSE or NASDAQ exchanges.

Partnership 2010 (formerly Partnership 2000) was created as a regional, public-private economic development initiative for the region. The four cornerstones of the program strategy are business recruiting of corporate

headquarters and administrative offices, retention of existing businesses, entrepreneurship through fostering growth and supporting start-up businesses, and community improvement. By 2005 the initiative had resulted in more than 350 companies relocating their corporate headquarters to Nashville. Expectations for the initiative include a \$10 billion impact on the region's economy as well as the creation of 50,000 new jobs. Partly as a result of the initiative, Nashville ranked among *Expansion Management's* 2006 "America's 50 Hottest Cities for Relocation and Expansion."

Items and goods produced: printing and publishing, automotive products, trucks, automotive parts, clothing, shoes, lawnmowers, bicycles, telecommunications equipment, aerospace products, thermos bottles, kerosene lamps, computers

Incentive Programs—New and Existing Companies

Local programs: The One Stop Business Assistance Program helps new and expanding businesses avoid delays by expediting their dealings with local, state, and federal government offices regarding regulatory permits, and by assisting with any problems they may have in the process. The Payment in Lieu of Tax (PILOT) program offers qualifying businesses a property tax freeze or reduction on projects involving a large capital investment or creating large numbers of new jobs. Requests for PILOT assistance are considered on a case-by-case basis by the city and county. Industrial Revenue Bonds are available to eligible companies for land, building, or equipment purchases. The Nashville region has three general-purpose foreign trade zones and a number of sub-zones designated for specific company usages. Tax Increment Financing (TIF) is also available: TIF financing allows the cost of infrastructure and the costs of assembly, relocation, demolition, and development of a site within a designated redevelopment district to be financed through future increases in property taxes generated by the development itself.

State programs: Tennessee is a right-to-work state and its overall state and local tax burden is among the lowest of all 50 states. Tennessee has no personal income tax on wages or salaries. Finished goods inventories are exempt from personal property tax, and industrial machinery is totally exempt from state and local sales taxes. Manufacturers receive other tax exemptions under specified circumstances and reduced property assessments. State-administered financial programs for businesses include: the Small and Minority-Owned Business Assistance Program, currently being developed by the state Treasury Department and expected to provide assistance to small and minority-owned businesses through loans, technical assistance, and program services; the

Small Business Energy Loan Program, which helps qualified Tennessee-based businesses upgrade their level of energy efficiency in their buildings and manufacturing processes; the FastTrack Infrastructure Program, which assists in the funding of infrastructure improvements for businesses locating or expanding in Tennessee; and the FastTrack Training Services Program, which helps companies provide training for their staff.

Other state programs include: the Franchise Jobs Tax Credit—new or expanding businesses with 25 new full-time jobs and capital investments of at least \$500,000 can qualify for a \$2,000 credit against its franchise tax liability for each new job created; the Industrial Machinery Excise Tax Credit—1 percent of the cost of industrial machinery that has been certified by the Tennessee Department of Revenue, Sales and Use Tax Division, can be taken as an industrial machinery excise tax credit, including distribution equipment, computer equipment, and telephones for all types of new and expanding companies that qualify for the Franchise Jobs Tax Credit; and the Tennessee Infrastructure Improvement Program (TIIP), a fund which can be used to offset infrastructure improvement costs, site grading costs, and other infrastructure-related costs.

Job training programs: The state of Tennessee provides funds for eligible projects that can offset costs that are incurred during the training process. Each project is considered separately based on its economic impact to the state. This program does not include wage payments to persons involved in the training program. The State of Tennessee FastTrack Job Assistance program offers training assistance for new or existing businesses that are investing in facilities, equipment, or new jobs. FastTrack utilizes educational facilities and FastTrack staff to develop and implement customized training programs. The Tennessee Job Skills program is a work force incentive grant program for new and existing businesses that focuses on elevating employees skill levels.

Development Projects

Nashville's aggressive Partnership 2010 program was responsible for a flurry of business activity in the early part of the new century, including company relocations, expansions, and new corporations. According to a 2007 Partnership 2010 report, a total of 2,442 new jobs were created from July 2006 to March 2007 due to relocations and expansions. Companies such as Big Idea Productions, Louisiana-Pacific, Clarcor, and Asurion have recently moved their headquarters to the Nashville area.

A major private investment in Nashville marked Dell Computer's first U.S. expansion outside of Central Texas. In fall of 2000, Dell opened new manufacturing and office facilities in Nashville, and has since increased its Tennessee workforce from approximately 200 to nearly 4,500. Nashville has been building upon its considerable cultural cache in recent years, with the opening of the

First Center for the Performing Arts, and a new main public library four times the size of the former library. Nashville is beginning to reap significant benefits from the recent completion of I-840, a limited-access highway that forms another outer ring of roadway around the city. The new highway has already influenced business location decisions in Middle Tennessee.

Economic Development Information: Nashville Area Chamber of Commerce, 211 Commerce Street, Nashville, TN 37201; telephone (615)743-3024; email contactus@nashvillechamber.com

Commercial Shipping

Nashville's central location has made it one of the busiest transportation centers in the Mid-South. Today more than 80 miles of interstate highways weave in and out of the city, making Nashville a vital link to every corner of the region.

The bulk of local transportation services are designed to move freight. For high priority or overnight deliveries Nashvillians often turn to the rapidly expanding air freight industry. However, Nashville's strength as a distribution center for the Southeast still lies in the traditional and highly competitive industries of trucking, rail freight, and river barge.

Millions of tons of goods are moved through the city each year via truck by 140 motor freight lines serving the area. Nashville has become a regional headquarters for the trucking industry primarily because of its tight, efficient network of accessible interstate highways, its conveniently centralized location, and the fact that approximately 150 local terminals provide easy break-bulk distribution and specialized services for products such as produce (refrigeration), gasoline, and hazardous waste.

Since the turn of the century, Nashville has historically been considered the hub of railway activity for the Southeast. The local division of CSX provides service over some 2,000 route miles to 20 states, the District of Columbia, and two Canadian provinces. An average of 90 trains pass through Nashville each day. The CSX Intermodal provides Nashville with a piggyback loading/unloading system that is one of the most modern in the nation, handling about 100,000 lifts of containers each month. Rail service is also provided by the Nashville Eastern and the Nashville Western short line railroads.

The Cumberland River, an artery of the Ohio River that weaves in and out of the Nashville Metropolitan area, links the city to points on the Mississippi River and the Gulf of Mexico coast. More than 30 commercial operators operate barges on the river. Volunteer Barge and Transport, Inc., headquartered in Nashville, operates 132 barges on the inland waterways down the Ohio and Mississippi river system by way of the Cumberland. Another major waterway transporter is Ingram Marine Group, also based in Nashville, with more than 4,000

barges in operation. The distance to Gulf ports was cut by 563 miles in the mid-1980s when the United States Army Corps of Engineers opened its \$1.8 billion Tennessee-Tombigbee Waterway, connecting the Tennessee River in northern Alabama with the Tombigbee River of southern Alabama 234 miles away. This ambitious man-made water route connected Nashville to the port of Mobile, resulting in an estimated savings of millions in shipping costs.

The Nashville Air Cargo Link is designated as foreign trade zone and is an all-cargo complex serving the Nashville International Airport. In 2004, more than 75 thousand tons of cargo was shipped through Nashville.

Labor Force and Employment Outlook

Nashville has experienced significant economic expansion in recent years, to the extent that employers in certain sectors, such as skilled production, have been experiencing labor shortages. Population growth continues, however, especially in suburban Nashville, which offers a long-term solution to the labor supply problem. With the influx of expansions and new businesses, and in concert with Nashville's diverse and stable economy and growing population, continued economic expansion is predicted. In 2007 Nashville was ranked in ninth place on *Forbes* magazine's list, "Top 10 Places for Business and Careers" among larger metropolitan areas. Criteria for the ranking included such factors as the cost of doing business and job growth.

The following is a summary of data regarding the Nashville-Davidson-Murfreesboro-Franklin metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 751,800

Number of workers employed in . . .

construction and mining:	39,300
manufacturing:	84,400
trade, transportation and utilities:	154,400
information:	19,700
financial activities:	46,000
professional and business services:	98,700
educational and health services:	104,100
leisure and hospitality:	76,700
other services:	30,600
government:	98,000

Average hourly earnings of production workers employed in manufacturing: \$14.69

Unemployment rate: 3.7% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
State of Tennessee	20,029
Vanderbilt University and Medical Center	17,158

<i>Largest employers (2007)</i>	<i>Number of employees</i>
U.S. Government	11,146
Metro Nashville-Davidson Co. Public Schools	10,000
HCA	8,742
Nissan North America Inc.	8,100
St. Thomas Health Services	6,300
GM Spring Hill Manufacturing	5,700
Bridgestone Americas Holding Inc.	4,900
Gaylord Entertainment Co.	4,150

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$219,708

2007 (1st quarter) ACCRA Cost of Living Index: 93.1

State income tax rate: 6.0% on dividends and interest only

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: 2.25%

Property tax rate: \$2.52 per \$100 of assessed value; residential property is assessed at 25 percent (2005)

Economic Information: Nashville Area Chamber of Commerce, 211 Commerce Street, Nashville, TN 37201; telephone (615)743-3024; email contactus@nashvillechamber.com

■ Education and Research

Elementary and Secondary Schools

In 1855 Nashville became the first southern city to establish a public school system. A program started in Nashville in 1963 became the prototype for Head Start. That same year the Metropolitan Nashville Public Schools, currently the 49th largest urban school district in the country, was formed when the city and Davidson County governments were consolidated. The schools offer diverse educational opportunities recognized statewide for their innovation. There are programs in Nashville for the gifted, the handicapped, and the foreign student who wants to catch up. A nine-member elected

board and its appointed director of schools are responsible for the running of the public schools.

The following is a summary of data regarding the Metropolitan Nashville Public Schools as of the 2005–2006 school year.

Total enrollment: 74,155

Number of facilities

elementary schools: 74
 junior high/middle schools: 35
 senior high schools: 15
 other: 9 (4 alternative schools, 3 special education schools, and 2 charter schools)

Student/teacher ratio: 16.3:1

Teacher salaries (2005–06)

elementary median: \$41,830
 junior high/middle median: \$41,140
 secondary median: \$43,470

Funding per pupil: \$8,304

Numerous school-age children in Davidson County attend private schools. There are 51 preparatory academies, church-affiliated, and alternative schools operating in the area, focusing on specific academic and religious needs. A number of widely renowned preparatory schools are found on this list.

Metropolitan Nashville and Davidson County were selected as one of the 100 Best Communities for Young People in 2007. Nashville was selected in part due to the fact that the Oasis Center, a nonprofit organization serving youth, teamed up with Metro Parks and Recreation and AmeriCorps to create youth civic action groups meeting weekly in six different recreation centers adjacent to low-income areas. They sponsor Nashville Youth Leadership, a program designed for high school sophomores that provides them with the training necessary to become active and effective leaders. Participants engage in a nine-month series of daylong programs addressing the arts, government, non-profits, criminal justice, and the media.

Public Schools Information: Nashville Metropolitan Schools, 2601 Bransford Avenue, Nashville, TN 37204; telephone (615)259-4636

Colleges and Universities

Perhaps the most famous school in Nashville is Vanderbilt University, alma mater of Vice President Al Gore and recording artist Amy Grant. The private, independent institution is highly competitive, maintains impeccable standards, and prides itself on what it calls a “quality liberal arts” undergraduate program. In addition, the school is widely known for its advanced academic offerings in medicine, law, business, nursing, divinity, and

education. *U.S. News and World Report*, in a 2007 study of U.S. universities, named Vanderbilt University the 19th top university in the country.

The first predominantly African American institution in the country to be awarded university status—Fisk University—is also located in Nashville. Fisk, alma mater of social critic and NAACP co-founder W. E. B. DuBois, is a four-year, private school designed to meet the special needs of minority students. Nashville's Meharry Medical College, established to train African American physicians, provides specialized instruction in medical science, public health, and dental surgery.

Nashville's largest state-operated university, Tennessee State University (TSU), maintains two campuses in the city. TSU offers undergraduate and graduate programs in arts and sciences, agriculture, health professions, business, education, engineering and technology, nursing, and public administration.

Belmont University, a private, four-year Baptist school located near downtown's Music Row, offers 70 undergraduate degree programs as well as graduate programs in accountancy, business administration, education, English, music, nursing, occupational therapy, physical therapy, and sport administration. Belmont's notable Mike Curb College offers majors in Audio Engineering Technology and Music Business, and a specialization in Entertainment and Music Business is offered within the University's M.B.A. program. Students from all over the country who want a career in the record industry have enrolled in specialized courses ranging from record promotion to studio engineering. Lipscomb University, founded as Nashville Bible School in 1891 by David Lipscomb and James A. Harding, was renamed Lipscomb University in 1918. Lipscomb offers 130 programs of study in 47 majors leading to bachelor's degrees in arts, business administration, music (music education), science, and nursing and graduate degrees in Bible, business, conflict management, counseling, and education.

Libraries and Research Centers

As of 2007 the Nashville Public Library boasted more than 1.6 million volumes and 3,039 periodical subscriptions in a system that includes 20 branches and a bookmobile. Annual circulation is approximately 4.2 million. The main library also holds recordings, audio- and videotapes, compact discs, and maps. Its special collections include government documents, business, ornithology, genealogy, and oral and regional history. A new Main Library of approximately 300,000 square feet, quadruple the size of the library it replaced, was completed in 2001; it faces the Tennessee State Capitol building.

Special libraries in the Nashville area include two at Cheekwood Botanical Garden and Museum of Art. The Botanical Gardens Library specializes in works on

environmental studies, garden design, horticulture, landscape architecture, plant science, wildflowers, arranging, and botanical illustration. The art museum library collects works on art, art history, decorative arts, contemporary U.S. artists, and photography.

Many research facilities in the city are linked to the academic community. Fisk University supports research on computing and molecular spectroscopy. Meharry Medical College's research activities focus on health sciences and the college has a research center devoted to the study and treatment of sickle cell disease. Research centers affiliated with Tennessee State University conduct studies in such areas as agriculture and the environment, information systems, business and economics, health, and education. Vanderbilt University is quite active in the research sector, promoting research through more than 120 centers and institutes devoted to a wide variety of subjects in such fields as sociology and culture, medicine, and science.

Public Library Information: Nashville Public Library, 615 Church Street, Nashville, TN 37219; telephone (615)862-5800

■ Health Care

Nashville boasts nearly 300 health care companies operating in the city, 19 of which are headquartered in the city. More than 2,700 doctors work in Nashville's 30 hospitals, medical centers, and specialty centers. Nashville is home to HCA Inc., which manages 170 hospitals and 113 outpatient centers in 20 states and England, including Centennial Medical Center, Skyline Medical Center, and Southern Hills Medical Center, all in Nashville. Centennial Medical Center is recognized for its work in cardiology, stroke, orthopedics, and breast cancer management. Its campus includes The Women's Hospital at Centennial, the Sarah Cannon Cancer Center, and the Parthenon Pavilion, a full-service mental health center. Skyline Medical Center, a 59-acre campus overlooking downtown Nashville, opened in September 2000. It is notable for its treatment of stroke, back and neck surgery, and spinal fusion. Southern Hills Medical Center is a smaller, community hospital with a full range of heart, oncology, orthopedic, and neurology services. Baptist Hospital is the Nashville region's largest not-for-profit medical center, with 683 beds in 2007. It offers a number of specialty units, including the Mandrell Heart Center, Institute for Aesthetic and Reconstructive Surgery, and Sports Medicine Center. St. Thomas Hospital, with 515 staffed beds, was founded by the Daughters of Charity and is nationally recognized for its heart and cancer units; it was recently named first in Tennessee for heart surgery and overall cardiac services by HealthGrades. Meharry Medical College, one of the country's most prestigious predominantly African American colleges, has been a

leading producer of African American physicians and dentists since its founding in 1876. Two Veterans Administration medical centers exist within the city.

The Vanderbilt University Medical Center, which adjoins the university's campus near downtown Nashville, is one of the most noted research, training, and health care facilities in the country. The main hospital boasts 832 beds, ultra-modern surgical units, a labor and delivery area designed around the birthing room concept, a comprehensive burn center, and a coronary care wing. Vanderbilt Children's Hospital, formerly housed within the University Medical Center, moved to a new eight-floor facility in 2004. Patients and their families were involved in planning the new hospital, which took five years to build at a cost of \$172 million. The hospital offers comprehensive pediatric care, boasting 19 specialty services. For adults and children who need immediate medical attention because of accident or sudden illness, Vanderbilt University also operates a helicopter ambulance service called "Life Flight," which quickly moves patients within a 130-mile radius of the city to the hospital.

■ Recreation

Sightseeing

A roster full of sports, the unspoiled countryside, and an endless choice of attractions have made Nashville one of the most popular vacation spots in the nation. Foremost among the city's historical attractions is The Hermitage, home of the seventh president of the United States, Andrew Jackson. The beautiful 1821 plantation house sits nestled in rolling farmland on the eastern edge of the city. The mansion has been a national shrine since the years shortly following Jackson's death there in 1845. Its vintage rooms display original pieces such as the Jackson family's furniture, china, paintings, clothes, letters, books, and wallpaper. Also on the grounds are the president's official carriage, his wife's flower garden, and both of their tombs.

Beautiful Belle Meade Plantation on the west side of the city is also open to the public. The restored antebellum farm has been called "Queen of the Tennessee Plantations." The mansion itself, built in 1853, displays period furniture and decor, while the mammoth stables on the grounds provide a glimpse of one of the most famous thoroughbred horse farms of that time.

Perched on a hill in the center of the downtown area is the Tennessee State Capitol Building, a renowned architectural monument constructed in 1859. Also open for tours is Belmont Mansion, an 1850s Italianate villa on the Belmont University campus, recognized as one of the most elaborate and unusual houses in the South. Cheekwood Botanical Garden and Museum of Art is a horticulturalist's delight. The sprawling complex, nestled

in Nashville's prime residential area, showcases 55 acres of lush gardens, including a color garden, water garden, seasons garden, and the woodland sculpture trail. The huge Georgian mansion houses a permanent display of 20th-century American art and American and English decorative arts.

More than 10,000 acres of land in some 100 parks and greenways are operated by the Metro Board of Parks and Recreation, including Centennial Park, famous for its full-size replica of the ancient Greek temple to the goddess Athena, the Parthenon. Sitting in the midst of the busy central city near Vanderbilt University, the Parthenon was originally built as part of Tennessee's Centennial Exposition of 1897, but it has remained one of the most popular places in town for a century. The city maintains impressive gardens around the structure, which houses rotating art exhibits in a permanent gallery. Just down the street in the heart of the historical district is Riverfront Park, home to historic Fort Nashborough. Here the public can stroll along the banks of the Cumberland River or listen to concerts under the stars. The Tennessee Fox Trot Carousel by artist Red Grooms is housed in Riverfront Park. The 36 "horses" are actually characters depicting the state's history and culture.

The Nashville Zoo features exotic animals from around the world, including a 300-pound anaconda, plus educational programs. Cumberland Science Museum underwent a \$2.7 million renovation and emerged as Adventure Science Center in 2002. The center offers unique health and science programs, hands-on exhibitions, live animal shows, and the Sudekum Planetarium. The Nashville Toy Museum presents a priceless display of more than 1,000 antique toys, including an entire room of rare toy trains from the U.S. and Europe.

The Grand Ole Opry, America's oldest and most cherished live country music show, is one of the most popular attractions in the city. Fans from all over the world pack the 4,400-seat Opry House each weekend to see top stars of traditional and country music. Begun in 1925 as the WSM Barn Dance, the Opry is still broadcast over WSM Radio to points all along the Eastern seaboard, providing audiences with a rare behind-the-scenes look at a tradition that literally launched popular country music. The Opry House, built in 1974 at a cost of \$22 million, is said to be one of the most acoustically perfect auditoriums in the country; another is the famed Ryman Auditorium, home of the Opry from 1943-1974, recently renovated and now used as a performance venue for concerts and plays. The Opryland complex also includes the impressive Gaylord Opryland hotel and the Opry Mills shopping and entertainment complex.

Arts and Culture

Taking center stage in the area of performing arts, the Nashville Symphony Orchestra has a reputation as one of the leading city orchestras in the Southeast. From 1980

until 2006, the symphony regularly performed on the stage of the Tennessee Performing Arts Center (TPAC), the first state-funded facility of its kind in the nation, which also is home to the Nashville Ballet, the Nashville Opera, and the Tennessee Repertory Theatre. Built in a cantilevered style that allows large auditoriums to be column-free, TPAC houses state offices, the State Museum, and three acoustically advanced theaters with expansion capabilities for nearly any kind or size of production imaginable. In September 2006 however, the Schermerhorn Symphony Center opened as the new home of the Nashville Symphony Orchestra. The Schermerhorn Center is named in honor of the late Maestro Kenneth Schermerhorn who led the Nashville Symphony for 22 years.

One of the oldest companies in town is the Nashville Children's Theater, a group that has been entertaining the area's children and young adults for six decades. Started by the Junior League as a strictly volunteer organization, the Children's Theater is now partially funded by the metropolitan government and stages its shows in facilities especially built for the group by the city of Nashville. Nashville is also home to the American Negro Playwright Theatre and the Darkhorse Theatre.

In the area of visual arts, Nashville is a city-wide gallery of creativity. Cheekwood is the area's foremost cultural arts center and its most physically impressive gallery as well. Part of a 55-acre complex that once formed the estate of prominent Nashville businessman Leslie Cheek, the fine arts center is housed in a magnificent 60-room Georgian mansion that sits high atop a hill overlooking most of West Nashville. The Van Vechten Gallery at Fisk University houses more than 100 pieces from the collection of Alfred Stieglitz. Donated to Fisk in 1949 by Stieglitz's widow, noted artist Georgia O'Keeffe, the collection includes works by Cezanne, Picasso, Renoir, Toulouse-Lautrec, and O'Keeffe. The seat of Tennessee's government overlooks a plaza of government office buildings that house parts of the State Museum, a collection of more than 2,000 historical objects from the city's past. The museum includes 15,000 square feet of artifacts from the period in Tennessee history between 1840 and 1865. As it did in mid-nineteenth-century life, the Civil War dominates the collection: battle flags, pistols, and portraits of the war's most colorful personalities are displayed alongside period silver, sewing handiwork, furniture, and photographs. A vast collection of permanent and traveling exhibits is on display at the Frist Center for the Visual Arts downtown, which opened in 2000 with an exhibit on loan from Ontario, featuring works by Rubens, Renoir, Monet, Van Gogh, Picasso, Sargent, and others.

In downtown Nashville, the heart of the country music business beats on a single square mile of city streets known to the world as Music Row. A hodgepodge of contemporary office buildings and renovated houses,

Music Row houses complexes belonging to all the major record labels and many individual recording artists. The top attraction on Music Row is the Country Music Hall of Fame and Museum, a quaint building resembling a chapel, which anchors the neighborhood to the surrounding business community. This is the most visited museum in the South, and it houses one of the country's finest collections of country music artifacts and memorabilia. The Hall of Fame moved from its home on Music Row to a new state-of-the-art downtown facility in 2001. Admission includes a visit to RCA Studio B, the oldest surviving recording studio in Nashville, where Elvis Presley, Dolie Parton, Charlie Pride and other music greats recorded their hits.

Visitor Information: Nashville Convention and Visitors Bureau, One Nashville Place, 150 Fourth Avenue North, Suite G-250, Nashville, TN 37219; telephone (800)657-6910

Festivals and Holidays

Nashville's musical heritage is the focus of many of the city's festivals, including Tin Pan South in March and Gospel Week in April; and the CMA Music Festival, formerly known as Fan Fair, held in June. From May to August, the Tennessee Jazz and Blues concert series livens up the grounds of Belle Meade Plantation and the Hermitage. The annual three-day African Street Festival in September celebrates the culture of Africa. The festival features exotic food and daily stage shows showcasing poetry, rap, reggae, blues, jazz, gospel, rhythm and blues, and drama. Oktoberfest is held, naturally, in October.

The winter holidays are celebrated in a series of events taking place throughout November and December. Highlights are A Country Christmas at the Opryland Hotel, and Victorian Celebrations at Belle Meade Plantation. The "Season of Celebration" at Cheekwood Botanical Garden and Museum of Art allows visitors to share the magic of the season with fabulous holiday decorations, Christmas trees, and multicultural exhibits during November and December.

Sports for the Spectator

In 2006 the Tennessee Titans began playing football at LP Field; prior to 2006 the venue was named The Coliseum. It is a nearly 69,000-seat, open-air, natural-grass venue. The Sommet Center is home to the National Hockey League Predators and the Nashville Kats arena football team. The Tennessee Sports Hall of Fame is also located in the Sommet Center.

Each spring and summer, crowds turn out in record numbers at Herschel Greer Stadium to cheer on the Nashville Sounds, the local Triple A minor league baseball club that is the farm team for the Pittsburgh Pirates. In college action, fall brings Southeastern Conference football with the Commodores of Vanderbilt University.

The university also boasts outstanding basketball and tennis teams. Across town, Tennessee State University's Tigers have consistently been a powerhouse in football. The school is also famous for its internationally recognized track team, the Tiger Belles, which has produced Olympic runners like Wilma Rudolph.

On weekends, NASCAR stock-car racing takes off at the Nashville Superspeedway, where top drivers compete. Special events are also held throughout the year at the speedway. Each May, Percy Warner Park is the site for what Nashville sports writers call the city's "Rite of Spring," the Iroquois Memorial Steeplechase, two- to three-mile amateur races that pit the area's top riders and ponies in a benefit run for Vanderbilt Children's Hospital.

Sports for the Participant

Two major lakes flank the city of Nashville: Old Hickory to the north and Percy Priest to the east. They offer miles of peaceful, accessible shoreline to the entire Middle Tennessee region. There are 30,000 acres of inland lakes in the Nashville area. Just a short drive from downtown, these man-made wonders are favorite weekend spots for local outdoor enthusiasts. A series of public docks houses nearly every kind of freshwater craft and campgrounds are plentiful. The 385-acre Nashville Shores, with more than 2,500 feet of white sandy beach and three miles of lake-front, is Nashville's largest water playground. Here families can enjoy waterslides, a waterfall, pools, a pond, a young children's play area, parasailing, jet skiing, and banana boat rides.

Nashville is an angler's dream and fishing enthusiasts seek out the crystal-clear reservoirs that lie beneath Nashville area dams. Although most popular in the spring and summer, fishing is excellent year-round. The Harpeth River, which meanders through the western part of Davidson County, provides a peaceful look at the quiet countryside for canoers, while a little further west the Buffalo River, one of the few designated "wild" rivers in the nation, provides the challenge of white water.

Nashville has more than 10,000 acres of city, state, and federal parks in or near its borders, providing a full range of activities for people of all ages. The Metro Board of Parks and Recreation operates 76 parks and playgrounds. There are 42 golf courses in the city. Percy and Edwin Warner Parks provide 2,684 acres of woods and meadows that dominate the southwestern side of Nashville; more than 500,000 people visit the parks annually.

Shopping and Dining

Shopping opportunities in Nashville include unique choices that reflect the local attractions. For instance, shoppers seeking musical recordings might visit the Ernest Tubbs Record Shop, where radio's "Midnight

Jamboree" is broadcast live on Saturday nights. Cowboy boots and western clothing are featured in several Nashville-area establishments, such as Robert's Western World, by day a shop and by night a musical free-for-all. On the banks of the Cumberland River, The District is a trendy shopping scene housed in Victorian-era buildings. Shoppers interested in collectibles frequent the city's many antiques malls, or attend the Tennessee State Fairgrounds Flea Market, a monthly gathering of hundreds of traders considered among the top 10 flea markets in the country. CoolSprings Galleria, one of the city's largest shopping centers, also houses a variety of eating establishments; other area malls include Hickory Hollow, Rivergate, and Bellevue Center. Exclusive shops are found at the Mall of Green Hills. Some 30 stores can be found at Factory Stores of America, across from the Opryland Hotel. Alongside the Opry House is the 1.2-million-square-foot Opry Mills. This shopping/dining/entertainment complex features top designers and manufacturers, theme restaurants, and entertainment venues including an IMAX theater.

Nashville restaurants offer diners a wide range of cuisines, including continental, oriental, Mexican, French, Italian, and German menus, as well as traditional choices of steaks and seafood. Regional specialties (and often music) are showcased at several Nashville-area establishments that feature entrees such as fried chicken, catfish, barbecue, and country ham; side dishes such as okra, turnip greens, black-eyed peas, yams, cornbread, beans and rice, and biscuits; and desserts such as chess pie, fudge pie, and fruit cobblers.

Visitor Information: Nashville Convention and Visitors Bureau, One Nashville Place, 150 Fourth Avenue North, Suite G-250, Nashville, TN 37219; telephone (800)657-6910

■ Convention Facilities

Convention business and tourism form one of the Nashville area's most important industries, launched primarily by the growth of country music and entertainment. One of the most versatile convention-oriented hotels in Nashville is the Gaylord Opryland Resort and Convention Center, offering more than 600,000 square feet of meeting and exhibit space. Its Ryman Exhibit Hall is the largest in-hotel exhibit facility in the world, at nearly 263,000 square feet. The elegant, white-columned facility is located on 30 acres of rolling Tennessee countryside just 8 miles east of downtown Nashville. It is approximately five minutes from the airport and close to shopping, restaurants, and attractions, with the Grand Ole Opry House next door.

The Nashville Convention Center offers 118,675 square feet of meeting space, ballrooms, and 25 meeting rooms. The city's Municipal Auditorium seats more than

9,600 people. For conventions and trade shows, the exhibit floor contains 63,000 square feet of space. The Sommet Center offers 43,000 square feet of exhibition and meeting space. LP Field, formerly the Adelphia Coliseum, offers a total of 200,000 square feet of space on the club levels for special events and functions; one side of the coliseum offers sweeping vistas of downtown Nashville. Parts of the Tennessee Performing Arts Center and the Tennessee State Fairgrounds are also available for sizable events.

Two miles west of the center city, the Loew's Vanderbilt Hotel rises next to Vanderbilt University in the middle of one of Nashville's busiest areas of commercial office development. Promoting itself as an "executive-class" hotel, the Vanderbilt has more than 24,000 square feet of flexible meeting space.

Convention Information: Nashville Convention and Visitors Bureau, One Nashville Place, 150 Fourth Avenue North, Suite G-250, Nashville, TN 37219; telephone (800)657-6910

■ Transportation

Approaching the City

East of the city, the Nashville International Airport, located just eight miles from the central business district, is approximately a 12-minute ride away. Passengers landing in Nashville may choose from any number of commercial vehicles to take them to their destinations. There is an airport limousine service available along with metered taxicabs, Metro Transit Authority buses, shuttle service to downtown hotels, and car rental agencies with representatives in the lobby of the terminal building. The airport is served by 16 airlines which operate 400 average daily flights to 89 markets and 49 non-stop markets (as of August 2006). The airport contributes \$3.6 billion in sales and \$1.3 billion in wages and more than 56,000 jobs annually to the regional economy.

Six major highways intersect in the heart of Nashville: Interstate-65 N leads to the industrialized cities of Chicago, Indianapolis, and Pittsburgh; I-40 takes travelers to the cities of Richmond, Washington, D.C., and Philadelphia, plus the Carolina ports; I-24 E extends to Atlanta and Florida; I-65 S reaches Birmingham, New Orleans, and the Gulf; I-40 W leads to Dallas, Oklahoma, and the West Coast; and I-24 W extends to St. Louis and Kansas City, the midwestern heartland.

The inner-city loop, I-265, encircles the downtown area to facilitate a smooth flow of interstate traffic, while an extensive outer loop, I-440, rings the city. Interstate-840 circles the city at a 30-mile radius.

Traveling in the City

Within Nashville, visitors usually travel by cab, rental or private car, or public bus. The Metropolitan Transit Authority provides a large network of bus service both in the downtown area and outlying suburbs. Serving approximately 31,000 passengers daily, MTA buses cover 44 routes, including many neighborhood park-and-ride lots designed especially for commuters. Trolleys running around downtown and the Music Valley area are a fun way to see the city. Suburban rail service began in 2006.

■ Communications

Newspapers and Magazines

The Tennessean and *The City Paper* are Nashville's two daily papers. *Nashville Scene*, a weekly alternative newspaper, offers the most in-depth coverage of local events. *Urban Journal* is a weekly alternative newspaper representing Nashville's African American community; *Nashville Pride*, a weekly, is read by a large portion of the African American community. Professional periodicals published in Nashville serve the furniture, insurance, banking, logging, agriculture, and paper industries, and the music and education fields. Numerous directories and newsletters are published in Nashville.

Television and Radio

Nashville-area television viewers are served by seven stations affiliated with PBS, ABC, NBC, CBS, and Fox plus one independent. Twenty AM and FM radio stations in Nashville offer educational, cultural, religious, and foreign language programming as well as rock and roll, gospel, blues, jazz, and country music.

Media Information: *The Tennessean*, 1100 Broadway, Nashville, TN 37203; telephone (615)259-8000. *The City Paper*, 624 Grassmere Park, Suite 28, Nashville, TN 37211; telephone (615)298-9833; fax (615)298-2780

Nashville Online

Metropolitan Government of Nashville and Davidson County. Available www.nashville.gov
 Metropolitan Nashville Public Schools. Available www.mnps.org/site3.aspx
 Nashville Area Chamber of Commerce (including JobsLink). Available www.nashvillechamber.com
 Nashville Convention and Visitors Bureau. Available www.nashvillecvb.com
The Nashville Digest. Available www.nashvilledigest.com
 Nashville Public Library. Available www.library.nashville.org
The Tennessean. Available www.tennessean.com

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Texas

Austin...533

Dallas...545

El Paso...557

Fort Worth...569

Houston...581

San Antonio...593



The State in Brief

Nickname: Lone Star State

Motto: Friendship

Flower: Bluebonnet

Bird: Mockingbird

Area: 268,580 square miles (2000; U.S. rank 2nd)

Elevation: Ranges from sea level to 8,749 feet above sea level

Climate: Semi-arid in western region and central plains; subtropical on coastal plains; continental in the panhandle

Admitted to Union: December 29, 1845

Capital: Austin

Head Official: Governor Rick Perry (R) (until 2010)

Population

1980: 14,229,000

1990: 16,986,510

2000: 20,851,820

2006 estimate: 23,507,783

Percent change, 1990–2000: 22.8%

U.S. rank in 2006: 2nd

Percent of residents born in state: 60.92% (2006)

Density: 87.3 people per square mile (2006)

2006 FBI Crime Index Total: 1,080,838

Racial and Ethnic Characteristics (2006)

White: 16,405,937

Black or African American: 2,718,515

American Indian and Alaska Native: 111,511

Asian: 787,208

Native Hawaiian and Pacific Islander: 14,047

Hispanic or Latino (may be of any race):
8,385,118

Other: 3,053,945

Age Characteristics (2006)

Population under 5 years old: 1,922,227

Population 5 to 19 years old: 5,289,443

Percent of population 65 years and over: 9.9%

Median age: 33.1

Vital Statistics

Total number of births (2006): 393,114

Total number of deaths (2006): 157,556

AIDS cases reported through 2005: 67,227

Economy

Major industries: Machinery, agriculture, chemicals, food processing, oil, transportation equipment

Unemployment rate (2006): 7.0%

Per capita income (2006): \$22,501

Median household income (2006): \$44,922

Percentage of persons below poverty level (2006): 16.9%

Income tax rate: None

Sales tax rate: 6.25%



Austin

■ The City in Brief

Founded: 1835 (incorporated 1839)

Head Official: Mayor Will Wynn (since 2003)

City Population

1980: 345,890

1990: 472,020

2000: 656,562

2006 estimate: 709,893

Percent change, 1990–2000: 39.0%

U.S. rank in 1980: 42nd

U.S. rank in 1990: 27th (State rank: 5th)

U.S. rank in 2000: 22nd (State rank: 4th)

Metropolitan Area Population

1980: 585,000

1990: 846,227

2000: 1,249,763

2006 estimate: 1,513,565

Percent change, 1990–2000: 47.7%

U.S. rank in 1980: 63rd

U.S. rank in 1990: 52nd

U.S. rank in 2000: 37th

Area: 258.43 square miles (2000)

Elevation: Ranges from 425 feet to 1,000 feet above sea level

Average Annual Temperatures: January, 50.2° F; July, 84.2° F; annual average, 68.5° F

Average Annual Precipitation: 33.65 inches of rain

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.8% (June 2007)

Per Capita Income: \$27,760 (2005)

2005 FBI Crime Index Property: 41,668

2005 FBI Crime Index Violent: 3,393

Major Colleges and Universities: University of Texas at Austin, St. Edward's University, Houston-Tillotson College

Daily Newspaper: *Austin American-Statesman*

■ Introduction

Nestled in the Texas Hill Country, Austin strikes a balance between nature, education, the arts, and commerce. Austin, the Texas state capital and the Travis County seat, is fueled by an entrepreneurial attitude that has resulted in the city's placement at the top of numerous business and cultural lists. Austin is known for its quality of life, which enables companies to attract and retain the very best talent from around the world. Its good jobs, easy living, excellent health care facilities, and low crime rate are a few of the reasons that *Men's Journal* ranked Austin the fifth best place to live in America in June 2004. In May 2007 the Worldwide ERC and Primary Relocation Council also named Austin the fifth-best large city to relocate a family, citing its positive ratings in areas such as cost of living, education, and climate.

■ Geography and Climate

Austin is located in south central Texas, where the Colorado River crosses the Balcones Escarpment, separating the Texas Hill Country from the black-land prairies to the east. The Colorado River flows through the heart of the city, creating a series of sparkling lakes that stretch for more than 100 miles. Austin's climate is subtropical with prevailing southerly winds. Summers are hot; winters are mild, with only occasional brief cold spells. Most precipitation falls in the form of rain in late spring and early

fall. Snow is rare; Austin may experience several winters in succession with no measurable amount.

Area: 258.43 square miles (2000)

Elevation: Ranges from 425 feet to 1,000 feet above sea level

Average Temperatures: January, 50.2° F; July, 84.2° F; annual average, 68.5° F

Average Annual Precipitation: 33.65 inches of rain

■ History

City Named State Capital

Lured to the area by tales of seven magnificent cities of gold, Spanish explorers first passed through what is now Austin during the 1530s. But instead of gold, they encountered several hostile Native American tribes; for many years, reports of the natives' viciousness (which included charges of cannibalism) discouraged further expeditions and restricted colonization. Spain nevertheless retained control of the region for nearly 300 years, withdrawing after Mexico gained its independence in 1821.

All of eastern Texas then experienced a boom as hundreds of settlers sought permission to establish colonies in the "new" territory. One of these early settlements was the village of Waterloo, founded in 1835 on the north bank of the Colorado River. In 1839 Mirabeau B. Lamar, vice-president of the Republic of Texas, recommended that Waterloo be chosen as the capital, noting among its assets its central location, elevation, mild climate, and freedom from the fevers that plagued residents of the republic's coastal areas. Despite stiff competition from those whose preference was Houston, Lamar's proposal was eventually accepted, and Waterloo was incorporated as Austin in 1839 and renamed in honor of Stephen F. Austin, "Father of Texas." Austin remained the capital when Texas was annexed by the United States in 1845.

During the 1850s the country's regional conflicts mounted and Texans were fractured into three distinct camps: those who advocated supporting northern policies, those who wished to ally themselves with secessionist southern states, and those who urged the reestablishment of the independent Republic of Texas. Although Travis County citizens voted strongly against secession, Texas as a whole sided with the South when the Civil War erupted. Austin's contributions to the war effort included the manufacture of arms and ammunition and the mustering of the Austin City Light Infantry and a cavalry regiment known as Terry's Texas Rangers after its leader, B. F. Terry.

Despite some political strife following the Civil War, Reconstruction brought prosperity to Austin. The coming of the Houston & Texas Central Railroad in 1871

and the International-Great Northern five years later provided stimulus to the city's growth and commerce.

Modern Development Linked to University

Austin's development received further impetus when, in 1883, the University of Texas at Austin held its first classes. In its early decades, the school was rich in real estate but poor in cash. The discovery of oil on university land in 1924 led to enormous wealth which, along with private donations and federal assistance, has made the University of Texas at Austin one of the best-endowed schools in the country.

Much of Austin's growth and development in the twentieth century was linked to the University of Texas at Austin. Its presence lent a cosmopolitan air to the city; visitors who expected to see cowboy boots and hats in abundance were usually disappointed because Austin was the least "Texan" of all the cities in the state. Besides making Austin a bastion of liberalism and tolerance, the university attracted much high-technology industry and fostered the city's image as the arts capital of Texas.

The recession of the early 2000s hit technology companies especially hard. As a result of its over-reliance on the high technology industry, Austin suffered an economic slump, losing jobs along with public and private revenues. The economy's road toward recovery coincided with the implementation of Opportunity Austin, an initiative launched in 2003 to rejuvenate the industries of existing companies and to diversify into such segments as automotive, biomedicine and pharmaceuticals, and corporate and regional headquarters. By 2006 Opportunity Austin had already added 80,900 jobs and increased payroll by \$3.5 billion, far exceeding their five-year goal of adding 72,000 jobs with a \$2.9 billion increase. Although their goal was met early, in 2007 leaders of Opportunity Austin were still focused on maintaining growth and expansion in the workforce and the economy overall.

In 2000 the resident of the Governor's Mansion moved from Austin into the White House. After a protracted recount effort centered on Florida ballots, George W. Bush resigned as Texas governor in December 2000 to accept his new post as the 43rd president of the United States. He was succeeded as governor by Rick Perry, Bush's lieutenant governor.

Historical Information: Austin History Center, 9th and Guadalupe, PO Box 2287, Austin, TX 78768-2287; telephone (512)974-7480

■ Population Profile

Metropolitan Area Residents

1980: 585,000

1990: 846,227

2000: 1,249,763
 2006 estimate: 1,513,565
 Percent change, 1990–2000: 47.7%
 U.S. rank in 1980: 63rd
 U.S. rank in 1990: 52nd
 U.S. rank in 2000: 37th

City Residents

1980: 345,890
 1990: 472,020
 2000: 656,562
 2006 estimate: 709,893
 Percent change, 1990–2000: 39.0%
 U.S. rank in 1980: 42nd
 U.S. rank in 1990: 27th (State rank: 5th)
 U.S. rank in 2000: 22nd (State rank: 4th)

Density: 2,610.4 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 469,562
 Black: 60,683
 American Indian and Alaska Native: 3,241
 Asian: 35,449
 Native Hawaiian and Pacific Islander: 505
 Hispanic or Latino (may be of any race): 223,361
 Other: 97,272

Percent of residents born in state: 54.9% (2000)

Age characteristics (2005)

Population under 5 years old: 56,130
 Population 5 to 9 years old: 44,713
 Population 10 to 14 years old: 39,614
 Population 15 to 19 years old: 38,580
 Population 20 to 24 years old: 69,287
 Population 25 to 34 years old: 137,523
 Population 35 to 44 years old: 107,029
 Population 45 to 54 years old: 90,980
 Population 55 to 59 years old: 31,048
 Population 60 to 64 years old: 18,439
 Population 65 to 74 years old: 25,807
 Population 75 to 84 years old: 14,600
 Population 85 years and older: 4,707
 Median age: 31.4 years

Births (2006, MSA)

Total number: 23,943

Deaths (2006, MSA)

Total number: 6,912

Money income (2005)

Per capita income: \$27,760
 Median household income: \$43,731
 Total households: 289,688

Number of households with income of . . .

less than \$10,000: 27,524
 \$10,000 to \$14,999: 17,637
 \$15,000 to \$24,999: 33,639
 \$25,000 to \$34,999: 34,801
 \$35,000 to \$49,999: 47,980
 \$50,000 to \$74,999: 47,917
 \$75,000 to \$99,999: 29,224
 \$100,000 to \$149,999: 30,895
 \$150,000 to \$199,999: 8,848
 \$200,000 or more: 11,223

Percent of families below poverty level: 13.2% (2005)

2005 FBI Crime Index Property: 41,668

2005 FBI Crime Index Violent: 3,393

■ Municipal Government

Austin operates via a council-manager form of government. The mayor and six council members appoint the city manager, who is the chief administrator for the city. Each member serves staggered three-year terms. Term limits allow the mayor and council members to serve in their respective seat for a maximum of six years, or two consecutive terms. Mayor Will Wynn was elected to a second term in 2006 with over 78% of the vote.

Head Official: Mayor Will Wynn (since 2003; term expires June 2009)

Total number of city employees: 13,554 (2007)

City Information: City of Austin, PO Box 1088, Austin, TX 78767; telephone (512)974-2000

■ Economy

Major Industries and Commercial Activity

Austin's role as a center for high technology made it particularly vulnerable to the recession that struck the nation's economy in the early 2000s. For three consecutive years, Austin suffered layoffs and job reductions; even the city government slashed 1,000 jobs. In an effort to reverse the tide, the city launched Opportunity Austin in September 2003. This plan aimed to bolster existing industries, such as computer software, digital media, wireless technology, semiconductors, and tourism, as well as attract new companies from diverse segments, like automotive, medical products, transportation and logistics, and national and regional headquarters. The five-year goal of Opportunity Austin was to add 72,000 new jobs and a \$2.9 billion increase in payroll. As of 2006 Austin had met their goal two years ahead of schedule with a \$3.5 billion increase in payroll and 80,900 new jobs. In



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2007 leaders of Opportunity Austin were focused on maintaining growth by recruiting such companies as Toyota and emphasizing expansion in digital media.

An off-shoot of Austin's leadership in the semiconductor and software industries is the wireless segment. With a developed infrastructure of telecommunication, transportation, electric, and water capacities, Austin is a leading site for wireless technologies. Named one of the hottest wireless cities by *Newsweek* magazine in June 2004, Austin offers more free wireless spots—including its city parks—per capita than any other city in the nation. Moreover, the University of Texas at Austin is the nation's most unwired university in the country. Qualcomm Corp. constructed a computer chip design center in Austin in 2004, the same year that Verizon Wireless selected Austin as the first city for the launch of its Broadband Access 3G Network, a high-speed wireless Internet access service. Other wireless companies with a presence in Austin include AT&T Wireless Corp., Dell Inc., Intel Corp., and T-Mobile. In April 2006 Austin went live with a wireless network in the central downtown area. The network was comprised of 28 access

points located throughout the downtown area on various buildings and traffic lights.

Drawing on the same expertise in high technology and innovation, the city has ventured into the biomedical and pharmaceuticals industry. The University of Texas at Austin is a primary asset in this arena. It has world-class programs in bioengineering, nanotechnology, bioinformatics, and pharmaceutical research, and is a leader in the number of science and engineering doctoral degrees it awards. Austin ranks high in patent activity—a measure of innovation. The city is home to several biotech/pharmaceutical companies, including Apogent Technologies Inc., Luminex Corp., and TOPAZ Technologies Inc. As of 2007 several of these companies, such as Asuragen, Cerilliant, E-Mds, and Arthrocare, had expanded their operations. New companies in these fields to join Austin as of 2007 included Bargas Medical Manufacturing, Inc. and Exagen Diagnostics.

Austin has a history of success in striving to attract regional office and national headquarters. Dell Inc. is not only based in Austin, it is one of the area's largest employers. A diverse array of companies also elected to

make Austin their headquarters: Hoover's Inc. (business/market intelligence), National Instruments Corp. (industrial automation), Schlotzsky's Inc. (sandwich chain), and Whole Foods Market Inc. (natural foods chain). In 2007 a number of companies established or expanded their Austin headquarters, including Apple Computer (tech and administrative support center), Blizzard Entertainment (PC-based gaming), Borland Software Corp. (software developer/publisher), Education Finance Partners (loan services), Otis Spunkmeyer (snack food manufacturer), Time Warner Cable (media and communications), Total Emersion (game software developer), and United Teacher Associates Insurance (insurance). As of 2007 the city also served as divisional or regional headquarters for such companies as 3M Co. (conglomerate well-known for adhesives), Progressive Corp. (insurance), and Waste Management Inc. (garbage collection).

Items and goods produced: computers, computer peripherals, software, electronic instruments, semiconductors, biotechnology, pharmaceuticals, business equipment, video games

Incentive Programs—New and Existing Companies

Local programs: The city of Austin offers tax abatements, enterprise zone exemptions, public utility incentives, and financing programs for qualified new and existing companies. The Economic Development staff of the Greater Austin Chamber of Commerce can provide ongoing assistance to relocating companies, from initial inquiry to full employment. Chamber staff can act as area-wide resources for community presentations, initial interface with company employees, spousal employment assistance, residential real estate brokers/tours, special mortgage and banking programs, child care/elder care, and cultural acclimation.

State programs: Texas is a right-to-work state. The Texas Enterprise Zone Programs offer tax abatement at the local level, and refunds of state sales and use taxes under certain circumstances to businesses operating in enterprise zone areas. The state of Texas targets many of its incentive programs toward smaller and rural communities. The Texas Enterprise Fund can be used to provide deal-closing money for companies relocating to and investing in Texas. The Texas Emerging Technology Fund, a \$200 million fund created by the Texas Legislature in 2005, is available to companies who seek to commercialize new technologies.

Job training programs: The Texas Workforce Commission (TWC) provides workforce development assistance to employers and jobseekers across the state through a network of 28 workforce boards. Programs for employers include recruitment, retention, training

and retraining, and outplacement services for employees. TWC also administers the Skills Development Fund, a program that helps public community and technical colleges create customized job training for local businesses. In the 2000–2001 school year the Center for Career and Business Development, operated by Austin Community College, trained more than 5,800 employees of local high technology companies. This college also developed the Robotics and Automated Manufacturing program to produce skilled technicians for such highly automated industries as automotive manufacturing, an industry targeted by the city for growth. The Texas Workforce Commission awarded 31 grants during the 2006 fiscal year through the Skills Development Fund. The grants totaled over \$10.3 million and generated 3,127 new jobs while also upgrading the skills of 10,963 workers already employed. The Greater Austin Chamber of Commerce and the city of Austin founded the Capital Area Training Foundation (CATF) as an industry-led, non-profit organization dedicated to establishing long-term education and workforce development solutions. As of March 2005 CATF changed its name to Skillpoint Alliance with a tagline reading “Where community, education and business connect.” Skillpoint Alliance offers free courses such as computer training and construction training, industry-led professional development programs for teachers, and a yearly College and Career Fair for high school students. Each of these opportunities is meant to provide a “skillpoint” that will help participants reach the next level in education or a career path.

Development Projects

Defined by the Opportunity Austin initiative, the city's focus for the mid-2000s was to strengthen its core high technology industry while attracting new diverse businesses and national, regional, or divisional headquarters. The first company recruited under this program was TASUS Corp. (auto part manufacturer and supplier), which announced plans in January 2004 to relocate from Indiana to Austin. Production for the company began in October 2005 and in 2006 sales totaled 2 million. The 2006 annual report for Opportunity Austin stated that between 2004 and 2006 there were 93 corporate relocation announcements. In a large coup for the city, The Home Depot Inc. started construction in July 2004 on a new technology center. As of 2007 the new center had over 400 employees. In 2006 a landmark announcement came when Samsung Electronics Co., Ltd., revealed plans to build a new \$3.5 billion semiconductor plant. Also in November 2006 TECO-Westing Motor Co. announced a partnership with Composite Technology Corp. (a wind turbine company) boosting the city and state's clean energy sector. Development continued as Borland Software Corporation announced in April 2007 that it would

relocate its corporate headquarters from Cupertino, California, to Austin.

In the culture and recreation arena, Austin continued to develop projects that would improve the quality of life for residents and visitors. Construction began in 2005 on the Lozano Long Center for the Performing Arts as well as the Lance Armstrong Crosstown Bikeway, named for the six-time winner of the Tour de France, which was planned to provide a six-mile bike route through downtown Austin. The Long Center is scheduled to open in March 2008. The Jack S. Blanton Museum of Art opened at the University of Texas at Austin in April 2006. As of 2007 the Blanton was considered the largest university art museum in the country and the third largest museum in the state. The Mexican-American Cultural Center, a 126,000-square-foot facility dedicated to Mexican-American cultural arts and heritage had its grand opening in September 2007.

Economic Development Information: Greater Austin Chamber of Commerce, 210 Barton Springs Rd., Ste. 400, Austin, TX 78704; telephone (512)478-9383; fax (512)478-6389

Commercial Shipping

Austin-Bergstrom International Airport has a 338,000-square-foot cargo port, and handled nearly 260 million pounds of freight in 2006. Of this figure, international cargo totaled more than 12 million pounds, a 45 percent increase over the previous year. As of 2007 the airport's air cargo carriers included Federal Express, ABX Air, Inc. L.P., DHL Express, Baron Aviation Service, Inc., Telesis Express, and UPS. Austin's busy Port of Entry is served by three brokers: LE Coppersmith Inc., Robert F. Barnes, and UPS Supply Chain Solutions Inc. Freight also travels to and from the city via Burlington Northern Santa Fe Railway, Union Pacific Railroad, Georgetown Railroad, and Austin Area Terminal Railroad.

Labor Force and Employment Outlook

Austin boasts a high quality labor force, based in large part on its highly trained, youthful population. In 2005 the percentage of college graduates in the Austin metropolitan area was 39.1 percent, compared to 27.2 percent nationally. The region's seven colleges and universities, particularly the University of Texas at Austin, produce highly skilled, innovative graduates seeking entry into the workforce. At the same time, 45.8 percent of the area's population was between the ages of 18 and 44 years, while the national average was 38.2 percent. As a result of these and other factors, *Business 2.0* magazine ranked Austin number four on its ranking of "Boom Towns" in March 2004. In August 2006 the city was also named the "Best Overall Metro" in *Expansion Management* magazine, giving it the title of the best metro area in which to locate a business.

The following is a summary of data regarding the Austin-Round Rock metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 720,000

Number of workers employed in . . .

construction and mining: 44,500
 manufacturing: 58,600
 trade, transportation and utilities: 126,700
 information: 21,800
 financial activities: 43,000
 professional and business services: 98,700
 educational and health services: 73,200
 leisure and hospitality: 74,000
 other services: 27,600
 government: 151,900

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.8% (June 2007)

Largest employers (2000)

Number of employees

University of Texas at Austin	20,277
Dell Computer Corp.	19,500
Motorola, Inc.	10,500
City of Austin	10,000
Austin ISD	9,417
HEB Grocery Co.	7,500
Seton Healthcare	6,756
IBM Corp.	6,500
IRS/Austin Center	5,800
Advanced Micro Devices, Inc.	4,600

Cost of Living

Austin was ranked one of the nation's top 40 real estate markets by *Expansion Magazine* in 2006.

The following is a summary of several key cost of living factors for the Austin area.

2007 (1st quarter) ACCRA Average House Price: \$228,990

2007 (1st quarter) ACCRA Cost of Living Index: 96.3

State income tax rate: None

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 2.0% (of which 1.0% goes to Metropolitan Transit Authority)

Property tax rate: 2.6431%

Economic Information: Greater Austin Chamber of Commerce, 210 Barton Springs Rd., Ste. 400, Austin, TX 78704; telephone (512)478-9383; fax (512)478-6389. Texas Workforce Commission, 101 E. 15th St., Rm. 651, Austin, TX 78778-0001; telephone (512)463-2236; email customers@twc.state.tx.us

■ Education and Research

Elementary and Secondary Schools

The Austin Independent School District (AISD), the largest public school system in the metro Austin area, was ranked one of the nation's top eight public education systems by *Forbes* magazine in March 2004. AISD continued to win praise in June 2007 when 15 Austin area schools were ranked in *Newsweek's* "Top of the Class" list that measured schools by the number of various Advanced Placement tests divided by the number of graduating seniors. All of the Austin schools that made the list were within the top 5 percent of all schools nationally. Magnet schools such as the Science Academy and the Liberal Arts Academy serve outstanding students from throughout the school district. Through the Austin Partners in Education program, every school in Austin is in partnership with one or more businesses and organizations that donate millions of dollars in cash and in-kind resources such as school supplies, lab and technology equipment, and landscape materials to support AISD schools and programs. In an effort to enhance its fundraising capacities, Austin Partners in Education reorganized as a non-profit organization in 2004. In September 2007 AISD received an \$8.6 million four-year grant funded by the Safe Schools/Healthy Students Initiative to prevent violence and substance abuse among students.

The following is a summary of data regarding the Austin Independent School District as of the 2005–2006 school year.

Total enrollment: 82,074

Number of facilities

elementary schools: 74
junior high/middle schools: 22
senior high schools: 17
other: 7

Student/teacher ratio: 14.7:1

Teacher salaries (2005–06)

elementary median: \$40,060
junior high/middle median: \$40,180
secondary median: \$42,120

Funding per pupil: \$7,253

A number of private and parochial schools also offer diverse educational opportunities to city students.

Public Schools Information: Austin Independent School District, 1111 W. Sixth Street, Austin, TX 78703; telephone (512)414-1700

Colleges and Universities

When it comes to higher education, Austin has a proud tradition. The city had barely been established when the Congress of the Republic of Texas mandated establishment of a "university of the first class." Today, the University of Texas at Austin is joined by six other institutions of higher education in the metropolitan area. The city's 2005 census paints a picture of a learned populous: 87 percent of adults have a high school diploma, while 39.1 percent have earned a bachelor's degree and 13 percent have obtained a graduate degree. Austin's educational bent is a major attraction for businesses. The University of Texas at Austin is the nation's third largest university and has a well-deserved reputation as one of the top research institutions in the country. Its network of research and resources creates a stimulating environment for businesses, and companies benefit from a highly trained workforce. In 2007 UT was chosen as one of the "Top 10 Universities that Drive Economic Development" in *Southern Business & Development*.

The area's other institutions of higher education include Austin Community College, St. Edward's University, Concordia University at Austin, Huston-Tillotson College, Southwestern University at Georgetown, Texas State University at San Marcos, and Episcopal and Presbyterian seminaries.

Libraries and Research Centers

Best-selling author and Austin resident James Michener once commented, "The libraries in Austin—you can't imagine how good they are." As of December 2006 the large central public library and its 20 branches maintained a collection of over 1.7 million system-wide holdings; special collections are maintained at the Austin History Center near the main library. In November 2006 Austin voters approved a proposition to build a new Central Library. The new Central Library was projected to be completed in 2012. Each of the colleges and universities has its own library whose collection reflects that institution's research interests and curriculum. Austin is also home to numerous special libraries that preserve the records of businesses, research firms, associations, and governmental agencies; the Lyndon Baines Johnson Library and Museum houses the 36th president's papers and other memorabilia. At least 80 research centers affiliated with the University of Texas at Austin sponsor investigations into everything from classical archaeology to artificial intelligence. Other of the city's notable research centers are Sematech, a consortium of U.S.

semiconductor producers and the U.S. government; and the National Wildflower Research Center, brainchild of former first lady Lady Bird Johnson, whose facilities are open for tours. In 2007 Sematech celebrated its twentieth anniversary.

Public Library Information: Austin Public Library (Faulk Central Library), 800 Guadalupe, Austin, TX 78701; telephone (512)974-7400

■ Health Care

Austin offers the best that modern medicine can supply and serves as a base for innovative technologies such as remote telecommunications uplinks and telephonic monitoring systems that carry health services into outlying areas or extend it to the home. As of 2007 the area had 11 major hospitals with a total of over 2,500 beds; these included the Seton Medical Center, the Children's Hospital of Austin, and Brackenridge Hospital. Using the latest in medical technology, these facilities provide an array of specialized services such as neonatal care, organ transplants, oncology, and in-vitro fertilization. Seven hospitals specialize in mental health services, including chemical dependency treatment and counseling, and several also offer health classes and fitness centers for both individual and corporate clients. Families who are experiencing traumatic injury or illness with a child can also find a supportive environment within the Children's Hospital of Austin at the Parent's Place. The community's Ronald McDonald House, located near Children's Hospital of Austin, and Seton League House, located near Seton Medical Center, each provide families with comfortable, affordable accommodations, regardless of which hospital cares for the patient. A ground-breaking ceremony to build a second Ronald McDonald House was held in May 2006. In an effort to accommodate more families the new house was planned to have 15 rooms and was expected to open in December 2007. Heart to Heart Hospice Austin and its affiliate in Williamson County provide comprehensive in-home services for those with terminal illnesses.

■ Recreation

Sightseeing

Austin beckons the tourist with its carefully maintained natural beauty, historic buildings, art museums and galleries, and vibrant night life. On a walking tour of the downtown area, highlights include the Texas State Capitol, a pink granite structure with a magnificent rotunda, and the antebellum Greek Revival Governor's Mansion. Early Texas history is reflected in the French Legation, a French provincial cottage built in 1841 for the French Charge d'Affaires to the Republic of Texas. Visitors may

take guided tours of all three attractions. The State Cemetery, considered the Arlington of Texas, is the final resting place of many notable historical figures. The Umlauf Sculpture Garden and Museum displays over 130 sculptures, drawings, and paintings by Charles Umlauf. Both the curious and the lover of wildlife may appreciate seeing the largest colony of urban bats in North America. More than one million Mexican free-tailed bats—the namesake of the Austin Ice Bats hockey team—live under the Congress Avenue Bridge between mid-March and early November.

Other facets of Austin's past and present are reflected in the landmarks on the University of Texas at Austin campus. In addition to several museums, notable sights include the Center for American History, containing the most extensive collection of Texas history ever assembled; 1893 Littlefield House; and one of only five Gutenberg Bibles in the United States. In 2007 the Center for American History at The University of Texas at Austin announced the formation of the UT Videogame Archive. The archive focuses on the importance of preserving the history of game development and highlighting the influence of Texas-based developers.

Zilker Park, the city's largest, is a popular destination for Austinites wanting to go for a swim, take a canoe ride, play soccer with friends, or just stroll through the gardens. Just a few minutes from downtown, it features Barton Springs, fed by natural spring water, as well as a nature center, a fanciful playground, several specialized gardens, a miniature train, large picnic and play areas, and a theater. Wild Basin Wilderness Preserve's 227 acres offer hiking and educational opportunities. Also within the city limits is the 744-acre McKinney Falls State Park.

Arts and Culture

Austin is hailed as the "Live Music Capital of the World," and has nearly 200 live music venues located mainly in the Sixth Street entertainment district or the Warehouse District. The PBS television program "Austin City Limits" has brought the city nationwide attention as a major center for progressive country music, popularized by such entertainers as Willie Nelson, a native Austinite. This is only part of a cultural scene that includes private theaters, two ballet companies, a symphony orchestra, an opera company, dozens of film theaters, and numerous art galleries and museums. The University of Texas Cultural Entertainment Committee hosts a constant stream of visiting entertainers, many of whom perform at the lavish University of Texas at Austin Performing Arts Center, comprised of Bass Concert Hall, Hogg Auditorium, Bates Recital Hall, B. Iden Payne Theatre, McCullough Theatre, and Oscar G. Brockett Theatre. Construction began in 2005 on the Joe R. and Teresa Lozano Long Center for the Performing Arts, which will serve 250 performing groups including the Austin Symphony,

Ballet Austin, and the Austin Lyric Opera. The Long Center is scheduled to open in March 2008. Other classical groups in the city include Chorus Austin and the Austin Civic Orchestra.

Aficionados of the stage may choose from traditional or more avant-garde fare presented by Austin's independent theater companies. The Paramount Theatre, a restored 1915 vaudeville house, hosts traveling and children's productions. Repertory venues include Live Oak Theater and Zachary Scott Theatre. The city supports Shakespearean productions and a children's troupe. Musical theater is the forte of the Gilbert and Sullivan Society, which stages an annual "grand production" and free monthly musicales. Satirical performances are staged by Esther's Follies.

Austin claims to be home to the highest number of artists per capita of any city in Texas, and offers a wide variety of art galleries. Among Austin's galleries and museums is the Elisabet Ney Museum, which displays the work of the state's first important sculptress in her former home. One of the world's largest collections of Latin American art is on display at the two locations of the Huntington Art Gallery on the University of Texas at Austin campus, while the Jack S. Blanton Museum of Art at the university has a large collection of Old Master paintings and drawings.

Austin's other museums celebrate Texas history and some of its notable citizens. For instance, the General Land Office Building, where William Sydney Porter, better known as O. Henry, once worked, was used as the setting for one of his stories and is open for tours. The O. Henry Home and Museum exhibits the writer's personal effects, and on the first Sunday of May, is the site of the O. Henry Pun-Off. The collections of the Daughters of the Republic of Texas are on view at the Republic of Texas Museum. The George Washington Carver Museum and Cultural Art Center is Texas' first African American history museum. The Lyndon B. Johnson Presidential Library and Museum maintains a collection of the late president's documents and displays memorabilia and a re-creation of his White House Oval Office. The state's natural history is the focus of the Texas Memorial Museum. Old and young alike enjoy Discovery Hall, a hands-on science museum, and the Austin Children's Museum.

Festivals and Holidays

Austin hosts several major events throughout the year, the largest of which are centered on the arts. The South by Southwest (SXSW) music, film, and media festival is an internationally acclaimed, 10-day extravaganza held each March. Spring brings the Old Settler's Music Festival, the Austin International Poetry Festival, and the Austin Fine Arts Festival. The Austin City Limits Music Festival, an extension of the popular "Austin City Limits" television show, has been held each September since its 2002

debut. The following month is the Austin Film Festival, a showcase of commercial and independent films. Festivals with an ethnic flavor include the Carnival Brasileiro, a celebration of Brazilian culture and music held each February, and Cinco de Mayo (May 5th) and Diez y Seis (September 16th), which honor Mexican Independence. The Star of Texas Fair & Rodeo takes place over two weeks in March at the Travis County Exposition Center, which is also the site of the Republic of Texas Biker Rally in June. Numerous holiday celebrations, including Chuy's Christmas Parade, enliven the winter.

Sports for the Spectator

Austin's first professional sports team was the Ice Bats of the Western Professional Hockey League. Named for the world-famous bats that live under the Congress Avenue Bridge, the team plays at the Travis County Exposition and Heritage Center. The Round Rock Express, a Triple A baseball affiliate of the Houston Astros, began play in the nearby city of Round Rock after relocating there from Mississippi in 2000. Four years later the city added another professional team, the Austin Wranglers, the nineteenth franchise of the Arena Football League. Spectators can watch the Dallas Cowboys at their pre-season football training camp at St. Edward's University in July and August. Professional basketball fans can view the National Basketball Association's San Antonio Spurs train at the University of Texas at Austin Rec Center.

In college action, the city is gripped with football fever each fall as the University of Texas at Austin Longhorns take on the Big 12 Conference at Memorial Stadium. University athletes engage in a full range of other sports as well, including volleyball, baseball, basketball, cross country, golf, track, tennis, swimming, rowing, diving, and women's soccer.

Sports for the Participant

Amateur athletes delight in Austin's extensive sports facilities. As of 2007 the city's 206 parks and playgrounds totaled over 16,600 acres, and the city boasts numerous municipal golf courses and more than 50 miles of hiking and biking trails. The 150-mile chain that makes up Highland Lakes offers opportunities for swimming, canoeing, fishing, and boating. Austin has earned a reputation as one of the best tennis and golf environments in the nation.

Annual sporting events invite residents and visitors to put their best foot forward. The AT&T Austin Marathon, a 26.2 mile race, is held in February. Texas' largest footrace, the Capitol 10,000, takes place in April and attracts approximately 10,000 runners on a 10K course between Congress Avenue and Auditorium Shores. In 2007 a record breaking 16,082 people participated in the race.

Shopping and Dining

The infusion of wealthy high tech, film, and music professionals into Austin has turned it into a retail boom town. Austin offers residents and visitors a variety of shopping experiences. Downtown, for example, the streets around the capitol and other government buildings feature a wide array of upscale shops. One of the city's liveliest areas for both shopping and other forms of entertainment is Old Pecan Street, also known as Sixth Street, a seven-block strip of renovated Victorian and native stone buildings. Sporting more than 70 shops, restaurants, and clubs, Old Pecan Street displays a Bourbon Street flair in the evening. Adjacent to the University of Texas at Austin campus—especially along a street known as “The Drag”—are dozens of small clothing boutiques and bookstores; on weekends, sidewalk vendors sell handcrafted items. More traditional mall shopping is common in the fast-growing northern part of the city.

Austin offers a diverse array of fine dining restaurants. The city's restaurants feature everything from down-home Texas barbecue to the most elegant continental cuisine. Mexican restaurants are particularly abundant, and Asian restaurants have been proliferating.

Visitor Information: Austin Convention & Visitors Bureau, 301 Congress Ave., Ste. 200, Austin, TX 78701; telephone (512)474-5171; toll-free (800)926-2282; email visitorcenter@austintexas.org

■ Convention Facilities

With its mild climate, many restaurants and live entertainment, and proximity to other Texas cities, Austin offers convention planners an attractive package. Its facilities, which include more than 12,000 hotel rooms, are well suited to the needs of large gatherings. The Austin Convention Center boasts 246,000 square feet of exhibit space, and its 54 meeting rooms total 61,440 square feet of space. At 43,300 square feet of space, its Grand Ballroom is the largest ballroom in Texas. In 2005 construction began to transform the Lester E. Palmer Auditorium into the Joe R. and Teresa Lozano Long Center for the Performing Arts. This \$77 million project, scheduled to open in March 2008, will produce a grand performance hall with seating for 2,400, as well as a smaller theater to accommodate conventions and receptions. The Travis County Exposition Center is located just 15 minutes from the downtown area. The Performing Arts Center and the Frank Erwin Center on the University of Texas at Austin campus offer a variety of large meeting and performance spaces, while a number of hotels can provide banquet and meeting rooms for smaller gatherings.

Convention Information: Austin Convention & Visitors Bureau, 301 Congress Ave., Ste. 200, Austin, TX 78701; telephone (512)474-5171; toll-free (800)926-2282; email visitorcenter@austintexas.org

■ Transportation

Approaching the City

Located about nine miles from downtown, the Austin-Bergstrom International Airport offers nonstop flights to 46 destinations, including New York, Chicago, Washington DC, Atlanta, Phoenix, Los Angeles, and Detroit. Total passenger traffic exceeded 8.2 million in 2006 with 302 commercial flights per day. The airport is served by 12 airlines including Southwest, American, Continental, Delta, Northwest, and Frontier.

Drivers approach Austin via Interstate Highway 35, which runs north-south through the city and links it with Dallas and San Antonio, and Interstate Highway 10, running east-west along the southern edge of the city. Austin is also accessed via U.S. highways 79, 90, 183, and 290. Rail riders can board Amtrak's Texas Eagle line (from Chicago to San Antonio) or its Sunset Limited line (Orlando to Los Angeles).

Traveling in the City

Austin is bisected by interstate highways 10 and 35, and is also served by federal highways 79, 90, 183, and 290. Two other main roads, Loop 360 and Route 1, run north-south. The city is easy to explore by car and parking is plentiful. Visitors should note that only vehicles with special permits are allowed to drive through or park on the University of Texas at Austin campus.

Capital Metropolitan Transportation Authority provides the city's bus service. Each day, an average of 130,000 one-way passengers ride the system; it stops at more than 3,000 points throughout central Texas. The downtown area is served by the Armadillo Express trolleys known as ‘Dillos, which offer free service to such places as the State Capitol and the University of Texas at Austin. Students and visitors to the University of Texas campus enjoy their own shuttle bus system.

■ Communications

Newspapers and Magazines

Austin's major daily newspaper is the *Austin American-Statesman*, a morning paper. Readers also have available the *Austin Daily Herald*. *The Daily Texan* is the student newspaper of the University of Texas at Austin. Weekly publications include the *Austin Chronicle*, a free tabloid that publishes entertainment listings, and the *Austin Business Journal*, which reports on local commerce. *Texas Monthly* chronicles state politics and culture. Also among the more than 80 newspapers and periodicals published in Austin are *Southwestern Historical Quarterly*, published by the Texas State Historical Association; *El Mundo*; *El Norte*; *Borderlands: Texas Poetry Review*; and *Southwestern Musician*.

Television and Radio

Seven television stations broadcast in Austin: one independent and affiliates of ABC, CBS, Fox, NBC, PBS, and WB. Access to dozens of cable channels is also available. The number and variety of the radio stations reflect Austinites' passion for music. Forty-nine AM and FM stations offer everything from contemporary and Christian music to talk radio.

Media Information: *Austin American-Statesman*, 305 S. Congress Ave., PO Box 670, Austin, TX 78767; telephone (512)445-4040; toll-free (800)445-9898; email circulation@statesman.com

Austin Online

Austin American-Statesman. Available www.statesman.com

Austin Convention & Visitors Bureau. Available www.austintexas.org

Austin Independent School District. Available www.austinisd.org

Austin Public Library. Available www.ci.austin.tx.us/library

City of Austin Home Page. Available www.ci.austin.tx.us/www.cityofaustin.org

Greater Austin Chamber of Commerce. Available www.austinchamber.org

Texas Workforce Commission. Available www.twc.state.tx.us

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Dallas

■ The City in Brief

Founded: 1841 (incorporated 1871)

Head Official: Mayor Tom Leppert (since 2007)

City Population

1980: 904,599

1990: 1,007,618

2000: 1,188,580

2006 estimate: 1,232,940

Percent change, 1990–2000: 17.95%

U.S. rank in 1980: 7th

U.S. rank in 1990: 8th (State rank: 2nd)

U.S. rank in 2000: 12th (State rank: 2nd)

Metropolitan Area Population

1980: 2,055,000

1990: 4,037,282 (CMSA)

2000: 5,221,801 (CMSA)

2006 estimate: 4,019,499

Percent change, 1990–2000: 29.3 % (CMSA)

U.S. rank in 1980: 10th (CMSA)

U.S. rank in 1990: 9th (CMSA)

U.S. rank in 2000: 9th (CMSA)

Area: 342.54 square miles (2000)

Elevation: Ranges from 450 to 780 feet above sea level

Average Annual Temperatures: January, 44.1° F; July, 85.0° F; annual average, 65.5° F

Average Annual Precipitation: 34.73 inches of rain; 2.6 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.4% (June 2007)

Per Capita Income: \$24,477 (2005)

2005 FBI Crime Index Property: 88,955

2005 FBI Crime Index Violent: 15,429

Major Colleges and Universities: Southern Methodist University, University of Dallas, University of Texas at Dallas, Dallas Baptist University

Daily Newspaper: *The Dallas Morning News*

■ Introduction

Nestled in the rolling prairies of north-central Texas, Dallas is a sophisticated, bustling metropolis that has earned its reputation in the marketplace of the world. Dallas is separated from its Fort Worth neighbor by less than 30 miles, leading many to link the two cities and their surrounding suburbs in the term “Metroplex,” but each retains a distinctive identity. Basking in the glow of the nation’s Sun Belt, Dallas has attracted people and businesses from colder regions for a number of years. The steady influx has caused Dallas to grow in size and importance, resulting in its status as a leader in culture, industry, fashion, transportation, finance, and commerce. In 2006 the Dallas/Fort Worth area was the country’s ninth most populated metropolitan area; with its continuous population growth, by 2010 it is expected to rank fourth.

■ Geography and Climate

Dallas is located in north-central Texas, 70 miles south of the Oklahoma border, 174 miles west of Louisiana, and approximately 250 miles north of the Gulf of Mexico. The city is situated on the rolling plains near the headwaters of the Trinity River in an area known as the blackland prairies, midway between the Piney Woods of east Texas and the Great Plains. The general area has an unusual concentration of man-made lakes. Its climate is

humid and subtropical, characterized by hot summers and mild winters, with snowfall rare. Summer temperatures often exceed 100 degrees Fahrenheit. Within a 100-mile radius of the city, there are more than 60 lakes and over 50,000 acres of public parkland. The rainy season occurs in April and May; July and August are the driest summer months.

Area: 342.54 square miles (2000)

Elevation: Ranges from 450 to 780 feet above sea level

Average Temperatures: January, 44.1° F; July, 85.0° F; annual average, 65.5° F

Average Annual Precipitation: 34.73 inches of rain; 2.6 inches of snow

■ History

Bryan Designs Town

Since its pioneer days, Dallas has grown from a fledgling frontier trading post to a bustling city of more than one million people. Dallas was founded in 1841 when a bachelor lawyer from Tennessee, John Neely Bryan, settled on a small bluff above the Trinity River to open a trading post and lay claim to free land. The area, where three forks of the river merge, was part of a large government land grant, Peters Colony. Bryan decided the location was ideal for a town. He quickly sketched a plan, designating a courthouse square and 20 streets around it. He planned for his settlement to become the northernmost port on the river, which stretched to the Gulf of Mexico, but the unpredictable, too-shallow Trinity thwarted efforts at navigation.

Without a navigable river, an ocean harbor or plentiful natural resources, Dallas had little reason to thrive. Fortunately, Bryan's town was close to a shallow spot in the river often used by Native Americans and early traders as a natural crossing, and the Republic of Texas was already surveying two "national highways," both of which were to pass nearby. As a result, farmers, tradesmen, and artisans were attracted to the small community.

In 1849 Dallas County was created and named after George Mifflin Dallas, supporter of the annexation of Texas and vice president of the United States under James Knox Polk. The city of Dallas is thought to be named after either the vice president or his brother, Alexander James Dallas, a commander of the U.S. Navy's Gulf of Mexico squadron.

Railroad Spurs Growth

Although the Civil War never actually reached Dallas, its effect on the town was significant. Dallas became a food-producer and Texas a recruitment center for the Confederacy. In 1872 when the railroad line from Houston

reached Dallas, the town claimed 3,000 inhabitants, and in 1873, the east-west line of the Texas & Pacific Railroad was completed through Dallas, making it the first railroad crossing town in the state. The railroads made Dallas a major distribution center and the home of merchants, bankers, insurance companies, and developers. By 1890 Dallas was the largest city in Texas, with a population of more than 38,000 people.

Economy Forms Around Oil

In 1920, the Trinity River, a source of some early central city flooding, was re-channeled westward as part of an ambitious construction project of the U.S. Army Corps of Engineers. Farming gained importance in the early twentieth century and Dallas was the largest cotton trading center in the nation. The city's position as a regional financial center was enhanced when a branch of the Federal Reserve Bank opened in 1914. Dallas attracted oil company headquarters, partly because Dallas banks were willing to finance exploration and production. Manufacturing arrived as companies were formed to produce supplies for the petroleum industry and, later, for the defense effort in World War II.

City Experiences Tragedies

No city is without its share of fires (Dallas' worst destroyed most of its business district in 1860), floods, other tragedies, and infamous citizens. The notorious thieves Bonnie Parker and Clyde Barrow were Depression-era Dallas residents who captured the imagination and property of a large segment of the American public before their deaths in 1934. But Dallas' greatest trauma came on November 22, 1963, when President John F. Kennedy was assassinated in a cavalcade through the Dallas streets. Harsh world attention was focused on the city and its leaders. As a result, Goals for Dallas, a private planning program that helped promote a climate of involvement, openness, and sensitivity, was formed.

Recent Economic Patterns

While much of the nation suffered an economic recession during the late 1970s and early 1980s, Dallas enjoyed unprecedented growth. As northern factories were idled, a rush to the "Sun Belt" created new businesses, industry, and jobs in Dallas. The downtown skyline changed rapidly as construction boomed. In 1984 Dallas was the site of the Republican National Convention, and many saw the occasion as a chance for the city to erase some lingering negative memories in the minds of the American public. In the 1980s Dallas witnessed a real estate bust that drove prices so low that in time many thriving businesses began to move in and take advantage of the bargain real estate. By 1990 Dallas ranked first in the country for the number of its new or expanded corporate facilities.

In the mid-1990s Dallas ranked as Texas's second largest city, next to Houston, and the eighth largest in the United States. Closing in on the twenty-first century, the city continued to thrive with a healthy and diversified economy and ranked high in the nation in convention activity, as an insurance and oil industry center, in concentration of corporate headquarters, in manufacturing, and in electronics and other high-technology industries.

After national economic downturns in the early part of the new century, Texas was primed for growth. Abundant job growth in many business sectors, coupled with a rapidly-growing population and a healthy economy, mean Dallas is poised for a bright future.

Historical Information: Dallas Historical Society, G.B. Dealey Library, Hall of State, Fair Park, PO Box 150038, Dallas, TX 75315; telephone (214)421-4500

■ Population Profile

Metropolitan Area Residents

1980: 2,055,000
 1990: 4,037,282 (CMSA)
 2000: 5,221,801 (CMSA)
 2006 estimate: 4,019,499
 Percent change, 1990–2000: 29.3 % (CMSA)
 U.S. rank in 1980: 10th (CMSA)
 U.S. rank in 1990: 9th (CMSA)
 U.S. rank in 2000: 9th (CMSA)

City Residents

1980: 904,599
 1990: 1,007,618
 2000: 1,188,580
 2006 estimate: 1,232,940
 Percent change, 1990–2000: 17.95%
 U.S. rank in 1980: 7th
 U.S. rank in 1990: 8th (State rank: 2nd)
 U.S. rank in 2000: 12th (State rank: 2nd)

Density: 3,469.9 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 651,215
 Black: 271,501
 American Indian and Alaska Native: 5,305
 Asian: 31,544
 Native Hawaiian and Pacific Islander: 355
 Hispanic or Latino (may be of any race): 482,024
 Other: 171,814

Percent of residents born in state: 53.8% (2000)

Age characteristics (2005)

Population under 5 years old: 112,412

Population 5 to 9 years old: 79,818
 Population 10 to 14 years old: 74,041
 Population 15 to 19 years old: 65,614
 Population 20 to 24 years old: 87,256
 Population 25 to 34 years old: 218,445
 Population 35 to 44 years old: 172,199
 Population 45 to 54 years old: 142,271
 Population 55 to 59 years old: 52,377
 Population 60 to 64 years old: 41,066
 Population 65 to 74 years old: 56,759
 Population 75 to 84 years old: 32,161
 Population 85 years and older: 10,527
 Median age: 31.9 years

Births (2006, MSA)

Total number: 100,680

Deaths (2006, MSA)

Total number: 34,186

Money income (2005)

Per capita income: \$24,477
 Median household income: \$36,403
 Total households: 443,764

Number of households with income of . . .

less than \$10,000: 49,040
 \$10,000 to \$14,999: 30,675
 \$15,000 to \$24,999: 69,752
 \$25,000 to \$34,999: 64,057
 \$35,000 to \$49,999: 74,131
 \$50,000 to \$74,999: 64,637
 \$75,000 to \$99,999: 30,961
 \$100,000 to \$149,999: 28,033
 \$150,000 to \$199,999: 13,383
 \$200,000 or more: 19,095

Percent of families below poverty level: 13.1% (2005)

2005 FBI Crime Index Property: 88,955

2005 FBI Crime Index Violent: 15,429

■ Municipal Government

Dallas is the third largest city in the country with the council-manager form of government. Citizens adopted this form of municipal government in 1931. The system divides responsibility between a policy-making council and the administration of a city manager. The Dallas City Council is comprised of 15 members elected by voters in non-partisan elections. Fourteen are elected from single-member districts, while the mayor is elected at-large. In the early 2000s the efficiency of this system was questioned, especially by members of the press. A 2005



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referendum proposed changing the city charter to increase the power of the mayor, but Dallas voters rejected the new plan.

Head Official: Mayor Tom Leppert (since 2007; term expires 2011)

Total Number of City Employees: 12,825 (2007)

City Information: Dallas City Hall, 1500 Marilla, Dallas, TX 75201; telephone (214)670-3302

■ Economy

Major Industries and Commercial Activity

Dallas boasts a broadly diverse business climate, with technological industries in the lead. Major industries include defense, financial services, information technology and data, life sciences, semiconductors, telecommunications, transportation, and processing. According to the Greater Dallas Chamber of Commerce, as of 2007 the Dallas-Fort Worth Metroplex held about 52 percent of the state's high-tech workers and about 8.5 percent of the nation's total high-tech workers. Further, 13 privately held companies with at least \$1 billion in annual revenues

are headquartered in the area. The 2007 *Fortune* 500 list had 20 corporations headquartered in the Dallas area, including Centex, Texas Instruments, Dean Foods, Tenet Healthcare, Southwest Airlines, Blockbuster, and Neiman Marcus. The number of headquarters listed represented the fourth-highest number of *Fortune* 500 companies clustered in one city. In 2006 Dallas had the fourth-largest gross domestic product of major metropolitan areas in the United States; the city produces some 33 percent of the state's overall GDP.

Dubbed the "Silicon Prairie," Dallas is among the country's largest employment centers for high technology. In 2006 it was fifth on *EWEEK Magazine's* list of "Top Ten Blooming U.S. Cities for Tech." In addition, Dallas is known as a center for telecommunications manufacturing employment in the United States. The Telecom Corridor is an area in Richardson, Texas, north of Dallas. Its nickname is in recognition of the proliferation of telecommunications companies in a small section of the community. The area is a strip about three miles long on Highway 75, north of Interstate 635; Nortel, Ericsson, Alcatel, Southwestern Bell, and other telecom companies call the area home.

Real estate and tourism are other major industry sectors in Dallas.

Items and goods produced: chemicals and allied products, electronic components, parts for defense and airline industries, machinery, transportation equipment, and food products

Incentive Programs—New and Existing Companies

Local programs: Tax Increment Finance Districts (TIFs) are designated areas targeted for development, redevelopment, and improvements. Increases in tax revenues from new development and higher real estate values are paid into TIF funds to finance improvements. In 2007 TIF funding was doubled and new districts were being added to the seven currently in place. Public Improvement Districts (PIDs) are created at the request of property owners in the district, who pay a supplemental tax which is used for services beyond existing city services, such as marketing, security, landscaping, and other improvements. There were six areas designated as PIDs in Dallas as of 2007. Dallas Regional Momentum is a program dedicated to encouraging corporate relocation to the Dallas area. The Momentum Awards, awarded annually by the Chamber of Commerce since 2003, give a cash prize to companies that have demonstrated job growth and contribute positively to the economic growth of the city.

State programs: Texas is a right-to-work state. Texas Economic Development is the state's leading economic development agency. It offers financial incentives through various programs: the Capital Access Fund supports businesses and nonprofits that fall outside the guidelines of conventional lending or otherwise face barriers in accessing capital; Linked Deposit Fund encourages lending to non-profits, childcare-providers, historically underutilized businesses, and/or small businesses; Leverage Fund is an "economic development bank" providing financing to Texas cities that have passed an economic development sales tax; Industrial Revenue Bonds offers tax-exempt financing on land and property for eligible industrial or manufacturing projects; Defense Zone Program supports Texas's military presence; and Enterprise Zone Program encourages investment and job creation in areas or "zones" of economic distress. The Texas Emerging Technology Fund, a \$200 million fund created by the Texas Legislature in 2005, is available to companies who seek to commercialize new technologies.

Job training programs: The Greater Dallas Chamber promotes economic opportunities for all women through a series of seminars and training sessions. The College for Texans statewide campaign launched in the fall of 2002 by the Texas Higher Education Coordinating Board (THECB) works to send more Texans to college, training them for the workforce beyond. Through this program, GO Centers, a grassroots network of community-managed college recruiting centers, serve as primary points of coordination between the campaign efforts and

local communities. Leadership Dallas is a program that trains business leaders in community responsibility through discussion of issues, consideration of options, and first-hand exploration of the needs and concerns of the Greater Dallas Region.

Development Projects

The Dallas-Fort Worth (DFW) Airport has invested \$2.7 billion in its five-year Capital Development Program (CPD), which includes a two million square foot international terminal with an integrated Grand Hyatt Hotel and Skylink, which was expected to be the world's largest airport train. Airfield, roadway, and airport infrastructure support projects make up the rest of the program. The development program was expected to generate an estimated \$34 billion impact on the North Texas economy and create 77,000. Currently, DFW has more than 2.6 million square feet of cargo facilities. The project was also expected to increase enplanements from 650 million to one billion annually by 2009.

Among the city's Tax Increment Finance Districts (TIFs) is the City Center TIF at the historic center of downtown Dallas. With its designation as a development area slated to continue until 2035, City Center TIF projects focus on streetscaping, lighting, acquisition and restoration of historic buildings, faÇade improvements, and others. The Mercantile Redevelopment Project, centered around the Mercantile Tower and accompanying office buildings, was expected to be completed in 2009. Victory Park, a 75-acre mixed use development representing a 1.2 billion dollar investment, was expected to be completed in 2007. A \$275 million Arts District Expansion was planned, including new performance halls and parking lots. Another Tax Increment Finance District, the Sports Arena TIF contains about 65 acres of land surrounding the American Airlines Center. In 2006 construction had been completed or begun on a number of projects in the area, including Victory Plaza (retail and office space) and The Terrace, a large group of condominiums.

Economic Development Information: Greater Dallas Chamber, Economic Development, 700 North Pearl Street, Suite 1200, Dallas, TX 75201; telephone (214) 746-6600. City of Dallas Economic Development, 1500 Marilla Street, 5C South, Dallas, TX 75201; telephone (214)670-1685; www.dallas-edd.org/index.html

Commercial Shipping

A major mid-continent gateway to the world, the Dallas-Fort Worth International Airport's international cargo shipments have grown more than 75 percent since 2002, reaching 281,486 metric tons in 2006. More than 15 international cargo carriers use the airport for shipping. In addition to its excellent airport services, interstate highways, and railroad connections, Dallas maintains its edge

as a leading distribution center of the Southwest with a healthy trucking industry whose carriers offer direct service to major points in the United States.

Labor Force and Employment Outlook

Dallas' job market has grown slightly faster than the nation in recent years. The expansion of the professional and business sector and the leisure and hospitality services sector aided the state's improving economy, along with solid growth in health and educational services. In 2006 the unemployment rate dropped for the second year in a row. Since 2003 the city has enjoyed an annual job growth rate of just over 3 percent. Additionally, the construction and transportation sectors reported accelerating year-over-year job growth in 2006, while the economic drag from the ailing manufacturing and information sectors is diminishing. Professionals are moving back to the urban center to take advantage of the educational and health care opportunities as well as professional business services that Dallas provides. Many of these new residents were enticed to relocate by the expanding leisure and hospitality industry, which has finally seen a revival since the September 11, 2001 terrorist attacks. This influx of new residents provides the metro area with an abundant labor supply and increased prospects for local lenders. The Dallas area entered the twenty-first century experiencing some of the highest economic expansion in the nation. Dallas' entrepreneurial spirit and pro-business atmosphere paved the way for the city to be named "the best city in North America for business" twice by *Fortune* magazine. In 2006 Dallas had the second largest degree of economic growth among major metropolitan areas; it was ranked second by *Site Selection Magazine* among the top places for relocation in 2005. *Business 2.0 Magazine* ranked it in the top ten "Hot Cities for Job Growth" in 2006. The Sprint Business Survey called Dallas the most productive area in the United States, based on its vibrant economic climate and its fast-growing industries in technology, communications, professional services, banking and financial services. In addition, a 2005 Milken Institute put Dallas on the list of "Best Performing Cities: Where America's Jobs Are Created and Sustained." In 2006 the city council passed "Forward Dallas," a plan with the goal of creating 400,000 new jobs and attracting 200,000 new households to the city in the period from 2000 to 2030.

The following is a summary of data regarding the Dallas-Fort Worth-Arlington metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 2,860,800

Number of workers employed in . . .

- construction and mining: 175,200
- manufacturing: 299,400
- trade, transportation and utilities: 612,300

- information: 92,300
- financial activities: 229,900
- professional and business services: 413,100
- educational and health services: 300,800
- leisure and hospitality: 266,800
- other services: 107,000
- government: 364,000

Average hourly earnings of production workers employed in manufacturing: \$15.26

Unemployment rate: 4.4% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
AMR (American Airlines)	26,700
Wal-Mart Stores, Inc.	19,200
Lockheed Martin Aeronautics Co.	15,500
SBC Communications, Inc.	14,100
Verizon Communications, Inc.	13,000
Baylor Health Care System	12,600
Brinker International Inc.	12,000
Citigroup, Inc.	9,400
Electronic Data Systems Corp.	9,000
Raytheon	8,000
Bank of America Corp.	7,700
Parkland Health and Hospital System	7,350
TXU Corporation	7,000
Southwest Airlines Co.	6,200
Bell Helicopter Textron Inc.	5,950
United Parcel Service, Inc.	5,550
Delta Airlines	5,000
FedEx Corp.	4,050

Cost of Living

The following is a summary of several key cost of living factors for the Dallas area.

2007 (1st quarter) ACCRA Average House Price: \$226,414

2007 (1st quarter) ACCRA Cost of Living Index: 94.5

State income tax rate: None

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 8.25%, of which 1.0% is a transit system tax

Property tax rate: \$2.93 per \$100 of assessed valuation; ratio of assessment = 100% of market value (2003)

Economic Information: The Greater Dallas Chamber of Commerce, 700 North Pearl Street, Suite 1200, Dallas, TX 75201; telephone (214)746-6600

■ Education and Research

Elementary and Secondary Schools

The Dallas Independent School District is the 12th largest school district in the nation, covering 384 square miles and 13 municipalities. Its commitment to student success and a progressive learning environment is reflected in a challenging core curriculum and special programs, such as career education, character education, advanced placement, talented and gifted, science and engineering, fine arts, and multilingual and multicultural enrichment. The students it serves are a diverse group, speaking collectively over 70 languages in their homes.

The following is a summary of data regarding the Dallas Independent School District as of the 2005–2006 school year.

Total enrollment: 159,752

Number of facilities

elementary schools: 157
 junior high/middle schools: 29
 senior high schools: 24
 other: 15 (8 magnet schools and 7 alternative schools)

Student/teacher ratio: 15.4:1

Teacher salaries (2005–06)

elementary median: \$44,040
 junior high/middle median: \$44,670
 secondary median: \$44,760

Funding per pupil: \$7,161

More than 200 private schools, both secular and parochial, are located in the Dallas area.

Public Schools Information: Dallas Independent School District, 3700 Ross Avenue, Dallas, TX 75204; telephone (972)925-3700

Colleges and Universities

The Dallas County Community College District educates more than 84,000 credit and non-credit students and operates seven campuses in Dallas County, each offering two-year programs in a variety of fields. Southern Methodist University in Dallas is a private

school with undergraduate and graduate degree programs and an enrollment of 11,000. Other Dallas colleges include the University of Texas Southwestern Medical Center educating 3,520 students annually; Dallas Christian College, offering biblical and theological study; Louise Herrington School of Nursing of Baylor University; and Baylor College of Dentistry. Other institutions offering biblical or religious studies or programs from a religious perspective include The Criswell College, Dallas Theological Seminary, Holy Trinity Seminary, Dallas Baptist University, Paul Quinn College, and the University of Dallas.

The University of Texas at Dallas is located in Richardson and consists of seven schools, which educate 14,000 students annually. In 2004 the university broke ground on an \$85 million Natural Science and Engineering Research Building; former presidential candidate Texan H. Ross Perot spoke at the building's dedication in June 2007. In 2005 work began on the Center for BrainHealth, which was dedicated in January 2007. The new buildings are part of the university's 25-year master plan, which proposes a host of new buildings on its growing campus. In downtown Dallas a unique consortium of educational institutions exists in a former department store building on Main Street. The Universities Center at Dallas is operated by the Federation of North Texas Area Universities and offers undergraduate and graduate courses by seven partner institutions including Texas A&M University–Commerce, Texas Woman's University, University of North Texas, University of Texas at Arlington, University of Texas at Dallas, and Dallas County Community College District.

Libraries and Research Centers

The Dallas Public Library system consists of a central library and 25 branch libraries. The system has over 2.6 million volumes and serials and a large collection of government documents. The library also maintains a historical section that contains an extensive collection of books, letters, and historical documents of Texas, Dallas, and Dallas black history. The Dallas Public Library in Downtown Dallas has one of the original copies of the Declaration of Independence, printed on July 4, 1776, and William Shakespeare's First Folio of Comedies, Histories, and Tragedies on permanent display at the library. The library's Children's Center is one of the largest in the country. Southern Methodist University's library has more than 2.5 million volumes, with special collections on Western Americana and Texana. It also includes Bridwell Library, which has a large collection of rare theological books. Most of the other area universities and colleges also operate their own libraries.

Dallas has a number of research centers, many affiliated with local colleges, universities, and hospitals. For example, at Baylor University, research is carried out on hair and treatment, bone marrow transplantation,

biomedicine, and sports science. The Urban Solutions Center, operated by Texas A&M, researches urban solutions for agricultural problems. As of 2007 the University of Texas Southwestern Medical Center at Dallas was conducting more than 3,500 research projects each year at a cost of more than \$350 million. The school has four active Nobel laureates on the faculty, more than any other medical school in the nation, and also boasts three-fourths of Texas's medical members of the National Academy of Sciences. The Institute of Biomedical Sciences and Technology conducts interdisciplinary projects with a focus on cures for disease and enhancing health and quality of life.

Public Library Information: Dallas Public Library, 1515 Young Street, Dallas, TX 75201; telephone (214) 670-1400; fax (214)670-1752

■ Health Care

The Dallas area has an extensive network of 90 public and private hospitals, with over 15,000 beds and 11,000 physicians.

Parkland Memorial Hospital, a public hospital operated by the Dallas County Hospital District, is the major trauma center for North Texas and the principal teaching hospital for the University of Texas Southwestern Medical Center. Parkland, considered among the top 25 hospitals in the country, offers specialized care in its pediatric trauma and burn centers. It is the busiest maternity hospital in the United States.

Baylor Health Care System's University Medical Center at Dallas—ranked in 2007 by *U.S. News & World Report* as among the best hospitals in the United States for the fifteenth consecutive year—offers many areas of specialty. The Kimberly H. Courtwright and Joseph W. Summers Institute of Metabolic Disease at the center provides comprehensive diagnostic and treatment services to children and adults suffering from metabolic diseases. Baylor Dallas has several specialty centers that focus on diabetes: The Ruth Collins Diabetes Center, The Professional Diabetes Educator Program, and the Louise Gartner Center for Hyperbaric Medicine.

The Dallas Craniofacial Center at Medical City Children's Hospital is one of the world's leading medical centers for treatment of children with craniofacial birth defects and facial trauma. A member of the National Association of Epilepsy Centers, The Center for Epilepsy at Medical City treats adult and pediatric patients with complex neurological disorders. Methodist Dallas Transplant Institute is one of the largest and most active transplant centers in the southwestern United States.

Other major medical facilities in Dallas include Presbyterian Hospital of Dallas, Veterans Affairs Medical Center, and St. Paul Medical Center.

■ Recreation

Sightseeing

Dallas is rich in entertainment opportunities, as is evidenced by its slogan of "Live Large, Think Big." Whether one's preference runs to culture, sports, nightlife, or family fare, the Metroplex—including Fort Worth, Arlington, Irving, Grand Prairie, the "Mid-Cities," and many suburbs—has plenty to offer. Beginning in downtown Dallas, visitors can see Dallas founder John Neely Bryan's log cabin at Founder's Plaza, wander through the city's historic districts, enjoy a shopping excursion among the shops and stores located in the underground network of downtown office buildings, or seek out merchandise at Neiman-Marcus department store, which maintains a unique fifth-floor museum. Other downtown Dallas attractions include the beautifully restored Majestic Theatre, the chimes in the bell tower, Thanks-Giving Square, the marvelous bronze steers of Pioneer Plaza, the bargains at Farmers Market, the observation deck on top of the 50-story tall Reunion Tower, and the ice rinks at Plaza of the Americas complex and at downtown's West End (open December through March).

Fair Park is a 277-acre entertainment, cultural, and recreational complex located on the site of the Texas Centennial Exposition of 1936 and home each year to the State Fair of Texas, the country's largest. Fair Park includes the Cotton Bowl Stadium, a 3,400-seat Music Hall, a 7,200-seat coliseum, a 4,000-seat open-air Band Shell, Starplex Amphitheatre, six major exhibit buildings, livestock facilities, a permanent Midway amusement park, the technologically advanced TI Founders IMAX Theater, and nine museums including the Museum of Natural History, African American Museum, Texas Hall of State, Dallas Horticulture Center, Dallas Aquarium, The Science Place I and II, and Age of Steam Railroad Museum. In 2007 the complex planned to build a Texas! Music center that will house a Texas Music Hall of Fame and Museum. Fair Park houses one of the largest collections of art-deco structures in the world. More than seven million people visit Fair Park events each year, with 3.5 million visiting during the State Fair of Texas each fall.

Six Flags over Texas in nearby Arlington is a 205-acre theme park that includes more than 100 rides, shows, concerts, games, and restaurants. Six Flags, themed for the six nations that have governed Texas, is open for special events during the holidays. Fossil Rim Wildlife Center in Glen Rose, southwest of Dallas, is dedicated to conservation of endangered species. Programs here focus on conservation, management of natural resources, and public education. Most of the animals here are free to roam the 1,500 acres of savannahs and woodlands, offering visitors a rare chance to see and learn about how species live in the wild.

The Dallas Zoo features more than 2,000 animals, including many rare and endangered species. At 95 acres, it is the largest zoological park in Texas. The 25-acre Wilds of Africa exhibit features a mile-long monorail, nature trail, African plaza, gorilla conservation center, and lots of animals in their natural habitats. “Lemur Lookout” features several examples of the endangered, primitive primate in a 4,000-square-foot naturalistic exhibit. The Zoo’s Monorail Safari takes visitors on a one-mile tour through the six habitats. The Dallas Nature Center has 4.5 miles of hiking trails and picnic areas amid a variety of native wildflowers. Dallas Arboretum and Botanical Garden has 66 acres of gardens plus the historic DeGolyer Mansion and features the largest public selection of azaleas in the United States.

Old City Park is a living history museum portraying life in North Texas from 1840-1910. The museum features 38 historic structures, including a working Civil War era farm, a traditional Jewish household, Victorian homes, a school, a church, and commercial buildings. Deep Ellum, a former industrial neighborhood and center of the Dallas jazz scene is home to avant-garde culture in the form of a variety of restaurants, nightclubs, galleries, and shops.

Arts and Culture

The performing arts enjoy a healthy patronage in Dallas. The Dallas Symphony Orchestra (DSO), acclaimed as one of the world’s premier orchestras, presents numerous subscription concerts, pops concerts, youth concerts, and free park concerts. The DSO performs at the magnificent Morton H. Meyerson Symphony Center (designed by renowned architect I.M. Pei) in the 60-acre downtown Arts District, the largest urban arts district in the country. Classical music is also provided by the Dallas Chamber Orchestra, the Dallas Classic Guitar Society, and the Greater Dallas Youth Orchestra.

The Kalita Humphreys Theatre, home to the Dallas Theater Center, is the only public theater designed by Frank Lloyd Wright. It houses the city’s professional theater company, which offers live drama and conducts a children’s theater. The Theater Center planned to complete construction on an additional facility, the Wyly Theater, by 2009. Dallas Children’s Theater offers special fare for youngsters. Others on the Dallas theater scene include WaterTower Theatre, Pocket Sandwich Theatre, Pegasus, Theatre Three, Dallas Summer Musicals, the Black Academy of Arts and Letters, and Undermain Theatre. Teatro Dallas features plays about Hispanic culture, and the Callier Theatre for the Deaf, affiliated with the University of Texas at Dallas, offers performances throughout the year.

The Dallas Opera, an international company founded in 1957, presents numerous performances each winter and spring in the Music Hall at Fair Park and the Morton H. Meyerson Symphony Center. In 2007 the

Opera planned to build The Winspear Opera House in the center of the city, to serve as the ensemble’s full-time home with performances scheduled to begin there in 2009. Three operettas in English are performed each year by the Lyric Opera. The Music Hall at Fair Park is home of the Dallas Summer Musicals and hosts annual shows during the State Fair each October. The Grapevine Opry is a popular site for country music performances. One of Dallas’ oldest dance troupes, Anita N. Martinez Ballet Folklorico, is particularly active during Dance for the Planet festivals. Dallas Black Dance Theatre is a contemporary modern dance company that performs modern, jazz, ethnic, and spiritual works by nationally and internationally known choreographers.

Dallas-area museums and galleries offer a wide range of exhibits and displays. The Dallas Museum of Art has 370,000 square feet of space on an 8.9-acre site in the Arts District. Its collections include works by renowned American and European artists; the Crow Collection of Asian Art features more than 600 paintings, objects, and architectural pieces from China, Japan, India, and Southeast Asia.

The Dallas Aquarium at Fair Park features electric eels, moon jellyfish, and endangered green sea turtles among the 5,000 aquatic animals from around the world. Also at Fair Park, the Dallas Museum of Natural History contains native-habitat displays of animals—including a hall housing tremendous dinosaur fossils—and minerals, birds, and plants, a photographic gallery, and changing exhibits. Other Fair Park museums include: Hall of State, built in 1936 and home to the Dallas Historical Society; The Science Place, featuring science exhibits, a planetarium, and IMAX theater; The Age of Steam Railroad Museum, a collection of railroad locomotives; the African American Museum; Texas Discovery Gardens, which are botanical gardens; and The Women’s Museum.

Old City Park in downtown Dallas is an architectural and cultural museum whose authentic restorations trace Texas history from 1840 to 1910. Buildings include a depot, railroad section house, hotel, physician’s office, bank, church, school, and various homes. The Biblical Arts Center features early Christian architecture, Biblical and secular art, a 30-minute light-and-sound presentation of the “Miracle at Pentecost” mural, and an atrium gallery that displays a replica of the garden tomb of Christ. The cultures and lifestyles of indigenous people from all over the world are depicted at the International Museum of Cultures, where exhibits include pottery, habitat displays, and scenes of everyday life. The Sixth Floor Museum at the former Texas School Book Depository chronicles the life and legacy of President John F. Kennedy. The 30-foot-high JFK Memorial downtown commemorates the late president.

The Nasher Sculpture Center is a 54,000-square-foot building and outdoor sculpture garden featuring the art collection of philanthropist and collector Ray Nasher

and his late wife, Patsy. Considered by many to be of the foremost private or public collections of twentieth-century sculpture in the world, it consists of more than 300 pieces by artists such as Matisse, Picasso, Rodin and others.

The Dallas Firefighters Museum permits visitors to walk through Dallas' oldest in-service fire station, which houses "Old Tige," a turn-of-the-century steam pumper, and a variety of antique fire-fighting equipment. The Dallas Holocaust Museum, Center for Education and Tolerance includes a museum, library, and educational institute. As of 2007 it was housed in a temporary location and plans were underway for a permanent building. The American Museum of the Miniature Arts features displays of international dolls and toys.

Festivals and Holidays

Dallas starts off its year with New Year's celebrations and continues strong throughout the year with numerous festivals featuring art, music, food, fun, and more. The Wildflower! Arts & Music Festival is held every May and features national, regional, and local entertainment. It draws over 50,000 people each year. The Shakespeare Festival is held each summer and features Camp Shakespeare and Festival Workshops for kids. ArtFest is held each year in Fair Park, a celebration of art, food and drink, and good times. Dallas Farmers Market is the scene of seasonal festivals, and the great State Fair of Texas is held each year at Fair Park from late September through mid-October. Additionally, one of the largest wine festivals in the Southwest is Grapefest, held in Grapevine, Texas, a suburb of Dallas.

Sports for the Spectator

Dallas sports fans can follow their local favorites at the professional or college level. Since 1972 the Dallas Cowboys professional football team has made its home at Texas Stadium in Irving. The American Airlines Center is home to National Basketball Association's expansion franchise team Dallas Mavericks, as well as the Dallas Desperados of the Arena Football League (AFL). Also at the American Airlines Center, the Dallas Stars face-off against other National Hockey League teams from September through April. The Texas Rangers play Major League Baseball from April through October at Ameriquest Field in Arlington. Major League Soccer's FC Dallas (formerly the Dallas Burn) play at Pizza Hut Park, opened in 2005. The new 115-acre facility features a 20,000-plus-seat soccer stadium.

Real championship cowboys compete at the Mesquite Championship Rodeo at Resistol Arena from April to September in Mesquite, Texas. In May, the TPC at Four Seasons Resort in Irving, Texas hosts the annual Byron Nelson Golf Classic, one of the major events on the professional golf tour.

College and university sports fans follow the Southern Methodist University Mustang teams and the Texas Christian University Horned Frogs. The AT&T Cotton Bowl Football Classic each year pits two of the nation's best college teams against each other.

Sports for the Participant

The city of Dallas has more than 21,000 acres of parks and 17 lakes, with nearly 62 miles of jogging and biking paths. Residents and visitors can find almost every kind of recreation in one or more of the municipal facilities. The system's 406 neighborhood, community, and regional parks offer 258 tennis courts, 146 soccer fields, 226 pools, 47 recreation centers, 6 golf courses, and a variety of other fields, shelters, play areas, and recreational facilities.

Sixty lakes and reservoirs lie within a 100-mile radius of Dallas. The largest within the city is Lake Ray Hubbard, with more than 20,000 acres and a public marina. The Dallas Nature Center features 633 acres of preserved wilderness and mesquite prairie, including six miles of hiking trails.

In 2002, after six years in development, Lake Tawakoni State Park opened 50 miles east of Dallas. The park covers 376 rolling, wooded acres on the shore of a large reservoir and provides a variety of recreational activities, including catfish and bass fishing.

Shopping and Dining

Dallas offers visitors a unique blend of Southwestern warmth, cosmopolitan flair, Old West charm and modern sophistication. One of the wholesale and retail centers of the nation, Dallas has more shopping centers per capita than any major American city. Valley View Center is one of the city's largest shopping centers with more than 175 merchants occupying 1.5 million square feet of space. NorthPark Mall is home to more than 160 stores. The Galleria Dallas features more than 200 stores, including high-end retailers like Tiffany & Co., Gianni Versace, Gucci, Louis Vuitton, Nordstrom and others; the mall also features an ice skating rink inspired by the Galleria Vittorio Emanuele in Milan, Italy. More than three million antique and bargain hunters visit Traders Village in Grand Prairie, Texas each year. Spread over 120 acres, more than 2,500 dealers set up shop each weekend in the open-air bargain hunters' paradise.

Dallas, with four times more restaurants per person than New York City, can serve up Texas beef or French cuisine, fiery Texas chili, or a variety of ethnic specialties. TexMex fare is supplemented by the ethnic dishes of Greece, Mexico, Germany, Japan, China, Vietnam, India, and Italy at fine restaurants and eateries. Although some restaurants specialize in traditional southern cooking, this fare is mostly served at home in Dallas. Dallas boasts the invention of the frozen margarita, a popular cocktail made of tequila, lime juice, sugar, and salt. It is also home

to high-end dining, including the The French Room at the Adolphus Hotel, which the Zagat Survey ranked the top restaurant in the United States.

Visitor Information: Dallas Convention and Visitors Bureau, 325 North St. Paul Street, Suite 700, Dallas, TX 75201; telephone (214)571-1000; fax (214)571-1008

■ Convention Facilities

Dallas ranks among the top cities in the nation in convention and meeting attendees. With more than 65,000 hotel rooms available in a variety of hotels throughout the city, the Dallas metro area is the top visitor destination in the state. The city's convenient location in the central United States makes Dallas no more than a three-hour flight from either coast. And Dallas' outstanding airport facilities make coming and going even easier. Major hotels with meeting facilities include the Adam's Mark, Hilton Anatole, the Adolphus, the Doubletree Hotel, the Hyatt Regency, the Hotel Crescent Court, and the Fairmont Hotel.

Visitors to Dallas have available to them other fine convention facilities. The Dallas Convention Center, one of the country's largest, offers more than one million square feet of exhibit space, with 203,000 square feet in its column-free exhibit hall, which is the largest in the United States; a 9,816 seat arena; a 1770-seat theater; 105 meeting rooms; and 2 ballrooms. The center underwent its most recent expansion in 2002. It was the first convention center in the United States to offer free wireless Internet.

Convention Information: Dallas Convention & Visitors Bureau, 325 North St. Paul Street, Suite 700, Dallas, TX 75201; telephone (214)571-1000; fax (214)571-1008. Dallas Convention Center, 650 South Griffin Street Dallas, TX 75202; telephone (214)939-2750; fax (214)939-2795

■ Transportation

Approaching the City

Most visitors to Dallas arrive via the Dallas/Fort Worth International (DFW) Airport, located approximately 17 miles from the downtown areas of both cities and is served by 21 airlines. DFW was designated "Highest in Customer Satisfaction for Large Airports" by the 2007 North America Airport Satisfaction Study by J.D. Power and Associates. DFW is four hours or less by air from nearly every major North American market, with direct service to more than 165 nonstop destinations worldwide. Future development is planned to keep up with national expectations of air travel increases by 2010.

Prior to construction of DFW Airport, Dallas' principal airfield was the city-owned Love Field. Today it is both a general aviation and commercial air facility with Southwest Airlines serving other Texas cities and adjacent states. Love Field is conveniently close to Dallas' central business district. Dallas Executive Airport and many smaller municipal airports serve the Metroplex.

The Dallas area is served by four major highways: Interstate 20 (east-west); I-35 E (north-south); I-30 (northeast-west); and I-45 (south). All Dallas highways are connected by a twelve-lane loop—LBJ Freeway (I-635)—that encircles the city. Loop 12 is situated primarily within the city limits of Dallas. A third loop circles the Dallas central business district. Amtrak operates an intercity passenger line.

Traveling in the City

Dallas Area Rapid Transit (DART) moves more than 200,000 passengers per day across a 700-square-mile service area of 13 cities with rail, bus, paratransit, light rail system, HOV lane, and rideshare services. DART serves DFW International Airport, Love Field, and Fort Worth via the Trinity Railway Express's (TRE) commuter rail system, which links downtown Fort Worth, downtown Dallas, and DFW Airport.

■ Communications

Newspapers and Magazines

Dallas is served by one daily newspaper, *The Dallas Morning News*, and by the weeklies *Dallas Observer* and *Dallas Business Journal*. Residents are able to subscribe to a variety of suburban and neighborhood papers, and numerous magazines, such as *D Magazine*.

Television and Radio

Dallas-area residents are entertained and informed by seven commercial and public television stations. Other stations are available through cable subscription. North Texas's PBS station, KERA, is one of the most watched public television stations in the nation. The numerous radio stations serving Dallas broadcast a variety of program formats, including all-news and country, rock, and classical music.

The Dallas Communications Complex, a multimillion-dollar film production center developed by Dallas real estate magnate Trammell Crow, includes a 15,000-square-foot soundstage and has been the site for the filming of several major motion pictures and television specials.

Media Information: *The Dallas Morning News*, PO Box 655237, Dallas, TX 75265; telephone (800)925-1500

Dallas Online

- City of Dallas Home Page. Available www.dallascityhall.com
- Dallas Convention & Visitors Bureau. Available www.dallascvb.com
- Dallas Independent School District. Available www.dallasisd.org
- The Dallas Morning News*. Available www.dallasnews.com
- Dallas Observer*. Available www.dallasobserver.com
- Dallas Public Library. Available dallaslibrary.org
- The Greater Dallas Chamber. Available www.gdc.org

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El Paso

■ The City in Brief

Founded: 1598 (incorporated 1873)

Head Official: Mayor John Cook (since 2007)

City Population

1980: 425,259

1990: 515,342

2000: 563,662

2006 estimate: 609,415

Percent change, 1990–2000: 9.4%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: 22nd (State rank: 5th)

Metropolitan Area Population

1980: 479,899

1990: 591,610

2000: 679,622

2006 estimate: 736,310

Percent change, 1990–2000: 14.9%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: 64th

Area: 249 square miles (2000)

Elevation: Average 3,762 feet above sea level

Average Annual Temperatures: January, 45.1° F; July, 83.3° F; annual average, 64.7° F

Average Annual Precipitation: 9.43 inches of rain

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 6.2% (June 2007)

Per Capita Income: \$15,248 (2005)

2005 FBI Crime Index Property: 19,675

2005 FBI Crime Index Violent: 2,614

Major Colleges and Universities: University of Texas at El Paso, El Paso Community College, New Mexico State University, and Texas Tech University Health Sciences Center.

Daily Newspaper: *El Paso Times*

■ Introduction

The county seat of El Paso County, El Paso is located on the far western edge of Texas on the north bank of the Rio Grande. At Mexico's border, El Paso and its Mexican sister city, Ciudad Juárez (in Chihuahua, Mexico), have downtowns that are within walking distance from one another. The fertile valley and surrounding mountains of El Paso del Norte (the Pass of the North), christened by Don Juan de Oñate in 1598, was the first all-weather pass through the Rockies. El Paso is a major transportation hub and is known for its cutting-edge medical facilities, top educational institutions, year-round recreation, vibrant cultural and entertainment life, and favorable cost of living. El Paso boasts a diverse population, with a majority of its residents speaking both English and Spanish. El Paso attracts new residents with its favorable weather, tax rates, comparably low cost of living, and multiple educational opportunities. United States Army Air Defense Center, Fort Bliss, has made El Paso its home for nearly 150 years. The sixth largest city in Texas as of 2006, El Paso is the 22nd largest city in the United States and the country's third fastest-growing metropolitan area.

■ Geography and Climate

Located in the westernmost corner of Texas, El Paso resides in the Chihuahuan Desert at the confluence of Texas, New Mexico, and Mexico, nestled between the Franklin Mountains and the Rio Grande. With only about

9.43 inches of precipitation per year, a summer high of 95 degrees and mild winter temperatures, El Paso residents enjoy sun about 300 days of the year. However, in summer 2006 uncharacteristic heavy storms caused flooding and tens of millions of dollars worth of damage in the El Paso area.

Area: 249 square miles (2000)

Elevation: Average 3,762 feet above sea level

Average Temperatures: January, 45.1° F; July, 83.3° F; annual average, 64.7° F

Average Annual Precipitation: 9.43 inches of rain

■ History

Spanish Lay Claim over a Vast Land

Inhabited for centuries by various Indian groups, El Paso saw its first Europeans when Spaniards passed through in the mid-1500s. During 1540 to 1542, an expedition under Francisco Vázquez de Coronado explored the area now known as the American Southwest. These earliest Spanish explorers saw on their approach from the Rio Grande two mountain ranges rising from the desert, with a deep chasm between. They named the site “El Paso del Norte,” or “the Pass of the North.” The Rodríguez-Sánchez expedition in 1581 was the first party of Spaniards to explore the Pass of the North, bringing about the beginning of El Paso’s modern history. Further expeditions followed, culminating in an April 30, 1598 ceremony near the site of present-day San Elizario in which expedition leader Juan de Oñate took formal possession of the territory drained by the Rio del Norte (now the Rio Grande). Called “La Toma,” (the claiming) this act brought Spanish civilization to the Pass of the North, laying the foundation for more than two centuries of Spanish rule.

Population of the area grew when the Pueblo Indian Revolt of 1680 sent Spanish colonists and Tigua Indians of New Mexico southward in search of safety. By 1682, five settlements were thriving on the south bank of the Rio Grande. By the middle of the eighteenth century, approximately 5,000 people populated the El Paso area; among them were Spaniards, *mestizos*, and Indians. The region became known for its vineyards, with residents producing wine and brandy. In 1789, the presidio of San Elizario was founded to defend the El Paso settlements against encroaching Apaches.

Spanish Rule Ends, Tensions Begin

With Mexico’s independence from Spain in 1821, the entire El Paso area became part of Mexico. Agriculture and commerce flourished, but the unpredictable levels of the Rio Grande made for difficulties with crops, fields,

and structures frequently damaged by the rising water levels. In the 1830s, the river flooded much of the lower Rio Grande valley, creating a new channel and displacing several towns.

May 1846 saw more difficulties as hostilities erupted between the United States and Mexico. During the Mexican War, Col. Alexander Doniphan and a force of American volunteers defeated Mexican fighters at the battle of Brazito, entering El Paso del Norte. The Treaty of Guadalupe Hidalgo on February 2, 1848, ended the dispute and again changed the boundary between the two nations, bringing El Paso territory under the blanket of the United States.

El Paso’s settlements grew in 1849 as easterners rushed west in search of gold. Lines between Mexico and the United States were revised yet again; this time the three Mexican towns of Ysleta, Socorro, and San Elizario ended up on the United States side of the line. The military post of Fort Bliss was established in 1858; one year later pioneer Anson Mills completed his plat of the town of El Paso. The name “El Paso” brought about confusion with the Mexican town across the Rio Grande, El Paso del Norte, so the Mexican town’s name was changed to Ciudad Juárez in 1888.

During the Civil War, El Paso’s alliance was to the South, though the Union presided and local Southern sympathizers eventually received pardons. In 1877, Texans and Mexicans became embroiled in a bitter civil war, the Salt War of San Elizario, which lasted six months.

A Modern City Emerges

A rail system was established through the area in 1881–82, which transformed the village into a lively frontier community with a growing population. El Paso’s early years are tinted by a colorful reputation from its many saloons, brothels, and high crime. By 1890 citizens were demanding reform, and by 1905 El Paso ordinances banned gambling and prostitution. At the turn of the century El Paso’s frontier image was fading and its fresh start as a modern city began. The population grew from 15,906 in 1900 to 77,560 in just 25 years. Refugees of the Mexican Revolution contributed to the city’s growth, as did burgeoning commercial, industrial, agricultural, and transportation business, along with El Paso’s strategic location as a gateway to Mexico. Prohibition boosted the city’s tourism as neighboring residents flocked to El Paso to cross the border for drinking and gambling in Juárez.

In 1930 census reports showed 102,421 residents in El Paso, though the city’s growth began to slow soon after with the census reporting only 96,810 residents in 1940. After the war, development brought new residents and the 1950 census once again showed growth, with 130,003 people living in El Paso. Fort Bliss grew as well in the 1940s and 1950s. The 1960 census saw a doubling of residents; steady growth continued and by 1970 the population was 339,615. El Paso’s population grew again when the city

absorbed the Mexican town of Isleta, stretching the reaches of the metropolitan area even further. By the mid-1980s, Fort Bliss' military personnel and family members made up nearly a quarter of the city's population. Petroleum, textiles, tourism, metals, cement, and food processing became major industries by the 1980s.

Since 1990 El Paso's economy has suffered from competition with low labor rates from abroad and the closure of its main copper smelter. El Paso also has the unpleasant distinction of being one of the main entry points for drug smuggling into the United States, an attribute that has plagued the area for decades. The North American Free Trade Agreement (NAFTA) passage helped local service and transportation firms to expand their businesses, but hurt the city's industrial industry. Since El Paso is sensitive to changes in Mexico's economy, the devaluation of the Mexican peso in the 1990s and the border traffic controls instituted after the September 11, 2001 terrorist attacks both affected El Paso's economy. Still, the area is recovering from these incidences, and the El Paso of today consists of a rich mix of culture with a strong military presence and the excitement of a border town. By 2007 unemployment rates were decreasing steadily and planned downtown redevelopments had begun to attract new investors to the region. The El Paso-Juárez international metropolitan area is the largest bi-national community on an international border in the world.

Historical Information: Texas State Historical Association, 1 University Station D0901, Austin, TX 78712-0332; telephone (512)471-1525; fax (512)471-1551

■ Population Profile

Metropolitan Area Residents

1980: 479,899
 1990: 591,610
 2000: 679,622
 2006 estimate: 736,310
 Percent change, 1990–2000: 14.9%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: Not reported
 U.S. rank in 2000: 64th

City Residents

1980: 425,259
 1990: 515,342
 2000: 563,662
 2006 estimate: 609,415
 Percent change, 1990–2000: 9.4%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: Not reported
 U.S. rank in 2000: 22nd (State rank: 5th)

Density: 2,263 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 456,333
 Black: 16,426
 American Indian and Alaska Native: 3,132
 Asian: 6,833
 Native Hawaiian and Pacific Islander: 260
 Hispanic or Latino (may be of any race): 465,287
 Other: 86,515

Percent of residents born in state: 54.3% (2000)

Age characteristics (2005)

Population under 5 years old: 55,972
 Population 5 to 9 years old: 47,456
 Population 10 to 14 years old: 48,766
 Population 15 to 19 years old: 46,218
 Population 20 to 24 years old: 45,899
 Population 25 to 34 years old: 75,497
 Population 35 to 44 years old: 74,854
 Population 45 to 54 years old: 76,806
 Population 55 to 59 years old: 29,093
 Population 60 to 64 years old: 19,514
 Population 65 to 74 years old: 34,014
 Population 75 to 84 years old: 23,197
 Population 85 years and older: 6,133
 Median age: 31.5 years

Births (2006, MSA)

Total number: 14,549

Deaths (2006, MSA)

Total number: 4,270

Money income (2005)

Per capita income: \$15,248
 Median household income: \$32,205
 Total households: 193,137

Number of households with income of...

less than \$10,000: 27,703
 \$10,000 to \$14,999: 20,671
 \$15,000 to \$24,999: 29,437
 \$25,000 to \$34,999: 25,989
 \$35,000 to \$49,999: 27,501
 \$50,000 to \$74,999: 31,397
 \$75,000 to \$99,999: 15,123
 \$100,000 to \$149,999: 9,601
 \$150,000 to \$199,999: 3,404
 \$200,000 or more: 2,311

Percent of families below poverty level: 29.2% (2005)

2005 FBI Crime Index Property: 19,675

2005 FBI Crime Index Violent: 2,614



Panoramic Images/Getty Images

■ Municipal Government

El Paso operates under a mayor-council form of government, begun in 2004. The mayor is elected every four years; the eight council members are also elected and serve staggered two- or four-year terms. The city manager oversees operations. Residents, who are appointed by the council or the mayor, serve as volunteers on a variety of boards and commissions that help to steer the direction of municipal issues.

Head Official: Mayor John Cook (since 2007; current term expires May 2011)

Total Number of City Employees: 6,476 (2007)

City Information: City of El Paso, 2 Civic Center Plaza, El Paso, TX, 79901; telephone (915)541-4000

■ Economy

Major Industries and Commercial Activity

El Paso, the fifth largest city in Mexico and the 22nd largest in the nation, has a thriving business climate. Two 2007 *Fortune* 500 companies, Western Refinery and

Petro Shopping Centers, are headquartered in El Paso. Many more, including Eureka, Leviton, Hoover, Boeing, and Delphi, have offices in the area. El Paso was the 24th fastest-growing region in the United States in 2004-2005, and analysts have projected that its population will grow by 69.7% by 2040, well above national trends.

El Paso is an important entry point to the U.S. from Mexico, with four separate international points of entry. Once a major copper refining area, chief manufacturing industries in El Paso now include food production, clothing, construction materials, electronic and medical equipment, and plastics. The maquila industry, which is centered just across the border in Mexico and assembles foreign goods for export, also plays a role in El Paso's economy. Cotton, fruit, vegetables, livestock, and pecans are produced in the area. With El Paso's attractive climate and natural beauty, tourism has become a booming industry as well as trade with neighboring Ciudad Juárez.

Education is also a driving force in El Paso's economy. El Paso's three large school districts are among the largest employers in the area, employing more than 19,000 people between them. The University of Texas at El Paso (UTEP) had an annual budget of \$280 million in 2007 and employs over 3,600 people, paying out about

\$125 million in salaries. A 2002 study by the university's Institute for Policy and Economic Development stated that the University's impact on local businesses has resulted in \$350 million.

The military installation of Fort Bliss is a major contributor to El Paso's economy. Fort Bliss began as a Calvary post in 1848. Today, Fort Bliss is the site of the United States Army's Air Defense Center and produces approximately \$80 million in products and services annually, with about \$60 million of those products and services purchased locally. Fort Bliss's total economic impact on the area has been estimated at more than \$1 billion, with 15,000 soldiers stationed in the area in 2007, an increase of 3,000 over two years. Significant additional growth, to the tune of 20,000 additional troops, was expected by 2013.

In addition to the military, the federal government has a strong presence in El Paso to manage its status and unique issues as a border region. The Immigration and Naturalization Service (INS), the Drug Enforcement Agency (DEA), and the U.S. Customs Service all have agency operations in El Paso to regulate traffic and goods through ports of entry from Mexico.

Call center operations constitute a number of the top business employers in El Paso. There are 22 call centers employing over 12,000 people. The largest of these in terms of employees are EchoStar, MCI/GC Services, and West Telemarketing. In 2006 Alltel opened a new \$4.5 million facility.

Items and goods produced: petroleum, metals, medical devices, plastics, machinery, automotive parts, food, defense-related goods, tourism, boots

Incentive Programs—New and Existing Companies

El Paso's economy is impacted significantly by the Mexican government's Maquiladora Program. Established in 1965, the program was created to help alleviate unemployment on the U.S.–Mexico border by allowing non-Mexican companies to establish manufacturing operations in Mexico to produce goods for exportation. El Paso's sister city Ciudad Juárez has more than 340 such plants employing approximately 210,000 workers, many of them El Paso residents. Many of the maquiladora plants established in Ciudad Juárez are owned by *Fortune* 500 companies operating in telecommunications, manufacturing of medical supplies, consumer appliances, electronics, and automotive parts.

The Texas Workforce Commission (TWC) provides assistance to new companies in screening and pre-qualifying applicants for employment to the client's specifications. TWC is also the agency for the Federal Targeted Job Tax Credits Program. The state of Texas targets many of its incentive programs toward smaller and rural communities.

Local programs: The City of El Paso gives consideration for tax abatements for projects within specified Strategic Redevelopment Zones. The Tax Abatement Policy is organized to stimulate capital investment needed for residential, retail, commercial, and industrial redevelopment within the zones. In 2006 the city of El Paso adopted a 380 Municipal Grant program that refunds cash to businesses with projects that meet specific criteria related to quality of jobs, targeted location within the community, and business type.

State programs: Texas is a right-to-work state. The Texas Enterprise Zone Programs offer tax abatement at the local level, and refunds of state sales and use taxes under certain circumstances to businesses operating in enterprise zone areas. Parts of El Paso benefit from the state's designation as Foreign Trade Zone #68. The state of Texas targets many of its incentive programs toward smaller and rural communities. The Texas Enterprise Fund can be used to provide deal-closing money for companies relocating to and investing in Texas. The Texas Emerging Technology Fund, a \$200 million fund created by the Texas Legislature in 2005, is available to companies who seek to commercialize new technologies.

El Paso is a designated United States Department of Housing and Urban Development Empowerment Zone, which provides special tax incentives and bond provisions to encourage private investment in housing development. El Paso was the only city in Texas to receive this type of designation. The Enterprise Business program and the Micro-Loan program both assist new businesses with start-up funding.

Job training programs: The Greater El Paso Chamber Foundation and a coalition of El Paso workforce development agencies partnered to develop The Center for Workforce Preparedness. The Center houses several agencies and projects, and helps custom-train workers for local businesses. The Upper Rio Grande Work organization provides help with recruitment, job fairs, locating tax incentive programs, researching labor and employment laws, labor market details, and other services.

On-the-Job Training allows participants to work for an employer, receive payment, and develop the skills necessary to continue working. The program provides reimbursement to the employer for up to half of the wages paid for a maximum of three months.

The Texas Workforce Commission administers the Skills Development Fund, which helps Texas community and technical colleges finance customized job-training programs for local businesses. Qualifying companies are allowed up to \$1,000 per trainee.

The Advanced Technology Center at El Paso Community College provides workforce training for local industry. The College also administers programs through the Workforce Development Center, the Career Training Center, and other centers throughout its four campuses.

Development Projects

The city of El Paso has been involved in extensive improvement projects since 2000, when a plan for specific "Quality of Life Capital Improvements" was approved to span a 10-year period. Under the plan, new zoo facilities were completed, a new \$6.65 million History Museum building opened in 2007, and improvements to city parks and libraries were planned as well. As part of that initiative, the city's five-year plan for capital improvements began in 2005 and includes specific projects such as new fire stations, additional library branches, new animal care facilities, new parks and recreation facilities, further renovations and improvements to the zoo, street improvements, airport improvements, and public transportation improvements. Projected spending for the five-year improvement plan was expected to be \$440,924,631 by the end of 2009.

A \$27.4 million, 110,000-square-foot wing at Thomson Hospital was completed in 2004. The wing generated an additional 100 high-paying jobs and expanded the number of critical care beds at the hospital from 18 to 30. The Butterfield Trail Golf Course, which caters to a high-end demographic and was designed by renowned course architect Tom Fazio, was completed in June 2007. It stands quite close to the site of a planned 150-acre industrial park near the El Paso International Airport. Construction began in 2006 on the new downtown courthouse, with federal funding totaling \$78 million. Plans to restore the city's historic Plaza Theatre, at a cost of \$25 million, were formally approved in 2002; the theater reopened in March 2006.

Unexpected heavy rainstorms in the summer of 2006 decimated large portions of the El Paso downtown area, necessitating a large-scale rebuilding effort. Streets in the downtown area, including Franklin Avenue, Mesa Street, Mills Avenue, Oregon Street, Stanton Street, and Santa Fe Street, were rebuilt. The project was slated to be completed, ahead of its initial schedule, by late fall 2007.

In late 2006 initial plans were approved for the Downtown 2015 Land-Use Plan, a long-term, large-scale redevelopment plan for the downtown area, with five separate zones designated for redevelopment in order to make downtown the commercial heart of the city. In 2007 although the plans were still in the beginning stage, property values increased by 50 percent in anticipation of the effects of the plan.

Economic Development Information: City of El Paso Department of Economic Development, 2 Civic Center Plaza, El Paso, TX 79901; telephone (915)533-4284; fax (915)541-1316

Commercial Shipping

According to the U.S. Department of Transportation, El Paso is the nation's "fifth busiest land border gateway by value for imports and exports transported across the

border by highways, railroads, and pipelines." In 2003 some \$39 billion in merchandise trade passed through El Paso, or 7 percent of the national total. In 2006 the combined land ports of Laredo, El Paso, and Hidalgo, all in Texas, handled trade valued at \$170 billion. Trucks carry most of the freight passing through the city, followed by rail. The Union Pacific Railway provides intermodal and other services to Los Angeles, Chicago, and Dallas. The Burlington Northern Santa Fe Railroad also travels to Los Angeles and Chicago. El Paso's position as an international gateway means it is a major thoroughfare for imports and exports.

Labor Force and Employment Outlook

In 1994, half of El Paso's 50,000 manufacturing jobs were in the apparel and textile industry. Due to the devaluation of the Mexican peso in 1994, several large apparel manufacturers relocated over the border to Mexico, taking jobs with them. Growth in other areas have made up for this decline, however, as El Paso's job growth continues to rise after a rocky beginning to the twenty-first century. Still, El Paso's unemployment rate remains higher than the national average. However, things looked up in 2007 when unemployment dropped to 6.4 percent in July from 7.4 percent at the same time in 2006. Additionally, El Paso was cited as being one of the top cities in the United States for income growth by Bizjournals in 2007. Between 2000 and 2005, per capita income grew over 25 percent, though the figure is still nearly \$10,000 below the national average.

El Paso's labor force has shown a steady growth over the past decade. International trade in the region, stimulated by the North American Free Trade Act (NAFTA) and the Mexican Maquiladora Program, has helped to ensure El Paso's success in the global economy. Jobs in globalization and information technology are helping to revitalize the area's economy after its past dependency on ever-reducing manufacturing jobs. The El Paso MSA added 5,900 jobs from December 2005 to December 2006 for an annual growth rate of 2.2 percent, indicative of the recent upward trend in the region.

The following is a summary of data regarding the El Paso metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 264,800

Number of workers employed in . . .

construction and mining: 12,600
manufacturing: 22,100
trade, transportation and utilities: 58,000
information: 4,700
financial activities: 10,900
professional and business services: 29,300
educational and health services: 32,700

leisure and hospitality: 25,800
 other services: 7,600
 government: 61,000

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 6.2% (June 2007)

<i>Largest county employers</i>	<i>Number of employees</i>
El Paso Independent School District	8,663
Fort Bliss (civilian employees)	6,803
Ysleta Independent School District	6,500
City of El Paso	6,264
University of Texas at El Paso	4,871
Socorro Independent School District	3,995
Sierra Providence Health Network	3,761
El Paso Community College	3,728
Wal-Mart	3,706
County of El Paso	2,700
Las Palmas and Del Sol Regional Health Care System	2,244
Echostar Satellite Corp.	2,012

Cost of Living

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

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

2007 (1st quarter) ACCRA Average House Price: \$233,050

2007 (1st quarter) ACCRA Cost of Living Index: 92.2

State income tax rate: None

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 1.0% (city) and .5% (county)

Property tax rate: \$.719833 per \$100 assessed value (2002) (City of El Paso only)

Economic Information: Office of Economic Development, City of El Paso, 2 Civic Center Plaza, 1st Floor, El Paso, TX 79901; telephone (915)533-4284; fax (915) 541-1316

■ Education and Research

Elementary and Secondary Schools

El Paso County is served by nine school districts. Of those nine, El Paso city public schools are divided into three districts: the El Paso Independent School District, Ysleta Independent School District, and Socorro Independent School District. The El Paso Independent School District (EPISD) is the largest, educating 63,000 students in 92 campuses. The EPISD offers seven magnet/alternative programs including The Academy of International Business and Public Affairs at Bowie High; Silva Health Magnet's curriculum, which focuses on health and sciences; and Connecting Worlds/Mundos Unidos, which focuses on bilingual education.

The Ysleta Independent School District (YISD) is the second largest in the area, educating 44,888 students in 58 buildings. In the mid-1980s, YISD operated at state minimum levels. With effort and determination by administration, teachers, and families, the district accomplished a major turnaround which culminated in 1998 when the district was named a "Recognized District" for state testing performance. Since then, nine of the district's schools have been named National Blue Ribbon Schools; eight others are National Title One Distinguished Campuses.

Though large in its own right, the Socorro Independent School District is the smallest district of the three. However, it is one of the fastest-growing districts in Texas.

The following is a summary of data regarding the El Paso Independent School District as of the 2005–2006 school year.

Total enrollment: 63,811

Number of facilities

elementary schools: 55
 junior high/middle schools: 17
 senior high schools: 13
 other: 15 (8 magnet schools and 7 auxiliary schools)

Student/teacher ratio: 15.4:1

Teacher salaries (2005–06)

elementary median: \$43,190
 junior high/middle median: \$42,820
 secondary median: \$44,260

Funding per pupil: \$7,135

More than 25 parochial and 50 private schools educate El Paso students. Many of El Paso's private schools have received national awards: Loretto Academy for girls and St. Clement's Episcopal Parish School are both recipients of the Blue Ribbon award, a prestigious standing for high-performing schools. Other private

schools offer technical programs, specialized programs, or mechanical education.

Colleges and Universities

Four major institutions of higher learning are located in the El Paso region. They offer undergraduate and graduate degrees in engineering, business, science, education, health sciences, and liberal arts as well as associate degrees and certification programs in technology.

The University of Texas at El Paso (UTEP), known as Texas Western College until 1967, prides itself on its status as the only major research university in the country with the majority of its students being predominately Mexican American. Its location is quite close to the Mexican border, in the Chihuahuan Desert. UTEP celebrated its 90th birthday in 2004, and is the second oldest member of the University of Texas system. From its humble beginnings in 1914 as a small mining school, UTEP is now a recognized institution with an enrollment of nearly 20,000. In 2006 it spent \$46 million on research. UTEP ranks second in the nation among schools awarding undergraduate degrees to Hispanics. *Hispanic Business Magazine* ranked it the top graduate engineering school for Hispanics.

Established in 1969, El Paso Community College (EPCC) has 5 campuses throughout El Paso and educates over 24,000 credit and 8,000 non-credit students each semester. With over 130 academic programs, 350 enrichment and continuing education courses, and a commitment to innovation in educational programs, EPCC is the fastest growing community college in the state.

In nearby Las Cruces, New Mexico, New Mexico State University's five campuses educate more than 23,000 students, many of whom are El Paso residents. Both the University of Phoenix and Webster University operate campuses in El Paso. Another regional educational institution is Howard Payne University extension campus. Texas Tech University's Health Sciences Center at El Paso confers degrees in medicine, nursing, pharmacy, and in biomedical and allied health sciences.

Libraries and Research Centers

The El Paso Public Library was the first public library in the state of Texas. It operates a main library, 11 branches, a bookmobile, and a literacy center. A recent expansion, completed in 2006, added 45,000 square feet, bringing the library's total square footage to 110,000. The newly-renovated facility has a new 250-seat auditorium, a 50-station computer lab and classroom, an expanded children's area, and a new area for teenagers called "Teen Town." It also features the Border Heritage collection of manuscripts. As part of the city's Quality of Life Improvement Program, many of the system's branch libraries were scheduled to undergo renovations and expansions between 2000 and 2009.

The University of Texas at El Paso (UTEP) Library houses over 1.2 million books, 1 million microforms, and 200,000 government documents in its 6-floor, 275,000 square foot facility. The library sits atop a hill with a view of the Mexican border and is built in the Bhutanese style of architecture, like of many of the university's structures.

Other libraries include the Texas Tech University Health Sciences Library at El Paso and the El Paso Community College library system.

The University of Texas at El Paso's research facilities garnered \$42 million of new funding in the 2006–07 academic year, a 9 percent increase over the previous year. The National Institutes of Health awarded UTEP and the University of Texas Houston Health Science Center more than \$4 million to establish the Hispanic Health Disparities Research Center at the UTEP campus, which seeks to build the capacity for researchers to reduce health disparities in Hispanic and other minorities. Other research centers at UTEP include the Border Biomedical Research Center, the Center for Environmental Resource Management, the Center for Transportation Infrastructure Systems, the Institute for Manufacturing and Materials Management, the Materials Research & Technology Institute, and the W.M. Keck Border Biomedical Manufacturing and Engineering Laboratory. Recently opened research centers include the Paso del Norte Research and Business Development Complex, which held a ribbon-cutting ceremony in 2006. It houses four new research facilities focusing on policy and economic development, economic forecasting, science, and entrepreneur development.

Public Library Information: El Paso Public Library, 501 N. Oregon, El Paso, TX; telephone (915)543-5401

■ Health Care

El Paso's 9 hospitals, with approximately 2,200 beds total, serve the general public and the military in El Paso and bordering areas of Mexico. The Las Palmas Regional Healthcare System's facilities include the Las Palmas Medical Center and Heart Institute hospital, the new Emergency Room and Intensive Care Unit, the Rehabilitation Hospital, the Life Care Center, the Regional Oncology and Wound Management Center, the Diabetes Treatment Center, and the Del Sol Medical Center. Specialties include women's and children's services, oncology, heart health, and surgical services. Opened in 2004, the system's Rehabilitation Hospital is a 40-bed center specializing in treatment of strokes, spinal cord injuries, and other orthopedic or neurological diagnosis.

The Sierra Providence Health Network operates three hospitals consisting of two acute care hospitals (Sierra Medical Center and Providence Memorial Hospital) and a physical rehabilitation hospital (Sierra Providence Physical Rehabilitation Hospital), with a total of

927 beds. Other centers include The Children's Hospital at Providence, and the Sierra Providence Eastside Hospital, which was expected to open in 2008.

Thomason Hospital serves El Paso and neighboring Ciudad residents with its location directly on the U.S.-Mexico border. Part of the Texas Tech University's School of Medicine, the hospital is a teaching facility with 335 beds. It is home to the region's only Level 1 trauma center, and is designated to treat the President of the United States, should he require care while travelling in the region. Thomason also runs neighborhood C.A.R.E.S. clinic, which are primary care centers. The William Beaumont Army Medical Center specializes in trauma care and is one of the largest U.S. Army general hospitals in the country.

■ Recreation

Sightseeing

The El Paso area's attractions celebrate the region's rich history and culture, as well as its natural resources of the Franklin Mountains and the Rio Grande.

More than 313,000 people visited the El Paso Zoo in 2004, the same year the zoo opened a new sea lion exhibit. On 18 acres, the El Paso Zoo houses animals from over 250 species. The zoo's Asia exhibit highlights endangered Indochinese tigers, Sumatran orangutans, Malaysian tapirs, and the critically endangered Amur leopard. Animals in the Americas exhibit include Mexican wolves, the California sea lion, and the Galapagos tortoise. A new exhibit featuring the animals of Africa was expected to open in 2008.

Magoffin Home State Historic Site is a 1.5 acre park and homage to pioneer Joseph Magoffin. The centerpiece of the park is the Magoffin Home, built in 1875 by Magoffin. The 19-room adobe home, built in the Territorial style of architecture, showcases period style with mid-Victorian wood trim and original appointments. Guided tours offer a glimpse into the life of the Magoffin family, who occupied the home until its sale to the city of El Paso in 1976.

The Chamizal National Memorial is part of the National Parks system. Established to commemorate diplomatic relations between Mexico and the United States in 1963, Chamizal honors the peaceful settlement of a century-long boundary dispute between neighboring counties. Visitors can learn about this historic event at the Chamizal Museum or through interpretive performances at the indoor theatre. The Los Paisanos Gallery features the work of local and international artists in a variety of media; the gallery also hosts traveling museum exhibits.

Downtown El Paso's "Museum Row" includes the Museum of Art, El Paso Museum of History, and Insights Science Museum. The El Paso Museum of Art

is a celebrated fine arts museum housing a permanent collection of more than 5,000 works of art, including the Samuel H. Kress Collection of European art from the 13th through 18th centuries, American art from the 19th and 20th centuries, Mexican colonial art, and contemporary art from the southwestern United States and Mexico. Temporary exhibitions, educational programs, lectures, and concerts are part of the museum's yearly event schedule. The Museum of History showcases the colorful people who shaped El Paso's history. Insights Science Museum, a privately funded institute, features 60 hands-on exhibits that teach visitors about all aspects of science. Temporary exhibits, classes, and a "Museum on Wheels" round out Insight's offerings to the community.

The Museum of Archaeology at Wilderness Park showcases prehistoric artifacts from the Southwest, including pottery, stone objects, basketry, weavings, and figurines. Exhibits tell the story of El Paso and the region's first inhabitants. The museum's 15 acres feature walking trails and gardens that highlight more than 250 native plants.

The Fort Bliss Museum resides at a reconstructed site of the original Fort. Adobe walls shelter from the heat of the summer as well as create warmth in the winter. Displays include photographs, maps, and personal items. One block south of the museum is the new Air Defense/Artillery Museum, showcasing the history of air defense equipment.

The National Border Patrol Museum highlights the work of those who tirelessly patrol the U.S./Mexico border in El Paso. The El Paso Holocaust Museum and Study Center chronicles events of the holocaust and memorializes those who suffered.

The Mission Trail offers visitors a glimpse into the El Paso of the past. One of the oldest roads in the country, the Mission Trail dates back more than 400 years. Along the route are three missions, one of which is the oldest building in Texas.

Arts and Culture

The city's Museums and Cultural Affairs Department (MCAD) has been working to bring art and cultural events to residents since 1978. The MCAD supports local art organizations through funding, grants programs, and educational programs. The Cultural Affairs division sponsors programs including the Young at Art Series, which presents children's theatrical performances; the Discovery Series, which offers dance performances by such renowned troops as Alvin Ailey; Alfresco Fridays, presenting free summer outdoor concerts at various city locations; Music Under the Stars World Festival offers free outdoor music from around the world on summer evenings at Chamizal National Memorial; and the Galleries program, which sponsors art exhibits at City Hall and the El Paso Regional Airport.

The Abraham Chavez Theatre, adjacent to the El Paso Convention & Performing Arts Center, hosts both the El Paso Opera and the El Paso Symphony performances. The El Paso Opera brings full-scale, professional opera to the area in addition to several educational outreach programs. Established in the 1930s, the El Paso Symphony is the longest continuously-running symphony orchestra in Texas, offering a full classical and special events season.

The Aardvark Theatre on N. Mesa presents a full season from September through June; the El Paso Playhouse presents a year-round season of plays and a monthly Dinner Theatre performance. The Adair Margo Gallery on E. Yandell, which celebrated its 20th anniversary in 2007, exhibits the work of regional, U.S., and foreign fine artists. The Ballet Folklorico Paso del Norte highlights Mexican folklore through traditional dance. The El Paso KIDS-N-Co was founded in 1988 to provide a place for young thespians both to perform and to develop an appreciation of theater. It stages four large-scale productions per year, in addition to smaller seasonal plays.

Festivals and Holidays

The events calendar begins with January's El Paso Chamber Music Festival, featuring performances throughout the month of January at a variety of venues throughout the city. The Southwestern International Livestock Show and Rodeo (in its 79th year in 2008) happens at the El Paso County Coliseum and fairgrounds in January or February. Over two weekends in late February and early March, the Siglo de Oro Drama Festival is held in the Chamizal National Memorial Theatre. This annual celebration honors Spain's Golden Age with professional and collegiate performing groups from Spain, Mexico, the United States, and South America. Presentations are often performed in Spanish.

Spring events include the city's semi-annual arts and crafts fair called Art in the Park, held over a weekend in late May at Memorial Park.

Summer events include the annual Independence Day Parades, one each on the city's west and east sides. The popular "Music Under the Stars" series is free and brings both local and international performers to the Chamizal National Memorial on summer Sundays. The Downtown Street Festival follows in downtown El Paso, with four stages featuring live performances and more than 100 booths featuring arts, crafts, food, and drink. The KLAQ "Taste of El Paso" happens mid-August at Western Playland. In addition to sampling the wares of local restaurants, visitors can enjoy rides and live entertainment. The St. Nicholas Greek Festival celebrates Greek food, music, and culture in late August at the Greek Orthodox Church.

On Labor Day weekend the Fiesta de las Flores (in its 54th year in 2007) is held at the El Paso County Coliseum and includes games, food, arts and crafts, a car

show, a children's area, and a variety of entertainment options. Mexican Independence Day is celebrated mid-September at Chamizal National Memorial, and honors Mexico's independence through song and dance.

In September, the annual Chamizal Festival (entering its 34th year in 2007) celebrates the many cultural influences in the El Paso region through traditional arts and music with workshops, performances, demonstrations, and displays. Throughout October, the month-long "Celebration of Our Mountains" features events such as hikes, field trips, driving tours, nature walks, bike rides, and other activities that celebrate the Franklin Mountains. Thanksgiving Day events in El Paso include the Las Palmas Del Sol Sun Bowl Parade in downtown El Paso, and the Thanksgiving Day 5K run and 3K walk benefiting youth and teen programs at the YMCA.

For a month during late November through December, sports fans enjoy a variety of festivities related to the Brut Sun Bowl football game on December 31. Events include a parade, a New Year's Eve party, a 5K run, sports skills camps, and more. Visitors and residents enjoy the El Paso/Juárez Trolley Company's Christmas Light Tour, which circuits through the area's best-known seasonal sights at San Jacinto Plaza, the University of Texas at El Paso campus, Rim Road, Scenic Drive, and Eastwood. Holiday Lights at the Zoo features more than 200,000 lights creating a "winter wonderland" scene in the zoo throughout 10 days in December.

Sports for the Spectator

The El Paso region abounds with opportunities for sports fans to watch their favorite activities. The El Paso Diablos, formerly a double A team affiliated with various major league teams until they were moved to Springfield Missouri in 2004, have been playing again under the Diablos name since 2005. The El Paso Patriots play indoor soccer as a Premier Development League (PDL) team. They play at Patriot Stadium, completed in 2005. The El Paso Scorpions professional rugby team has been playing since 1979, and have won 12 Rio Grande Union Championships. Their home is the 5,000 seat Dudley field, the original home of the El Paso Diablos. The University of Texas at El Paso's athletics include the Miners football, soccer, track, tennis, and men's and women's basketball.

Sports for the Participant

El Paso's Parks & Recreation Department maintains 175 park sites with 2,372 acres throughout the city. These parks provide 12 recreation centers, 14 city pools (8 indoor and 6 outdoor), sports and fitness programming, and senior centers. In El Paso County, Ascarate Park is the largest public-use recreational park at 448 total acres. Ascarate Park is home to a golf course, an aquatic center, and an amusement park.

Franklin Mountains State Park is the largest urban park in the nation, with 24,247 acres spanning approximately 37 miles within the city limits of El Paso. In 2007 work was underway for a trail network that will encompass 118 miles of hiking trail, with 51 miles slated for use for both hikers and mountain bikers, and 22 miles open for hiking, mountain biking, and horseback riding. The park's natural rock formations invite rock climbers to the area. After a recent \$1.7 million renovation, the park's 44 picnic sites offer new shelters, picnic tables, and grills. Recently opened, the Wyler Aerial Tramway offers riders an exhilarating four-minute gondola ride offering unmatched views of the Franklin Mountains.

The park, 32 miles northeast of the city in El Paso County, offers some of the best rock climbing opportunities in the area. Named for its natural rock formations, the park's rock basins, or *huecos*, have furnished a supply of trapped rain water to travelers to the region for thousands of years. The park also features rock paintings from hunters and foragers from thousands of years ago, as well as from tribes of the not-so-distant past, including Apaches, Kiowas, and earlier groups. The pictographs include more than 200 paintings of faces left behind by the prehistoric Jornada Mogollon Culture. The park is the site of the last Indian battle in the county.

Wet n' Wild Waterworld in nearby Anthony, Texas and Western Playland Amusement Park in El Paso offer family fun and adventure. Polo is a popular spectator sport in nearby La Union, New Mexico, and is often played at the Tarahumara Polo Club.

Shopping and Dining

El Paso's main shopping malls are Bassett Center, Sunland Park Mall, Las Palmas Market Place, and Cielo Vista Mall. Sunland Par, is located on the west side of the city and offers four anchors and a variety of popular shops and restaurants. Bassett Center has three department stores and more than 80 specialty shops. On the east side of the city, Cielo Vista Mall features 5 department stores and more than 140 specialty shops. The Mission Trail Harvest Market is a program administered by the city in partnership with the Ysleta del Sur Pueblo Indian Tribe and the Texas Cooperative Extension. Open from June through October, the Market brings farm-fresh goods and handmade crafts for sale to the community. The Market operates at Zaragoza and Socorro Road, across from the Ysleta Mission.

While El Paso may have been known in the past as a place for steaks and traditional and often simple Mexican fare such as enchiladas, today's El Paso restaurants serve a variety of ethnic cuisines that reflect an even bigger variety of cultural influences. Dining in El Paso is a cultural blend drawing from Native Americans, Spanish Colonists, Mexican neighbors and residents, as well as Easterners drawn south for warmer climes. Ethnic and international restaurants include Chinese, Korean, German, Italian,

and Middle Eastern, but the majority of El Paso's restaurants are steak houses, barbecue places, and Mexican restaurants. Highly popular in El Paso fare is the chile pepper, which is used in everything from eggs and *chorizo* (spicy sausage), to steaks, salsas, and sauces, and even on its own stuffed with cheese or meat and baked as *chile relleños*.

Visitor Information: El Paso Convention and Visitors Bureau, One Civic Center Plaza, El Paso, TX 79901; telephone (800)351-6024; email info@elpasocvb.com

■ Convention Facilities

The El Paso Convention & Performing Arts Center's Judson F. Williams Convention Center was remodeled and expanded in May 2002. The new center features three halls, 80,000 square feet of exhibit space, and 14,900 square feet of meeting space in 17 meeting rooms. Its Mt. Franklin Lobby offers 23,300 square feet of additional exhibit space. The Abraham Chavez Theatre, adjacent to the Center features an 800 square foot meeting room and theatre seating for 2,500 people.

Across the street from the Convention Center, the Camino Real El Paso has 19 meeting rooms and 36,000 square feet of meeting space that can accommodate groups of up to 1,300. Listed in the National Historic Register, the Camino Real El Paso was established in 1912 and boasts crystal chandeliers, a Tiffany cut-glass dome, and "the most photographed grand staircase in the Southwest." Other El Paso hotels, including the Embassy Suites El Paso and The Academy Hotel, offer 7,000 rooms total throughout the city.

Convention Information: El Paso Convention and Visitors Bureau, One Civic Center Plaza, El Paso, TX 79901; telephone (800)351-6024; email info@elpasocvb.com

■ Transportation

Approaching the City

The El Paso International Airport offers passenger services and air cargo services and is the gateway to West Texas, southern New Mexico, and northern Mexico. El Paso International Airport offers non-stop flights to 18 cities and is served by eight airlines. It provides an average of 136 daily arrivals and departures. Since 2004 \$60 million has been invested in an ongoing expansion effort. In 2007 it had added two 144,000-square-foot air cargo buildings, more than 34 acres of aircraft parking, and an additional 6.4 miles of roadways. It is the largest site for U.S.-Mexican commercial exchange. Once a thriving Air Force Base, Biggs Army Airfield lies adjacent to the El Paso International Airport and boasts the tenth longest runway in the United States, at 2.5 miles. Now part of

Fort Bliss, the airfield is used for Army exercises and refueling.

Two major highways transport drivers in, out, and through El Paso: I-10 runs east and west, and Highway 54 runs north and south; Highway 375 loops around the outskirts of the city, through Fort Bliss, and close to downtown. Several bus lines offer service to and from El Paso, and Amtrak provides passenger rail service west to California and east as far as Florida.

Traveling in the City

The Franklin Mountains literally split the city of El Paso down the middle, creating what El Pasoans call the city's east and the west sides. The Rio Grande flows along the city's southern edge. The city is laid out around these two natural features. Sun Metro provides bus and trolley service throughout the city, seven days a week.

■ Communications

Newspapers and Magazines

El Paso's major daily newspaper is the *El Paso Times*. *The Prospector* is a weekly newspaper published by the University of Texas at El Paso. *Twin Plant News*, a magazine covering manufacturing and business in Mexico, is published in El Paso, as well as *NOVA Quarterly*, a magazine published by the University of Texas at El Paso.

Television and Radio

El Paso is served by eight television stations, of which four are affiliated with the major commercial networks, two with public broadcasting, and one with Spanish-language Univision. The city's five AM and eight FM radio stations broadcast a variety of programs, including sports, talk, religious, country, rock, and Hispanic programming.

Media Information: *El Paso Times*, PO Box 20, El Paso, TX 79999; telephone (800)351-1677

El Paso Online

City of El Paso. Available www.ci.el-paso.tx.us
County of El Paso. Available www.co.el-paso.tx.us
El Paso: A Guestlife Destination Guide. Available www.guestlife.com/elpaso
El Paso Convention and Visitors Bureau. Available www.elpasocvb.com
El Paso Independent School District. Available www.episd.org
El Paso International Airport. Available www.elpasointernationalairport.com/index.htm
El Paso Public Library. Available www.elpasotexas.gov/library
El Paso Scene. Available www.epscene.com
El Paso Times. Available www.elpasotimes.com
Fort Bliss. Available www.bliss.army.mil
Texas State Historical Association. Available www.tsha.utexas.edu
University of Texas at El Paso. Available www.utep.edu

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Fort Worth

■ The City in Brief

Founded: 1849 (incorporated 1873)

Head Official: Mayor Michael J. Moncrief (NP) (since 2003)

City Population

1980: 385,164

1990: 447,619

2000: 534,694

2006 estimate: 653,320

Percent change, 1990–2000: 19.3%

U.S. rank in 1980: 33rd

U.S. rank in 1990: 28th (State rank: 6th)

U.S. rank in 2000: 27th (State rank: 6th)

Metropolitan Area Population

1980: Not available

1990: 4,037,282

2000: 5,221,801

2006 estimate: 6,003,967

Percent change, 1990–2000: 29.3%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 9th

U.S. rank in 2000: 9th

Area: 292.5 square miles (2000)

Elevation: Ranges from 500 to 800 feet above sea level

Average Annual Temperatures: January, 44.1° F; July, 85.0° F; annual average, 65.5° F

Average Annual Precipitation: 34.73 inches of rain; 2.6 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.4% (June 2007)

Per Capita Income: \$21,249 (2005)

2005 FBI Crime Index Property: 37,210

2005 FBI Crime Index Violent: 3,920

Major Colleges and Universities: University of Texas at Arlington, Texas Christian University, Texas Wesleyan College

Daily Newspaper: *Fort Worth Star-Telegram*

■ Introduction

Fort Worth, western anchor city of the Dallas/Fort Worth Metroplex, identifies itself as “Where the West Begins.” Proud of its colorful western heritage and rowdy past, the city carefully preserves its history even as it plans for the future. Within its downtown, cowboys, cattle auctions, and horse-drawn carriages coexist with cultural centers and modern office towers. Glass and steel skyscrapers housing headquarters of aviation, aerospace, and high-technology companies share sidewalks with renovated historic districts such as the Fort Worth Stockyards National Historic District and downtown’s Sundance Square. In recent years, Fort Worth has been a boom town.

■ Geography and Climate

Fort Worth is located in the rolling hills of the Great Plains region of north-central Texas. It is the seat of Tarrant County and the major city in the western half of the Fort Worth/Dallas Metroplex. Fort Worth is 30 miles from Dallas and separated from it by the Dallas/Fort Worth International Airport and several smaller central cities, such as Irving, Arlington, and Grand Prairie. The Clear and West forks of the Trinity River join near the center of Fort Worth and Lake Worth, Eagle Mountain

Lake, Benbrook, and Arlington Lakes form parts of its northwest and southern borders.

Fort Worth's climate is continental and humid subtropical, characterized by wide variations in annual weather conditions; long, hot summers; and short, mild winters. For more than 150 years Fort Worth was the only major city in the United States that had never had a fatal tornado. The city's luck ran out in March 2000 when a spectacular tornado tore through residential neighborhoods and the downtown area. Five people died in the storms, which caused an estimated \$450 million in damage.

Area: 292.5 square miles (2000)

Elevation: Ranges from 500 to 800 feet above sea level

Average Temperatures: January, 44.1° F; July, 85.0° F; annual average, 65.5° F

Average Annual Precipitation: 34.73 inches of rain; 2.6 inches of snow

■ History

“Cowtown” Served As Trading Center

Fort Worth's wild and wooly past began in 1849 when Major Ripley Arnold led a small detachment of U.S. Dragoons to the banks of the Trinity River and established an outpost to protect early settlers from Native American attack. The garrison was named for General William Worth, a Mexican War hero. It was more of an encampment than a fort, but after several years the natives ceased their opposition to the settlement. When the soldiers left, the settlers stayed, and in 1860 Fort Worth was chosen to serve as Tarrant County seat.

Its location on the Old Chisholm Trail, the route along which ranchers drove their herds, helped establish Fort Worth as a trading and cattle center and earned it the nickname “Cowtown.” Cowboys took full advantage of their last brush with civilization before the long drive north from Fort Worth. They stocked up on provisions from local merchants, visited the town's colorful saloons for a bit of gambling and carousing, then galloped northward with their cattle.

Problems Accompanied Prosperity

Post-Civil War reconstruction brought many disillusioned Confederates to Texas in search of jobs and new beginnings. Commerce grew along with the population. Yankees wanted meat, and Texas had a ready supply. During this time rumors grew of a panther that stalked and slept on the city streets at night. A Dallas newspaper ran a story claiming that Fort Worth was so drowsy, a panther was found sleeping on Main Street. Fort Worth citizens good-naturedly dubbed their hometown

“Panther City,” and many local merchants and sports teams adopted the animal in their logos.

The Texas & Pacific Railroad arrived in Fort Worth in 1876, causing a boom in the cattle industry and in wholesale trade. The city was the westernmost railhead and became a transit point for cattle shipment. With the boom times came some problems. Crime was rampant and certain sections of town, such as Hell's Half Acre, were off-limits for proper citizens. Cowboys were joined by a motley assortment of buffalo hunters, gunmen, adventurers, and crooks. Butch Cassidy and the Sundance Kid were said to roam the streets of Fort Worth between robberies.

Boom Town is Tamed

During the 1880s and 1890s, an influx of home-seekers helped quiet the rowdy streets and create a more stable community. More railroads led to more industry. Meat packing companies, a brewing company, more newspapers, and a stronger banking system arrived. Community leaders modernized the fire department, started a municipal water system, built sanitary sewers, and paved streets. Free public schools were legalized in Texas and colleges were founded. By then most major religious denominations were represented with congregations in the city. Fort Worth women organized teas, dances, dinners, and cakewalks to raise funds for a public library. In 1907, the Texas Legislature helped tame the town by outlawing gambling.

During the early days of the twentieth century, Fort Worth became the meat packing center of the Southwest. Nearly all West Texas cattle stopped there for sale or reshipment. Merchants were delighted to discover that when ranchers brought their cattle to market, they also brought their wives to shop in Fort Worth's stores.

Oil/Aviation Spur Economy

In 1917, oil was discovered in West Texas on McCleskey Farm about 90 miles west of Fort Worth. The gusher meant another boom for the city and helped meet the fuel demand created by World War I. Five refineries were built by 1920 and the city became a center for oil operators. Oil-rich ranchers and farmers moved to Fort Worth and built luxurious homes and towering office buildings.

During World War I three flying fields were established near Fort Worth, all eventually taken over by the U.S. government. In 1927, an airport opened and the aviation industry began. During World War II, B-24 bombers were manufactured at the Convair Plant in Fort Worth, while bomber pilots trained at the nearby Tarrant Field (renamed Carswell Air Force Base in 1948). The opening of Dallas/Fort Worth International Airport in 1974 ushered in a new era of aviation history. At the time it was built, the airport was the largest in the world. The

aviation/aerospace industry remains an important factor in Fort Worth's economy today.

Partners for Livable Communities voted Fort Worth as one of "America's Most Livable Large Cities" in 2004. With a vibrant cultural life, continuing development, and expanding economy in high tech industries, Fort Worth forecasts a vibrant future.

Historical Information: Fort Worth Public Library, Genealogy and Local History Department, 500 W. 3rd Street, Fort Worth, TX 76102; telephone (817)871-7740

■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 4,037,282
 2000: 5,221,801
 2006 estimate: 6,003,967
 Percent change, 1990–2000: 29.3%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: 9th
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City Residents

1980: 385,164
 1990: 447,619
 2000: 534,694
 2006 estimate: 653,320
 Percent change, 1990–2000: 19.3%
 U.S. rank in 1980: 33rd
 U.S. rank in 1990: 28th (State rank: 6th)
 U.S. rank in 2000: 27th (State rank: 6th)

Density: 1,827.8 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 367,444
 Black: 111,081
 American Indian and Alaska Native: 5,352
 Asian: 25,337
 Native Hawaiian and Pacific Islander: 538
 Hispanic or Latino (may be of any race): 192,819
 Other: 84,207

Percent of residents born in state: 60.8% (2000)

Age characteristics (2005)

Population under 5 years old: 57,881
 Population 5 to 9 years old: 48,932
 Population 10 to 14 years old: 43,326
 Population 15 to 19 years old: 39,942
 Population 20 to 24 years old: 48,606
 Population 25 to 34 years old: 106,820

Population 35 to 44 years old: 84,261
 Population 45 to 54 years old: 75,287
 Population 55 to 59 years old: 30,239
 Population 60 to 64 years old: 17,970
 Population 65 to 74 years old: 27,935
 Population 75 to 84 years old: 18,179
 Population 85 years and older: 5,160
 Median age: 30.9 years

Births (2006, Metropolitan Division)

Total number: 32,117

Deaths (2006, Metropolitan Division)

Total number: 12,480

Money income (2005)

Per capita income: \$21,249
 Median household income: \$40,663
 Total households: 218,999

Number of households with income of . . .

less than \$10,000: 22,234
 \$10,000 to \$14,999: 14,095
 \$15,000 to \$24,999: 30,518
 \$25,000 to \$34,999: 29,189
 \$35,000 to \$49,999: 36,419
 \$50,000 to \$74,999: 38,116
 \$75,000 to \$99,999: 20,703
 \$100,000 to \$149,999: 18,567
 \$150,000 to \$199,999: 5,545
 \$200,000 or more: 3,613

Percent of families below poverty level: 13.2% (2005)

2005 FBI Crime Index Property: 37,210

2005 FBI Crime Index Violent: 3,920

■ Municipal Government

Fort Worth has used a council-manager form of government since 1924. This consists of a mayor elected for a two-year term, an eight-member council, and an appointed city manager. The city is the seat of Tarrant County.

Head Official: Michael J. Moncrief (NP) (since 2003; term expires 2009)

Total Number of City Employees: 6,000 (2007)

City Information: City of Fort Worth, 1000 Throckmorton Street, Fort Worth, TX 76102; (817)871-2255



©James Blank.

■ Economy

Major Industries and Commercial Activity

Fort Worth has traditionally been a diverse center of manufacturing, and the city had demonstrated strong economic growth since the 1980s. An economic slowdown in the sector accounted for job losses for the first time in many years between 2001 and 2003. Since then, however, health care, finance, telecommunications, education, tourism, retail trade, and services sectors all experienced significant growth. In 2007 those sectors were expected to continue expansion and spur further growth. Forecasts called for an increase of manufacturing jobs, supplying 32,048 new manufacturing jobs between 2004 and 2025 for an annual growth rate of 1.2 percent.

In 2006 Fort Worth was the fifth-fastest growing city in the U.S. among cities with populations greater than 100,000, and its economy has enjoyed a similar pace of growth. The city has been singled out for its economic performance in recent years. In 2006 Expansion Management picked it as fourth among the “Fifty Hottest Cities.” In both 2005 and 2006 *Southern Business & Development* called it the “Mega Market of the Year.” It was called the top U.S. market for new and expanded corporate facilities in 2004 by Site Selection Magazine; in

2006 the same publication named the Dallas/Fort Worth Metroplex the second-best place in the nation to do business. Emerging economic sectors in the new century include semiconductor manufacturing, communications equipment manufacturing, corporate offices, and distribution.

Between 1990 and 1996 defense downsizing resulted in the loss of 44,000 jobs in the Fort Worth area. That development set Fort Worth’s economic diversification effort into motion. A plan was adopted called “Strategy 2000, Diversifying Fort Worth’s Future,” which had as its goal the creation of a healthy, diverse, less defense-dependent economy supported by business development, emerging technologies, international trade, and a world class workforce. Tech Fort Worth, an offshoot of “Strategy 2000,” is a business incubator that works with the Fort Worth Business Assistance Center to foster new start-up companies. Tech Fort Worth opened a new facility in 2004 with over 160,000 feet of office space, laboratories and conference rooms.

Tourism is an important contributor to the local economy. According to the Fort Worth Convention and Visitors Bureau, in 2006 there were 8.9 million visitors to Fort Worth, who spent \$1.2 billion in the city and even more in the surrounding areas.

Items and goods produced: aircraft, communication equipment, electronic equipment, machinery, refrigeration equipment, containers, clothing, food products, pharmaceuticals, computers, clothing, grain, leather

Incentive Programs—New and Existing Companies

Local programs: Fort Worth offers many incentive programs to develop and redevelop the city. In 2007 Fort Worth had ten active Tax Increment Finance (TIF) districts: Downtown, the Speedway, Riverfront, Southside/Medical District, North Tarrant Parkway, Lancaster, the Trinity River Vision, Lone Star, Southwest Parkway, and East Berry Renaissance. There are two Enterprise Zones in Fort Worth, with fee waivers, tax refunds, and other assistance provided by both the city and state. Under a policy adopted in February 2000, the City of Fort Worth, on a case-by-case basis, gives consideration to the granting of property tax incentives to eligible residential, commercial, and industrial development projects. It is the objective of the city of Fort Worth to encourage applications from projects that (a) are located in enterprise zones or other designated target areas; or (b) result in a development with little or no additional cost to the city; or (c) result in 1,000 or more new jobs, with a commitment to hire Fort Worth and inner city residents. Fort Worth has two state-designated Urban Enterprise Zones, in addition to its Foreign Trade Zones which provide special customs procedures to manufacturers engaged in international trade.

State programs: Texas is a right-to-work state. The Texas Enterprise Zone Programs offer tax abatement at the local level, and refunds of state sales and use taxes under certain circumstances to businesses operating in enterprise zone areas. The state of Texas primarily targets its incentive programs toward smaller and rural communities. The Texas Emerging Technology Fund, a \$200 million fund created by the Texas Legislature in 2005, is available to companies who seek to commercialize new technologies.

Job training programs: The state of Texas provides training funds through its Smart Jobs program, which offers up to \$2,000 in matching funds for training employees who will work for new and expanding Texas companies that pay at or above the state average wage. Job training funds are made available through the federal Workforce Investment Act (WIA). Employers using WIA participants can be reimbursed for up to 50 percent of the cost of training new employees. Fort Worth Works is a program run by the city to help both employers and job seekers by coordinating job fairs and placement agencies, and eliminating barriers to low-income workers. The Texas Department of Commerce has a work force

incentive program for industrial start-up training and funding. Local state-supported educational institutions provide the training. The program provides up to \$1,000 per trainee. The Texas Skills Development Fund also allows employers to obtain funding of up to \$500,000 for projects that will contribute towards an increased skill-set among its workforce.

Development Projects

The National League of Cities awarded Fort Worth the James C. Howland Award for Urban Enrichment for innovative redevelopment in 1995, and the building boom continues. The 37-story landmark Bank One Tower was renamed The Tower and underwent a \$65 million renovation beginning in 2004 to create 294 luxury residential condominiums and 60,000 square feet of space for shops, restaurants, and boutique office space. It began renting space on the ground floor in 2005 and in 2007 work was nearing completion. Omni Hotel's \$90 million, 600-room project next to the Fort Worth Convention Center was scheduled to be completed in 2008. The UpTown Fort Worth Project was underway in 2007, with no scheduled completion date. The \$350 million master plan called for mixed use development that would bridge downtown Fort Worth with the Trinity River. The Christian Arts Museum, an offshoot of the Christian Arts Commission of Fort Worth, was expected to open in 2008. The exterior building of the Fort Worth Mercado, a 58,000-square-foot Mexican-themed marketplace, was completed in 2006, but as of 2007 owners were still searching for indoor tenants and developers. In 2005 construction of a five-story, 221,000-square-foot expansion of the JPS Hospital began, including a new emergency department, surgery department, and sky bridge connector to the existing hospital.

The Dallas-Fort Worth (DFW) Airport invested \$2.7 billion in its five-year Capital Development Program (CPD), which includes a two million square foot international terminal with an integrated Grand Hyatt Hotel and Skylink, which was expected to be the world's largest airport train. Airfield, roadway, and airport infrastructure support projects make up the rest of the program. The development program was expected to generate an estimated \$34 billion impact on the North Texas economy and create 77,000 jobs. Currently, DFW has more than 2.6 million square feet of cargo facilities. The project was also expected to increase enplanements from 650 million to one billion annually by 2009.

Economic Development Information: Fort Worth Chamber of Commerce, 777 Taylor Street, Suite 900, Fort Worth, TX 76102-4997; telephone (817)336-2491. Fort Worth Economic Development Office, Office of the City Manager, Third Floor City Hall, 1000 Throckmorton, Fort Worth, TX 76102; telephone (817)871-6103

Commercial Shipping

A central location combined with superior air and ground transportation resources makes Fort Worth an ideal location for distribution. The Dallas/Fort Worth International Airport has a huge economic impact. Its Foreign Trade Zone, U.S. Customs Office, and U.S. Port of Entry status afford business and industry easy access to many important services. A major mid-continent gateway to the world, the Dallas-Fort Worth International Airport's international cargo shipments have grown more than 75 percent since 2002, reaching 281,486 metric tons in 2006. Nearby Alliance Airport is used solely by distribution and manufacturing firms to reach national and international markets, and is home every October to its Air Show. Several local and long distance carriers provide commercial motor freight service. For firms with their own trucks, support services are abundant. A full complement of rail services is available in the city where Burlington Northern Santa Fe, the largest railroad in the nation, is headquartered.

Labor Force and Employment Outlook

The Dallas/Fort Worth area is a major trade center and distribution hub as well as the state's telecommunications center. In 2007 the area workforce was about 3 million people, but was expected to reach 7 million by 2027, mirroring the population growth in the city. The unemployment rate was at 5 percent in 2007, and was expected to drop in 2008. There were seven Fort Worth-based companies in the 2006 *Fortune* 1000: AMR/American Airlines, D.R. Horton, BNSF Railway, RadioShack, XTO Energy, Pier 1 Imports, and AmeriCredit.

The following is a summary of data regarding the Fort Worth-Arlington Metropolitan Division metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 837,100

Number of workers employed in . . .

- construction and mining: 57,000
- manufacturing: 98,100
- trade, transportation and utilities: 199,900
- information: 16,600
- financial activities: 47,900
- professional and business services: 94,100
- educational and health services: 93,400
- leisure and hospitality: 82,500
- other services: 32,600
- government: 114,900

Average hourly earnings of production workers employed in manufacturing: \$17.46

Unemployment rate: 4.4% (June 2007)

Largest employers (2006)

Largest employers (2006)	Number of employees
American Airlines	28,492
Lockheed Martin Aero-nautics Co.	15,000
Fort Worth Indepen-dent School District	10,389
Bell Helicopter Tex-tron, Inc.	6,000
City of Fort Worth	5,750
GameStop Inc.	4,900
Tarrant County Government	4,050
Chase	4,000
Cook Children's Medi-cal Center	3,800
Harris Methodist Fort Worth Hospital	3,789

Cost of Living

The cost of living in Fort Worth is low compared to other major cities in the United States.

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

2007 (1st quarter) ACCRA Average House Price: \$221,900

2007 (1st quarter) ACCRA Cost of Living Index: 88.6

State income tax rate: None

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 2.0%

Property tax rate: \$.8650 per \$100 of assessed valuation (assessed valuation = 100% of market value)

Economic Information: Fort Worth Chamber of Commerce, 777 Taylor Street, Suite 900, Fort Worth, TX 76102-4997; telephone (817)336-2491.

Education and Research

Elementary and Secondary Schools

The Fort Worth Independent School District (FWISD) is the largest of the 20 school districts in Tarrant County. With a dedicated administration, in less than a decade the district saw a massive 833 percent increase in high-performing schools, from only 6 in 1994 to 59 in 2002. As part of a bond program, improvements and renovations have been ongoing since 2000 to many of the district's schools. Under its Vision 2010 strategic

performance plan, begun in 2005, the district plans to increase its efforts to improve performance by establishing clear standards, operational efficiency, and greater family involvement.

Specific programs aimed at increasing performance include TEAM FWISD, a mentoring program designed to increase the number of high need students graduating from high school by pairing them with adult mentors. The FWISD's Vital Link program, which places 12-year-old students in workplace situations to show them the link between classroom learning and workplace needs, is nationally recognized. The Adopt-A-School program seeks to build partnerships between schools in the district and community businesses and faith-based organizations. In 2007 approximately 270 such partnerships had been established.

The FWISD's Chairs for Teaching Excellence program to recognize teaching excellence in a variety of disciplines, is based on the university-level teaching chair concept and is unique in the nation at the public school level. Another feature of the system is a high school for medical professionals. Middle and elementary schools offer preparatory, Montessori, and baccalaureate education. The FWISD is one of only a few schools in the nation to hold the Kennedy Center Imagination Celebration, the national children's arts festival program. In Fort Worth the Imagination Celebration continues on a year-round basis, and celebrated its 20th anniversary in 2007.

The following is a summary of data regarding the Fort Worth Independent School District as of the 2005–2006 school year.

Total enrollment: 80,208

Number of facilities

elementary schools: 80
 junior high/middle schools: 26
 senior high schools: 13
 other: 10

Student/teacher ratio: 15.4:1

Teacher salaries (2005–06)

elementary median: \$44,040
 junior high/middle median: \$44,670
 secondary median: \$44,760

Funding per pupil: \$6,920

Over 200 private and parochial schools serve Fort Worth and Tarrant County, including special schools for the learning disabled.

Public Schools Information: Fort Worth Independent School District, 100 North University Dr., Fort Worth, TX 76107-1360; telephone (817)871-2000; email web@fortworthisd.net

Colleges and Universities

Metroplex area colleges and universities enroll over 250,000 students annually and graduate more than 30,000. The Fort Worth area boasts eight major colleges and universities. The University of North Texas is the area's largest research university, with an enrollment of over 32,000. As of 2007 it had been named one of "America's 100 Best College Buys" by Institutional Research & Evaluation Inc. for 11 consecutive years. The University of Texas at Arlington (UTA) has more than 25,000 students enrolled in its schools of business, engineering, liberal arts, science, architecture, nursing, social work, and education. UTA is known for programs in high technology applied research. It is the second largest component of the UT system, and out of its 125,000 alumni, over 88,000 live in the North Texas area. The economic impact of the UTA on the area is estimated at over \$1 billion. In 2005 Design Intelligence Journal ranked UTA's program first for "Most Innovative Architecture Program." The School of Urban and Public Affairs was listed among the nation's best graduate schools of public affairs in the *U.S. News & World Report* "2005 Graduate School Rankings" list.

Located in downtown Fort Worth, Texas Christian University (TCU) educates nearly 9,000 students. It specializes in a liberal arts education and offers research-oriented PhD programs in chemistry, divinity, English, history, physics, and psychology. Texas Wesleyan University has more than 2,500 students in its schools of business, education, fine arts, sciences, and humanities. The city's other colleges are Tarrant County Junior College (on several campuses and with a total enrollment of over 40,000), Texas Women's University, Southwestern Baptist Theological Seminary, and Arlington Baptist College. There are some 30 other colleges and universities within a 50-mile radius, including technical, business, and nursing schools.

Libraries and Research Centers

The Fort Worth Public Library system celebrated 105 years of operation in 2006. It consists of a central library and fourteen other locations. The total system holdings number over 2 million items, including more than 2,000 periodical subscriptions. Special collections include bookplates, early children's books, books in Spanish and Vietnamese, genealogy, earth science, popular sheet music, government documents, and oral history. In 2007 construction was underway on the new Ella M. Shamblee Branch Library. Facility plans called for a 12,500 square foot, \$3.7 million facility that will house an expanded collection of books, media, periodicals, and online resources, in addition to an art gallery and a special Fort Worth African-American Heritage digital display. Nearly 30 special libraries are located in Fort Worth, affiliated with local businesses, art museums, hospitals and colleges, and U.S. government agencies. Among them are the

Lockheed Martin Fort Worth Company Research Library and the National Archives Southwest Region collection of inactive records of U.S. government agencies in the Southwest.

The University of Texas at Arlington executes advanced research in a number of areas, notably at its Automation and Robotics Research Institute, and its Nanotechnology Research & Teaching Facility. The University of North Texas Health Science Center supports several research centers dealing with such topics as substance abuse and wound healing. Texas Christian University operates an Institute of Behavioral Research and the Center for Texas Studies.

Public Library Information: Fort Worth Public Library, 500 W. 3rd Street, Fort Worth, TX 76102-7305; telephone (817)871-7701

■ Health Care

The Southside Medical District, located south of Fort Worth's Central Business District, encompasses approximately 1,400 acres and includes the area's major hospitals, medical institutions, and support services. Fort Worth is home to 20 hospitals, including general care facilities, a children's medical center, urgent care center, emergency clinics, a cardiac center, and an osteopathic hospital. Harris Methodist Fort Worth Hospital, with more than 600 beds, is the largest hospital in the city and features emergency service, a CareFlite helicopter, open-heart surgery facilities, kidney transplant procedures and a rehabilitation program for head and spinal cord injuries.

JPS Health Network/John Peter Smith Hospital announced plans to build a \$75 million patient tower to increase beds, host new operating suites, and add a new emergency department, scheduled to be completed in 2007. The Plaza Medical Center of Fort Worth is undergoing a \$57 million renovation that will include a new critical cardiac care center and expanded emergency room. Among the services of All Saints Episcopal Hospital are wellness and fitness programs, a cardiac rehabilitation unit, and the largest freestanding center for radiation cancer therapy in the Southwest. Other health care facilities in Fort Worth are Rehabilitation Hospital, which offers programs for the brain-injured and those with other physical disabilities, and Cook-Fort Worth Children's Medical Center, which specializes in pediatrics.

■ Recreation

Sightseeing

Fort Worth and the Metroplex rank high on the list of U.S. tourist destinations. Many attractions are located in the city or within the mid-cities region of the Dallas/Fort

Worth area, including Arlington, Grand Prairie, and Irving. Tourists have a wide range of diversions from which to choose.

The Stockyards National Historic District is a multiblock historic district featuring specialty shops, rodeos, saloons, and livestock auctions. Twice daily in the Stockyards, authentic cowhands drive the Fort Worth Herd, a group of Texas longhorn steer, down Exchange Avenue. Billy Bob's Texas in the Stockyards is the world's largest honky tonk bar/entertainment center and can accommodate a crowd of 6,000 people to hear top western entertainers, play pool and video games, and shop. Sundance Square is another historic district of red-bricked streets, shops, and restaurants. Visitors to Fort Worth can walk through historic Van Zandt Cottage, Thistle Hill mansion, or the Eddleman McFarland House, an elegant Victorian residence. Tourists can also tour downtown Fort Worth and Sundance Square in a carriage. Fort Worth Water Garden Park is an impressive four blocks of concrete-terraced waterfalls, fountains, pools, and gardens. Trinity Trail consists of 32 miles of paved trails for walking, biking, or rollerblading, winding from Northside Drive to Foster Park. In 2003 a "master plan" for its expansion was adopted, and improvements are ongoing. The Tarantula Steam excursion train takes passengers between Grapevine and the Stockyards. Stockyards Station also includes retail and dining facilities, plus a children's carnival.

The Fort Worth Zoo is home to 5,000 exotic animals. Exhibits include a 2.5-acre World of Primates, African Savannah, Asian Falls, Parrot Paradise, and Texas Wild!, an exhibit that opened in 2001 which focuses on showcasing animals that are native to Texas. Nearby Log Cabin Village features 1850s-era restored cabins, a working grist mill, and pioneer craft demonstrations. Noble Planetarium in the Museum of Science and History features a Texas sky show that changes monthly. Fort Worth Nature Center and Refuge in Lake Worth is a 3,600-acre habitat and National Natural Landmark. It is also the largest city-owned nature center in the United States. The Fort Worth Botanic Garden, including the Japanese Garden, contains acres of plants, and a pagoda, teahouse, and meditation garden. It is the oldest botanical garden in Texas. The Forest Park Miniature Railroad takes visitors on a 40-minute trip from Forest Park to Trinity Park and back. Hurricane Harbor in Arlington is a family-oriented water park. Six Flags over Texas is a large amusement park complex in Arlington. Visitors can also tour such varied businesses as American Airlines Flight Academy, Mrs. Baird's Bakery, or the Bandera Hat Company.

Arts and Culture

Cowboys and culture mix in Fort Worth. Community and commercial groups are generous and cooperative in their support of the arts. The city offers cultural

experiences ranging from fine opera and ballet to knee-slapping country hoedowns. Its museums house the art and artifacts of European masters and Texas cattlemen.

The beautiful Nancy Lee and Perry R. Bass Performance Hall, a \$67 million facility that opened in 1998, is the first-ever home of the Fort Worth Symphony, Texas Ballet Theater, and the Fort Worth Opera, as well as the Van Cliburn International Piano Competition. The 2,054-seat performance hall is located in Sundance Square; it makes a grand impression with its pair of 48-foot angels gracing the entrance.

Casa Manana, a theater-in-the-round under a geodesic dome, seats 1,800 people and features Broadway touring productions, a children's playhouse series, and produces its own shows featuring local talent. The Rose Marine Theater is home to the Latin Arts Association of Fort Worth, the only Hispanic theater company in the city, and presents theater, film, and live music series. Other thriving Fort Worth-area theaters include Stage-West, Circle Theatre, Jubilee, and the avant-garde group Hip Pocket. A number of area community orchestra and professional ensembles present classical music concerts throughout the year. The Scott Theatre hosts the Fort Worth Theatre, special film productions, and cultural activities. Hyena's Comedy Club features national acts; "Four Day Weekend" improvisational comedy show is Fort Worth's longest running show.

Fort Worth's museums and galleries also offer variety. The Kimbell Art Museum was designed by Louis Kahn and houses collections of classical and prehistoric art, and western European and early twentieth century paintings. The Amon Carter Museum, named for the late Fort Worth newspaper magnate whose foundation supports it, contains a collection of nineteenth- and early twentieth-century Western and American paintings and American photographs. Twentieth-century multimedia art including sculpture, photography, and painting are displayed at the Modern Art Museum of Fort Worth. The Sid Richardson Museum in Sundance Square displays 60 paintings by artists of the American West such as Frederic Remington and Charles Russell.

The American Airlines C.R. Smith Museum is devoted to the history of commercial aviation, having over 1,000 items in its collection, including a restored DC-3 airplane. Fire Station No. 1 is the city's earliest fire house and contains an exhibit entitled "150 Years of Fort Worth." The Texas Cowboy Hall of Fame and National Cowboys of Color Museum and Hall of Fame pay tribute to the people who built Texas. The National Cowgirl Museum and Hall of Fame, the only one of its kind in the world, opened a new home in the city's Cultural District in 2002. The Fort Worth Museum of Science and History normally houses the Omni Theater and Museum School, the Noble Planetarium, and 35,000 square feet of exhibits, including the Hall of Medical Science, Man and His Possessions, Antique Calculators and Computer

Technology, Geology, and Texas History. In fall 2007 it was closed in order to begin work on renovations and the building of a new 133,000 square foot facility, which was expected to open by fall 2009. In 2007 a limited number of its exhibits were on display at the National Cowgirl Museum and Hall of Fame, and the Omni Theater was expected to reopen by spring 2008. The history of the ranching industry in Texas is traced through film, photographs, and memorabilia at the Cattle Raiser's Museum, which was closed in January 2007 and was scheduled to reopen as part of the renovated Museum of Science and History in late 2009.

Tours are available at the Bureau of Engraving and Printing's Visitor Center, allowing the public to watch the printing of paper currency. The Pate Museum of Transportation, located on a ranch near Cresson, maintains a collection of varying modes of transportation including antique, classic, and special interest cars, airplanes, railroad cars, and space exhibits. On the campus of Southwestern Baptist Theological Seminary, the Tandy Archaeological Museum houses a collection of biblical artifacts. The Texas Civil War Museum opened in 2006 with a large collection of uniforms, weapons, and flags from both North and the South. It is the largest Civil War museum west of the Mississippi River.

Festivals and Holidays

In January/February the Fort Worth Stock Show and Rodeo is held over two weeks at the Will Rogers Memorial Coliseum and includes an indoor rodeo, exhibits, arts and crafts, rides, and a carnival midway. Cowtown Goes Green is Fort Worth's unique, western-style St. Patrick's Day celebration. The festival is held in the National Historic Stockyards District and features a parade, cattle drive, pub crawl, arts and crafts sales, and Irish music. For four days in April, Fort Worth's Main Street becomes a marketplace of food, arts and crafts, and live entertainment during the Main St. Fort Worth Arts Festival.

The arrival of spring is observed with Mayfest activities, games, sports, and arts and crafts in Trinity Park. The Van Cliburn International Piano Competition is held at the Bell Performance Center every four years. At the Quanah Parker Comanche Pow Wow & Honor Dance, Fort Worth's frontier past is highlighted with re-enactors showing off the skills and equipment needed in the days of the old West, along with Comanche dancers performing traditional dances. In June and the beginning of July is the American Paint Horse Association World Championship Show & Sale at the Will Rogers Memorial Center. Pioneer Days in September commemorates the early days of the cattle industry with a fiddler's contest, fajita cook-off, parade, and footrace. Also in September, the Fort Worth Alliance Air Show at Alliance Airport is a family-oriented event conceived as a tribute to Fort Worth's aviation industry. Oktoberfest, which celebrated

its twentieth anniversary in 2007, features music, dance, and food events to raise money for symphonic activities. The Red Steagall Cowboy Gathering & Western Swing Festival fills the Stockyard District with music, rodeo and cowboy poetry in October. November and December are filled with holiday observances including the Zoobilee of Lights and the Christmas Parade of Lights.

Sports for the Spectator

Fort Worth professional sports fans follow the American League's Texas Rangers baseball, NFL Dallas Cowboys football, NBA Dallas Mavericks basketball, and the Dallas Stars NHL teams. None of these is based in Fort Worth, but all are close enough to claim fans. The Texas Brahmas are in the Central Hockey League and play at the NYTEX Sports Centre in nearby North Richland. College fans in Fort Worth pay close attention to the Texas Christian University Horned Frogs and the Texas Wesleyan University Rams, both of which compete in major collegiate sports. The Crowne Plaza Invitational at Colonial and the EDS Byron Nelson Classic are held in May.

The Texas Motor Speedway, a 1.5-mile NASCAR oval track with a seating capacity of 155,000 (plus 53,000 more in the infield), is the second largest sports facility in the country; it schedules three major racing weekends a year.

Sports for the Participant

Six large lakes within 25 miles of downtown provide Fort Worth residents with ample opportunities for water sports and recreation. Burger's Lake is a 30-acre recreational park with a swimming lake, sandy beaches, and picnic grounds. Heritage Park Boat & Recreation Center bills itself as "a one-hour vacation in the heart of Fort Worth."

Fort Worth maintains over 200 developed city parks with more than 10,000 acres, 98 public tennis courts, 3 bicycle trails, 6 public golf courses, 20 community centers, and 20 municipal pools.

Shopping and Dining

Fort Worth boasts one of the most beautiful and vibrant downtown areas in Texas. The centerpiece of the revitalized downtown is the Sundance Square entertainment and shopping district, a 20-block area filled with historic buildings, movie theaters, live theaters, nightclubs, coffee houses, art galleries and, of course, shopping in a 40-store mall with an indoor skating rink. Other popular shopping areas are Hulen Mall, the Fort Worth Outlet Square, University Park Village, Stockyards Station, the Camp Bowie Boulevard shops, and Ridgmar Mall in west Fort Worth.

Restaurants are plentiful in Fort Worth, offering everything from Continental, Texas Ranch, New American, and ethnic cuisines. The historic districts in particular, such as The Stockyards and Sundance Square, abound in restaurants and saloons. Texas beef, chili, and Tex-Mex

are specialties. At Ellington's Southern Table in Sundance Square, diners' plates are piled high with Southern specialties like pot roast, chicken-fried steak, fried catfish, and liver and onions.

Visitor Information: Fort Worth Convention and Visitors Bureau, 415 Throckmorton, Fort Worth, TX 76102; telephone (817)336-8791 or (800)433-5747

■ Convention Facilities

The Fort Worth Convention Center in downtown Fort Worth is the city's major facility. The center, renovated in 2003 to the tune of \$75 million, has 253,226 square feet of exhibit space, 41 meeting rooms, a 28,160 square foot ballroom, a 3,000-seat theater, and a 14,000-seat arena. The Fort Worth Water Gardens are directly across the street and Sundance Square is only 5 blocks away.

Will Rogers Memorial Center is located in the museum district within walking distance of museums such as the Kimbell, Amon Carter, Modern Art, and the Science and History museums. The Botanic and Japanese Gardens are also nearby. The center contains 100,000 square feet of exhibit space, a 6,000-seat coliseum, a 3,000-seat auditorium, an equestrian center with 2,000-seat arena, and meeting/banquet facilities. The Bass Performance Hall can host events for as many as 500 people in the lobby to well over 2,000 people in the auditorium.

The Renaissance Worthington Hotel, the Radisson Plaza, and the Ramada Plaza Hotel are other downtown facilities equipped with meeting rooms and exhibit space. The city has 135 hotels/motels with more than 11,300 rooms, and the Metroplex area, including the Dallas/Fort Worth Airport, boasts even more convention facilities.

Convention Information: Fort Worth Convention and Visitors Bureau, 415 Throckmorton, Fort Worth, TX 76102; telephone (817)336-8791 or (800)433-5747

■ Transportation

Approaching the City

The Dallas/Fort Worth International Airport (DFW) is located approximately 17 miles from the downtown areas of both cities. In 2006 it served over 60 million travelers with 21 different airlines. With a U.S. Customs District, a Fish and Wildlife Port of Entry, its own Foreign Trade Zone, and official U.S. Gateway status, DFW is a major U.S. transportation facility. DFW was designated "Highest in Customer Satisfaction for Large Airports" by the 2007 North America Airport Satisfaction Study by J.D. Power and Associates. It boasts an average 1,947 daily departures and arrivals and service to more than 150 cities worldwide. Alliance Airport, the world's first master-planned industrial-use airport, is located 20 miles

north of the city. It is used by such companies as FedEx, the Drug Enforcement Agency, and Bell Helicopter. Meachum Airport is Fort Worth's leading private aviation airport. The growing Sprinks airport hosts several area flight schools.

Four interstate highways serve Dallas/Fort Worth: I-20 (east-west), I-35 (north-south), I-30 (northeast-west), and I-45 (south).

Intercity passenger service to Fort Worth is available on Amtrak train lines. The Trinity Railway Express, a commuter rail line, connects downtown Dallas, downtown Fort Worth, DFW airport, and the Fort Worth Intermodal Transportation Center, which houses the largest hub for the T and Amtrak trains. In 2004 it carried 2.16 million passengers.

Traveling in the City

The Fort Worth mass transportation system is called "The T," and includes more than 130 vehicles that travel more than 50 routes. Additionally, there is a trolley service that transports visitors from the downtown area to the Stockyards National Historic District, the Fort Worth Cultural District, and the Fort Worth Zoo.

■ Communications

Newspapers and Magazines

Fort Worth's daily newspaper is the morning *Fort Worth Star-Telegram*. Other newspapers and magazines focus on horses or cattle, including *Christian Ranchman*, which covers Cowboys for Christ events; several others deal with nurseries, gardening, and religious topics. Two airline in-flight magazines are published in Fort Worth, in addition to *Fort Worth, Texas* magazine.

Television and Radio

Due to their proximity, Fort Worth and Dallas share a number of television and radio stations with other Metroplex cities. There are nine network television

stations and six independent. Five AM and six FM radio stations broadcast from the city, including two Hispanic stations and one owned by Texas Christian University. Ninety-five total AM and FM signals are available to listeners in Fort Worth.

Media Information: *Fort Worth Star-Telegram*, Capital Cities/ABC, Inc., 400 W. 7th St., Fort Worth, TX 76102; telephone (817)390-7400

Fort Worth Online

City of Fort Worth Home Page. Available www.fortworthgov.org
 Fort Worth Chamber of Commerce. Available www.fortworthcoc.org
 Fort Worth Convention and Visitors Bureau. Available www.fortworth.com
 Fort Worth Independent School District. Available www.fortworthisd.org
 Fort Worth Public Library. Available www.fortworthgov.org/Library/
Fort Worth Star-Telegram. Available www.star-telegram.com

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- Patterson, R. Michael, *Fort Worth: New Frontiers in Excellence* (Chatsworth, CA: Windsor Publications, Inc., 1990)
- Roark, Carol and Byrd Williams, *Fort Worth's Legendary Landmarks* (Fort Worth, TX: Texas Christian University Press, 1997)



Houston

■ The City in Brief

Founded: 1836 (incorporated 1837)

Head Official: Mayor Bill White (since 2004)

City Population

1980: 1,595,138

1990: 1,654,348

2000: 1,953,631

2006 estimate: 2,144,491

Percent change, 1990–2000: 18.0%

U.S. rank in 1980: 5th

U.S. rank in 1990: 4th (State rank: 1st)

U.S. rank in 2000: 6th (State rank: 1st)

Metropolitan Area Population

1980: 2,753,000

1990: 3,321,926

2000: 4,177,646

2006 estimate: 5,539,949

Percent change, 1990–2000: 25.8%

U.S. rank in 1980: 9th (CMSA)

U.S. rank in 1990: 10th (CMSA)

U.S. rank in 2000: 10th (CMSA)

Area: 601.69 square miles (2000)

Elevation: Ranges from sea level to about 50 feet above sea level

Average Annual Temperatures: January, 51.8° F; July, 83.6° F; annual average, 68.8° F

Average Annual Precipitation: 47.84 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.4% (June 2007)

Per Capita Income: \$22,534 (2005)

2005 FBI Crime Index Property: 120,425

2005 FBI Crime Index Violent: 23,987

Major Colleges and Universities: Rice University, University of Houston, Texas Southern University

Daily Newspaper: *Houston Chronicle*

■ Introduction

During the late 1970s Houston epitomized opulence, glitter, and opportunity. The city's major industry, petrochemicals, rode the crest of a boom "in the oilpatch," as Houstonians say. Get-rich-quick growth became a predominant feature across the sprawling landscape of the city. By 1982, however, a national recession, coupled with a wildly fluctuating oil market and devaluation of the Mexican peso, changed Houston's outlook from boom to bust. Unemployment and the local economy reached depression levels by 1985, prompting a painful retrenchment. Houston's recovery and subsequent expansion are the result of the growth of energy independent industry and diversification. Optimism is back in Houston as the city looks to new opportunities in high-technology and service industries. As a result of the boom, and despite the bust, Houston's consolidated metropolitan area now exceeds 8,700 square miles and the population has more than doubled from the 1960 level. As of 2006 Houston was the nation's sixth largest city, with an estimated 5.5 million people in the metropolitan area, Houston is looking up again and approaching the future with confidence.

■ Geography and Climate

Houston lies near the Gulf of Mexico and sprawls westward from the shores of Galveston Bay on the coastal prairie of eastern Texas. Major waterways include the San

Jacinto River, part of which is encompassed by the man-made Houston Ship Channel, and an intricate network of meandering creeks and bayous, the largest of which are Buffalo Bayou and Bray's Bayou. The climate is humid and semitropical in the summertime, with an average annual temperature of about 69 degrees. Houston's winters are mild, although freezing sometimes occurs, and its summers are potent. The threat of severe weather, especially hurricanes that form when northern cold fronts collide with moisture-laden Gulf coast weather systems, is taken seriously by the local population. Houston has been directly hit by two hurricanes in the last forty years, Carla in 1960 and Alicia in 1983, and has been threatened by many others. With Alicia, Houston became the nation's largest city to have endured the passage of a hurricane's eye directly over its downtown area.

Area: 601.69 square miles (2000)

Elevation: Ranges from sea level to about 50 feet above sea level

Average Temperatures: January, 51.8° F; July, 83.6° F; annual average, 68.8° F

Average Annual Precipitation: 47.84 inches

■ History

Early Days Full of Perils

Inhabited by cannibals, visited by Spanish explorers and missionaries, a base for pirates, former capital of a fledgling nation, and site of a battle that ultimately added millions of acres to the United States—all of this can be said for the rich and varied history of the Houston area.

Amerinds, descended from the early races of mankind that crossed into North America via the Bering land bridge, are known to have occupied the southwestern United States many thousands of years before Christ. As these tribal groups fanned out across North and South America over thousands of years, a primitive culture evolved along what is now the upper Texas coast. The first recorded meetings between Europeans and the native populations of eastern Texas are found in fifteenth- and sixteenth-century accounts of Spanish explorers. These accounts are not particularly pleasant, for the natives of the Gulf Coast region that one day became Houston were notorious cannibals of the small Atakapan and Karankawa tribes. These were ferocious tribal groups, described by the Spaniards as bloodthirsty and barbaric.

The Europeans chose to move on, and despite Galveston Bay's relative attraction as a safe harbor, the upper Gulf Coast of Texas remained largely unsettled by the Spanish, who came to control virtually all of the American Southwest by the early eighteenth century. The area now known as Houston remained a malarial coastal prairie,

dotted by marshes and bayous, and home to a few remaining Karankawa.

In the aftermath of the War of 1812, various Caribbean buccaneers, notably Jean Lafitte, established short-lived settlements on Galveston Island, just south of present-day Houston. Local legends persisting to this day in Houston's southeastern suburbs along Galveston Bay tell of buried pirate treasure, placed there by the crafty Lafitte.

War Breaks Out With Santa Ana

By the 1820s settlers from the United States were moving into Texas, then owned by the newly independent nation of Mexico. It was in Mexico's interest at the time to allow these settlements. Later, as the American emigrant population grew, so did Mexico's troubles in Texas. By the 1830s the former Americans, calling themselves Texicans, were eager to form their own government and felt abused by dictates from Mexico City. Disputes emerged as a full-blown war with the Mexican government of General Antonio López de Santa Anna in 1836.

That year the area now encompassed by Houston came foursquare onto the national stage. In April, following the massacres of Texas troops at San Antonio's Alamo, General Sam Houston, leading the main body of the Texas resistance, intercepted a courier and learned of military dispositions planned by Santa Anna, the "Napoleon of the West." Houston, stalling for time, veered away from the superior Mexican force until, at the San Jacinto River near present-day Houston, he used the intercepted information to deploy his small army in an advantageous position. The two armies fought a light skirmish on April 20. Santa Anna, accused by historians of having become contemptuous of Houston, bided his time before pressing home the attack. On the afternoon of April 21, while the Mexican troops prepared for what they expected would be a major engagement the next morning, Houston attacked. By the end of the day, the future of Texas was sealed as Santa Anna lost and Houston won.

Houston Incorporated

In August a settlement named for the hero of San Jacinto began to take shape along the Buffalo Bayou. By the end of the year, even as the town was still being laid out, Sam Houston, by then the first president of the Republic of Texas, moved his capital from Columbia to the town named in his honor. Houston was incorporated in 1837. The capital remained there until 1839, when the town of Austin became Texas's permanent seat of government.

Oil, Port, and Space Center Spur Development

As a settlement, Houston grew slowly but steadily in the mid-nineteenth century. By 1870, with 9,000 citizens, it was the third largest city in Texas behind San Antonio

and Galveston. Located 50 miles inland, Houston lagged behind the two larger cities as a transportation center, although even then it was a major steamboat and rail terminus. Houston was mainly a distribution center, and manufacturing of paper products made use of the abundant lumber in the nearby pine forests of east Texas.

Three events, spread out over the first 60 years of the twentieth century, transformed the quiet community into the Southwest's largest metropolis. The first was the discovery of oil at Spindletop, near Houston, in 1901. Vast fortunes were made in the oil business, and Houston quickly began to accumulate the financial power it had once seen displayed by its neighbor to the south—Galveston—known in the nineteenth century as the “Wall Street of the South.” The second major development came in 1914, when a colossal project began to reshape the Buffalo Bayou into a ship channel, navigable by more than shallow draft riverboats.

The combination of the new port with Houston's position as a major petrochemical center enabled the city to surpass San Antonio's population in the 1930s, becoming the largest city in what was then the nation's largest state. After World War II the petrochemical industry and Houston grew even more rapidly, but Houston remained a large city with a small-town flavor.

A third major development changed that small-town flavor in 1961, when the National Aeronautics and Space Administration chose Houston as the site of its new Manned Spacecraft Center. Suddenly, the quiet little city was home to oil tycoons and glamorous astronauts, world-famous surgeons, and a professional baseball team called the Astros. Eight years later the electric phrase, “Houston, Tranquility Base here, the Eagle has landed,” made the city's name the first human word spoken from the surface of a heavenly body other than Earth.

Oil-Dependency Hurts Economy

When the Arab Oil Embargo of 1973 precipitated a world energy crisis, oil prices rose and earnings doubled and tripled, and so did stock in Houston. New towers of commerce, many designed by world-class architects such as Philip Johnson and I. M. Pei, rose up to forever change the face of Houston's central business district. Companies expanded, venture capital looked for ways to spend newfound wealth, and Houston's population shot up as northern industrial workers, eager for a share of the opportunity, flocked to the city.

Houston became in many ways a one-industry town, with both oil and chemical production feeding one another through the petroleum distillation process. By the mid-1980s Houston was the headquarters for 8 of the 10 largest energy companies, and some 5,000 businesses related to energy were located either in Houston or within 100 miles of the city. The chemical industry in Houston accounted for almost 50 percent of the total

U.S. production capacity by 1987, with more than 200 refining and processing plants in the Houston area. But by then the oil market had slumped.

Since the heady days of the oil boom, Houston's importance on the national scene has been largely economic. Reacting to the oil slump, civic and industrial leaders, intent on decreasing the city's reliance on the ups and downs of oil, were determined to build on Houston's strengths. Out of mutual interest, closer ties between the leaders of Houston's three major industries—oil, medicine, and aerospace—were forged in concert with city government and an aggressive chamber of commerce. Houston's story became one of diversity and new growth. The goal of diversification has proven successful, and Houston can count technology, finance, insurance, real estate, and manufacturing among the industries in which it plays a leadership role.

Historical Information: The Heritage Society Research Library, 1100 Bagby, Houston, TX 77002; telephone (713)655-1912; fax (713)655-9249; email info@heritagesociety.org. Houston Public Library, Texas and Local History Department, 500 McKinney St., Houston, TX 77002; telephone (832)393-1658

■ Population Profile

Metropolitan Area Residents

1980: 2,753,000
 1990: 3,321,926
 2000: 4,177,646
 2006 estimate: 5,539,949
 Percent change, 1990–2000: 25.8%
 U.S. rank in 1980: 9th (CMSA)
 U.S. rank in 1990: 10th (CMSA)
 U.S. rank in 2000: 10th (CMSA)

City Residents

1980: 1,595,138
 1990: 1,654,348
 2000: 1,953,631
 2006 estimate: 2,144,491
 Percent change, 1990–2000: 18.0%
 U.S. rank in 1980: 5th
 U.S. rank in 1990: 4th (State rank: 1st)
 U.S. rank in 2000: 6th (State rank: 1st)

Density: 3,371.7 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 1,100,450
 Black: 455,764
 American Indian and Alaska Native: 5,913
 Asian: 112,473
 Native Hawaiian and Pacific Islander: 1,977

Hispanic or Latino (may be of any race): 820,510
Other: 243,245

Percent of residents born in state: 53.4% (2000)

Age characteristics (2005)

Population under 5 years old: 173,274
Population 5 to 9 years old: 144,653
Population 10 to 14 years old: 134,316
Population 15 to 19 years old: 131,568
Population 20 to 24 years old: 149,842
Population 25 to 34 years old: 323,010
Population 35 to 44 years old: 288,509
Population 45 to 54 years old: 260,019
Population 55 to 59 years old: 99,413
Population 60 to 64 years old: 74,607
Population 65 to 74 years old: 91,350
Population 75 to 84 years old: 56,713
Population 85 years and older: 14,156
Median age: 32.3 years

Births (2006, MSA)

Total number: 92,803

Deaths (2006, MSA)

Total number: 30,911

Money income (2005)

Per capita income: \$22,534
Median household income: \$36,894
Total households: 733,101

Number of households with income of . . .

less than \$10,000: 76,090
\$10,000 to \$14,999: 62,671
\$15,000 to \$24,999: 112,854
\$25,000 to \$34,999: 96,543
\$35,000 to \$49,999: 114,330
\$50,000 to \$74,999: 115,878
\$75,000 to \$99,999: 56,519
\$100,000 to \$149,999: 54,332
\$150,000 to \$199,999: 20,495
\$200,000 or more: 23,389

Percent of families below poverty level: 16.1% (2005)

2005 FBI Crime Index Property: 120,425

2005 FBI Crime Index Violent: 23,987

■ Municipal Government

Houston, the Harris County seat, has a mayor-council form of government. The mayor, 14-member city council, and city controller are elected concurrently to two-year terms. The mayor serves as the chief executive,

the council as the legislature, and the controller as the financial manager.

Head Official: Mayor Bill White (since 2004; current term expires 2008)

Total Number of City Employees: 22,000 (2007)

City Information: City of Houston, 900 Bagby, PO Box 1562, Houston, TX 77251-1562; telephone (713) 837-0311

■ Economy

Major Industries and Commercial Activity

Energy has been the primary factor in the Houston economy since oil was first discovered in the region in 1901. Even during the oil and gas bust era of the 1980s and the recession of the early 2000s, the expertise, technology, and resources remained in the area, providing the crucial base required to meet current national and international market demands while laying the groundwork for future growth. In fact, 48 percent of the region's employment is related to energy. Houston is home to major U.S. energy firms in every segment, including exploration, production, oil field service and supply, and development. About 3,600 energy-related companies lie within the Houston area, including 13 of the top 20 natural gas transmission agencies, 600 exploration and production firms, and 170 pipeline operators. Given the existence of these firms, and the technically trained and experienced work force, Houston no doubt will remain the center of the energy industry in the United States.

The city continues to be an important site for businesses in the southwest. In 2007 Houston was home to 23 companies that ranked on the *Fortune* 500 list, and in 2006 *Fortune* named it the number one city for "Fastest Growing Companies". *Forbes* named Houston the third best metro for business in 2006.

During the last decades of the twentieth century, Houston's dependence on the upstream energy industry—which comprises oil and gas exploration and production, oilfield equipment manufacturing and wholesaling, and pipeline transportation—made it particularly vulnerable to economic downturns determined by energy prices, the national economy, and the value of the dollar against foreign currencies. In order to insulate itself from further economic distress, the city began diversifying into downstream energy (refining and chemicals manufacturing) as well as industries unrelated to the energy sector. In 1981 upstream energy represented 68.7 percent of the job market, while downstream energy represented 15.6 percent and diversified sectors represented 15.7 percent. By 2006 upstream energy's percentage was reduced to 32.6 percent while downstream



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energy increased to 15.8 percent and diversified industries nearly quadrupled to 51.6 percent.

Houston is also a world leader in the chemical industry, with nearly 40 percent of the nation's capacity for producing the basic chemicals that are used by downstream chemical operations. The Houston-Baytown-Huntsville area is home to 405 chemical plants employing roughly 36,000 people. With an extensive infrastructure that includes the world's most elaborate pipeline network, Houston is a key production center for derivatives and specialty chemicals. It also has two of the nation's four largest oil refineries. Nearly every major chemical company operates a plant near Houston, including BASF AG, Bayer Corp., Chevron Phillips Chemical Co., E. I. du Pont de Nemours Co., ExxonMobil Chemical Co., and Shell Chemical LP.

Through more than a quarter century of manned space flight, Houston has played an important role in space exploration. The Johnson Space Center of the National Aeronautics & Space Administration (NASA) is the focal point of the U.S. manned space flight program. It has primary responsibility for the research, design, development, and testing of the space shuttle, and also selects and trains astronauts and controls manned space flights. Opened in 1962, the 1,620-acre Johnson

complex is an international powerhouse of technological development, employing approximately 15,000 engineers, scientists, and administrative personnel.

Financial services are a key component to Houston's economy. A number of major financial corporations are headquartered in the city, including American National Insurance Co., and AIG Retirement Services. Situated near the center of a twenty-county coastal prairie agricultural region, Houston is a major international agribusiness center emphasizing the marketing, processing, packaging, and distribution of agricultural commodities. The city also has a strong presence in computer software, electronics, engineering, and nanotechnology.

Items and goods produced: computer software, containers, processed foods, petrochemicals, steel, industrial gases, oil and gas field equipment, synthetic rubber, cement

Incentive Programs—New and Existing Companies

Local programs: The City of Houston offers four types of tax abatements to attract new businesses. Economic development tax abatements are offered to certain

types of businesses to encourage investment and job creation. Redevelopment abatements are extended to new development within Tax Abatement Districts or Enterprise Zones, while residential abatements are restricted to Enterprise Zones. Brownfield abatements encourage the redevelopment of brownfields, areas where environmental contamination exists in the soil, surface water, or ground water.

The city also attracts investments in Tax Increment Reinvestment Zones. These zones usually cover portions of the inner city, raw land in suburban fringe areas, or a major activity center under decline. Several types of incentives are offered to businesses investing capital and creating new jobs in these areas, and can include capital costs, financing costs, real property assembly, relocation costs, professional services, and administrative costs.

State programs: Texas is a right-to-work state. The Texas Enterprise Zone Programs offer tax abatement at the local level, and refunds of state sales and use taxes under certain circumstances to businesses operating in enterprise zone areas. The state of Texas primarily targets its incentive programs toward smaller and rural communities. The Texas Emerging Technology Fund, a \$200 million fund created by the Texas Legislature in 2005, is available to companies who seek to commercialize new technologies.

Job training programs: The Texas Workforce Commission (TWC) provides workforce development assistance to employers and jobseekers across the state through a network of 28 workforce boards. Programs for employers include recruitment, retention, training and retraining, and outplacement services for employees. TWC also administers the Skills Development Fund, a program that assists public community and technical colleges create customized job training for local businesses.

The Houston Community College System (HCC) is the city's leading vehicle for ongoing training and business development. With six regional colleges, HCC has quality, cost-effective training programs conveniently located throughout the Houston area. HCC staff members also can customize training programs to meet a company's specific needs and conduct those classes on site. The HCC Workforce Development Division oversees over sixty degree and certificate programs, including accounting, biotechnology, computer science technology, international business, and real estate.

Development Projects

Two of Houston's biggest initiatives in the early 2000s were to improve the general quality of life and address the traffic situation. These goals were encompassed by Project Houston Hope, which began in 2003 and sought to reverse the downward spiral of distressed neighborhoods by eliminating abandoned property, building affordable

housing, attacking the problem of crime, collecting unpaid property taxes, and improving water, sewer, road, and educational services. The specific neighborhoods targeted in the initiative include Acres Homes, Clinton Park, Magnolia Park, Independence Heights, Settegast, Sunnyside and Trinity/Houston Gardens.

The Bayside Cruise Terminal was scheduled to open in 2008, under the auspices of the Port of Houston Authority. The facility, located on western Galveston Bay, was projected to cost \$81 million dollars. The waterfront has been a hub of development in recent years; in 2005 the Port Authority completed a five-and-a-half-year plan to deepen and widen the Houston Ship Channel.

Houston also took steps to increase its trade infrastructure. In 2006 the U.S. government and the State of Texas agreed to plan the construction of Interstate 69, sometimes called the "NAFTA Highway," which would connect Houston with the northeastern U.S. and Canada. In 2005 the Houston Airport System completed a series of improvements that totaled over \$3 billion dollars.

By 2008 St. Luke's Episcopal Hospital was expected to complete \$200 million expansion project to erect a 10-story patient care center. In 2006 Texas Woman's University completed its Institute of Health Sciences-Houston Center and plans were underway in 2007 for a new Institute of Health Sciences-Dallas Center to be built at TWU's Parkland campus.

In 2007 Courtyard by Marriot finished construction on its new 15-story downtown Houston hotel. A number of mid- and high-rise residential developments in Uptown Houston were nearing completion in 2007, including The Cosmopolitan, Tranberry Tower at the Galleria, Alexan Post Oak, and Whiteco Residential Tower.

Economic Development Information: Greater Houston Partnership, 1200 Smith, Ste. 700, Houston, TX 77002; telephone (713)844-3600; fax (713)844-0200; email ghp@houston.org

Commercial Shipping

The Port of Houston is the world's tenth largest port in terms of tonnage, and the largest in the United States for foreign waterborne tonnage. In 2006 more than 200 million tons of cargo passed through the port, and 7,550 vessel calls were recorded. This 25-mile long complex is served by the port authority, over 100 steamship lines, and more than 150 private industrial companies. The port is also the site of Foreign Trade Zone #84, at which foreign goods can be temporarily stored or processed without an import duty. Two major railroads and more than 150 trucking lines connect the port to the rest of the continental United States, Canada, and Mexico. Major commodities traded at the port include chemicals, petroleum and petroleum products, machinery, motor vehicles, and iron and steel.

Houston is the international air gateway to the Southwest. George Bush Intercontinental Airport, the 11th largest international air cargo gateway in the nation, handled more than 751 million pounds of cargo in 2005.

Houston is one of the nation's busiest rail centers, with 12 mainline tracks going through the city from which an average of 700,000 rail cars depart and arrive each year. In addition to links with the three airports, the Port of Houston, and local highways, the rail system is linked with the local trucking industry by six intermodal terminals. The Houston area is served by more than 1,100 trucking firms.

Labor Force and Employment Outlook

Houston lags just behind the national rate for high school graduates. According to 2005 Census Bureau estimates, adults without a high school diploma are more common in Houston than nationwide (21.3 percent versus 15.8 percent). However, its concentration of college graduates slightly exceeds the national average, with Houston at 27.8 percent and the U.S. average at 27.2 percent.

The Texas Workforce Commission reports that between 1990 and 2005, the service industry accounted for 87 percent of all job growth across the Gulf Coast. Among the fastest growing sectors were computer systems design; architectural and engineering; arts, entertainment, and recreation; employment services; education; and health care and social assistance. The commission projects that the service industry will also be one of the fastest growing sectors throughout the first decade of the twenty-first century, second only to professional occupations. Between 2000 and 2010, professional and related occupations will experience a job growth of 28.9 percent, and service occupations will grow by 24.3 percent. These will be followed by management, business, and financial occupations (19 percent) and construction and extraction occupations (16.3 percent). The slowest growing sector will be farming, fishing, and forestry occupations, with a growth of only 9.8 percent. Overall, the labor force is expected to grow by 22.4 percent. Population was expected to increase steadily, and projections anticipated the MSA population to be more than 9 million by 2030.

In 2007 according to the Bureau of Labor Statistics, Houston was the number one city for job growth. The unemployment rate, which is generally close to the national rate, hovered around 5 percent in 2007. The index spiked in 2005 because of an influx of refugees from Hurricane Katrina, but has since returned to normal levels.

The following is a summary of data regarding the Houston-Sugar Land-Baytown metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 2,446,000

Number of workers employed in . . .

construction and mining: 258,300
 manufacturing: 222,800
 trade, transportation and utilities: 501,400
 information: 35,900
 financial activities: 140,300
 professional and business services: 356,100
 educational and health services: 271,500
 leisure and hospitality: 218,200
 other services: 94,100
 government: 347,500

Average hourly earnings of production workers employed in manufacturing: \$17.11

Unemployment rate: 4.4% (June 2007)

Largest downtown employers

	<i>Number of employees</i>
Shell Oil Co.	5,744
Harris County	4,750
Exxon Mobil Corp.	4,420
City of Houston	4,000
JPMorgan Chase	3,000
Continental Airlines Inc.	2,824
Foley's	2,500
U.S. Post Office	2,314
CenterPoint Energy Inc.	2,199
U.S. Government	2,100

Cost of Living

Historically, the cost of living has ranked lower in Houston than in most major U.S. cities because residents pay no state or local income tax. Housing in general is extremely attractive and relatively affordable in Houston; low housing costs were the main reason Houston's overall living costs in 2007 were over 10 percent lower than the national average.

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

2007 (1st quarter) ACCRA Average House Price: \$211,851

2007 (1st quarter) ACCRA Cost of Living Index: 89.5

State income tax rate: None

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 2.0% (of which 1.0% goes to transit authority)

Property tax rate: \$0.655 per \$100 assessed valuation

Economic Information: Greater Houston Partnership, 1200 Smith, Ste. 700, Houston, TX 77002; telephone (713)844-3600; fax (713) 844-0200; email ghp@houston.org. Texas Workforce Commission, 101 E. 15th St., Rm. 651, Austin, TX 78778-0001; telephone (512)463-2236; email customers@twc.state.tx.us

■ Education and Research

Elementary and Secondary Schools

The Houston Independent School District (HISD) is the largest in Texas and the seventh largest in the United States. In 2006 it served 202,936 students. In 2002 HISD was named the nation's top-performing urban school district by the California-based Broad Foundation, due in part to its success in narrowing the achievement gap between economic and ethnic groups. In 2007 the school district was focused on creating a "College Bound Culture," which was a particular focus at accelerated magnet high schools such as Challenge Early College and East Early College High Schools. Other special programs include the Houston Academy for International Studies and International Baccalaureate programs at the elementary and secondary level.

The following is a summary of data regarding the Houston Independent School District as of the 2005–2006 school year.

Total enrollment: 202,000

Number of facilities

elementary schools: 199
junior high/middle schools: 47
senior high schools: 39
other: 11

Student/teacher ratio: 16.1:1

Teacher salaries (2005–06)

elementary median: \$44,120
junior high/middle median: \$44,640
secondary median: \$46,110

Funding per pupil: \$6,925

The city has 199 private schools, both parochial and secular, serving over 53,000 students.

Public Schools Information: Houston Independent School District, 4400 West 18th Street; Houston, TX 77092-8501; telephone (713)556-6005

Colleges and Universities

Houston's 289,000 college students make it one of the nation's leading academic centers. More than sixty degree-granting public colleges, universities, and institutes

dot the Houston landscape. The oldest is Rice University, which was ranked 17th on the 2008 *U.S. News & World Report* list of top National Universities. Its endowment per student is fifth in the nation. The largest in the area is the University of Houston, with three campuses in the immediate Houston area. Around 75 percent of its alumni remain in the Houston area after graduation, and the institution ranked second for all national universities in terms of diversity, according to the 2006 *U.S. News and World Report* College Rankings. Other major educational centers include Texas Southern University, University of St. Thomas, and Houston Baptist University. The city also has three law schools and abundant medical training, including the Baylor College of Medicine and the University of Texas-Houston Health Science Center. The Houston Community College System is one of the city's largest, enrolling 55,000 students per semester in 2007.

Libraries and Research Centers

Houston has two major public library systems: the Houston Public Library system and the Harris County Public Library system. In addition to the central Houston Public Library downtown, a 333,000-square-foot facility with holdings of 4,200,301 volumes, the Houston Public Library system encompasses 38 branches along with the Clayton Library for Genealogical Research and the Parent Resource Library in the Children's Museum of Houston. Its collections include the Greenberg Collection, Texas and Local History Collection, and U.S. Government Documents. The system also includes the Houston Metropolitan Research Center, a cooperative project formed in 1976 with Rice University, Texas Southern University, and the University of Houston. Housed in the Julia Ideson Building, this collection makes available the documentary, oral, and visual evidence of Houston's past, including African American, Mexican American, architectural, photographic, jazz music, and oral history components.

The Harris County Public Library maintains 26 branches and over 2 million items in its collection. Specialized libraries and research centers in Houston range from numerous medical and legal facilities to a library run by the American Brahman Breeders Association.

NASA's Johnson Space Center coordinates a great deal of development and design work for the U.S. Space Station. The University of Houston's 24 research entities include the Texas Learning & Computation Center, the Institute for Space Systems Operations, the Environmental Institute of Houston, Center for Materials Chemistry, Center for Public Policy, and Center for Immigration Research. Rice University conducts more than \$70 million in grant research annually in such fields as computing, nanotechnology, laser technology, robotics, groundwater management, toxic chemical clean-up, global warming, material science, astronomy, space

physics, and biomedical engineering. The Houston Advanced Research Center combines the facilities of nine major universities in translating scientific advances into practical applications. Between 2000 and 2004, the Texas Medical Center committed \$3.5 billion to research in such areas as cardiovascular, cancer, cell biology, and genetics. In 2007 the center broke ground on a 400,000-square-foot research complex intended to house a Biomedical Research and Education Facility devoted to stem-cell research. Baylor College houses a major center for AIDS research.

Public Library Information: Harris County Public Library, 8080 El Rio, Houston, TX 77054; telephone (713)749-9000. Houston Public Library, 500 McKinney St., Houston, TX 77002; telephone (832)393-1313

■ Health Care

With 95 hospitals within the metropolitan area, Houston is a world leader in medicine and boasts the world's largest medical complex. Approximately 5.2 million patients—more than 10,000 of them foreign—are treated each year in the Texas Medical Center alone, a centralized facility begun in 1943. The facility's non-profit and government institutions include 13 hospitals and two specialized patient facilities. It comprises Texas Children's Hospital, Methodist Hospital, and St. Luke's Episcopal Hospital, as well as the M. D. Anderson Cancer Center, which was ranked as the best hospital for cancer treatment by *U.S. News & World Report* in 2007. The center also received top 10 rankings by *U.S. News & World Report* that year in the fields of gynecology, urology, and ear, nose, and throat. The newest addition is the 30-story Memorial Hermann Medical Plaza, a \$150 million capital investment, which is also the largest medical office building in the Texas Medical Center. The Texas Heart Institute at St. Luke's Episcopal Hospital has performed more cardiac procedures than any other institution in the world. Houston's medical community is known for its major contributions in the areas of cardiac care, cancer research and therapy, trauma care, and innovative medical treatment. Two of Houston's other major hospitals include the Menninger Clinic and TIRR: The Institute for Rehabilitation & Research.

■ Recreation

Sightseeing

As the nation's sixth largest city, Houston offers a wide selection of recreational opportunities, ranging from professional football, basketball, and baseball to permanent companies in opera, ballet, theater, and symphony. Houston's retail offerings are world class, with several

major shopping malls and urban entertainment centers. With mild annual temperatures, abundant lakes, rivers, and wildlife areas, and more than 400 parks, Houston is also very much an outdoor city.

A principal point of interest is the Johnson Space Center, which offers self-guided public tours every day except Christmas. A unit of the National Aeronautics & Space Administration (NASA), the center features a museum, tours of the Mission Control Center, and viewing of samples returned from the Moon. Space Center Houston allows visitors to "experience" manned space flight through the "Blast Off Theater," explore shuttle and skylab facilities, and operate the simulator.

The historically minded may be interested in the San Jacinto Battleground State Historical Park, the world's tallest masonry structure. It houses documents, art, and memorabilia, and is a permanent berth for the battleship USS *Texas*, a veteran of both world wars and the only surviving dreadnought of its class.

Hermann Park includes the Houston Zoo, Miller Outdoor Theatre, the Houston Museum of Natural Science, and the first desegregated public golf course in the nation. Among other parks offering sightseeing opportunities are Memorial Park Conservancy, featuring an arboretum, herb gardens, and a botanical hall; Sam Houston Park, with seven historical buildings located downtown; and Tranquility Park, in the downtown area. In the Harris County Park system attractions include Armand Bayou Nature Center, with its wilderness preserve, nature trails, working turn-of-the-century farm, and scenic Armand Bayou boat tours; Mercer Arboretum, featuring gardens, a wilderness preserve, and nature trails; and Bay Area Park, featuring a marsh walkway. Moody Gardens on Galveston Island features a tropical setting with white sand beaches, penguins, and a discovery pyramid. The Beer Can House, a unique attraction, is constructed of over 50,000 beer cans.

Arts and Culture

Houston ranks second only to New York City by number of theater seats in a concentrated downtown area. Moreover, it is one of only a handful of cities in the country to feature permanent dance, theater, symphony, and opera companies. The Wortham Theater Center, a \$75 million complex housing the Houston Grand Opera and the Houston Ballet, is the centerpiece of Houston's vital cultural community. That community is supported by a one percent hotel tax dedicated to the city's arts, which have become nationally prominent. The city also features Jesse H. Jones Hall for the Performing Arts, home of the Houston Symphony and Society for the Performing Arts; the Hobby Center for the Performing Arts, the home of Theatre Under the Stars; and the Alley Theatre, one of the oldest resident professional theater companies in the nation.

Other famed theater groups include Stages Repertory, Main Street Theater, A.D. Players, De Camera of Houston, Theatre Lab Houston, Opera in the Heights, and the Ensemble Theatre, one of the nation's most respected African American theaters.

The Houston Symphony was formed in 1913 and performs more than 200 concerts each year in Jesse H. Jones Hall for the Performing Arts, plus summer concerts in Miller Theatre. Among other musical groups are the acclaimed Houston Grand Opera; the Houston Opera Studio, an international apprenticeship center; the Houston Youth Symphony; and the orchestras of four local universities. The Houston Ballet, a professional company, performs at home and abroad. Other dance companies include the Delia Stewart Dance Company, Allegro Dance Group, Chrysalis Dance Company, City Ballet of Houston, Cookie Joe's Jazz Company, and Several Dancers Core.

With 15 world-class museums, Houston is the fourth largest museum district in the nation. The Houston Museum of Natural Science, located near Hermann Park, features the Burke Baker Planetarium, the Wortham IMAX Theatre, and the Cockrell Butterfly Center, as well as exhibits in space science, geography, oceanography, medical science, and Texas wildlife. The Museum of Fine Arts-Houston, one of the largest museums in the United States, houses more than 27,000 works from antiquities to the present and has over 2.5 million visitors annually. It also features the Bayou Bend Collection of American decorative arts, housed in the historic home of local philanthropist Ima Hogg and surrounded by 14 acres of gardens. Houston also boasts the world-famous Menil Collection, 15,000 pieces representing twentieth-century, medieval, and Byzantine art, antiquities, and tribal art. The Contemporary Arts Museum exhibits modern works and is free to the public.

Other facilities include Children's Museum of Houston, Holocaust Museum Houston, ArtCar Museum, National Museum of Funeral History, Buffalo Soldiers National Museum, American Cowboy Museum, the Moody Mansion & Museum, The Health Museum, Museum of Printing History, and the Byzantine Fresco Chapel Museum, repository for the only intact Byzantine frescoes in the Western Hemisphere. Among the area's galleries are Farish Gallery and Rice University Art Gallery, both on the Rice University campus, and the Blaffer Gallery, on the University of Houston campus.

Arts and Culture Information: Greater Houston Convention & Visitors Bureau, 901 Bagby, Ste. 100, Houston, TX 77002; telephone (713)437-5200; toll-free (800)4-HOUSTON

Festivals and Holidays

Houston celebrates with countless festivals throughout the year. A Grande Parade and Gala is held downtown each January in honor of Martin Luther King, Jr. The

late-winter Houston Livestock Show & Rodeo commands Reliant Stadium and draws a crowd in excess of 1.8 million over three weeks. April brings the Houston International Festival, a multicultural event spanning 20 city blocks and attracting more than one million visitors across 10 days of performances, art expositions, and open-air markets. The Texas Renaissance Festival is held for eight themed weekends in October and November, while later in November Houston gathers for the H-E-B Holiday Parade on Thanksgiving Day. In December Moody Gardens presents a Festival of Lights, the Heritage Society holds a Christmas Candlelight Tour, and lighted boats are displayed in the Christmas Boat Parade on Clear Lake.

Ethnic celebrations are held throughout the year. They include the Greek Festival, Bayou City Cajun Festival, Japan Festival, Asian/Pacific American Heritage Festival, Cinco de Mayo Celebration, Scottish Highland Games & Celtic Festival, Fiestas Patrias, Houston Turkish Festival, Festa Italiana, and the Texas Championship Pow Wow. Texans' love of a variety of cuisines is apparent from Houston's numerous food celebrations, such as the University of Houston Chili Cook-Off, Bayou Boil, and the Pasadena Strawberry Festival, held 20 minutes southeast of Houston. Celebrations of arts are nearly as frequent. Spring brings the Dance Salad Festival, which presents dancers from the Americas, Europe, Asia, and Africa, followed by the Houston International Film Festival. ArtHouston, Houston International Jazz Festival, Houston Shakespeare Festival, and Trader's Village Bluegrass Festival are held in succession between mid-summer and early autumn.

Some events celebrate the unusual, and others are held just for fun. The Houston Comedy Festival features 20 performances across 8 days in April. Galveston Island hosts the FeatherFest, a birding celebration coinciding with the annual spring migration of nearly 300 species. Each May corporate and community teams race 40-foot dragon boats in the Dragon Boat Festival. RE/MAX Ballunar Festival Liftoff, presented by the Johnson Space Center each August, features a weekend of hot-air ballooning, sky-diving exhibitions, and food and entertainment. The U.S. Air Force Thunderbirds and the Navy's Blue Angels thrill spectators with aerial acrobatics each October in the Wings Over Houston Airshow.

Sports for the Spectator

After losing the Oilers to Tennessee in 1996, Houston regained a National Football League (NFL) franchise when the Houston Texans took the field in 2002. Their home is the 69,500-seat Reliant Stadium, featuring the world's first retractable roof in the NFL. Reliant also hosted Super Bowl XXXVII in February 2004, at which the New England Patriots beat the Carolina Panthers. The Houston Astros, a franchise of

the National League of Major League Baseball, play home games at Minute Maid Park. This park was christened Enron Field upon its completion in 2000, then renamed Astros Field when Enron Corp. went bankrupt in 2002, and later that year took its current name in a \$170 million, 28-year naming deal with Minute Maid Co., which has been headquartered in Houston since 1967. The Toyota Center opened in September 2003, and is home to the Houston Rockets, of the National Basketball Association; the Houston Comets, of the Women's National Basketball Association; and the Houston Aeros, of the American Hockey League. Houston Energy, a franchise of the Women's Professional Football League, play their home games at The Rig at Pearland High School.

Collegiate teams participate in most major sports by Houston-area academic institutions. Football is particularly notable, with Rice University in Conference USA, the University of Houston in Conference USA, Texas Southern University in the Southwest Athletic Conference, and Houston Baptist University, which competes as an independent. Horse racing can be enjoyed at Sam Houston Race Park, while dogs race at Gulf Greyhound Park. More than 150 of the world's best golfers vie for a \$5 million purse in the Shell Houston Open Golf Tournament each April.

Sports for the Participant

Harris County and the City of Houston's 350 developed parks and 200 green spaces embrace 38,945 acres. They offer such attractions for the recreation-minded as eight golf courses (plus dozens of non-municipal public and private courses), 39 swimming pools, 81 tennis centers, 174 baseball/softball fields, over 200 athletic fields and courts, 100 miles of hiking and cycling trails, and Lake Houston. Cullen Park, one of the largest municipal parks in the nation, boasts a velodrome equipped for Olympic cycling events. A driving range is available at Memorial Park, fishing is enjoyed at Eisenhower Park, and a three-story man-made mountain graces Herman Brown Park. Harris County parks include Clear Lake Park, with boating and fishing; Alexander Deussen Park, with boating, fishing, and camping on Lake Houston; Bear Creek Park, with an aviary on Addicks Reservoir lands; Bay Area Park, with canoeing; and Tom Bass Regional Park, offering fishing. Houston lies within an hour of 70 miles of Gulf Coast beaches; deep-sea fishing on the Gulf is available through charter companies.

Annual events invite participants of all athletic levels. In March the Guaranty Bank Tour de Houston attracts competitors in a 20- or 40-mile bike race. For many, the Tour de Houston is a warm-up for the BP MS 150 Bike Tour. Held each April, it is the largest non-profit sporting event in Texas, drawing 12,000 riders and raising more than \$47 million in the last two

decades to combat multiple sclerosis. The Buffalo Bayou Regatta, Texas' largest canoe and kayak race, is held each October.

Shopping and Dining

The 375 stores and restaurants of The Galleria, one of the largest shopping centers in the nation, are visited by more than 20 million shoppers each year. Katy Mills Mall houses 200 retail outlets in 1.3 million square feet of space. Uptown Park is a European-style shopping center featuring unique wares. The largest market on the Texas Gulf Coast is Traders Village, a collection that attracts over 4 million visitors each year. Early 2005 brought the grand opening of Market Square Market, an outdoor marketplace held each Saturday in historic Market Square Park. Antiques and collectibles shoppers seek out the Houston Flea Market, while those seeking Western gear head to Stelzig of Texas and The Hat Store.

With more than 6,100 restaurants and 600 bars and nightclubs in the Houston area to choose from, diners can enjoy a great variety of menus and cuisines. Gulf seafood, such as oysters, shrimp, lobster, and fish, is a regional specialty; other regional specialties include Texas beef, barbecue, Southwestern mesquite-grilled food, Tex-Mex and Mexican fare, and traditional Southern dishes like catfish and chicken-fried steak. Ethnic and international establishments in the Houston area offer the cuisine of 35 countries, including France, Italy, Spain, Greece, Morocco, and India.

Visitor Information: Greater Houston Convention & Visitors Bureau, 901 Bagby, Ste. 100, Houston, TX 77002; telephone (713)437-5200; toll-free (800)4-HOUSTON

■ Convention Facilities

The \$165-million expansion of the George R. Brown Convention Center was completed in late 2003. Encompassing 1.8 million square feet in total, the center nearly doubled its exhibition space to 862,500 square feet and now features 117 meeting rooms. Adjacent to the Brown Convention Center is the new Hilton Americas-Houston. In addition to more than 1,200 guest rooms, this convention hotel offers 91,000 square feet of flexible meeting space, including 26,000- and 40,000-square foot ballrooms and 30 meeting rooms. Reliant Center, home to the Houston Texans, offers 1.4 million square feet of convention and meeting space.

Convention Information: Greater Houston Convention & Visitors Bureau, 901 Bagby, Ste. 100, Houston, TX 77002; telephone (713)437-5200; toll-free (800)4-HOUSTON

■ Transportation

Approaching the City

With two major airports and several regional air facilities, Houston ranks as a central transportation hub. 42 million passengers passed through the Houston Airport System in 2006, and it was named “Airport of the Year” by the Federal Aviation Administration in 2005 for outstanding primary commercial service. It has a \$24 billion impact on the Houston economy, and flies to 118 U.S. and 76 international destinations. Passenger service is provided by all major domestic and international carriers at the George Bush Intercontinental Airport on the north side of the city, and by most major domestic carriers at the more centrally located William P. Hobby Airport about seven miles south of downtown. Ellington Field serves approximately 80,000 private and corporate passengers each year.

Houston is the crossroads for Interstates 10 and 45. Other major highways serving Houston are Loop 610, U.S. 59, U.S. 290, U.S. 90, Texas 288, Texas 225, Hardy Toll Road, Sam Houston Tollway and the Grand Parkway (Texas 99). Amtrak passenger rail service to Houston is available on the Miami-Houston-Los Angeles routes. Greyhound and Kerrville Bus Company offer regular motor coach service. Visitors can now arrive in Houston via the ocean, as Norwegian Cruise Lines launched service from the Port of Houston in November 2003.

Traveling in the City

Automobiles constitute one of Houston’s principal transportation headaches, although an ambitious transit program offers the hope of unsnarling some of the major traffic problems. An extensive commuter bus system operated by the Metropolitan Transit Authority of Harris County (METRO) provides service in the inner city and most outlying areas with a fleet of 1,661 buses covering 1,285 square miles of service area; in 2003 approximately 116 million passengers rode these buses. In 2004 METRO began operating a light rail system. The line currently runs a 7.5 mile route through downtown Houston, but is scheduled to expand to 20 miles by 2012 and to 80 miles by 2025.

■ Communications

Newspapers and Magazines

Houston’s major daily, the *Houston Chronicle*, is joined by four smaller-circulation dailies and by the weeklies *Houston Business Journal* and *Houston Press*, an alternative paper. Campus newspapers include the *Daily Cougar* (University of Houston), the *Thresher* (Rice University),

and the *UHCLidian* (University of Houston-Clear Lake).

Television and Radio

The television stations broadcasting from Houston include five network affiliates, a public broadcasting affiliate that was the nation’s first public broadcasting television station, and two independents. The nearly fifty AM and FM radio stations available in the city broadcast programming ranging from news, Spanish-language, and Christian talk shows to top-40, polka, rhythm and blues, jazz, and country music, university, and public radio.

Media Information: *Houston Chronicle*, 801 Texas Ave., Houston, TX 77002; telephone (713)220-2700

Houston Online

- City of Houston Home Page. Available www.houstontx.gov
- Greater Houston Convention & Visitors Bureau. Available www.visithoustontexas.com
- Greater Houston Partnership. Available www.houston.org
- Harris County Public Library. Available www.hcpl.lib.tx.us
- The Heritage Society. Available www.heritagesociety.org
- Houston Chronicle*. Available www.chron.com
- Houston Independent School District. Available www.houstonisd.org
- Houston Public Library. Available www.houstonlibrary.org
- NASA Johnson Space Center. Available www.nasa.gov/centers/johnson/home/index.html
- Texas Workforce Commission. Available www.twc.state.tx.us

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San Antonio

■ The City in Brief

Founded: 1718 (incorporated 1809)

Head Official: Mayor Phil Hardberger (D) (since 2005)

City Population

1980: 785,940

1990: 976,514

2000: 1,144,646

2006 estimate: 1,296,682

Percent change, 1990–2000: 17.2%

U.S. rank in 1980: 11th

U.S. rank in 1990: 10th (State rank: 3rd)

U.S. rank in 2000: 13th (State rank: 3rd)

Metropolitan Area Population

1980: 1,089,000

1990: 1,324,749

2000: 1,592,383

2006 estimate: 1,942,217

Percent change, 1990–2000: 20.2%

U.S. rank in 1980: 34th (MSA)

U.S. rank in 1990: 30th (MSA)

U.S. rank in 2000: 29th (MSA)

Area: 407.6 square miles (2000)

Elevation: Approximately 701 feet above sea level

Average Annual Temperatures: January, 50.3° F; July, 84.3° F; annual average, 68.7° F

Average Annual Precipitation: 32.92 inches of rain; 0.7 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.4% (June 2007)

Per Capita Income: \$20,407 (2005)

2005 FBI Crime Index Property: 80,987

2005 FBI Crime Index Violent: 8,007

Major Colleges and Universities: University of Texas at San Antonio, St. Mary's University, San Antonio College

Daily Newspaper: *San Antonio Express-News*

■ Introduction

San Antonio, the Alamo City, is often regarded as the Heart of Texas, for its illustrious past and its cosmopolitan present have come to symbolize the rich heritage of the state. The oft-quoted humorist Will Rogers is said to have called San Antonio “one of America’s four unique cities,” and this Sun Belt metropolis takes pride in its reputation. As large in population as the bustling Dallas, San Antonio retains its small-town flavor while serving as the headquarters for five of the country’s major military installations. Besides government, the city’s largest industry, trade, high-technology services, and tourism also profit the local economy. Visitors by the millions are drawn to the city’s meandering River Walk, the eighteenth-century Spanish missions, and of course, the site where Davey Crockett, Jim Bowie, William Travis, and 185 others made their last stand in the name of freedom from Mexico. The coexistence of the old and new is one reason San Antonio is viewed as an attractive place to relocate or visit. According to the 2007 National Traveler Survey, the city brought in enough visitors to place in the “Top Ten Family Destinations” list.

■ Geography and Climate

Commonly known as “the place where the sunshine spends the winter,” San Antonio is situated in south central Texas between the Edwards Plateau to the

northwest and the Gulf Coastal Plains to the southeast. The city's gently rolling terrain is dotted with oak trees, mesquite, and cacti, which flourish under the clear or partly cloudy skies that prevail more than 60 percent of the time. Although San Antonio lies 140 miles from the Gulf of Mexico, the seat of Bexar County, pronounced "bear," is still close enough to experience the warm, muggy air of a semitropical climate. During the winter, temperatures drop below the freezing mark an average of only 20 days and only bring measurable snowfall once every three to four years; precipitation is mostly in the form of light rain or drizzle. Annual rainfall is 32.92 inches, enough for production of most crops. May and September see the most rainfall building to thunderstorms with winds from the southeast. The city's proximity to the Gulf of Mexico, however, can bring San Antonio some severe tropical storms. Summers are hot; in fact, federal studies of weather patterns rank San Antonio as the fourth hottest city in the nation because of the average 111 days each year that temperatures reach 90 degrees or higher.

Area: 407.6 square miles (2000)

Elevation: Approximately 701 feet above sea level

Average Temperatures: January, 50.3° F; July, 84.3° F; annual average, 68.7° F

Average Annual Precipitation: 32.92 inches of rain; 0.7 inches of snow

■ History

Alamo Dominates Early History

Crossing six miles of city blocks, the San Antonio River is the focus of the city, just as it has been ever since the surrounding valley drew wandering Coahuitecan tribes seeking respite from the heat. Members of the Payaya tribe who camped on the river's banks named the region Yanaguana, or "Place of Restful Waters." But written records of these tribes' presence are minimal, and it was not until 1691 that the first visit to the river valley was made by a European. That year, on June 13, a day devoted to Saint Anthony of Padua on the Roman Catholic calendar, the river was christened by a Spanish official exploring the region. After he moved on, it was not until 1709 that a second party of Spaniards encountered the river while searching for a site for a new mission. They returned to the area in 1718 to found Mission San Antonio de Valero and Villa de Bexar, the outpost established to govern the Texas province. The mission eventually became the most famous of all Spanish missions established throughout the American Southwest. Although its crude huts were destroyed in 1724 by a hurricane, they were rebuilt on the site where its remains

now stand. The mission's nickname became the Alamo; in Spanish, the word "alamo" means cottonwood, and writings by settlers of the period note the region's groves of trees, its water supply, and its mild climate reminiscent of their home country.

Six missions in all were founded around San Antonio, with a goal of converting the native population to Roman Catholicism. A presidio, or fort, was established near each mission, with soldiers to protect the missionaries and, when necessary, to add force to the missionary argument. The system was designed to create new Spanish subjects out of the natives, enabling Spain to hold onto the vast territories it claimed in North America. Historians blame the eventual failure of the mission system on epidemics that reduced the population, periodic raids by Apaches and Comanches, and cultural differences resulting in feuds among friars, soldiers, and colonists. Mission San Antonio was secularized (removed from Church control) in 1793, and the city was incorporated in 1809.

From 1810 to 1821, San Antonio, which served as the seat of the Spanish government in Texas, was the site of several major battles in Mexico's fight for independence from Spain. Anglo-American colonization began with 300 families brought to Texas by Stephen F. Austin, whose father envisioned a settlement with ties to neither Spain nor Mexico. By 1835, the settlers' resentment of Mexico had grown into an armed revolt. Mexico's first attempt to quell the rebellion was defeated. In revenge, Mexican dictator Antonio López de Santa Anna brought with him an army of 5,000 men to attack San Antonio's defenders, a force of fewer than 200 Texans fighting from inside the fortified Alamo. Among those within its walls who held off Santa Anna's troops for 13 days beginning in February 1836, were frontiersman Davey Crockett, soldier Jim Bowie, and Lieutenant Colonel William Travis, who vowed to neither surrender nor retreat.

Statehood's Aftermath

The "Victory or Death" dedication of the Alamo's defenders, who ultimately perished when their call for reinforcements went unanswered, inspired other insurgents throughout Texas to take up arms against Mexico. Forty-six days after the Alamo fell—to the battle cry "Remember the Alamo!"—Sam Houston's Texans defeated Santa Anna at San Jacinto, and the Republic of Texas was established. The battles and uncertainties, however, did not end until 1845 when Texas became the twenty-eighth U.S. state. The ensuing period brought an influx of German settlers to San Antonio, which increased the population from about 800 to 8,000 people. Texas, aligned with the Confederacy in the Civil War, maintained its rough frontier atmosphere until 1877, when the railroad linked the isolated region with the rest of the nation.

The City in the Twentieth Century

A regional cattle industry evolved, and San Antonio's progress was further enhanced with the advent of gas lights, telephones, and electricity. When the city entered the twentieth century, it was a melting pot of German and Hispanic influence, and its population swelled with newcomers from urban America. Between 1870 and 1920 San Antonio grew to 161,000 people, making it Texas's largest city. Shortly after the turn of the century, "Aeroplane No. 1," a Wright brothers-type aircraft, flew over Fort Sam Houston and marked the debut of military aviation as an economic force in the region. Downtown businesses flourished, and the coming of the automobile fed the growth of newer surrounding communities.

World War I solidified San Antonio's position as a military command center; 70,000 troops trained there in 1917 and 1918. The war also diminished the status of the city's German community, leading to the resurgence of the Hispanic population, which was growing due to the influx of hundreds of thousands of Mexicans into Texas. San Antonio's Great Flood of 1921 left destruction in its wake, but by 1929 the city's adobe structures were complemented by skyscrapers, the most notable being the Tower Life Building, at one time the tallest office building in the state. San Antonio's Conservation Society became a vigorous presence in the preservation of the city's historical treasures, including the river around which it is built.

The onset of World War II meant intensive military activity for San Antonio. Lackland Air Force Base, for instance, trained more than one third of the war's air cadets. Expansion of the military complex led to tremendous postwar growth for the city and its environs. The 1968 HemisFair celebration placed an international spotlight on the city, attracting thousands of visitors, including some who decided to make the thriving Sun Belt community their home. By the 1970s the city's population numbered well over 700,000 people, of which more than half were Hispanic. Demand for more services and housing increased, yet language and cultural barriers had created pockets of poverty and ethnic tensions. Politics reflected the city's changing mood, and in 1975 Lila Cockrell became the first woman mayor of San Antonio. Eventually the Hispanic majority concentrated its new political force in the person of Councilman Henry Cisneros, elected in 1981 as the country's first Mexican-American mayor of a major city. San Antonio entered the 1980s as a national example of growing Latin influence in politics. The 1990 groundbreaking for the Alamodome, a \$170 million domed stadium which served as the home to the NBA Spurs and was the city's first venue for major conventions and special events, marked the beginning of a progressive decade for the city. The city saw further growth, with the completion of such projects as the expansion of the Henry B. Gonzalez Convention Center, which helped bring the city's annual convention attendance to 500,000, and the

2002 completion of the SBC Center (now the AT&T Center), a new home for the Spurs.

The Mission Trails project, which will make the area's historic missions more easily accessible, was scheduled to begin its final phase in March 2007. In 2005 Hurricane Katrina devastated much of the Gulf Coast; although not directly affected, the city did welcome and assist 30,000 evacuees as well as set up a Hurricane Relief Fund. San Antonio's multifaceted allure brings nearly 21.3 million visitors to the city per year.

Historical Information: San Antonio Conservation Society, 418 Villita Street, San Antonio, TX 78205; telephone (210)224-5711

■ Population Profile

Metropolitan Area Residents

1980: 1,089,000
 1990: 1,324,749
 2000: 1,592,383
 2006 estimate: 1,942,217
 Percent change, 1990–2000: 20.2%
 U.S. rank in 1980: 34th (MSA)
 U.S. rank in 1990: 30th (MSA)
 U.S. rank in 2000: 29th (MSA)

City Residents

1980: 785,940
 1990: 976,514
 2000: 1,144,646
 2006 estimate: 1,296,682
 Percent change, 1990–2000: 17.2%
 U.S. rank in 1980: 11th
 U.S. rank in 1990: 10th (State rank: 3rd)
 U.S. rank in 2000: 13th (State rank: 3rd)

Density: 2,808.5 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 768,878
 Black: 73,540
 American Indian and Alaska Native: 8,100
 Asian: 21,934
 Native Hawaiian and Pacific Islander: 1,184
 Hispanic or Latino (may be of any race): 735,458
 Other: 289,711

Percent of residents born in state: 66.8% (2000)

Age characteristics (2005)

Population under 5 years old: 101,219
 Population 5 to 9 years old: 89,535
 Population 10 to 14 years old: 96,578
 Population 15 to 19 years old: 88,288



Erick Richter, Custom Aerial Images by Erick Richter

Population 20 to 24 years old: 92,817
Population 25 to 34 years old: 180,981
Population 35 to 44 years old: 176,533
Population 45 to 54 years old: 152,692
Population 55 to 59 years old: 57,780
Population 60 to 64 years old: 47,688
Population 65 to 74 years old: 63,192
Population 75 to 84 years old: 42,928
Population 85 years and older: 11,992
Median age: 32.3 years

Births (2006, MSA)

Total number: 30,806

Deaths (2006, MSA)

Total number: 13,607

Money income (2005)

Per capita income: \$20,407
Median household income: \$40,186
Total households: 426,227

Number of households with income of . . .

less than \$10,000: 47,112
\$10,000 to \$14,999: 32,194

\$15,000 to \$24,999: 55,357
\$25,000 to \$34,999: 53,473
\$35,000 to \$49,999: 71,624
\$50,000 to \$74,999: 78,431
\$75,000 to \$99,999: 39,580
\$100,000 to \$149,999: 31,663
\$150,000 to \$199,999: 8,974
\$200,000 or more: 7,819

Percent of families below poverty level: 16.2% (2005)

2005 FBI Crime Index Property: 80,987

2005 FBI Crime Index Violent: 8,007

■ **Municipal Government**

San Antonio, the Bexar County seat, is administered by a council-manager form of city government. City council members are elected from 10 districts and the mayor is elected at-large. The mayor and city council appoint the city manager.

Head Official: Mayor Phil Hardberger (D) (since 2005; term expires 2009); City Manager Sheryl Sculley

Total Number of City Employees: more than 12,000 (2004)

City Information: City of San Antonio, PO Box 839966, San Antonio, TX 78283; telephone (210)207-7060; fax (210)207-4168

■ Economy

Major Industries and Commercial Activity

As of 2006 San Antonio had seen three consecutive years of economic growth, boasting a 2.3 percent annual job growth that added a total of 18,200 jobs by the final quarter of the year. The largest employment sectors in San Antonio are government, trade/transportation/utilities, and educational health, professional, and business services. The large concentration of government workers is due mainly to the location of four military bases in the area—three Air Force bases (Brooks-City, Lackland, and Randolph) and one Army post (Fort Sam Houston). From the days its first mission and accompanying presidio military post were founded in 1718, San Antonio has been regarded as an area of strategic importance. By the end of World War II, the city had become the location for the nerve center of the nation's defense network, and it remains the headquarters for the largest military establishment in the United States. The bases provide employment to approximately 74,500 military and civilian personnel and have an economic impact on the local community of \$4.9 billion. In July of 2001, another of San Antonio's military bases—Kelly—closed and was redeveloped as KellyUSA, a commercial port. The port's name was again changed and is now referred to as Port San Antonio, focusing on the mission of transforming the former Kelly Air Force Base to benefit economic growth in the city. As part of redevelopment of the port the East Kelly Railport, a \$35 million, 6-acre project, was opened in 2007. The East Kelly Railport was seen as a step towards the goal of turning the port into a global distribution hub.

The service sector is the largest and fastest growing sector of the economy, largely because of increased demand for health care and business services, and San Antonio's sound tourism industry. The healthcare and bioscience industries accounted for the largest part of the city's economy in 2005, contributing approximately \$14.3 billion to the area and employing 108,275 that year. San Antonio's highly regarded medical industry includes the 900-acre South Texas Medical Center, which employed approximately 26,757 people in 2007. Medical industry employees account for 14.3 percent of all employees in the San Antonio area. In a 2003 survey by the Tourism Division of Texas, 5 of the top 10 tourist draws in the state were in San Antonio, with the Alamo and the River Walk in the number one and two spots, respectively. The attractions of the Alamo City, as San

Antonio is known, appeal to tourists from across the country. Approximately 21 million people visited San Antonio in 2004, and the tourism industry had an estimated \$8.7 billion impact on the city's economy that same year.

Toyota Motor Corp. announced in 2003 that San Antonio was the location for one of its newest truck manufacturing plants. The plant was expected to generate approximately 2,500 jobs and produce approximately 150,000 trucks annually. Production start-up officially began in November 2006 with the assembly of the 2007 Tundra.

Items and goods produced: processed foods, airplane parts, storage batteries, steel forms, structural steel, food handling equipment, semiconductors, rolled aluminum sheet, cement

Incentive Programs—New and Existing Companies

Local programs: The San Antonio Economic Development Foundation is a not-for-profit organization, founded and supported by the business community of San Antonio for the purpose of recruiting new manufacturing, office, research and development, warehousing, and distribution operations to San Antonio. The staff provides factual information on the community from which a business can make an informed decision on establishing or relocating a new facility in San Antonio. The City of San Antonio's Economic Development Department (EDD) helps relocating, expanding, and start-up businesses. Through the city's Incentive Scorecard System EDD staff awards incentives to projects achieving qualifying scores during the application process. EDD offers a variety of financial incentives to encourage business and residential development, including tax and fee incentives, financing, regulatory reductions, and workforce development assistance, and provides customized, one-on-one service.

State programs: Texas is a right-to-work state. Texas Economic Development is the state's leading economic development agency. It offers financial incentives through various programs: the Capital Access Fund supports businesses and nonprofits that fall outside the guidelines of conventional lending or otherwise face barriers in accessing capital; Linked Deposit Fund encourages lending to non-profits, childcare-providers, historically underutilized businesses, and/or small businesses; Leverage Fund is an "economic development bank" providing financing to Texas cities that have passed an economic development sales tax; Industrial Revenue Bonds offers tax-exempt financing on land and property for eligible industrial or manufacturing projects; Defense Zone Program supports Texas's military presence; and Enterprise Zone Program encourages investment and job

creation in areas or “zones” of economic distress. San Antonio has five designated enterprise zones.

Job training programs: The Alamo WorkSource Board serves as the governing board for the regional workforce system and assists businesses in employee recruitment, screening, assessment, and customized training. Also, the State’s Skills Development Fund has \$25 million available to fund training programs designed by employers in partnership with local community colleges. The Texas Workforce Commission (TWC) provides funds for training. In 2006 TWC awarded 31 grants, totaling \$10.3 million.

Development Projects

San Antonio was prepared to welcome even more visitors with its expanded convention center, the SBC Center (now the AT&T Center) sports arena opened in October of 2002. In 2004 some \$2.2 billion worth of construction permits were issued; the city usually is in the \$1.4 billion to \$1.6 billion range. Projects underway as of 2007 included the building of a new Texas A&M campus (projected opening in 2009), the opening of a new \$24 million research development facility for DPT Laboratories, the announcement of new Microsoft and Lowe’s buildings, as well as the near completion of the Drury Inn at Main Plaza. San Antonio’s Henry B. Gonzalez Convention Center underwent a six-year, \$218-million expansion that increased its square footage to 1.3 million. The convention center has more than 203,000 square feet of meeting space that is divisible in 67 ways, four exhibit halls offering a total of approximately 440,000 square feet of contiguous display space, and three ballrooms. The convention center complex also features the Lila Cockrell Theatre, a performance art theater offering seating for more than 2,500. The San Antonio Spurs share the AT&T Center, a \$175 million, 18,500-seat venue, with the San Antonio Livestock Exposition.

Economic Development Information: San Antonio Economic Development Foundation, 602 East Commerce Street, San Antonio, TX 78205; telephone (210) 226-1394; toll-free (800)552-3333; fax (210)223-3386; email edf@sanantonioedf.com. City of San Antonio Economic Development Department, PO Box 839966, San Antonio, TX 78283-3966; telephone (210)207-8080; fax (210)207-8151

Commercial Shipping

Positioned on airline, highway, and railroad routes to Mexico, San Antonio is also the center of a 47-county agribusiness market area for crops grown elsewhere in the state of Texas. San Antonio firms handle processing, packaging, and nationwide distribution of vegetables, pecans, watermelons, and citrus fruits. Livestock, poultry

and poultry products, and dairy products also pass through San Antonio.

San Antonio’s Port San Antonio (formerly KellyUSA) is a major logistics port. It has 290,000 square feet of warehouse space available, 11,500-foot heavy-duty runway, and the East Kelly Railport (opened 2007) has 720,000 square feet of transload and distribution space. Port San Antonio is directly linked by three interchanges with Interstate-90 to I-35, I-10, and I-37, and is located on two major rail lines. San Antonio International Airport provides direct and non-stop service to all major hubs with an average 260 scheduled departures and arrivals daily. Dallas and Houston are 50 minutes away by air and Mexico City is one and one-half hours away. Stinson Municipal Airport handles general aviation traffic and acts as a reliever airpost for San Antonio International Airport. Two freight railroads (Burlington Northern Santa Fe and Union-Pacific System) serve the area, providing service to Mexico and linking San Antonio with St. Louis. The city of San Antonio operates a general purpose Foreign Trade Zone (FTZ) under the supervision of the U.S. Customs Service. Sometimes referred to as “free ports,” FTZs are secured areas that officially fall outside U.S. Customs territory. FTZs help U.S.-based businesses cut costs, improve cash flow, and increase return on investment by deferring, reducing, or altogether eliminating duties and excise taxes if the final product is exported from the zone.

Labor Force and Employment Outlook

San Antonio’s economy saw unprecedented growth in the 1990s and has remained strong in recent years. In 2006 San Antonio added 18,200 jobs bringing the annual job growth to 2.3 percent that year. A local economist theorizes that the remarkable strength of San Antonio’s job market can be attributed to its economic diversity. Between 2006 and 2011 projected job growth in the service sector was expected to be 41,500 new jobs. Other sectors projected to grow significantly during that five year term were finance, real estate, transportation, warehousing, and utilities.

The following is a summary of data regarding the San Antonio metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 811,300

Number of workers employed in . . .

- construction and mining: 60,000
- manufacturing: 48,600
- trade, transportation and utilities: 143,100
- information: 20,500
- financial activities: 64,000
- professional and business services: 104,200
- educational and health services: 111,500

leisure and hospitality: 93,900
 other services: 28,300
 government: 146,200

Average hourly earnings of production workers employed in manufacturing: \$11.53

Unemployment rate: 4.4% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
United Service Automobile Assoc. (insurance)	13,773
H.E.B. Food Stores	9,942
H.B. Zachry Co. (contractors)	8,000
SBC Communications	7,000
Southwestern Bell	4,589
Frost National Bank	3,290
West Telemarketing	3,087
Taco Cabana	3,000
Ultramar Diamond Shamrock (oil refining)	2,857
QVC Network	2,034

Cost of Living

San Antonio's cost of living is one of the lowest among large American cities. San Antonio's housing costs rank among the lowest of the 25 largest metropolitan areas.

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

2007 (1st quarter) ACCRA Average House Price: \$236,855

2007 (1st quarter) ACCRA Cost of Living Index: 92.7

State income tax rate: None

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 1.5% (groceries, medicines, rent, mortgage payments, and gasoline are exempt)

Property tax rate: \$0.58 per \$100 of assessed valuation (100% of market value) for real property; also hospital and school district, county and flood taxes (2003)

Economic Information: San Antonio Economic Development Foundation, 602 East Commerce Street San Antonio, TX 78205; telephone (210) 226-1394; toll-free (800)552-3333; fax (210)223-3386. City of San Antonio, Economic Development Department, PO Box 839966, San Antonio, TX 78283; telephone (210)207-8080

■ Education and Research

Elementary and secondary schools

Unlike many school systems elsewhere, the San Antonio area's 19 school districts (the largest of which—the Northside Independent School District—is the fifth largest in Texas) function as separate, independent entities. Each has its own superintendent, its own elected board of education, and its own taxing authority. The Texas Education Agency in Austin oversees all districts, but they function apart from city or county jurisdiction. The Northside Independent School District was still growing significantly with a projected enrollment of 85,500 students for the 2007-08 school year, an increase of 4,000 students from the previous year. Earlier that calendar year Northside was named as one of five finalists for the 2007 Broad Prize for Urban Education—an award given annually to one school district that best exemplifies improvement in student achievement while successfully bringing together students of different ethnic and class backgrounds.

The public school system in San Antonio is supplemented by specialized high schools including the Business Careers High School, Jay Science & Engineering Academy High School, and Health Careers High School, which provide curriculums focused on specific fields of study. Another such school is Communication Arts High School (CAHS) which provides a specialized curriculum that focuses on learning exceptional communication skills. CAHS was featured on *Newsweek's* 2006 "Top of the Class" list, ranked 64 out of 1,300 public schools.

The following is a summary of data regarding the Northside Independent School District as of the 2005–2006 school year.

Total enrollment: 82,767

Number of facilities

elementary schools: 57
 junior high/middle schools: 14
 senior high schools: 12
 other: 11

Student/teacher ratio: 15.4:1

Teacher salaries (2005–06)

elementary median: \$43,720
 junior high/middle median: \$44,820
 secondary median: \$46,420

Funding per pupil: \$7,542

Public Schools Information: Northside Independent School District, 5900 Evers Road, San Antonio, TX 78238; telephone (210)397-8500

More than 100 parochial schools and private schools also operate in San Antonio.

Colleges and Universities

Variouly offering associate, undergraduate, and graduate degrees in many disciplines, San Antonio's institutions of higher learning include the University of Texas at San Antonio (UTSA), which is comprised of Colleges of Business, Education and Human Development, Engineering, Liberal and Fine Arts, Sciences, Public Policy, and Honors College; a school of Architecture; and Graduate School. UTSA offered 126 undergraduate and graduate degree programs as of 2007 and is the second largest University of Texas component after UT at Austin. At the University of Texas Health Science Center, students pursue degrees in medicine, dentistry, and nursing, and receive training at affiliated teaching hospitals. Trinity University, a private school founded by Presbyterians that offers its students degrees in the liberal arts and the sciences, has been repeatedly selected by *U.S. News and World Report* as one of the best colleges in the western U.S. In the 2006–07 edition Trinity ranked first overall among schools offering undergrad and master's programs in the region for the 15th consecutive time. St. Mary's University, a private Catholic institution, is particularly known for its law and business schools. University of the Incarnate Word, also a private Catholic school, is known for its nursing curriculum. Our Lady of the Lake University is a private Catholic institution that emphasizes minority programs, particularly for Hispanics. Oblate School of Theology is a private Catholic college serving men and women seeking graduate study in theology.

San Antonio College, one of the major junior colleges in Texas, has an average enrollment of more than 22,000 students and is among the largest single-campus two-year colleges in the United States. St. Philip's College, a two-year public facility that focuses its curriculum on restaurant management, data processing, and health-related fields as well as arts and sciences, was founded in 1898 and is one of the oldest and most diverse community colleges in the country. Fall 2005 enrollment for St. Philip's College was at 10,187; the top majors for that semester included pre-nursing, radiography technology, automotive technology, education, and vocational nursing. San Antonio's Universidad Nacional Autonoma de Mexico (National Autonomous University of Mexico) offers Hispanic-oriented courses and is the only U.S. branch of UNAM's home campus in Mexico City, Mexico. Palo Alto College, a two-year college in San Antonio's south side, added new programs in Academic Computing Technology, Aviation Management, Criminal Justice, Environmental Technology, Electrical Mechanical Technology, Health Professions, Logistics, Nursing, Teacher Assistant, and Turfgrass Management.

Libraries and Research Centers

The San Antonio Public Library operates the San Antonio Central Library and 22 branch libraries across the city. The Central Library at 600 Soledad Street has received

national attention for its unique design and color ("enchilada red"). The library was designed by Ricardo Legorreta Arquitectos of Mexico City. The library collection encompasses over two million items. The Central Library houses the Texana/Genealogy and Latino reference collections, showcasing the history, culture, and art of the region. The Central Library also features an art gallery with exhibits that change periodically. The Central Library is six stories high plus a basement level; the entire third floor is devoted to children 3 and under. Children have their own "KidsCat" computer catalog and a spacious story and craft room. The construction of a new branch, John Igo Branch Library (previously Hausman Road Branch Library), was expected to be completed by fall 2007 and open in winter 2007. Another new library, Roosevelt High School & Public Library, was expected to be completed in 2009.

San Antonio's numerous research centers include those supported by the University of Texas in the fields of archaeology, environmental resources, neuroscience, women's studies, biotechnology, culture and community, aging, music, bioengineering; UT's Health Science Center has many additional research centers, devoted to areas of the medical field. Others include the Texas Public Policy Foundation and the Mexican-American Cultural Center, which seeks the harmonious integration of Hispanic and North American cultures in a manner consistent with democratic and Christian precepts. The U.S. Army Institute of Surgical Research is affiliated with the U.S. Army Medical Research and Material Command and collated with Brooke Army Medical Center. The institute includes a burn center where approximately 300 patients are admitted annually and a trauma division that admits over 1,300 annually. San Antonio's Southwest Research Institute occupies 1,200 acres and has a staff of over 3,000 studying many topics such as automation, robotics, space sciences, and fuels and lubricants. As of 2007 the Southwest Research Institute had earned 32 *R&D* 100 awards since 1971. The awards listed each year in *R&D* magazine are given in recognition of developments regarded as the top 100 most significant technical accomplishments.

Public Library Information: San Antonio Public Library, 600 Soledad Street, San Antonio, Texas 78205; telephone (210)207-2500

■ Health Care

The 900-acre South Texas Medical Center (STMC) is comprised of 45 medical related institutes including the prestigious University of Health Science Center at San Antonio. Also within those related institutes are 12 hospitals that include a veterans hospital, 2 physical rehabilitation centers, 2 psychiatric hospitals, separate medical, dental, and nursing schools, as well as 5 specialty

institutes. Approximately 26,757 people are employed at the facilities of STMC, which is recognized worldwide by medical and health care professionals for the impact of its advanced research, patient diagnosis, treatment and rehabilitation, degree programs, and state-of-the-art physical structures. In 2004 alone STMC had over four million patient visits.

The San Antonio area also has numerous medical facilities outside the boundaries of the South Texas Medical Center, including over two dozen general hospitals, two state hospitals, two children's psychiatric hospitals, and two Department of Defense hospitals: Brooke Army Medical Center at Fort Sam Houston, one of the Army's largest and considered a premier burn treatment facility, and Wilford Hall Medical Center, the Air Force's largest medical facility, at Lackland Air Force Base.

Health Care Information: Bexar County Medical Society, 6243 West Ih 10, Suite 600, San Antonio, TX 78201

■ Recreation

Sightseeing

San Antonio's most popular tourist destinations are the Alamo and the Paseo del Rio, or River Walk. The River Walk is a one and a half mile winding waterway of landscaped cobblestone paths and bridges set 20 feet below street level. The result of a downtown urban revitalization project, the River Walk is lined with cafes, shops, galleries, restaurants, and nightclubs. A visitor can sample the flavor of Mexico or relive the birth of Texas by simply enjoying the scenery, day or night. Tree-lined footpaths are lighted at night, creating a romantic ambience. For those who want more than a waterside view, boats cruise the 21 blocks at 10-minute intervals.

Mission San Antonio de Valero, the Alamo, was the first of five missions established in San Antonio and dates back to 1718 and is located downtown near the river. The chapel's facade represents what is left of the site where nearly 200 Texans died in their fight for independence from Mexico. The four other missions are all part of the San Antonio Missions National Park, a 10 mile long Mission Trail that begins at the Alamo, located at street level between Commerce and Houston Streets on Alamo Plaza. The Mission Trails project, which will make the area's historic missions more easily accessible, was scheduled to begin its final phase in March 2007.

A walking tour from the town's center will take in a number of other attractions. Among them are La Villita, the "little town," adjacent to the River Walk on Alamo Street and across from the Convention Center, where former adobe houses along cobblestone walkways now contain shops, galleries, and a museum; Market Square with its Farmers Market and El Mercado area, with its

specialty shops and weekend arts demonstrations; HemisFair Park, site of San Antonio's World's Fair in 1968 and now the center of downtown entertainment; and the King William Historic Area, a 25-block area that had been San Antonio's most elegant residential area, near downtown on the river's south banks.

Now a National Historic District, La Villita was the city's earliest settlement, evolving into a slum by the 1930s. After extensive renovation, it is now home to artists and craftspeople. Market Square is billed as the home of chili, and chili stands draw numerous visitors. The square is also host to a number of citywide festivals throughout the year. Each morning in the Farmers Market section of Market Square, fresh produce is sold directly to consumers. And in El Mercado, patterned after a Mexican market, there are several specialty shops. Inside the 92-acre HemisFair Plaza stands the Tower of the Americas, where an observation deck provides a panoramic view of the city from 750 feet up. The King William Historic Area serves as a reminder of the city's German heritage, and its stately mansions date to the 1800s. In the King William Historic Area, the Steves Homestead, an 1876 mansion with a slate mansard roof and 13-inch thick limestone walls houses Victorian antiques and is open to the public.

The colorful flora and fauna of the Japanese Tea Gardens located at the northwestern edge of 343-acre Brackenridge Park offer a change of pace to visitors. The Sunken Garden Theatre here features Sunday afternoon concerts in the summertime. The main entrance to the park is about two miles from downtown. Inside the park are a bike trail, picnic area, polo field, golf course, carousel, a miniature railroad, riding stables, and paddle boats. The San Antonio Zoo, where exotic animals roam in barless cages, is also located in Brackenridge Park. The 35-acre Zoo is particularly notable for having one of the nation's largest animal collections (3,500 animals representing 750 different species) and its endangered animals, including snow leopards, Sumatran tigers, and white rhinos. One of the newer additions to the Zoo is its Kronkosky's Tiny Tot Nature Spot, designed to connect children aged five and younger with the natural world. Across from the zoo's main entrance is the Skyride, where cable cars afford a panoramic view of the city's skyline. Nearby is Splashtown waterpark, which features water slides and south Texas's largest wave pool.

The military bases of San Antonio are also tourist destinations, but public access can vary. Group tours are welcomed, but advance reservations are advised at all posts except Fort Sam Houston, which is open to the public without restriction. Established in 1876 at its present location, historic Fort Sam Houston was the site of the first military airplane flight. Located here are the Army Medical Department Museum, which traces the history of the U.S. Army medical department with its collection of U.S. Army uniforms, medical equipment,

and POW memorabilia; the Fort Sam Houston Museum, which houses a collection of military memorabilia; and the Post Chapel, built in 1917 and dedicated by President Taft. Birds and small animals roam the quadrangle grounds, where the centerpiece is the clock tower. Brooks Air Force Base, now known as Brooks City-Base, permits the public to tour the Hangar 9/Edward H. White Museum, the oldest in the Air Force, which contains capsules used by the first space monkeys. A History and Traditions Museum at Lackland Air Force Base contains combat aircraft parts. Randolph Air Force Base features the Taj Mahal offices of the 12th Flying Wing. The rotunda of the white structure displays aviation memorabilia.

San Antonio is also home to other exciting attractions including Sea World San Antonio, the world's largest marine life showplace and home of The Steel Eel exhibit, the Southwest's first hypercoaster; and Six Flags Fiesta Texas, a \$100 million showplace park with live musical productions and world-class rides, including the Rattler, a classic wooden roller coaster, and Superman: Krypton Coaster, the largest steel roller coaster in the region. Fiesta Texas added \$30 million in new rides and attractions in 1999, including a million-gallon wave pool shaped like the state of Texas. Other sites of note in the San Antonio area include San Fernando Cathedral, where the remains of Alamo heroes are thought to be held in a marble coffin on display; Spanish Governor's Palace, called the "most beautiful building in San Antonio" by the National Geographic Society, a national historic landmark dating from 1749 that once served as offices for the Spanish Province of Texas; San Antonio Botanical Gardens, emphasizing native Texas vegetation and incorporating a biblical garden, a children's garden, and a conservatory featuring tropical and exotic plants; and Jose Antonio Navarro State Historical Park, the former home of the prominent Texan who participated in the convention to ratify Texas as a state.

Arts and Culture

When actress Sarah Bernhardt performed in San Antonio's Grand Opera House, built in 1886, she called the city "the art center of Texas." While San Antonio attracts well-known performers, it is perhaps better known for opening its cultural doors to the public through colorful festivals that celebrate the blending of its Anglo-Hispanic heritage. The San Antonio Performing Arts Association, founded in 1976, functions as the city's presenter agency.

The Majestic Performing Arts Center, a relic of the days of "movie palaces," has been restored and is home to the San Antonio Symphony, which enjoys a reputation as one of the best in the country. Its repertoire ranges from pops to classical. The Majestic Theater plays host to many of the city's premier events, ranging from traveling Broadway companies to ballet performances to classical

music concerts. Not simply a theater or a museum, the Carver Community Cultural Center is a showcase for African American artists while also providing entertainment with broad cultural appeal. Music, literature, art, drama and dance, and a major film festival, all with a Hispanic flavor, are combined at the Guadalupe Cultural Arts Center, where local, national, and international presentations are offered. Grand Opera is performed by the San Antonio Opera Company. The Chamber Arts Ensemble and the Texas Bach Choir, the only one of its kind in the state, round out San Antonio's musical options.

Flamenco dancing is offered at the Arneson River Theatre, a unique venue spanning both sides of the river. The Mexican Cultural Institute showcases folkloric dance as well as theater.

Among the city's museums and galleries is the San Antonio Museum of Art, one of the largest museums in the Southwest and home to the Nelson A. Rockefeller Center for Latin American Art, featuring a 2,500-piece collection dating as far back as 500 B.C.; notable works include a portrait of a Mayan nobleman from A.D. 700-900. In May 2005 the Lenora and Walter F. Brown Asian Art Wing opened. The wing added 15,000 square feet making the San Antonio Museum of Art home to the largest center for Asian art in the southern U. S. Witte Museum, located at one of the Brackenridge Park entrances, presents local and natural history exhibits and special children's exhibits. Marion Koogler McNay Art Museum is a former private mansion that now houses modern art. The folk history of Texas unfolds through a multimedia exhibit using 36 screens at the Institute of Texan Cultures. Oddities and western memorabilia are the focus at the Buckhorn Saloon and Museum, housed in a renovated 1881 saloon.

Other special collections and contemporary and historical exhibits are on display at the Mexican Cultural Institute; HemisFair Plaza, featuring art from Mexico and South America; and the Buckhorn Museum containing curiosities such as a two headed calf and a lamb with eight legs. The Buckhorn received a new addition in 2006 with the opening of the old Former Texas Rangers Association's Texas Ranger Museum. Other new attractions directly across from the Alamo are the Guinness World Records Museum; Ripley's Haunted Adventure, a multi-million dollar haunted house; and the Plaza Wax Museum. The San Antonio IMAX Theatre at Rivercenter shows a 48-minute docudrama depicting the famous battle at the Alamo. Images shown on a huge screen and magnetic surround sound makes viewers feel that they are there in the thick of battle.

Festivals and Holidays

For 10 days in mid-April, from dawn to well past dusk, San Antonio celebrates the Fiesta San Antonio. Featuring more than 100 events illustrative of the city's

gastronomic, ethnic and western history, Fiesta starts out with an oyster bake and culminates in colorful spectacles. Along the way revelers enjoy the crowning of King Antonio, a giant block party known as A Night in Old San Antonio, fireworks, musical productions, fashion shows, and the Battle of the Flowers parade, in which 7,000 participants honor the Queen of the Order of the Alamo and her court. Flickering torches light up the Fiesta Flambeau parade; other activities include street dancing, a carnival, and concerts. Fiesta events have multiplied over the years, and they now attract some 3.5 million people annually.

San Antonio hosts a number of other celebrations and festivals throughout the year. The San Antonio River takes the spotlight in January when River Walk Mud Festival revolves around the annual draining of the river for maintenance. Championship rodeo competitors display their skills during February's San Antonio Stock Show and Rodeo, a 16-day western roundup that begins with a downtown parade. In March the San Antonio River is renamed the River Shannon and is dyed green for the St. Patrick's Day celebration, when Irish music and entertainment prevail. The Starving Artists Show in early April brings professionals and amateurs to La Villita, a historic arts village, to sell their creations. The Cinco de Mayo events during the weekend nearest May 5 celebrate one of Mexico's Independence Days through mariachi music, folkloric dancing, and parades. Tejano music, described as a mixture of Mexican and German, is celebrated and studied at the annual Tejano Conjunto Festival in May. The beat of Latin music and dance fills the air in the outdoor Arneson River Theatre in June, kicking off the Fiesta Noche del Rio, which runs on weekends through the summer. San Antonio's Contemporary Art Month, held in July, is the only month-long contemporary arts festival in the nation; in 2006 the festival attracted 75 private studios, foundations, galleries and institutions, as well as over 500 local, national, and international artists. September's Foto-Septiembre USA is one of the three largest photography festivals in the country. Oktoberfest and the River Art Group Show by major state artists enliven the month of October. The Christmas season has a Mexican flair led by the four-day Fiestas Navidenas in Market Square and Las Posadas, a reenactment of the Holy Family's search for an inn during which children go door-to-door seeking shelter. The River Walk itself becomes a festival of lights known as the Fiesta de las Luminarias.

Sports for the Spectator

The San Antonio Spurs of the National Basketball Association, the Silver Stars of the Women's National Basketball Association, and the San Antonio Rampage of the American Hockey League play their home games at the AT&T Center (formerly the SBC Center) opened in October of 2002. The Center is a state-of-the-art 18,500

seat arena. The facility is 730,000 square feet, with four concourses, 56 suites, a practice facility, and restaurants. San Antonio's baseball team, the Missions of the Texas League, play at the Nelson Wolff Municipal Stadium. Major league pari-mutuel live and televised horse racing is offered at Retama Park year-round.

Sports for the Participant

The mild climate of San Antonio lends itself to a multitude of outdoor sport activities, many tied to the network of 210 city-owned parks administered by the city Department of Parks and Recreation. San Pedro Springs Park, the city's oldest, includes the McFarlin Tennis Center. Some 140 tennis courts in various locations augment the McFarlin Tennis Center. Brackenridge Park is San Antonio's showplace, with more than 300 acres of ballfields, horseback riding trails, bike paths, and scenic walkways through intricate gardens. Outside of the city lies Friedrich Park, where wilderness trails offer a peaceful challenge to hikers. The city operates 25 public swimming pools throughout San Antonio, including a year-round indoor Natatorium where competitions take place.

Bordered by the Texas Hill Country, San Antonio provides ready access to a number of recreation areas where hunting and water sports are popular activities. Fifteen lakes are within 150 miles of the city, and the Guadalupe River north of San Antonio is a favorite spot for canoeing, tubing, and white water rafting. Lake McQueeney, 25 miles from the city, attracts weekenders for boating and swimming. Corpus Christi and other Gulf Coast towns provide seacoast attractions about 140 miles from San Antonio. Natural bridge Caverns are located nearby between San Antonio and New Braunfels, off I-35, exit 175. Here you can tour spectacular caverns or climb and "zip" from the tallest climbing tower in Texas, while the less adventurous pan for gems and minerals. Natural Bridge Wildlife Ranch, located in the same area, is a Texas style African safari with some 50 species of Animals from all over the world roaming freely. The Vietnam War Memorial is located at Veterans Memorial Plaza. Also not to be missed is the marker for the Old Spanish Trail which linked cities of Spanish conquest and settlement.

With more than 300 days of sunshine each year, San Antonio is becoming a major golf destination. More than 40 courses (including military and private) and a championship course at the Hyatt Regency Hill Country Resort are the lure. Planned for opening in 2010 are the PGA Tournament Players Club's J.W. Marriott Hotel and two championship golf courses. Citizens are also fond of bowling—more than 26 commercial and military bowling centers dot the city. It was a San Antonio firm, Columbia Industries, that introduced polyester resin into the manufacture of bowling balls in 1960.

Shopping and Dining

One of the most exciting shopping, dining, and entertainment venues in San Antonio is Sunset Station, housed in the restored 1902 South Pacific Railroad depot near the convention center. Market Square downtown houses a large specialty shopping area, as well as a Mexican-style market featuring crafts, apparel, pottery, and jewelry. La Villita, a historic art district has various arts and crafts shops as well as restaurants. Southwest School of Art and Craft, on the grounds of a former cloistered convent, sells the works of local artists and operates a restaurant in a beautiful historic setting. Many other art galleries feature Latin American and Native American artworks. Souvenir shops offer the latest in Western wear, including hand-crafted leather boots and ten-gallon hats. Antique stores feature authentic and reproduction items, including miniature replica Civil War and Texas Revolution toy soldiers and fine furniture and jewelry that may once have belonged to turn-of-the-century settlers. For those who wish to make a day of it, many antique stores can be found along the main streets of nearby charming towns such as Comfort, Boerne, Fredericksburg, Castroville, New Braunfels, Gruene and Leon Springs. In addition, the San Antonio area has 10 major shopping malls.

Downtown dining ranges from ethnic cuisine to barbecue. Many restaurants feature some Tex-Mex dishes on their menus, and a number of restaurants specialize in south-of-the-border food. An emerging style of cooking, called New Southwestern, incorporates local produce and game. Italian, Greek, and German restaurants are well represented, as are delicatessens.

Visitor Information: San Antonio Convention & Visitors Bureau, 203 S. St. Mary's St., Suite 200, San Antonio, 78205; telephone (210)207-6700

■ Convention Facilities

San Antonio's Henry B. Gonzalez Convention Center, in the heart of San Antonio's historic district along the riverwalk, is the city's largest convention facility. Built in 1968 as part of the HemisFair, it underwent a six-year, \$218-million expansion that increased its square footage to 1.3 million. The convention center has more than 203,000 square feet of meeting space that is divisible in 67 ways, four exhibit halls offering a total of approximately 440,000 square feet of contiguous display space, and three ballrooms. The convention center complex also features the Lila Cockrell Theatre, a performance art theater offering seating for more than 2,500.

The Alamodome, a \$186-million state-of-the-art facility that can be used to host large conventions as well as trade shows and other events, opened in 1993. Featuring a Southwestern color scheme, the Alamodome has 160,000 gross square feet of contiguous floor space and configurations for groups of up to 77,000 people. The

Alamodome is within walking distance of the Henry B. Gonzalez Convention Center and HemisFair Park, the River Walk, the Alamo, and more than 9,000 hotel rooms.

San Antonio's alternate meeting facility is the Municipal Auditorium and Conference Center, an opulent structure dating to 1926 and lovingly restored with attention to historical detail after a 1979 fire. Its main auditorium offers seating for nearly 5,000. The lobby and two small wings on the main level and approximately 23,000 square feet on the lower level provide additional space for meetings, exhibits, and banquets.

Convention Information: San Antonio Convention and Visitors Bureau, 203 S. St. Mary's St., Suite 200, San Antonio, TX 78205; telephone (210)207-6700

■ Transportation

Approaching the city

San Antonio International Airport, a modern facility located 13 miles from the downtown River Walk, is served by 21 major carriers flying domestic and international routes, including nonstop flights to 43 destinations. The airport has an average of 260 daily departures and arrivals. Primary domestic destinations include Dallas/Ft. Worth and Houston, New York, Chicago, Washington D.C., Las Vegas, Los Angeles, Atlanta, Baltimore, and Phoenix; primary international destinations include Mexico City, Monterrey, Cancun, and Cozumel. Its terminal was described as "one of the most beautiful in years" by the American Institute of Architects. Traveling from the airport downtown by taxi takes about 15 minutes during normal traffic. Express limousine service runs to major hotels, and buses depart every half-hour. Stinson Field, also operated by the city Aviation Department, handles general aviation traffic. Amtrak carries rail passengers to San Antonio from points all around the country. Entering San Antonio by road is comparatively easy; the loop design of San Antonio freeways and their connecting highways enable a motorist to reach the central district from any direction.

Traveling in the City

The centerpiece of San Antonio's transportation network is its VIA Metropolitan Transit Service. This service enables visitors to experience the major attractions without a car and commuters can enjoy a near perfect on-time record. VIA's buses cover 106 routes; special vehicles serve the handicapped and elderly. To ease the flow of cars into downtown, VIA operates a number of park-and-ride locations from which commuters can catch an express bus to the business area. There are also special schedules for major events. In the downtown area, VIA Streetcars with wooden slats and brass railings cover four

routes and function as a shuttle to many major attraction and major stores.

San Antonio can be reached in 30 minutes or less by car from any point in Bexar County. The San Antonio's "hub and spoke" expressway arrangement, where all highways radiate from the central business district, makes all parts of the city easily accessible.

The Mission Trails Project, a \$17.7 million transportation enhancement project, was scheduled to begin its final phase in March 2007. Described as a project equal in importance to the city's famed River Walk, the Mission Trails Project is a hike and bike trail connecting the Alamo, Mission Concepcion, Mission San José, and Mission Espada along a 10-mile trail, and will enhance the roadways leading to the missions.

■ Communications

Newspapers and Magazines

San Antonio's major daily (morning) newspaper is the *San Antonio Express-News*. San Antonio has numerous community newspapers, among them the *San Antonio Register*, which serves the African American community, and specialty papers such as *San Antonio Business Journal* for the business community. Several local newspapers, including *Brooks Discovery*, *Fort Sam Houston News Leader*, *Kelly USA Observer*, *Lackland Talespinner*, *Medical Patriot*, and *Randolph Wingspread*, serve the military community. Additionally, the official trade magazine of the U.S. Airforce, *Airman*, is published here. Other publications include medical newspapers and magazines, magazines that are geared towards families, and magazines that provide information on local events, entertainment, shopping, and dining.

Television and Radio

Eight television stations broadcast from San Antonio: four network affiliates, one public, one independent broadcasting religious and educational programming, one station affiliated with Telemundo, and another with Univision. Additional stations are available via cable. Radio stations number more than 20 and offer a wide variety of formats, including Spanish-language programming.

Media Information: *Express-News*, PO Box 2171, San Antonio, TX 78297; telephone (210)250-3000

San Antonio Online

City of San Antonio Home Page. Available www.ci.sat.tx.us

Greater San Antonio Chamber of Commerce. Available www.sachamber.org

San Antonio Convention & Visitors Bureau. Available www.sanantoniocvb.com

San Antonio Economic Development Foundation. Available www.sanantoniodef.com

San Antonio Express-News. Available www.expressnews.com

San Antonio Public Library. Available www.sat.lib.tx.us

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Virginia

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The State in Brief

Nickname: Old Dominion

Motto: Sic semper tyrannis (Thus always to tyrants)

Flower: Dogwood

Bird: Cardinal

Area: 42,774 square miles (2000; U.S. rank 35th)

Elevation: Ranges from sea level to 5,729 feet above sea level

Climate: Mild, cooler in mountains; rainfall evenly distributed throughout the year

Admitted to Union: June 25, 1788

Capital: Richmond

Head Official: Governor Tim Kaine (D) (until 2009)

Population

1980: 5,347,000

1990: 6,187,358

2000: 7,078,515

2006 estimate: 7,642,884

Percent change, 1990–2000: 14.4%

U.S. rank in 2006: 12th

Percent of residents born in state: 50.76% (2006)

Density: 191.1 people per square mile (2006)

2006 FBI Crime Index Total: 210,974

Racial and Ethnic Characteristics (2006)

White: 5,413,295

Black or African American: 1,496,076

American Indian and Alaska Native: 18,553

Asian: 365,515

Native Hawaiian and Pacific Islander: 6,291

Hispanic or Latino (may be of any race): 470,871

Other: 197,995

Age Characteristics (2006)

Population under 5 years old: 503,491

Population 5 to 19 years old: 1,533,949

Percent of population 65 years and over: 11.6%

Median age: 36.9

Vital Statistics

Total number of births (2006): 104,377

Total number of deaths (2006): 59,324

AIDS cases reported through 2005: 16,378

Economy

Major industries: Tobacco, agriculture, manufacturing, trade, tourism, services, government, electrical equipment, food, textiles, paper products

Unemployment rate (2006): 4.7%

Per capita income (2006): \$29,899

Median household income (2006): \$56,277

Percentage of persons below poverty level (2006): 9.6%

Income tax rate: 2.0% to 5.75%

Sales tax rate: 5.0%



Chesapeake

■ The City in Brief

Founded: 1963

Head Official: Mayor Dalton S. Edge (since 2004)

City Population

1980: 114,000

1990: 151,976

2000: 199,184

2006 estimate: 220,560

Percent change, 1990–2000: 31.1%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 90th

Metropolitan Area Population

1980: Not available

1990: 1,396,107

2000: 1,569,541

2006 estimate: Not reported

Percent change, 1990–2000: 12%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Area: 353 square miles

Elevation: 15 feet above sea level

Average Annual Temperatures: January, 32.3° F; July, 86.8° F

Average Annual Precipitation: 45.74 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 7.6% (2005)

Per Capita Income: \$26,116 (2005)

2005 FBI Crime Index Property: 7,870

2005 FBI Crime Index Violent: 1,117

Major Colleges and Universities: College of William and Mary, Old Dominion University, Christopher Newport University, Norfolk State University, Tidewater Community College

Daily Newspaper: *The Virginian-Pilot*

■ Introduction

Originally the “Land of the Chesapeake,” which the Chesapeake Indians called home, the city of Chesapeake in the heart of Virginia’s Tidewater region is today a thriving metropolis that combines cutting edge technologies, a highly educated workforce, and an important port with the bliss of living in a maritime clime. Recreational opportunities abound, with Chesapeake’s proximity to the Atlantic Intracoastal Waterway and the Great Dismal Swamp National Wildlife Refuge, and the enjoyments of its own wonderful City Park. Even though the city was only founded in 1963, Chesapeake has a colonial history that dates back to the early 17th century; it was also the site of an important Revolutionary battle. New development projects are underway to improve the city’s infrastructure for its 220,000 residents. Broadband and wireless technologies, health care technologies, biotechnology, and nanotechnology all find a place in Chesapeake’s varied economic landscape. Chesapeake also has two important research centers within 10 miles of each other—the Thomas Jefferson National Accelerator Facility (Jefferson Lab) and the NASA Langley Research Center. Part of the Hampton Roads metropolitan statistical area, Chesapeake shares the resources and amenities of its sister cities, such as Norfolk, Virginia Beach, Portsmouth, Suffolk, Newport News, and Williamsburg. A deep history, thriving economy, rich culture, and lively

nightlife, all located in an astounding landscape surrounded by water—Chesapeake has it all.

■ Geography and Climate

The city of Chesapeake is situated on 353 square miles of land. The latitude of Chesapeake is 36.818 degrees north; the longitude is -76.275 degrees west. Chesapeake is adjacent to Portsmouth and Norfolk, Virginia, to the north; Virginia Beach to the south; Currituck County and Camden County, North Carolina, to the south; and Suffolk, Virginia, to the west. The northeastern part of the Great Dismal Swamp is located in Chesapeake. Chesapeake is found in the Hampton Roads region. The water area known as Hampton Roads is one of the world's largest natural harbors and incorporates the mouths of the Elizabeth River and James River with several smaller rivers. Chesapeake experiences consistently mild weather with four distinct seasons. Annual precipitation averages 45.74 inches. Rainfall in is fairly evenly distributed throughout the year. In winter, there are only traces of snowfall.

Area: 353 square miles

Elevation: 15 feet above sea level

Average Temperatures: January, 32.30° F; July, 86.80° F

Average Annual Precipitation: 45.74 inches

■ History

The city of Chesapeake was founded in 1636 as a merger between Norfolk County and the city of South Norfolk. However, the area has a longer history. The area of Norfolk County had originally been called “the Land of the Chesapeake” because it was where the Chesapeake Indians had made their home. The first English settlement began around 1620 along the banks of the Elizabeth River. Norfolk County was founded in 1636.

In December 1775, in the early part of the Revolutionary War, British Royal Governor Lord Dunmore moved his forces from Norfolk to Great Bridge (in what is now the center of Chesapeake), where he and his men awaited the American troops. On December 9, 1775, the historic Battle of Great Bridge was fought. In this brief but decisive battle, the Americans soundly defeated Lord Dunmore's forces.

In 1763, George Washington had an idea for building a canal near what became Chesapeake when he visited the area. In 1793, work began on the Dismal Swamp Canal. Progress on building the canal was slow because it was dug completely by hand. The canal opened

in 1805. However, when the Albemarle and Chesapeake Canal was completed in 1858, the Dismal Swamp Canal suffered. The Dismal Swamp Canal is now on the National Register of Historic Places. It is the oldest operating artificial waterway in the country.

The Region Flourishes

No battles of the Civil War were fought in what is now Chesapeake. When the war was over, Norfolk County capitalized on its abundant natural resources, including coastal location, miles of riverfront, deep-water harbors, and fertile, level farmland, to recover quickly.

At the turn of the 20th century, the northern part of Norfolk County near the developing city of Norfolk began to grow as the suburb of South Norfolk. By 1900, South Norfolk had its own waterworks, public schools, and a post office. Improved transportation from two rail lines led to further development, and allowed South Norfolk to incorporate as an independent town in 1919 and a city of the first class, independent of Norfolk County, in 1950.

A City is Born

During the 1950's, parts of both Norfolk County and South Norfolk were annexed by neighboring cities, affecting approximately 50,000 residents and 30 square miles of land. In 1961, city and county officials came up with a merger agreement to address the situation. On February 13, 1962, citizens of both the city of South Norfolk and Norfolk County approved the merger in a special election. In June 1962 the citizens voted again and chose the name “Chesapeake” for the new city, to honor its heritage as the historic land of the Chesapeake. The merger became effective January 1, 1963.

Chesapeake's population has grown from approximately 78,000 in 1963 to more than 220,000 in 2006. Today, Chesapeake's varied neighborhoods provide its citizens with excellent schools, recreational and cultural facilities, and strong city leadership as the city continues to grow.

Chesapeake was ranked the 59th best place to live in the U.S. in 2006 by *Money Magazine*.

Historical Information: Chesapeake Economic Development Department, 501 Independence Parkway, Suite 200, Chesapeake, VA 23320; telephone (757)382-8040; fax (757)382-8050

■ Population Profile

Metropolitan Area Residents

1980: Not available

1990: 1,396,107

2000: 1,569,541

2006 estimate: Not reported

Percent change, 1990–2000: 12%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: Not available

City Residents

1980: 114,000
 1990: 151,976
 2000: 199,184
 2006 estimate: 220,560
 Percent change, 1990–2000: 31.1%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 90th

Density: Not available

Racial and ethnic characteristics (2005)

White: 140,461
 Black: 63,041
 American Indian and Alaska Native: 1,043
 Asian: 4,413
 Native Hawaiian and Pacific Islander: 78
 Hispanic or Latino (may be of any race): 5,592
 Other: 1,908

Percent of residents born in state: 54.9%
 (2000)

Age characteristics (2005)

Population under 5 years old: 14,605
 Population 5 to 9 years old: 13,163
 Population 10 to 14 years old: 19,187
 Population 15 to 19 years old: 17,256
 Population 20 to 24 years old: 15,664
 Population 25 to 34 years old: 24,890
 Population 35 to 44 years old: 35,565
 Population 45 to 54 years old: 34,014
 Population 55 to 59 years old: 11,066
 Population 60 to 64 years old: 10,180
 Population 65 to 74 years old: 11,071
 Population 75 to 84 years old: 6,133
 Population 85 years and older: 2,041
 Median age: 35.8 years

Births (2006, County)

Total number: 2,995

Deaths (2006, County)

Total number: 1,548

Money income (2005)

Per capita income: \$26,116
 Median household income: \$60,817
 Total households: 77,821

Number of households with income of . . .

less than \$10,000: 3,314
 \$10,000 to \$14,999: 2,558
 \$15,000 to \$24,999: 7,073
 \$25,000 to \$34,999: 7,228
 \$35,000 to \$49,999: 11,599
 \$50,000 to \$74,999: 17,138
 \$75,000 to \$99,999: 12,877
 \$100,000 to \$149,999: 11,112
 \$150,000 to \$199,999: 3,437
 \$200,000 or more: 1,485

Percent of families below poverty level: 10%
 (2005)

2005 FBI Crime Index Property: 7,870

2005 FBI Crime Index Violent: 1,117

■ Municipal Government

Chesapeake has a council-manager form of government. Chesapeake has eight council members and a mayor elected at large for four-year terms, which means that members represent the entire city rather than specific districts. The city council sets policy, approves the budget, and sets the tax rate. Members also hire the city manager, who is responsible for the day-to-day administration of the city. The city manager prepares a budget, recruits and hires most of the government's staff, and carries out the council's policies. The city manager may recommend policy decisions, but he or she is bound by the action of the council.

Head Official: Mayor Dalton S. Edge (since 2004; current term expires 2008)

Total Number of City Employees: Approximately 4,000 (2007)

City Information: City of Chesapeake, Public Communications Department, 306 Cedar Rd., Chesapeake, VA 23322; telephone (757)382-2489

■ Economy

Major Industries and Commercial Activity

The largest economic sectors in the greater Chesapeake area include industrial/communications technologies, knowledge services, military support industries, health-care technologies, retail development, maritime and logistics, transportation, and automotive parts and equipment production. Such cutting edge technologies as robotics, nanotechnology, and photonics have a foothold in Chesapeake. It is also a center for broadband and



The Chesapeake Conference Center offers up to 23,000 square feet of flexible space. *Chesapeake Conventions and Tourism*

wireless technologies, media and information services, and biotechnology.

More than 30 companies have their headquarters in Chesapeake. These include: Altec USA; American GFM; Block USA LP; Canon ITS; Chesapeake Hardwood; DaiEi Papers (USA); Dollar Tree Stores; Eltromat; ESKA Graphic Board USA; FDGM, Inc.; Givens, Inc.; Harris Publishing; IBS of America; Init; JUD Corp.; Lafarge Calcium Aluminates; Lovato USA; Map Mobile; Mareva Corp.; Nistem Corp.; Plasser American; Schock Metal; Selenium USA; Sumitomo Machinery Corp. of America; Tecnico Corp.; U.S. Coast Guard Finance Center; Vanderschoot USA; Volvo Penta of the Americas; and Yupo Corporation of America. The region is home to over 80 manufacturers who employ over 90,000 people.

The major crops grown in the area, bringing in \$37 million dollars annually, are soybean, corn, and wheat.

Items and goods produced: electronics and communications equipment, plastics and chemical processing, aerospace and aviation, software, electro-medical equipment, automotive parts and equipment

Incentive Programs—New and Existing Companies

Local programs: Chesapeake's Economic Development Department assists companies with business retention, permits, site selection, workforce services and training, networking, and information resources. Incentives offered by the city of Chesapeake include an Economic Development Investment Grant Program and Industrial Revenue Bond Financing. The Virginia Center for Innovative Technology provides access to technology research and expertise, promotes partnerships and research collaborations with Virginia's universities, and enhances the critical technology infrastructure of Virginia. The Small Business Development Center of Hampton Roads offers business advice and guidance. Nearly 1,000 acres of industrial property in Chesapeake have been included as part of Foreign Trade Zone No. 20, now one of the largest in the United States.

State programs: Virginia is a right-to-work state. The State General Assembly has kept Virginia's taxes on industry very competitive by maintaining relatively moderate corporate income tax rates for some 30 years and by

eliminating many tax irritants, resulting in very modest tax bills for business and industry. While this alone constitutes an attractive incentive for new and existing businesses, the State of Virginia further offers Governor's Opportunity Funds, which allow the Governor to secure business locations or expansion projects with matching funds from the local community; Virginia Investment Partnership Grant Funds, supporting large employers with businesses established for a minimum of five years in Virginia; property tax exemptions; sales and use tax exemptions; enterprise zones; technology zones; and foreign trade zones. Among Virginia's tax credits are a General Income Tax Credit and a Real Property Improvement Tax Credit. Virginia has a State Historic Rehabilitation Tax Credit Program (as does the federal government). The federal government also offers Federal Employment Tax Credits for Federal Empowerment Zones, and a Federal HUBZone Empowerment Contracting Program; a HUBZone is a "historically underutilized business zone" located within communities with low incomes and/or high unemployment.

Job training programs: In the Hampton Roads area, Opportunity, Inc., provides employers and job seekers with necessary networks and resources in an effort to achieve their mission of "strengthening the localized talent pool of workers to match private sector investments in technology, capital, and product improvement." Acting under the auspices of the Hampton Roads Workforce Development Board and funded through the Workforce Investment Act, the agency offers workshops, links to online tools and access to a statewide collection of strategic partners. The Hampton Roads Chamber of Commerce also supports the Workforce Focus program, which keeps local employers abreast of labor market trends, employment best practices and workforce resources.

Development Projects

In 2005, the city created the Greenbrier Tax Increment Financing (TIF) District as part of a "preemptive redevelopment" program. The Greenbrier TIF is designed to fund \$150 million worth of projects including parking decks, upgrades to the Chesapeake Conference Center, many different pedestrian improvements, a shuttle system for the entire district, and improvements to Chesapeake City Park. The first redevelopment project, Belharbour Station at SoNo, will bring over \$200 million of private investment to a vacant waterfront industrial site. A TIF District was created to provide public infrastructure improvements that are needed for implementation of the strategic redevelopment plan.

As of 2007, the Norfolk Airport Authority was following a master plan to drive Norfolk International's redevelopment for the next 30 years. The airport's largest capital improvement project, Arrival 2002, was completed in June 2002. The \$133 million project included a new 243,000-square-foot arrivals building with an

automated baggage handling system; a 2,850-space covered parking garage; runway and taxiway rehabilitation and upgrades; main terminal lobby refurbishment; and a new food/beverage and retail concession program. Future expansion of long-term parking, air cargo and general aviation facilities in addition to the construction of an additional runway are in the planning stages.

Economic Development Information: Chesapeake Economic Development Department, 501 Independence Parkway, Suite 200, Chesapeake, VA 23320; telephone (757)382-8040; fax (757)382-8050.

Commercial Shipping

With its central location on the eastern coast of the United States, Chesapeake is a major shipping center. Its port is not only the largest intermodal facility on the eastern seaboard, but it boasts the highest growth volume of any United States port. The Port of Virginia handles more than one million containers per year. However, engineers estimate that by 2030 the port will handle an annual load of 3 million containers. With the rapid growth of the port's activity, in 2005 the Virginia Port Authority commissioned a study that determined that an additional 60 million square feet of industrial space would be needed in the next 25 years. The study called for the construction of an intermodal park of 3,500 acres to accommodate the port's growth. As of 2007 the port linked to over 250 other ports worldwide. Shipping terminals include Norfolk International Terminal, Portsmouth Marine Terminal, Newport News Marine Terminals, and Virginia Inland Port.

In addition to its status as a marine shipping center, Chesapeake also is home to 135 motor carriers. Being a transportation hub for the region, Chesapeake is linked to one of the most modern interstate and state highway systems in the nation. Rail service is provided by CSX and Norfolk-Southern.

Air freight service is available at Norfolk International Airport, where airlines and air cargo carriers processed more than 68.7 million pounds of freight in 2006.

Labor Force and Employment Outlook

Chesapeake has one of most highly educated workforces in the United States. Approximately 85 percent of residents over age 25 have graduated high school, and 25 percent have a bachelor's degree or higher. The city has more educated workers and higher annual research and development expenditures than Charlotte and the Research Triangle areas of North Carolina. The civilian labor force exceeds 110,000 for Chesapeake, and 770,000 for the Hampton Roads metropolitan statistical area (MSA). Hampton Roads is the 31st largest MSA in the U.S. The MSA has more than 60,000 bilingual/multi-lingual residents. Chesapeake's local labor force is augmented annually by 17,000 exiting military

personnel, 40,000 military spouses, and more than 8,500 graduating college students.

Virginia is the northernmost right-to-work state. Labor costs in Chesapeake have continually been competitive nationally, especially because Virginia state laws contain employer costs in the areas of workers' compensation and unemployment insurance. Actual wage and salary rates are also competitive, which, combined with an affordable cost of living, makes Chesapeake a desirable location for businesses and employees. In 2006 the unemployment rate in Chesapeake was 3.3 percent.

The following is a summary of data regarding the Virginia Beach-Norfolk-Newport News VA-NC metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 766,900

Number of workers employed in . . .

- construction and mining: 50,200
- manufacturing: 58,200
- trade, transportation and utilities: 142,300
- information: 15,400
- financial activities: 40,600
- professional and business services: 101,900
- educational and health services: 86,800
- leisure and hospitality: 84,700
- other services: 34,300
- government: 152,500

Average hourly earnings of production workers employed in manufacturing: 20.34

Unemployment rate: 7.6% (2005)

<i>Largest Employers (2005)</i>	<i>Number of employees</i>
Chesapeake General Hospital	2,400
QVC, Chesapeake, Inc.	1,276
HSBC	1,215
LTD Management Co. LLC.	1,000
Cox Communications	800
EDS	800
Reliance Staffing Services	700
Lifetouch National School Studios, Inc.	665
Dollar Tree Stores, Inc.	660

Cost of Living

According to the area multiple listing service for real estate sales, the average sales price for all homes in Chesapeake during May–July 2007 was \$290,632.

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

2007 (1st quarter) ACCRA Average House Price: Not reported

2007 (1st quarter) ACCRA Cost of Living Index: Not reported

State income tax rate: 2.0% to 5.75%

State sales tax rate: 4.00%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: \$1.09 per \$100 of assessed value

Economic Information: Chesapeake Economic Development Department, 501 Independence Parkway, Suite 200, Chesapeake, VA 23320; telephone (757)382-8040; fax (757)382-8050. City of Chesapeake, Virginia, Department of Neighborhood Services, Customer Contact Center, P.O. Box 15225, Chesapeake, VA 23328-5225; telephone (757)382-2489

Education and Research

Elementary and Secondary Schools

The Chesapeake Public Schools district provides education to students. In addition to its traditional elementary, middle, and high schools, there are three special programs in the district for students with alternate needs: Chesapeake Alternative School, Chesapeake Center for Science and Technology, and the Center for the Academically Gifted. Seventy-six percent of Chesapeake's high school graduates attend two- or four-year college, and a number of its graduates have gone on to play professional sports.

In 2002, the district instituted an Improvement Division Plan, intended to continue through 2007. The plan included 77 recommendations on improving and implementing district-wide beliefs and strategy, with the goal of improving performance, efficiency and school safety. The system received the 2005 SPQA (Senate Productivity and Quality Award) Medallion of Excellence.

The following is a summary of data regarding the Chesapeake Public Schools as of the 2005–2006 school year.

Total enrollment: 40,121

Number of facilities

- elementary schools: 28
- junior high/middle schools: 10
- senior high schools: 6
- other: 3

Student/teacher ratio: Not available

Teacher salaries (2005–06)

elementary median: \$47,121
 junior high/middle median: Not available
 secondary median: Not available

Funding per pupil: \$7,802

Fewer than seven percent of children living in Chesapeake attend private schools.

Public Schools Information: Chesapeake Public Schools, 312 Cedar Road, Chesapeake, VA 23322; telephone (757)547-0432

Colleges and Universities

There are several four-year colleges and universities in the Chesapeake region. Located in Williamsburg, the College of William and Mary (enrollment 7,500) is America's second-oldest college, chartered in 1693 by King William III and Queen Mary II of England. Old Dominion University (enrollment 21,600) in Norfolk is a public research university established in 1930 as the Norfolk Division of the College of William and Mary. It became an independent institution in 1962. Christopher Newport University (enrollment 4,800), located in Newport News, is a public liberal arts college offering more than 80 undergraduate and graduate programs of study. It also has ties to William and Mary, being established in 1960 as a two-year school of the College of W & M. It became a four-year college in 1971 and a university in 1992. Hampton University (enrollment 5,700) in Hampton is a private, non-sectarian, co-educational, historically black university. Norfolk State University (enrollment 6,000) in Norfolk, founded in 1935, is a public, historically black university, offering both undergraduate and graduate degrees. Regent University (enrollment 4,200) in Virginia Beach was established in 1978 by M. G. "Pat" Robertson. It is a Christian university. Eastern Virginia Medical School in Norfolk, established in 1973, is the only school of medicine founded by a grassroots effort of the local community. In 2005, the school received over 4,200 applications for the 110 positions in the incoming class of medical students.

Community colleges and trade schools include: Tidewater Community College; ECPI College of Technology; Thomas Nelson Community College; Paul D. Camp Community College; and Strayer University, which offers bachelor's degrees as well as associate's degrees.

Libraries and Research Centers

The Chesapeake Public Library System has a central library, five branches, and a bookmobile. The central library contains the most comprehensive collection and serves as the reference resource center, including computerized information services. Together with the branch libraries and the bookmobile, the library system serves the 220,000 citizens of the city of Chesapeake. The area

libraries contain current and popular books, as well as a basic reference collection, newspapers, magazines, videos, DVDs, CDs, and a computerized information service. The Wallace Room in the central library serves as a reference resource of non-circulating genealogical and local history materials. It is supported by the Norfolk County Historical Society of Chesapeake.

Chesapeake has two national research laboratories within ten miles of each other: the Thomas Jefferson National Accelerator Facility (Jefferson Lab), a Department of Energy national laboratory for nuclear physics research; and NASA Langley Research Center, which conducts research in aeronautics, earth sciences, space technology, and structures and materials.

Public Library and Research Information: Chesapeake Public Library System, 298 Cedar Road, Chesapeake, VA 23322-5598; telephone (757)382-6591

■ Health Care

Nine general hospitals serve the area, including Chesapeake General Hospital, a 299-bed facility with a medical staff of over 440 and 36 medical specialties. Chesapeake General Hospital is the cornerstone of the Chesapeake Regional Medical Center; 40 percent of its patients reside outside of Chesapeake. In addition to Chesapeake General Hospital, the Chesapeake Regional Medical Center's family of providers include the Birthplace, the Diagnostic Center of Chesapeake, the Surgery Center of Chesapeake, Georgian Manor and Cedar Manor assisted-living facilities, ComfortCare Home Health and Hospice, the Lifestyle Center, the Sidney M. Oman Cancer Treatment Center, the Sleep Center and the Outer Banks Hospital. Other hospitals and medical centers near Chesapeake include Maryview Medical Center/Portsmouth General, about seven miles away in Portsmouth, Children's Hospital of the King's Daughters, also seven miles away in Norfolk, and the Hospital for Extended Recovery in Norfolk.

■ Recreation**Sightseeing**

Located in the beautiful Hampton Roads region, some of Chesapeake's main attractions are water-related. Chesapeake has close access to the Atlantic Intracoastal Waterway, which extends for about 3,000 miles along the Atlantic Ocean and Gulf of Mexico coasts. Thousands of boats ply the Intracoastal Waterway passing through the Dismal Swamp Canal and the Albemarle Chesapeake Canal annually. The waterway links the Chesapeake Bay to North Carolina's sounds, providing an important East Coast connection between Boston and Key West, Florida. Whether visitors are sailing or watching from the

shore, they can enjoy the sights along this historic waterway. Parks at Deep Creek and Great Bridge provide excellent observation points. The Great Bridge Lock Park has bleachers to allow spectators to view the many yachts that transit the lock. There is also a playground and a boat ramp. Deep Creek Lock Park is heavily wooded, with a pedestrian bridge and elevated walkway system to cross a tidal inlet and marsh area. Other features include foot trails that wind through the woods. The Dismal Swamp Canal Trail is used by horse owners, bicyclists, walkers, joggers, and boat owners. The trail runs 8.5 miles along the Dismal Swamp Canal. It is a nature and history lover's delight. The Great Dismal Swamp National Wildlife Refuge was established in 1973; it consists of more than 111,200 acres of forested wetlands in southeastern Virginia and northeastern North Carolina. The 3,100-acre Lake Drummond lies at the center of the swamp. The refuge is home to white tailed deer and black bear. Birding is popular as over 200 species of birds have been identified on the refuge.

The Chesapeake City Park is a 75-acre site that has 45 acres of open space with the remainder being rows of reforested pine trees. The Chesapeake Skate Park is located in the City Park, and it is also the site of the annual Chesapeake Jubilee and Symphony Under the Stars. Fun Forest, a children's playground, is spread over three acres of City Park. The playground has an area for older children that features a dragon, three-way underground telephone, shaky bridge, dolphin tunnel slide, and many more challenges. The science and learning area teaches mathematics and science while children have fun playing with mirrors, whisper dishes, and a planet walk. The toddler playground invites smaller children to steer a plane or truck, swing, slide, and more. City Park is also the location of twelve regulation/competition class horseshoe courts and home to the city's annual Horseshoe Tournament. The park also has Chesapeake's first dog park, opened in 2002.

Also for the nature lover, the Chesapeake Arboretum is 48 acres dedicated to promoting horticulture and environmental awareness. One of Virginia's finest trail systems meanders through a mature hardwood forest with many varieties of native plants and trees. The Arboretum headquarters is an 18th century farmhouse with theme gardens that include a fragrance and antique rose garden. The farmhouse was built in 1730 with an addition built in 1822.

Located at the Chesapeake Municipal Center is the Chesapeake Planetarium, where visitors can explore the wonders of the universe. Free public programs including telescope observations are offered each week. The Chesapeake Veterans' Memorial commemorates the service and sacrifice of Chesapeake citizens who have served or are serving in the military. The memorial is located on the municipal grounds and is made up of a marble structure and more than 1,000 individual memorial pavers.

Cuffeytown-Longridge is the site of the oldest continuous community of Free-Born Africans in Virginia. Cuffeytown-Longridge history has been traced back to the 18th century. The community encompasses an area that contains many historic sites including Gabriel Chapel African Methodist Episcopal Zion Church, founded in 1866. Cuffeytown Road was named to commemorate the service of the Cuffeytown 13, a group of African Virginia Union Army Civil War Veterans who served in the 19th, 5th, and 36th U.S. Colored Infantries. These veterans are buried in the Cuffeytown History Cemetery. The Bells Mill Historical Research and Restoration Society sponsors tours of Cuffeytown and 20 other historical sites. The J.J. Moore Visitor, Archives, and Family Life Center is the only visitor center in Virginia with an Afro-Union and Afro-Virginian repository theme. The archives room has a historical collection that serves as a repository of documents, pictures, and records of over 140 years of Cuffeytown, Gabriel Chapel Church, and Afro-Union, Afro-Virginian, and Afro-Norfolk County military, political, and educational histories.

Chesapeake is also home to a number of stops on the Virginia Civil War Trails, including Dismal Swamp Canal, Deep Creek, Great Bridge, Glencoe, Pleasant Grove Baptist Church Cemetery, Seven Patriot Heroes, and Gabriel Chapel and Cuffeytown Cemetery.

Two important museum complexes within close reach of Chesapeake include the National Maritime Center in Norfolk and the Mariners' Museum in Newport News. The National Maritime Center consists of Nauticus, the battleship *Wisconsin*, the Hampton Roads Naval Museum (HRNM), NOAA&Nauticus, and Cruise Norfolk. Nauticus is a maritime-themed science center featuring interactive theaters, hands-on exhibits, aquaria, digital high-definition films, and many educational programs. The *U.S.S. Wisconsin* is the largest and last battleship ever built by the U.S. Navy. The HRNM highlights more than 200 years of naval history and houses more than 50 exhibits that interpret the history of the U.S. Navy in Hampton Roads. NOAA&Nauticus is the National Oceanographic and Atmospheric Administration (NOAA) Office of Coast Survey and its Chesapeake Bay Office and Maritime Heritage Programs, which includes an education resource center. There are interactive exhibits about the earth's environment. The Cruise Norfolk Terminal is the only homeport passenger terminal for Virginia with more than 100,000 passengers sailing to the Caribbean each year.

The Mariners' Museum is one of the largest international maritime history museums complete with prized artifacts celebrating the spirit of seafaring adventure. Visitors can explore more than 60,000 square feet of gallery space with rare figureheads, handcrafted ship models, Civil War ironclad *U.S.S. Monitor* artifacts, paintings, and small craft from around the world. On March 9, 2007, the *U.S.S. Monitor* Center opened. A

\$30 million addition to the Mariners' Museum, the *Monitor* Center represents one of the nation's premier Civil War attractions. Visitors enjoy a high-definition battle theater, can walk on a full-scale replica of the *Monitor*, enjoy exciting interactive exhibits, experience a wide array of educational programs for school children, adults, families and scholars, and walk down a mock dock between a wooden sailing frigate and the *C.S.S. Virginia*.

Also close to Chesapeake is the Virginia Zoological Park in Norfolk, located on 53 acres along the Lafayette River. The zoo is home to over 350 animals ranging from elephants, Siberian tigers, and monkeys to reptiles and birds. A ten-acre Okavango African habitat, a reptile and nocturnal gallery, a barnyard, and botanical gardens are just some of the features of this zoo. Other nearby attractions include Busch Gardens, Colonial Williamsburg, Jamestown/Yorktown, and Norfolk Naval Base.

In Portsmouth, the Virginia Children's Museum is the state's largest children's museum, which provides over 64,000 square feet of exhibit space. The museum features dozens of interactive exhibits and a planetarium, as well as an antique toy and model train collection, one of the largest on the East Coast.

Arts and Culture

Chesapeake is minutes away from outstanding professional theater, opera, dance troupes, symphony, and museums. In Norfolk the Chrysler Museum of Art is a fine collection of art and two historic houses. Represented artists include Andy Warhol, Louis Tiffany, and Paul Gauguin. The Chrysler Library is the largest art reference library in the Southeast. Adjacent to the galleries and included in admission are the Moses Myers House, residence of Norfolk's first Jewish citizen, and the Willoughby-Baylor House. The Portlock Galleries at SoNo in Chesapeake is a new collection of artist working studios, shops, and galleries. Portlock Galleries will host local and traveling art exhibits, art education for area schools, and summer art camps.

The Virginia Symphony in Norfolk serves the community of Hampton Roads and is one of the nation's leading regional symphony orchestras. The Virginia Opera stages five productions annually at the Harrison Opera House in Norfolk. The Virginia Stage Company is Southeastern Virginia's premier professional theater company, performing from May to September at Well's Theatre in Norfolk.

Festivals and Holidays

In May the annual Chesapeake Jubilee takes place in City Park, featuring music, 4-H, crafts, educational exhibits, rides, fireworks, and food. In June the American Indian Festival is held, featuring American Indian storytelling, traditional dancing, and demonstrations, as well as a

great selection of Native American jewelry, crafts, and food vendors. In September in City Park the Virginia Symphony Orchestra features an "Under the Stars" performance, complete with wine tasting, fireworks, and the popular Tidewater Pipes & Drums with the Sheriff's Pipe Band. Also in September is the Chesapeake Arts Festival. Other festivals and events are held in nearby cities and towns, which Chesapeakers and visitors alike can enjoy.

Sports for the Spectator

There are a number of professional sports for the spectator to enjoy in the Chesapeake region. The Hampton Road Admirals American Hockey League team is a Chicago Blackhawks farm team that plays at Norfolk Scope. The Norfolk Tides is a Baltimore Orioles AAA baseball team that plays at Norfolk's Harbor Park. The Hampton Roads Mariners is a men's professional soccer team. The Hampton Roads Piranhas is a U.S. Women's Soccer League team. Both soccer teams play at the Virginia Beach Sportsplex.

Sports for the Participant

Chesapeake has plenty of opportunities for sports and recreation, including golf, tennis, water sports, camping, horseback riding, and more. There are more than 30 miles of waterways in Chesapeake and three public and three commercial boat ramps. In addition, the wide, clean beaches of Virginia Beach are just minutes away, and North Carolina's Outer Banks are within easy reach.

Residents and visitors can enjoy themselves at Chesapeake's 67 parks and/or play areas. Chesapeake boasts 10 city recreation areas and parks. One of these is the 763-acre Northwest River Park, which was developed as a natural recreation area incorporating camping, an extensive trail system, picnic shelters, play areas, and an equestrian area for horse owners. There is fishing, miniature golf, the Marjorie Rein Memorial Walkway, and plenty of open areas. Rental boats and canoes are available. A fragrance garden for the visually impaired and a classroom building are located at the north end. The lake stretches almost to the southern activity area on the banks of the Northwest River.

If golf is your game, Chesapeake is the place for you. Chesapeake features two daily fee golf courses, the Chesapeake Golf Club and Cahoon Plantation. The Chesapeake Golf Club is in a beautiful woodland setting. It is a 6,278-yard premium semi-private golf course featuring rolling fairways, challenging doglegs, and some of the best greens in the Tidewater area. The Isles Golf Links at Cahoon Plantation was inspired by the great links style courses of the British Isles. Golfers can enjoy the smoothest, greenest playing surface available on the only bent grass golf course from tee to fairway to green in the Williamsburg, Virginia Beach, and Outer Banks of North Carolina corridor.

Shopping and Dining

Shoppers can find both necessities and whimsies in Chesapeake's more than 6 million square feet of retail space. There are two malls, nearly 50 strip shopping centers, chic boutiques, funky stores, and unique shopping districts. From fashion to art to antiques to department and outlets, shoppers are close to it all in Chesapeake. The Chesapeake Square Mall features more than 130 stores, including Dillard's, JCPenney, Sears, Hecht's and a brand new 101,000-square-foot Target. Greenbrier Mall has more than 120 stores, including Dillard's, Hecht's, Sears, and specialty stores offering jewelry, home furnishing and accessories, men's and ladies apparel, hair and beauty, music, restaurants, movie theaters, gift stores and more. Antique Alley, located at S. Military Highway and Canal Drive, is an eclectic group of stores offering antique collectables, furnishings, glassware and stained glass, pottery, jewelry, tools, shabby chic, and many more treasures. The area also hosts auctions and flea markets.

There are over 2,000 restaurants within a fifteen-mile radius of Chesapeake. Chesapeake Bay and Atlantic Ocean seafood is a specialty in this maritime region. Other cuisines include Asian, Italian, French, Mediterranean, Middle Eastern, Indian, and Mexican.

Visitor Information: Chesapeake Conventions and Tourism, 3815 Bainbridge Blvd., Chesapeake, VA 23324; telephone (757)502-4898; toll-free (888)889-5551; fax (757)502-4883

■ Convention Facilities

Chesapeake Conference Center is a conference and meeting center in the dynamic Hampton Roads metropolitan area. It offers 23,700 square feet of meeting and banquet space. There are nine meeting/banquet rooms designed for maximum flexibility, and space for up to 200 exhibit booths. The Chesapeake Conference Center is within walking distance of 650 moderately priced hotel rooms (350 adjacent).

Many area hotels also offer meeting space. Opening in November 2007, the Marriott Chesapeake offers 13,076 square feet of meeting space and seven meeting rooms. The Hilton Garden Inn Chesapeake/Greenbrier has 1,400 square feet of meeting space and three conference rooms. The Hampton Inn and Suites has 1,050 square feet of meeting space and two meeting rooms. Springhill Suites by Marriott has 1,000 square feet of meeting space and one meeting room. Several other hotels have meeting spaces of fewer than 1,000 square feet.

In addition, Cahoon Plantation features a 1,100-square-foot meeting room and a 500-square-foot conference room. The Chesapeake Arboretum has 10,000 square feet ready for outdoor tables and seating for 30.

Historic Williamson Farmhouse can accommodate 150 with tents.

Convention Information: Chesapeake Conventions and Tourism, 3815 Bainbridge Blvd., Chesapeake, VA 23324; telephone (757)502-4898; toll-free (888)889-5551; fax (757)502-4883.

■ Transportation

Approaching the City

Norfolk International Airport is a 20 minute drive from Chesapeake. The airport offers more than 250 daily flights and serves some 4 million passengers annually. The main airlines serving the airport are: American/American Eagle; Continental/Continental Express; Delta/Delta Connection; Northwest/Northwest Airlink; Southwest; United Express; and US Airways/US Airways Express. Chesapeake Regional and Hampton Roads airports provide corporate flight service within the city.

Being a transportation hub for the region, Chesapeake is linked to one of the most modern interstate and state highway systems in the nation. Interstate Highway 64 originates in Chesapeake; I-264, I-464, and I-664 also serve the city. U.S. Route 58 connects Chesapeake to the principal north/south highways on the East Coast, I-95 and I-85. U.S. Route 13 connects the city to Virginia's Eastern Shore. The Chesapeake Expressway (Route 168) links I-64 to North Carolina and the Outer Banks.

Amtrak provides passenger rail service and Greyhound provides bus service.

Traveling in the City

Public transportation is provided by Hampton Roads Transit (HRT). HRT serves seven cities: Norfolk, Virginia Beach, Chesapeake, Hampton, Newport News, Portsmouth, and Suffolk. The entire service area population is 1.3 million. There are 55 fixed regular bus routes. Ridership for June 2007 was 1,316,187.

■ Communications

Newspapers and Magazines

The Virginian-Pilot publishes two morning editions: one for North Carolina readers, another for residents of South Hampton Roads and the Eastern Shore of Virginia. The metro edition carries the top news of the day from the core cities that make up the area: Norfolk, Virginia Beach, Chesapeake, Portsmouth, and Suffolk. It also includes news of the Eastern Shore and the Peninsula. *The Chesapeake Angler* is a hunting and fishing magazine.

Television and Radio

Three television stations broadcast from Chesapeake, but the city receives broadcasts from Norfolk, Portsmouth, Virginia Beach, and elsewhere. One AM and two FM radio stations broadcast from Chesapeake.

Media Information: *The Virginian-Pilot*; telephone (757)446-9000; toll-free (800)446-2005

Chesapeake Online

Chesapeake Conventions and Tourism. Available www.visitchesapeake.com
Chesapeake Public Library System. Available www.chesapeake.lib.va.us
Chesapeake Public Schools. Available www.cps.k12.va.us
City of Chesapeake. Available www.chesapeake.va.us

Hampton Roads Chamber of Commerce. Available www.hamptonroadschamber.com
The Virginian-Pilot newspaper. Available www.welcome.hamptonroads.com

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Norfolk

■ The City in Brief

Founded: 1682 (incorporated 1705)

Head Official: Mayor Paul D. Fraim (I) (since 1994)

City Population

1980: 266,979

1990: 261,250

2000: 234,403

2006 estimate: 229,112

Percent change, 1990–2000: 10.2 %

U.S. rank in 1980: Not reported

U.S. rank in 1990: 75th (State rank: 2nd)

U.S. rank in 2000: 72nd (State rank: 2nd)

Metropolitan Area Population

1980: 1,200,998

1990: 1,430,974

2000: 1,551,351

2006 estimate: Not reported

Percent change, 1990–2000: 8.4%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 27th

U.S. rank in 2000: 33rd

Area: 53.73 square miles (2000)

Elevation: 13 feet above sea level

Average Annual Temperatures: January, 40.1° F; July, 79.1° F; annual average, 59.6° F

Average Annual Precipitation: 45.74 inches of rain; 7.8 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.0% (December 2004)

Per Capita Income: \$20,903 (2005)

2005 FBI Crime Index Property: 13,061

2005 FBI Crime Index Violent: 1,841

Major Colleges and Universities: Old Dominion University, Norfolk State University, Virginia Wesleyan College, Eastern Virginia Medical School, Troy University, Tidewater Community College

Daily Newspaper: *The Virginian-Pilot*

■ Introduction

Norfolk, Virginia, one of the world's largest and busiest port cities, is the financial and legal center of southeastern Virginia. Water is central to the past, present and future of Norfolk, where the infamous *Merrimac* sea vessel was converted to the ironclad *Virginia* and where the National Maritime Center today recognizes the waterlogged character of this culturally and historically rich community. The city is home to the largest naval base in the United States and also serves as headquarters for the Fifth Naval District of the Atlantic Fleet and the Second Fleet, and district headquarters of the Coast Guard. Norfolk is also the site of the North American headquarters of the North Atlantic Treaty Organization (NATO). But the serious side of business in Norfolk is tempered with a wide variety of recreational, educational, and cultural opportunities that draw visitors (especially for cruises), new residents, and new businesses.

■ Geography and Climate

Norfolk, nearly surrounded by the waters of the Chesapeake Bay, is located near the southern border of Virginia, 18 miles west of the Atlantic Ocean and about 200 miles southeast of Washington, D.C. Immediately north is Chesapeake Bay and west is Hampton Roads, the natural channel through which the waters of the James

River and its tributaries flow into the mouth of the Chesapeake Bay. Norfolk is situated at the mouth of the James, Elizabeth, and Nansemond rivers. Within the city the land is low and level.

Norfolk is fortunate in that it is south of the average path of storms originating in the higher latitudes. It is also north of the usual tracks of hurricanes and other tropical storms. The city usually has mild winters and sunny, warm autumns and springs. The long hot summers are often interrupted by cool periods as a result of the northeasterly winds off the Atlantic Ocean. Waves of extreme cold are rare, and often winters have no measurable snow. All in all, the National Weather Service has ranked Norfolk's climate as "one of the most desirable in the nation."

Area: 53.73 square miles (2000)

Elevation: 13 feet above sea level

Average Temperatures: January, 40.1° F; July, 79.1° F; annual average, 59.6° F

Average Annual Precipitation: 45.74 inches of rain; 7.8 inches of snow

■ History

In the Beginning

Beginning in about 9500 B.C., the area that is now Norfolk was called Skicoak and was ruled by the Chesapeake Indians. But by the time the first Europeans reached the area, the tribe members had been driven out or killed by Chief Powhatan, after one of his advisors told Powhatan that in a dream he had seen the Powhatan Confederacy destroyed by strangers from the East. Powhatan thought this was a sign he should destroy the Chesapeans, even though they were a peaceful people.

In the 1560s settlers arrived from Spain, briefly living along the York River in a Jesuit community called Ajacan. Initially, the plan was to convert the Indians, but when the native people attacked the settlement in 1571, the Spanish abandoned Ajacan. The English were the next to test the area as a colony site, establishing Roanoke Settlement in 1585 under the guidance of Sir Walter Raleigh. The initial group of colonists abandoned Roanoke the next year and were followed by a second group in 1587. This second settlement disappeared without a trace by 1590 in one of the enduring mysteries of early recorded American history.

In 1624 Virginia became a Royal Colony when King James I of England granted 500 acres of land in what is now the Ocean View section of Norfolk to Thomas Willoughby. Twelve years later King Charles I of England gave Willoughby 200 additional acres, and this also became part of the original town of Norfolk.

In 1670, the British government directed the "building of storehouses to receive imported merchandise . . . and tobacco for export." This marked the beginning of Norfolk's importance as a port city. In 1673 the Virginia House of Burgesses called for the construction of Half Moon fort at the site of what is now Town Point Park.

City Prospers, Then Faces Destruction and Rebuilding

In 1682 England decreed that the "Towne of Lower Norfolk County" be established. The town was incorporated in 1705 and rechartered as a borough in 1736. For several decades the building of homes, farms, and businesses continued throughout the area, and Norfolk developed into a center for West Indies trade and the shipping of export products from the plantations of Virginia and the Carolinas. By 1775, Norfolk was known as the most prosperous city in Virginia.

The city served as a center for Tory forces during the American Revolution. On New Year's Day 1776, English ships under Royal Governor Lord Dunmore opened fire on the city, continuing their assault for eleven hours. High winds whipped up the flames and two-thirds of the city was destroyed by fire or cannonballs. By month's end the patriot colonists had torched the rest of the city to prevent the sheltering of Lord Dunmore and his forces. Every building in the city was destroyed by fire or cannonballs except Saint Paul's Church; a British cannonball remains in the wall of the church as testimony to the conflict. After the war, the citizens rallied and the city was rebuilt. In time it became a major shipbuilding and maritime center. In 1810 the U.S. government constructed a new fort at the site of dilapidated old Fort Norfolk. At that time the city's population stood at about 9,000 people.

Ports, Forts and Exports

The nineteenth century brought more troubles for the city. A major fire in 1804 destroyed 300 houses, warehouses, and stores. The population, which had been growing steadily, actually declined from more than 9,000 people in 1810 to 8,478 people by 1820.

Conveniently situated on the water and philosophically allied with the agitating Confederate states, Norfolk in 1821 became the embarkation point for African and African American individuals being sent back to Africa. Norfolk native Joseph Jenkins Roberts went on to become the first president of the Republic of Liberia after being deported. Virginia seceded from the Union in 1861, with the Norfolk Navy Yard assuming a critical role as vessels docked there were burned or scuttled, including the famed Merrimac. It was in the Navy Yard that the Merrimac was rebuilt as an ironclad vessel renamed the Virginia, which went on to engage in the first ironclad battle against the Monitor. In May 1862, early in the

Civil War, Norfolk was captured by Union forces. The troops ransacked the houses of the citizenry and forced passengers on local ferries to trample on the Confederate flag.

At the end of the Civil War, Norfolk buildings were in ruins and the city's foreign trade was nonexistent. At that time, the population stood at about 19,000 citizens. But within 20 years the city experienced a turnaround and three-story brick buildings lined the streets of Norfolk, which by then had thriving hotels and a large farmers' market. Steamships visited the port regularly and rail service connected it with other parts of the country. The 1880 population had grown to 21,966 residents.

And the Pendulum Swings: Prosperity, Then Depression Times

In 1907 the Jamestown Exposition, held to celebrate the 300-year history of that nearby city, led to Norfolk's building several downtown hotels and office buildings. Visitors came from every state and dignitaries traveled from around the world to take part in the seven-month run of the event.

Norfolk's tremendous military growth began during World War I. In 1917 the land that was the site of the Jamestown Exposition became the U.S. Naval Operating Base and Training Station, which was later renamed Naval Station Norfolk. It was during this time that Norfolk was nationally recognized for leading the country in Navy recruitment. Between 1910 and 1920 the city's population grew from around 67,000 people to nearly 116,000 people as the city also experienced an influx of workers at numerous new private manufacturing plants.

Prosperity declined after the heady war years, when Norfolk handled much of the coal that came by train from West Virginia to be shipped elsewhere. In 1922 Norfolk helped establish solid economic ground for itself by building a \$5 million grain elevator and terminal. It also built a \$500,000 farmers' market and annexed 27 square miles of nearby land, which included the Navy base area and the Ocean View resort district. Because of large-scale naval operations, the city did not suffer as much from the Great Depression as some others, and by 1940 the population stood at more than 144,000 residents.

New Development Follows War Years

With the coming of World War II, Norfolk once again saw thousands of workers descend on the city and the region, where more than 100 ships and landing craft were built during the war. The war years saw a rapid increase in the development of individual residences and apartment buildings, and the city struggled to deal with overcrowding. Between 1940 and 1944 the population practically doubled. That period also saw the expansion of furniture manufacturing, fertilizer plants, and other industries.

In the years after World War II, Norfolk began a campaign to annex neighboring counties. Slums were cleared and public housing was constructed. In addition, hundreds of acres of land in the downtown were razed and rebuilt. Much of this redevelopment was spurred by the SCOPE Convention and Cultural Center. This facility includes the Chrysler Museum and Chrysler Hall, named in honor of automobile mogul Walter P. Chrysler, who donated his extensive art collection to the city.

In 1950 construction began on the first non-defense public housing project near Oak Leaf Park. Four additional projects began the next year. In 1952 the Elizabeth River Tunnel between Norfolk and Portsmouth was completed, and a second tunnel followed 10 years later. By then the Hampton Roads Bridge-Tunnel linking Norfolk to the nearby city of Hampton was also built. Also in 1952 the city became home to Supreme Allied Command Atlantic, the western arm of the North Atlantic Treaty Organization and the only international command in the western hemisphere. The Norfolk International Terminals were built in 1966. Virginia's third medical college, the Eastern Virginia Medical School, was built in Norfolk in 1973.

During the next decade old buildings were razed and the Waterside Festival Marketplace, Town Point Park, and a number of condominiums were built along Norfolk's waterfront. Between 1950 and 1980 the population grew from 213,513 people to nearly 267,000 people. The 1980s saw development in the city that included the National Maritime Center, a new baseball stadium, and the construction of the Ghent Square neighborhood containing restored upscale residences. The World Trade Center was built in Norfolk in 1983.

The year 1989 saw the beginning of changes for municipal government in the city. Since 1918 the city was served by a city manager-city council model in which five city council members were elected at large. This system replaced a single-member five-ward system that had previously been in place. In 1989 the city reestablished the single-member representative ward system but expanded the number to seven, with five wards and two superwards. A mayor had been appointed from within the council. But 2006 marked the first at-large election for city mayor. Also as of 2006 council members and the mayor hold four-year terms. The city manager is appointed by the city council.

Today, Norfolk continues its long tradition of self-renewal with ambitious building projects in the downtown area strategically planned to continue through 2010, new residential developments along the water, and revitalization efforts within the abundance of varied historical neighborhoods. The Navy and the port continue to define Norfolk's character; the battleship U.S.S. *Wisconsin* is docked at Norfolk, with the National Maritime Center nearby on the waterfront. No matter what else changes in Norfolk, the sea stays at its core.

Historical Information: The Norfolk Historical Society, P.O. Box 6367, Norfolk, VA 23508-0367; telephone (757)640-1720; www.norfolkhistorical.org

■ Population Profile

Metropolitan Area Residents

1980: 1,200,998
1990: 1,430,974
2000: 1,551,351
2006 estimate: Not reported
Percent change, 1990–2000: 8.4%
U.S. rank in 1980: Not reported
U.S. rank in 1990: 27th
U.S. rank in 2000: 33rd

City Residents

1980: 266,979
1990: 261,250
2000: 234,403
2006 estimate: 229,112
Percent change, 1990–2000: 10.2 %
U.S. rank in 1980: Not reported
U.S. rank in 1990: 75th (State rank: 2nd)
U.S. rank in 2000: 72nd (State rank: 2nd)

Density: 4,362.8 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 96,938
Black: 92,354
American Indian and Alaska Native: 772
Asian: 5,762
Native Hawaiian and Pacific Islander: 183
Hispanic or Latino (may be of any race): 7,692
Other: 3,532

Percent of residents born in state: 48.9% (2000)

Age characteristics (2005)

Population under 5 years old: 19,795
Population 5 to 9 years old: 13,690
Population 10 to 14 years old: 16,990
Population 15 to 19 years old: 13,394
Population 20 to 24 years old: 16,003
Population 25 to 34 years old: 32,082
Population 35 to 44 years old: 27,397
Population 45 to 54 years old: 27,378
Population 55 to 59 years old: 9,388
Population 60 to 64 years old: 7,598
Population 65 to 74 years old: 10,726
Population 75 to 84 years old: 9,514
Population 85 years and older: 2,217
Median age: 31.7 years

Births (2006, County)

Total number: 4,046

Deaths (2006, County)

Total number: 2,035

Money income (2005)

Per capita income: \$20,903
Median household income: \$36,920
Total households: 86,306

Number of households with income of . . .

less than \$10,000: 9,963
\$10,000 to \$14,999: 4,782
\$15,000 to \$24,999: 13,460
\$25,000 to \$34,999: 12,699
\$35,000 to \$49,999: 15,647
\$50,000 to \$74,999: 14,070
\$75,000 to \$99,999: 8,330
\$100,000 to \$149,999: 5,245
\$150,000 to \$199,999: 918
\$200,000 or more: 1,192

Percent of families below poverty level: 10.4% (2005)

2005 FBI Crime Index Property: 13,061

2005 FBI Crime Index Violent: 1,841

■ Municipal Government

As of July 2006 Norfolk operates under a mayor–council–city manager form of government. There are seven council members each elected from single-member wards. All council members serve four-year terms with staggered elections (every two years). The mayor is elected at large to a four-year term. The council appoints a city manager.

Head Official: Mayor Paul D. Fraim (I) (since 1994; term expires 2010); City Manager Regina V. K. Williams (since 1999)

Total Number of City Employees: Approximately 6,000 (2005)

City Information: Mayor's Office, City of Norfolk, 810 Union St., Norfolk, VA 23510; telephone (757)664-4000; www.norfolk.gov

■ Economy

Major Industries and Commercial Activity

Norfolk serves as the business and financial center of the Hampton Roads region of Virginia. Shipbuilding and shipping are a vital part of Norfolk's economy, with the



Courtesy of Norfolk Convention and Visitors Bureau

city's 45-foot-deep channel allowing it to accommodate very large ships. As a major seaport through which millions of tons of cargo pass each year, it handles such commodities as tobacco, cotton, timber, coal, truck crops, and grain. In 2007 the Danish consortium A.P. Moller-Maersk Group, the largest container ship operator and supply vessel operator in the world, was planning to open the largest container terminal on the east coast across the Elizabeth River from Norfolk in Portsmouth; Maersk was spending \$450 million on the project.

With an ideal harbor and waterways, the city is the site of the Naval Base Norfolk, the largest naval base in the United States and the world. It also serves as home to the headquarters of the Fifth Naval District of the Atlantic Fleet and the Second Fleet, and it houses the district headquarters of the Coast Guard. In addition to the thousands of U.S. Navy personnel stationed in Norfolk, many local citizens also work in naval operations. The city is second only to San Diego, California, in the number of retired navy men and women who reside there.

Local industries include ship and light truck manufacturing, creation of law enforcement and military equipment, plastic production and communications. Between the rich local history and the presence of a plethora of seaside resorts, tourism is another important local

industry. Local boats provide ferry service to nearby Portsmouth. In April 2007 Norfolk completed construction on a \$36 million state-of-the-art cruise ship terminal alongside the pier.

Norfolk is corporate headquarters of the Norfolk Southern Railway, one of North America's principal Class I railroads. It is also corporate headquarters for Landmark Communications, one of the country's largest privately owned media companies with ownership of several daily newspapers, local television stations, specialty publications, and The Weather Channel. Other companies with headquarters in Norfolk include: FHC Health Systems, which specializes in health care management, health services, and online medical reports; Portfolio Recovery Associates, whose business is the purchase, collection, and management of defaulted customer receivables; and BlackHawk Products Group, which provides tactical gear such as holsters, body armor, and backpacks to the U.S. Defense Department and law enforcement agencies throughout the world.

Norfolk and Virginia's success in business was recognized by *Forbes* recently. *Forbes* named Virginia the Best State for Business in 2006 and 2007. The magazine named Norfolk among the Top Locations for Business and Careers in 2005.

Items and goods produced: chemicals, fertilizer, textiles, automobiles, ships, military and law enforcement equipment, agricultural machinery, seafood, and peanut oil

Incentive Programs—New and Existing Companies

Local programs: Through its Local Enterprise Zone Incentive Program, the city of Norfolk offers local tax and fee reductions on a five-year declining percentage ratio for business license and utility tax. In the first year of qualification a one-time-only 50 percent reduction is allowed on fees related to building, electrical, mechanical and plumbing permits. In the case of businesses that invest a minimum of \$500,000 in the Local Enterprise Zone, the city agrees to complete complementary public improvements in the immediate vicinity. Additionally, the city offers security audits free of charge to businesses in the zone.

State programs: Virginia is a right-to-work state. The State General Assembly has kept Virginia's taxes on industry very competitive by maintaining relatively moderate corporate income tax rates for some 30 years and by eliminating many tax irritants, resulting in very modest tax bills for business and industry. While this alone constitutes an attractive incentive for new and existing businesses, the State of Virginia further offers Governor's Opportunity Funds, which allows the Governor to secure business locations or expansion projects with matching funds from the local community; Virginia Investment Partnership Grant Funds, supporting large employers with businesses established for a minimum of five years in Virginia; property tax exemptions; sales and use tax exemptions; enterprise zones; technology zones; and foreign trade zones. Among Virginia's tax credits are a General Income Tax Credit and a Real Property Improvement Tax Credit. Virginia has a State Historic Rehabilitation Tax Credit Program (as does the federal government). The federal government also offers Federal Employment Tax Credits for Federal Empowerment Zones, and a Federal HUBZone Empowerment Contracting Program; a HUBZone is a "historically underutilized business zone" located within communities with low incomes and/or high unemployment.

Job training programs: In the Hampton Roads area, Opportunity, Inc. provides employers and job seekers with necessary networks and resources in an effort to achieve their mission of "strengthening the localized talent pool of workers to match private sector investments in technology, capital, and product improvement." Acting under the auspices of the Hampton Roads Workforce Development Board and funded through the Workforce Investment Act, the agency offers workshops, links to

online tools and access to a statewide collection of strategic partners.

The Hampton Roads Chamber of Commerce also supports the Workforce Focus program, which keeps local employers abreast of labor market trends, employment best practices and workforce resources.

Tidewater Community College partners with businesses and government organizations to provide specialized workforce development and certificate programs in a number of fields ranging from standard business and management courses to maritime training.

Development Projects

The Norfolk 2010 strategic plan calls for a menu of renovation and new construction in the downtown and outlying areas; new office space, retail trade facilities, entertainment enterprises, and hotels are currently being built in the revitalized city center. The Chesapeake Bay project began construction in 2003 and will eventually house 237 luxury condominiums along an attractive HarborWalk. The development will be mixed use, presenting an urban feel to a beachfront area designed to encourage pedestrian usage. Additionally, Trader Publishing announced in August 2004 that it would bring its national headquarters to downtown Norfolk, which would bring 1,600 new jobs to the area. Indeed it did, but in 2006 Trader Publishing announced that its two co-owners, Landmark Communications of Norfolk and Cox Enterprises of Atlanta, Georgia, would divide the company in two. Landmark changed the name of its Trader assets to Dominion Enterprises. The Cox Enterprises assets were named Auto Trader Publishing; both companies will maintain headquarters in Norfolk.

On the former site of a brick and earthwork fort, the new Fort Norfolk has been taking shape as the bridge between the downtown area and the Hampton Roads major medical complex. Construction of a \$30 million Public Health Center contributed a biotech incubator, in which bioelectric research and experimentation will be conducted. The facility is joined to the Eastern Virginia Medical School by a walkway and has also allowed for vast expansion of the medical school's Edward E. Brickell Medical Service Library. The city of Norfolk demonstrated considerable foresight in designating Plum Point as open space, a parcel of land that was donated by the Virginia Port Authority.

Further capitalizing on its layers of history and potential for increased tourist trade, the City of Norfolk is supporting the renovation of several historic structures in the Church Street district within the city center. The Attucks Theater, begun in 1919 and named after the African American man who was the first casualty of the American Revolution, is the oldest theater in the state and remains a landmark for African Americans throughout the U.S. The Crispus Attucks Cultural Center, Inc.,

will additionally receive its share of attention as the city continues to build on its history.

Old Dominion University and its Real Estate Foundation have partnered with the City of Norfolk in expanding and updating the campus, including office and research facilities, shopping areas, a convocation hall and other components of what is being called the University Village.

As of 2007 five new business parks with HUBZone incentives were being developed: Central Business Park; University Research and Technology Parks; Church Street Office Park; and the Commander Corporate Center.

Economic Development Information: Department of Development, City of Norfolk, 500 East Main St., Suite 1500, Norfolk, VA 23510; telephone (757)664-4338

Commercial Shipping

The Norfolk International Terminals (NIT) of the Port of Virginia Norfolk offers three Suez-class container cranes, the largest in the world. About 75 international shipping lines call on the Port of Virginia. Exports of coal, food products, tobacco, and the majority of grain from the United States pass through the port of Norfolk. The NIT is a Foreign Trade Zone. Several freight forwarder and custom broker services are available.

Air cargo carriers at Norfolk International Airport include Airborne Express/DHL, Federal Express, United Parcel Service, and the U.S. Postal Service. Railroad freight carriers include the Norfolk Southern, Norfolk & Portsmouth Belt Line, Norfolk & Western, Southern, Eastern Shore, and CSX railroads. Direct-service trains, serving the airport and the port areas, carry cargo to 28 major U.S. cities every day. Over 50 trucking companies serve the city's shipping needs.

Labor Force and Employment Outlook

The Chamber of Commerce notes that the local workforce is numerous but unprepared for the new employment opportunities offered by the community's companies. Efforts have been underway to enlist the support of Hampton Roads employers in advocating for classes and degree programs that are tailored more closely to the needs of local industries; at the same time, the city continues to focus on attracting technological, medical and industrial companies that will entice graduates of the region's universities to stay and work locally. As of 2007 the Hampton Roads Chamber of Commerce represented 2,500 member firms that employed nearly 300,000 working men and women in the region.

The following is a summary of data regarding the Virginia Beach-Norfolk-Newport News VA-NC metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 766,900

Number of workers employed in . . .

construction and mining: 50,200
 manufacturing: 58,200
 trade, transportation and utilities: 142,300
 information: 15,400
 financial activities: 40,600
 professional and business services: 101,900
 educational and health services: 86,800
 leisure and hospitality: 84,700
 other services: 34,300
 government: 152,500

Average hourly earnings of production workers employed in manufacturing: \$20.34

Unemployment rate: 4.0% (December 2004)

Largest employers

Largest employers	Number of employees
Department of Defense	Not available
Sentara Health Care	Not available
School Board City of Norfolk	Not available
City of Norfolk	Not available
Ford Motor Co.	Not available
Old Dominion University	Not available
Children's Hospital of the Kings	Not available
U S Postal Service	Not available
Norfolk State University	Not available

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
Not reported

2007 (1st quarter) ACCRA Cost of Living Index:
105.5

State income tax rate: 2.0% to 5.75%

State sales tax rate: 4.00%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: Based on 100% of Fair Market Value × \$1.40 per \$100 of assessed valuation (\$1.58 per \$100.00 for the business district).

Economic Information: Hampton Roads Chamber of Commerce, PO Box 327, Norfolk, VA 23501; telephone (757)622-2312

■ Education and Research

Elementary and Secondary Schools

The City of Norfolk School Board has seven members who are appointed by the city council for two-year terms. The Norfolk Public School District is noted for its ethnic and racial diversity, largely as a result of the local military presence. Norfolk schools offer many special programs, such as gifted and special education programs and also utilize community-based education to reify the academic concepts being taught in classes. For example, Norfolk Public School District students have developed an artificial reef and grown their own oysters in conjunction with the Chesapeake Bay Foundation and its Oyster Restoration Program. Special programs offered for high school students include the studies in military science, medical and health professions, engineering, the arts, and the International Baccalaureate program. Special programs in world studies, technology, communications, the arts, and languages are available at the middle school level. Vocational programs for students with disabilities are offered through the NPS Technical and Vocational Center, Norfolk Skills Center, and Madison Career Center.

The following is a summary of data regarding the Norfolk Public Schools as of the 2005–2006 school year.

Total enrollment: 279,368

Number of facilities

- elementary schools: 35
- junior high/middle schools: 9
- senior high schools: 5
- other: 12

Student/teacher ratio: 13.8:1

Teacher salaries (2005–06)

- elementary median: \$47,130
- junior high/middle median: \$45,440
- secondary median: \$47,550

Funding per pupil: \$7,963

The area is also host to a variety of specialized education programs, from private religious schools, to Headstart programs, to technical/vocational schools.

Public Schools Information: Norfolk Public Schools, 800 E. City Hall Avenue, Norfolk, VA 23510; telephone (757)628-3830; www.npsk12.com

Colleges and Universities

Norfolk is home to a number of institutions of higher learning that span the spectrum of vocational specialty schools, community colleges, and colleges or universities. Old Dominion University, founded in 1930 as a division of the College of William and Mary, is a public coeducational school and a sea- and space-grant institution with

a combined undergraduate and graduate enrollment of about 20,802 students. From baccalaureate to doctoral programs, Old Dominion grants degrees in education, liberal arts, business and public administration, sciences, health sciences, engineering, and technology. The university capitalizes on its proximity to the naval base and the Virginia Space Flight Center on Wallops Island, creating fieldwork experiences that contribute to those industries. Old Dominion is also one of the 101 public universities classified as a Doctoral Research University–Extensive by the Carnegie Foundation.

Virginia Wesleyan College, with about 1,400 students, is a private liberal arts college that emphasizes the value of gaining real-world experience through internships, field work, study abroad, and community service. The college offers baccalaureate degrees in various divisions of the humanities, natural sciences and mathematics, and the social sciences.

Norfolk State University is one of the largest predominantly African American institutions in the United States, with an enrollment of about 6,240 students. It has undergraduate schools in business, education, liberal arts, social work, and science and technology, as well as 18 graduate departments. The most popular majors are business, nursing, psychology, biology, and music education.

The Eastern Virginia Medical School is a public institution with its main campus at Norfolk's Eastern Virginia Medical Center. It has 2,565 students enrolled in a selection of medical degree programs that lead to careers as physician's assistants, nurses, doctors, and researchers. The school does not own a teaching hospital but works in partnership with several local hospitals and clinics, including Sentara Norfolk General Hospital and the Children's Hospital of the King's Daughters.

The Joint Forces Staff College (JFSC) in Norfolk is a division of the National Defense University of Washington, D.C. JFSC offers courses in joint, multinational, and interagency operational-level planning and warfighting for military and national security leaders.

Tidewater Community College is a two-year college offering career and technical education programs as well as college transfer programs. Campuses are located in Norfolk, Portsmouth, Virginia Beach, and Chesapeake. The Norfolk campus has two academic divisions: the Business, Social Science, Public Service, and Technology Division and the Languages, Mathematics, and Science Division. Fields of concentration include biology, business, chemistry, information systems technology, psychology/early childhood education, foreign languages culinary arts program, and dance, among others. The college also works with businesses and the government to provide workforce development and certification in a number of fields. A limited number of classes and programs are offered onsite at various military bases throughout the area.

At ITT Technical Institute, students are enrolled in baccalaureate and associate degree programs in information technology, electronics technology, drafting and design, business, and criminal justice.

Libraries and Research Centers

The more than 100 year old Norfolk Public Library system contains nearly 1 million books and subscribes to more than 1,250 periodicals. It serves patrons through the Kirn Memorial main library, 10 branches, and a bookmobile with internet access computers. The Treasure Truck provides free books to children at local preschools, daycare centers, and other locations. The library has special sections on African-American literature, business, juvenile literature, and local history. The Norfolk Public Library is a government depository library for selected documents. Within the next 10 years, the Norfolk Public Library plans to upgrade neighborhood branch facilities, renovate or rebuild the main library, and increase its efforts in the area of child literacy.

The city's Chrysler Museum of Art houses the Jean Outland Chrysler Library, containing 80,000 books, with special emphasis on Western European and American painting, drawing, sculpture, Art Nouveau decorative arts, textiles, glass, art history, and photography. The library's archives are home to many treasures, not the least of which is Mark Twain's original typescript of a speech he delivered at the Tricentennial Exposition of 1907 in Jamestown.

MacArthur Memorial Library and Archives has special collections on the life of American General Douglas MacArthur, who is buried nearby, and on American wars in the first half of the twentieth century. MacArthur Memorial is a nonlending research library with over 2 million documents, 80,000 photographs, 111 films, and numerous sound recordings, newspapers, rare books, and microfilms. The U.S. Navy's Submarine Force Library and Archives is the official repository for the records and history of the force. It has 6,000 volumes and over 2.5 million documents and photographs focusing on submarine development, salvage, and history. The Ike Skelton Library at Joint Forces Staff College, with 115,000 volumes and 450 periodical and newspaper titles, is primarily for military personnel. Civilians may gain access to library resources, including the Federal Depository Collection, through advance permission. Civilian visitors may only borrow books through interlibrary loan.

The Edward E. Brickell Medical Sciences Library at Eastern Virginia Medical School (EVMS) is a state-of-the-art facility that houses the original Moorman Memorial Library collection and a computer lab giving students access to a wealth of digital resources. Special collections at the library include the Historical Collection, featuring old and rare books on medical history, and the St. Jude Collection, which also contains classical books on medicine.

There are also college libraries at Virginia Wesleyan College, Norfolk State University, and Old Dominion University. Norfolk Psychiatric Center maintains a medical library. The Norfolk Law Library provides legal reference material to the public, lawyers and the courts.

Old Dominion University is home to a diverse collection of research facilities including the Langley Full-Scale Wind Tunnel, the Center for Advanced Ship Repair and Maintenance, the Center for Coastal Physical Oceanography, the Dental Hygiene Research Center, the Laser & Plasma Engineering Institute, and the Center for Global Business and Executive Education, among others. Old Dominion is also the site of two NASA-affiliated centers: NASA Langley Research Center and NASA Wallops Island Flight Facility. Old Dominion University's Office of Research acts as a clearing house for research efforts centralized at the university. The Virginia Modeling, Analysis and Simulation Center and the Virginia Spaceflight Center are there as well.

Research programs through Eastern Virginia Medical School include the Cardiovascular and Renal Research Center, the Pediatric Clinical Research Unit, the Contraceptive Research and Development (CONRAD) Program, the Glennan Center for Geriatrics and Gerontology, and the Jones Institute for Reproductive Medicine. The National Center for Collaboration in Medical Modeling and Simulation is a joint endeavor with EVMS, Old Dominion, and a variety of government and commercial partners.

The Center for Materials Research at Norfolk State University works with support from NASA, the U.S. Department of Energy, and Los Alamos National Laboratory. Marine and naval research facilities abound within Naval Station Norfolk, including a laboratory that focuses on specific medical issues related to service in a submarine.

Public Library and Research Information: Norfolk Public Library, 301 E. City Hall Avenue, Norfolk, VA 23510; telephone (757)664-7328; www.npl.lib.va.us. Old Dominion University, Office of Research, 4111 Monarch Way, Suite 203, Norfolk, VA 23529; telephone (757)683-3460; www.odu.edu/ao/research

■ Health Care

Norfolk is the site of Virginia's only free-standing, full-service pediatric hospital, Children's Hospital of the King's Daughters. The 186-bed facility serves more than 5,900 children as inpatients each year, with nearly 99,000 children receiving outpatient services. Staffed with educators, therapists and social workers in addition to pediatric medical specialists, the hospital specializes in the treatment of cancer, neonatal medicine, infectious diseases, orthopedics, and craniofacial and urological reconstructive surgery.

Sentara Healthcare operates several major facilities in the region. The Sentara Norfolk General Hospital is a 563-bed tertiary care facility located on the Eastern Virginia Medical Center Campus that serves the area with the only Level I Trauma center and burn trauma unit. It has gained recognition for its highly specialized care and facilities, which include cardiac services, a cancer institute, high-risk pregnancy center, in-vitro fertilization, a transplant program, microsurgery, and reconstructive surgery.

Sentara Heart Hospital is the first and only dedicated heart hospital in the region. The hospital was ranked as number 33 in the best hospitals in the nation for heart health in 2007 by *U.S. News & World Report*. Comprehensive care is offered in diagnosis and treatment. The hospital has 112 all-private inpatient rooms.

The Sentara Leigh Hospital is a 250-bed hospital featuring private rooms and specializing in orthopedic, gynecological, general, and urological services. The hospital was honored in both 2001 and 2002 as one of the nation's top-performing hospitals, as reported by *100 Top Hospitals National Benchmarks for Success*; the hospital also has a Family Maternity Suite and a Breast Cancer Center with an all-female staff.

Bon Secours Health System also offers a number of facilities in Norfolk and the surrounding area. Bon Secours DePaul Medical Center is a 366-bed acute care facility that includes the Midwifery Center, the Center for Birth, a Cancer Center, the Joint and Spine Center, the Wound Care and Hyperbaric Oxygen Center, and additional programs for hearing/balance, sleep disorders, cardiac care, and epilepsy. Province Place of DePaul is an assisted living residence on-campus at the Bon Secours DePaul Medical Center. The center provides care for 96 residents.

Lake Taylor Hospital is a 332-bed transitional care and chronic disease facility. Inpatient behavioral health and substance abuse services for adolescents are available through the Norfolk Psychiatric Center on Kempsville Road.

The Norfolk area and its major medical facilities are supported by dozens of specialized clinics, hundreds of private medical practitioners and a number of alternative treatment providers. The Naval Medical Center Portsmouth serves all branches of the U.S. military and their families.

■ Recreation

Sightseeing

Visitors to Norfolk can observe giant aircraft carriers and guided-missile cruisers juxtaposed with sailboats and pedestrian ferries in the city's busy harbor. As home to the world's largest naval base, Naval Station Norfolk, the port has many significant U.S. Marine, U.S. Coast Guard, and

NATO facilities as well. The *Spirit of Norfolk* passenger ship offers lunch and dinner cruises along Norfolk's scenic and historic waterfront. Sightseeing harbor cruises are also provided by the three-masted schooner *American Rover*, the Mississippi-style paddle-wheeler *Carrie B*, and the sleek ship *Spirit of Norfolk*. Trolley tours to the city's major historic and cultural attractions are offered daily from the Waterside complex. Tour buses also make trips to Naval Station Norfolk, home port to more than 100 ships of the Atlantic fleet. The Norfolk Cruise Port is the starting point for over 62,000 cruise passengers each year. Holland America and Carnival Cruise Lines offer regular service to the Bahamas and the Caribbean.

The National Maritime Center is home to four main attractions. Nauticus, a 120,000 square foot science center with a nautical theme, celebrates the region's rich maritime heritage. It offers interactive exhibits, a shark tank, a weather forecasting lab, a giant-screen theater, and hands-on displays for all ages, as well as traveling exhibits. Special exhibits are provided in part by NOAA at Nauticus, the result of a partnership between the center and the National Oceanic and Atmospheric Administration. An NOAA Education Resource Center is located on the third floor of Nauticus, offering access to free NOAA educational materials. Hampton Roads Naval Museum introduces tourists to more than two centuries of naval history through ship models, works of art, and artifacts from sunken ships. Docked outside is the 1933 tugboat *Huntington*, which houses a tugboat museum that salutes the "Workhorses of the Waterways." The largest and last battleship ever built by the U.S. Navy, USS *Wisconsin*, is also moored next to Nauticus. Visitors can take self-guided tours across the decks of this World War II vessel. Waterside Festival Marketplace is adjacent to Nauticus, offering restaurants and nightclubs for visitors.

Strollers through Town Point Park can stop by the Armed Forces Memorial, which has on display descriptions of life during wartime taken from letters written home by U.S. service people who were killed in wars, from the American Revolution to the Persian Gulf War. The region's military history is further reflected in Fort Norfolk, with brick and earthwork buildings dating back to 1810. It is surrounded by a wall and ramparts built to protect the structure against invasion by the British.

Nearby is the picturesque Freemason district, Norfolk's oldest existing neighborhood. There visitors can walk along cobblestone streets, following the Cannonball Trail through 400 years of recorded history, including a stop at the Norfolk History Museum at Willoughby-Baylor House. This 1794 Federal townhouse was opened as a museum in 2005 in partnership with the Chrysler Museum of Art. The nearby Moses Myers House is also open for tours. Freemason Street Baptist Church, the cannonball-studded wall of St. Paul's Episcopal Church and the Confederate Memorial. Norfolk's Freemason District is also part of the Civil War Trails

system, linking more than 200 Civil War sites around and beyond the city. Included in Norfolk is the Black Soldiers Memorial, which stands as the only monument in the South specifically dedicated in recognition of the service given by African Americans during the Civil War.

The Ghent district, Norfolk's first planned community, is a combination of restored houses, galleries, boutiques, restaurants, and antique shops. The Hermitage Foundation Museum is housed in a wooded setting on the Lafayette River on a 12-acre estate. Within the splendid English Tudor home are displays of European ceramics and paintings, German hand-painted glass *objets d'art*, ivory carvings, Persian rugs, and ritual bronzes and ceramic tomb figures from China.

For more than a century the Virginia Zoological Park has provided a look into the lives of many kinds of animals, which now number more than 350 and range from white rhinos to red-ruffed lemurs. The zoo grounds are divided into habitats of animals from various continents in large enclosures that encourage natural behaviors. On a path that features interactive exhibits about African river deltas and other ecological zones, visitors encounter many interesting animals and sights, including a unique dismal swamp exhibit. The Norfolk Botanical Gardens encompasses 155 acres of colorful flower gardens. A few of the themed gardens are the Annette Kagan Healing Garden, the Colonial Herb Garden, the Enchanted Forest, the Fragrance Garden, Turner Sculpture Garden, and the Hummingbird Garden. Signature gardens include the Bicentennial Rose Garden, Bristow Butterfly Garden, Kaufman Hydrangea Garden, the Virginia Native Plant Garden, and the World of Wonders—A Children's Adventure Garden. Boat trips are available through the garden's waterways with their brilliant exotic blooms.

Arts and Culture

The Chrysler Museum of Art contains a collection of 30,000 original works from many time periods and geographic areas. The American Painting and Sculpture collection contains a selection of colonial and folk art offerings along with examples of American Impressionism. The European Painting and Sculpture collection features Italian Renaissance, Baroque, Dutch, and French works from such masters as Rubens, de Clerck, and Renoir. The showpiece exhibit may be a magnificent 8,000-piece glass collection featuring wonderful Tiffany and Lalique displays.

The D'Art Center is comprised of 30 studios in which artists both create and sell their works; visitors can tour the studios to watch painters, sculptors, potters, and jewelry makers at work.

Military museums abound in Norfolk, including The National Maritime Center and the Hampton Roads Naval Museum. The latter incorporates 225 years of Hampton Roads naval history and operates the living history experience aboard the USS *Wisconsin*.

Downtown Norfolk provides a number of opportunities to see what life was like in the early days of the city, including the Hermitage Foundation Museum (a Tudor home from 1908) and the Hunter House Victorian Museum (built in 1894 by architect W. D. Wentworth).

Norfolk boasts the oldest theater designed, developed, financed, and operated entirely by African Americans—the Attucks Theatre, named for the African American man who fell as the first casualty of the American Revolution. The theater has recently been renovated after being closed in the mid 1950s, with the aim of again hosting luminaries of the caliber of Duke Ellington and Nat King Cole.

Norfolk's premiere performing arts center is Chrysler Hall, which annually stages the Broadway at Chrysler Hall series, touring productions of musicals and plays, and a star-studded roster of musical and spoken-word performers. Harrison Opera House is home to the well-respected Virginia Opera, which offers five productions annually in addition to other dance, music and theatrical works. The opera building also houses the Virginia Opera's Education and Outreach Program, sending resident artists into the public schools to awaken students to the joys, passions and tragedies that are opera. The Virginia Stage Company professional theater produces six major shows yearly, as well as smaller shows and children's theater activities at the historic and elegant Wells Theater. Several small, local theater groups also operate in the Norfolk region, including the Generic Theater (off-beat theater), the Little Theatre of Norfolk (one of the nation's oldest community theaters) and the Hurrah Players (family theater starring aspiring performers).

The Virginia Ballet Theatre is one of only two professional companies in the entire state of Virginia. The Ballet Theatre was created in 1961 to promote regional ballet, train young dancers, and provide a creative center for the performing arts. The Academy of Virginia Ballet Theatre is home to a professional faculty offering classes in classical ballet, modern dance, tap, jazz, yoga and character dance.

The Virginia Symphony Orchestra (VSO) performs more than 140 concerts each year, from classical to pops. The group also offers young people's concerts. Under the direction of JoAnn Falletta, the VSO has recorded five CDs for national release, performed *Peter and the Wolf* for airing on National Public Radio, and played at both the Kennedy Center and Carnegie Hall. The Virginia Symphony also lends orchestral support to the Virginia Opera.

The Virginia Chorale has, since 1984, been the commonwealth's only fully professional choral group, performing music from all time periods and particularly skilled in *a cappella* renditions. The Chorale offers Masters Classes and the Young Singers Project as part of their outreach and education endeavors.

The Governor's School for the Arts, at home in Norfolk, plays a pivotal role in keeping the arts alive in the Hampton Roads area. Art education programs are offered in dance, vocal and instrumental music, theater, and visual arts, with a number of student productions performed to further develop the artists and showcase their burgeoning talents.

The Norfolk Commission on the Arts and Humanities, established in 1978, provides support for over 36 local arts organizations.

Festivals and Holidays

Norfolk celebrates St. Patrick's Day on March 17 with the Greening of Ghent, which includes a parade and party in the Ghent neighborhood. April's events include the International Azalea Festival at the Botanical Gardens, and the Virginia International Tattoo, a spectacle of music featuring drill teams, massed pipe and drum corps, gymnasts, and folk dancers. The Tattoo is part of Virginia's Arts Festival, a month-long celebration of the arts (from April through May) that includes classical music, jazz, and chamber music events, as well as dance and visual arts exhibitions that take place at venues throughout the region.

May is the time for the Cinco de Mayo Celebration featuring Mexican food and music, the annual Town Point Jazz and Blues Festival, and the Afr'Am Fest, a weekend cultural celebration of ethnic music, dance, theater and exhibits. The Elizabeth Riverfront in Town Point Park is the site of numerous music, arts, and cultural festivals throughout the spring and summer months. In June the Norfolk Harborfest celebrates the region's rich nautical heritage. Independence Day brings the Great American Picnic and Celebration, which ends with a spectacular fireworks display. The weekend Norfolk Jazz Festival takes place at Town Point Park in early August. The last big event of the summer is the Norfolk Latino Festival in late August, celebrating the heat with "spicy cuisine, smokin' music, and sizzling art."

In September Town Point Park is the site of three related events: the Virginia in Water Boat Expo, the Norfolk Seafood and Beach Music Festival, and the Mid-Autumn Moon Festival. For cinema aficionados, the SOL Film Festival comes to downtown Norfolk in early October, with independent films competing for prizes. A one day Children's Festival comes to Town Point Park in early October. October breezes also bring the Great Chesapeake Bay Schooner race, a three-day race designed to increase awareness of the fragile ecosystem contained in the Bay. The race concludes at Town Point Park, where the racing vessels line up and create a backdrop for the Town Point Virginia Wine Festival. At this event, more than 25 Virginia wineries provide samplings; also featured are gourmet foods, specialty crafts, and live musical entertainment. The holidays are welcomed with the Grand Illumination Parade and its associated events

that take place in downtown Norfolk and nearby Portsmouth, including a progressive dinner termed "Wine and Dine."

Sports for the Spectator

Norfolk fans watch the puck drop to start the games of the Norfolk Admirals, an affiliate of the American Hockey League Tampa Bay Lightning, who play at Norfolk SCOPE Arena. The Norfolk Tides baseball team, a triple-A minor league affiliate of the Baltimore Orioles, play at the Riverfront's Harbor Park. Rugby fans can enjoy Norfolk Blue rugby team matches; the highly successful club has been playing in the Norfolk area since 1978.

Norfolk State University varsity teams (Spartans) compete in the Central Intercollegiate Athletic Association football league, while Old Dominion's men's and women's basketball teams are both Division I NCAA competitors. Other Old Dominion University sport offerings include baseball, soccer, women's field hockey, track and field events, and a variety of club sports. The Virginia Wesleyan Marlins play basketball in Division III of the NCAA and can entertain fans with a selection of varsity and club sports.

Sports for the Participant

Surrounded by all that water, it's natural that the Norfolk area entices avid rowers, sea kayakers, swimmers, jet skiers and windsurfers. Fishing can become a religion for some, with access to Chesapeake species such as speckled trout, flounder, bluefish, rockfish, and more. A number of private companies run charters out of the Chesapeake Bay area. The City of Norfolk Police Department coordinates the Police Athletic League, or PAL, which gives local youth a chance to participate in volleyball, boxing, basketball, football, girls' softball and track events. Golfers can go 18 holes on any of two public golf courses: Lake Wright Golf Course and Ocean View Golf Course. Nearby Virginia Beach is home to even more public and private courses, including Stumpy Lake Golf Course. The Tidewater Tennis Center and Northside Park, where many local tournaments are held, are but two of more than a dozen tennis courts in the city. Northside Park is also home to Imagination Island, the largest community-built playground in the state.

The city sponsors 23 recreation centers, including the Lakewood Dance and Music Center at Lakewood Park. There are two year round municipal pools and an additional two seasonal pools. Three beaches are maintained through the city: Community Beach Park, Sarah Constance Beach Park, and Ocean View Beach Park. There are 11 designated dog parks throughout the city park system. Barraud Park is home to the Norfolk Recreational Boxing Program.

Venturing outside of Norfolk, there are spectacular hikes in Shenandoah National Park in the Blue Ridge Mountains approximately 2.5 hours northwest of the

Tidewater region. The Old Rag Summit Ridge Trail is often recommended, as is the section of the Appalachian Trail that meanders through the park.

Shopping and Dining

MacArthur Center, a regional shopping mall, is within walking distance of the local convention center. The \$300 million complex offers more than a million square feet of shops, restaurants and entertainment centers, with Nordstrom and Dillard's as its anchor stores. The Selden Arcade downtown in the city's financial district offers clothing shops, bookstores, and jewelry shops. The upscale Ghent Shopping District is known for its home furnishings, boutiques, and clothing shops. Military Circle is a mega-mall that offers department stores and a cinema. JANAF Shopping Center offers bargains on clothing, sports equipment, and home furnishings. For an eclectic mix of retailers, restaurateurs and entertainers, the Waterside Festival Marketplace is the place to be; located right on the water, with ferries and boat tours departing from the premises, it's a one-stop-shop for food and fun. Granby Row has an array of art galleries and specialty shops. The Historic Ghent district is the place for antiques and flea market shoppers.

Speaking of food, Norfolk's southern location means that diners can get quality soul food, including ribs, fried chicken, collard greens, biscuits, and other delectables. About 80 restaurants in the city are owned by chefs. The community is home to an astonishing number of establishments serving Italian food, with northern Italian cuisine coming on strong at present. Southwestern and Mexican restaurants are also plentiful, with a couple of spots dedicated to the art of tapas. Diners can catch a taste of fresh seafood at a number of places along the waterfront and beyond. Being a port city with a constant international influence, Norfolk eateries cater to a broad variety of other tastes as well, including French, Mediterranean, Cajun/Creole, German, Caribbean, Indian, Greek, Irish, Chinese, Thai, Japanese, and American fare. Granby Street has been nicknamed "Restaurant Row" for its wide variety of dining options.

Visitor Information: Norfolk Convention and Visitors Bureau, 232 E. Main Street, Norfolk, VA 23510; telephone (757)664-6620 or (800)368-3097; www.norfolkcvb.com

■ Convention Facilities

Just blocks from Norfolk's waterfront is the Waterside Convention Connection, a joint project of the Waterside Convention Center, the Waterside Festival Marketplace, the SCOPE Arena, and the Sheraton, Marriott, and Radisson hotels. These combined entities offer 121,000 square feet of function space, 55 meeting rooms, 1,000 first-class rooms for lodging and a large exhibit hall that

can accommodate up to 2,400 guests for a reception, 2,000 people in a theater set-up, and 1,400 for a banquet. The dome-shaped SCOPE Arena offers 85,000 feet of meeting space as well as event seating capacity of up to 12,600. The Ted Constant Convocation Center at Old Dominion University provides a 9,100-square-foot hospitality room that can be divided into five smaller meeting or exhibit rooms. Other meeting suites are available for group events, as is the 7,319-fixed-seat arena.

The Harrison Opera House, Attucks Theater, and Chrysler Hall all offer spaces for meetings and special events. Several local restaurants and hotels also offer reserved spaces for meetings and conventions, creating a unique experience with a definite Norfolk flavor, as do some of the major attraction sites, such as the Norfolk Botanical Gardens and the Virginia Zoological Park.

Convention Information: Norfolk Convention and Visitors Bureau, 232 E. Main Street, Norfolk, VA 23510; telephone (757)664-6620 or (800)368-3097; www.norfolkcvb.com

■ Transportation

Approaching the City

The easiest way by car to the city is by Interstates 64 and 264. From the south, I-95 connects to State Route 58 and then to I-264. From the north I-95 connects to I-295 and then to I-64. The 17-mile-long Chesapeake Bay Bridge-Tunnel links the Norfolk region to the Delmarva Peninsula and the Paddlewheel Ferry (a natural gas-powered pedestrian ferry) provides service between Norfolk's Waterside and Portsmouth. Pleasure craft can travel on the Atlantic Intracoastal Waterway from Norfolk all the way down to Miami, Florida, on a protected inland channel. Greyhound provides bus service to the city and train travel is offered by Amtrak.

Norfolk International Airport, located eight miles northeast of the city's downtown area, is served by six major airlines, including American, Continental, Delta, Northwest, Southwest, and US Airways. Six regional carriers also serve the airport. The airport handles 3.9 million passengers annually on more than 200 flights daily. There are ten taxi services available from the airport into Norfolk.

Traveling in the City

Interstates 64/564 run north and south through the city and Interstate 264 runs east and west. State Highway 460, known locally as St. Paul's Boulevard, runs north and south through the downtown, while State Highway 58, known as Brambleton Avenue, runs east and west. Other main downtown streets running north-south are Boush Street, Church Street, and Tidewater Avenue.

Waterside Drive and Water St. run east and west along the riverfront.

Hampton Roads Transit provides public transportation regionally, connecting Norfolk with Virginia Beach, Hampton, Newport News, Suffolk, Portsmouth, and Chesapeake. There are 24 routes within the city of Norfolk. Some buses are equipped with bike racks. HRT also operates the Norfolk Electric Transit service (NET), which offers free service around the downtown area. The NET makes a total of 16 stops along a 2.2-mile downtown route. Handi-Ride service, for disabled travelers, is available by reservation at sites within three-quarters of a mile of regularly scheduled bus routes.

The Paddlewheel Ferries between Portsmouth and Waterside run every 30 minutes during the week with 15-minute service available at some weekend hours. Passengers who are traveling within the cities for work or leisure may board with bicycles.

■ Communications

Newspapers and Magazines

The Virginian-Pilot is Norfolk's daily newspaper. The paper is distributed throughout the cities of Portsmouth, Virginia Beach, and Chesapeake as well with an average daily circulation of about 200,000. The city is also home to several military newspapers. *Flagship* primarily serves the families of the Naval Base and *The Flyer* is published for Langley Air Force Base; both are weekly papers. *Soundings* is an independent weekly covering all military branches. *Booster* is a monthly publication of the Naval Weapons Station. *Jet Observer*, distributed free at Naval Air Station Oceana (Virginia Beach), is published in Norfolk. *The Mace and Crown* is the newspaper of Old Dominion University. The weekly *Journal and Guide* serves the African American community.

Television and Radio

Norfolk is served by three network television affiliates and three affiliate stations from nearby Portsmouth. Norfolk is home to 11 FM radio stations (classical, plus public,

talk, and music format stations) and 5 AM stations with public, religious, and music formats. Local cable news stations are available on Cox Cable.

Media Information: *Virginian-Pilot*, 150 W. Brambleton Avenue, Norfolk, VA 23510; telephone (757) 446-9000 or (800)446-2005; hamptonroads.com

Norfolk Online

City of Norfolk. Available www.norfolk.gov

Hampton Roads Chamber of Commerce. Available www.hamptonroadschamber.com

Naval Station Norfolk. Available www.navstanorva.navy.mil

Norfolk Convention and Visitors Bureau. Available www.norfolkcvb.com

Norfolk Public Library system. Available www.npl.lib.va.us

Norfolk Public Schools. Available www.nps.k12.va.us/index.htm

Virginian-Pilot newspaper. Available hamptonroads.com

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Richmond

■ The City in Brief

Founded: 1742 (incorporated 1782)

Head Official: Mayor L. Douglas Wilder (D) (since 2005)

City Population

1980: 219,214

1990: 202,798

2000: 197,790

2006 estimate: 192,913

Percent change, 1990–2000: 2.5%

U.S. rank in 1980: 64th

U.S. rank in 1990: 76th (State rank: 3rd)

U.S. rank in 2000: 105th (State rank: 4th)

Metropolitan Area Population

1980: 761,000

1990: 865,640

2000: 1,096,957

2006 estimate: 1,194,008

Percent change, 1990–2000: 13.7%

U.S. rank in 1980: 48th (MSA)

U.S. rank in 1990: 49th (MSA)

U.S. rank in 2000: 46th (MSA)

Area: 62.55 total square miles (2000)

Elevation: Ranges from 9 to approximately 312 feet above sea level

Average Annual Temperatures: January, 36.4° F; July, 77.9° F; annual average, 57.6° F

Average Annual Precipitation: 43.91 inches of rain; 13.8 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.2% (June 2007)

Per Capita Income: \$26,284 (2005)

2005 FBI Crime Index Property: 12,898

2005 FBI Crime Index Violent: 2,385

Major Colleges and Universities: Virginia Commonwealth University, University of Richmond, Virginia Union University, J. Sargeant Reynolds Community College, John Tyler Community College

Daily Newspaper: *Richmond Times-Dispatch*

■ Introduction

The capital of Virginia, Richmond is steeped in a history that spans nearly 400 years, dating back to 1607 when Jamestown colonists identified the site. During the Revolutionary War era, it was the locale of several important conventions at which such notables as Thomas Jefferson and Patrick Henry sounded the call for freedom and determined the course of a fledgling nation. Later, Richmond proudly served as the capital of the Confederate States of America.

Nowadays, Richmond and its booming metropolitan area (which also encompasses the counties of Chesterfield, Hanover, and Henrico) are regarded as a prime example of the ideal “New South” community—one that successfully blends its heritage with modern social and industrial development. The city’s strategic location in the middle of the eastern seaboard puts it within 500 miles of nearly half the entire population of the United States and only 100 miles from the nation’s capital. Combining this asset with a mild climate, gently rolling terrain, and a wealth of cultural and recreational attractions has made Richmond another Sun Belt city on the move, and all indications point to a promising future.

■ Geography and Climate

Richmond is located at the head of the navigable part of the James River between Virginia's coastal plains and the Piedmont, beyond which are the Blue Ridge Mountains. The open waters of Chesapeake Bay and the Atlantic Ocean to the east and the mountain barrier to the west are responsible for the region's warm, humid summers and generally mild winters. Precipitation, mostly in the form of rain, is distributed fairly evenly throughout the year, though dry spells lasting several weeks are especially common in the fall. Snow usually accumulates in amounts of less than fourteen inches and remains on the ground only one or two days.

The James River occasionally floods low-lying areas, but the Richmond flood wall, completed in the 1990s, goes a long way toward minimizing damage in those areas. Hurricanes and tropical storms have been the cause of most flooding during the summer and fall, particularly Hurricanes Connie and Diane in 1955, Hurricane Camille in August 1969, Hurricane Agnes in June 1972, and Hurricane Isabel in September 2003. On August 31, 2004, flooding instigated by Tropical Storm Gaston devastated the historic Shockoe Bottom District which lies along the James River. Tropical Storm Ernesto in 2006 caused flood damage and five deaths in Virginia.

Area: 62.55 total square miles (2000)

Elevation: Ranges from 9 to approximately 312 feet above sea level

Average Temperatures: January, 36.4° F; July, 77.9° F; annual average, 57.6° F

Average Annual Precipitation: 43.91 inches of rain; 13.8 inches of snow

■ History

Conflicts Prevent Settlement

On May 21, 1607, a week after Captain John Smith and his party landed at Jamestown, a group led by Captain Christopher Newport set out from camp to explore the James River. Within a week, their travels took them to some falls and a small island where on May 27 they set up a cross. This marked the "discovery" of Richmond, though three decades would pass before another Englishman established a permanent post on the site; the area had already long been home to Powhatan tribes.

During their first few years in the New World, the English colonists devoted most of their energies to securing the stockade at Jamestown. Their arrival had displaced many of the Algonquin and other Native Americans in the region and, as a result, the newcomers

often found themselves engaged in violent battles with the indigenous tribes. Temporary truces brought occasional respite from the hostilities, but it still proved difficult to entice settlers to homestead outside the stockade. Several attempts to colonize a site near the falls on the James River failed due to repeated conflicts with angry Algonquins.

The Founding of Richmond

In 1637, however, Thomas Stegg set up a trading post at the spot where the river became navigable; he was later granted some additional land around the falls. After a sudden native uprising in 1644, some Jamestown settlers built a fort near Stegg's claim and offered freedom from taxation to anyone willing to establish a home there. Few people took the settlers up on their offer until after 1670 when, upon the death of Stegg's son, the family holdings (which had expanded to include property on both sides of the river) passed to William Byrd I, a nephew. Byrd received certain additional privileges in return for inducing able-bodied men to homestead in the area, and at last the post began to grow, eventually becoming a trading center for furs, tobacco, and other products.

The year 1737 marked the official laying out of the town of Richmond and its founding as the central marketplace for inland Virginia. Despite the fact that it served as host to three historic political conventions in the pre-Revolutionary War years, including the one at which Patrick Henry closed his impassioned speech with the memorable "Give me liberty or give me death," the town grew very slowly throughout most of the rest of the eighteenth century, even after it was named the capital of Virginia in 1779. Following the Revolutionary War, however, Richmond entered an era of rapid growth. In 1782 it was officially incorporated as a city. By 1790 it boasted a population of 3,761 people, up from only 684 people ten years earlier.

City Made Confederate Capital

By the time of the Civil War, Richmond was one of the major commercial and industrial centers of the country. It prospered as a port city. In addition, America's first iron and brick supplies were manufactured in Richmond, and the first-discovered coal veins in America were mined in neighboring Chesterfield County. Tobacco processing and flour milling also emerged as regional industrial powers. Shortly after Virginia seceded from the Union in April 1861, Richmond was made the capital of the Confederacy in acknowledgment of its preeminent economic and political position.

The Civil War left the city in ruins. Besieged for nearly four years by Union troops but never taken in battle, Richmond was very nearly destroyed in April 1865 by Confederate troops who set fire to tobacco and cotton warehouses as they fled the city. After the war, Richmond began the slow task of rebuilding its bankrupt economy.

The old industries, tobacco and iron in particular, once again surfaced as the dominant forces, remaining so throughout the early 1900s. Banking also emerged as an important factor on the local scene as Richmond became one of the South's leading financial centers.

A City Divided and Finally United

Both world wars sparked industrial expansion in Richmond, leading to a diversification that has made the area prosperous for many years. Racial tensions surfaced during the 1950s with the development of a strategy of "massive resistance" during which Virginia politicians and leaders were encouraged to prevent desegregation of schools in the wake of the *Brown vs. the Board of Education* ruling. The NAACP filed numerous suits and the federal government ordered integration of a number of Virginia counties and municipalities; in response, the Virginia governor ordered many schools to close rather than comply. Richmond fought integration until 1970, when a district court judge devised a busing strategy to integrate the schools. Sixteen years later, the same judge approved a neighborhood schools system that effectively ended the city's struggles in regard to segregation.

The 1980s were marked by concerted efforts to foster cooperation and growth to benefit the entire metropolitan area. Those efforts transformed Richmond into not only a manufacturing center of note, but also a hub for research, federal and state government, banking, transportation, trade, and health care. The city showed a commitment to preserving the best of its nearly 400-year past while carefully crafting a future that includes continued economic development. This synthesis was possibly reflected best in the development agency Richmond Renaissance, which acted as a bridge between the corporate, governmental, and African American communities as they began to work toward a common goal of a vital, thriving city in the "New South." In 1996 the tennis player and Richmond native Arthur Ashe became the first African American to be honored with a statue on the city's Monument Avenue.

The year 2004 brought a change in city government as Richmond residents elected their first mayor since 1948. The city had established a council-manager form of government, by which city council had chosen a mayor from its own nine members to serve a largely ceremonial role. The new mayor-council form was inaugurated with the election of L. Douglas Wilder, who was previously known as the first African-American elected governor in the state and the nation. Wilder took office in January 2005. He immediately began taking action to make city government more effective and efficient, in part through consolidation of some city departments and a reduction of city employee expenditures. As of 2007 development projects are under consideration to provide affordable housing for city residents. Improvement in the city school

system was also seen as a priority under the Wilder Administration.

Historical Information: Library of Virginia, 800 E. Broad Street, Richmond, VA 23219; telephone (804) 692-3500; www.lva.lib.va.us

■ Population Profile

Metropolitan Area Residents

1980: 761,000
 1990: 865,640
 2000: 1,096,957
 2006 estimate: 1,194,008
 Percent change, 1990–2000: 13.7%
 U.S. rank in 1980: 48th (MSA)
 U.S. rank in 1990: 49th (MSA)
 U.S. rank in 2000: 46th (MSA)

City Residents

1980: 219,214
 1990: 202,798
 2000: 197,790
 2006 estimate: 192,913
 Percent change, 1990–2000: 2.5%
 U.S. rank in 1980: 64th
 U.S. rank in 1990: 76th (State rank: 3rd)
 U.S. rank in 2000: 105th (State rank: 4th)

Density: 3,292.6 people per square mile (in 2000)

Racial and ethnic characteristics (2005)

White: 72,733
 Black: 99,826
 American Indian and Alaska Native: 423
 Asian: 2,340
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 6,796
 Other: 1,030

Percent of residents born in state: 67.2% (2000)

Age characteristics (2005)

Population under 5 years old: 15,465
 Population 5 to 9 years old: 10,745
 Population 10 to 14 years old: 11,328
 Population 15 to 19 years old: 10,078
 Population 20 to 24 years old: 13,472
 Population 25 to 34 years old: 26,765
 Population 35 to 44 years old: 25,350
 Population 45 to 54 years old: 24,683
 Population 55 to 59 years old: 9,869
 Population 60 to 64 years old: 7,563
 Population 65 to 74 years old: 11,449
 Population 75 to 84 years old: 10,332



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Population 85 years and older: 3,658
Median age: 35.9 years

Births (2006, County)

Total number: 3,206

Deaths (2006, County)

Total number: 2,261

Money income (2005)

Per capita income: \$26,284
Median household income: \$34,396
Total households: 82,199

Number of households with income of . . .

less than \$10,000: 11,162
\$10,000 to \$14,999: 5,981
\$15,000 to \$24,999: 12,473
\$25,000 to \$34,999: 12,193
\$35,000 to \$49,999: 12,313
\$50,000 to \$74,999: 14,006
\$75,000 to \$99,999: 5,029
\$100,000 to \$149,999: 4,875

\$150,000 to \$199,999: 1,505
\$200,000 or more: 2,662

Percent of families below poverty level: 10.4% (2005)

2005 FBI Crime Index Property: 12,898

2005 FBI Crime Index Violent: 2,385

■ **Municipal Government**

The city of Richmond operates under the mayor-council form of government, with council members serving part-time, two-year terms and each representing one of nine districts in the city. A mayor is elected at large through a majority of votes in at least five of the nine council districts. The mayor serves a full-time, four-year term. The council elects a vice-mayor and assistant vice-mayor from among its own ranks. The city was formerly governed by a council-manager system and in 2004 elected its first mayor in almost 60 years. L. Douglas Wilder took office in January 2005.

Head Official: Mayor L. Douglas Wilder (D) (since 2005; term expires 2009)

Total Number of City Employees: 4,890 (2007; does not include school district employees)

City Information: City of Richmond, 900 East Broad Street, Richmond, VA 23219; telephone (804) 646-7000; www.ci.richmond.va.us

■ Economy

Major Industries and Commercial Activity

The Richmond area has a strong and diverse manufacturing base that has helped the community remain resilient during economic recessions and even the Great Depression. Other factors that have contributed to this economic stability include the city's location as a commercial and distribution center, a concentration of federal and state agencies, the headquarters of major corporations and bank-holding companies, numerous health facilities, and the concentration of educational institutions in the area.

Information technology and major semiconductor manufacturing firms have been attracted to Richmond throughout the early 2000s. The increase in semiconductor firms in the area has made the city a central point of the East Coast's Silicon Dominion. Cutting edge technology makes Richmond a hub for innovation and entrepreneurship. The Virginia Biotechnology Research Park, located in the heart of the East Coast's pharmaceutical and biotechnology corridor, supports research and development in drug development, medical diagnostics, biomedical engineering, forensics and environmental analysis. Located on 20 acres next to Virginia Commonwealth University's (VCU) Medical College of Virginia, the facility is home to about 45 biotechnology, bioscience and other related companies and research institutions.

Richmond, as headquarters of the Fifth Federal Reserve District, is a financial nerve center for an industrially strong and diverse region that consists of Maryland, Virginia, West Virginia, North Carolina, South Carolina, and the District of Columbia. Banking has always been a significant employment factor in the Richmond area, and liberalization of banking laws has increased the centralization of headquarters activity in the Richmond area by many of the state's large and regionally oriented banks.

Insurance is also a strong, steady growth industry in the Richmond area. Richmond is headquarters for GE Financial Assurance (a unit of GE Capital Services), Anthem, Inc., and LandAmerica Financial Group, as well as diversified financial service companies.

Philip Morris, which began in tobacco production, has been a part of Richmond's business community since 1929. Richmond's \$200 million Philip Morris Manufac-

turing Center, a 200-acre site, is one of the largest and most modern facilities of its kind in the world. The company made another major investment in the area through construction of the Philip Morris Center for Research Technology, a \$350 million facility that was scheduled to open in Virginia BioTechnology Research Park by the end of 2007.

Richmond has become a major East Coast distribution center and customer service center with the arrival of firms like Capital One, Hewlett Packard, and Owens & Minor. Other major companies with substantial capital investment in plants and operations in the Richmond area are DuPont, Kraft Foods, McKesson Corp., Alcoa, and Smurfit-Stone Containers. Other companies with headquarters in Richmond include Tridium, Peak 10, Inc., PartnerMD, Southern States, Markel Corp., and Alfa Laval Inc. Eight *Fortune* 500 companies were headquartered in the region in 2007, including Dominion Resources, Circuit City Stores, Genworth Financial, CarMax, Performance Food Group, Universal, Brink's, Albemarle, and Massey Energy.

Items and goods produced: tobacco products, toiletries, processed foods, aluminum, chemicals, textiles, paper, printing, over-the-counter pharmaceuticals

Incentive programs—New and Existing Companies

Local programs: In addition to the state's enterprise zone incentives, Richmond contributes local tax and financing incentives in designated Enterprise Zones. At the Richmond International Airport, Foreign Trade Zone #207 allows for imported goods to be held in the zone and exempted from U.S. Customs duties until they've crossed the zone barrier into use in the United States. The Greater Richmond Partnership, Inc., provides relocation services for personnel of new companies, and financing for small businesses is available through the James River Certified Development Corporation, the Crater Development Corporation and the Micro Enterprise Program with the City of Richmond. The City of Richmond also offers infrastructure improvement incentives.

State programs: Virginia is a right-to-work state. The State General Assembly has kept Virginia's taxes on industry very competitive by maintaining relatively moderate corporate income tax rates for some 30 years and by eliminating many tax irritants, resulting in very modest tax bills for business and industry. While this alone constitutes an attractive incentive for new and existing businesses, the State of Virginia further offers Governor's Opportunity Funds, which allows the Governor to secure business locations or expansion projects with matching funds from the local community; Virginia Investment Partnership Grant Funds, supporting large employers with businesses established for a minimum of five years in

Virginia; property tax exemptions; sales and use tax exemptions; enterprise zones; technology zones; and foreign trade zones. Among Virginia's tax credits are a General Income Tax Credit and a Real Property Improvement Tax Credit. Virginia has a State Historic Rehabilitation Tax Credit Program (as does the federal government). The federal government also offers Federal Employment Tax Credits for Federal Empowerment Zones, and a Federal HUBZone Empowerment Contracting Program; a HUBZone is a "historically underutilized business zone" located within communities with low incomes and/or high unemployment.

Job training programs: The Virginia Workforce Development Services program, located in Richmond, is a cooperative effort of the Virginia Community College System with local businesses to cultivate a deep, skilled pool of workers who can benefit local industries and achieve their own career goals. Two community colleges, J. Sargeant Reynolds Community College and John Tyler Community College, have joined forces to create the Community College Workforce Alliance. The CCWA supports economic development and provides workforce development in both the private and public sectors. Employers can potentially receive a tax credit for sending their employees through professional development with CCWA. The Virginia Employment Commission offers job resources and assistance to workers and serves employers through applicant screening, labor market information reports, and unemployment insurance administration. The Capital Area Training Consortium, with an office in Richmond, is an official Employment and Training Agency providing career assessment, counseling, training, re-training, and job search assistance. Community members with disabilities can access job training and support services via the Department of Rehabilitative Services, while older job seekers may find assistance through the Capital Area Agency on Aging.

Development Projects

After Tropical Depression Gaston flooded the Shockoe Bottom District along the James River in 2004, local business owners and the City of Richmond were able to access Federal Emergency Management Agency support to bolster ongoing efforts to rebuild, renovate, and ultimately revitalize that historic area. Several loft and apartment residence projects have been recently completed or are underway, and the 48,000 square foot former site of Lady Byrd Hat Company was developed into a multi-tenant site to incorporate entertainment, restaurant, and retail areas. On October 7, 2006 the Tredegar National Civil War Center opened; it is a museum that provides a holistic look at the Civil War from Union, Confederate, and African American perspectives. Riverside on the James, a mixed-use development project along the Canal Walk, was completed in 2005 and added more than 275,000 square feet of retail, office, and

apartment space to the area. Dominion Virginia Power will add 1,200 jobs to the River District as it expands its headquarters.

In 2005, the Richmond Braves Triple-A baseball team pitched a concept for a \$330 million ballpark to be built in the Shockoe Bottom District. The project was still being debated in 2007 but the community reportedly supports the addition of an event-driven venue in an area that is increasingly busy and alive.

The Richmond Office of Economic Development reports that Richmond is in the middle of a scientific renaissance, in large part because of Richmond's Virginia Biotechnology Research Park and the Medical College of Virginia. Development at the Virginia Biotechnology Research Park began in 1997 and is only partially completed; even so, it houses more than 45 biosciences entities, research institutes affiliated with Virginia Commonwealth University, and state and national medical laboratories. The Park isn't confined to the 34 acre downtown campus, having branches and partnerships in Henrico and Chesterfield counties.

An expansion of the Greater Richmond Convention Center was completed in 2003, bringing the facility up to 700,000 total square feet of space—178,159 square feet of exhibit space, 32 meeting rooms, and a 30,550 square foot Grand Ballroom.

The Richmond Coliseum received a seven million dollar facelift. With new seats, lights, paint schemes, elevators, a kitchen, and floors in addition to renovated restrooms and an onsite professional chef, the updated building is more inviting and will ideally draw more ticket purchasers to big name musical concerts.

Economic Development Information: Greater Richmond Partnership, 901 East Byrd Street, Suite 801, Richmond, VA 23219-4070; telephone (804)643-3227; toll-free (800)229-6332. City of Richmond Office of Economic Development, 501 E. Franklin St., Suite 800, Richmond, VA 23219; telephone (804)646-5633; fax (804)646-6793; email econdev@richmondgov.com

Commercial Shipping

Richmond has its own port, owned by the municipal government and offering direct container ship service to northern Europe, the United Kingdom, Canada, Iceland, Mexico, the Mediterranean, the Caribbean, and South America. The Port of Richmond is located four miles south of Richmond's Central Business District and offers services such as stevedoring, supply chain services, export packaging and transfer, and warehouse and inland distribution services. The port is equipped for heavy lifting and can handle a range of cargo, from livestock to breakbulk. U.S. Customs and Boarder Protection offices are onsite.

Five air cargo carriers service the Richmond International Airport, which is located 10 minutes from the downtown area. Charter cargo flights are also available. The airport is a Foreign Trade Zone with U.S. Customs

inspection on-site and can hold cargo in 142,000 square feet of warehouse space.

Richmond is crisscrossed by north-south and east-west interstates and railroads, making it an ideal United Parcel Service (UPS) district hub and FedEx regional hub. There are more than 35 trucking companies serving the area handling loads that include heavy hauling, liquid bulk, dry bulk and oversize loads. The Richmond area is within a day's drive of 50 percent of the U.S. population, 55 percent of the nation's manufacturing facilities, and 60 percent of the country's corporate headquarters. A 750-mile radius encompasses almost three-fifths of the population and two-thirds of the nation's manufacturing facilities.

Two rail lines converge in Richmond: the Norfolk Southern and CSX, which is the nation's largest railroad and has its corporate headquarters in Richmond. CSX covers 23,000 miles across 23 states and extends its reach to Canada, Mexico, Europe, Asia, Latin America, Australia, Hong Kong, China and Russia. CSX provides direct service to and from the Port of Richmond along with international terminal services, domestic container shipping, domestic ocean-liner services, and more. Northern Southern provides service via local switch.

Labor Force and Employment Outlook

Trends over the past 15 years indicate that the number of manufacturing and federal government jobs has been on the decline, while employment opportunities in services and finance (banking, insurance, real estate) have demonstrated a spike. The Richmond area has a higher percentage of white-collar professional, technical, sales, and clerical workers than both the South Atlantic region and the United States as a whole. Blue-collar and service-worker totals are close to the national average. The percentage of women in the work force is higher in the Richmond region than in the United States as a whole.

Generally speaking, a positive labor-management relationship enhances the Richmond work ethic. As the northernmost right-to-work state, less than 10 percent of the work force is organized, and approximately 30 percent of workers in union shops choose not to join. Strikes are rare, and Richmond enjoys one of the lowest work-stoppage records in the nation.

The following is a summary of data regarding the Richmond metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 626,400

Number of workers employed in . . .

- construction and mining: 45,800
- manufacturing: 44,300
- trade, transportation and utilities: 115,100
- information: 11,300
- financial activities: 47,200

- professional and business services: 95,100
- educational and health services: 72,300
- leisure and hospitality: 51,000
- other services: 30,500
- government: 113,800

Average hourly earnings of production workers employed in manufacturing: \$16.88

Unemployment rate: 3.2% (June 2007)

Largest private employers (2007)

	<i>Number of employees</i>
HCA Inc	7,719
Capital One Financial Corp.	7,389
Virginia Commonwealth University Health	6,990
Philip Morris	6,100
Wal-Mart Stores, Inc.	5,862
Wachovia Corp.	5,349
Dominion Resources Inc. (incl. HQ)	5,114
Bon Secours Richmond Health System	5,021

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$353,963

2007 (1st quarter) ACCRA Cost of Living Index: 108.7

State income tax rate: 2.0% to 5.75%

State sales tax rate: 4.00%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: \$3.70 per \$100 assessed value

Economic Information: Greater Richmond Chamber of Commerce, 600 East Main St., Suite 700, Richmond, VA 23219; telephone (804)648-1234

■ Education and Research

Elementary and Secondary Schools

The Richmond Public Schools, one of four major systems in the area, are garnering a growing share of excellent achievement results, and the system has earned a

reputation for innovative and highly successful new programs. The Special Achievement for Academic and Creative Excellence, or SPACE, program provides accelerated challenges for elementary, middle and high school students. Richmond Community High School provides a focused curriculum to prepare gifted students for college; the school emphasizes outreach to economically and socially disadvantaged youth. The city also has a public military school, Franklin Military, the first in the nation in a public school system. The Open High School offers academic strategies to reach alternative learners. Thomas Jefferson High School offers an International Baccalaureate Program. The REAL School (Richmond Educational Alternative for Learning) offers middle school programming for children with learning disabilities or special emotional needs. Richmond Technical Center offers vocational education classes.

All four public school systems in the Richmond area have one joint educational venture, the Center for Science, Math, and Technology located in the Henrico County Public System. It is believed to be the only such regional center in the country supported completely by local funds, and it is one of the early examples of regional cooperation in the Richmond area.

The following is a summary of data regarding the Richmond Public Schools as of the 2005–2006 school year.

Total enrollment: 35,000

Number of facilities

- elementary schools: 29
- junior high/middle schools: 9
- senior high schools: 5
- other: 16

Student/teacher ratio: 13.8:1

Teacher salaries (2005–06)

- elementary median: \$51,900
- junior high/middle median: \$50,250
- secondary median: \$50,350

Funding per pupil: \$10,538

More than 45 alternative institutions offer instruction to Richmond area students, including private college-preparatory schools and schools for exceptional children.

Public Schools Information: Richmond Public Schools, 301 North Ninth Street, Richmond, VA 23219; telephone (804)780-7710; www.richmond.k12.va.us

Colleges and Universities

Metro Richmond is home to 11 institutions of higher learning. Virginia Commonwealth University (VCU), with two downtown Richmond campuses, is the state's

largest urban public university; it enrolls more than 30,000 students. VCU is the home of the Medical College of Virginia and additionally offers 195 baccalaureate, master's, doctoral and certificate degree programs in 15 schools and one liberal arts college. VCU has an entrepreneurship program for young women at its School of Business. In 1998, VCU added a \$40 million School of Engineering facility that houses a Microelectronics Center with clean room technology for semiconductor research.

The University of Richmond is one of the largest private colleges in Virginia and one of the most academically challenging schools in the country. It began in 1830 as Richmond College, a college of liberal arts and sciences for men. Around this nucleus have been added the School of Arts and Sciences, the Jepson School of Leadership Studies (the first school of its kind in the nation), and the E. Claiborne Robins School of Business. The school opened the T. C. Williams School of Law in 1870, making it one of the oldest law schools in the state. The university offers its enrollment of 2,976 undergraduates a menu of baccalaureate degrees in 56 major areas of study, with 40 minors and 12 concentrations. The University of Richmond was ranked as number 40 in the nation for best liberal arts colleges by *U.S. World and News Report* (2008 rankings).

Virginia Union University was founded in 1865 by the Baptist Church to give educational opportunities to African Americans. It offers its diverse student body undergraduate liberal arts, sciences, education, and business courses, as well as graduate courses in theology. The liberal arts foundation is augmented by specialized programs, such as a dual-degree engineering program, offered in conjunction with the University of Michigan, the University of Iowa, and Howard University in Washington, D.C.

Union Theological Seminary and Presbyterian School of Christian Education is one of the top ten theological institutions in the nation. It is recognized for its rigorous academic program and its pioneering work in field education and student-in-ministry experiences. A seminary of the Presbyterian Church (USA), Union Theological offers doctor of ministry, master of divinity, master of theology, and doctor of philosophy degrees. The Presbyterian School of Christian Education, a graduate school, is the only one of eleven theological institutions of the Presbyterian Church to specialize solely in the discipline of Christian education.

The Baptist Theological Seminary at Richmond, which officially opened in 1991, offers a Master of Divinity degree and a Doctor of Ministry. Current enrollment is about 300 students. The Richmond Virginia Seminary, founded in 1981 as an interdenominational Christian institution, offers a Bachelor of Theological Studies, Master of Ministry in Preaching, Master of Divinity, and Doctor of Ministry.

J. Sargeant Reynolds Community College, founded in 1972, operates three campuses: one in downtown Richmond, another in Henrico County, and the western campus in Goochland County. It offers programs in liberal arts and sciences, engineering, education, and business administration as well as technical vocation training in a number of fields. Enrollment is about 17,000 credit students and over 20,000 non-credit students.

John Tyler Community College, with over 52 career and technical programs, operates a main campus in Chesterfield County and two auxiliary campuses. Also offering higher educational opportunities in Metro Richmond are Randolph-Macon College, Virginia State University (in nearby Petersburg), and Richard Bland Community College.

Libraries and Research Centers

Libraries abound in Richmond. There is the Library of Virginia, with over 1.7 million books, periodicals, government publications and microforms specializing in Virginiana, Southern and Confederate history, and genealogy. The Richmond Public Library system has a main library plus eight branches containing more than 800,000 books, periodicals, and audio- and videocassettes. The main library maintains the city records and archives. The county of Henrico library system has more than 550,000 books, videocassettes, periodicals, and art prints. Many other libraries are operated by area universities, colleges, and museums. The Virginia Department for the Blind and Vision Impaired is a member of the National Library Service for the Visually and Physically Handicapped, a Library of Congress network. As the seat of government in Virginia, Richmond is naturally home to the primary branch of the Virginia State Law Library, containing comprehensive legal materials for use by defendants, inmates, attorneys, the courts and the general public.

Virginia Commonwealth University Libraries contain more than 1.9 million print volumes and 16,790 periodical subscriptions. The Tompkins-McCaw Library at the Medical College of Virginia Campus of VCU contains the largest collection of medical materials in the state. The James Branch Cabell Library at the Monroe Park Campus contains over 30,000 volumes in special collections on subjects such as Virginia history and literature, popular culture and graphic arts, comic arts, and artist's books.

The William Smith Morton Library at Union Theological Seminary contains over than 337,000 volumes. The library receives 982 periodicals and scholarly journals. As a major research library, special collections include the libraries of Dr. George Gunn (Scottish history, literature, and theology), Dr. H. H. Rowley (Old Testament), Dr. Gotthold Muller (nineteenth and twentieth century German theology and philosophy with Reformed and Lutheran writings), and Dr. Thomas F. Torrance (patristic, Calvin, and other Reformed

materials). The Reigner Recording Library has over 15,000 tapes and cassettes and serves as the repository and circulating agent of the radio programs of the Broadcasting and Film Commission of the National Council of Churches.

In general, VCU is the primary academic research headquarters of the city, primarily in the biological and health sciences. Research centers and institutes include the Virginia Addiction Technology Transfer Center, the Clinical Research Center for Periodontal Diseases, the Institute for Drug and Alcohol Studies, the Pauley Heart Center, Massey Cancer Center, the VCU Reanimation Engineering Shock Center, the Virginia Center for Urban Development, the MidAtlantic Twin Registry, the Center for Judaic Studies, and the Virginia Center on Aging.

Virginia BioTechnology Research Park is home to several biotechnology, bioscience, and other related companies and research institutions that are helping to make Virginia an East Coast technology leader. Over 2,000 scientists, researchers, engineers and technicians work in fields that include drug development, medical diagnostics, biomedical engineering, forensics and environmental analysis. The United Network for Organ Sharing is based at the park, which is also home to the Virginia Office of the Chief Medical Examiner, Virginia Department of Agriculture and Consumer Services, Boehringer Ingelheim Chemicals, and Philip Morris, USA, among others. Also located in Richmond is the Hazardous Technical Information Services.

Public Library and Research Information: Richmond Public Library, 101 East Franklin Street, Richmond, VA 23219; telephone (804)646-7223; www.richmondpubliclibrary.org. Virginia BioTechnology Research Park, 800 E. Leigh St., Richmond, VA 23219; telephone (804)828-5390; www.vabiotech.com

■ Health Care

Richmond has obvious credentials to support its claim as one of the best medical/health-service areas in the country. HCA Virginia health system operates three hospitals in Greater Richmond: Chippenham and Johnston-Willis Hospitals have been merged to form CJW Medical Center, though both sites are still in use. CJW Medical Center is nationally recognized as a heart-bypass surgery center and also on the cutting edge of neuroscience. CJW offers the only Gamma Knife Center in the area. The Chippenham site offers a dedicated Pediatric Emergency Room.

Henrico Doctors' Hospital (HDH), also in two campuses (Forest and Parham), is a 540-bed acute care hospital that performs organ transplants at the Virginia Transplant Center and is home of the Cancer Center. HDH was ranked among the top five percent in the

nation for heart surgery and stroke care by HealthGrades in 2005 and 2006.

Retreat Hospital, a 227-bed facility, offers a blend of traditional acute care services with other progressive specialty programs. The Wound Healing Center and Burn Program are the most comprehensive in the city. The Complex Care Unit is the only one of its kind in the state. The unit offers specialized treatment for patients with multiple trauma injuries, particularly with brain injuries. Retreat Hospital also offers a Red Hot Mamas program, a national menopause management education program.

Bon Secours Richmond Health System, a not-for-profit Catholic system, operates four hospitals in the area and numerous outpatient service sites. St. Mary's Hospital and St. Francis Medical Center are the two sites located within the city of Richmond. St. Mary's is known for its Joint replacement Center, Cardiac Care Lab, and Pediatric/Neonatal Intensive Care Unit. St. Francis also includes a Neonatal Intensive Care Unit and an ambulatory surgery center.

Largest among the area's major health-care institutions is the Virginia Commonwealth University Health System. The Medical College of Virginia Hospitals (MCV) is the teaching component of the VCU system, providing a real-life laboratory for teaching, research, community service, and health-care delivery at the centerpiece of the health sciences campus of Virginia Commonwealth University. The hospital has the area's only Level I Trauma Center and sees more than 30,000 admissions per year, with 500,000 outpatients seen annually.

■ Recreation

Sightseeing

Richmond boasts more than 100 attractions of interest to visitors. Among them are homes and other buildings from all eras of the city's history, as well as battlegrounds and cemeteries. A great place to start is with the Canal Walk along the James River in downtown Richmond, where visitors can meander for 1.25 miles by foot or ride a tour boat past 22 historical markers, statues and points of interest. One of those points of interest is the Civil War Visitor Center along the Canal Walk. Housed in the former Tredegar Iron Works, the Civil War Visitor Center contains three floors of exhibits and interpretive displays recollecting Richmond's role in the Civil War, and provides an introduction to the National Battlefield Park in Richmond.

A convenient next stop along the Canal Walk is Brown's Island, a historic city park often used for outdoor concerts, picnics, biking, and Frisbee. Belle Isle is accessible via the footbridge under the Lee Bridge near the Tredegar Iron Works building. The site served as a camp

for Union prisoners of war but is now a popular recreation spot for Richmond residents. More canal history is reflected by the Kanawha Canal Locks, where Reynolds Metals Company has preserved two locks that were built in 1854. The magnificent stone locks were part of the nation's first canal system, as originally planned by George Washington to carry river traffic around the falls.

The Floodwall along the James River, built to minimize damage from storm-induced rising waters, has become a work of art in its own right with the Floodwall Picture Gallery of murals. A walking tour can transition from the Floodwall into the Shockoe Bottom District, where a variety of historic structures remain and have been restored post-flood. The focal point in Capital Square's 12-acre park-like setting is the Virginia State Capitol, which has served as the seat of state government since 1788. Thomas Jefferson designed the central portion of the classic building, the first of its kind in America. Inside, French sculptor Houdon's life-size statue of George Washington stands in the Rotunda.

Visitors can find many examples of residential life in early Richmond, including Scotchtown, which was the Hanover County home that Patrick Henry occupied during the years of his Revolutionary War activities. The restored house and grounds are a national historic landmark. City-owned and recently restored as a museum, John Marshall's sturdy but unpretentious brick house (1790) honors the third Chief Justice of the U.S. Supreme Court who lived in Richmond. Built in 1813 and frequently remodeled (most recently in 1999 at a cost of \$7.2 million), the Governor's Mansion is the oldest executive mansion in the United States in continuous use for its original purpose. It has been furnished with fine antiques by a Virginia citizens group. Dabbs House is a pre-Civil War dwelling that was used by General Robert E. Lee as headquarters during the "Seven Days Battle" in 1862. It is now Henrico eastern division police headquarters. This White House of the Confederacy served as the residence of Jefferson Davis during the Civil War. The Maggie Walker House, now a museum, was the home of the African American woman who became the nation's first woman of any race to found a bank and become its president.

The late-Victorian estate Maymont, located in the heart of Richmond, has more than 100 acres featuring a Victorian home and decorative arts, formal Japanese and Italian gardens, a unique arboretum, a nature center with an outdoor wildlife habitat (native Virginia species), a demonstration farm, and a working carriage collection. Maymont opened the doors of its new Robins Nature and Visitors Center in late 1999; the center features a 20-foot waterfall and exhibits describing the history and power of the James River.

Agecroft Hall, a medieval manor house moved to Richmond from England during the 1920s, is perched above the James River much as it originally overlooked

the Irwell River. The house was built in England about the time Columbus was planning his voyage in 1492 to the New World. It is now a museum house open to the public and features an Elizabethan Knot garden. Also shipped to Richmond from England during the 1920s were portions of the sixteenth-century English house, Warwick Priory. Situated in Windsor Farms, a fashionable residential area, it was originally a private home but is now a museum known as Virginia House.

Sightseers can visit several other kinds of historic buildings in Richmond. At Hanover Courthouse, a young Patrick Henry successfully argued his first major case. St. John's Church in Richmond's Church Hill district, built in 1741, is famous as the site of Henry's impassioned "Give me liberty or give me death" speech. Finally, the Egyptian Building, erected in 1845 and still in use, is the Medical College of Virginia's first building. Its Egyptian Revival architecture is regarded as the finest of its kind in the country. The Egyptian motif extends to the fence, which has posts shaped like mummy cases.

History buffs may also find places of interest elsewhere in and around the Richmond area. Flowerdew Hundred is the site of an excavated, seventeenth-century English settlement in Prince George County, location of the first windmill in English North America. A visitor's center in the former plantation schoolhouse features films and archaeological exhibits. Chickahominy Bluff, Cold Harbor, Malvern Hill, Fort Harrison, and Drewry's Bluff have special interpretive facilities. Hollywood Cemetery (named for its holly trees) is the burial place of U.S. presidents James Monroe and John Tyler, Confederate president Jefferson Davis, General J. E. B. Stuart and 1,800 Confederate soldiers, along with members of prominent Richmond families. Illustrious Chief Justice John Marshall and the infamous Elizabeth Van Lew, a Yankee spy during the Civil War, are both buried at Shockoe Cemetery.

Atop the 22-story City Hall is a sky deck from which visitors can obtain a sweeping view of Richmond and its environs. A map is available to help identify the visible landmarks in a panorama that covers four centuries of the city's history.

Plantation homes dating from the seventeenth century fan out on all sides of Richmond. Of special interest are the elegant James River Plantations to the east. Other Richmond area plantations include Belle Air (c. 1670); Berkeley (ancestral home of two U.S. presidents and the site of the first Thanksgiving in 1619); Evelynton (ancestral home of the Ruffin family); Sherwood Forest (home of President John Tyler); Shirley (home of the Carter family since 1723); Tuckahoe Plantation (the most complete plantation layout in North America, dating from the eighteenth century); Westover (c. 1730; home of William Byrd II, founder of Richmond); and Wilton (built in 1750 by William Randolph II and moved to Richmond in 1933).

Self-guided automobile tours, bus tours, walking tours, individual tours, and riverboat paddlewheel cruises (as far downriver as Shirley Plantation) are also available. Philip Morris offers regular tours of its \$200 million cigarette manufacturing center, which also houses a tobacco museum, shop, and visitors' gallery. Antique shopping is also a favorite pastime.

Visitors and residents alike find relaxation and meaning along the statue-studded length of Monument Avenue. Robert E. Lee, "Stonewall" Jackson, J. E. B. Stuart, Jefferson Davis, Bill "Mr. Bojangles" Robinson, Arthur Ashe, and Matthew Moury each command major focal points. One of the grand boulevards of the world, Monument Avenue provides a good site for an easy-paced stroll, and it is closed off once a year for one of the city's largest street festivals.

Arts and Culture

A driving and energetic force in the Richmond arts and culture scene is the Arts Council of Richmond, Inc., which sponsors festivals and art exhibits throughout the year. The Arts Council has established partnerships with all Richmond Public Schools in an effort to extend the performing and visual art experience to students of all ages.

The Carpenter Center for the Performing Arts is housed in the renovated Loew's Theatre in downtown Richmond. The Carpenter Center is the home of the Richmond Symphony and offers local ballet and opera, as well as Broadway shows and other productions of national acclaim.

The Richmond Symphony and the Richmond Philharmonic remain dynamic musical entities in the area. The Richmond Symphony's Masterworks Series focuses on the classics and brings the world's great soloists to the city, while programs such as Kicked Back Classics and Family Concerts broaden the appeal of the traditional symphonic repertoire. The Richmond Philharmonic, a member-run orchestra, has entertained Richmond for more than 30 years and performs four or five concerts per season.

Richmond is also home to a number of community orchestras and choruses, school and university musical organizations, and a growing number of other musical groups. The Virginia Opera Association performs an expanded number of productions each season at the Landmark Theater, the Edythe C. and Stanley L. Harrison Opera House, and George Mason University's Center for the Arts. The opera company operates a nationally-recognized In-School Touring Program to bring opera to the students, then brings the students to the opera with special Student Nights and Student Matinees. The Richmond Pops/Great Big Band plays a winter series as well as a summer series. The Richmond Concert Band's annual Fourth of July performance in Dogwood Dell of Tchaikovsky's *1812 Overture* is a Richmond

tradition. Other musical groups include the Greater Richmond Chapter of the Sweet Adelines, the Virginia Chorale, the Richmond Chamber Players, the Richmond Renaissance Singers, and many others. Outdoor performances are frequently presented at parks and public sites around the city.

Theater of all sorts is plentiful. Besides Carpenter Center, Richmond's Landmark Theater plays host to musical groups of national prominence in an opulent structure equipped with a magnificent Wurlitzer theater organ.

Theater IV is one of Richmond's most active theater companies. The company is based in the renovated Empire Theatre, the oldest theater still in use in Virginia. It offers a Broadway Series, an Off-Broadway Series, and a Family Playhouse, the nation's second largest children's theater. The Barksdale Theatre houses the oldest not-for-profit theater in the area and features professionally-staged productions throughout the year. For a more off-beat or contemporary theater experience, the Firehouse Theatre Project offers productions of off-Broadway and original works never before seen in the Richmond area. The Richmond Triangle Players push the envelope even more, in theater that explores alternative themes.

Theatre VCU, Virginia Commonwealth University's student theater group, performs dramas, comedies, and musicals in the university's Shafer Street Playhouse and in the Raymond Hodges Theatre in VCU's Performing Arts Center. The University Players at the University of Richmond perform four productions a year in the Camp Theater of the Modlin Fine Arts Center. Virginia Union University Players perform in the university's Wall Auditorium. The Randolph-Macon Drama Guild presents four plays a season in the college's old Chapel Theater. Other theater groups include Chamberlayne Actors Theatre, Fieldens Cabaret Theater, and the Henrico Theatre Company.

Richmond also has three ballet companies: the Richmond Ballet, the Concert Ballet of Virginia, and the Latin Ballet of Virginia, which performs at the Cultural Arts Center of Glen Allen. The Richmond Ballet's interpretation of *The Nutcracker* is an annual Christmas classic that has been playing to sold-out audiences for years. The Richmond Ballet is a professional ballet company, maintaining dancers on full-time seasonal contracts. Accompanied by the Richmond Symphony, it provides the best dance training in the state and attracts dancers from across the United States and abroad, with an impressive repertoire and touring schedule throughout the state and nation. The Concert Ballet of Virginia holds four repertoire programs per season featuring Virginia composers, choreographers, musicians, and dancers. The Latin Ballet of Richmond is a relatively recent addition, having formed as a non-profit in 1997. The company aims to fuse Latin dance styles with ballet in evoking the passionate cultures and histories of Spain and Latin

America. The company educates and attracts diverse participants and audiences through its outreach activities and performances.

The Virginia Museum of Fine Arts has long had a national reputation for creative and innovative arts programming, dating back to its founding in 1936 as the nation's first state-supported art museum. The museum achieved an international reputation with the 1985 opening of the West Wing, which houses collections of nineteenth- and twentieth-century decorative arts, contemporary paintings and sculptures, and various eighteenth-, nineteenth-, and twentieth-century British, French, and American works of art. Further expansion is planned that will create more parking, improve the fire suppression system, and refine the sculpture garden. The museum houses more than 30 permanent galleries, as well as collections that are broad and varied: French Impressionists, Indian sculpture, medieval tapestries, French Romantics, American art of all periods, and the largest collection outside Russia of the Russian Imperial jewels crafted by Peter Carl Fabergé.

Another museum that has focused international attention on Richmond is the Science Museum of Virginia. The museum's \$7 million Universe Planetarium/Space Theater is equipped with Digistar 1, the world's first computer graphics planetarium projection system. Information on the 6,772 stars visible from earth and the 55 known major objects in the solar system is programmed in the computer's memory. The 280-seat domed theater has the largest projection surface of any planetarium in the world, and the world's largest projector, the Omnimax, is used to present 70-millimeter film productions on the wraparound screen. The Science Museum also owns the Aviation Museum on the east side of Richmond and has plans to expand that facility with a new wing. Development at the Science Museum includes new exhibits on local industry and technology, as well as in-depth looks at ecosystems. The museum operates a Science-by-Van program that takes sciences out to the public schools.

Besides the Science Museum and the Virginia Museum of Fine Arts, there are many other Richmond-area museums, all distinctive in character. Among them is the Chesterfield County Museum, which houses murals and displays depicting the county's history through the Revolutionary and Civil wars and into modern times. Among its artifacts, the Museum of the Confederacy displays the sword and uniform worn by Lee when he surrendered at Appomattox. The uniform coat worn by J. E. B. Stuart when he was felled is displayed at the Virginia Historical Society Museum, visible bullet hole and all. The Fire and Police Museum, dating to the early 1800s, uses window bars, a possible gallows, and fire poles to tell the story of its history as a jail and a police station. Memorabilia of Edgar Allan Poe is displayed in the Poe Museum; the eighteenth-century stone structure is believed to be the oldest in the city. The Virginia E. Randolph Museum, a

Henrico County cottage, is dedicated in memory of Virginia E. Randolph, an African American woman who was a pioneer educator and humanitarian. The Black History Museum and Cultural Center of Virginia was founded in 1981 to preserve the oral, visual, and written records that commemorate the lives and accomplishments of African Americans in Virginia and to serve as a cultural and educational center for exhibitions, performances, and displays.

The Valentine Richmond History Center is devoted to the life and history of Richmond. It also houses one of the largest textile collections in the South. The Children's Museum, established in 1981, introduces young people to the arts and humanities through participation in exhibits, workshops, and special programs.

Galleries include the Virginia Commonwealth University's Anderson Gallery and the 1708 Gallery. The University of Richmond features exhibitions in Marsh Gallery in the Modlin Fine Arts Center. Nonprofit galleries include the Weinstein Jewish Community Center, the Last Stop (home of the Richmond Chapter of the National Conference of Artists, an African American arts and education group), the Richmond Public Library, the Westover Hills Branch Library, and many bank spaces and commercial galleries.

Festivals and Holidays

Richmond hosts several major celebrations throughout the year. Perhaps the biggest of all is The Big Gig, a 16-day-long music festival in early July that offers classical jazz, New Age, African, folk, and popular music performances staged at locations all over town.

February is time for the Maymont Flower and Garden Show. The Winston Cup Race weekend takes place in March. John Tyler Community College hosts an annual Literary Festival in March as well. The Church Hill Irish festival usually takes place the weekend after St. Patrick's Day. The Strawberry Hill Horse Races take place in April, as does Historic Garden Week. Arts in the Park, the Greek Festival, and the Camptown Races are available in May. The River City Beer and Seafood Festival is held on Brown's Island in June. Music is the focus at Jumpin', a series of weekly concerts held in July at the Virginia Museum of Fine Arts Sculpture Garden, as well as the Midweek Mojo and Friday Cheers concert series. A summer-long Festival of the Arts is sponsored by the city Department of Parks, Recreation, and Community Facilities, with most events staged at the Dogwood Dell amphitheater in Byrd Park. The Virginia State Horse show arrives in August. Also in August is the Down Home Family Reunion, celebrating the African American family. The 2nd Street Festival, celebrating African American history, takes place in Jackson Ward in September. The Virginia State Fair, a 12-day event, is held in late September and early October. The Richmond Highland Games and Celtic Festival is a two-day event in

October. November ushers in the Richmond Marathon. The Grand Illumination and Christmas Parade is a popular event in December. The Capital City Kwanzaa Festival is also held in December.

Sports for the Spectator

Richmond's ball park, The Diamond, is home to the Richmond Braves, a Triple A affiliate of the National League Atlanta Braves. The Richmond Coliseum is an air-conditioned dome that also hosts stage shows, concerts, college basketball, professional basketball and hockey games, ice shows, the circus, and professional wrestling matches. Professional hockey is the forte of the Richmond Renegades, who play in the Southern Professional Hockey League. The Richmond Kickers were the United Soccer League Second Division Champions in 2006.

Richmond hosts the Round-Robin World's Largest Softball Tournament each Memorial Day weekend, with teams from across the U.S., Canada and Iceland participating. Virginia Commonwealth University supports both men's and women's NCAA Division I basketball teams. In football action, the Gold Bowl Classic is one of 21 college games scheduled in the Richmond area during the year.

The Richmond International Raceway is the only three-quarter-mile track of its kind on the NASCAR circuit. The raceway is host to two Grand National Series races and two Winston Cup Series races.

Sports for the Participant

The Richmond Marathon was mentioned as America's friendliest marathon in the January 2005 issue of *Runner's World* magazine, with comfortable temperatures, a scenic route and an enthusiastic crowd along the entire 26.2 mile route.

When Richmond residents want to get out, the James River is the destination of choice. Kayaking and rafting instruction and trips are available, and fishing is also a popular pastime. Attractions along the James also include James River Park, one of the few wilderness parks in the United States that has an urban setting. The 550-acre James River Park is just a tiny segment of what may be the largest amount of park space in any urban area of the country with over 24,000 acres of local, state, and national park land in and around the Richmond metropolitan area. The Pony Pasture loop trail is recommended as an easy, one-hour hike that passes through wetlands and meadows. Pocahontas State Park and Forest, south of the river in Chesterfield County, and several lakes surrounding the Richmond area offer myriad outdoor activities as well.

Golfers can haul their clubs to any of a vast array of local and area courses, including the 18-hole Belmont Golf Course and the 27 holes of family golfing at the Hollows Golf Club just west of Richmond. Richmond

First Tee has an 18-hole course as well as a short par three course for beginners. Private and public tennis facilities are also available, most notably the Arthur Ashe Center. The city maintains eight outdoor and two indoor pools. Gillies Creek Park and Bryan Park have disc golf courses.

Shopping and Dining

Richmond's downtown area offers shoppers a wide variety of stores from which to choose. Shockoe Slip, a cobble-stoned riverfront area that used to serve as a cotton and tobacco trading district, is now a focus for nightlife, restaurants, shops, offices, and apartments. The Carytown section of Richmond features several blocks of unique and colorful shops and restaurants. The "On the Avenues" shopping area at the juncture of Libbie and Grove Avenues is a collection of 45 specialty shops intermingled with Victorian residences and sidewalk cafes, creating a boutique shopping experience. The 300-year-old 17th Street Farmers' Market supplies regional and organic foods to locals and tourists, along with an open-air community experience of conversation and music with neighbors. A variety of more mainstream malls are sprinkled throughout Richmond, including The Shops at Willow Lawn, Regency Square Mall, River Road Shopping Center, and Chesterfield Towne Center. Just outside the city are outlet malls that attract numerous bargain-hunters, and Richmond is within easy distance of the renowned Williamsburg Pottery Factory.

Richmond has cultivated an increasingly international flavor as a city, and its varied menu of restaurants is evidence. There are over 400 restaurants in the city. Lemaire at Jefferson Hotel, considered to be one of the most romantic restaurants in the city, boasts a AAA Five Diamond rating. Barbecue and soul food eateries have a strong presence, with Italian and seafood spots running a close second. There are several microbreweries in the area, including Legend Brewing Company and Richbrau. Other restaurant specialties include Argentinean, steaks, British, cheese and wine, Chinese, continental, French, German, Greek, Indian, international, Irish-American, Japanese, Vietnamese, Mexican-American, organic, Polynesian, regional specialties, southern cooking, and tea rooms.

Visitor Information: Richmond Visitors Center, 405 N. 3rd St., Richmond, VA 23219; telephone (804)783-7450; toll-free (888)RICHMOND; www.visitrichmond.com

Convention Facilities

The Greater Richmond Convention Center (GRCC) is the most spacious meeting and exhibition space in town, with 700,000 total square feet of room. Adjacent to the Richmond Marriott Hotel and close to sports venues, GRCC accommodations include 178,159 square feet of

exhibit space, 32 meeting rooms and a Grand Ballroom that spans 30,550 square feet. Within a short walk or trolley ride are one-third of the area's hotel rooms. The center is just blocks off Interstate 95 and within easy access of the Richmond International Airport.

Other convention and meeting facilities include the recently-renovated Richmond Coliseum, which offers a total of 50,000 square feet of exhibition space under a giant circular dome and is capable of seating up to 13,359 persons; Richmond's Landmark Theater; the Fairgrounds; the Showplace; Dogwood Dell amphitheater; and the Carpenter Center for the Performing Arts. More than 40 hotels have extensive meeting facilities, several of which are located downtown.

Convention Information: Richmond Visitors Center, 405 N. 3rd St., Richmond, VA 23219; telephone (804)783-7450; toll-free (888)RICHMOND; www.visitrichmond.com

Transportation

Approaching the City

Nine airlines with nonstop and direct flights to more than 200 cities serve Richmond International Airport (RIA), which is located 10 minutes, via Interstate 64, from the center city. Airlines include American Airlines, Delta, US Airways, Continental, Northwest Airlines, United, AirTran, Jet Blue, and Skybus. The airport offers complete executive and general aviation services. More than 2.7 million passengers are estimated to pass through RIA in any given year. As an alternative to the busier RIA, general and corporate aviation services are also available at the Chesterfield County Airport.

Crisscrossing the metropolitan area are major north-south and east-west interstates. Interstate-95 provides roadway access up and down the East Coast. I-64 is a major corridor from St. Louis to the port of Hampton Roads. I-295 connects with I-95 to the north and south of Richmond. Greyhound/Trailways has a terminal in the city.

Rail passenger service is provided by Amtrak, serving the East Coast and points west with six passenger trains daily, plus four additional trains on selected days. Amtrak opened a new downtown Main Street Station in fall 2003, restoring a train station that was originally opened in 1901. The new station integrates bus, trolley, airport shuttle, taxi, limousine and train services within a multi-modal transportation hub that returned passenger train service to downtown Richmond.

Traveling in the City

The Richmond area is served by a well-planned and well-maintained network of expressways, cross-town arteries, and streets that make the use of private vehicles

convenient. The Greater Richmond Transit Company (GRTC) operates a fleet of buses on a radial network of over 40 routes that include park-and-ride lots and express service during peak hours. GRTC offers specialized services such as CARE and C-Van to provide access to riders with mobility issues, while the Ridefinders program matches carpool and vanpool candidates. From June through November, a trolley system connects sites in the different areas of downtown.

■ Communications

Newspapers and Magazines

Richmond's daily newspaper is the morning *Richmond Times-Dispatch*, which has an average annual circulation of about 184,900. *Style Weekly* is an alternative paper for the city. The *Richmond Free Press* and the *Richmond Voice* are free weeklies serving the African American community. The monthly magazine, *Virginia Jewish Life*, is published in Richmond. The weekly *Presbyterian Outlook* is distributed through paid subscriptions, as is the *Religious Herald*, the weekly news journal of the Baptist General Association of Virginia. *Richmond Parents Monthly* and *Fifty Plus* are free publications. The local universities each publish their own collegiate newspaper. Several other magazines and journals are published in Richmond, including *Richmond Magazine*, a lifestyle magazine and *Virginia Business*, a comprehensive state-wide business journal.

Television and Radio

Five television stations broadcast from Richmond: four network affiliates and one public broadcasting channel. Richmond is served by two cable television companies.

There are 8 AM and 12 FM radio stations broadcasting from Richmond, featuring public radio, adult contemporary, sports, religious content, and others.

Media Information: *Richmond Times-Dispatch*, 300 E. Franklin Street, Richmond, VA 23219; telephone (804)649-6000; toll-free (800)468-3382; www.time-sdispatch.com

Richmond Online

- City of Richmond home page. Available www.ci.richmond.va.us
- Greater Richmond Chamber of Commerce. Available www.grcc.com
- Richmond Convention & Visitors Bureau. Available www.visitrichmond.com
- Richmond Public Library. Available www.richmondpubliclibrary.org
- Richmond Public Schools. Available www.richmond.k12.va.us
- Richmond Times-Dispatch*. Available www.timesdispatch.com
- Venture Richmond. Available www.venturerichmond.com
- Virginia Department of Education, Superintendent of Schools' Reports. Available www.pen.k12.va.us/VDOE/Publications

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- Davis, William C., ed., *Virginia at War, 1862* (Lexington, KY: University Press of Kentucky, 2007)
- Ferguson, Ernest B., *Ashes of Glory: Richmond at War* (New York: Alfred A. Knopf, 1996)



Virginia Beach

■ The City in Brief

Founded: 1906 (city formed by merger with Princess Anne County, 1963)

Head Official: Mayor Meyera E. Oberndorf (since July 1988)

City Population

1980: 262,000

1990: 393,089

2000: 425,257

2006 estimate: 435,619

Percent change, 1990–2000: 8.2%

U.S. rank in 1980: 56th

U.S. rank in 1990: 37th (State rank: 1st)

U.S. rank in 2000: 38th (State rank: 1st)

Metropolitan Area Population

1980: 1,201,000 (MSA)

1990: 1,444,710 (MSA)

2000: 1,569,541 (MSA)

2006 estimate: 1,649,457

Percent change, 1990–2000: 8.8%

U.S. rank in 1980: 31st (MSA)

U.S. rank in 1990: 28th (MSA)

U.S. rank in 2000: 33rd (MSA)

Area: 248 square miles (2000)

Elevation: Sea level to 12 feet above sea level

Average Annual Temperature: 59.6° F

Average Annual Precipitation: 45.74 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.0% (December 2004)

Per Capita Income: \$28,064 (2005)

2005 FBI Crime Index Property: 13,342

2005 FBI Crime Index Violent: 1,140

Major Colleges and Universities: Old Dominion University, Virginia Beach Higher Education Center, Norfolk State University, Regent University, Virginia Wesleyan College, Tidewater Community College

Daily Newspaper: *The Virginian-Pilot*

■ Introduction

The city of Virginia Beach combines the elegance of a rich past with the energy of one of the most rapidly developing cities on the East Coast. Virginia Beach is part of a seven-city metropolitan area called Hampton Roads. Among the attractions of the city are 30 miles of shoreline with 28 miles of public beach, state-of-the-art medical facilities, and the ever-changing beauty of its four moderate seasons. Civic leaders, working together to ensure that growth is orderly and sensitive to environmental concerns, have formulated and implemented strategic plans for land use, economic development, and education.

The city's location, temperate climate, quality labor force, economic stability, competitive taxes, and good transportation system have attracted a growing number of national and international firms who have relocated their corporate headquarters to the area. The city's economy is strengthened by a strong tourist and convention industry, four major military bases, stable real estate, construction, retail and wholesale trade, and distribution. History buff, entrepreneur, culture-lover, or nature enthusiast, Virginia Beach offers something for everyone.

■ Geography and Climate

Virginia Beach is located on the ocean in the mid-Atlantic region in the southeastern corner of Virginia, with the Atlantic Ocean on the east and the Chesapeake Bay on

the north. It is part of the area known as Hampton Roads. In the early 1600s the world's largest natural harbor—where the Chesapeake Bay meets the James River—provided easy access to the colony of Virginia. An English nobleman named Henry Wriothesley, the third Earl of Southampton, financed early expeditions to Virginia. In his honor the harbor was named Earl of Southampton's Roadstead. Eventually it was shortened to Hampton Roads. Today, a bridge-tunnel spans the great harbor linking the peninsula cities of Hampton, Newport News, and Williamsburg, the town of Poquoson, and the counties of Gloucester, James City, and York with the Southside cities of Virginia Beach, Chesapeake, Norfolk, Portsmouth, Suffolk, Franklin, and the counties of Isle of Wight and Southampton. This eastern coastal plain region is also referred to as the Tidewater region.

The area experiences four moderate seasons without climactic extremes, in which the warm spring leads to hazy, hot summer days, and warm muggy nights that turn into the bright sunny days and cool crisp nights of autumn and the colder days of winter. The area has an average snowfall of 7.8 inches annually, with snows typically melting within 24 hours.

Area: 248 square miles (2000)

Elevation: Sea level to 12 feet above sea level

Average Temperature: 59.6° F

Average Annual Precipitation: 45.74 inches

■ History

British Land at Cape Henry

In spring of 1607 Captain John Smith and his band of explorers landed at Cape Henry at the northern tip of what is now Virginia Beach. Around them they saw expanses of white sand, rolling dunes, and pine forests. A few days later, they sailed up the James River to establish the New World's first permanent settlement at Jamestown.

Cape Henry, where the Chesapeake Bay meets the Atlantic Ocean, soon became a pathway for British merchant ships that traversed the treacherous seas to reach America. In 1720, the governor of Virginia requested that a lighthouse be built to increase safety. The kings of England refused until 1774. The Revolutionary War halted construction of the lighthouse, and it was not completed until 1791. A new tower was erected in 1881, but the old one lived on to become Virginia Beach's official symbol in 1962. Cape Henry played a critical role in the Revolution, for it was there the French fleet, led by Admiral Compte De Grasse, stopped the British fleet.

Resort Town Built on Rail Line

Virginia Beach's history as a resort town began in 1880 when a clubhouse was built on the ocean. In 1883, with the help of northern capitalists, a corporation was formed to build a railroad from the busy port of Norfolk to the ocean front. An elaborate hotel that occupied two ocean front blocks, the Princess Anne Hotel, marked the birth of Virginia Beach. The hotel had rail tracks running almost into the lobby for the unloading of steamer trunks. In addition to sunbathing and swimming in the ocean, visitors could soak in salt and freshwater tubs, and enjoy the casino, dance halls, and saltwater pools of nearby Seaside Park.

Two of Hampton Roads' oldest cities, Norfolk and Portsmouth, experienced two centuries of moderate growth following the colonization of the New World, and grew significantly during the twentieth century due to the massive military build-up in support of World War II. Until the 1980s, Norfolk was the most populated city in the region.

Annexation Brings Tremendous Growth

The popularity of Virginia Beach's beach front, which according to the *Guinness Book of Records* is the largest pleasure beach in the world, extends to the present. Since the building of the boardwalk and the Cavalier Hotel in the late 1920s, the city experienced tremendous growth both as a resort and as a center of industry for the East Coast. Before World War II, the total combined population of the city and county was fewer than 20,000 people. In 1963, by annexing adjacent Princess Anne County, a small resort community became a city of 125,000 people that had grown from an original 1,600 acres to 172,800 acres. With more land for development, Virginia Beach soon surpassed Norfolk as the region's most populated city. With a growth rate of nearly 50 percent between 1980 and 1990, Virginia Beach became the largest city in Virginia.

While this explosive growth rate slowed the following decade, Virginia Beach remained the state's largest city. Downtown development projects and a burgeoning tourism industry attributed to economic growth in the early 2000s. These projects included the Town Center development of the central business district and the construction of the Virginia Beach Convention Center.

Historical Information: Princess Anne County-Virginia Beach Historical Society, 2040 Potters Road, Virginia Beach, VA 23454; telephone (757)491-3490; www.virginiabeachhistory.org.

■ Population Profile

Metropolitan Area Residents

1980: 1,201,000 (MSA)

1990: 1,444,710 (MSA)



Photograph by Jay Bernas. AP Images. Reproduced by permission.

2000: 1,569,541(MSA)
 2006 estimate: 1,649,457
 Percent change, 1990–2000: 8.8%
 U.S. rank in 1980: 31st (MSA)
 U.S. rank in 1990: 28th (MSA)
 U.S. rank in 2000: 33rd (MSA)

City Residents

1980: 262,000
 1990: 393,089
 2000: 425,257
 2006 estimate: 435,619
 Percent change, 1990–2000: 8.2%
 U.S. rank in 1980: 56th
 U.S. rank in 1990: 37th (State rank: 1st)
 U.S. rank in 2000: 38th (State rank: 1st)

Density: 1,712.7 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 302,603
 Black: 81,841
 American Indian and Alaska Native: 1,236
 Asian: 22,760

Native Hawaiian and Pacific Islander: 807
 Hispanic or Latino (may be of any race): 20,803
 Other: 6,110

Percent of residents born in state: 37.7 (2000)

Age characteristics (2005)

Population under 5 years old: 32,225
 Population 5 to 9 years old: 30,384
 Population 10 to 14 years old: 33,893
 Population 15 to 19 years old: 30,234
 Population 20 to 24 years old: 28,915
 Population 25 to 34 years old: 60,749
 Population 35 to 44 years old: 72,829
 Population 45 to 54 years old: 62,004
 Population 55 to 59 years old: 24,447
 Population 60 to 64 years old: 15,208
 Population 65 to 74 years old: 23,108
 Population 75 to 84 years old: 13,795
 Population 85 years and older: 3,065
 Median age: 34.9 years

Births (2006, County)

Total number: 6,561

Deaths (2006, County)

Total number: 2,693

Money income (2005)

Per capita income: \$28,064

Median household income: \$58,545

Total households: 161,353

Number of households with income of . . .

less than \$10,000: 6,848

\$10,000 to \$14,999: 4,366

\$15,000 to \$24,999: 13,208

\$25,000 to \$34,999: 15,712

\$35,000 to \$49,999: 26,398

\$50,000 to \$74,999: 38,161

\$75,000 to \$99,999: 24,029

\$100,000 to \$149,999: 22,429

\$150,000 to \$199,999: 5,721

\$200,000 or more: 4,481

Percent of families below poverty level: 10.4% (2005)

2005 FBI Crime Index Property: 13,342

2005 FBI Crime Index Violent: 1,140

■ Municipal Government

The city operates under a council-manager form of government. There are 11 members in the city council. Even members are elected to represent specific districts; three council members and the mayor are elected at large. City council elections are held every two years. The mayor is elected to a four-year term. The city manager is appointed by the council.

Head Officials: Mayor Meyera E. Oberndorf (since July 1988; term expires 2008); City Manager James Spore (since November 1991)

Total Number of City Employees: 7,074 (2007)

City Information: City of Virginia Beach, Public Information, 2400 Courthouse Dr., Municipal Center, Bldg. 22, Virginia Beach, VA 23456; telephone (757) 385-3111; www.vb.gov

■ Economy

Major Industries and Commercial Activity

Virginia Beach has a diverse economy based on seven major sectors: agribusiness, business and industry, construction and real estate, conventions and trade shows, military, retail and wholesale trade, and tourism. In addition, many international corporations have established headquarters in the region. The growth in population

(from 84,215 people in 1960 to an estimated 439,467 in 2003) resulted in flourishing retail sales and also provided a large labor pool and support services. Open land for industrial development and high-quality office space continue to attract new industry.

Agribusiness contributes substantially to the local economy. There are around 172 farms in the city. In 2007 the economic impact of the agricultural community was estimated at more than \$80 million. Principal products included swine, soybeans, corn, horticultural specialties, wheat, vegetables, horse breeding, and dairy products.

The Virginia Beach MSA has 12 military bases representing all branches of the armed forces. They have had a tremendous economic impact on the region, with the Department of Defense spending \$11 billion in 2002, and increasing in following years due to the War with Iraq. The bases include Oceana Naval Air Station, the largest master jet base in the United States; Little Creek Naval Amphibious Base; Fort Story, which conducts amphibious training operations; and Dam Neck, a training base for combat direction and control systems. In 2007 these bases employed over 33,000 military and civilian personnel. Businesses serving soldiers, sailors, and their families employ even more area residents.

In 2007 over 3 million sun-loving visitors spent more than \$821 million during their stays at the resort city for accommodations, meals, entertainment, and other services, resulting in about 15,000 new service jobs. With completion of the Virginia Beach Convention Center in 2007, the city placed itself in a competitive position for the convention and trade show industry. Business and industry takes place in seven major business corridors, including the Airport Industrial Park and the Corporate Landing Business Park. New construction in 2006–07 amounted to over \$626 million, an increase of about 25 percent from the previous year.

In 2007 about 15 percent of Virginia Beach's labor force was employed in retail and wholesale business. Lynnhaven Mall is one of the city's largest employers. Distribution greatly benefits from the fact that Virginia Beach is within 750 miles of three-fourths of the country's industrial activity and two-thirds of its population. An integrated system of highway, air, rail, and sea services provides easy access to national and international markets.

Items and goods produced: power tools, gears, industrial abrasives, furniture, recreational products, machinery, agricultural products

Incentive Programs—New and Existing Companies

Local programs: Virginia Beach offers several incentives to reduce the costs of relocating and expanding a facility within the city. The Virginia Beach Department of

Economic Development (DED) prepares customized in-depth research packages for prospects, conducts tours of facilities, helps new industry begin operations and aids existing businesses in their growth, advises on the availability of Industrial Development Bonds and conventional funding, and assists in the development of office parks. DED also helps to expedite the permit process for developments under construction, and provides engineering and landscape assistance at no charge. The Department of Economic Development assists firms in identifying and securing conventional financing. The Virginia Beach Development Authority issues tax-exempt industrial development bonds covering the cost of land, buildings, machinery, and equipment to eligible manufacturing facilities. For non-manufacturers, the Virginia Small Business Financing Authority provides long-term fixed asset financing at rates below those of conventional sources for financing land, buildings and capital equipment. In order to attract new businesses, Virginia Beach has initiated an innovative program aimed at offering cost-saving benefits to employees of new and relocating businesses and industries. The program includes incentives, special offers, and discounts from Virginia Beach businesses including retail merchants, hotels/motels and apartment complexes, utility companies, mortgage companies, and real estate firms.

State programs: Virginia is a right-to-work state. The State General Assembly has kept Virginia's taxes on industry very competitive by maintaining relatively moderate corporate income tax rates for some 30 years and by eliminating many tax irritants, resulting in very modest tax bills for business and industry. While this alone constitutes an attractive incentive for new and existing businesses, the State of Virginia further offers Governor's Opportunity Funds, which allows the Governor to secure business locations or expansion projects with matching funds from the local community; Virginia Investment Partnership Grant Funds, supporting large employers with businesses established for a minimum of five years in Virginia; property tax exemptions; sales and use tax exemptions; enterprise zones; technology zones; and foreign trade zones. Among Virginia's tax credits are a General Income Tax Credit and a Real Property Improvement Tax Credit. Virginia has a State Historic Rehabilitation Tax Credit Program (as does the federal government). The federal government also offers Federal Employment Tax Credits for Federal Empowerment Zones, and a Federal HUBZone Empowerment Contracting Program; a HUBZone is a "historically underutilized business zone" located within communities with low incomes and/or high unemployment.

Job training programs: The Workforce Services Program of the Virginia Department of Economic Development prepares and coordinates business training programs tailored to meet the specific needs of new or expanding companies seeking to increase employment.

Services provided at no cost to employers include recruiting prospective employees, analyzing job training requirements, developing and implementing employment programs, arranging for training facilities, and preparing instructional audiovisual materials. The Virginia Employment Commission will, at no cost, interview, pre-test, pre-screen, and refer selected applicants to an employer. The city of Virginia Beach has funds available through the federal Title II Job Training Partnership Act (JTPA) program to recruit prospective workers, and provide wage subsidies and customer training programs. The Advanced Technology Center, a partnership between Tidewater Community College and Virginia Beach City Public Schools, offers industry-certified training to both high school students and adults.

Development Projects

The Town Center of Virginia Beach is a massive, \$350 million mixed-use development encompassing 17 blocks in the downtown area. When fully completed, it will consist of office towers, retail space, luxury residential buildings, hotels, restaurants, and a performing arts center, connected by pedestrian-friendly brick sidewalks, fountains, gardens and green areas. The Sandler Center for the Performing Arts opened in 2007 at Town Center, featuring a 1,300-seat Performance Theatre, a 2,400 square-foot Studio Theatre/Rehearsal Space, and an Outdoor Performance Plaza to accommodate 400 guests. The Town Center will also feature a new 38-story deluxe Westin Hotel and the Westin Virginia Beach Town Center Residences. At full capacity, the Town Center will have a living and working population of over 24,000.

Hotel building and expansions have been brisk in Virginia Beach to keep pace with increasing numbers of tourists. Projects recently constructed include a \$62 million Hilton Resort and Conference Center built near the new Virginia Beach Convention Center, and a \$40 million Embassy Suites built near the Hampton Roads convention center.

Economic Development Information: Virginia Beach Department of Economic Development, 222 Central Park Ave., Ste. 1000, Virginia Beach, VA 23462; telephone (757)385-6464; www.yesvirginiabeach.com

Commercial Shipping

Norfolk International Airport is located less than a mile from the Virginia Beach city limits. Air cargo carriers include Airborne Express/DHL, Federal Express, United Parcel Service, and the U.S. Postal Service. Railroad freight carriers include the Norfolk Southern, Norfolk & Portsmouth Belt Line, Norfolk & Western, Southern, Eastern Shore, and CSX railroads. Direct-service trains carry cargo to 28 major U.S. cities every day. There are 135 motor carriers and 50 common carrier terminals in the Virginia Beach region.

The Norfolk International Terminals (NIT) of the Port of Virginia Norfolk (Ports of Hampton Roads) offers three Suez-class container cranes, the largest in the world. About 75 international shipping lines call on the Port of Virginia. Exports of coal, food products, tobacco, and the majority of grain from the United States pass through the port of Norfolk. The NIT is a Foreign Trade Zone. Several freight forwarder and custom broker services are available.

Also serving the Hampton Roads area is the Newport News/Williamsburg International Airport, less than an hour away.

Economic Development Information: Virginia Beach Department of Economic Development, 222 Central Park Ave., Ste. 1000, Virginia Beach, VA 23462; telephone (757)385-6464; www.yesvirginiabeach.com

Labor Force and Employment Outlook

In terms of major occupations, the Hampton Roads area population, including that of Virginia Beach, exhibits a balanced proportion of managerial, professional, technical, and support personnel in a variety of businesses and industries. The high school graduation rate for Virginia Beach in 2005–06 was 82.7%, and for the population over 25 approximately 28% held a bachelor's degree or higher, and 8.9% held a graduate or professional degree.

The following is a summary of data regarding the Virginia Beach-Norfolk-Newport News VA-NC metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 766,900

Number of workers employed in . . .

construction and mining: 50,200
 manufacturing: 58,200
 trade, transportation and utilities: 142,300
 information: 15,400
 financial activities: 40,600
 professional and business services: 101,900
 educational and health services: 86,800
 leisure and hospitality: 84,700
 other services: 34,300
 government: 152,500

Average hourly earnings of production workers employed in manufacturing: \$20.34

Unemployment rate: 4.0% (December 2004)

Largest private employers (2007)

	<i>Number of employees</i>
Lynnhaven Mall	2,600
GEICO	2,000
Navy Exchange Service Command	1,888

Sentara Virginia Beach General Hospital	1,704
AMERIGROUP Corporation	1,400
Stihl Incorporated	1,300
Hall Auto Group	1,300
Cox Communications	1,200
CBN	1,000
Lillian Vernon Corporation	1,000

Cost of Living

The cost of living in the Virginia Beach area, including consumer goods and services, is slightly above the national average.

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

2007 (1st quarter) ACCRA Average House Price: Not reported

2007 (1st quarter) ACCRA Cost of Living Index: 105.5

State income tax rate: 2.0% to 5.75%

State sales tax rate: 4.00%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: \$1.22 per \$100 of assessed valuation (2002); assessment ratio = 100% for residential

Economic Information: Department of Economic Development, 222 Central Park Ave., Suite 1000, Virginia Beach, VA 23462; telephone (757)385-6464; toll-free (800)989-4567; fax (757)499-9894

■ Education and Research

Elementary and Secondary Schools

The Virginia Beach City Public Schools is one of the largest systems in the Commonwealth. A number of special curriculum programs are offered for both special needs and advanced students. Advanced academic programs include both elementary and high school academies, such as the Health Sciences Academy, Global Studies and World Languages Academy, Legal Studies Academy, Technology Academy, and Visual and Performing Arts Academy, all for high school students, and the Foreign Language Partial-Immersion Academy and Mathematics and Science Academy for elementary students. There are two International Baccalaureate programs, one at the middle school level and one at high school level.

The Center for Effective Learning targets students in grades six through eight who are in need of extra attention to reach academic success. Open Campus offers flexible high school class scheduling on evenings and weekends for students ages 17 and over who have left and are returning to school to earn their diplomas. The Adult Learning Center offers educational services for students over the age of 18 who are retiring to school or are non-English speaking adults. Students enrolled in alternative educational programs are eligible for participation in a special team-building and problem-solving Ropes and Initiatives Course. The Virginia Workforce Readiness Program provides vocational education and skills for high school students.

The school system sponsors the Virginia Beach City Public Schools Planetarium.

In 2004, the school system was recognized by the American School Board Journal for its student-mentor program, and for LEAD, a teacher education program. Virginia Beach students consistently score above the national average for all grade levels on achievement tests.

The following is a summary of data regarding the Virginia Beach City Public Schools as of the 2005–2006 school year.

Total enrollment: 70,000

Number of facilities

elementary schools: 57
 junior high/middle schools: 15
 senior high schools: 11
 other: 6

Student/teacher ratio: 13.8:1

Teacher salaries (2005–06)

elementary median: \$47,130
 junior high/middle median: \$45,440
 secondary median: \$47,550

Funding per pupil: \$7,730

There are several private, parochial, and military schools in the city enrolling students from Pre-K to 12th grade.

Public Schools Information: Virginia Beach City Public Schools, 2512 George Mason Drive, PO Box 6038, Virginia Beach, VA 23456-0038; telephone (757) 263-1000; www.vbschools.com

Colleges and Universities

Regent University, founded in 1978 by the Christian businessman, author, and statesman Pat Robertson, offers over 30 graduate and undergraduate degree programs. Enrollment for 2006/07 was about 4,266 students.

The Virginia Tech Hampton Roads Center in Virginia Beach, associated with Virginia Tech main campus in Blacksburg, offers graduate and professional

development programs in education, engineering, information technology, and horticulture. Non-credit programs in education and professional development for the hospitality and tourism management industry are also available.

Virginia Wesleyan College, located on the Norfolk and Virginia Beach border, is a private liberal arts college with about 1,400 students that emphasizes the value of gaining real-world experience through internships, field work, study abroad, and community service. The college offers baccalaureate degrees in various divisions of the humanities, natural sciences and mathematics, and the social sciences.

Tidewater Community College is a two-year college offering career and technical education programs as well as college transfer programs. Campuses are located in Virginia Beach, Portsmouth, Norfolk, and Chesapeake. The Virginia Beach campus has six academic divisions: engineering and industrial technology, health professions, information technology and business, languages and speech, mathematics and sciences, and social sciences and public services. The college also works with businesses and the government to provide workforce development and certification in a number of fields.

The Old Dominion University Virginia Beach Higher Education Center (ODU at Virginia Beach) is a state-of-the-art facility that offers Master of Science degrees in health sciences, business, engineering, and education, as well as undergraduate degrees in interdisciplinary studies-teacher preparation, business administration, communication, psychology, health sciences, human services, and others. ODU at Virginia Beach hosts the administrative offices of Virginia Consortium Program in Clinical Psychology and the Institute for Learning in Retirement. Some programs at this facility are sponsored jointly with Norfolk State University.

Other institutions of higher education in the Hampton Roads area are Eastern Virginia Medical School (2,565 students), Old Dominion University (20,802), and Norfolk State University (6,240 students).

Libraries and Research Centers

The Virginia Beach Department of Public Libraries encompasses the central library and eight area libraries with a Municipal Reference Library, the Wahab Public Law Library, a bookmobile, and a Library for the Blind and Physically Handicapped. The library system has over 1 million items, plus the Princess Anne (County) Historical Collection. The library publishes a bimonthly newsletter.

The Regent University Library contains more than 270,000 printed volumes; 700,000 microform items; 15,000 video and audio recordings; 120 article databases; 64,000 electronic books and downloadable audio books; and 50,000 full-text journal titles via article databases.

The Hampton Roads Agricultural Research and Extension Center in Virginia Beach is affiliated with Virginia Tech. A Master Gardener program is offered through the extension. The Edgar Cayce Association for Research and Enlightenment is also located within the city. A number of research facilities are located on the campus of Old Dominion University, Eastern Virginia Medical School, and Norfolk State University, all in nearby Norfolk.

Public Library Information: Virginia Beach Central Library, 4100 Virginia Beach Blvd, Virginia Beach, VA 23452; telephone (757)385-0150; www.vbgov.com/dept/library

■ Health Care

Sentara Healthcare, a not-for-profit health care provider in southeastern Virginia, operates nine hospitals in the Hampton Roads area, with two of them in Virginia Beach. Sentara Virginia Beach General Hospital is a 274-bed facility that houses the region's only Level III Trauma Center. The hospital also has one of the eight Primary Stroke Centers in Virginia that are certified by the Joint Commission on the Accreditation of Healthcare Organizations. Other services include a neonatal intensive care unit, the Palliative Care Program, the Coastal Cancer Center, and the Sleep Disorders Center. Sentara Bayside Hospital has 158 beds and features a vascular lab, breast cancer center, a gastrointestinal center, and a four-bed sleep disorders center. Rehabilitation services are provided by Bayside Therapy Center, ExploreHealth with Sentara Center, Hilltop Therapy Center, Sentara Princess Anne Therapy Center, and Indian River Therapy Center. Sentara Princess Anne is an outpatient medical center offering a freestanding emergency department, advanced imaging and laboratory services, and two medical office buildings.

Virginia Beach Psychiatric Center is a freestanding hospital that offers psychiatric and substance abuse services for children, adolescents, and adults.

■ Recreation

Sightseeing

Virginia Beach is home to many interesting historical landmarks and recreational areas. The First Landing Cross marks the spot where America's first permanent English settlers, the Jamestown colonists, reached the New World in 1607. The Old Cape Henry Lighthouse at Fort Story, built in 1791, is open for tours. The Old Coast Guard Station, one of the first life-saving stations in the United States, is one of several such stations along the East Coast that are still open to the public. Located in a 1903 former Coast Guard Station, the Old Coast Guard

Station displays photographs, nautical artifacts, scrimshaw, ship models, and other marine memorabilia about the Life-Saving Service. Veterans are saluted by the Tidewater Veterans Memorial, complete with a flag display and waterfall. The Norwegian Lady statue, a gift from the people of Moss, Norway, commemorates the wreck of the Norwegian bark *Dictator* off the city's coastline.

Local historical houses include the Adam Thoroughgood House, built in the mid-1600s, which may be the oldest remaining brick house in America; the Lynnhaven House, one of America's best-preserved eighteenth-century middle class dwellings; Francis Land House and Historic Site, built in 1732, which is the largest and finest gambrel-roofed house in Virginia; and Upper Wolfsnare, a beautifully restored 1759 house that is a Virginia Landmark Home. The Princess Anne Courthouse, built in 1824, and the beautifully landscaped Municipal Building are among the 28 major buildings that house the executive offices of the local government.

The Virginia Aquarium & Marine Science Center's more than 800,000 gallons of aquaria and over 300 hands-on exhibits offer visitors the opportunity to explore the depths of the Atlantic Ocean, walk under the waves of the Chesapeake Bay, view the life of a saltwater marsh, and stroll through a coastal plains river. A 3D IMAX theater, a nature trail, and traveling exhibits add to the fun. The Association for Research and Enlightenment Library and Conference Center documents the life work of Edgar Cayce, world-renowned psychic, through exhibits, lectures, and extrasensory perception testing. The center also has a meditation garden and labyrinth for peaceful contemplation. Family fun awaits visitors to Ocean Breeze Waterpark. The Virginia Beach Farmer's Market, open every day of the year, offers 17,000 square feet of food stalls, craft items, and a country-style restaurant. In the warm months the Market has educational programs for students and Friday Night Hoedowns. Guided tours are available at the Christian Broadcasting Network Center, which includes Regent University and state-of-the-art broadcasting facilities where the popular religious program "The 700 Club" is taped.

Within one hour's drive of the city are many attractions for culture-lovers and history buffs alike. The Virginia Air & Space Center and Hampton Roads History Center, located in historic Hampton, are housed in a nine-story wonder of a building on the waterfront that combines supermodern and traditional architectural styles. Visitors can view vintage aircraft suspended from the ceiling, the Apollo 12 Command Module with a 3-billion-year-old moon rock, plus an authentic Chesapeake Bay deadrise workboat. Based on the theme, "From the Sea to the Stars," this \$30 million building reviews Hampton Roads' seafood and shipbuilding history, and its role as a military defense post and pioneer in aviation and space exploration. The museum also features a 300-

seat 3D IMAX theater, which shows aviation and space exploration films; and a restored 1920 merry-go-round.

Located between Virginia Beach and Williamsburg is the Mariner's Museum in Newport News, which invites visitors to reflect on the lore of the sea and maritime exploration over the past 3,000 years. The museum's 11 galleries contain a unique collection of figureheads, paintings, small craft, ship models, and other marine artifacts. In addition, the museum offers demonstrations by costumed interpreters, films, and a five-mile nature trail around picturesque Lake Murray. The nearby Peninsula Fine Arts Center provides changing monthly exhibits, a children's art center and adult classes, and the War Memorial Museum of Virginia traces U.S. military history from the Revolution to the first Gulf War.

Just one hour west of Virginia Beach, Williamsburg's Colonial Williamsburg helps tourists make the journey back to the early days of our nation. Visions of our colonial ancestors abound in the 173-acre Historic Area, which features over 30 buildings and craftsmen in eighteenth-century attire practicing industries of the era. Also in the area is Busch Gardens Williamsburg, where visitors can step back in time to life in old England, Scotland, Germany, Italy, and Ireland, while enjoying thrill rides, live shows, and animal attractions. The Williamsburg Pottery Factory has been offering bargain prices for over 60 years, and the water park Water Country USA contains one of the longest flume rides in the country. A trip to Yorktown allows one to look over the site of the 1781 battle that ended the Revolutionary War, and visitors to historic Jamestown can see full-sized replicas of three 1607 ships, re-creations of the colonists' fort, and a Powhatan village.

Arts and Culture

The City of Virginia Beach Office of Cultural Affairs directs the Virginia Beach Arts and Humanities Commission. The Contemporary Art Center of Virginia celebrates the work of both American artists and artists from around the world. The Artists Gallery is a working marketplace for the visual arts that provides views of the actual process of artistic creation. Many of the art works are for sale.

The Sandler Center for the Performing Arts, opened in November 2007, features a 1,300-seat Performance Theatre, a 2,400 square-foot Studio Theatre/Rehearsal Space, and an Outdoor Performance Plaza to accommodate 400 guests. Resident companies include the Virginia Symphony Orchestra, which has also performed at Regent University Theater in Virginia Beach and at venues in Norfolk and Williamsburg. Sharing the stage at Sandler are the Virginia Musical Theater, offering four Broadway shows each year, and the Virginia Beach Chorale, the oldest continuous performing arts group in Virginia Beach, offering two concert series, one in spring and one in December. The Hurrah Players children's

theatre group offers special summer camps as well as year-round classes.

Concerts are also offered by Beach Events on the oceanfront. The Verizon Wireless Virginia Beach Amphitheater is a 20,000-seat venue hosting major musical acts from April through October. As a resort town, Virginia Beach also offers a wide range of jazz, blues, reggae, and rock at the many local nightclubs and dance halls. Virginia Opera performs in the Harrison Opera House and to thousands of school children every year. The Tidewater Winds, a concert band in the Souza tradition, performs all over the Hampton Roads area. The Little Theatre of Virginia Beach is a community theater that produces five shows and a summer musical per year.

Festivals and Holidays

In January the Pavilion plays host to the Virginia Flower & Garden Show. The Millennium Chess Festival draws players from all over to Virginia Beach in February, as does the Mid-Atlantic Sports & Boat Show. Dogs on Parade at the Associated Specialty Dog Show happens in March, as well as the Shamrock Marathon & SportsFest. The Virginia Beach and Princess Anne Garden Tours, the International Azalea Festival, the Atlantic Coast Kite Festival and the Mid-Atlantic Home & Garden Show happen in April. May brings in the Patriotic Festival, Big Flea Market, Strawberry Festival, and Beach Music Festival. June has the Annual Boardwalk Art Show and Latin Fest. July features a huge Fourth of July Celebration and the Mid-Atlantic Hermit Crab Challenge. The Soul Music Beach Fest is in August, as well as the American Folk Art Festival. Labor Day weekend brings the American Music Festival and the Rock 'n' Roll Half Marathon. The Neptune Festival in September is the main festival of the year. It attracts more than 1 million spectators and features parades, an air show, a triathlon, art and crafts exhibits, wine tastings, live entertainment, a sand sculpting contest and more. An Italian Festival takes place in September at the Beachstreet Starfish Pavilion at the oceanfront. October brings the city's Annual Historic Homes Tour and October Brewfest. The Countryside Christmas Craft Show and Hometown Holiday Parade happen in November; and December's Holiday Lights at the Beach, annual *Nutcracker* program, and New Year's Rock Around the Clock ends the year.

Sports for the Spectator

The Professional Golfer's Association Virginia Beach Open takes place at Tournament Players Club in April. Athletic stars come to the city for the Shamrock Marathon and SportsFest, which takes place each March. Rudee Inlet is the site every August of the East Coast Surfing Championship. The Virginia Beach Oceanfront hosts several beach volleyball events each year and is the finish line for the annual Rock and Roll Half Marathon.

Sports lovers in the Hampton Roads region attend the baseball games of the Norfolk Tides baseball team, a triple-A minor league affiliate of the Baltimore Orioles who play at the Riverfront's Harbor Park. The Norfolk Admirals, an affiliate of the American Hockey League Tampa Bay Lightning, play at Norfolk SCOPE Arena. The Virginia Beach Mariners of the United Soccer League and Hampton Roads Piranhas of the Women's Soccer League play at the Virginia Beach Sportsplex. NCAA teams from Old Dominion, Norfolk State and Virginia Wesleyan are also popular with students and locals. The USA Field Hockey National Training Center at Virginia Beach hosts a number of national and international events.

Sports for the Participant

Virginia Beach's greatest asset is the 28 miles of golden shoreline that has attracted visitors for more than a century. The city's three-mile-long boardwalk, with a parallel bike track, is enhanced with teak benches, lampposts, and colorful flags. The city's most popular beaches are the Resort Area, North End, Back Bay, Croatan, Sandbridge, and Chesapeake beaches.

The Virginia Beach Fishing Center offers half-day or full-day offshore sport fishing, as well as wreck fishing, and deep sea fishing is available from Lynnhaven Seafood & Marina. Freshwater fishing is enjoyed at Back Bay or Lake Smith, and pier fishing is possible at several sites around the city. Sightseeing, scuba diving and whale watching cruises can also be booked with the many charter boats at the Marina. Kayak rentals and tours of the area are offered by Back Bay Getaways and Kayak Nature Tours.

Mount Trashmore is a mountain of compacted layers of soil and solid waste within the city that has been transformed into a 165-acre park with bicycle trails, playgrounds, skateboard ramps, picnic facilities, and two lakes. A registered National Landmark, First Landing State Park offers more than 20 miles of hiking and biking trails through its 2,770 acres. Back Bay National Wildlife Refuge has 5,000 acres of beach, woodland, and marsh, where whistling swans, peregrine falcons, and bald eagles can be spotted in the wintertime. Hiking trails exist at First Landing and False Cape State Parks. Camping is permitted at False Cape State Park among the maritime forests and ocean dunes. Virginia Beach's jet observation parks permit spectators to watch the U.S. Navy's most advanced aircraft take off and land from Ocean Naval Air Station.

Virginia Beach boasts numerous public tennis courts, anchored by the Owl Creek Municipal Tennis Center. The resort area's other recreational offerings include boogie-boarding, windsurfing, jet skiing, parasailing, miniature golf, volleyball, softball tournaments, bowling, and roller skating. Most recreational equipment, including bicycles, can be rented near the beach. The city's 208

parks, encompassing 4,000 acres, offer such features as playgrounds, ball fields, dog parks, and picnic areas. The city operates six recreation centers. Mild weather year-round makes golf a tremendous draw for visitors. There are nine private and three municipal golf courses in the city and several others dot the region.

Shopping and Dining

Numerous off-price outlets, such as the great American Outlet Mall and Loehmann's Plaza, make Virginia Beach a shopper's delight. The Town Center has shopping ranging from major department stores to small boutiques. There are traditional malls, such as Lynnhaven, one of the largest malls on the east coast; Pembroke Mall, with large department stores and specialty shops; the various Hilltop locations and La Promenade; as well as the boardwalk and resort area's souvenir shops, surf shops, boutiques, and craft shops. The Virginia Beach Farmers Market is open year round.

Seafood in a wide variety of forms is the star of the culinary show in Virginia Beach. The oyster and the blue crab are local delicacies, and flounder, scallops, and numerous other varieties of fish tempt the palate at local restaurants. Ethnic dishes run the gamut from fajitas, to sushi, to Cajun jambalaya or Fettuccine Alfredo. Oceanfront cafes offer scenic dining opportunities, and eating establishments range from elegant to casual. The Town Center development is becoming a hub for restaurants as well, with large national chain restaurants like P. F. Chang's and The Cheesecake Factory.

Visitor Information: Virginia Beach Department of Convention and Visitor Development, Visitors Center, 2100 Parks Avenue, Virginia Beach, VA 23451; telephone (800)VA-BEACH; www.vbfun.com

■ Convention Facilities

The city's primary convention facility is the Virginia Beach Convention Center, which has over 150,000 square feet of column-free exhibition space, 29,000 square feet of meeting space, and a ballroom of over 31,000 square feet. The Verizon Wireless Virginia Beach Amphitheatre is a 93-acre site that accommodates seating for about 20,000 people, with 7,500 seats in a covered pavilion and room for about 12,500 on the surrounding lawn. The Cavalier Hotel and Founders Inn each have 18 meeting rooms. Several other major hotels offer meeting and banquet spaces. Grand Affairs is a full-service banquet facility offering five ballrooms. Smaller groups may meet at the Contemporary Art Center of Virginia or the Virginia Aquarium and Marine Science Center.

Convention Information: Virginia Beach Convention Center, 1000 19th Street, Virginia Beach, VA 23451; telephone (757)385-2000; www.vbfun.com

■ Transportation

Approaching the City

Air travelers to the city arrive at Norfolk International Airport, located less than a mile from the city limits. The airport is served by six major airlines, including American, Continental, Delta, Northwest, Southwest, and US Airways. Six regional carriers also serve the airport. The airport handles 3.9 million passengers annually on more than 200 flights daily.

Interstate 264 and U.S. 58 approach the city from the west; I-64 and U.S. 460 merge with these two routes to enter the city. From the north and south convenient routes are U.S. 60, which goes directly into the city, and U.S. 17. Routes I-64 and I-264 connect the city directly to the Hampton Roads region. The part of I-264 that enters directly into Virginia Beach was formerly known as the Virginia Beach-Norfolk Expressway.

The Chesapeake Bay Bridge-Tunnel connects Virginia Beach with Virginia's eastern shore. The Hampton Roads Bridge-Tunnel links the southside of Hampton Roads with the peninsula cities of Newport News and Hampton. The Merrimac-Monitor Memorial Bridge Tunnel connects the south side and peninsula via the James River.

Bus service is provided by the Greyhound Bus Line and Amtrak provides rail service and connections to numerous Eastern and Southern points from nearby both Virginia Beach and nearby Newport News. Virginia Beach can be reached by water from the Atlantic Ocean or via the Intercoastal Waterway.

Traveling in the City

The VB Wave, a three-route trolley system, services residents and visitors throughout the summertime, extending from the resort area to shopping malls to points of local cultural and historic importance. Hampton Roads Transit provides public transportation regionally, connecting Virginia Beach with Norfolk, Hampton, Newport News, Suffolk, Portsmouth, and Chesapeake. There are 14 routes within the city of Virginia Beach. Some buses are equipped with bike racks. Handi-Ride service, for disabled travelers, is available by reservation at sites within three-quarters of a mile of regularly scheduled bus routes.

■ Communications

Newspapers and Magazines

Virginia Beach's daily newspaper, the morning *The Virginian-Pilot*, is published in Norfolk. The paper is distributed throughout the cities of Portsmouth, Norfolk,

and Chesapeake with an average daily circulation of about 200,000. The *Port Folio Weekly* has an average circulation of about 30,000. *Beach: The Magazine of Virginia Beach* is a quarterly magazine produced by the city. Also published in Virginia Beach are the monthly subscription magazine *Tidewater-Peninsula Parent* and the free monthly magazine *Tidewater Women*, which is published in Virginia Beach and distributed in Virginia Beach, Norfolk, Chesapeake, Portsmouth, and Suffolk.

Television and Radio

Virginia Beach is served by cable television and by stations broadcasting from the surrounding Hampton Roads area. The Christian Broadcasting Network (CBN), headed by Pat Robertson, has a headquarters and a main television studio in Virginia Beach. CBN is known worldwide for broadcasts of *The 700 Club* and *CBN Newswatch*. Six AM and FM radio stations are broadcast out of Virginia Beach, four of them offer religious programming.

Media Information: *Virginian-Pilot*, 150 W. Brambleton Avenue, Norfolk, VA 23510; telephone (757) 446-9000 or (800)446-2005; hamptonroads.com

Virginia Beach Online

- City of Virginia Beach home page. Available www.vbgov.com
- Virginia Beach City Public Schools. Available www.vbschools.com
- Virginia Beach Department of Economic Development. Available www.yesvirginiabeach.com
- Virginia Beach Public Library. Available www.vbgov.com/dept/library
- Virginia Beach Tourist Information. Available www.vbfun.com

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Washington, D.C.

■ The City in Brief

Founded: 1790 (authorized by Congressional act)

Head Official: Adrian M. Fenty (D) (since 2007)

City Population

1980: 638,333

1990: 607,000

2000: 572,059

2006 estimate: 581,530

Percent change, 1990–2000: 5.7%

U.S. rank in 1980: 15th

U.S. rank in 1990: 19th

U.S. rank in 2000: 21st

Metropolitan Area Population

1980: 3,478,000

1990: 4,223,000

2000: 4,923,153

2006 estimate: 5,290,400

Percent change, 1990–2000: 16.5%

U.S. rank in 1980: 8th (MSA)

U.S. rank in 1990: 8th (MSA)

U.S. rank in 2000: 8th (MSA)

Area: 68.3 square miles (2000)

Elevation: Ranges from 40 to 410 feet above sea level

Average Annual Temperature: 54.0° F

Average Annual Precipitation: 39.73 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.3% (June 2007)

Per Capita Income: \$37,569 (2005)

2005 FBI Crime Index Property: 25,200

2005 FBI Crime Index Violent: 7,716

Major Colleges and Universities: Georgetown University, Howard University, American University, Catholic University of America, George Washington University

Daily Newspaper: *The Washington Post*; *The Washington Times*

■ Introduction

During the nineteenth century, Washington, D.C., the capital of the United States, was considered so unbearably warm and humid during the summer months that foreign diplomats received hardship pay for serving there. Now, the district holds a worldwide reputation as a cosmopolitan city rich in museums, monuments, and culture—and crackling with political power. From the hill where the U.S. Capitol sits, to Embassy Row, home to much of the foreign diplomatic corps in Washington, the wide avenues hum with the business of America. With more than 2,000 foreign diplomats posted to Washington, the city exudes an international flavor.

But heavy industry never took hold in the region and outside the downtown government district and the upscale northwest quarter of the city, poverty grips many residents. City officials have worked hard to change that. Downtown, once-seedy sections of Pennsylvania Avenue, embarrassingly close to the White House, were renovated in the early 1980s. The city's standing as the nation's capital has always attracted conventioners, and in March 2003 the new granite and limestone Washington Convention Center further revitalized the downtown area with more than 700,000 square feet of prime exhibit space. Residents from the District and surrounding suburbs commute on a clean and efficient subway system that is still expanding. And in spite of all that growth, Washingtonians pride themselves on showing an almost southern-style hospitality. In the words of Frederick

Douglass, “Wherever the American citizen may be a stranger, he is at home here.”

Never was the nation’s reverence for its capital city more reaffirmed than in the wake of the tragic September 11 terrorist attacks that shook New York and Washington, D.C. One of several hijacked planes was crashed into the massive, fortress-like Pentagon Building, claiming the lives of more than 120 people. It is widely believed that another hijacked aircraft, which eventually was forced down by heroic passengers in Pennsylvania, was bound to crash into the Capitol Building. In the months following, an anthrax scare ripped through the city when traces of the deadly agent were discovered in packages sent to various political offices around town. All these events served to remind the city’s residents of its link to historic events and its prominence as the greatest seat of political power on the planet, all somewhat sobering even as the city was on the upsurge to begin a new century.

Moving forward from the devastation of September 11, city officials focused on creating a more united city front, especially targeting poverty-stricken communities. Mayor Adrian M. Fenty (elected in 2006) declared his vision of a city with “no neighborhood left behind,” and in 2007 the city strived for quick progress in areas such as affordable housing, increased employment opportunities, and strengthened public safety.

■ Geography and Climate

Located on the Potomac River between the Blue Ridge Mountains and the Atlantic Ocean, Washington is known for its hot, humid summers, pleasant springs and autumns, and mild winters with seasonal snowfall averaging about 15 inches. Carved from south-central Maryland, Washington is bordered on three sides by that state and sits across the Potomac River from Virginia on its fourth side. The District is also divided by the Anacostia River and Rock Creek. One fourth of the District is park land. The city is divided artificially into four quadrants: northeast, northwest, southeast, and southwest.

Area: 68.3 square miles (2000)

Elevation: Ranges from 40 to 410 feet above sea level

Average Temperature: 54.0° F

Average Annual Precipitation: 39.73 inches

■ History

George Washington Chooses Capital’s Site

When the U.S. Congress sought a new capital for the young United States in the late eighteenth century, it chose an obscure piece of undeveloped swampland on

the Potomac River. This unlikely location was a compromise. Southern politicians resisted placement of the capital too far north in New York or New England. For all representatives—northern and southern alike—Philadelphia, the capital in 1783, was deemed too close to potentially volatile constituents, especially one band of angry soldiers who had disrupted a Congressional session earlier that year to demand back pay. Determining the new capital’s exact location was left to President George Washington, who had known the area since boyhood. The diamond-shaped district he carved out included parts of Maryland and Virginia. President Washington modestly referred to the city that came to bear his name as the Federal City.

Early Days of Future Capital

In 1571 Pedro Menendez, a Spanish admiral who founded St. Augustine and was governor of Spain’s Florida territories, was the first European to explore the future capital region. The area became a trading center for British settlers who dealt with regional Native American tribes. The Potomac River, one of the few native place names to survive colonialization, means “trading place” in the Algonquin language. Later, white landowners in the region made huge profits growing tobacco.

When the area was selected as the new capital site in 1790, Congress had almost no money to spend on its future home. Virginia and Maryland contributed small sums to erect public buildings, but President Washington was left to try to barter with the tobacco-growing landowners in the area for property. Meanwhile, the task of creating the look of a capital city worthy of the new nation fell to Pierre L’Enfant, a French architect and engineer also selected by President Washington, who eventually persuaded tobacco planters to sell their land cheaply. At the time, L’Enfant’s vision of boulevards 400 feet wide and a mile long lined by great buildings seemed like a waste of real estate to the property owners. Nonetheless, the first temporary buildings of the new capital were ready in 1800 and in May of that year the government left Philadelphia. One year later, Thomas Jefferson was the first U.S. president to be inaugurated in Washington. But L’Enfant’s vision of what Washington should be remained for decades just a vision. Today’s grand Pennsylvania Avenue was an unpaved road from the U.S. Capitol to the White House and a muddy path on the other side of the White House during the first half of the nineteenth century. Americans and foreign diplomats assigned to the city dreaded its dull cultural life and oppressive summers. Few houses and plenty of open space separated official buildings.

War’s Impact on the City

The War of 1812 made life in Washington even more unpleasant, as British forces stormed the city in 1814, burning the President’s House—later rebuilt, painted

white, and forever after known as the White House—as well as the partially completed U.S. Capitol and other federal buildings. By the 1860s Washington's population had grown to 75,000 people. As the geographic border between the North and South, the District of Columbia acutely felt the mounting tension between factions at the approach of the Civil War. President Abraham Lincoln's 1861 inauguration was completed under a heavily armed phalanx of soldiers ready to repel an attack by the South. Washington was the headquarters for Northern troops during the four-year war, and several times during the bloody conflict Confederate troops nearly took the capital, defeated only by bad luck or faulty military intelligence.

Government Buildings Proliferate

Gradually, Washington architects filled in the blanks left by L'Enfant. The Mall—a vast tree-lined park stretching out from the U.S. Capitol—sprouted other government buildings and the Smithsonian museums. Tributes to some of the nation's great men were built: the Washington Monument, the Lincoln Memorial, and the Jefferson Memorial. The population of the city jumped during World War I as the civil service rapidly expanded, and again during the Great Depression of the 1930s when working for the government was the most secure kind of employment. Many of the current government buildings date from the 1930s when President Franklin D. Roosevelt's Works Progress Administration erected offices for the Internal Revenue, Commerce, and other federal departments.

Washington during the 1960s reflected the social upheaval and turbulence experienced throughout the nation. The 1963 "March on Washington for Jobs and Freedom" showed America at its best and most righteous. It was there that Martin Luther King, Jr., delivered his inspirational "I have a dream" speech to 200,000 citizens. But when King was assassinated in Memphis, Tennessee, in 1968, violent riots rocked the capital. Recovering from the damage during the last half of the 1970s and into the 1980s, the capital enjoyed an economic rebirth with major commercial projects downtown and in some neighborhoods.

Behind the glitter and glamour attendant upon conducting one of the world's most powerful governments, though, lies a district plagued by many problems. Washington, D.C. suffered from virtual insolvency in the 1990s, a crumbling infrastructure, and significant population loss. Since 1995 Washington, D.C. has operated under a federal control board to control spending. The board stripped the local school board of most of its powers and eliminated thousands of jobs. Anthony Williams, who was appointed the city's first independent chief financial officer, managed to reverse years of fiscal mismanagement and turned a runaway budget deficit into a steadily growing surplus. He also hired highly

qualified people and held them accountable and streamlined the agencies under his control. In 1999 Williams was elected mayor; by that time Washington, D.C., had come a long way toward reversing its decline. Williams continued to place emphasis on the city's economy, housing, health care, education, and public safety. Citizens came together in the aftermath of the September 11, 2001 terrorist attack that rocked the country and especially Washington, D.C. and New York City. Williams did not run for a third term in the 2006 election, which was won by Democrat Adrian M. Fenty. When he took office in January 2007 at age 35, Fenty was one of the youngest mayors ever elected to lead a major city in the United States.

In 2007 Washington, D.C., was selected as the fifth best U.S. city to live in for young professionals by *Forbes* magazine.

Historical Information: Historical Society of Washington, D.C., City Museum of Washington, D.C., 801 K Street NW, Washington, D.C. 20001; telephone (202)383-1850

■ Population Profile

Metropolitan Area Residents

1980: 3,478,000
 1990: 4,223,000
 2000: 4,923,153
 2006 estimate: 5,290,400
 Percent change, 1990–2000: 16.5%
 U.S. rank in 1980: 8th (MSA)
 U.S. rank in 1990: 8th (MSA)
 U.S. rank in 2000: 8th (MSA)

City Residents

1980: 638,333
 1990: 607,000
 2000: 572,059
 2006 estimate: 581,530
 Percent change, 1990–2000: 5.7%
 U.S. rank in 1980: 15th
 U.S. rank in 1990: 19th
 U.S. rank in 2000: 21st

Density: 9,316.4 people per square mile (based on 2000 land area)

Racial and ethnic characteristics (2005)

White: 166,813
 Black: 292,445
 American Indian and Alaska Native: 1,386
 Asian: 15,566
 Native Hawaiian and Pacific Islander: 242

Hispanic or Latino (may be of any race): 45,901
Other: 30,893

Percent of residents born in state: 39.2% (2000)

Age characteristics (2005)

Population under 5 years old: 37,723
Population 5 to 9 years old: 27,746
Population 10 to 14 years old: 30,562
Population 15 to 19 years old: 21,257
Population 20 to 24 years old: 25,898
Population 25 to 34 years old: 105,606
Population 35 to 44 years old: 78,541
Population 45 to 54 years old: 69,704
Population 55 to 59 years old: 31,941
Population 60 to 64 years old: 23,646
Population 65 to 74 years old: 31,909
Population 75 to 84 years old: 23,420
Population 85 years and older: 7,165
Median age: 35.9 years

Births (2006, Metropolitan Division)

Total number: 62,468

Deaths (2006, Metropolitan Division)

Total number: 24,284

Money income (2005)

Per capita income: \$37,569
Median household income: \$47,221
Total households: 248,213

Number of households with income of . . .

less than \$10,000: 33,380
\$10,000 to \$14,999: 13,313
\$15,000 to \$24,999: 23,719
\$25,000 to \$34,999: 25,975
\$35,000 to \$49,999: 33,274
\$50,000 to \$74,999: 40,429
\$75,000 to \$99,999: 24,654
\$100,000 to \$149,999: 24,243
\$150,000 to \$199,999: 12,439
\$200,000 or more: 16,787

Percent of families below poverty level: 7.8% (2005)

2005 FBI Crime Index Property: 25,200

2005 FBI Crime Index Violent: 7,716

■ Municipal Government

Washington won the right to govern itself in 1975. Until then, Congress had complete jurisdiction over the District. Now Washington is led by a mayor and thirteen city

council members, all of whom serve four-year terms. Eight city council members represent separate wards while five, including a chairman, are elected at large. District voters also elect a non-voting delegate to the U.S. Congress.

Head Official: Mayor Adrian M. Fenty (D) (since 2007; term expires January 1, 2011)

Total Number of City Employees: 34,000 (2007)

City Information: Council of the District of Columbia, 1350 Pennsylvania Avenue, NW, Washington, D.C. 20004; telephone (202)724-8032

■ Economy

Major Industries and Commercial Activity

The 2007 “State of the Business Report” by the D.C. Chamber of Commerce characterized the local economy as growing in all areas including jobs, population, and resident employment; a positive change against long-term declining trends. The Washington area saw a property boom in 2006 with a population growth rate of 0.7 percent and a resident employment growth rate of 3.6 percent. Although the upwards trends in those areas were commendable, poverty continued to be a significant issue as one-fourth of District families with children remained in poverty and housing costs were becoming higher for lower-income renters. Key sectors driving the economy continued to be the federal government, technology, construction, international business, health and education services, and hospitality.

Indeed, people often think of Washington, D.C. as a “company town” where most people work for the federal government. However, in the early 21st century government employment continued to shrink due to downsizing and streamlining. By contrast, private sector jobs increased dramatically in the last decade, especially in the services sector. Still, many of these employees work for companies who rely on government contracts. As one of the largest consumers of technological equipment and service in the world, the federal government stimulates business through purchases, research and development funding, and grant and loan programs. As a result, Washington is a magnet for growth industries, such as paper products, telecommunications, information and computer firms, and many service industries, especially tourism and hospitality firms.

There are more than 500 publishing and printing companies in the district to produce the vast array of documents generated by the federal government. In addition, the city houses more than 1,000 national associations’ headquarters and lobby groups who need a presence in the district to attempt to shape and influence the legislation process on their own behalf.



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The Capital City has an inventory of more than 100 million square feet of office space. A key to office development has been the growth of the Metrorail subway stations. As of 2007 the Metrorail system included 106 miles of track and 86 operating stations; a key factor in convenient and efficient business travel. Commercial projects have typically followed the opening of new subway stops. Many of the new buildings are connected directly to the stations through underground tunnels that also serve retail stores and restaurants. The District's "Great Streets" program is a planned \$116 million investment towards revitalizing seven major street corridors in effort to create new opportunities for housing, retail, and office projects.

A program to encourage revitalization of eSTORE DC, a division of the DC Department of Small and Local Business Development, supports the revitalization of DC's neighborhood commercial districts and small businesses by 1) providing technical and funding assistance in targeted neighborhoods to retain DC businesses, design and improve storefronts and streetscapes, and promote DC's business neighborhood districts (reSTORE DC Special Projects and Services); and 2) building the capacity of neighborhood nonprofit organizations to assist businesses and coordinate sustainable community-driven revitalization efforts.

Items and goods produced: printed and published documents; telecommunications equipment

Incentive Programs—New and Existing Companies

Local programs: Because of its recent economic resurgence, Washington, D.C. can offer numerous financial incentives to attract and retain businesses and associations. The New E-conomy Transformation Act of 2000 (NET 2000), effective January 1, 2001, provides certain credits, exemptions and other benefits for a Qualified High Technology Company. These incentives include resources to develop their workforce, secure affordable facilities for their business and benefit from reduced real estate, personal property, sales and income taxes.

The Business Resource Center (BRC) opened in a new state-of-the-art facility and uses a unique partnership with the DC Chamber of Commerce, the DC Dept. of Housing and Community Development, and Verizon to lend a hand in keeping the District's economic environment vibrant and robust. The BRC serves entrepreneurs and small business owners by offering access to relevant educational resources, counseling and a secure, hi-speed wireless Internet connection.

An Enterprise Zone (EZ) was created for the District of Columbia in 1997. The District also has a Revenue Bond Program: the program provides below market interest rate loans to qualified private enterprises that are located in the Enterprise Zone as well as non-profit and manufacturing organizations citywide. Bonds can be issued to assist in financing a broad variety of capital projects, including commercial development, infrastructure improvements, and equipment and machinery used in business and other endeavors such as the retail trades, health care, education, housing, recreation, and solid waste recycling.

State programs: Federal incentives designed to tap the investment and employment potential of the Enterprise Zone include three types of wage credits, an additional expensing allowance, a zero federal capital gains tax rate on certain investments and, as of 2007, up to \$15 million in tax-exempt bond “EZ Bonds” to finance depreciable property, such as buildings and equipment. The District’s Revenue Bond Program offers below market interest rate loans to qualified private enterprises that are located in the Enterprise Zone as well as non-profit and manufacturing organizations citywide.

Job training programs: The D.C. Department of Employment Services contracts with private companies to provide customized training programs through the D.C. Private Industry Council, the federal Workforce Investment Act (WIA) (formerly Job Training Partnership Act), the Youth Employment Act, the Training and Retraining for Employment Program, the On-The-Job Training program, and through the One-Stop Career Center approach now in effect in several states and supported in part by the Department of Labor. Contracts have encompassed such areas as shop training, technical training, basic education areas, office skills, legal research, food service, tourism, art-related occupations, industrial maintenance, mail handling, bank tellering, health care, child care, truck driving, construction industry retraining, and brick and masonry training. Washington, D.C. also provides a variety of Employment Training Tax Credits to qualified employers.

Development Projects

The \$650 million Washington Convention Center opened in 2003 to rave reviews for its design and state-of-the-art facilities. With more than 700,000 square feet of convention space, the Center had more than one million visitors in its first year and generated \$426 million in local delegate spending. It was also named Best New Convention Center by *Meetings East* magazine. The new center also made way for further downtown development by making the older facility redundant—it was imploded in 2004. In further development of the Washington Convention Center, an agreement was reached in 2007 with Marriott International for plans to build a

convention center headquarters hotel. The plans detailed a new Marriott Marquis hotel that will include 100,000 square feet of meeting space and 1,150 rooms. Making the city an even more desirable place to hold conventions, the hotel will also honor room block agreements allowing groups to reserve up to 80 percent of the hotel’s rooms. In December 2004, D.C. and Major League Baseball agreed to a financing package for a \$400 million publicly financed baseball stadium to allow the former Montreal Expos (now the Washington Nationals) to move to D.C. The new stadium will hold 41,000 seats including 1,112 suite seats and a 1,300-seat diamond club where attendants can dine. Play at the new stadium is projected to begin in April 2008. Until that time, the Nationals will play at existing RFK Stadium, former home of the Washington Redskins. Plans to revitalize the waterfront area of the Anacostia River were announced as the Anacostia Waterfront Initiative. This initiative is focused on encouraging the preservation and enhancement of waterfront parks, neighborhoods, and water quality.

Economic Development Information: Washington, D.C. Economic Partnership, D.C. Chamber of Commerce, 1495 F Street NW, Washington, D.C. 20004; telephone (202)661-8670; fax (202)661-8671

Commercial Shipping

Ronald Reagan Washington National Airport, Dulles International Airport, and Baltimore-Washington International Airport handle the bulk of air freight in the area. For shipping, Washington, D.C. has its own port at the Anacostia and Potomac Rivers but mainly utilizes larger port facilities in Baltimore, Maryland, and in both Alexandria and Norfolk, Virginia.

Labor Force and Employment Outlook

The D.C. Department of Employment Services Office of Market Research and Information issued a report identifying high demand and emerging occupations for the years 2002-2012. Key white collar sectors included legal services, management consulting services, and computer design. Blue collar and non-skilled growth occupations included security guards, janitors, customer service representatives, receptionists, and legal secretaries. Both professional and service occupations were expected to grow somewhat equally. While government employment continued to shrink due to downsizing and streamlining, private-sector jobs increased dramatically in the last decade, especially in the services sector. It was also found that Washington, D.C.’s jobs require a higher education requirement than the national average. The national average of jobs that require a professional degree is less than 2 percent compared to D.C.’s 7 percent. All sectors of the hospitality industry, the city’s second strongest industry after the federal government, have reported strong growth due to the city’s high number of tourists and

travelers on government business. The Convention Center (opened in 2004), as well as plans for a convention center headquarters hotel, will likely attract a vigorous convention business and stimulate new restaurants and spending downtown.

The following is a summary of data regarding the Washington-Arlington-Alexandria DC-VA-MD-WV metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 2,967,300

Number of workers employed in . . .

construction and mining: 192,400
 manufacturing: 63,600
 trade, transportation and utilities: 404,500
 information: 98,700
 financial activities: 161,500
 professional and business services: 666,300
 educational and health services: 316,500
 leisure and hospitality: 249,500
 other services: 175,100
 government: 639,200

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.3% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
George Washington University	10,000
WMATA	9,200
Federal Bureau of Investigation	8,000
Multilateral Investment Grant	8,000
Georgetown University	6,337
Smithsonian Institution	6,000
Washington Hospital Center	6,000
National Oceanic and Atmospheric Administration	5,000
Urban Institute Publications	5,000
U.S. Federal Highway Administration	5,000

Cost of Living

A 2007 ACCRA study ranked Washington, D.C., eleventh among U.S. cities in terms of cost of living behind New York, San Francisco, Los Angeles, and others. Housing costs in Washington, D.C., are higher than U.S. averages due primarily to the fact that approximately two-thirds of all land is either owned or controlled by the federal government, foreign embassies, and other non-profit organizations, which renders that land and pro-

perty tax-exempt. Housing prices range from \$90,000 to well over \$1 million.

The following is a summary of data regarding several key cost of living factors for the Washington, D.C., area.

2007 (1st quarter) ACCRA Average House Price: \$647,196

2007 (1st quarter) ACCRA Cost of Living Index: 141.3

State income tax rate: 4.5% to 8.7%

State sales tax rate: 5.75%

Local income tax rate: None

Local sales tax rate: 5.75%

Property tax rate: \$0.96 per \$100 of assessed valuation; assessed at 100% (2005)

Economic Information: Washington, D.C. Economic Partnership, D.C. Chamber of Commerce, 1495 F Street NW, Washington, D.C. 20004; telephone (202) 661-8670; fax (202)661-8671

■ Education and Research

Elementary and Secondary Schools

The District of Columbia's public school system is among the largest in the country. A 2007 *Newsweek* study ranked six D.C. high schools—Banneker, Woodrow Wilson, Bell Multicultural, SEED Public Charter, Cardozo, and School Without Walls—among the nation's finest. Besides Head Start, Magnet Schools, and Alternative Education programs, the district offers a range of special programs to meet the needs of a diverse student body, including a youth orchestra, boys choir, substance abuse prevention education, and English-as-a-Second-Language program.

The following is a summary of data regarding the District of Columbia Public Schools as of the 2005–2006 school year.

Total enrollment: 56,787

Number of facilities

elementary schools: 100
 junior high/middle schools: 20
 senior high schools: 17
 other: 7

Student/teacher ratio: 14.4:1

Teacher salaries (2005–06)

elementary median: \$58,490
 junior high/middle median: \$53,310
 secondary median: \$59,550

Funding per pupil: \$12,959

Dozens of private and parochial schools also operate in the district with varied curriculums. Numerous major private schools, including several of national renown, operate as traditional, parochial, and alternative/arts schools.

Public Schools Information: Washington-District of Columbia Public Schools, 825 N Capitol Street NE, Washington, D.C. 20002

Colleges and Universities

Washington, D.C. is home to 12 universities and colleges. Georgetown University has the largest school of international affairs in the world and one of the largest law schools in the United States. Georgetown, among its other accolades, was also ranked 23rd on *US News & World Report's* "National Universities: Top Schools 2008" list. Howard University, is the alma mater of many prominent African Americans. Nearby in Baltimore, the Johns Hopkins University is the nation's oldest research university. Other major institutions are American, Catholic, Gallaudet, George Washington, Corcoran College of Art and Design, Mount Vernon and Trinity colleges, and University of the District of Columbia. Several licensed trade and technical schools also operate in the district, including the ITT Technical Institute and the Harrison Center for Career Education.

Libraries and Research Centers

The Library of Congress is the nation's oldest federal cultural institution and serves as the research arm of Congress. It is also the largest library in the world, with over 134 million items and a permanent staff of more than 3,700 employees. The collections include more than 20 million cataloged books, 11 million books in large type and other printed material, 2.8 million audio materials, 12 million photographs, 4.8 million maps, and 59 million manuscripts. In December 2002, the U.S. Congress approved the Library's plan for a national digital information infrastructure and a program to preserve digital archives, a long-term project that will be a model for national programs seeking to organize the massive amounts of digital publishing taking place on the internet. The program has several projects advocating digital preservation including "Chronicling America: Historic American Newspapers," launched in March 2007. Upon its debut "Chronicling America" provided over 306,000 digitized pages of public domain newspapers published between 1900 and 1910 from several states. "American Memory" digitally captures such things as spoken words, sound recordings, moving images, prints, and sheet music and provides free access to the public.

The District of Columbia Public Library system has 27 branches, the Martin Luther King Memorial Library (the central library), 1 kiosk, and a total of more than 2.4

million volumes. In 2004 four branch libraries were closed for major renovations. Among the several special collections is Washingtoniana, which specializes in local history and celebrated its 100th anniversary in 2005. In addition to public libraries, there are nearly 600 special libraries in the district, including those maintained by foreign embassies, colleges and universities, and the Smithsonian Institution. The Smithsonian Institution Libraries alone consisted of 20 branches holding over 1.5 million volumes as of 2007.

Public Library Information: District of Columbia Public Library, Martin Luther King Memorial Library, 901 G Street NW, Washington, D.C. 20001; telephone (202)727-0321. Library of Congress; telephone (202) 707-5000

■ Health Care

The District of Columbia boasts one of the finest health care systems in the country. Its 20 hospitals, many of which are affiliated with major medical schools and research centers, include hospitals at Georgetown, Howard, and George Washington universities. The city offers state-of-the-art specialty hospitals for women, children, and veterans; world-renowned centers for neuroscientific research and the study of fertility, pregnancy, and development; and nationally recognized services for trauma, cancer, heart disease, and organ transplants. Also nearby in Baltimore, Maryland is the Johns Hopkins Hospital and Health Systems, supported by the university's School of Medicine and one of the most renowned medical care and research facilities in the world. In 2007 the institution was named the nation's best hospital according to *U.S. News & World Report* and ranked within the top 10 in several specialty categories including rheumatology, neurosurgery, psychiatry, and cancer.

■ Recreation

Sightseeing

As a city with tremendous history as a worldwide capital, and also a place where news and historic events take place nearly every day, Washington, D.C. is one of America's most popular tourist destinations for American families, serious researchers, and foreign travelers. Visitors to Washington can choose from some 40 museums and more than 150 historical sites—most of them free of charge. Any tour of Washington starts on the Mall, the long strip of open park land between Capitol Hill and the Lincoln Memorial. Tours of the U.S. Capitol building are given daily and visitors can receive admittance cards from their elected representatives to visit the House or Senate chambers, when in session. In the middle of the Mall, surrounded by American flags, stands the 555-foot-tall

Washington Monument, completed in 1888. An elevator ride to the top provides the best—and highest—view of the District of Columbia. The Washington Monument was closed temporarily in 2004 due to construction that would enhance security and was reopened in April 2005. The president's residence, the White House, is the oldest public building in Washington and is open for tours Tuesdays through Saturdays. The majestic Lincoln Memorial, on the west end of the Mall, was finished in 1922. Here the 19-foot-high statue of Lincoln looks out over the Reflecting Pool, which mirrors the Washington Monument dramatically at dusk. Located between the Washington Monument and Lincoln Memorial is the World War II Memorial. Opened in April 2004, the memorial honors the 16 million who served in the war. In a special commemorative area of the memorial, a field of 4,000 gold stars sculpted on the Freedom Wall commemorates the more than 400,000 who sacrificed their lives during World War II.

Just outside the Mall, the Jefferson Memorial, at the foot of the Tidal Basin, is a popular spot to view the city's famous cherry blossoms in the spring. The Vietnam Veteran's Memorial provides a moving experience for the millions of people who observe the names of the war dead with which it is inscribed. The Federal Bureau of Investigation in the J. Edgar Hoover Building offers tours that include a videotape history of the agency, photos of notorious crimes and criminals, and a firearm demonstration. The Bureau of Engraving and Printing shows how it provides the nation with currency and stamps. The National Archives displays copies of the Declaration of Independence, the U.S. Constitution, and the Bill of Rights, plus other key documents in U.S. history. The Library of Congress, besides being one of the nation's premier research facilities, also hosts concerts and literary programs. Sessions at the Supreme Court Building, near the U.S. Capitol, are always open to the public. Lafayette Park, across from the White House, is notable for frequent civil demonstrations on current issues, in addition to its statue honoring Andrew Jackson.

Elsewhere in central Washington, costumed guides at the Frederick Douglass Home explain the life of the former slave, statesman, and civil rights activist. Ford Theater, where Lincoln was shot, and the Peterson House, where he died, retain their 1860s style and are open to the public. Due to renovations Ford's Theater was closed in 2007, but the Peterson House remained open. Renovations were expected to take 18 months. The National Arboretum and Dumbarton Oaks on the edge of Georgetown display a breathtaking variety of plant life.

Sixteen miles outside the city, in Mount Vernon, Virginia, George Washington's Mount Vernon Estate and Gardens sits on 500 acres overlooking the Potomac River. Another of America's most revered monuments is the Arlington National Cemetery in nearby Arlington, Virginia. The 600 acre site bears thousands of simple

white crosses to honor the nation's war dead, as well as the gravesites of other prominent citizens that include President John F. Kennedy, boxer Joe Louis, and the Tomb of the Unknowns.

Arts and Culture

Washington, D.C. is a cultural as well as governmental center. It boasts a higher concentration of museums and art galleries than any other city in the nation. The District of Columbia regularly attracts performers as diverse as touring Broadway shows and major rock and jazz acts to its opulent theaters and concert halls.

Much of Washington's cultural life is based in the John F. Kennedy Center for the Performing Arts, home of the National Symphony Orchestra and the Washington Opera, and host to almost-daily performances by world-famous artists. The Kennedy Center presents more than 3,000 performances a year before more than 2 million guests. Each December the Kennedy Center Honors, a national celebration of the arts, recognizes the talents and achievements of the world's greatest performing artists. The Arena Stage and the National Theater all offer major stage shows, including dramas and musicals. Other local theater groups include the Avalon, Shakespeare Theater, Theater J, Source Theater, Woolly Mammoth Theatre Company, Studio Theatre, GALA Hispanic Theater, and scores more around the Washington, D.C. area. The Washington Ballet presents a varied repertoire and the District of Columbia's African Heritage Dancers and Drummers present special children's programs. Young audiences enjoy special performances presented at the Kennedy Center Lab. Children's theater is also offered by Summer Theatre Camp and special events for young people at the Washington, D.C. Armory. Many college-affiliated groups offer theatrical performances.

Washington, D.C.'s many museums and galleries provide a feast of viewing variety. The museums operated by the Smithsonian Institution, often called "America's Attic," contain everything from a 50-foot section of the legendary American highway Route 66 to the original Kermit the Frog hand puppet, from Charles Lindbergh's historic trans-Atlantic solo plane, *The Spirit of St. Louis*, to Archie Bunker's armchair from the television series "All in the Family." Smithsonian museums, which would take weeks to fully navigate, are mostly located on or just off the Mall and include the National Air and Space Museum (the most visited museum on earth), the Arts and Industries Building, the Freer Gallery of Art, the Hirshhorn Museum and Sculpture Garden (modern and contemporary art), the National Gallery of Art, the National Museum of Natural History, the National Museum of American History, the Arthur M. Sackler Gallery of Asian Art, and the National Museum of African Art. The National Portrait Gallery and the National Museum of American Art reopened in July 2006 as a collective

museum under the name of the Donald W. Reynolds Center for American Art and Portraiture. Also, the National Museum of American History was closed temporarily for renovations and was expected to reopen in summer 2008. In 2003 President George W. Bush signed legislation to create the National Museum of African American History and Culture (NMAAHC) within the Smithsonian. A museum site for NMAAHC was selected in January 2006 with construction projected to begin in 2012. The Smithsonian's National Zoological Park is set on 160 acres in Rock Creek Park and is home to about 2,000 animals of 400 different species.

Other museums in the city include the Pope John Paul II Cultural Museum, the International Spy Museum, the U.S. Marine Corps Museum, the United States Holocaust Memorial Museum, Corcoran Gallery of Art (specializing in American art), the Museum of Modern Art of Latin America, the National Museum of Women in the Arts, and the National Building Museum.

Festivals and Holidays

Washington, D.C.'s biggest and best-known celebration is the Cherry Blossom Festival, held in early April to coincide with the blooming of the trees. Started in 1927 to mark the first planting of 3,000 Japanese cherry trees as a gift from the mayor of Tokyo in 1912, the festival now runs two weeks. Special events include a major parade, a Japanese lantern lighting ceremony and street festival with more than 80 exhibitors, and a Smithsonian Kite Festival held near the Washington Monument.

Other exciting annual events include the Washington Antiques Show in January; the Chinese New Year's celebration in February; the St. Patrick's Day Parade along Constitution Avenue in March; the White House Easter Egg Roll, the White House Spring Garden Tour, and Filmfest DC in April, as well as the off-beat Gross National Product Parade on April Fool's Day; the Goodwill Embassy Tour—allowing the public into several foreign embassies in town—in May; the National Barbecue Battle in June; the Smithsonian's Festival of American Folklife in late June through early July; a massive July Fourth celebration; the Kennedy Center Prelude Festival in September; the Marine Corps Marathon in October, the November Washington Craft Show; and the lighting of the national Christmas tree outside the White House in December.

Sports for the Spectator

Plagued by controversy that almost squashed the deal, Washington D.C. was finally able to convince taxpayers and Major League Baseball that it was the right place for the new home of Major League Baseball's struggling Montreal Expos franchise. The Washington Nationals began play in 2005 and brought big-league baseball back to the city for the first time since the old

Washington Senators left town some 30 years prior. A new \$400 million ballpark's construction was scheduled for completion in April 2008; until then the team will play its games at the existing Robert F. Kennedy Stadium. Washington is home to four other major league professional sports teams. The Washington Redskins are the true sporting passion of Washingtonians and face National Football League opponents at the FedExField in Landover, Maryland. The Washington Capitals of the National Hockey League, the Washington Wizards of the National Basketball Association, and the Washington Mystics of the Women's National Basketball Association play at the Verizon Center (formerly the MCI Center). The basketball team of Georgetown University has earned a national reputation for outstanding performance and was named both the Big East Tournament Champion and the NCAA East Regional Champion of 2007.

Sports for the Participant

Washington, D.C. offers a wide selection of participant sports. The city's close approximation to rivers, bays, and the Atlantic Ocean make a variety of water sports within reach, particularly boating, sailing, fishing, canoeing, SCUBA diving, and windsurfing. A true oasis in the city and one of its most treasured resources is Rock Creek Park, operated by the National Park Service and featuring more than 25 miles of trails for hiking among 1,755 acres. In all, the city maintains more than 800 acres of parkland, 300 parks, 75 playgrounds, 65 community recreation centers, 33 public swimming pools, and more than 150 basketball and tennis courts.

Shopping and Dining

Avid shoppers can lose themselves in the proliferation of urban malls in downtown Washington, D.C. Perhaps the most legendary is Union Station, an historic urban shopping center with marble floors, upscale shopping at more than 130 shops, a full schedule of events and exhibitions, and more than 32 million visitors a year. At The Shops at National Place, 60 shops and a food hall serving all palates is convenient to the Metro Center subway stop. The glass-roofed Pavilion at the Old Post Office, once a working post office, is now home to retail concerns, restaurants, and offices and has been ranked as the one of the eighth most popular destinations in D.C. A different kind of shopping experience is found in Georgetown, where unique boutiques and specialty stores are housed in historic townhouses, mostly along Wisconsin Avenue and M Street; elegant stores abound at The Shops At Georgetown Park. Mazza Gallerie is a three-storied enclosed mall filled with elite shops, stylish boutiques, and a new state-of-the-art movie theater. Washington's Eastern Market, in the southeast section of the city, has been a farmer's market since 1873 with fresh fruit, vegetables, poultry, and sausage for sale. Weekends

at the market are packed with even more options as the Market Festival, an Arts & Crafts Fair, is open on Saturdays and The Flea Market at Eastern Market on Sundays.

Restaurants in Washington reflect the influence of the many foreign cultures present in the capital. The city has seen an explosion of culinary creativity on the local restaurant scene and was acclaimed as “one of the most exciting restaurant cities on the Eastern Seaboard” in the April 2006 edition of *Travel+Leisure* magazine. Many of the most interesting establishments are clustered in the Georgetown and Dupont Circle areas and in the urban malls downtown. On the *Washingtonian* magazine’s “100 Very Best Restaurants” list, Citronelle (French modern, Georgetown) ranked first followed by Maestro (Italian modern, McLean), and CityZen (modern, Capitol Hill). Ann Cashion, chef at Cashion’s Eat Place, was named one of James Beard’s best chefs in America in 2004. Capital Grille, located between the White House and the Capitol Building, is one of the best places to spot high-powered politicians gathered for lunch, drinks, or dinner.

Visitor Information: Washington, D.C. Convention and Tourism Corporation, 901 Seventh Street NW, Fourth Floor, Washington, D.C. 20001; telephone (202) 789-7000; fax (202) 789-7037

■ Convention Facilities

In 2004 the city opened its all-new Washington Convention Center in the heart of downtown, with 2.3 million square feet total and 700,000 square feet of exhibit space covering 6 city blocks. In further development of the Washington Convention Center, an agreement was reached in 2007 with Marriott International for plans to build a convention center headquarters hotel. The plans detailed a new Marriott Marquis hotel that will include 100,000 square feet of meeting space and 1,150 rooms. With the addition of this state-of-the-art facility and a major convention center hotel planned, along with the city’s proximity to the nation’s government, powerbase, and riches of cultural and tourist destinations, Washington D.C. should continue to be one of the great magnets for America’s lucrative convention business well into the 21st century.

While the old convention center was razed in 2004 to make way for new development, The D.C. Armory, with over 80,000 square feet of exhibit space, offers alternative space for smaller gatherings. The Washington area also provides more than 70,000 hotel rooms; and many hotels offer meeting space, such as the Shoreham Omni Hotel (over 100,000 square feet), the Capital Hilton (30,000 square feet), and the Grand Hyatt Washington (40,000 square feet of meeting space).

Convention Information: Washington, D.C. Convention and Tourism Corporation, 901 Seventh Street NW, Fourth Floor, Washington, D.C. 20001; telephone (202) 789-7000; fax (202) 789-7037

■ Transportation

Approaching the City

Washington is served by three major international airports. The closest, Ronald Reagan Washington National—across the Potomac in Virginia—is minutes from downtown Washington by car or the Metro subway system. Dulles International is about 20 miles west of the District of Columbia in Virginia. Baltimore-Washington International is 20 miles northeast of the city in Maryland.

Travelers driving to Washington by car have to cross the Capital Beltway, also known as Interstate 495, which circles the city and connects it with Maryland and Virginia. Interstates 395 and 66 also run between the District of Columbia and surrounding areas.

Continuous daily trains connect New York’s Pennsylvania Station to Washington’s Union Station, which is in sight of the Capitol, and daily trains connect Washington, D.C. with more than 500 cities around the U.S. Taxi fares are based on a zone system and cabs do not carry meters.

Traveling in the City

Travel in the District of Columbia, one of the most congested areas in the nation, is made easier by the mass transportation system operated by the Washington Metropolitan Area Transit Authority, which runs the second largest rail transit system and fifth largest bus network in the United States. The award-winning Metrorail system includes 106 miles of track and 86 operating stations, including three new stations opened in 2004 extending the Blue and Red lines. The system has stations at Union Station and National Airport. In 2007 the Metrorail moved more than 207 million riders. The approximately 1,500 vehicle Metrobus system has bus routes on all major streets in D.C. and nearly all primary roads in the region and carried over 131 million riders in 2007.

An abundant number of taxis cruise city streets making it a convenient form of transportation. The cabs charge fares based on a simple zone system rather than using meters.

■ Communications

Newspapers and Magazines

The capital’s major daily newspaper, and one of the most influential newspapers in the country, is the Pulitzer Prize-winning *Washington Post*, which is published in the

morning. The Washington Post Company also publishes *The Washington Post Magazine*, a weekly covering Washington personalities and issues affecting the city, Virginia and Maryland suburbs, and the nation. A smaller newspaper, *The Washington Times* is the more conservative voice in the city. The national daily, *USA Today*, is another of the several newspapers published in the capital. The monthly *Washingtonian Magazine*, one of hundreds of periodicals published in D.C., looks at local politics, lifestyles, culture, and dining.

Television and Radio

Washington has 7 television stations broadcasting in the city; two cable systems are available. The capital is also served by 13 FM and AM radio stations in the city and many more in surrounding areas, including several public radio outlets.

Media Information: *Washington Post*, 1150 Fifteenth Street NW, Washington, D.C. 20071; telephone (202) 334-6000; *Washington Times*, 3600 New York Avenue, NE, Washington, D.C. 20002; telephone (202)636-3028

Washington, D.C. Online

- City of Washington, D.C. Home Page. Available www.dc.gov
- Cultural Tourism D.C. Available www.culturaltourismdc.org
- D.C. Chamber of Commerce. Available www.dcchamber.org
- D.C. Economic Partnership Available www.wdcep.com

- District of Columbia Public Library. Available www.dclibrary.org
- Downtown D.C. Available www.downtowndc.org
- InTowner*. Available www.intowner.com
- Library of Congress. Available www.loc.gov
- Washington Business Journal*. Available www.amcity.com/washington
- Washington City Paper*. Available www.washingtoncitypaper.com
- Washington, D.C. Convention and Visitors Association. Available www.washington.org
- Washington, D.C. Historical Society. Available www.historydc.org
- Washington D.C. top sites. Available dcpages.com/Top_Sites/
- Washington Post*. Available www.washingtonpost.com
- Washington Times*. Available www.washtimes.com
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West Virginia

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The State in Brief

Nickname: Mountain State

Motto: Montani semper liberi (Mountaineers are always free)

Flower: Big rhododendron

Bird: Cardinal

Area: 24,230 square miles (2000; U.S. rank 41st)

Elevation: Ranges from 240 feet to 4,861 feet above sea level

Climate: Continental; humid, with hot summers and cool winters; colder in mountains

Admitted to Union: June 20, 1863

Capital: Charleston

Head Official: Governor Joe Manchin III (D) (until 2008)

Population

1980: 1,950,000

1990: 1,793,477

2000: 1,808,344

2006 estimate: 1,818,470

Percent change, 1990–2000: 0.8%

U.S. rank in 2006: 37th

Percent of residents born in state: 72.15% (2006)

Density: 75.5 people per square mile (2006)

2006 FBI Crime Index Total: 52,759

Racial and Ethnic Characteristics (2006)

White: 1,721,098

Black or African American: 58,693

American Indian and Alaska Native: 3,318

Asian: 10,479

Native Hawaiian and Pacific Islander: 1,201

Hispanic or Latino (may be of any race): 14,383

Other: 2,985

Age Characteristics (2006)

Population under 5 years old: 104,429

Population 5 to 19 years old: 334,933

Percent of population 65 years and over: 15.3%

Median age: 40.7

Vital Statistics

Total number of births (2006): 20,952

Total number of deaths (2006): 21,419

AIDS cases reported through 2005: 1,444

Economy

Major industries: Chemicals, mining, metals, timber, oil, coal, tourism

Unemployment rate (2006): 6.8%

Per capita income (2006): \$19,417

Median household income (2006): \$35,059

Percentage of persons below poverty level (2006): 17.3%

Income tax rate: 3.0% to 6.5%

Sales tax rate: 6.0%



Charleston

■ The City in Brief

Founded: 1794 (incorporated 1818)

Head Official: Mayor Danny Jones (since 2003)

City Population

1980: 63,968

1990: 57,287

2000: 53,421

2006 estimate: 50,846

Percent change, 1990–2000: 7.4%

U.S. rank in 1980: 310th

U.S. rank in 1990: 415th (State rank: 1st)

U.S. rank in 2000: 662nd

Metropolitan Area Population

1980: 270,000

1990: 250,454

2000: 251,662

2006 estimate: 305,526

Percent change, 1990–2000: .5%

U.S. rank in 1980: 118th (MSA)

U.S. rank in 1990: 134th (MSA)

U.S. rank in 2000: 141st

Area: 32 square miles (2000)

Elevation: Ranges from 601 feet to approximately 1,100 feet above sea level

Average Annual Temperatures: January, 33.4° F; July, 73.9° F; annual average, 54.5° F

Average Annual Precipitation: 44.05 inches of rain; 34.0 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.0% (June 2007)

Per Capita Income: \$26,017 (1999)

2005 FBI Crime Index Property: 3,836

2005 FBI Crime Index Violent: 555

Major Colleges and Universities: West Virginia State University, West Virginia University Institute of Technology, University of Charleston, Marshall University Graduate College, West Virginia Junior College

Daily Newspaper: *Charleston Daily Mail*; *The Charleston Gazette*

■ Introduction

Charleston, the capital of West Virginia and seat of Kanawha County, is a regional hub for transportation, finance, retail trade, commerce, government, and health care, and acts as a lively center for arts and recreation while also serving as West Virginia's state capital. A vital urban area, the city also projects a comfortable charm that invites visitors and residents alike; its downtown is active and filled with people in the evening. With its nineteenth-century style brick sidewalks and streets lit by antique reproduction light posts and dotted with wooden benches, the Village District stands as a monument to the modern thinking that has kept the city on track both financially and aesthetically for years.

■ Geography and Climate

Charleston is located in a narrow valley in the western Appalachian Mountains at the junction of the Kanawha and Elk rivers. The city is the county seat for Kanawha County. Framed with green hills, the city and neighboring towns have developed along the Kanawha to the east and west, though some residential areas can be found on

the surrounding hills and in nearby valleys. The Charleston Metropolitan Statistical Area (MSA), a significant economic zone, covers a five county area that includes Boone, Clay, Lincoln, Putnam, and Kanawha counties.

The region's weather is highly changeable, particularly during the winter months when Arctic air may alternate with tropical air. Consequently, sharp temperature contrasts are the rule—even on a day-to-day basis—and total annual snowfall ranges from less than 5 inches to more than 50. Spring temperatures warm rapidly, however, and summers can occasionally be hot, hazy, and humid. Most of Charleston's precipitation falls in the form of rain; the brief, sometimes heavy, thunderstorms of July make it the wettest month of the year. The terrain and air flow patterns combine to make Charleston one of the foggiest cities in the United States.

Area: 32 square miles (2000)

Elevation: Ranges from 601 feet to approximately 1,100 feet above sea level

Average Temperatures: January, 33.4° F; July, 73.9° F; annual average, 54.5° F

Average Annual Precipitation: 44.05 inches of rain; 34.0 inches of snow

■ History

Fort Leads to Founding of City

Centuries before the first white frontiersmen explored the area that is now Charleston, the Adena, a Native American tribe, inhabited the Kanawha Valley. The Adenas were mound builders, and one of West Virginia's largest examples of their unique earthworks is located in downtown South Charleston.

The influx of traders and land surveyors—most of whom were Virginians—into the Kanawha Valley region began in the mid-1760s. In 1773, Colonel Thomas Bullitt and a group of surveyors on their way to Kentucky briefly established a camp there. Bullitt again visited the valley in 1775 and, in return for his military service during the French and Indian War, he was allowed to stake a claim of more than 1,000 acres. Upon his death the claim went to his brother, Cuthbert Bullitt, who in turn sold the land to Colonel George Clendenin in 1787.

Just a few weeks after the deal was finalized, the governor of Virginia instructed Clendenin to organize a company of soldiers to protect the Kanawha Valley from native raiding parties. In 1788, the colonel erected a fort on a portion of his land that ran along the river. The completion of this stockade—known officially as Fort Lee but often referred to as Clendenin's Settlement—and the security it represented attracted a number of pioneers to

the area in just a few years. So many people had settled there by 1794 that some of the other Clendenin land holdings were divided into lots, and the Virginia Assembly authorized the creation of a town, named Charles Town in honor of George Clendenin's father. (Common usage eventually shortened this to Charleston, the name of record on January 19, 1818, the day the town was officially established.) Drawn by reports of abundant game in the valley, Daniel Boone and his family were among Charleston's early residents, but the region grew so quickly that they soon left for the Kentucky wilderness.

Economy Grows Around Natural Resources

Salt manufacturing was the first industry to gain a foothold in Charleston. In 1797, a salt furnace was constructed in nearby Malden, and by the mid-1800s Kanawha Valley salt was being shipped from Charleston to all parts of the country. Throughout the first half of the century the city also grew in importance as a transportation center, primarily as a point of transfer for east-west travelers who arrived by wagon or on horseback and continued their journey by boat.

The Civil War divided Charleston. Some citizens fought for the Confederacy, but most sided with the Union. The conflict also hastened the decline of the salt trade (which had already reached its peak around 1856) and forced the development of alternative industries, particularly those involving coal, oil, and gas. The city grew rapidly after the war, aided in part by the relocation of West Virginia's capital from Wheeling to Charleston in 1870. The coming of the railroad in 1873 and improved navigation on the Kanawha River opened up coal mining on an even larger scale, and Charleston prospered as a market and wholesale center.

Between 1885 and the beginning of World War I, Charleston grew slowly but steadily, its economy bolstered by increasing demand for the natural resources it processed and sold throughout the country. Around 1913, however, a new era in the city's development began when the first chemical company was established. Others soon followed and were eventually joined by glass manufacturers. With America's entry into the war, some of these new factories switched over to producing munitions, but coal and chemicals continued to attract the most foreign capital and new residents.

In the years since World War I, Charleston has come to rely more and more on the manufacture of synthetic materials as the basis of its industrial economy; during World War II, for example, the Kanawha Valley was a center for synthetic rubber production. Thus, as has been the case since its earliest days as a frontier town, the fortunes of the city are inextricably linked with the demand for the natural resources it has in such abundance.

Charleston, as well as most of West Virginia, was affected by recession in the early 1980s. Moderate growth followed, and between 1985 and 1990 personal income

grew due to Charleston's industrial growth. The year 2000 was said to mark a period of potential growth and rebirth for Charleston, spurred in part by Downtown revitalization programs beginning a decade or so before. The 2003 opening of the Clay Center for the Arts and Sciences proved a commitment to strengthen the city's hold as a center for culture and the arts as well as to provide more opportunities for possible tourists. In 2004 the city also began working with both private business and government authorities on planning for a Riverfront Development Project with the hopes of responsibly maintaining the natural resources of the Kanawha River, as well as adding a development of more recreational and retail opportunities for both residents and tourists.

Historical Information: West Virginia (State) Department of Education and the Arts, Division of Culture and History, Archives and History Library, 1900 Kanawha Blvd. E., Charleston, WV 25305; telephone (304) 558-0220; www.wvculture.org

■ Population Profile

Metropolitan Area Residents

1980: 270,000
 1990: 250,454
 2000: 251,662
 2006 estimate: 305,526
 Percent change, 1990–2000: .5%
 U.S. rank in 1980: 118th (MSA)
 U.S. rank in 1990: 134th (MSA)
 U.S. rank in 2000: 141st

City Residents

1980: 63,968
 1990: 57,287
 2000: 53,421
 2006 estimate: 50,846
 Percent change, 1990–2000: 7.4%
 U.S. rank in 1980: 310th
 U.S. rank in 1990: 415th (State rank: 1st)
 U.S. rank in 2000: 662nd

Density: 1,690.4 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 43,072
 Black: 8,048
 American Indian and Alaska Native: 127
 Asian: 979
 Native Hawaiian and Pacific Islander: 16
 Hispanic or Latino (may be of any race): 432
 Other: 158

Percent of residents born in state: 74.8% (2000)

Age characteristics (2000)

Population under 5 years old: 2,961
 Population 5 to 9 years old: 3,087
 Population 10 to 14 years old: 3,145
 Population 15 to 19 years old: 3,096
 Population 20 to 24 years old: 3,265
 Population 25 to 34 years old: 6,707
 Population 35 to 44 years old: 8,220
 Population 45 to 54 years old: 8,345
 Population 55 to 59 years old: 2,791
 Population 60 to 64 years old: 2,381
 Population 65 to 74 years old: 4,564
 Population 75 to 84 years old: 3,545
 Population 85 years and older: 1,314
 Median age: 40.8 years

Births (2006, MSA)

Total number: 3,825

Deaths (2006, MSA)

Total number: 3,705

Money income (1999)

Per capita income: \$26,017
 Median household income: \$34,009
 Total households: 24,522

Number of households with income of . . .

less than \$10,000: 3,956
 \$10,000 to \$14,999: 1,883
 \$15,000 to \$24,999: 3,658
 \$25,000 to \$34,999: 3,015
 \$35,000 to \$49,999: 3,457
 \$50,000 to \$74,999: 3,448
 \$75,000 to \$99,999: 1,898
 \$100,000 to \$149,999: 1,720
 \$150,000 to \$199,999: 537
 \$200,000 or more: 950

Percent of families below poverty level: 15.7% (1999)

2005 FBI Crime Index Property: 3,836

2005 FBI Crime Index Violent: 555

■ Municipal Government

Charleston, the capital of West Virginia and the Kanawha County seat, has a mayor-council form of government. There are 27 council members elected by ward for four-year terms. Twenty-one members represent single-member districts and six are elected at-large. Both a majority and a minority leader are elected by respective council parties. A president pro-tempore is elected by the entire council. The mayor is elected to a four-year term.



Photograph by Steve Shaluta, Jr. ©West Virginia Division of Tourism. Reproduced by permission.

Head Official: Mayor Danny Jones (since 2003; term expires 2011)

Total Number of City Employees: 500 (2007)

City Information: City of Charleston, 501 Virginia Street, E., Charleston, WV 25301; telephone (304)348-8174; www.cityofcharleston.org

■ Economy

Major Industries and Commercial Activity

The Kanawha Valley owes much of its past and future prosperity to its reputation as a transportation and distribution hub. From river port to interstate hub, the sophisticated transportation routes have lured and kept industry in the region when other parts of West Virginia were troubled with the same economic doldrums that affected much of the nation. Insulated from the boom-or-bust coal industry, the Kanawha Valley has relied on its diversity of natural resources and its importance in the eastern and central states' waterways system, moving goods to the Gulf of Mexico via the Ohio and Mississippi rivers. Three interstate highways converging in downtown Charleston provide the extra transportation links

that the rivers cannot provide. Moreover, the highways bring Charleston within 500 miles of more than 50 percent of the nation's major market areas and 50 percent of its entire population.

The valley's market proximity and transportation advantages are also responsible for the economic diversity and health of the area. The Charleston metropolitan statistical area (MSA) is the state's center for finance, retail trade, government, and industry.

Since 1929, the chemical industry has been an economic force in the valley, providing a large, stable employment base for many years. Union Carbide Corporation, Monsanto, E. I. du Pont de Nemours, Clearon Corp., Dow Chemical, and FMC are among the companies with chemical-connected facilities in the Charleston area. Union Carbide also has its headquarters for research and development in the Tech Center complex in South Charleston. Valley residents have been very supportive of the chemical industry, acknowledging that the industry's first priority has always been safety. Likewise, local governments have been involved and have participated in safety and emergency planning.

Other Kanawha Valley industries include heavy steel fabricating, glass manufacturing, and energy development. Columbia Gas Transmission Corporation, head-

quartered in Charleston, employs almost one-third of its workforce in the Charleston headquarters.

The state and government serves as a major economic sector for the city in terms of employment. Second in line is health care, with the Charleston Area Medical Center and Thomas Memorial Hospital taking the lead. Health insurance and claims processing companies in the area include the Capital Area Services Company and Acordia. Manufacturing companies in the Charleston MSA include Toyota Motor Manufacturing, Walker Machinery Company, and NGK Spark Plugs. The West Virginia Water Company, the state's largest water supplier, is headquartered in Charleston. Appalachian Power, owned by the American Electric Power of Columbus, Ohio, and United National Banks, Inc., also have headquarters in Charleston. In 2007 Expetec Technology Services, Inc., a full-service information technology (IT) franchise with locations in 15 states and Canada, opened a new location in Charleston.

Items and goods produced: chemicals, telecommunications products, publishing, mining equipment, fabricated metal products, automobile parts

Incentive Programs—New and Existing Companies

Local programs: The Charleston Area Alliance (CAA—formerly the Business and Industrial Development Corporation—BIDCO) is a non-profit economic development corporation serving Metropolitan Charleston. CAA offers a range of services to companies considering the area for new or expanded operations. Assistance is offered in worker training and education, financing, site selection, and with buildings. Both professional economic development and engineering services are free and confidential. A number of tax credit programs are available for qualified new or expanding businesses. These include a Manufacturing Investment Tax credit for qualified capital investments, a Strategic Research and Development Tax Credit for businesses engaged in qualified R&D activities and an Economic Opportunity Credit for small businesses and headquarters relocations. The Warehouse “Freeport” Amendment allows a property tax exemption for goods in transit to out-of-state destinations. A Tourism Development Incentive allows some companies to receive a return of up to 25 percent of approved development costs over a 10-year period through a consumer sales tax credit.

State programs: Charleston participates in a state-wide program presided over by the West Virginia Economic Development Authority (WVEDA) that provides low-interest financing for land, building, and equipment. In addition to its direct loan program, WVEDA offers a Capital Access Program and Loan Insurance Program. West Virginia has one of the nation's most liberal tax

incentive programs, permitting significant recapture of principal taxes as well as capital investment. Additional credits are available for corporate headquarters relocation, research and development, and veterans employment. The WVEDA also sponsors a program to provide for debt and equity capital investments to small businesses. The West Virginia Infrastructure and Jobs Council sponsors an Economic Infrastructure Bond Fund that offers financial assistance to public utilities, county development authorities, and qualified private companies in order to make improvements that support economic development projects.

Job training programs: The Governor's Guaranteed Work Force Program provides training grants of up to \$1,000 per employee for companies that create a minimum of 10 new jobs within a 12-month period. A Small Business Work Force Program, part of the West Virginia Small Business Development Center, offers reimbursements for the costs of technological training at eligible businesses. A Workforce Development Initiative Program supports and encourages training partnerships between businesses and local educational institutions. Three vocational-technical schools and one adult career center offer industry and occupation-specific courses and degree programs designed to produce graduates who meet the demands of a global marketplace.

Development Projects

The \$80 million, 240,000 square foot Clay Center for the Arts and Sciences opened in 2003 and houses a variety of performing and visual arts and science facilities. The Clay Center's Maier Foundation Performance Hall is a 1,883 seat theater; the Walker Theater seats up to 200 people; the Avampato Discovery Museum offers science, art, and theater; the Juliet Museum of Art presents permanent and visiting collections; the ElectricSky Theater offers planetarium and laser shows; and a café and gift shop round out the center's offerings.

As part of a collaboration among the City of Charleston, the Charleston Convention and Visitors Bureau, and several other organizations, Charleston is making itself more visitor friendly with new, colorful signs pointing out specific destinations, sights, and tourist information spots. The \$55,000 project was 8 years in development and began in September 2004. Approximately 200 signs point visitors to malls, parking, visitor info, and area tourist destinations.

In 2004, Mayor Danny Jones appointed an eight member committee to explore ways to make Charleston's Riverfront more appealing to the community. In 2005, the Riverfront Committee selected Sasaki Associates Inc. as professional consultants to develop a Master Riverfront Plan. Sasaki Associates released their master plan in 2006.

For more than 20 years, Charleston's downtown has undergone continuous historic redevelopment while not being on the National Register of Historic Places.

Planning committees in 2007 were working on getting the historic downtown on the National Register. If named a registered historic place, downtown Charleston would be one of the largest districts in the state. The boundaries would stretch south to the Kanawha River, north to Washington Street, east to Leon Sullivan Way (Broad Street) and west beyond Summers Street. Being on the register would mean that business owners could take advantage of tax credits available to them. Many of the buildings in the area have been placed on the National Register, but making the entire area a historic district would be a benefit to the city.

Economic Development Information: Charleston Area Alliance, 1116 Smith Street, Charleston, WV 25301; telephone (304)340-4253 or (800)792-4326; fax (304)340-4275; www.charleston-wv.com

Commercial Shipping

The Kanawha Valley's transportation systems may be the region's biggest economic asset, since Charleston is the region's hub for air service, river commerce, and highways. The city is an important distribution center because of its extremely sophisticated transportation routes. Charleston was designated a port of entry by the U.S. Customs Office in 1973 and the business and industrial sectors take advantage of direct shipments from foreign countries. The customs office at Yeager Airport inspects air, barge, rail, and other freight shipments received at locations throughout the region. A fixed-base operator with complete maintenance shop and 24-hour service is located at Yeager. Yeager Airport has four air cargo carriers.

West Virginia's two railway systems, CSX Transportation and Norfolk Southern, transport chemicals, minerals, ores, primary metals, coal, petroleum, stone, or glass. The state has 3,931 miles of track, most of it linking the Atlantic Coast to the Midwest.

The U.S. Army Corps of Engineers maintains a navigation channel 200 feet wide and 9 feet deep in the Kanawha River—from the mouth at Point Pleasant on the West Virginia-Ohio border to a point 91 miles east at Deepwater, about 40 miles up river from Charleston. Waterborne commerce has tripled on the Kanawha River since the early 1950s. A U.S. Foreign Trade Zone has been established on the Kanawha River and companies involved in export businesses can establish subzones at remote warehousing sites in order to provide duty-free storage prior to shipment. Charleston is served by more than 50 motor freight carriers.

Labor Force and Employment Outlook

Due to the strong manufacturing base of Charleston's economy, the city boasts a workforce that is familiar with the machinery, equipment, and processes involved in technologically complex operations. But as the mining

and manufacturing sectors shrink in response to national economic trends, services and retail trade are continuing to show significant growth. The area's extensive transportation network, stable workforce, and diverse economy combine to enable companies in the chemical, automotive, healthcare, telecommunications, and professional services sectors to thrive. Charleston and the surrounding region have seen steady economic growth over the past 15 years. Unemployment in the area is similar to the national average.

The following is a summary of data regarding the Charleston metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 149,700

Number of workers employed in . . .

- construction and mining: 16,300
- manufacturing: 6,400
- trade, transportation and utilities: 28,900
- information: 2,800
- financial activities: 8,200
- professional and business services: 14,400
- educational and health services: 20,900
- leisure and hospitality: 12,300
- other services: 11,800
- government: 27,700

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.0% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
State Government	12,400
Charleston Area Medical Center	5,000
Kanawha County Schools	5,000
Federal Government	2,700
Verizon West Virginia	1,500

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$274,893

2007 (1st quarter) ACCRA Cost of Living Index: 92.9

State income tax rate: 3.0% to 6.5%

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$8.20 per \$1,000 of assessed valuation; (assessed valuation = approximately 60% of market value)

Economic Information: Charleston Regional Chamber of Commerce & Development, 1116 Smith Street, Charleston, WV 25301-2610; telephone (304)340-4253

■ Education and Research

Elementary and Secondary Schools

Public education in Charleston is provided by the Kanawha County Public Schools. The district is administered by a five-member board of education and a superintendent who follow policies established by the State Department of Education and the West Virginia Board of Education. Kanawha County Schools has been awarded the What Parents Want award at least three times from SchoolMatch, a national educational research and consulting firm.

Some fifth grade students may have an opportunity to attend the West Virginia STARBASE Academy. This West Virginia National Guard program provides academic enrichment for both public and private schools, focusing on mathematics, science and technology with an aerospace theme. STARBASE is a five-day program, which students attend one day each week for five consecutive weeks. About 50 to 75 percent of all fifth graders in the county school system attend the program.

The system offers Work Exploration Programs for high school students at Nitro High School and St. Alban's High School. OASIS (Online Alternative School Instructional System) is available for students who are medically homebound or who, for other reasons, may need instruction outside of the traditional school environment. A High School Choice Program allows students to choose the school they would like to attend based on particular magnet studies or career academy programs. These include a magnet for fine arts (Capital High); advanced placement studies (George Washington High); the Academy of Finance and Academy of High School Business (Riverside); international studies (Sissonville); an International Baccalaureate Diploma, the Academy of Pre-Engineering, and the Academy of Teacher Cadet (South Charleston); and the Academy of Hospitality (St. Albans).

The system offers a unique program consisting of several Family Resource Centers (FRCs) and Parent/Educator Resource Centers (PERCs) in the public schools. The centers offer families, students, and educators a variety of services to help support students and families. A Community Education Program also offers on-site day care service before and after school at several locations.

The following is a summary of data regarding the Kanawha County Schools as of the 2005–2006 school year.

Total enrollment: 28,104

Number of facilities

elementary schools: 46
junior high/middle schools: 14
senior high schools: 8
other: 4

Student/teacher ratio: 14.6:1

Teacher salaries (2005–06)

elementary median: \$39,900
junior high/middle median: \$40,720
secondary median: \$42,670

Funding per pupil: \$7,704 (2004)

Students in Charleston may also attend one of the valley's more than a dozen private Catholic, Christian, and non-denominational schools.

Public Schools Information: Kanawha County Board of Education, 200 Elizabeth Street, Charleston, WV 25311; telephone (304)348-7770; kcs.kana.k12.wv.us

Colleges and Universities

The University of Charleston, a privately endowed institution, has a beautiful campus that is situated on the Kanawha River across from the State Capitol. It offers undergraduate degrees in about 15 academic fields and graduate programs that include a master's in business administration and a doctorate from the school of pharmacy. Enrollment is about 1,200 students.

West Virginia Junior College in Charleston offers associate degree programs in legal office assisting, computer information technology, medical office technology, and business administration.

In the greater Kanawha Valley area there are two state-supported colleges, West Virginia State University and West Virginia University Institute of Technology. There is also a state-supported graduate school, the West Virginia Graduate College of Marshall University. West Virginia State University, eight miles west of Charleston on Interstate 64 in the town of Institute, is the second-largest public four-year college in the state. The college provides a broad spectrum of undergraduate degree programs in 18 fields. Masters degrees are available in biotechnology and media studies. Enrollment is about 3,344 students.

West Virginia University Institute of Technology in Montgomery, a regional campus of West Virginia University, offers engineering and other degree programs; its Center for Applied Business, Engineering and Technology includes a small business development center and an engineering consultant program.

Established in 1969 as the West Virginia Graduate College to aid degree-holders working in the valley in obtaining master's degrees without leaving the community, the Marshall University Graduate College in Huntington offers doctorates in three areas of study and master's degrees in over 40 fields. Graduate certificates are also available in a wide variety of topics, such as Appalachian studies, family literacy, Medieval and Renaissance Studies, technology management, and family nurse practitioners.

Libraries and Research Centers

Housed in the former Federal Building in downtown Charleston, the Kanawha County Public Library is the largest public non-university library in West Virginia. With a main library, 10 branches in area communities, and a bookmobile, the system maintains more than 600,000 volumes and holds special history and oral history collections plus government documents. The Cultural Center in the Capitol Complex houses state archives, a genealogical library, and a general reference library. There are several special libraries in Charleston, including the Columbia Gas Transmission/Law Library, the First Presbyterian Church of Charleston Library, and several law and medical firms holding library collections.

The Schoenbaum Library of the University of Charleston houses special collections that include the James David Barber Collection on the Presidency, the James Swann Etchings Collection, and the Kendall Vintroux Political Cartoons Collection.

Union Carbide's South Charleston Technical Center provides research and development support for the company's other facilities in Charleston and throughout the world. The Charleston Area Medical Center Health Education and Research Institute sponsors four research departments: the Centers for Clinical Sciences Research, the Center for Health Services and Outcomes Research, the Center for Cancer Research, and the Clinical Trials Center.

Public Library Information: Kanawha County Public Library, 123 Capitol Street, Charleston, WV 25301-2686; telephone (304)343-4646; www.kanawhalibrary.org

Health Care

Charleston is the hub of West Virginia's health-care system. The area's largest major hospital, the Charleston Area Medical Center (CAMC), is the flagship hospital of the larger CAMC Health System. The non-profit, 893-bed, regional referral center is also the largest teaching hospital in Southern West Virginia, serving as the Charleston base for West Virginia University's School of Medicine. CAMC has a leading heart program, one of two kidney transplant centers in the state, and a Level I

Trauma Center. There are three CAMC locations in Charleston: General Hospital, Memorial Hospital, Women and Children's Hospital. General Hospital is the location for the Trauma Center as well as the Center for Joint Replacement, Facial Surgery Center, Kidney Transplant Center, Medical Rehabilitation Center, Neurosciences Center, and the CAMC Sleep Center. Memorial Hospital is home to the Cancer Services Center, Hemophilia Treatment Center, Prostate Cancer Center, and the CAMC SurgiCare Center. The Women and Children's Hospital has a Level III Neonatal Intensive Care Unit as well as a full array of specialty departments in matters regarding pediatric and women's health issues. The CAMC Health Education and Research Institute, based in Charleston, offers community health education programs as well as professional education opportunities. CAMC supports three Urgent Care Centers in the city.

Thomas Memorial Hospital is a 261-bed, not-for-profit hospital serving South Charleston.

Recreation

Sightseeing

Charleston's parks, museums, and music and cultural activities provide a variety of enjoyable and stimulating experiences. The state's Cultural Center at the Capitol Complex has a museum, performing arts, film and music festivals, and The Shop, which sells only West Virginia native crafts. The Capitol Complex also offers tours of the Governor's Mansion two days a week. On the State Capitol grounds is a memorial honoring Malden, West Virginia, native Booker T. Washington. Glass factories in the area provide tours to groups. The Clay Center for Arts and Sciences houses the Avampato Discovery Museum and contains four interactive science exploration galleries, the ElectricSky Theater (a planetarium), and the Juliet Museum of Art, with a permanent collection of over 750 pieces. The Haddad Riverfront Park invites residents and visitors with its river views, evening concerts, and plays. The park offers paved paths for runners, walkers, and cyclists, as well as plenty of areas for picnicking, sunbathing, and relaxing.

A variety of historic homes from the late 1800s and early 1900s can be toured in Charleston. The Craik-Patton House, built in 1834 in the Greek Revival style of architecture, is open mid-April through mid-October for tours. The East End Historical District features homes in a variety of architectural styles, including Queen Anne, Victorian, Richardson Romanesque, Georgian, Italianate, and others, mainly built between 1895 and 1925. Victorian Block on Capitol Street features some of the oldest structures on Capitol Street, with homes dating back to 1887. Shrewsbury Street acknowledges sites and buildings that are prominent in West Virginia's African American history.

Formerly the Daniel Boone Hotel, 405 Capitol Street was built in 1929 at a then-extravagant cost of more than \$1.2 million. Renovated in the 1990s, the building now houses business offices and is known for its unique 10-story atrium. Also afforded new life in the city is the C & O Railroad Depot, built in 1905. Refurbished in 1987, the Beaux Arts-style brick and terra cotta trimmed depot houses offices and a restaurant.

Charleston is home port to the *P. A. Denny*, a beautiful excursion sternwheeler available for scenic rides on the Kanawha or for rental trips for private groups. In addition, many of the forests, parks and resorts in West Virginia's excellent park system are within a half-day's drive of Kanawha Valley.

Arts and Culture

A well-respected symphony orchestra, a resident chamber-music string quartet, a youth orchestra and visiting chamber-music ensembles ensure a steady diet of live classical music in the Charleston area. The Clay Center for the Arts and Sciences is home to the West Virginia Symphony Orchestra, which performs classical and pops concerts and regularly features guest artists from around the world.

The West Virginia Youth Symphony Orchestra is one of Charleston's special cultural assets, and the group performs extensively in the Kanawha County school system and in schools throughout the state. The Charleston Light Opera Guild provides musical comedy and drama each season at the Guild Theater and the Civic Center Little Theater. Many community singers, actors, and actresses, such as the Charleston Civic Chorus, have formed a close-knit group of talented performers who act, sing, and dance their way through Broadway musicals each year.

The Civic Center in Charleston contains a 13,500-seat coliseum as well as the 750-seat Little Theatre, home for most of Charleston's community theater groups. Municipal Auditorium, part of the Civic Center Complex, hosts programs of traveling musicians sponsored by the Charleston Chamber Music Society, Broadway touring shows, and national recording artists.

Children's Theatre of Charleston introduces many youngsters to the stage. The group produces four plays annually and conducts a performing arts school for its aspiring young actors and actresses. The Kanawha Players—the oldest continuous community theater group in West Virginia—hosts a season of drama and comedy performances each year. From experimental drama and dinner theater settings to more traditional offerings, the Kanawha Players has performed in Charleston since the 1920s and the group has been designated the official state theater of West Virginia. Using community directors and actors, the group plays to full houses season after season and performs at the workshops in Kanawha City and the Civic Center Little Theatre. Mountain Stage, a West

Virginia Public Radio presentation that brings jazz, folk, blues, rock, and classical musicians from around the world to the city is broadcasted live to a national audience from the Cultural Center at the Capitol. Tickets to Sunday performances are available to the public.

Charleston is also home to the Charleston Ballet, which performs three to five ballets each season, the West Virginia Dance theater and the Appalachian Youth Jazz Ballet. The Kanawha Valley Friends of Old Time Music and Dance (FOOTMAD) is a non-profit, volunteer organization dedicated to promoting traditional music and dance programs in Charleston and the Greater Kanawha Valley. The group sponsors six concerts a year and two dance events each month (from October through June).

Arts and Culture Information: Charleston Convention and Visitors Bureau, 200 Civic Center Drive, Charleston, WV 25301; telephone (304)344-5075 or (800)733-5469; www.charlestonwv.com

Festivals and Holidays

For sheer spectacle, few festivals match Charleston's Annual Sternwheel Regatta Festival in September. The festival began as a small Labor Day race for sternwheel boats operating on the Kanawha River. From that modest beginning, the event expanded to an entire weekend, then a week, and finally to its current 10 days, which are scheduled each year during the days leading up to and including Labor Day. While the Regatta Festival's concerts draw the most impressive crowds, its other events are just as exciting. The Grand Feature Parade kicks off the festival and features balloon figures similar to those in Macy's Thanksgiving Day Parade. The Olympia Brass Band visits each year to highlight the traditional New Orleans-style Funeral Parade, where the unusual and inventive take to the streets for a spectacle that has to be seen to be believed. The Regatta Festival's Taste of Charleston is a major gourmet food event that brings a number of Charleston restaurants together under one roof to offer house specialties and other tasty dishes to regatta-goers. Other festival events include arts and craft shows, river cruises, film festivals, street fairs, and an antique car show.

"Symphony Sunday," held each year in the spring, features an outdoor concert on the campus of the University of Charleston. Another annual event that has become a favorite of West Virginians and thousands of out-of-state visitors is May's Vandalia Gathering. For this event, crowds flock to the Cultural Center and its grounds to see magnificent quilts, traditional folk dancers, and demonstrations of blacksmithing and toy making and to taste treats like corn roasted over open fires. But it is the traditional music that lures most spectators. Banjo pickers, fiddlers, and dulcimer players compete in good-natured contests, and "jam sessions" seem to be going on everywhere. The first Sunday of June the State Capital Complex features artisans, food, and music at

the Rhododendron Art & Craft Show. The Smoke on the Water Chili Cook-Off at Appalachian Power Park is an annual fundraising event for HospiceCare of Charleston. The annual Fall Fling in September is a festival of traditional music and dance sponsored by the Friends of Old Time Music and Dance (FOOTMAD). The Capital City Art and Craft Show at the Civic Center, held the week prior to Thanksgiving, brings together craftspeople and music and craft events for an exhibition with a holiday theme.

Sports for the Spectator

Charleston has the West Virginia Power, a single A South Atlantic League farm team of the Milwaukee Brewers, who play baseball at Appalachian Power Park. For fans of dog racing, the Tri-State Greyhound Park in Cross Lanes operates six days a week all year long.

Sports for the Participant

In Charleston, recreation can be as simple as a riverside stroll down Kanawha Boulevard when the dogwoods are in bloom or chipping a golf ball around one of the three private or five public golf courses in the area. Cyclists, hikers, and runners appreciate the miles of wooded trails and paved paths available in nearby parks, and the paved riverfront path at Kanawha Boulevard downtown. Charleston Parks and Recreation maintains four city parks. Sand volleyball courts are available at Magic Island Park. Tennis courts, holes of golf, and an Olympic size swimming pool are available at Cato Park. There are four other swimming pools in the city. The city also sponsors six community centers which provide a variety of sports opportunities. These—along with a number of private country clubs and sports and fitness facilities—can accommodate many recreational interests.

The Little Coal River Trail System, located minutes from downtown Charleston, is part of the Hatfield-McCoy Trails, a multiuse, 500-mile system of trails for ATVs, bikers, hikers, and horseback riders.

Charleston annually hosts the Charleston Distance Run, one of the oldest road runs in the United States. This rigorous 15-mile course—set along 4 miles on the hills and 11 miles on the flatlands—has tested the mettle of world champions.

The Kanawha Parks and Recreation Commission operates recreational facilities in Kanawha County. The largest, Coonskin Park, has 1,200 wooded acres near Yeager Airport and offers picnic areas, shelters, tennis, swimming, golf, hiking, a modern amphitheater, soccer stadium, and wedding garden. Sandy Brae Golf Course, 20 minutes north of Charleston off Interstate 79, is an 18-hole championship course. Big Bend is a 6,000-yard golf course along the beautiful Coal River at Tornado.

Kanawha State Forest, adjacent to Charleston, is a sprawling, 9,300 acre unspoiled area ideal for picnicking, hiking, fishing, horseback riding, mountain biking and

camping, and cross-country skiing in the winter. Some of the best whitewater rafting in the country is available just a short distance from Charleston on the Gauley and New rivers; the area attracts more than 100,000 rafters and kayakers each year.

Shopping and Dining

Opportunities for pleasant shopping and dining experiences are abundant in Charleston. The Charleston Village District features specialty shops for clothing, books, photography, and other unique items in an architecturally interesting setting. The Village District also offers fine dining experiences. Town Center Mall has more than 130 shops and specialties, in addition to its three main anchor stores. Kanawha Mall, 10 minutes from downtown, features 40 stores and unique eateries. Other popular shopping locations in and around the city include Nitro Marketplace, Riverwalk Plaza, St. Albans Mall, Capitol Market, and the Shoppes at Trace Fork. A number of hand production glass factories are in the area, where one may observe skilled craftspersons at work and purchase their wares. Quilts and furniture, handcrafted in West Virginia, are available at local specialty stores. Diners in Charleston will find options for casual and fine dining as well as ethnic flavors of Chinese, Greek, Japanese, Indian, Mediterranean, Italian, and Mexican specialties.

Visitor Information: Charleston Convention and Visitors Bureau, 200 Civic Center Drive, Charleston, WV 25301; telephone (304)344-5075 or (800)733-5469; www.charlestonwv.com

■ Convention Facilities

In total, Charleston offers more than 173,300 square feet of meeting space, more than 4,000 hotel rooms, and easy access to shopping, dining, and recreation for visitors. One of the city's main meeting locations, the Charleston Civic Center, is located only one block from the central business district and has more than 100,000 square feet of exhibition space in its Grand Hall, North and South halls, and meeting rooms. The Civic Center Coliseum, a multipurpose facility that offers unobstructed-view seating for 13,500 people for events ranging from concerts and circuses to athletic competitions and horse races. A brick walkway links the Charleston Town Center complex—which consists of the Civic Coliseum, a three-story enclosed mall, the four-star Marriott Hotel, and many restaurants and night clubs—with the renovated Village District. Just two blocks away is the Civic Center Municipal Auditorium with seating for up to 3,400 people and the Little Theater, which seats about 750. The Haddad Riverfront Park is available for special events. The University of Charleston also has facilities for groups

of varying size, and all downtown hotels have ample meeting space.

The Capitol Conference Center has three event spaces at 1,475 square feet, 925 square feet, and 650 square feet. The Summit Conference Center has seven exhibit/ballrooms, with the largest accommodating about 180 people. Meeting spaces are available at the city's larger hotels and on-campus at the University of Charleston.

Many shops and restaurants are within walking distance of the downtown hotels, and a low crime rate further enhances the appeal of the area for visitors and conventioners.

Convention Information: Charleston Convention and Visitors Bureau, 200 Civic Center Drive, Charleston, WV 25301; telephone (304)344-5075 or (800)733-5469; www.charlestonwv.com

■ Transportation

Approaching the City

Arriving in Charleston by air, travelers land at Yeager Airport—a facility located 10 minutes from downtown that is a remarkable feat of engineering named for an even more remarkable man. First known as the Kanawha Airport, it was built in the late 1940s by shearing off mountaintops and filling in adjacent valleys. In 1986, the terminal facilities were completely renovated, and the airport was renamed after General Charles S. “Chuck” Yeager, World War II flying ace and the first man to break the sound barrier. Yeager happens to be a native of Lincoln County, located about 30 miles southwest of Charleston. Yeager Airport provides service from six commercial air carriers: Southern Skyways, Continental Express, Delta Connection, Northwest Airlines, United Express, and US Airways Express. The airport has private aviation facilities as well and is home to the 130th Tactical Airlift Group of the West Virginia Air National Guard.

Arriving by car, visitors approach Charleston via three major interstates, I-64, I-77, and I-79, which intersect near downtown. Charleston is one of 13 cities in the nation where three interstates merge. I-64 links the Midwest through Charleston to Virginia's eastern seaboard. I-77 links the Great Lakes area through Charleston to South Carolina and north to Cleveland. The West Virginia Turnpike, which originates in Charleston and ends at the Virginia border near Princeton, has been incorporated into the I-77 and I-64 systems. Interstate-79 runs from Erie, Pennsylvania, where it connects with the New York throughways, through Pittsburgh, and terminates in Charleston. Amtrak offers rail passenger service and Greyhound bus service is available.

Traveling in the City

Charleston and the Kanawha Valley have a reputation of being cosmopolitan and compact. For those who live and work in the city, it is 10 minutes to work from most neighborhoods and 15 minutes to the airport. A bus system provided by the Kanawha Valley Regional Transportation Authority serves the entire valley from the western end at Nitro to the eastern end as far as Montgomery, 26 miles east of Charleston. There are 21 routes in Charleston. Buses in downtown Charleston are designed as replicas of old fashioned trolleys and shuttle passengers between major downtown sites. All buses are handicapped accessible; trolleys, however, are not. An on-demand van transport service is also available for disabled passengers who are not accommodated by fixed routes.

■ Communications

Newspapers and Magazines

Charleston's two daily newspapers are the *Charleston Daily Mail* (afternoon) and *The Charleston Gazette* (morning). *Charleston Daily Mail* is owned by Media News Group, while *The Charleston Gazette* is independently owned by the local Chilton family. Under a joint operating agreement, the two papers are housed under one roof and on Sundays they combine efforts to produce the *Sunday Gazette-Mail*. *Charleston Magazine* is a monthly lifestyle publication. *The State Journal* is weekly business news journal published out of Charleston for statewide distribution. The monthly *Wonderful West Virginia* is published monthly by the state Department of Natural Resources.

Television and Radio

There are four major network television stations broadcasting directly from Charleston WCHS—Channel 8 (ABC), WOWK—Channel 13 (CBS), WVAH—Channel 11 (Fox), and WSAZ—Channel 3 (NBC). West Virginia Public Broadcasting operates television and radio stations out of Charleston. Cable television is available in Charleston, as are several television stations broadcasting from neighboring towns in West Virginia, Kentucky, and Ohio, providing viewers with a full range of options.

There are a total of 25 stations in close listening range to Charleston. Only 8 FM and 4 AM stations broadcast directly from the city. A variety of formats, including country/western, talk radio, sports, adult contemporary, religious, and public radio, are available.

Media Information: Charleston Newspapers, 1001 Virginia Street East, Charleston, WV 25301; telephone (304)348-5140 or (800)WVA-NEWS; www.cnpapers.com

Charleston Online

Charleston Area Alliance. Available www.charleston-wv.com

Charleston Daily Mail. Available www.dailymail.com

The Charleston Gazette. Available www.wvgazette.com

Charleston West Virginia Convention & Visitors Bureau. Available www.charlestonwv.com

City of Charleston Home Page. Available www.cityofcharleston.org

Kanawha County Public Library. Available www.kanawhalibrary.org

Kanawha County Schools. Available kcs.kana.k

Sunday Gazette-Mail. Available www.sundaygazetteemail.com.

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Bell, Quentin, Virginia Nicholson, and Alen MacWeeney, *Charleston: A Bloomsbury House and Garden* (London: Francis Lincoln, 1997)



Huntington

■ The City in Brief

Founded: 1871

Head Official: Mayor David Felinton (D) (since 2005)

City Population

1980: 63,684

1990: 54,844

2000: 51,475

2006 estimate: 49,007

Percent change, 1990–2000: 6.2%

U.S. rank in 1980: 314th

U.S. rank in 1990: 450th (State rank: 2nd)

U.S. rank in 2000: 696th (State rank: 2nd)

Metropolitan Area Population

1980: 311,350

1990: 312,529

2000: 315,538

2006 estimate: 285,475

Percent change, 1990–2000: 0.2%

U.S. rank in 1980: 97th

U.S. rank in 1990: 114th

U.S. rank in 2000: 126th

Area: 16 square miles (2000)

Elevation: Averages 570 feet above sea level

Average Annual Temperatures: January, 32.7° F; July, 75.3° F; annual average, 55.0° F

Average Annual Precipitation: 42.31 inches of rain; 26.2 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.1% (June 2007)

Per Capita Income: \$16,717 (1999)

2005 FBI Crime Index Property: 3,677

2005 FBI Crime Index Violent: 325

Major Colleges and Universities: Marshall University, Marshall Community and Technical College, Huntington Junior College

Daily Newspaper: *The Herald-Dispatch*

■ Introduction

Huntington is the largest city in the Tri-State Region, being just across the Ohio River from Ohio and across the Big Sandy River from Kentucky. The city retains the charm of an earlier time, with century-old homes, historic districts, and nineteenth-century preserved villages. It also looks to the future by encouraging business creation in technology and biotechnology, with a world-class university vitalizing the city with a youth and art scene.

■ Geography and Climate

Huntington is located on the flood plain of the Ohio River, which acts as its northern border, and also sits at the foothills of the Appalachian Mountains. It is the county seat of Cabell County, but parts of the city are also in Wayne County. Because of the proximity to the river, flooding has been a problem during heavy rains. Huntington is less than an hour away by car from Charleston, West Virginia's capitol. The other two cities in the Tri-State area are Ashland, Kentucky and Ironton, Ohio. Huntington is in a continental temperate zone, with warm and humid summers, and cold winters without arctic fronts.

Area: 16 square miles (2000)

Elevation: Averages 570 feet above sea level

Average Temperatures: January, 32.7° F; July, 75.3° F; annual average, 55.0° F

Average Annual Precipitation: 42.31 inches of rain; 26.2 inches of snow

■ History

Native Tribes are First Inhabitants

The first known inhabitants of the Ohio River Valley were the Adena people, also known as the “mound builders” because of the artifact-laden mounds they built, some over 2000 years ago. Since the 1500s, different Native American tribes lived in the Ohio Valley and in the area now called Huntington, such as the Hurons, but the area was also used as hunting grounds by the larger Shawnee of Ohio and the Iroquois Confederacy from New York. There was much fighting in the region between the British and Native Americans in the 1760s and 1770s, resulting in battles and massacres of entire villages. As more settlers entered the region after the American Revolution, the Mingo and Shawnee tribes were forced to move further inland.

War and Railroads

In 1837 Marshall Academy, the forerunner of Marshall University, was created in the town of Barboursville. Named after U.S. Supreme Court Chief Justice John Marshall, it started as a subscription school, and after being closed during the Civil War it reopened as the State Normal School of Marshall College to train teachers.

Inhabitants of Cabell County during the Civil War were divided about their allegiances. The Border Rangers were a local pro-South militia formed in 1860, but the county’s representative to the Virginia secession convention of 1861 voted to remain in the Union. While Virginia seceded, Cabell County voted to stay in the Union, with the exception of the town of Guyandotte, now part of Huntington. The Battle at Barboursville in 1861 was the first battle in the county, won by the Confederacy. The town was eventually captured by Union forces, which then burned most of Guyandotte to the ground. It was due to the area’s Union leanings that caused the State of West Virginia to be created in 1862.

Huntington, originally called Halderby’s Landing, was named after Collis P. Huntington, a railroad baron who was a major partner in the Central Pacific Railroad, and who bought out the Chesapeake & Ohio Railway. In 1869 he began construction of the western terminus to the C & O, connecting the Ohio River and trains from the Midwest to the Atlantic Seaboard. The city was incorporated in 1871 by the West Virginia State Legislature. In 1873, the first locomotive arrived from Richmond to the celebration of the entire community.

The railroad was the city’s largest employer for a century, until eventually becoming part of CSX in the 1970s.

A Glimpse of Modern Life

In 1884 the Ohio River overflowed its banks, flooding the city and causing major damage. Huntington became the seat of Cabell County in 1887, just after the first electric streetlights were installed. Electric streetcars became a fixture in the city soon afterwards. Just west of Huntington, Central City was incorporated in 1893. Central City started as just a few farms but grew as manufacturers, such as glass and chain factories, entered the area, and in 1909 Central City was annexed by Huntington. The same year, construction of Ritter Park was begun, which was completed in 1913, and the park continues to be a valued part of Huntington today.

Again in 1913 the river flooded Huntington, causing serious damage. However, it was not as bad as the flood to come. The “Great Flood of 1937” left 6,000 residents homeless and the region devastated. The disaster caused the U.S. Army Corps of Engineers to build a 15-mile flood wall to protect the town, which it continues to do today.

Readily available raw materials, cheap coal power, and connections to major markets by the railroad caused Huntington to grow into the industrial hub of the area. Steel producers and fabricators blossomed along with manufacturers of railcars and railroad equipment. Huntington is still known for its glassworks and pigment production.

Huntington Today

In 1970 tragedy struck the city when a plane carrying 75 passengers, including the entire Marshall University football team, crashed in rain and fog on approach to Tri-State Airport. The crash was the worst aviation disaster in the country that year. In 2006 a feature film based on the event, *We Are Marshall*, starred actor Matthew McConaughey; much of the filming was done in Huntington.

West Virginia’s economy has had its ups and downs. At first, mechanization in mining increased the unemployment rate when fewer workers were needed. In the 1970s, when energy prices were high, the coal industry and state profited. When energy prices dropped in the 1980s it was a devastating blow to the entire state, affecting all the mining communities and all business sectors beyond. Huntington suffered from factory closures and a declining population.

Today’s Huntington is still a center of manufacturing and shipping, especially of the region’s coal. As Mayor David Felinton said in his 2004 State of the City Address, “West Virginia is experiencing a time of rebirth. We are on the edge of economic development with the potential for unprecedented growth and prosperity within the next five years. We can be confident that Huntington is on the right path for the future.”

Historical Information: The City of Huntington, City Hall, 8th Street and 5th Avenue, Huntington, WV 25701; telephone (304)696-5580

■ Population Profile

Metropolitan Area Residents

1980: 311,350
 1990: 312,529
 2000: 315,538
 2006 estimate: 285,475
 Percent change, 1990–2000: 0.2%
 U.S. rank in 1980: 97th
 U.S. rank in 1990: 114th
 U.S. rank in 2000: 126th

City Residents

1980: 63,684
 1990: 54,844
 2000: 51,475
 2006 estimate: 49,007
 Percent change, 1990–2000: 6.2%
 U.S. rank in 1980: 314th
 U.S. rank in 1990: 450th (State rank: 2nd)
 U.S. rank in 2000: 696th (State rank: 2nd)

Density: 3,234.1 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 46,127
 Black: 3,858
 American Indian and Alaska Native: 101
 Asian: 422
 Native Hawaiian and Pacific Islander: 25
 Hispanic or Latino (may be of any race): 437
 Other: 155

Percent of residents born in state: 74.1% (2000)

Age characteristics (2000)

Population under 5 years old: 2,499
 Population 5 to 9 years old: 2,539
 Population 10 to 14 years old: 2,471
 Population 15 to 19 years old: 4,237
 Population 20 to 24 years old: 6,402
 Population 25 to 34 years old: 6,539
 Population 35 to 44 years old: 6,303
 Population 45 to 54 years old: 6,565
 Population 55 to 59 years old: 2,422
 Population 60 to 64 years old: 2,226
 Population 65 to 74 years old: 4,502
 Population 75 to 84 years old: 3,611
 Population 85 years and older: 1,159
 Median age: 36.7 years

Births (2006, MSA)

Total number: 3,463

Deaths (2006, MSA)

Total number: 3,447

Money income (1999)

Per capita income: \$16,717
 Median household income: \$23,234
 Total households: 23,067

Number of households with income of...

less than \$10,000: 5,276
 \$10,000 to \$14,999: 2,783
 \$15,000 to \$24,999: 3,995
 \$25,000 to \$34,999: 2,995
 \$35,000 to \$49,999: 3,051
 \$50,000 to \$74,999: 2,848
 \$75,000 to \$99,999: 1,065
 \$100,000 to \$149,999: 576
 \$150,000 to \$199,999: 182
 \$200,000 or more: 296

Percent of families below poverty level: 20.4% (1999)

2005 FBI Crime Index Property: 3,677

2005 FBI Crime Index Violent: 325

■ Municipal Government

The Huntington City Council has eleven members, one from each of the nine municipal election districts and two members elected at-large. The mayor and council members are elected for four-year terms in November, with primaries held in May.

Head Official: Mayor David Felinton (D) (since 2005; term expires 2009)

Total Number of City Employees: 380 (2007)

City Information: City Huntington, 8th Street and 5th Avenue, Huntington, WV 25701; telephone (304) 696-5580

■ Economy

Major Industries and Commercial Activity

Huntington and Cabell County have long been known for their strong manufacturing base, although now the service sector makes up the largest percentage of jobs. Steel and glass were industries that grew in the city's Industrial Revolution origins, as did the transportation sector, which created the town. New industries are being lured to the area with economic incentives. The health



Photograph by David Fatellah. Cabell-Huntington Convention and Visitors Bureau. Reproduced by permission.

care industry in the area continues to grow, with health care organizations being among the area's top employers. Health care costs in Huntington are twenty percent lower than the national average. The state remains the largest producer of oil and natural gas east of the Mississippi River.

Incentive Programs—New and Existing Companies

Local programs: A variety of incentive programs are available to companies who establish new businesses in the Huntington area with a certain level of capital investment and jobs created. These include free land programs, relocation grants, financing of equipment, rent breaks, and others.

State programs: Huntington participates in a state-wide program presided over by the West Virginia Economic Development Authority (WVEDA) that provides low-interest financing for land, building, and equipment. In addition to its direct loan program, WVEDA offers a Capital Access Program and Loan Insurance Program. West Virginia has one of the nation's most liberal tax incentive programs, permitting significant recapture of principal taxes as well as capital investment. Additional

credits are available for corporate headquarters relocation, research and development, and veterans employment. The WVEDA also sponsors a program to provide for debt and equity capital investments to small businesses. The West Virginia Infrastructure and Jobs Council sponsors an Economic Infrastructure Bond Fund that offers financial assistance to public utilities, county development authorities, and qualified private companies in order to make improvements that support economic development projects.

Job training programs: The Governor's Guaranteed Work Force Program offers one-stop service for all economic development-related job training in the Huntington area. The program provides funds for up to 100 percent of the cost for training new or existing employees in qualifying companies, up to a total of \$2,000. The Cabell County Career Technology Center provides vocational and technology training, while the Robert C. Byrd Institute for Advanced Flexible Manufacturing helps small- and medium-sized manufacturers with technology and technical training. The Apprenticeship for Child Development Specialists Training Program offers on-the-job training to child care professionals. Area colleges also provide many job training programs.

Development Projects

The Huntington Area Development Council (HADCO) has been an important factor in economic growth in recent years. Since 1993, when HADCO was begun, the region has seen the creation of over 9,000 new jobs. In addition, over 1.7 million square feet of building space has been leased, sold or built; 30 new companies have announced locations in Cabell and Wayne Counties, and there has been over \$260 million in new capital investment.

Two major projects that have recently come to fruition are KineticPark and Pullman Square. Kinetic Park is a 95-acre technology and business park and retail center, which in 2005 began leasing sites to tenants. In 2007 lots were still being bought and developed. In 2004 after years of planning, the city celebrated the opening of Pullman Square, a \$60 million open-air retail and entertainment complex that hopes to rejuvenate the downtown area. HADCO and Marshall University have joined forces to promote and develop the biotech industry in the area, and in late 2005 announced that together will build the Velocity Center in Kinetic Park, a \$7 million dollar incubator for biotech companies. In 2007 the completion date had not yet been announced. Construction began in 2006 on a new Tax Increment Finance (TIF) District, sponsored by the Huntington-Ironton Empowerment Zone and intended to unite Pullman Square with the rest of the downtown area. Planned improvements included streetscape improvements, new lighting, new signage and new traffic signals.

Items and goods produced: steel, glass, railroad equipment

Economic Development Information: Huntington Area Development Council, 916 Fifth Avenue, Suite 400, Huntington, WV 25701; telephone (304)525-1161; fax (304)525-1163; email hadco@hadco.org. Huntington Regional Chamber of Commerce, 720 Fourth Ave., Huntington, WV 25701; telephone (304)525-5131; www.huntingtonchamber.org

Commercial Shipping

Huntington's central location in the heart of the Tri-State region of West Virginia, Ohio, and Kentucky affords it a convenient midway point between Pittsburgh, Pennsylvania, and Louisville, Kentucky. Products and people move through the Tri-State region's efficient transportation network that includes the Tri-State Airport; an interstate highway system that links the area to East Coast, Southern, and Midwestern markets; an advanced rail network; and the largest tonnage barge port on the Ohio River. In addition, Huntington is within a 24 hour drive of approximately 44 percent of the nation's industrial market and 37 percent of the consumer market.

The Port of Huntington-Tristate is the largest inland river port in the United States and one of the top ten largest ports in the nation by shipping weight. The port area covers 100 miles along the Ohio River, 90 miles along the Kanawha River, and 9 miles on the Big Sandy River. Many docks are under private ownership. The Huntington region, including the port area, is served by CSX and Norfolk Southern and by 16 motor freight companies.

Labor Force and Employment Outlook

The outlook for the Huntington area looks bright, despite the city's continuing decline in population. HADCO's development plans and joint ventures with Marshall University offer the promise of bringing new technology and biotech firms to the area. Higher energy prices in the mid-2000s could bring much needed capital into West Virginia, through the coal industry. In this case, investment in new business sectors and redevelopment of the old industrial base could provide a boom to the Tri-State region. However, the economy of the state and city remain fragile. In August 2007 the city's unemployment rate was at 5.1 percent, slightly above the state average of 4.9 percent; however, the number also represented more than a 2 percent drop since 1997, indicating positive long-term economic trends. As of 2000 only 22.4 percent of the adult population over 25 in Huntington had bachelor degrees; more education and training programs may be needed to keep technology-based jobs in the city.

The following is a summary of data regarding the Huntington-Ashland WV-KY-OH metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 118,900

Number of workers employed in . . .

construction and mining: Not available
 manufacturing: 9,900
 trade, transportation and utilities: Not available
 information: Not available
 financial activities: Not available
 professional and business services: Not available
 educational and health services: 22,300
 leisure and hospitality: 11,000
 other services: Not available
 government: 20,300

Average hourly earnings of production workers employed in manufacturing: \$18.03

Unemployment rate: 5.1% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
St. Mary's Medical Center	2,000
Marshall University	2,000

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Cabell Huntington Hospital	1,500
CSX Huntington, Division	1,100
GC Services	1,040
Special Metals	970
VA Medical Center	720
PRC	700
Alcon Manufacturing, Ltd.	660
Steel of West Virginia	543

Cost of Living

The cost of living in Huntington is somewhat lower than comparable cities in the United States. According to HomeGain, a real estate web site, the median sale price of a home in Huntington in 2005 was \$97,321.

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

2007 (1st quarter) ACCRA Average House Price: Not reported

2007 (1st quarter) ACCRA Cost of Living Index: Not reported

State income tax rate: 3.0% to 6.5%

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$.035088 per \$100 of assessed valuation (calculated on 60% of market value)

Economic Information: Huntington Area Development Council, 916 Fifth Avenue, Suite 400, Huntington, WV 25701; telephone (304)525-1161; fax (304)525-1163

■ Education and Research

Elementary and Secondary Schools

In 2006 Cabell County voters approved a 15-year \$60.4 million school bond levy that will add three new middle schools and two elementary schools to the Cabell County Schools. The county has a higher than national average percentage of children in pre-kindergarten programs. Elementary schools in the district have adopted a “balanced literacy” system with co-teachers in classes that have over 80 percent of students reading at or above grade level. Before-school enrichment classes are available at many schools, and in most schools, students meet or exceed standards on the SAT tests. In 2006-07 eight

schools in the county were named as Distinguished Title I schools by the West Virginia Department of Education. Both gifted programs and advanced placement courses are offered for advanced studies. High school students may take dual credit courses, which offer a chance to earn college credits from Marshall University while completing requirements for high school graduation.

The Cabell County Career Technology Center, sponsored by the county school board, offers adult basic education classes as well as career programs in auto mechanics, graphic design and commercial art, heating and air condition, hospitality management, drafting, welding, and interior design, among others. The center also sponsors the Career Connections Academy, which is designed for at-risk students.

The following is a summary of data regarding the Cabell County Schools as of the 2005–2006 school year.

Total enrollment: 12,302

Number of facilities

elementary schools: 20
 junior high/middle schools: 6
 senior high schools: 4
 other: 0

Student/teacher ratio: 15:1

Teacher salaries (2005–06)

elementary median: \$39,900
 junior high/middle median: \$39,550
 secondary median: \$38,940

Funding per pupil: \$7,795 (2002)

There were six private and parochial schools serving Huntington and Cabell County in 2007.

Public Schools Information: Cabell County Schools, 2850 Fifth Avenue, Huntington, WV 25702; telephone (304)528-5000; fax (304)528-5080; boe.cabe.k12.wv.us

Colleges and Universities

Huntington is home to three colleges and universities. Marshall University (MU) is the area’s largest university and is ranked by *U.S. News and World Report* as one of top 40 master’s universities in the South for 2008. With enrollment at 14,000 students, it offers 23 associate degree programs, 44 baccalaureate programs, and 46 graduate programs in 12 schools, including business, fine arts, education, liberal arts, science, journalism, and medicine.

Affiliated with MU is the Marshall Community and Technical College, a two-year institute offering associates degrees in allied health, business, graphic design and communications, information and manufacturing technologies, and its unique Railroad Conductor Training Program. Certificate programs are also available in such fields as medical transcription, paramedic science, police

science, public library technology, culinary arts, and accounting.

Huntington Junior College is located in the downtown area and offers seven associate degree programs in the business and health professions. Diploma programs are also available in dental assisting, medical assisting, and professional office administration.

Libraries and Research Centers

The Cabell County Public Library system operates a main library in Huntington and seven branches in neighboring towns. Over 100 years old, it was the first library system in the state to have a computerized catalog and circulation system. The main branch is home to a local history and genealogy room, and three social services agencies: The Tri-State Literacy Council, the Adult Learning Center, and the Information and Referral Services. The library also hosts the Sub-Regional Library for the Blind and/or Physically Handicapped.

The John Deaver Drinko Library on the main campus at Marshall University opened in 1998. The library holds over 180,000 book volumes and has a 24-hour reading room and computer lab. The Special Collection Department at Morrow Library, also on the main campus of Marshall, includes the West Virginia Collection of regional history and the Rosanna Alexander Blake Library of Confederate History. The Morrow library is also a selective depository for U.S. government documents.

Marshall University has several prominent research centers. The Center for Business and Economic Research investigates promoting regional economic growth. The Center for Environmental, Geotechnical and Applied Sciences researches environmental management and technology using geo-science. The Robert C. Byrd Center for Rural Health Resources runs rural health programs across the state and the Center of Biomedical Research Excellence focuses on cancer research. Others include the Autism Training Center and the West Virginia Prevention Resource Center. The Huntington VA Medical Center houses state-of-the-art research laboratories and support facilities.

KineticPark, a 95-acre business and technology park under development through the Huntington Area Development Council, will have 25-acres designated to accommodate laboratories, high-tech office buildings, and other advanced facilities.

Public Library Information: Cabell County Public Library; 455 9th Street Plaza, Huntington, WV 25701; telephone (304)528-5700; cabell.lib.wv.us

■ Health Care

The Tri-State area has seven hospitals that serve the community, with a total of over 1,300 beds. The largest hospital in the area and second largest in the state is St.

Mary's Hospital. With 400 beds and centers in cardiac care, neuroscience, diabetes, and cancer treatment, St. Mary's is a teaching hospital for Marshall University's School of Medicine, the School of Nursing, and the School of Radiologic Technology. St. Mary's Regional Cancer Center is sponsored in part by the Research and Education Program of the Duke Comprehensive Cancer Center. St. Mary's also hosts a specialized neuroscience unit and a Level II Trauma Center.

Cabell Huntington Hospital, a 291-bed facility, opened the 50,000 square-foot Edwards Comprehensive Cancer Center in 2005. The hospital is also home to West Virginia's only Burn Intensive Care Unit, a Neonatal Intensive Care Unit, a Level II trauma Center, and a Joint Replacement Center. The hospital also hosts the Regional Pain Management Center.

The Huntington VA Medical Center serves veterans with an 80-bed acute care and surgical hospital and 4 outpatient clinics. The VA is also a teaching hospital for Marshall University School of Medicine.

Valley Health operates several general health care centers and public health programs in the area, including some school-based health services and a special Black Lung Care program at several locations. Valley Health Huntington offers family practice, internal medicine, and pediatric primary care services as well as operating an urgent care center. Women's Place, Valley Health Diagnostics Lab, Valley Health Pharmacy, and Valley Health Youth and Pediatrics are all located in Huntington. HealthSouth operates two centers in the area: the Rehabilitation Hospital of Huntington, with 40 beds, and the Cabell-Huntington Outpatient Surgery Center. The Pretera Center provides outpatient mental health services for adults, children, and families, and has inpatient substance abuse and psychiatric facilities. Mildred Mitchell-Bateman Hospital is an adult inpatient psychiatric facility. The locally owned River Park Hospital provides inpatient psychiatric services for both adults and adolescents. Genesis HealthCare runs Heritage Center, a 189-bed eldercare and rehabilitation center.

■ Recreation

Sightseeing

Huntington has a range of attractions for the history buff, the arts lover, and families. A number of the city's historic buildings are open to the public and available for tours. The Jenkins Plantation Museum is a brick mansion built in 1835 and is part of the Civil War Discovery Trail. Featured are tours, reenactments and special events. The Madie Carroll House, run by the Huntington Park District, was floated into town on a barge in 1810 and survived an attack by federal troops in 1861. The building was home to the Carroll family, existed as an inn, and was the first house of Catholic worship in Cabell County. The

Cabell County Courthouse was built in 1901 and is on the National Register of Historic Places. Heritage Village, across from Riverfront Park, consists of the restored original B & O Railway station and Huntington's first bank, reportedly robbed by Jessie James in 1975. On display are a period locomotive and Pullman car, and shops and restaurants draw visitors.

Heritage Farm Museum and Village displays Appalachian farm culture by preserving 16 buildings from the 1800s, including a schoolhouse, blacksmith shop, meeting hall, a mill, and barns. Collections of farm equipment, a petting zoo, a country store, and four bed and breakfasts are part of the attractions. The Rose Garden at Ritter Park has existed for over 70 years and features more than 2,000 rose bushes. Blenko Glass Company is home to artisans creating handmade glassware, which can be viewed from an observation area. Camden Park, West Virginia's only amusement park, has been in existence since 1903 but is still going strong with 24 major rides, a Kiddieland area with 9 rides, and a Midway full of games and food. The Tri-City Racetrack and Gaming Center is in nearby Cross Lanes and features Greyhound racing, slot machines, and video gambling.

Arts and Culture

The 5th Avenue Theater Company, a non-profit production company, specializes in musicals and theater for children and families. The company performs in the historic Jean Carlo Stephenson Auditorium in Huntington's City Hall. The Renaissance Theater at Marshall University hosts plays, films, musicians, dance companies, and other touring productions through the Marshall Artists Series. Students from Marshall's Department of Theater also put on productions at the University's venues. Huntington Outdoor Theater presents musicals every July in the Ritter Park Amphitheater. Free Spirit Productions presents classics and new plays at venues in the area, including Marshall University and the Huntington Museum of Art. Huntington Dance Theater performs and teaches ballet and modern dance. In nearby Ashland, Kentucky, the 1,400-seat Paramount Arts Center presents plays, music, and dance performances from national and local groups.

The Huntington Symphony Orchestra presents an average of six classical and three pops performances each season, with classical performances presented at Jean Carlo Stephenson Auditorium and pops shows at Harris Riverfront Park in the summer. Marshall University's many ensembles showcase jazz, chamber, orchestral, and choral music. The Greater Huntington Park and Recreation District hosts music performances at Veteran's Memorial Field House and Ritter Amphitheater.

Huntington's several museums and galleries appeal to a wide variety of tastes. The Huntington Museum of Art has a broad collection of nineteenth- and twentieth-century paintings, drawings, sculpture, glass, silver, folk

art, and firearms. Attached to the Museum of Art is the C. Fred Edwards Conservatory, West Virginia's only plant conservatory and home to sub-tropical native plants and seasonal displays. The Huntington Railroad Museum in Ritter Park is home to two locomotives and two cabooses; free tours are available by arrangement. The Birke Art Gallery at Marshall University displays student and professional art. The Museum of Radio and Technology features radios from the 1920s through the 1950s, military radio technology, and vintage computers. Benjy's Harley-Davidson Motorcycle Museum, located in a Harley dealership, shows off an amazing collection of antique and modern motorcycles.

Festivals and Holidays

In March, Huntington's Park District holds a St. Patrick's Day Celebration with live music, Irish food, and fun for kids. At Easter time, an Egg Hunt goes on in Ritter Park. The Huntington Dogwood Arts and Crafts Festival takes place in April at the Big Sandy Superstore Arena. The city celebrates West Virginia Day, June 20th, with entertainment, food, and crafts. Also in June, Jazz-MU-Tazz, Marshall University's jazz festival, features plenty of free music outdoors, and Old Central City Days has the area's streets busy with flea markets and historic tours. The Fourth of July brings fireworks and music to Riverfront Park. The Cabell County Fair takes place for four days at the end of July. Food is first billing in August's Ribfest and September's Chilifest, which is also the state's chili championship. September also brings the Hilltop Festival to the Huntington Museum of Art and the Pilot Club of Huntington Antique Show and Sale. In October comes the Grecian Festival at St. George Greek Orthodox Church and the West Virginia Pumpkin Festival. Guyandotte Civil War Days in November brings reenactors together to commemorate the raid on the town in 1861 with period music, history tours, and craft displays. The Lions Tri-State Arts and Crafts Festival happens in December at the Big Sandy Superstore Arena.

Sports for the Spectator

Fans of Marshall University's Thundering Herd sports program enjoy watching football, baseball, and men's and women's basketball. Other sports at Marshall include volleyball, soccer, golf, tennis, and swimming. Regional college and local high school football and basketball are also enjoyed by residents.

Sports for the Participant

The Greater Huntington Park District offers 11 parks with many sports facilities. The Ritter Park Tennis Center has 11 hard courts with 4 indoor courts and a pro shop. Veterans Memorial Field House is home to indoor soccer, inline hockey, and basketball games. Softball fields, basketball courts, pools and other amenities serve the community. Huntington's YMCA provides many

recreational activities, including an indoor pool. An 18-hole golf course is at the Esquire Country Club in nearby Barboursville. There are a total of seven public golf and three private golf courses in the city. The city maintains six public pools. Hiking trails, camping, boating and fishing are available activities in the three nearby state parks: Virginia Point Park, East Lynn Lake and Dam, and Beach Fork Lake and State Park.

Shopping and Dining

Huntington's several shopping areas range from the historic to the modern. Old Central City features antique shops and is close to the Railroad Museum and Heritage Farm. Pullman Square, the newest entertainment and retail complex, opened in 2004 and has attracted numerous specialty shops and national chains. The Huntington Mall has about 130 stores, including clothing, book, electronics and jewelry retailers. As of 2007 it was the largest mall in West Virginia.

Dining choices at local restaurants vary and are plentiful. For casual eating, Huntington is well-known for its hot dog/root beer stands and "Huntington-style" hot dogs, such as those offered at the Frostop Drive-In, Stewart's Original, Sam's, and Bowinca. The hot dog's sauce, of which Stewart's claims to have invented, makes the difference. Jim's Steak and Spaghetti House is a Huntington institution, in business for over 60 years and still operated by the original owner. Buddy's Bar-B-Que's killer wings are famous on the Marshall University campus. For more refined dining, fine Italian, American, seafood, Indian, and Mexican food are available. Two restaurants in historic buildings are Savannah's, serving traditional southern food in a 1903 Victorian mansion, and Boston Beanery, at the old B & O Railroad station.

Visitor Information: Cabell-Huntington Convention and Visitor's Bureau, PO Box 347, Huntington, WV 25708; telephone (304)525-7333; toll-free (800)635-6329; www.wvvisit.org

■ Convention Facilities

The Big Sandy Superstore Arena and Conference Center offers more than 100,000 square feet of exhibition, conference, meeting and ballroom facilities, as well as an on-site caterer and videoconferencing equipment. Marshall University's Memorial Student Center can be rented for conferences; its recital halls and the Joan C. Edwards Playhouse make interesting venues for meetings or conferences. The University can also provide housing at its Twin Towers Residence Hall. The Veteran's Memorial Field House, operated by the Greater Huntington Park and Recreation District, has 20,000 square feet of exhibition space, and has played host to concerts, rodeos, circuses, and sporting events. Heritage Farm Museum and Village has banquet space available. The Jean

Stephenson Auditorium at City Hall can seat 1,985 people. Hotels with exhibition and conference space include the Executive Inn and Suites, Pullman Plaza, the downtown Radisson, and the StoneLodge Huntington.

Convention Information: Cabell-Huntington Convention and Visitor's Bureau; PO Box 347, Huntington, WV 25708; telephone (304)525-7333; toll-free (800) 635-6329; www.wvvisit.org

■ Transportation

Approaching the City

The Tri-State Airport is located only nine miles from Huntington, and is served by U.S. Airways, Delta Airlines, and Allegiant Air, making connections to Charlotte, North Carolina; Cincinnati, Ohio; Orlando, Florida; and Atlanta Georgia. In nearby Charleston, West Virginia, Charles Yeager Airport provides service from six commercial air carriers: Southern Skyways, Continental Express, Delta Connection, Northwest Airlines, United Express, and US Airways Express. Yeager has private aviation facilities as well.

Interstate 64 runs along the south side of Huntington, heading east to the capitol, Charleston, and west to Lexington, Kentucky. I-77 intersects with I-64 to the east of Huntington. West Virginia route 60 runs right through Huntington's downtown.

Intercity passenger service to Huntington is available on Amtrak's Cardinal Line, running four days a week from New York City to Chicago, Illinois. There is also an Amtrak station in nearby Ashland, Kentucky. Greyhound Bus Lines offers regular service to downtown.

Traveling in the City

The Tri-State Transit Authority (TTA) runs nine routes, all connected at the TTA Center on 4th Avenue. There is a special shuttle service between Marshall University and Pullman Square. Bus service is available primarily on weekdays. Evening and Saturday routes are limited. There is no Sunday service. Twelve buses and eight vans are accessible for those with disabilities. The TTA connects Huntington with Milton, Barboursville, Ceredo and Kenova. Yellow Cabs are available for hire and Top Hat Pedal Cab has two bicycle-powered rickshaws that drive passengers around downtown Huntington.

■ Communications

Newspapers and Magazines

Huntington's daily newspaper is *The Herald-Dispatch*. *Huntington Quarterly* is a full-color magazine that features articles about the community and city.

Television and Radio

Huntington is home to five television stations, including one public television broadcast. The city also receives broadcasts from Charleston, West Virginia; Ashland, Kentucky; and Portsmouth, Ohio. Cable service is provided through Carter, Adelpia Communications and DirecTV. There are 16 FM and AM radio stations broadcast from the Huntington area.

Media Information: *The Herald Dispatch*, 946 5th Ave., Huntington, WV 25701; telephone (304)526-4000; toll-free (800)955-6110

Huntington Online

Cabell County Public Library. Available cabell.lib.wv.us

Cabell County Schools. Available www.boe.cabe.k12.wv.us.org

Cabell-Huntington Convention and Visitors Bureau.

Available www.wvvisit.org

City of Huntington Home Page. Available www.cityofhuntington.com

The Herald-Dispatch. Available www.herald-dispatch.com

Huntington Regional Chamber of Commerce.

Available www.huntingtonchamber.org

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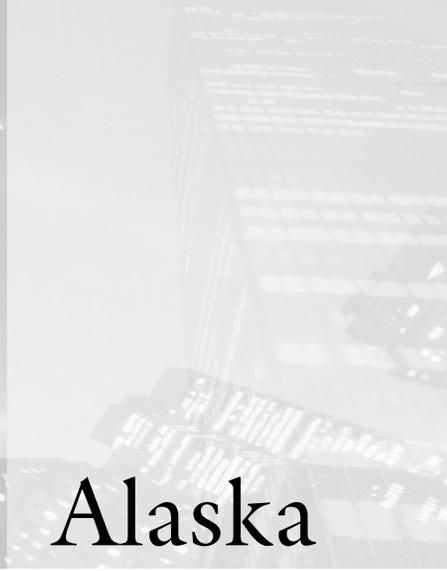
Cities of the United States

SIXTH EDITION

VOLUME 2

THE WEST





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The State in Brief

Nickname: Land of the Midnight Sun; The Last Frontier

Motto: North to the future

Flower: Forget-me-not

Bird: Willow ptarmigan

Area: 663,267 square miles (2000; U.S. rank 1st)

Elevation: Ranges from sea level to 20,320 feet above sea level

Climate: Summers are short and hot, winters long and intensely cold

Admitted to Union: January 3, 1959

Capital: Juneau

Head Official: Governor Sarah Palin (R) (until 2010)

Population

1980: 402,000

1990: 570,000

2000: 626,932

2006 estimate: 670,053

Percent change, 1990–2000: 14.0%

U.S. rank in 2006: 47th

Percent of residents born in state: 38.85% (2006)

Density: 1.2 people per square mile (2006)

2006 FBI Crime Index Total: 28,765

Racial and Ethnic Characteristics (2006)

White: 460,170

Black or African American: 21,476

American Indian and Alaska Native: 88,026

Asian: 30,151

Native Hawaiian and Pacific Islander: 3,753

Hispanic or Latino (may be of any race): 37,498

Other: 11,968

Age Characteristics (2006)

Population under 5 years old: 47,481

Population 5 to 19 years old: 156,469

Percent of population 65 years and over: 6.6%

Median age: 33.5

Vital Statistics

Total number of births (2006): 10,238

Total number of deaths (2006): 3,316

AIDS cases reported through 2005: 621

Economy

Major industries: Oil, government, commercial fishing, food processing, lumber, mining

Unemployment rate (2006): 9.4%

Per capita income (2006): \$26,919

Median household income (2006): \$59,393

Percentage of persons below poverty level (2006): 10.9%

Income tax rate: None

Sales tax rate: None



Anchorage

■ The City in Brief

Founded: 1915 (incorporated 1920)

Head Official: Mayor Mark Begich (since July 2003)

City Population

1980: 174,431

1990: 226,338

2000: 260,283

2006 estimate: 278,700

Percent change, 1990–2000: 15.0%

U.S. rank in 1980: 78th

U.S. rank in 1990: 69th (State rank: 1st)

U.S. rank in 2000: 75th (State rank: 1st)

Metropolitan Area Population

1980: 174,431

1990: 226,338

2000: 260,283

2006 estimate: 359,180

Percent change, 1990–2000: 15.0%

U.S. rank in 1980: 78th

U.S. rank in 1990: 69th

U.S. rank in 2000: 75th

Area: 1,955 square miles (2000)

Elevation: 132 feet above sea level

Average Annual Temperature: 35.8° F

Average Annual Precipitation: 15.71 inches of rain;
70.6 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.5% (June 2007)

Per Capita Income: \$29,581 (2005)

2005 FBI Crime Index Property: 11,365

2005 FBI Crime Index Violent: 2,031

Major Colleges and Universities: University of Alaska
Anchorage, Alaska Pacific University

Daily Newspaper: *Anchorage Daily News*

■ Introduction

Anchorage is the largest city in the state and serves as the center of the state's communication, transportation, commercial, and finance industries. About 42 percent of the state's residents are at home in Anchorage. When its brief modern history is considered—the town of Anchorage was founded in 1915 as a railroad construction headquarters—the fact that Anchorage stands as a sophisticated metropolis in the midst of rugged wilderness can be appreciated as a phenomenon. In 2002, Anchorage was named an All-American City. A visit to the city will dispel myths about its long, dark winters. Anchorage's climate is relatively mild with distinct seasons, winters similar to Denver's, and short daylight periods confined to late December. A relatively high per capita income, low taxes, and a low crime rate are among the positive qualities that have earned Anchorage a place among the country's most livable cities.

■ Geography and Climate

Anchorage is located in south-central Alaska in a wide valley surrounded by several mountain ranges, including the Chugach, Kenai, Talkeetna, Tordillo, Aleutian, and Alaska ranges. This port city is bordered on the west, north, and south by the Knik Arm and Turnagain Arm of Cook Inlet on the Gulf of Alaska. The city is conterminous with the borough of Anchorage. The Chugach Mountains to the east have a general elevation of 4,000 to 5,000 feet, with peaks from 8,000 to 10,000 feet. These mountains block warm air from the Gulf of Mexico, keeping precipitation relatively low. The Alaska

Range to the north protects the city from cold air from the state's interior; thus temperatures in Anchorage are usually 25 to 30 degrees warmer than temperatures in the rest of the state. While the area has four seasons, their length and characteristics differ from those of the middle latitudes; snows generally arrive in October and leave in mid-April, while annual average snowfall is over 70 inches. The average number of daylight hours in the summer is 19.3 hours; the winter average is 5.8 hours.

Area: 1,955 square miles (2000)

Elevation: 132 feet above sea level

Average Temperature: 35.8° F

Average Annual Precipitation: 15.71 inches of rain;
70.6 inches of snow

■ History

Native American Trade Center Transformed by Discovery of Gold

The Anchorage area was settled more than 6,000 years ago as a summer fishing camp for the Tanaina tribe. Until the seventeenth century it was under the dominance of the Pacific Eskimos. In 1650 the Eskimos were defeated in battle by the Tanaina where Point Woronzof is now located on the shore of Knik Arm. By 1700 the area had become a major trade center for Native Americans, Eskimos, and Aleuts.

The first Russian sailors, led by Vitus Bering, may have arrived in about 1743 to establish trading posts. The first European to explore the territory around the inlet was the British explorer Captain James Cook, who claimed the land for England in 1778 and after whom Cook Inlet was named. Russian settlers moved onto Upper Cook Inlet in the late 1890s, establishing settlements inhabited by traders and missionaries. With the sale of Alaska to the United States in 1867, Russia turned over its holdings on Cook Inlet to the Alaska Commercial Company of San Francisco. In 1882 gold was discovered in streams along Turnagain Arm, causing a population explosion as steamships from Seattle brought prospectors who settled in the Matanuska and Sustina Valleys to pan for gold. Alaska became an official U.S. territory in 1912.

City Becomes Major Railroad, Aviation, Military Center

Another growth spurt occurred in 1915 when the area known as Ship Creek valley was chosen as the mid-point construction headquarters for the government-owned Alaska Railroad that was to be built from Seward to Fairbanks. The town site of Anchorage was soon established at Ship Creek. By 1920, the year of its incorporation, Anchorage had developed into a major city. The

Alaska Railroad was completed in 1923; that same year Anchorage's first airfield was built, initiating the aviation industry that within a decade became a vital part of the city's economy. Anchorage established its own airline in 1926 and in 1935 Merrill Field was opened. In 1935 the city also experienced another population boom with the migration of dust bowl farmers from the Midwest into the Matanuska Valley.

The foundation of another important element of Anchorage's economy, the military defense complex, was formed with the military buildup in Alaska during the late 1930s and early 1940s. Fort Richardson and Elmendorf Field Air Force Base were established near the city. The Alaska Highway, the American military supply line to northern defense headquarters and a link between Anchorage and other parts of the country, was completed in 1942. Through World War II and into the early 1950s the city expanded. The population increased to 43,314 in 1950 at a rate of more than 600 percent in a decade. The first terminal of the Anchorage International Airport opened in 1953, making Anchorage a primary connection for transpolar air traffic between Europe and Asia.

City Devastated by Earthquake; Oil Discovered

Anchorage suffered a severe setback in 1964 when it was struck by a devastating earthquake, one of the most serious ever recorded in North America. Damage was extensive, but within the next few years the city had recovered and was moving into another phase of prosperity resulting from the discovery of oil on Cook Inlet. The city and borough governments merged in 1975 to form the municipality of Anchorage and, in 1978, Project 80s was initiated. A development plan of major proportions, Project 80s involved the construction of the George M. Sullivan Arena, the William A. Egan Convention and Civic Center, and the Anchorage Center for the Performing Arts; the final stage of the project, the Center for the Performing Arts, was completed in 1988. A collapse in world crude oil prices brought statewide recession in 1986, causing high unemployment rates and a population decrease in Anchorage.

Oil Spilled in Prince William Sound

Anchorage made international headlines on Good Friday, March 24, 1989, when the grounded oil tanker *Exxon Valdez* spilled nearly 11 million gallons of crude oil into nearby Prince William Sound, forming a slick that eventually reached into the Gulf of Alaska and beyond. Anchorage served as the command post for cleanup efforts costing more than \$2.5 billion. Only a small amount of oil remained by the mid-1990s and seals, whales, and bald eagles had returned to the region. U.S. government biologists and scientists for the Exxon Corporation continued to disagree over the issue of damage to animals, with Exxon contending that the damage was less than

what government scientists claimed. In 1994 an Anchorage jury ordered Exxon Corp. to pay more than \$5 billion to fishermen and others who could show that they had been financially hurt by the oil spill.

A Time of Growth

In the 1990s Anchorage began to experience record economic growth that continued through the early 2000s. In 2002 Anchorage was one of ten cities to receive the 2002 All-American City Award, an award designated by the National Civic League. The Anchorage Economic Development Corporation predicted the creation of 2,500 new jobs in 2007, marking the city's 19th straight year of growth with an increase of 1.7 percent from the previous year. The same year, the city assembly and Mayor Mark Begich announced an idea to cut property taxes by one-third and issue a gross-receipts tax on businesses to fund costs of services such as schools and the police force. The gross-receipts tax would likely result in higher retail costs for the goods and services sold by local businesses. Since a large portion of goods and services offered by Anchorage businesses are sold to tourists and in other cities, the tax would be paid in part by non-residents. The assembly has the right to adopt the tax without voter approval. As of July 2007, a task force had been appointed to consider the impact of such a tax shift.

Historical Information: Anchorage Museum of History and Art Archives, 121 West Seventh Avenue, Anchorage, AK 99501; telephone (907)343-6189; www.anchoragemuseum.org; Municipality of Anchorage, 632 West Sixth Avenue, Anchorage, AK 99501; telephone (907) 343-7100 (public information); www.muni.org

■ Population Profile

Metropolitan Area Residents

1980: 174,431
 1990: 226,338
 2000: 260,283
 2006 estimate: 359,180
 Percent change, 1990–2000: 15.0%
 U.S. rank in 1980: 78th
 U.S. rank in 1990: 69th
 U.S. rank in 2000: 75th

City Residents

1980: 174,431
 1990: 226,338
 2000: 260,283
 2006 estimate: 278,700
 Percent change, 1990–2000: 15.0%
 U.S. rank in 1980: 78th
 U.S. rank in 1990: 69th (State rank: 1st)
 U.S. rank in 2000: 75th (State rank: 1st)

Density: 153.4 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 185,780
 Black: 16,547
 American Indian and Alaska Native: 15,903
 Asian: 18,514
 Native Hawaiian and Pacific Islander: 2,297
 Hispanic or Latino (may be of any race): 18,584
 Other: 5,377

Percent of residents born in state: 32.1% (2000)

Age characteristics (2005)

Population under 5 years old: 21,228
 Population 5 to 9 years old: 22,028
 Population 10 to 14 years old: 20,884
 Population 15 to 19 years old: 21,383
 Population 20 to 24 years old: 19,204
 Population 25 to 34 years old: 33,111
 Population 35 to 44 years old: 42,004
 Population 45 to 54 years old: 43,080
 Population 55 to 59 years old: 15,925
 Population 60 to 64 years old: 10,532
 Population 65 to 74 years old: 10,524
 Population 75 to 84 years old: 4,644
 Population 85 years and older: 1,734
 Median age: 33.8 years

Births (2006, County)

Total number: 4,320

Deaths (2006, County)

Total number: 1,267

Money income (2005)

Per capita income: \$29,581
 Median household income: \$61,217
 Total households: 102,277

Number of households with income of...

less than \$10,000: 5,515
 \$10,000 to \$14,999: 4,100
 \$15,000 to \$24,999: 9,224
 \$25,000 to \$34,999: 7,778
 \$35,000 to \$49,999: 14,356
 \$50,000 to \$74,999: 20,780
 \$75,000 to \$99,999: 14,627
 \$100,000 to \$149,999: 16,799
 \$150,000 to \$199,999: 5,622
 \$200,000 or more: 3,476

Percent of families below poverty level: 10% (2005)

2005 FBI Crime Index Property: 11,365

2005 FBI Crime Index Violent: 2,031



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■ Municipal Government

The municipality of Anchorage is administered by a mayor-assembly form of government, with the mayor and 11 assembly members elected to three-year terms.

Head Official: Mayor Mark Begich (since July 2003; current term expires June 30, 2009)

Total Number of City Employees: 4,300 (2003)

City Information: Municipality of Anchorage, 632 West Sixth Avenue, Anchorage, AK 99501; telephone (907)343-7100 (public information); www.muni.org

■ Economy

Major Industries and Commercial Activity

The United States government and the oil industry have been integral to the Anchorage economy. The federally funded Alaska Railroad gave Anchorage its start; later the military defense system supported an essentially undiversified economic base. This base expanded in the 1970s when the Trans-Alaska Pipeline, one of the largest

construction projects in history, brought thousands of workers and increased service industries.

While the U.S. economy has shown decline in recent years, Alaska's economy has shown a relatively stable growth of about 2 percent annually. Anchorage is the state's primary transportation, communications, trade, service, and finance center. The major growth sectors in the local economy are oil, health care, professional and business services, and leisure and hospitality. In 2007, *Foreign Direct Investment* magazine named Anchorage as fourth in the nation for Best Small Cities of the Future.

Anchorage is not a major center of oil production, but the city acts as the administrative center for the industry. BP and ConocoPhillips were planning new development activities in 2007 that would result in the addition of over 300 jobs. While the number of jobs in the sector is relative low, the importance to Anchorage's economy is great, accounting for a significant percentage of local salaries and wages each year.

Since Anchorage is a primary center for health care services for most Alaskans, health care has become a major economic driver in the city. The growth is attributed in part to increased federal spending and the increased need for health care in Alaska's growing population. Job growth in the professional and business

services sector is seen primarily in engineering, architectural, and related services that meet the growing demand of construction, mining, and oil developments.

The leisure and hospitality industry, along with the service businesses that sprout up around the industry, are a major driving force in Anchorage economy. Mainly due to its central location, Anchorage acts as the gateway to the state of Alaska, thereby funneling tourists, conventioners and other visitors through the area. Alaska's tourism industry had an estimated economic impact of nearly \$151 million in Anchorage in 2006. The market for trade shows and conventions in the city is growing as well. In 2006, conventions held had an economic impact of about \$97.7 million dollars.

The military in Anchorage is a constant presence. Elmendorf Air Force Base, Fort Richardson Army Post, and Kulis Air National Guard base are all located at the Ted Stevens Anchorage International Airport. The three military posts employ over 10,000 military personnel. The family members of military personnel contribute to the local economy through employment and consumer spending. Because of the large number of military personnel based in the city, many businesses have experienced temporary slowdowns due to military deployments. In 2006, 2,500 troops were deployed from Fort Richardson.

The transportation industry in Anchorage is the busiest in the state. The Ted Stevens Anchorage International Airport (TSAIA) was the third busiest cargo airport in the world in 2007 (after Memphis and Hong Kong). TSAIA officials estimated that air transportation accounted for one in nine city jobs. The TSAIA flies more than 650 transcontinental cargo flights each week; the airport's economic impact is felt as far away as the North Pole, where jet fuel is refined and loaded onto the more than 100 rail cars that then travel by Alaska Railroad to service TSAIA daily. The Alaska Railroad transports freight and passengers; in summer months the Railroad transports passengers to popular destinations throughout the state. The Port of Anchorage accounts for delivery of more than 90 percent of the consumer goods arriving in Alaska.

Items and goods produced: fisheries' products, wood and wood products, petroleum products, coal, minerals

Incentive Programs—New and Existing Companies

The most widely used local incentives include customized job training programs, low interest loans, municipal revenue bonds, and property tax abatement. Anchorage Economic Development Corporation, a public-private partnership, assists new and existing businesses with information on taxes and utilities and on available sites and buildings, which are said to be plentiful.

Local programs: The Municipality of Anchorage offers a program that exempts some types of economic development properties from taxation. Inventory that is held for shipment outside of Alaska may also be exempt from local inventory taxes.

State programs: The Governor's Office of International Trade provides assistance and information to firms interested in foreign trade and investment, organizes trade missions and promotions, and sponsors trade shows and seminars. Several areas in the city are located in Anchorage's Foreign Trade Zone, the two most notable being the Ted Stevens Anchorage International Airport and the Port of Anchorage. The World Trade Center assists businesses seeking to enter or expand their role in international trade. The Alaska Export Assistance Center helps local businesses expand into foreign markets.

Job training programs: The University of Alaska Anchorage offers classes and degree programs to businesses and individuals on logistics and on doing business in Pacific Asia and the former Soviet Union. The university also partners with the Alaska Economic Development Corporation to provide a Mentor Program that connects students with business leaders. Lunchtime forums highlight a different business industry each time.

Development Projects

In transportation, a \$250 million expansion was underway at the Port of Anchorage as of 2007. The expanded facility is expected to generate more than 2,300 jobs once completed and will accommodate the area's cruise and military business. The project is scheduled for completion in 2012. Merrill Field has constructed two new taxiways and an apron expansion in 2005 added more space and accommodations for ski-equipped aircraft in winter and aircraft with tundra tires in summer. A project is currently underway to build an interchange that would link the Glenn and Seward highways. Construction is expected to be completed in 2008. The 2004 summer road construction season completed 41 road and safety projects with a total cost of about \$45 million.

To add an additional boost to the growing convention and tourism industry, the city began construction of a new \$103 million, 215,000 square-foot convention facility in 2006. The Dena'ina Center will be located about one block away from the existing Egan Civic and Convention Center and the Alaska Center for the Performing Arts. All three buildings will be linked by covered walkways. The project is scheduled for completion in 2008.

Anchorage has a strong commitment to preserving land for recreation. Part of this commitment involves the Foster-A-Flower program; in 2004 downtown businesses bought more than 200 hanging flower baskets, each at \$75, to beautify the area. Five new dog parks were created in Anchorage in 2004.

Economic Development Information: Anchorage Economic Development Corporation, 900 West Fifth Avenue, Suite 300, Anchorage, AK 99501; telephone (907)258-3700; toll-free (800)462-7275; fax (907)258-6646; email aedc@aedcweb.com. Municipality of Anchorage, 632 West Sixth Avenue, Anchorage, AK 99501; telephone (907)343-7100 (public information); www.muni.org

Commercial Shipping

Anchorage's seaports and airports combine with its railroad to make the area the primary cargo distributor in the state. The Port of Anchorage, the largest seaport in Alaska, is a year-round shipping point with five terminals served by three major carriers, which bring four to five ships from the Pacific Northwest and Asia each week. More than 4 million tons of iron and steel products, containerized freight, bulk petroleum, cement, wood products, and various other commodities crossed the Port's docks in 2007. The Ted Stevens Anchorage International Airport (TSAIA) was the third busiest cargo airport in the world in 2007 (after Memphis and Hong Kong). More than 50 air carriers and 9 freight forwarders connect Anchorage to the rest of the country and the world beyond. Municipal Merrill Field airport serves the intrastate needs of business, banking, and commerce. The Alaska Railroad provides rail freight service; in 2003 the railroad moved more than 8 million tons of freight across 525 miles of track. More than 30 motor freight carriers link Anchorage with major market areas.

Labor Force and Employment Outlook

Anchorage boasts an abundant and well-educated labor pool with a relatively low median age. As of 2007 about 91.7 percent of residents were high school graduates and approximately 32 percent of Anchorage's adult residents had earned a bachelors degree or higher. Wage rates in Anchorage tend to be higher than wages in other areas of the country due to an abundance of higher-level positions. In 2007 the average monthly earnings across all industries was about \$3,550. Anchorage employment levels rose 28 percent between 1995 and 2003, due mainly to a 40 percent increase in the private support sector. In that same period, the services industry increased 114 percent, reflecting the area's attractiveness as a tourist destination.

Expansion and diversification have given Anchorage's economy the ability to absorb fluctuations in the business cycle or unexpected economic events. Anchorage now has a steady year-round employment base, with a summer boost from tourism and construction activities. The international cargo business in Anchorage continues to grow; Anchorage is equidistant to both Asia and Europe, and is nine hours flying time to nearly the entire industrialized world, making it a good location for warehousing and distribution.

According to the Anchorage Economic Development Corporation, job growth in Anchorage is expected to be in the service sector, which would include jobs in health and social services, hospitality, trade, and finance and real estate.

The following is a summary of data regarding the Anchorage metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 166,800

Number of workers employed in . . .

construction and mining: 13,800
 manufacturing: 2,100
 trade, transportation and utilities: 37,700
 information: 5,000
 financial activities: 10,000
 professional and business services: 18,000
 educational and health services: 22,400
 leisure and hospitality: 17,500
 other services: 6,300
 government: 34,000

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.5% (June 2007)

<i>Largest employers (2003)</i>	<i>Number of employees</i>
Providence Health System Alaska	3,566
Safeway Stores, Inc.	3,135
Wal-Mart/Sam's Club	2,443
Fred Meyer	2,341
Alaska Airlines	1,726
BP Exploration, Inc.	1,417
Banner Health System	1,243
NANA Management Services	1,227
Yukon-Kuskokwim Health Corporation	1,217
ASRC Energy Services	1,171
Federal Express	1,094
VECO Inc.	1,018

Cost of Living

The personal tax burden in Alaska is extremely low, while the cost of living is significantly higher than much of the rest of the nation. Residents benefit from distributions from the Permanent Fund, a savings account established in 1976 by voters allowing residents to receive 25 percent of the state's royalty oil revenue. Senior citizens enjoy a \$150,000 property tax exemption or a renter's rebate.

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

2007 (1st quarter) ACCRA Average House Price: \$449,658

2007 (1st quarter) ACCRA Cost of Living Index:
121.0

State income tax rate: None

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: 8.0% on rental cars, fuel, alcohol, tobacco

Property tax rate: Graduated from 7.91 mills to 18.15 mills levied on full assessed value

Economic Information: Alaska Department of Labor and Workforce Development, Research and Analysis Section, PO Box 111149, Juneau, AK 99811-1149; telephone (907) 465-4500. Anchorage Economic Development Corporation, 900 West Fifth Avenue, Suite 300, Anchorage, AK 99501; telephone (907)258-3700; toll-free (800)462-7275; fax (907)258-6646; email aedc@aedcweb.com.

■ Education and Research

Elementary and Secondary Schools

The Anchorage School District has schools in Anchorage, Eagle River, Chugiak, and Girdwood. The district prides itself on test scores that are better than state and national averages, and a diverse student body. In the 1990s Anchorage voters approved more than \$500 million in school construction. Two middle schools and nine elementary schools were built and the new South Anchorage High School, serving 1,600 students, opened for the 2004-2005 school year. The new Eagle River High School opened in fall 2005 with 740 students, relieving crowding at Chugiak High School. The Alaska Native Cultural Charter School is scheduled to open in August 2008. Many other Anchorage schools have undergone expansions or upgrades since 1990.

The school system is administered by a nonpartisan, eight-member school board that appoints a superintendent on the recommendation of a selection task force. The system faced budget hardships, making cuts to supplies and services in the 2004/05 school year. A 2005/06 budget was announced with hopes for increased funds, pending approval from state legislature.

The following is a summary of data regarding the Anchorage School District as of the 2005–2006 school year.

Total enrollment: 50,000

Number of facilities

elementary schools: 60

junior high/middle schools: 9

senior high schools: 9

other: 20

Student/teacher ratio: 17.7:1

Teacher salaries (2005–06)

elementary median: \$37,432–\$51,788 (all levels)

junior high/middle median: Not available

secondary median: Not available

Funding per pupil: \$8,282

A small percentage of students attend private and parochial schools in the Anchorage area.

Public Schools Information: Anchorage School District, 5530 E. Northern Lights Blvd., Anchorage, AK 99504-3136; telephone (907)742-4000; www.asd.k12.ak.us

Colleges and Universities

Two fully accredited universities are located in Anchorage: the University of Alaska Anchorage (UAA), which enrolls more than 17,000 students, and Alaska Pacific University, a private institution affiliated with the United Methodist church with about 700 enrolled students. Both institutions offer undergraduate degrees in a wide range of disciplines and master's degrees in such fields as biological sciences, business and management, logistics, and engineering. Charter College, an independent college, offers bachelor's degrees in information technology and associate degrees in business management, medical office administration, computerized accounting, computer technical graphics and computer networking technology. Also located in the Anchorage area are several vocational, specialty, and technical schools.

Libraries and Research Centers

In addition to its main branch downtown, the Anchorage Municipal Libraries system operates five branches throughout the city. Holdings consist of more than 515,255 books, nearly 1,780 periodical subscriptions, and films, records, tapes, art reproductions, and sheet music. Special collections at the system's main Z. J. Loussac Library include the Alaska Collection, featuring more than 25,000 books and documents on Alaska and the North, and the Loussac Children's Collection, with materials for parents and people who work with children. Nearly 50 special libraries and research centers are located in Anchorage, most of them affiliated with the University of Alaska Anchorage and specializing in the fields of environment, natural resources, art, history, law, and education. ARLIS, or Alaska Resources Library and Information Services, features a collection of more than 200,000 books, 700 journals, and a variety of other sources of information about Alaska. Housed on the University of Alaska campus, ARLIS contains the collection of The Oil Spill Public Information Center,

featuring scientific data from the *Exxon Valdez* oil spill damage. The National Center for Infectious Diseases Arctic Investigations Program seeks to improve the quality of life of arctic and subarctic people.

Public Library Information: Anchorage Municipal Libraries, 3600 Denali St., Anchorage, AK 99503 (main branch); telephone (907)343-2975; www.anchorage-library.org

■ Health Care

Anchorage is a primary medical treatment center for the state of Alaska and is home to the two largest hospitals in the state—Providence Alaska Medical Center and Alaska Regional Hospital. The \$157 million 100-bed hospital on Elmendorf Air Force Base opened in 2001. The new Elmendorf Hospital replaced the existing 50-bed hospital, which suffered structural damage during the 1964 earthquake, and serves the state’s military population.

Providence Alaska Medical Center, with 341 beds and more than 600 staff physicians, is the main medical referral center in the state, offering such specialized treatment as open heart surgery and neonatal care. In 2001 the hospital added a new state-of-the-art emergency department as part of a 100,000-square-foot expansion. Alaska Regional Hospital provides neurosurgery and spinal and orthopedic surgery; a maternity center, critical care units, and emergency services, including an air ambulance, are maintained. A \$7 million renovation at Alaska Regional Hospital included a new trauma and open-heart surgery room.

Alaska Native Medical Center provides service to Alaskan and American Natives throughout the state free of charge. With 150 beds and a staff of about 250 physicians and 700 nurses, it is one of the largest facilities of its kind in the United States. Anchorage Neighborhood Health Center offers three family practice clinics featuring medical, dental, pharmaceutical, and mental health services. The North Star Behavioral Health System provides mental health and substance abuse treatment programs through several facilities.

In 2007 the average cost of an office visit was about \$87 and the average daily rate for a hospital room was \$800.

■ Recreation

Sightseeing

An ideal way to see the points of interest in downtown Anchorage is to take a walking tour. A circular route—beginning at Old City Hall, original seat of the municipal government, and ending two blocks away at the Pioneer Schoolhouse, the first school in Anchorage—provides a leisurely stroll through the city’s history. Principal attractions along the way include the Ship Creek

Viewpoint with a view of the site of Tanaina summer fish camps. Nearby are the David Leopold House, built in 1917 for the city’s first mayor and Boney Memorial Courthouse, housing fine examples of nineteenth-century art motifs of Alaskan natives and animals. The Oscar Anderson House Museum in Elderberry Park is Anchorage’s only historic house museum, offering visitors a glimpse into the life of the family that occupied the home as well as Anchorage history. The Anchorage Light Speed Planet Walk, beginning at 5th and G streets in downtown Anchorage, is designed to offer an interactive tour of the solar system. The walk through town, in which one step is equal to the distance that light travels in one second, includes information kiosks at each planet location.

Resolution Park, featuring the Captain Cook Monument, commemorates the 200th anniversary of Cook’s exploration of the area. Adjacent to the park are historic Anchorage homes, including the first permanent frame residence in the city. Located on the southern edge of downtown is Delaney Park, known as “The Park Strip,” once a firebreak for the original town site and later the city’s first airfield.

The Alaska Zoo features hundreds of animals; special attractions are the natural land habitat for brown bears and an aquarium for seals and otters. Points of interest in north Anchorage include St. Nicholas Russian Church. The oldest building in the municipality, the church is located at Eklutna Historical Park, the site of the first Tanaina settlement east of Knik Arm; the cemetery’s “spirit” houses are reminders of the blend of native tradition and missionary influence.

In south Anchorage are the Potter Section House and Crow Creek Mine, the first non-native settlement. An example of a nineteenth-century placer mine, Crow Creek is still in operation, and rental equipment is available for those wishing to pan for any gold that remains. Local fur factories provide regularly scheduled tours of their facilities. Sightseeing and “flightseeing” tours of the Anchorage area and day trips to attractions such as Mt. McKinley and Portage Glacier can be arranged through bus and air services.

Arts and Culture

Dating back to territory days when opera was staged regularly and when the city had an orchestra before it had paved streets, the performing arts have been an integral part of life in Anchorage. The city’s arts community, with more than 75 organizations offering cultural experiences ranging from classical music to native dance, provides a striking contrast to the surrounding wilderness. The Anchorage Concert Association, founded in 1950 to bring international performers to local audiences, is still active, sponsoring about 22 music, dance, and theatre productions each year. The Alaska State Council on the Arts is based in Anchorage.

Many of these performances are presented in the downtown Alaska Center for the Performing Arts, a modern complex housing four theaters, including the Elvera Voth Hall, an 1,800-square-foot performance and rehearsal space opened in 2003. A significant contribution to the Anchorage arts community, the center offers a year-round schedule of more than 600 events and furnishes a showcase for local performers. The center's resident companies include Alaska Dance Theatre, Alaska Junior Theater, Alaska Theatre of Youth, Anchorage Concert Association, Anchorage Concert Chorus, the Anchorage Symphony Orchestra, Anchorage Opera, and Whistling Swan Productions.

The Anchorage Symphony Orchestra, formed in 1946 and today featuring about 80 musicians, hosts a September-to-May season with performances of classics and young people's concerts. Randall Craig Fleischer has been the symphony's music director since 1999. The Anchorage Opera offers three full-scale opera productions per season. The Alaska Chamber Singers, a chorale ensemble of 40 voices, offer performances at various venues throughout the city.

Interest and participation in the visual arts has been encouraged in Anchorage by "1% for Art in Public Places," a 1978 law setting aside for the purchase of commissioned artwork at least one percent of construction costs of all public buildings.

Museums and galleries in Anchorage specialize in science, history, and arts and crafts. The Alaska Aviation Heritage Museum traces the history of state aviation and prominent aviators, with a theater, observation deck, and historic planes. The Alaska Museum of Natural History is located in Anchorage.

The Anchorage Museum of History and Art features a permanent collection of 17,500 objects and 2,000 artifacts; the museum is also responsible for a \$5.8 million collection of 276 works of art viewable in public buildings around the city. Groundbreaking for a museum expansion project took place in 2006. The addition of 70,000 feet will include galleries for the first regional office of the Smithsonian Institution's National Museum of Natural History Arctic Studies Center. The Arctic Studies Center will house over 1,000 Alaska Native artifacts relocated from the Smithsonian. The museum will also include a new home for the city's Imaginarium, a science discovery center with a variety of hands-on experience exhibits, a 10-foot tall Tyrannosaurus Rex, a planetarium, and a preschool learning area. The expansion project is scheduled for completion in 2009. The 15,000-square-foot Alaska Gallery in the museum displays a collection of more than 1,000 objects of traditional and modern native art with demonstration exhibits.

At the Alaska Native Heritage Center (opened in 1999) the visitor can explore five distinct Alaska Native cultures through interpretive displays, films, and daily performances by traditional storytellers. A trail from the

Welcome House leads to Native Tradition Bearers—artists and performers at five traditional village exhibits surrounding a lake on the 26-acre grounds.

Festivals and Holidays

The year kicks off in Anchorage with the Annual Anchorage Folk Festival, offering more than 120 musical performances by local and guest acts, and the Great Alaska Beer and Barleywine Festival. February offers the Fur Rendezvous, known as the "Fur Rondy" (dating back to 1936 and one of the 10 largest festivals in the nation), a popular 10-day celebration of the annual fur-auctioning and social gathering of trappers and miners. The world-famous cross country Iditarod Trail Sled Dog Race starts in downtown Anchorage the first Saturday in March. Also in March and coinciding with the Iditarod is the Tour of Anchorage, a cross-country ski event with varying race lengths.

April follows up with the Alyeska Spring Carnival and Slush Cup and May brings the Alaska Native Youth Olympics. June events include the Three Barons Renaissance Faire and the Mayor's Midnight Sun Marathon.

Live music can be heard all summer long on Wednesday and Friday afternoons from the park at Fourth Avenue and E Street. Other summer fare includes the annual July 4th Celebration and the Bear Paw Festival at Eagle River in July; August offerings include the Alyeska Blueberry & Mountain Arts Festival and the Arctic Thunder Elmendorf Air Force Base Open House and Air Show.

Among the fall highlights are the Alaska State Fair in late August and early September, followed in October by the Nye Frontier Hockey Classic. Thanksgiving weekend events include an annual production of *The Nutcracker* by the Cincinnati Ballet and the Town Square Tree Lighting Ceremony. The Anchorage International Film Festival takes place in December.

Sports for the Spectator

The Wells Fargo Sports Complex at the University of Alaska Anchorage hosts Seawolves National Collegiate Athletic Association (NCAA) hockey, basketball, and volleyball competition. The Alaska Aces of the East Coast Hockey League are based in Anchorage and play at Sullivan Arena. The Carrs Great Alaska Shootout collegiate basketball tournament is a major event that draws fans from throughout the state and nation. The Anchorage Bucs are part of the Alaska Baseball League (summer collegiate league).

Sled dog racing is the official state sport and Anchorage hosts several main sledding events. The world famous Iditarod Trial Sled Dog Race originates in Anchorage and runs more than 1,000 miles to Nome, the course taking from 10 days to a month to complete. The World Championship Sled Dog Race, the most famous sprint race, is held during the Fur Rendezvous and draws racers from all over the world. The Native Youth

Olympics, sponsored in part by the University of Alaska Anchorage, attracts students from across the state. Competition focuses on games and contests that were once played by Alaska Natives to hone their hunting and survival skills.

Sports for the Participant

With more than 162 parks covering 14,000 acres, residents have a multitude of choices for year-round and seasonal outdoor activities. Park facilities include shelters, pools, camping, more than 40 ball fields, 59 tennis courts, winter ice skating, and programming for recreational events. Mountain climbing can be pursued at the 500,000-acre Chugach State Park, situated within the city limits; hiking and horseback riding trails are located in several other municipal parks. Salmon and trout fishing facilities are maintained on rivers, creeks, and lakes, and licensed hunting is regulated by the Alaska Department of Fish and Game.

During summer the midnight sun provides additional time for recreation. Popular activities include boating, kayaking, and river rafting on the flowing waters within the municipality limits. Free loaner bicycles are available for use on downtown bike trails; among other public facilities are 4 golf courses, 5 indoor pools, several lakes, and 49 tennis courts. With 120 miles of paved trails and 300 miles of unpaved and wilderness trail, Anchorage's extensive trail system attracts both residents and visitors. One of the most popular routes is the Tony Knowles Coastal Trail, an 11-mile asphalt trail that runs from downtown to Kincaid Park (which has its own system of 43 miles of wooded trail). Flattop Mountain is a popular hike; both beginner and expert hikers can summit the 3,510 foot mountain (3 miles roundtrip) as a day hike. Cyclists and runners enjoy the multitude of trails in and around Anchorage. Runners have been traveling to Anchorage to participate in the Mayor's Midnight Sun Marathon since its inception in 1974. *Bicycling* magazine called Anchorage's trail system one of the best in the United States.

Winter sports enthusiasts can find a wide range of choices, including dogsledding, ice skating, skiing, sledging, snowshoeing, snowmobiling, and skating on several rinks, including two Olympic-sized hockey rinks. Dog-sled rides and tours are available through local vendors. The municipality maintains more than 200 miles of cross-country ski trails, including 40 kilometers lit for night skiing, plus sledging hills and snowmobile trails. Alaska's largest ski resort is 40 minutes from downtown Anchorage. Alyeska Resort boasts an annual average of 742 inches of snowfall and a lift capacity of more than 10,000 skiers per hour on its nine lifts.

Shopping and Dining

More than a dozen shopping centers, including five major malls, are located in Anchorage. Downtown's Fifth Avenue Mall houses major national retail chains such as

Nordstrom, The Gap, and J. C. Penney, but products native to Alaska are the major shopping attractions, with foods, ivory, jewelry, gold, furs, seal oil candles, and Eskimo and Aleut basketry among the most popular items. Shoppers can visit workshops to see fur styling, jewelry crafting, and wool making demonstrations. Dimond Center has over 200 stores, a cinema, and an athletic club. The Anchorage Saturday Market operates both Saturday and Sunday throughout the summer at Third Avenue and E Street. Shoppers will find fresh baked goods and vegetables, handmade jewelry and crafts, and unique Native art.

More than 350 restaurants in Anchorage offer a variety of ethnic cuisines. The local specialty is fresh seafood, particularly salmon, served at most restaurants in settings that offer views of mountain ranges and ocean-going vessels departing the Port of Anchorage.

Visitor Information: Anchorage Convention and Visitors Bureau, 524 West Fourth Avenue, Anchorage, AK 99501-2212; telephone (907)276-4118; www.anchorage.net

■ Convention Facilities

Anchorage is rapidly gaining distinction as a convention and meeting site. The city's downtown convention center is within walking distance of fine restaurants, unique shops, and world-class cultural events. The extraordinary experience of enjoying first-class amenities in close proximity to untouched wilderness attracts an increasing number of groups to Anchorage yearly.

The principal meeting place in Anchorage is the William A. Egan Civic and Convention Center. The complex contains 45,000 square feet of meeting and exhibit space accommodating groups of 20 to 2,776 people; other features include 189 custom exhibit areas, simultaneous interpreting facilities, and complete catering service. Across the street from Egan Center and adjoined by a skybridge is the Alaska Center for the Performing Arts, which provides theater-style meeting halls seating 350 to 2,100 people. In 2006 construction began on the new \$103 million, 215,000-square-foot Dena'ina Center. The new convention center will be located about one block away from the Alaska Center for the Performing Arts; however, the project includes the construction of covered walkways to connect all three convention locations. The project is scheduled for completion in 2008.

Located two miles from downtown is the George M. Sullivan Arena, which accommodates trade shows with 32,000 square feet of usable space and parking for 1,800 vehicles. The Anchorage Museum of History and Art is available to host special events in its atrium. Other meeting facilities are available at the University of Alaska Anchorage, Alaska Pacific University, and major hotels in the metropolitan area. Anchorage features more than

8,000 hotel and motel rooms and more than 850 beds in bed and breakfast and hostel accommodations.

Convention Information: Anchorage Convention and Visitors Bureau, 524 West Fourth Avenue, Anchorage, AK 99501-2212; telephone (907)276-4118; www.anchorage.net

■ Transportation

Approaching the City

The majority of travelers come to Anchorage by plane, arriving at Anchorage International Airport located ten minutes west of downtown. A major stop for transpolar flights, the airport is one of the busiest in the country and is served by more than 50 freight and passenger air carriers.

For those heading to Anchorage by car, the major route into the city is Alaska 1, which is Glenn Highway as it enters from the northeast and Seward Highway (scenic S.R. 1/9) as it enters from the south. The Alaska Railroad, headquartered in Anchorage, provides passenger rail service within Alaska.

Traveling in the City

Downtown Anchorage is laid out in a series of square blocks, a pattern typical of early western railroad towns. All lettered streets run north-south and numbered streets run east-west, with Northern Lights Boulevard dividing north from south and A Street dividing east from west.

Anchorage's bus-based public transit system is the People Mover, which provides a convenient way to see the city, as buses stop at major points of interest and extend to all suburbs. The Share-A-Ride service connects people living in the same area for car or vanpooling, and in some cases municipally-owned vans are provided. AnchorRides offers paratransit services to residents with disabilities. Taxi companies and several private shuttle companies offer transportation services throughout Anchorage.

■ Communications

Newspapers and Magazines

The major daily newspaper in Anchorage is the morning *Anchorage Daily News*. *The Anchorage Press* is an alternative weekly. Several other newspapers are published in Anchorage, including *Petroleum News*, a paper covering the petroleum industry in Alaska and Canada; and the *Sourdough Sentinel*, a weekly covering happenings at Elmendorf Air Force Base. Also published in Anchorage

are *Northern Pilot Magazine*, *Alaska Business Monthly*, which focuses on state business developments, and *Senior Voice*.

Television and Radio

Anchorage has four commercial television stations and one public broadcasting station. The city is also served by cable television and by twelve AM and FM radio stations broadcasting a variety of formats such as adult contemporary, country, and broadcasts from National Public Radio and American Public Radio. The Anchorage Media Group operates six of the radio stations. Telecommunication service companies include Alaska Communication Systems, General Communication, Inc., and AT&T Alascom.

Media Information: *Anchorage Daily News*, P.O. Box 149001, Anchorage, AK 99514-9001 (mailing address); telephone (907)257-4200; www.adn.com

Anchorage Online

Alaska Department of Education and Early Development. Available www.eed.state.ak.us
 Anchorage Convention and Visitors Bureau. Available www.anchorage.net
Anchorage Daily News. Available www.adn.com
 Anchorage Economic Development Corporation. Available www.aedcweb.com
 Anchorage Municipal Libraries. Available www.anchoragelibrary.org
 Anchorage School District. Available www.asd.k12.ak.us
 Municipality of Anchorage Home Page. Available www.muni.org
 State of Alaska. Available www.state.ak.us

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Fairbanks

■ The City in Brief

Founded: 1901 (incorporated 1903)

Head Official: Mayor Terry Strle (since 2007)

City Population

1980: 22,645

1990: 30,843

2000: 30,224

2006 estimate: 31,142

Percent change, 1990–2000: – 2.4%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 878th

U.S. rank in 2000: Not reported (State rank: 3rd)

Metropolitan Area Population

1980: 53,983

1990: 77,720

2000: 82,840

2006 estimate: 86,754

Percent change, 1990–2000: 6.6%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: Not reported

Area: 32.67 square miles (2000)

Elevation: 432 feet above sea level

Average Annual Temperature: 30.4° F

Average Annual Precipitation: 67.8 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.4% (June 2007)

Per Capita Income: \$19,814 (1999)

2005 FBI Crime Index Property: 1,587

2005 FBI Crime Index Violent: 306

Major Colleges and Universities: University of Alaska Fairbanks

Daily Newspaper: *Fairbanks Daily News-Miner*

■ Introduction

Fairbanks, located in east-central Alaska, is sometimes referred to as the “Golden Heart of Alaska.” Despite being the trade, transportation, and cultural center of the Alaskan Interior, Fairbanks has maintained much of its frontier character. Mining camps, swinging-door saloons, and unpaved roads mingle with modern hotels and restaurants, a symphony orchestra, and an internationally known research university. The most distinctive feature of the city, however, is its weather. During the months of June and July, Fairbanks has about 20 hours of sunlight, while December and January offer only about four hours of sun each day. With long winter nights and snow covering the ground about nine months of the year, Fairbanks is quintessentially Alaska.

■ Geography and Climate

Fairbanks is located in the Tanana Valley in east-central Alaska, about 358 miles north of Anchorage and 125 miles south of the Arctic Circle. The Alaska Range, including Mt. McKinley, lies to the south and the White Mountains are off to the north. The city is located near the confluence of the Chena and Tanana rivers. It is the largest city in the interior and the second-largest in the state (after Anchorage). It is part of Fairbanks North Star Borough. Significant changes in solar heat during the year produce a wide variation of temperatures from winter to summer. During the summer months (June and July) the sun is above the horizon an average of 20 hours per day and temperatures are often in the high 80s. From

November to March, daylight ranges from 10 to 4 hours daily and temperatures can drop to -50° F. During the winter, ice fog can occur if the temperature drops below -20° F. Fairbanks rarely experiences windy conditions.

Area: 32.67 square miles (2000)

Elevation: 432 feet above sea level

Average Temperature: 30.4° F

Average Annual Precipitation: 67.8 inches of snow

■ History

Discovery of Gold Brings Prospectors, Settlers

Fairbanks was founded accidentally in 1901 by Captain E. T. Barnette. On his way to set up a trading post on the Tanana River, Barnette was instead stranded on the Chena River when the riverboat in which he was traveling was forced to turn back. As he was making plans to move his supplies to a more profitable location, gold was discovered about 12 miles away, near Fox. An Italian prospector, Felix Pedro, is credited with having made the discovery on July 22, 1902. Every year on that date, Fairbanks commemorates the gold strike with the Golden Days celebration.

During the ensuing gold rush, Barnette's trading post became the center of activity for prospectors who swarmed into the area. A settlement grew up and was named for Senator Charles Fairbanks of Indiana who served as vice president under Theodore Roosevelt from 1905-1909; the town was incorporated in 1903. Barnette was elected the first mayor of Fairbanks. He is credited with establishing telephone service, fire protection, sanitation ordinances, electricity and steam heat, but he soon fell into disfavor as a result of his involvement in a bank failure that caused many citizens to lose their savings.

Oil and Military Buildup Replace Gold as Economic Pillars

By 1910 the population of Fairbanks grew to 3,541 people, although more than 6,000 miners lived and worked their claims north of town. During World War I, however, gold activity declined and the population of the town decreased. The start of the construction of the Alaska Railroad brought another boom period, so that by 1930 the population was restored to about half of its previous level.

In 1922 the Alaska Territorial legislature accepted lands granted by the United States Congress, creating the Alaska Agricultural College and School of Mines, which grew into the University of Alaska Fairbanks. During World War II the Alaska Highway was constructed as part of the military buildup and Fairbanks experienced yet another boom period when thousands of military

personnel were located at nearby Eielson Air Force Base and Ladd Field (now Fort Wainwright). Military personnel in the area grew from 10 in 1940 to 5,419 in 1950. Following the war, the Fairbanks population again declined, but during the following decade the community experienced gradual growth. Alaska became a state in 1959.

The Fairbanks North Star Borough was established on January 1, 1964, by an act of the Alaska State Legislature. The borough includes the cities of Fairbanks and North Pole and several unincorporated communities. The borough encompasses about 7,361 square miles (4.7 million acres).

In August 1967, just weeks before the expected winter freeze-up, the city was swept by a flood that inundated 95 percent of its residences and left the city under eight feet of water. Fairbanks recovered from the extensive damage, and with the discovery in 1968 of oil on the north slope of the Brooks Mountain Range, the city entered a new era of expansion.

Construction of the Trans-Alaska oil pipeline triggered one of the city's largest booms, and the population is estimated to have reached 70,000 persons in 1977. With the completion of the pipeline construction, the community's economy went into a serious decline, but it soon recovered with the injection of state revenues in the early 1980s. By the mid-1980s, however, crude oil prices had dropped and Alaska slipped into a severe recession, with Fairbanks experiencing the most abrupt decline in the state. The local economy recovered somewhat, but high unemployment rates continued into the new millennium.

Historical Information: City of Fairbanks, 800 Cushman Street, Fairbanks, AK 99701; telephone (907) 459-6774 (city clerk's office); www.ci.fairbanks.ak.us

■ Population Profile

Metropolitan Area Residents

1980: 53,983
1990: 77,720
2000: 82,840
2006 estimate: 86,754
Percent change, 1990–2000: 6.6%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

City Residents

1980: 22,645
1990: 30,843
2000: 30,224
2006 estimate: 31,142
Percent change, 1990–2000: -2.4%



Walter Bibikow/The Image Bank/Getty Images

U.S. rank in 1980: Not reported
 U.S. rank in 1990: 878th
 U.S. rank in 2000: Not reported (State rank: 3rd)

Density: 948.7 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 20,150
 Black: 3,370
 American Indian and Alaska Native: 2,994
 Asian: 821
 Native Hawaiian and Pacific Islander: 164
 Hispanic or Latino (may be of any race): 1,854
 Other: 740

Percent of residents born in state: 30.4% (2000)

Age characteristics (2000)

Population under 5 years old: 2,908
 Population 5 to 9 years old: 2,503
 Population 10 to 14 years old: 2,233
 Population 15 to 19 years old: 2,283
 Population 20 to 24 years old: 3,423
 Population 25 to 34 years old: 5,588
 Population 35 to 44 years old: 4,340

Population 45 to 54 years old: 3,262
 Population 55 to 59 years old: 989
 Population 60 to 64 years old: 709
 Population 65 to 74 years old: 1,086
 Population 75 to 84 years old: 700
 Population 85 years and older: 200
 Median age: 27.6 years

Births (2006, MSA)

Total number: 1,556

Deaths (2006, MSA)

Total number: 439

Money income (1999)

Per capita income: \$19,814
 Median household income: \$40,577
 Total households: 11,075

Number of households with income of...

less than \$10,000: 822
 \$10,000 to \$14,999: 820
 \$15,000 to \$24,999: 1,468
 \$25,000 to \$34,999: 1,615

\$35,000 to \$49,999: 2,052
\$50,000 to \$74,999: 2,167
\$75,000 to \$99,999: 1,086
\$100,000 to \$149,999: 802
\$150,000 to \$199,999: 206
\$200,000 or more: 94

Percent of families below poverty level: 9.5% (1999)

2005 FBI Crime Index Property: 1,587

2005 FBI Crime Index Violent: 306

■ Municipal Government

The city mayor is elected to a three-year term as the executive and administrative officer of the city; six elected council members serve for staggered three-year terms. The Fairbanks North Star Borough (similar to a county) is governed by a mayor who serves a term of three years and an assembly of nine members, who are elected to three-year terms on a staggered schedule. Administration for the public school system is the responsibility of Fairbanks North Star Borough.

Head Official: Mayor Terry Strle (since 2007; term expires 2010)

Total Number of City Employees: 468 (2005)

City Information: City of Fairbanks, 800 Cushman Street, Fairbanks, AK 99701; telephone (907)459-6774 (city clerk's office); www.ci.fairbanks.ak.us

■ Economy

Major Industries and Commercial Activity

The city economy is closely related to that of the borough as well, and is primarily based on tourism, government services, and the military. The government services sector, including the military, employs more than one-third of the region's workers. The city's international airport serves villages in the region, is a supply point for North Slope oil fields and is a center for the transport of cargo by international carriers. The Williams North Pole Refinery, southeast of Fairbanks, employs about 150 people from Fairbanks and contributes over \$2.8 million in property taxes to the borough.

The military presence at nearby Eielson Air Force Base and Fort Wainwright has a significant impact on the city and borough economy. According to the Fairbanks Economic Development Corporation, the total economic impact of the two military bases to the Greater Fairbanks community is over \$800 million annually. Active-duty military personnel and their families account for about 20 percent of the total borough population.

Tourism comprises a large percentage of the commercial activity in the region. Each summer, approximately 325,000 visitors travel to Fairbanks. Mining is an important industry as well. To the north of Fairbanks, the Fort Knox gold mine is the largest producing gold mine in the state. It produces about 1,200 ounces of gold daily and employs about 360 permanent year-round workers. More than \$200 million in gold has been extracted from the mining district. The mine was expected to remain in operation through 2010.

Incentive Programs—New and Existing Companies

Local programs: The Small Business Development Center (SBDC) offers seminars, counseling, and workshops for new and established businesses to support their existence and help them grow. The Procurement Technical Assistance Center (PTAC) assists businesses who contract with local, state, or federal government.

State programs: The Governor's Office of International Trade provides assistance and information to firms interested in foreign trade and investment, organizes trade missions and promotions, and sponsors trade shows and seminars. The World Trade Center assists businesses seeking to enter or expand their role in international trade. The Alaska Export Assistance Center helps local businesses expand into foreign markets.

Job training programs: A variety of training programs exist to help meet the business needs of Fairbanks employers; many are organized through the local educational institutions. Tanana Chiefs' Conference offers a wide array of programs for tribal populations through its Employment and Training Department. The Chamber of Commerce offers the School Business Partnership, which allows businesses and schools to work together.

Development Projects

In 2005, the Alaska Gasline Port Authority (AGPA) reached a development agreement with Sempra LNG to assist in the development of the All-Alaska Gas Pipeline Project and market the related liquefied natural gas (LNG). The 800-mile natural gas pipeline was designed to run from Prudhoe Bay to Valdez, parallel to the existing Trans-Alaska Oil Pipeline. An LNG plant was planned for construction at Valdez to allow for export to the rest of North America. The first LNG tanker was projected to leave the terminal at Valdez sometime in 2011. A 40 percent portion of project revenues will be shared among the Alaskan municipalities. As of 2007, the cost of the pipeline was projected to approach \$9 billion.

In 2007, construction was underway for a multi-million dollar fish hatchery, funded in part by the state. The primary developmental goal was to boost tourism. The hatchery will increase the number of stocked catchable fish available for anglers. The hatchery itself will also be a tourist

destination and the source of research dollars for the University of Alaska Fairbanks' fish biology program.

Extreme climate has become a real asset for the area. In 2006, the Research Test Facility (RTF) for the Cold Climate Housing Research Center (CCHRC) was built on land adjacent to the University of Alaska Fairbanks campus. Development in cold weather research and testing, particularly for automotive, aviation, and materials industries, was expected to have an economic impact of about \$1.4 million in 2009.

In 2006, the Comprehensive Economic Development Strategies for both the city and county included restructuring projects at Fairbanks International Airport, promotional support for research activities at the University of Alaska Fairbanks, and continued maintenance and development of public transportation systems to support the tourism industry.

Commercial Shipping

Fairbanks is a major transportation hub both for the state and the world. Fairbanks International Airport functions as the air freight distribution and supply center for the region. With low fuel costs and a location that is within 9.5 hours away from major commercial centers in the northern hemisphere, the airport is also used as a major global flight refueling site. The airport handles about 200 million tons of air transit freight each year. Several motor freight carriers transport goods through facilities in the city. Goods are shipped via truck, air, and the Alaska Railroad.

Labor Force and Employment Outlook

Continued slow population growth is projected in the city of Fairbanks, especially among the working-age population. However, the Fairbanks North Star Borough has seen its population steadily increase over the past four decades. The senior population was projected to nearly triple by 2020, while the school-age population was predicted to remain steady. Fairbanks-area businesses that cater to the needs of seniors were expected to prosper, but there will be more competition by employers to find workers. As of 2007 the construction industry was predicted to be the primary source of new jobs. The construction of the All-Alaska Pipeline was expected to bring new jobs to the area.

The following is a summary of data regarding the Fairbanks metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 38,000

Number of workers employed in . . .

- construction and mining: 2,800
- manufacturing: 600
- trade, transportation and utilities: 7,700
- information: 600
- financial activities: 1,600
- professional and business services: 2,200

educational and health services: 4,300

leisure and hospitality: 4,100

other services: 1,400

government: 11,800

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.4% (June 2007)

<i>Largest private employers</i>	<i>Number of employees</i>
Banner Health System	1,204
Alyeska Pipeline Service Co.	1,007
Tanana Chiefs Conference	669
Fairbanks Gold Mining Co.	376
Petro Star	308

Cost of Living

Despite Alaska's reputation for its high cost of living, prices in Fairbanks compare favorably with those in many other North American cities. In 2007, Fairbanks's cost of living index was lower than New York, Boston, and Baltimore, for example. In addition, the personal tax burden for Fairbanks residents is extremely low. Residents benefit from distributions from the Permanent Fund, a savings account established in 1976 by voters allowing residents to receive 25 percent of the state's royalty oil revenue. Senior citizens enjoy a \$150,000 property tax exemption or a renter's rebate. The availability of vast natural resources insures utility costs somewhat lower than the national average.

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

2007 (1st quarter) ACCRA Average House Price: \$472,800

2007 (1st quarter) ACCRA Cost of Living Index: 125.9

State income tax rate: None

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 20.777 mills for city of Fairbanks; 7.171 City and 13.606 Borough areawide

Economic Information: Fairbanks Economic Development Corporation, 301 Cushman St., Ste 301, Fairbanks, AK 99701; telephone (888)476-FEDC; www.investfairbanks.com. Fairbanks North Star Borough, Economic Development Division, PO Box 71267,

Fairbanks, AK 99707; telephone (907)459-1300; www.cometofairbanks.com

■ Education and Research

Elementary and Secondary Schools

Public elementary and secondary schools in Fairbanks are part of the Fairbanks North Star Borough School District (FNSBSD). The district is administered by a nonpartisan, seven-member school board with three non-voting advisory members, which appoints a superintendent. Students in the district come from about 50 different language backgrounds. In 2007 there were 33 schools in the district, including 3 charter schools. The high school graduation rate in the district was about 82 percent. The district opened a Fairbanks Magnet School for grades K-8 at Barnette Elementary School in fall 2005.

The Yukon-Koyukuk School District, headquartered in Fairbanks, covers the western interior of Alaska. Serving an area of 65,000 square miles, the district is larger than the state of Washington. The district sponsors nine village schools and two correspondence school programs. More than 90 percent of the students are Tanana or Koyukon Athabaskan Indians.

The following is a summary of data regarding the Fairbanks North Star Borough Schools as of the 2005–2006 school year.

Total enrollment: 14,446

Number of facilities

elementary schools: 19
junior high/middle schools: 4
senior high schools: 5
other: 5

Student/teacher ratio: 19:1

Teacher salaries (2005–06)

elementary median: \$35,605–\$69,073 (all levels)
junior high/middle median: Not available
secondary median: Not available

Funding per pupil: \$9,597

Private schools, including six religious schools, provide alternative forms of education in the Fairbanks area.

Public Schools Information: Fairbanks North Star Borough School District, 520 Fifth Avenue, Fairbanks, AK 99701-4756; telephone (907)452-2000; www.northstar.k12.ak.us

Colleges and Universities

Fairbanks is home to the University of Alaska Fairbanks (UAF), which offers 162 degrees in more than 112 disciplines. Programs of study include developmental

programs and certificate, associate, baccalaureate, and graduate/professional programs in the arts, sciences, career fields, and professions. It is Alaska's only doctoral-granting institution. UAF possesses unique strengths in both the physical and natural sciences and offers a broad array of engineering programs with particular emphasis on the northern environment. UAF is the state's center for the study of Alaska native cultures and languages, and also offers a northern studies program.

Libraries and Research Centers

The Noel Wien Public Library in Fairbanks is the central branch of the Fairbanks North Star Public Libraries. There is one branch located in the city of North Pole, 11 miles from Fairbanks. Mail library service is available. The library houses about 284,400 volumes, 985 periodicals, 14,000 videos, and 12,900 audio materials. The Elmer E. Rasmuson Library at the University of Alaska Fairbanks houses more than 1.75 million items, making it the largest library in the state. Its holdings include books, periodicals, photography, manuscripts, films, oral histories, rare books, maps, microfiches, tapes, records, and prints. Its Alaska and Polar Regions collection is one of the world's finest.

The University of Alaska Fairbanks (UAF) ranks among the top 100 universities in the nation for its research and development activities. Among UAF's many outstanding research schools and institutes are the School of Fisheries and Ocean Science, the Geophysical Institute, the Institute of Arctic Biology, the Polar Ice Coring Office, the Institute of Northern Engineering, and the Agriculture and Forestry Experiment Station. The Arctic Region Supercomputing Center, a collaboration between the UAF and the Department of Defense, supports computational research in science and engineering with emphasis on high latitudes and the arctic. A \$32 million, 100,000-square-foot International Arctic Research Center provides office and research space for scientists from around the world. Research at the Center focuses on four major spheres: Arctic Ocean circulation, arctic atmosphere, permafrost/frozen soil, and arctic vegetation. The Office of Electronics Miniaturization (OEM) boasts a Class 10,000 Clean Room, equipped with Chip-Scale Packaging and related technologies. UAF is engaged in prototyping design development and production through a cooperative agreement with the Department of Defense's Defense MicroElectronics Activity (DMEA). The Poker Flats Research Range, located 33 miles north of Fairbanks, is a scientific rocket launching facility owned by the University of Alaska under contract to NASA. Poker Flat houses many scientific instruments for the study of the arctic atmosphere and ionosphere. The Cold Climate Housing Research Center in Fairbanks researches and develops the latest building technologies and products for cold climate regions. Alaska's full range of climatic conditions and a cold season which lasts for six

months or longer provides researchers ample time to conduct experiments and evaluations of housing performance. The Agricultural Research Service projects in the area focus on aquaculture, crop protection, plant diseases, and plant, microbial and insect genetics.

Public Library Information: Fairbanks North Star Borough Public Library and Regional Center, 1215 Cowles Street, Fairbanks, AK 99701; telephone (907) 459-1020; www.library.fnsb.lib.ak.us. University of Alaska Fairbanks, P.O. Box 757500, Fairbanks, AK 99775; telephone (907)474-7211; www.uaf.edu

■ Health Care

Fairbanks Memorial Hospital is the local community-owned hospital, serving an area covering about 250,000 square miles. It is the only major civilian hospital in the area. Operated by the Banner Health System, Fairbanks Memorial is a modern 152-bed facility that has been expanded and remodeled several times since its opening in 1972. The hospital occupies a five-building campus including a cancer treatment center, an imaging center, the Fairbanks Clinic (primary care) and a 24-room emergency department. The hospital's Denali Center, located on the same campus as the hospital, is a 92-bed short- and long-term care facility that is also managed by Banner Health System. The Tanana Valley Clinic and a branch of the Interior Community Health Center also provide basic care in Fairbanks. Other facilities include the Fairbanks Regional Public Health Clinic and Fairbanks Community Behavioral Health Center. Bassett Army Hospital at Fort Wainwright serves military personnel and retirees.

■ Recreation

Sightseeing

Fairbanks is rich in frontier history. One of the main attractions is Pioneer Park, a 44-acre historic theme park on the banks of the Chena River. The Park features a Gold Rush Town with authentic historic buildings, a Native Village with Indian and Eskimo architecture and artifacts, the Pioneer Air Museum, and the riverboat Nenana in drydock. The Kitty Hensley House, home of one of Fairbanks's early citizens, has been restored and is open to the public in Gold Rush Town. A narrow gauge railroad train meanders through the park, and a mini golf course, a mining operation, three museums, and an art gallery are also part of the fun. The Alaska Centennial Center for the Arts is located at Pioneer Park.

There are several National Historic Register buildings within the Fairbanks area, including Creamer's Dairy Wildlife Refuge; these sites are a living testament to the area's rich cultural history. Several churches and buildings

in the city are of architectural interest. Muskoxen, caribou and reindeer can be seen at the Large Animal Research Station at the University of Alaska Fairbanks which offers tours of its facility from June through September.

Hot springs, gold dredges, gold camps, and engineering projects such as the first water system in permafrost ground and the Trans-Alaska Oil Pipeline are attractions in the outlying areas. The art of extracting gold from the frozen Alaskan ground is on display at Gold Dredge No. 8, which also has a dining hall and offers an opportunity to pan for gold. The Ester Gold Camp, a popular family attraction, features a 1900s gold camp site and town, a dining hall buffet dinner, a Saloon Show and a view of the Northern Lights set to music. The El Dorado Gold Mine offers two-hour guided tours through a permafrost tunnel, a walking tour of a mining camp, and a chance to pan for gold.

A recommended day trip is a visit to Denali National Park, 120 miles south of Fairbanks. Within its boundaries is North America's tallest mountain, Mt. McKinley (also known locally as Denali). Wildlife such as moose, grizzly bear, mountain sheep, and caribou can be seen in their natural habitat. During the summer months colorful carpets of wildflowers add to the beauty of the park.

The Georgeson Botanical Garden, on the University of Alaska Fairbanks campus, offers tours in the summer months. The sternwheeler Discovery paddles the Chena River for a three-and-a-half hour cruise and makes stops to visit Iditarod kennels, a traditional Athabascan fish camp and an Old Chena Indian Village.

Fairbanks visitors can take advantage of one or more tour packages to explore the area's beauty, wildlife, and opportunities for outdoor fun. Choices for guided tours are plentiful and varied and can include tours by horseback, canoe, raft, boat, car, snowmobile, dogsled, or jet boat. Flightseeing in the form of balloon or helicopter rides is a unique way to enjoy the landscape. Day-long and multi-day trips are available to a number of destinations for individuals and groups.

The Aurora Borealis is one natural wonder that visitors shouldn't miss when visiting the area. Recommended viewing is from September to April, with February, March, September, and October as the very best months (the midnight sun makes viewing difficult in the summer months). There are a variety of options for viewing the Northern Lights, with special guided tours of the Aurora Circle and lodges catering to Aurora viewers.

Arts and Culture

Fairbanks serves as a cultural center for the interior. The Fairbanks Arts Association was incorporated in 1966 and is the oldest community arts council in the state. The Davis Concert Hall of the University of Alaska Fairbanks Fine Arts Complex is home to the Fairbanks Symphony Orchestra and the Arctic Chamber Orchestra. There is also a city youth orchestra. Fairbanks is home to the

Fairbanks Shakespeare Theatre and the Fairbanks Children's Theatre. Musical comedy revues and light opera productions are staged by the Fairbanks Light Opera Theater, the Center Stage, and the Palace Saloon. The Fairbanks Choral Society features an annual "Sing-it-Your-Self-Messiah."

The city has several museums relating to the natural and cultural history of the area. The University of Alaska Museum of the North is one of the most frequently visited tourist attractions in the state and is the only natural and cultural museum in Alaska. Blue Babe, the Ice Age's only restored steppe bison mummy; Alaska's largest public display of gold; and Alaskan native artifacts are on exhibit. Fairbanks Community Museum chronicles the history of Fairbanks from its founding in 1901 to the present with a focus on the Gold Rush era and mining. In the same building is the Dog Mushing Museum which exhibits sleds, clothing, harnesses, trophies, and cold weather expedition gear. Life-size ice sculptures are on view at the Fairbanks Ice Museum which preserves year-round some of the sculptures carved during the World Ice Art Championships held annually in March. The Pioneer Museum and Big Stampede Show is located in Pioneer Park.

The Alaska Public Lands Information Center provides both exhibits and recreation information on state and federal land in Alaska for those planning a trip to the "back country." Information on camping grounds, hiking trails, scenic drives, and fishing spots is available. Several art galleries are also located in Fairbanks, including the Alaska House Art Gallery and Tundra Walker Studio.

Festivals and Holidays

The North American Championship Preliminary Sled Dog Races are held in December and January. In February the Yukon Quest International Dog Sled Race is a 1,000-mile run on gold rush trails. The Tesoro Iron Dog Gold Rush Classic, also in February, is the world's longest snowmobile race. In February or early March the Ice Alaska/Winter Carnival showcases the World Ice Art Championships, an 11-day international ice carving competition. Folk, Celtic, bluegrass, orchestral, and gospel music are all on stage at the Fairbanks Folk Festivals held in February and June. March is the month for the Open North American Sled Dog Championships, which attracts top sprint mushers from the U.S., Canada, Europe, and Japan, as well as the Junior North American Sled Dog Championships. Native people from all over the state gather to share their dancing, singing, storytelling, and traditional arts and crafts at the Annual Festival of Native Arts.

June is a busy month with a variety of events surrounding the summer solstice, such as the Midnight Sun Festival and Midnight Sun Dances. The Yukon 800 Marathon Riverboat Race also takes place in June. Music, theater, story telling, creative writing, visual arts, dance,

and ice skating are on display at the Fairbanks Summer Arts Festival on the campus of the University of Alaska Fairbanks during the last two weeks in July. Also in July, Golden Days celebrates the rich gold-mining history of Fairbanks; a hairy chest, legs, and beard contest is one highlight of the five-day festival. In the World Eskimo-Indian Olympics, another July event, Native people from all over the Arctic compete in games of strength and endurance; among other highlights are storytelling and Native dances. The Midnight Sun Intertribal Powow is a weekend-long dance and drum event open to visitors hoping to learn more about native culture.

The Tanana Valley State Fair is held in August, followed by Oktoberfest. The Athabaskan Old-Time Fiddling Festival in November celebrates a musical format that is a composite of French Canadian and Scottish-Arcadian styles fused with Native tunes. Fairbanks celebrates the Winter Solstice each weekend in December with Santa, live music, and family activities downtown.

Sports for the Spectator

Fairbanks is home to the Alaska Goldpanners of the Alaska Baseball League (a summer collegiate league). The University of Alaska Fairbanks Nanooks basketball and ice hockey teams host games on the University of Alaska campus and in the Carlson Center in town.

Dogsledding (mushing) is the official sport of the state of Alaska, and Fairbanks is the site of mushing competitions throughout the winter. Mushing demonstrations can be seen in summer, but serious racing requires cool temperatures and snow. Yukon Quest (in February) is a 1000-mile international sled dog race between Whitehorse, Yukon Territory, Canada, and Fairbanks, Alaska. The Fairbanks Curling Club hosts competitions with teams from throughout Alaska, Canada, and the United States. The Greater Fairbanks Racing Association sponsors summer stock and sprint car racing nearly every weekend starting Memorial Day weekend through Labor Day at the Mitchell Raceway. The Sundawgs Rugby Football Club plays rugby during the Golden Days festival in July. Fairbank's junior ice hockey team is the Ice Dogs, a North American Hockey League team.

Sports for the Participant

Running is a popular activity in Fairbanks. The Equinox Marathon, said to be the second most challenging marathon in the U.S., is a 26-mile race to the top of Ester Dome. The Midnight Sun Run is held in conjunction with the celebration of the summer solstice, and the Chena River 5K Run is held in May.

Many city and area parks offer facilities for a variety of year-round indoor and outdoor recreational activities. Among the most popular pursuits are downhill and cross-country skiing, fishing, canoeing, goldpanning, hiking, hockey, hunting, ice skating, jogging, nature walks, tennis, swimming, volleyball, and racquetball. Smooth paved

trails along the Chena River are ideal for biking and rollerblading. Fairbanks boasts three golf courses including one at Fort Wainwright. Winter is a favorite time for swimming in nearby hot springs. A skate board park and volleyball courts are located at Growden Park. Birch Hill Park, a few minutes north of Fairbanks, is a 460-acre park with hiking and running trails, mountain biking, and bird watching in the summer.

Shopping and Dining

Fairbanks has a number of shopping malls and neighborhood stores. Specialty shops feature Alaska native arts and crafts and jewelry fashioned from ivory, jade, and hematite, as well as handmade fur garments. Visitors can watch the manufacture of Alaskan birch bowls at the Great Alaskan Bowl Company where they are also for sale. Santa Claus House, located 13 miles from Fairbanks in the city of North Pole, has become a landmark, drawing visitors from throughout the world to shop for Alaskan gifts, jewelry, and clothing. Local farmers and craft makers display their wares at the Farmers' Market, open Wednesdays and Saturdays from May through the end of summer next to the Tanana Valley Fair Grounds. The city's main commercial district extends along Airport Way, between University Ave. and Cushman St. where most of the fast-food chains and malls can be found. Many bars, restaurants and businesses that cater to the university crowd are located along University Ave. and College Rd.

Dozens of restaurants in Fairbanks provide a wide range of cuisine in casual and elegant settings. Area restaurants specialize in fish from inland waters to more casual fare including miners's stew served in the dining halls of the local gold mines. Visitors can also enjoy Japanese, Korean, Mongolian, and Mexican specialties. Salmon, halibut and cod are the specialties at the Alaska Salmon Bake, one of the more popular venues with its Palace Theater and Saloon in Gold Rush Town. Located in Pioneer Park, it features evening entertainment in the summer with its "Golden Heart Revue."

Visitor Information: Fairbanks Convention and Visitors Bureau, 550 First Avenue, Fairbanks, AK 99701-4790; telephone (907)456-5774; toll-free (800)327-5774; www.explorefairbanks.com

■ Convention Facilities

Fairbanks offers a wide variety of meeting space. The largest meeting and exhibition facility is the Carlson Center, which features a 35,000-square-foot arena and several meeting rooms, for a combined total of 44,220 square feet of space that can accommodate more than 1,200 meeting participants, 200 trade show exhibits, or 4,000 people for a concert or sports event. The Alaska Centennial Center for the Arts at Pioneer Park houses a 384-seat theater, art gallery, exhibit areas, meeting rooms

and all-purpose hall. Also at Pioneer Park is the Birch Hill Cross Country Ski Center which has a 2,400 square foot assembly room. The Chief Peter John Tribal Hall (capacity 750 people) and Musher's Hall are downtown banquet and meeting facilities. The University of Alaska Museum of the North and the Tanana Valley State Fair also provide many options for meeting spaces for any type of function.

Hotel properties with meeting and conference facilities include the Fairbanks Princess Riverside Lodge, Westmark Fairbanks Hotel and Conference Center, River's Edge Resort, Pike's Waterfront Lodge, Regency Fairbanks Hotel, and Fountainhead Hotels. Chena Hot Springs Resort, located 56 miles outside of Fairbanks, offers meeting space that can accommodate more than 100 people.

Convention Information: Fairbanks Convention and Visitors Bureau, 550 First Avenue, Fairbanks, AK 99701-4790; telephone (907)456-5774; toll-free (800)327-5774; www.explorefairbanks.com

■ Transportation

Approaching the City

The Fairbanks International Airport is served by Alaska Airlines, Alaska Central Express, Cargolux Airlines International and Lufthansa. Alaska Airlines has regularly scheduled daily flights to Anchorage and Seattle. Direct connections to major cities and international connections are made through Anchorage International Airport. Airport shuttle service into Fairbanks is available.

Principal routes into Fairbanks are the Alaska Highway, running southeast to northwest, which connects the city with the lower 48 states through Canada, and the George Parks Highway, leading south to Anchorage. Fairbanks is also connected with Anchorage via the Richardson Highway. The Dalton Highway connects Fairbanks to Prudhoe Bay near the Arctic Ocean.

The Alaska Railroad, which links Fairbanks to Anchorage, Denali Park, and Seward on the Kenai Peninsula, has Fairbanks for its northern terminus.

Traveling in the City

Chartered bus tours operate throughout the tourist season in Fairbanks. The Metropolitan Area Commuter System (MACS) operates six bus routes. There are about 10 taxi services in Fairbanks.

■ Communications

Newspapers and Magazines

The major daily newspaper in Fairbanks is the *Fairbanks Daily News-Miner*, published in the morning. The *Northstar Weekly* is distributed in Fairbanks, North Pole

and surrounding communities. The University of Alaska Fairbanks publishes the *Sun Star Newspaper*.

Television and Radio

Four television stations broadcast in Fairbanks; cable is available. Eleven AM and FM radio stations broadcast in the Fairbanks, providing a variety of music, news, and information programming. Two of these stations are broadcast from the University of Alaska Fairbanks.

Media Information: *Fairbanks Daily News-Miner*, P.O. Box 70710, Fairbanks, AK 99707-0710; telephone (907)456-6661; www.newsminer.com

Fairbanks Online

- City of Fairbanks website. Available www.ci.fairbanks.ak.us
- Fairbanks Convention and Visitors Bureau. Available www.explorefairbanks.com
- Fairbanks Daily News-Miner*. Available www.newsminer.com
- Fairbanks Economic Development Corporation. Available www.investfairbanks.com
- Fairbanks North Star Borough Home Page. Available www.co.fairbanks.ak.us

Fairbanks North Star Borough Public Library and Regional Center. Available www.library.fnsb.lib.ak.us

Fairbanks North Star Borough School District. Available www.northstar.k12.ak.us

Greater Fairbanks Chamber of Commerce. Available www.fairbankschamber.org

State of Alaska. Available www.state.ak.us

University of Alaska Fairbanks. Available www.uaf.edu

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Juneau

■ The City in Brief

Founded: 1880 (incorporated 1970)

Head Official: Mayor Bruce Botelho (NP) (since 2003)

City Population

1980: 19,528

1990: 26,751

2000: 30,711

2006 estimate: 30,737

Percent change, 1990–2000: 14.8%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 1,013th

U.S. rank in 2000: 989th (State rank: 2nd)

Metropolitan Area Population

1980: 19,528

1990: 26,751

2000: 30,711

2006 estimate: 30,737

Percent change, 1990–2000: 14.8%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: Not reported

Area: 3,255 square miles (Borough, 2000)

Elevation: Ranges from sea level to 3,800 feet above sea level

Average Annual Temperature: 41.9° F

Average Annual Precipitation: 91.32 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 7.2% (January 2005)

Per Capita Income: \$26,719 (1999)

2005 FBI Crime Index Property: 60

2005 FBI Crime Index Violent: 0

Major Colleges and Universities: University of Alaska Southeast

Daily Newspaper: *Juneau Empire*

■ Introduction

The city and borough of Juneau is one of Alaska's most popular tourist destinations and one of the state's most important ports. Juneau is unique in that it is accessible only by air and sea. Annually, more than 800,000 cruise-ship passengers visit the city between May and September. Many are surprised to find a vibrant community with professional theater, museums, art galleries, and historical sites in a small-town atmosphere. The area has a temperate climate with weather on par with that of Seattle. Juneau had been one of the world's major gold mining areas until the 1940s when costs outstripped the value of the gold; however, the industry has had a resurgence with a significant project having gained approval in 2005. The city's economy relies heavily on the government workers who make up the majority of the work force, along with fishermen, loggers, and miners. Nearby Glacier Bay, Admiralty Island, and the Juneau Icefield offer spectacular scenery, and sightseeing flights are available year-round.

■ Geography and Climate

The city of Juneau is located on the mainland of southeastern Alaska's Panhandle on the narrow southeastern strip bordering the Canadian province of British Columbia, approximately 1,000 miles northwest of Seattle, Washington. Most of the city lies on the mainland of Alaska, although Douglas Island, which is connected by a

bridge, is also part of Juneau. The Gastineau Channel separates the island from the main part of the city, which is surrounded by the Tongass National Forest. The city climbs the tree-lined slopes of Mount Roberts and Mount Juneau, which rise from the water's edge to more than 3,500 feet.

The city has a mild, rainy climate with a year-round ice-free harbor. The Pacific Ocean currents temper the weather, and average summer temperatures are in the 60s with many days reaching into the high 70s or low 80s. Juneau's winters are comparable to those of Minneapolis or Chicago.

Area: 3,255 square miles (Borough, 2000)

Elevation: Ranges from sea level to 3,800 feet above sea level

Average Temperature: 41.9° F

Average Annual Precipitation: 91.32 inches

■ History

In the late 1800s when gold prospecting began in the Gastineau Channel region, the area was a fishing ground for local Tlingit Native Americans. A mining engineer from Sitka, George Pilz, offered a reward to any local native chief who could show him the site of gold-bearing ore. After Chief Kowee of the Auk Tlingit arrived in Sitka with ore samples from the Gastineau Channel, Pilz outfitted Joseph Juneau and Richard Harris for a trip to investigate the lode.

The prospectors reached the area in 1880, and although they found gold samples, they did not follow the gold to its source. After their return to Sitka, Pilz sent them out again. On the second trip Harris and Juneau climbed Snow Slide Gulch at the head of Gold Creek and observed the mother lode of Quartz Gulch, and Silver Bow Basin. They staked a 160-acre town site on the beach. By the next year more than 100 prospectors had arrived in the settlement, which was later named in honor of Joseph Juneau.

Within a few years, Juneau grew to a center for large-scale hard-rock mining, and tunnels and shafts wound through the surrounding hills. Two great mills were developed, the Alaska-Juneau at the south end of the city and the Alaska-Gastineau at Thane.

In May 1882 John Treadwell established the Alaska Mill & Mining Company with the construction of a five-stamp mill. The Treadwell Gold Mining Company produced more than \$70 million of gold before it closed. Treadwell's production peaked in 1915, but a 1917 flooding of three of its mines after a cave-in spelled its demise. The Alaska-Gastineau closed in 1921 when operations became too expensive. The final big mill,

Alaska-Juneau, folded in 1944 as a result of high prices and labor shortages due to World War II.

By the beginning of the twentieth century, Juneau had become a transportation and regional trading center. It assumed the title of Alaska's capital in 1906 following its transfer from Sitka. In 1931 the Federal and Territorial Building, now the State Capitol Building, was constructed. Juneau has remained the state capital despite attempts to move the capital elsewhere. In 2005 the city announced its desire to build a modern, \$100 million facility to replace the aging Capitol Building. Today, government—local, state or federal—employs one out of every two workers and tourism is the largest private-sector employer in Juneau. A federally recognized Native American tribe lives within the Juneau community.

With its vast natural wonders, temperate climate, and position as the capital city, Juneau has the foundation for a long-term prosperous community as can be seen in its population growth since 1980. The Juneau Economic Development Council has programs in place to create positive business conditions for new and existing companies.

Historical Information: Juneau-Douglas City Museum, 155 S. Seward St., Juneau, AK 99801; telephone (907)586-3572; email mary_pat_wyatt@ci.juneau.ak.us

■ Population Profile

Metropolitan Area Residents

1980: 19,528

1990: 26,751

2000: 30,711

2006 estimate: 30,737

Percent change, 1990–2000: 14.8%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: Not reported

City Residents

1980: 19,528

1990: 26,751

2000: 30,711

2006 estimate: 30,737

Percent change, 1990–2000: 14.8%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 1,013th

U.S. rank in 2000: 989th (State rank: 2nd)

Density: 11.3 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 22,969

Black: 248

American Indian and Alaska Native: 3,496



David Job/Stone/Getty Images

Asian: 1,438
 Native Hawaiian and Pacific Islander: 116
 Hispanic or Latino (may be of any race): 1,040
 Other: 323

Percent of residents born in state: 38.0% (2000)

Age characteristics (2000)

Population under 5 years old: 2,003
 Population 5 to 9 years old: 2,339
 Population 10 to 14 years old: 2,541
 Population 15 to 19 years old: 2,321
 Population 20 to 24 years old: 1,686
 Population 25 to 34 years old: 4,286
 Population 35 to 44 years old: 5,781
 Population 45 to 54 years old: 5,514
 Population 55 to 59 years old: 1,456
 Population 60 to 64 years old: 916
 Population 65 to 74 years old: 1,084
 Population 75 to 84 years old: 615
 Population 85 years and older: 169
 Median age: 35.3 years

Births (2006, Micropolitan Statistical Area)

Total number: 395

Deaths (2006, Micropolitan Statistical Area)

Total number: 133

Money income (1999)

Per capita income: \$26,719
 Median household income: \$62,034
 Total households: 11,534

Number of households with income of...

less than \$10,000: 404
 \$10,000 to \$14,999: 407
 \$15,000 to \$24,999: 974
 \$25,000 to \$34,999: 1,111
 \$35,000 to \$49,999: 1,653
 \$50,000 to \$74,999: 2,525
 \$75,000 to \$99,999: 2,183
 \$100,000 to \$149,999: 1,625
 \$150,000 to \$199,999: 390
 \$200,000 or more: 262

Percent of families below poverty level: 3.7% (1999)

2005 FBI Crime Index Property: 60

2005 FBI Crime Index Violent: 0

■ Municipal Government

Juneau, a home-rule municipality, has a council-manager type of government formed via elections held every three years. In 1970 the city merged with the city of Douglas and other areas of the Juneau Borough to become the city and borough of Juneau. The Borough Assembly is comprised of the mayor and eight assembly members.

Head Official: Mayor Bruce Botelho (NP) (since 2003)

Total Number of City Employees: 1,536 (2004)

City Information: City and Borough of Juneau, 155 S. Seward St., Juneau, AK 99801; telephone (907)586-3300

■ Economy

Major Industries and Commercial Activity

Nearly half of Juneau's working population is employed by the federal, state, or local government. All state departments have offices in Juneau, including the Superior and District Courts. A large federal building houses the regional headquarters of several federal agencies. Those with the largest number of workers are the U.S. Forest Service, National Park Service, National Marine Fisheries Service, Bureau of Indian Affairs, U.S. Fish and Wildlife Service, U.S. Postal Service, and the U.S. Coast Guard. It is estimated that for each government worker, one private sector job is needed to supply the services required by the government workers.

Tourism is the largest private-sector employer. The number of non-Alaskan visitors to Juneau tops 800,000 each year, accounting for about half of the total Alaska visitor market. The majority of visitors travel between May 1 and October 1, though year-round travel is growing. During that time, the harbor is filled with cruise ships bringing tourists from the "Lower 48" and around the world.

Commercial fishing and fish processing are another important sector of the local economy. Salmon hatcheries and a cold storage facility operate in town, the latter processing two million pounds of salmon, halibut, black cod, and crab annually.

Transportation and trading are the other important sectors of the economy. Manufacturing jobs had been almost nonexistent but that area has become a focal point for government programs resulting in a growth spurt.

Kenneccott Greens Creek Mine, on Admiralty Island near the city, produces gold, silver, lead, and zinc, and is one of the largest silver mines in North America. In December 2004 an environmental impact study was completed allowing for the Kensington Gold Mine project to proceed. It is expected to create about 200 construction jobs for two years, then roughly 250 positions for its 10 to 15 years of operation.

The \$900 million Regional Corporation Alaska Native Land Claims Settlement Act (ANCSA) was enacted in 1971 to help compensate the native Alaskans for the lands taken from them when the United States purchased the Alaskan Territory from Russia in 1867. Two of Alaska's 13 regional native Alaskan corporations are located near Juneau. Sealaska, the ANCSA regional corporation for Southeast Alaska that serves 17,500 Tlingit and Haida shareholders, has its headquarters in Juneau. Goldbelt Inc., the urban native village corporation, is also located near Juneau and handles about 3,500 shareholders of primarily Alaska Native heritage. The two corporations are in the business of money management, producing timber, and studying diversification into the area of mineral rights. Juneau is also the home of Klukwan Forest Products, Inc., which holds 23,000 acres of forested land within the area's rainforest.

Items and goods produced: processed fish, ore, forest products

Incentive Programs—New and Existing Companies

Local programs: The Southeast Alaska Revolving Loan Fund (RLF), since its formation in 1997, has developed a capital pool of about \$5 billion to assist area businesses in retaining and creating jobs. Entrepreneurs can go to the Business Assistance Center (BAC) for information, workshops, and a variety of other services.

State programs: The Governor's Office of International Trade provides assistance and information to firms interested in foreign trade and investment, organizes trade missions and promotions, and sponsors trade shows and seminars. The Office of Economic Development provides business assistance to new and existing Alaskan businesses and industry. Programs include business counseling, Made in Alaska, RAPIDS: Rural Alaska Project Identification and Delivery System, and the Alaska Economic Information System.

Job training programs: Business start up services are offered by the state of Alaska on a case-by-case basis.

Development Projects

A two-phase renovation project to Bartlett Memorial Hospital was approved in 2001, entailing \$43 million in improvements. Phase I construction began in 2004 and

finished with the addition of a new wing—nearly 55,000 square feet—in early 2007. Phase II is set for completion by spring 2008. The most recent renovations will include a reworked entrance and lobby space, as well as new chemotherapy and medical surgical facilities.

Economic Development Information: Alaska Department of Community and Economic Development, Research & Analysis Section; telephone (907)465-4508; fax (907)465-4506; email raweb@labor.state.ak.us. Juneau Economic Development Council, 612 W. Willoughby Ave., Ste. A, Juneau, AK 99801-1732; telephone (907)463-3662; fax (907)463-3929; email administrator@jedc.org

Commercial Shipping

The Juneau airport includes a paved 8,456-foot runway and a seaplane landing area. Marine facilities include a seaplane landing area at Juneau Harbor, two deep draft docks, five small boat harbors, and a state ferry terminal. The Alaska Marine Highway System and cargo barges provide year-round services. Juneau's docks are used primarily for the cruise ships bringing tourists to Juneau.

Labor Force and Employment Outlook

Because so many are employed in government, Juneau's workforce is better educated than is the statewide workforce and per capita income is higher. However, dependence on one industry leaves Juneau vulnerable to severe economic distress when government falters. Ongoing efforts are being made to diversify Juneau's economy. The overall labor force demonstrated significant increases in all major categories. Manufacturing and financial industries have shown great successes, and construction and mining continue to grow with the Kensington Gold Mine starting production. Employment in the service sector should remain strong. Tourism is vibrant, and there has been a change in the characteristics of the typical visitor to Alaska. Many of the new travelers are younger, more independent, and interested in family, adventure, and environment-related activities.

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

Size of nonagricultural labor force: 36,250

Number of workers employed in . . .

construction and mining: 2,050
 manufacturing: 1,850
 trade, transportation and utilities: 7,050
 information: 500
 financial activities: 1,250
 professional and business services: 1,400
 educational and health services: 3,450
 leisure and hospitality: 3,550

other services: 1,150

government: 13,650

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 7.2% (January 2005)

Largest employment sectors and employers (2003)

	Number of employees
Federal, state, and local government	17,105
Southeast Alaska Regional Health Corp.	705

Cost of Living

The personal tax burden in Alaska is extremely low. Senior citizens enjoy a \$150,000 property tax exemption or a renter's rebate. The availability of vast natural resources ensures utility costs somewhat lower than the national average. However, in Juneau, the overall costs are significantly higher than the U.S. average (about 30 percent).

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

2007 (1st quarter) ACCRA Average House Price: \$470,400

2007 (1st quarter) ACCRA Cost of Living Index: 131.5

State income tax rate: None

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: 4.0%

Property tax rate: Varies

Economic Information: Alaska Department of Labor & Workforce Development, Research & Analysis Section, PO Box 25501, Juneau, AK 99802-5501; telephone (907)465-4500; fax (907)465-2101; email raweb@labor.state.ak.us

■ Education and Research

Elementary and Secondary Schools

Juneau's schools offer special programs for secondary school students, including the Project of Assisted Learning, an alternative approach; the Entrepreneurship Program, with an emphasis on vocational education; and special education programs for children with special needs. Due to Juneau's geographic location, the schools also offer programs focusing on the sea.

The following is a summary of data regarding the Juneau School District as of the 2005–2006 school year.

Total enrollment: 5,273

Number of facilities

- elementary schools: 7
- junior high/middle schools: 2
- senior high schools: 2
- other: 1

Student/teacher ratio: 17:1

Teacher salaries (2005–06)

- elementary median: \$34,606–67,305 (all levels)
- junior high/middle median: Not available
- secondary median: Not available

Funding per pupil: \$8,902

Public Schools Information: Juneau School District, 10014 Crazy Horse Dr., Juneau, AK 99801; telephone (907)463-1700

Colleges and Universities

Enrolling 700 full-time and 2,000 part-time students, the University of Alaska Southeast's (UAS) Juneau location on the shores of the Inside Passage serves as the main campus, with two other administrative units of the University of Alaska statewide system (in Ketchikan and Sitka), and focuses on general liberal arts education. The university proper offers certificate, associate of arts, associate of applied science, baccalaureate, professional, and master's degree programs in the applied areas of business, fisheries, liberal arts, science, public administration, and teacher education. The university's two-year and certificate program in vocational and technical education supplies employees for local business and industry.

Libraries and Research Centers

The 18,000 square foot Juneau Public Library has a unique design built upon a parking garage in a beautiful waterfront location, with holdings of about 70,000 volumes. In March 2005 it began offering the Alaska Library Network Catalog (ALNCAT) which provides access to all state libraries' collections. The Juneau Public Library and its two branches are part of the Capital City Libraries consortium, a cooperative catalog and circulation system shared with the Alaska State Library since 1989, the University of Alaska Southeast Egan Library, the Juneau-Douglas High School Library, and the Alyeska Central School Library. Holders of library cards at one of these libraries may borrow from any of the others and have access to library resources from home.

Other libraries in the city include the Alaska State Libraries, Archives & Museums, which encompass legislative information, policy issues and Alaskan history; the

U.S. Bureau of Mines Library (with a collection of more than 20,000 publications); the U.S. Forest Service Library; the Alaska Historical Library; and other state level governmental libraries.

Public Library Information: Juneau Public Libraries, 292 Marine Way, Juneau, AK 99801; telephone (907)586-5249

■ **Health Care**

Juneau is served by Bartlett Memorial Hospital, a city-owned facility that began an extensive \$40 million expansion project in 2005. Bartlett Memorial also operates the Juneau Recovery Hospital, a medical model facility for the detoxification and rehabilitation of persons with alcohol or other drug dependencies. Other Juneau health facilities are the Juneau Alliance for Mental Health, Inc. (JAMHI), and the Teen Health Clinic.

■ **Recreation**

Sightseeing

A good place for visitors to start exploring Juneau is at the Davis Log Cabin Visitor Center, which offers guides and maps. The Downtown Historic District of the city contains many buildings dating back to 1880 and has wider sidewalks reminiscent of the old boardwalks. The Governor's Mansion, built in 1912, is not open to the public on a regular basis but tours can be arranged by contacting the governor's office. Alaska's State Capitol Building, with columns fashioned from a quarry on Prince of Wales Island, houses both the governor's office and state legislative offices and is open for tours. From January through May visitors may watch floor sessions from the galleries. The House of Wickersham, built in 1898 and the former home of famous local judge, James Wickersham (1837–1939), contains historic memorabilia as well as a genuine Chickering grand piano circa late 1800s, and is listed on the National Register of Historic Places.

The Juneau-Douglas City Museum includes various exhibits related to the areas's rich history and provides educational and public programs while concentrating on the city's mining history. Tours are available of the St. Nicholas Orthodox Church, the oldest original Russian Orthodox church in the state, which was founded in 1893. The Shrine of St. Therese, a chapel located on an island north of Juneau that is connected to the city by a narrow path, has stations of the cross on a trail circumnavigating the chapel in the surrounding woods and can be visited year-round.

The Last Chance Basin Historic District, usually referred to as the Jualpa Mining Camp, features many old mine buildings and attractions for visitors such as gold panning and, in summer, an outdoor salmon bake. A

5,000-gallon aquarium full of local sea life is the highlight of the Macaulay Salmon Hatchery, which is located three miles from downtown. Green Angel Gardens is a botanical facility featuring a variety of local plants and a salmon stream located near a low, active volcano.

Nature is the star at Juneau, and the walk-up Mendenhall Glacier, located 13 miles from downtown, is a must-see experience. It features a visitor center, built in 1962, which describes the progression of the glacier and the icecap from which it descends; the visitor center also features a movie and self-guided walking tour map. The 1,500-square-mile Juneau Icefield, the birthplace of the Mendenhall Glacier and 37 others, is located just over the mountains behind the city and is the fifth largest in North America. Light plane charters and helicopters offer an up-close tour.

Many visitors enjoy taking walking tours of Juneau's four local harbors, where fishing boat captains are usually amenable to discussing the day's catch. Whalewatching and wildlife viewing charter boat tours are a popular visitor attraction; a variety of companies offer tours from in or around Juneau, and many guarantee sightings.

Arts and Culture

The Alaska State Museum, established in 1900 when the state was a territory, offers more than 27,000 fine historical, cultural, and artistic collections under one roof. Juneau's gold rush history is captured at the Juneau-Douglas City Museum, which also contains a "Back to the Past" hands-on room for children, and a large relief map of Juneau's topography. Juneau has a very active artists' community, and there are many works of art located in public areas throughout downtown, including sculptures and totem poles.

Alaska's only professional theater company, Perseverance Theatre of Juneau, presents a variety of classic, comedic, and dramatic plays during its fall-winter-spring season that typically draws 20,000 annually. The Naa Kahidi Theater, supported by the Sealaska Heritage Foundation, performs ancient Tlingit legends via storytelling for special events. The Gold Nugget Revue presents comedic historical adventures of Juneau's history, along with cancan dancers and other entertainment.

Festivals and Holidays

April is the time for the annual Alaska Folk Festival, which has been running since the mid-1970s. Music lovers assemble for the 10-day Juneau Jazz & Classics Festival in May. August's Golden North Salmon Derby, a tradition since 1947, offers big prizes, including scholarships, for catching big fish.

Sports for the Spectator

Douglas High School sports receive plenty of media coverage from the daily newspaper, *The Juneau Empire*. Spectators have the chance to cheer on the 2005 State

Champion football team, the Crimson Bears, as well as a variety of other athletics programs, such as those centered around baseball, basketball, soccer, track and field, hockey, and volleyball. Spectators should also try to catch one of the men's, women's or co-ed softball games organized by the Juneau Sports Association.

Sports for the Participant

Juneau has five mountain peaks within reasonable day-trip distances, affording many hiking and climbing opportunities. Hiking trails lead from downtown to overlooks on 3,576-foot Mt. Juneau, 3,819-foot Mt. Roberts, and 3,337-foot Mt. Bradley (also known as Mt. Jumbo). The Mt. Roberts tramway travels from Juneau's waterfront to an elevation of nearly 2,000 feet. Guided tours, a restaurant, and theater are available at the upper terminal. The Juneau visitor's center offers free guides to more than two dozen trails to glaciers and historic gold mining ruins.

Fishing, sailing, kayaking, and river rafting are available on the protected waters of the Inside Passage. In summers, operators offer gentle river rafting, salmon watching, and gold panning. Picnics, camping, fishing, and beachcombing are popular on the area's beaches.

Mendenhall is the only golf course in Southeast Alaska, a par-three, nine-hole course built on private land behind the airport and only 10 miles from downtown. Winter downhill skiing and snowboarding are offered at Eaglecrest, 12 miles from the city's downtown, with alpine runs, Nordic trails, and a vertical drop of 1,400 feet. Helicopter ski packages are available from late November through early April.

Juneau also has a racquet club, indoor rock-climbing, several aerobic studios, yoga classes, and local Parks and Recreation Department seasonal sports programs that welcome visitors.

Shopping and Dining

Visitors will find galleries, shops, and restaurants throughout the downtown Juneau area. Specialty shops and gift shops offer hand-crafted work by local artists. Nugget Mall, the largest shopping destination, is within walking distance of the airport; its more than 35 stores feature Alaskan gifts and clothing and the mall has a visitor information center. Senate Shopping Mall houses eight eclectic shops from Native art to flyfishing supplies. Merchant's Wharf, an office and shop complex, is located at harborside. Gift shops and taverns line South Franklin Street. The Emporium Mall contains specialty shops and stores, as well as the Heritage Coffee Co., a sandwich and coffee shop on the main floor. Fantastic mountain views and a traditional steak and seafood menu are signatures of the historic Hangar on the Wharf restaurant.

The state's most famous bar, the lively Red Dog Saloon, provides local pictorial history, music, and excitement, especially when cruise ships are in port.

Visitor Information: Juneau Convention and Visitors Bureau, One Sealaska Plz., Ste. 305, Juneau, AK 99801; telephone (907)586-1737; toll-free (800)587-2201; fax (907)586-1449; email info@traveljuneau.com

■ Convention Facilities

Centennial Hall Convention Center, just across the street from the waterfront, is three blocks away from the heart of Juneau's downtown with its shops and restaurants. Built in 1983, Centennial Hall has 7 meeting rooms ranging from 300 square feet to an 11,275-square-foot, column-free ballroom. The ballroom can be divided into three separate rooms, each with state-of-the-art light and sound systems. Centennial Hall also has two lobbies that provide an additional 4,200 square feet for receptions, displays, and relaxation. Juneau also offers meeting spaces in majestic settings atop Mt. Roberts, on the banks of the Gastineau Channel, or overlooking Auke Lake.

Convention Information: Juneau Convention and Visitors Bureau, One Sealaska Plz., Ste. 305, Juneau, AK 99801; telephone (907)586-1737; toll-free (800)587-2201; fax (907)586-1449; email info@traveljuneau.com

■ Transportation

Approaching the City

Juneau International Airport covers 80,000 square feet of land and is serviced daily by Alaska Airlines. The city is about a two-hour flight north from Seattle, or approximately a 90-minute flight southeast from Anchorage. In 2005 a study was in process to determine the specific renovations needed to modernize the aging facility. Juneau has no direct road and rail links. The Alaska Marine Highway ferry system provides car and passenger connections into Juneau from other southeast communities, as well as Bellingham, Washington (a two and one-half day trip) and Prince Rupert, British Columbia (a 24-hour trip). The ferries have staterooms, observation decks, cocktail lounges, and heated solariums. A variety of regional air taxi services and chartered flights are available to nearby attractions and smaller towns. Barge lines serve Juneau from Seattle several times per week. Power boats, sailboats, and kayaks are also available to rent for trips to the Inside Passage.

Traveling in the City

Egan Drive is one of the major streets in Juneau, running from one end of town to the other and following the shoreline of the Gastineau Channel. The downtown area is divided into a grid with Main Street crossing the numbered streets and passing the Capitol building and other major sites. Bus service is provided by the Capitol Transit line with 16 buses in its fleet. Buses and vans meet

every ferry from mid-April to the end of September, providing inexpensive service to downtown and the airport. Local air taxi operators fly both wheel and float planes.

■ Communications

Newspapers and Magazines

Juneau Empire is the city's daily newspaper and *Inside Passage*, the official newspaper of the Catholic Diocese of Juneau, is produced biweekly from September through May and monthly from June to August.

Television and Radio

ABC and PBS television stations are based in Juneau. Cable television is available, and there are five AM and FM radio stations broadcasting news, adult contemporary music, public radio, and album-oriented rock.

Media Information: *Juneau Empire*, Morris Communications Corp., 3100 Channel Dr., Juneau, AK 99801; telephone (907)586-3740; (907)586-9097

Juneau Online

- Alaska Communications Systems. Available www.acsalaska.com
- Alaska Department of Labor & Workforce Development, Research & Analysis Section. Available almis.labor.state.ak.us
- Alaska State Library. Available www.library.state.ak.us
- Alaska State Museum. Available www.museums.state.ak.us/asmhome.html
- City of Juneau Home Page. Available www.juneau.org
- Juneau Borough Schools. Available www.jsd.k12.ak.us
- Juneau Chamber of Commerce. Available www.juneauchamber.com
- Juneau Convention and Visitors Bureau. Available www.traveljuneau.com www.juneau.com
- Juneau Economic Development Council. Available www.jedc.org
- Juneau Empire*. Available www.juneauempire.com
- Juneau Public Library. Available www.juneau.org/library/index.php
- State of Alaska. Available www.state.ak.us

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The State in Brief

Nickname: Grand Canyon State

Motto: Ditat Deus (God enriches)

Flower: Blossom of the saguaro cactus

Bird: Cactus wren

Area: 113,635 square miles (2000; U.S. rank 6th)

Elevation: Ranges from 100 feet to 12,670 feet above sea level

Climate: Dry and sunny, but heavy snows in the high central area

Admitted to Union: February 14, 1912

Capital: Phoenix

Head Official: Governor Janet Napolitano (D) (until 2010)

Population

1980: 2,718,000

1990: 3,750,000

2000: 5,130,632

2006 estimate: 6,166,318

Percent change, 1990–2000: 40.0%

U.S. rank in 2006: 16th

Percent of residents born in state: 35.68% (2006)

Density: 52.3 people per square mile (2006)

2006 FBI Crime Index Total: 316,286

Racial and Ethnic Characteristics (2006)

White: 4,741,310

Black or African American: 207,837

American Indian and Alaska Native: 277,732

Asian: 144,858

Native Hawaiian and Pacific Islander: 10,960

Hispanic or Latino (may be of any race):
1,803,377

Other: 633,350

Age Characteristics (2006)

Population under 5 years old: 479,145

Population 5 to 19 years old: 1,313,680

Percent of population 65 years and over: 12.8%

Median age: 34.6

Vital Statistics

Total number of births (2006): 97,176

Total number of deaths (2006): 44,272

AIDS cases reported through 2005: 9,952

Economy

Major industries: Services, trade, manufacturing, agriculture

Unemployment rate (2006): 4.9%

Per capita income (2006): \$24,110

Median household income (2006): \$47,265

Percentage of persons below poverty level (2006): 14.2%

Income tax rate: 2.59% to 4.57%

Sales tax rate: 5.6%



Flagstaff

■ The City in Brief

Founded: 1881

Head Official: Mayor Joseph Donaldson (R) (since 2000)

City Population

1980: 34,743

1990: 45,857

2000: 52,894

2006 estimate: 58,213

Percent change, 1990–2000: 13.3

U.S. rank in 1980: 676th

U.S. rank in 1990: 543rd (State rank: 10th)

U.S. rank in 2000: 673rd (State rank: 13th)

Metropolitan Area Population

1980: Not available

1990: 101,760

2000: 122,366

2006 estimate: 124,953

Percent change, 1990–2000: 20.2%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: 237th

Area: 63.58 square miles (2000)

Elevation: 6,899 feet above sea level

Average Annual Temperature: 45.8° F

Average Annual Precipitation: 21.3 inches of rain

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.6% (June 2007)

Per Capita Income: \$18,637 (1999)

2005 FBI Crime Index Property: 4,277

2005 FBI Crime Index Violent: 529

Major Colleges and Universities: Northern Arizona University, Coconino County Community College

Daily Newspaper: *Arizona Daily Sun*

■ Introduction

Located along the fabled American highway, Route 66, Flagstaff is the largest city and regional center in northern Arizona. Known as “the Gateway to the Grand Canyon,” it is the county seat for Coconino County, the second largest in the nation, with 18,608 square miles. At nearly 7,000 feet, Flagstaff is one of the highest cities in the United States. This attractive community sits at the base of the San Francisco Peaks, Arizona’s highest point at 12,633 feet. There are many tales surrounding how the city got its name. A popular one holds that a group from Boston stripped a pine tree on the Fourth of July and placed a flag atop it. Flagstaff boasts a refurbished downtown and a top-rate museum, and its colony of college students make for a lively atmosphere.

■ Geography and Climate

Flagstaff is located 145 miles due north of Phoenix, 323 miles west of Albuquerque, and 467 miles east of Los Angeles.

Flagstaff enjoys a four-season climate. Because of its high elevation, the city has cool summers in which air conditioners are mostly unnecessary, not the desert conditions one might expect. The altitude and low humidity result in clean air and relatively mild weather year round. Occasional late-afternoon thundershowers are common from July through September, and snow

usually occurs first in mid-October, and is heaviest December through March. The snow, which averages just under 100 inches per year, generally melts off rather quickly. The city experiences about 300 days of sunshine annually.

Area: 63.58 square miles (2000)

Elevation: 6,899 feet above sea level

Average Temperature: 45.8° F

Average Annual Precipitation: 21.3 inches of rain

■ History

Local Springs and Railroad Draw Settlers

It is said that it is the springs that first drew people to the Flagstaff area of otherwise dry northern Arizona. The Sinagua, Anasazi, and Cohonino tribes were the first to settle there. Ruins of the pueblos and cliff dwellings belonging to the Navaho nation and Hopi tribes can still be found in the forests and lands surrounding present-day Flagstaff. A mountain man named Antoine Leroux knew the location of a source of water at the base of the San Francisco Peaks, and in 1876 a group of New Englanders left from Boston in search of the excellent farm land that they had heard about in highly exaggerated stories. They started a settlement in present-day Leroux Springs later in the year. According to legend, it was this group who placed a flag on top of a denuded pine tree, celebrating the Centennial of the Declaration of Independence, and thus gave the city the name by which it has been known ever since.

In 1882, the arrival in Flagstaff of the Atlantic and Pacific Railroad started a building boom. The site of what is today downtown Flagstaff was selected because the railroad wanted to build its new depot on flat land. Shortly after the arrival of the railroad, a sawmill began operations to accommodate the railroad's need for wooden ties. The new sawmill provided jobs for more than 250 people. Wood was easily attainable, as the city is near the world's largest forest of ponderosa pines.

For more than half a century, beginning in the 1880s, miles of spur rail line extended in all directions from the city. The men who engaged in the sawmill industry developed their own culture. Author Rose Houk describes "logger lingo" in which "coffee was referred to by its brand name, Arbuckle; pancakes were 'blankets;' [and] biscuits were 'doorknobs.'"

Sheep ranching got started in the mid-1880s and became big business in Flagstaff. Many of the sheep ranchers were of Basque or Spanish heritage. At the same time, cattle raising was begun by a group of Mormons at Leroux Spring.

City Becomes Observatory Site

In 1894, Andrew E. Douglass of Boston chose Flagstaff as the site for an astronomical observatory. Douglass placed the Lowell Observatory there in part because of the clear skies that good telescope viewing requires. During that same year a reform school was built, which was later to serve as the first building of what is now Northern Arizona University. In 1930 astronomer V.M. Slipher discovered the planet Pluto at the observatory. Lowell Observatory has stayed in the forefront of science, notably with its research in the area of bodies within the solar system, such as satellites (moons), near-Earth asteroids, and comets.

Wildland-Urban Interface

In June and July 2002 the catastrophic Rodeo-Chediski fire grabbed national attention as the worst fire in Arizona history. Affecting Coconino County and its contiguous neighbors Navajo, Apache, and Gila counties, the fire burned approximately 468,000 acres, the bulk of which was Ft. Apache Indian Reservation and national forest land; destroyed almost 500 homes; and cost \$43 million to quell. More than \$34 million in federal disaster aid was directed to the area. Flagstaff itself was not directly affected because of city leaders' and civic groups' proactive work in land use planning and response training.

In the past decade, some of Flagstaff's citizens became concerned about increasing development, mostly due to tourism, and preserving the very environment that makes the area special. Plans were developed to ensure a balance between economic opportunity and growth limits. Today, the city seems to have met and exceeded this goal. Mayor Joe Donaldson sums it up: "Flagstaff is a community raved about in many magazines as the place to invest, develop, vacation and just plain enjoy. Flagstaff prides itself in the miles of internal majestic scenic trails, multi modal transportation opportunities... The community boasts of its efforts in achieving sustainable economic strength while preserving its pristine environment through community activism, emulated quality of life ordinances and resolutions driven through extensive community driven processes. Flagstaff is not just a place. It is a way of life where people become one with their environment."

Historical Information: The Historical Society, Northern Arizona University, Cline Library, PO Box 6022, Flagstaff, AZ 86011-6022; telephone (928) 523-5551

■ Population Profile

Metropolitan Area Residents

1980: Not available

1990: 101,760

2000: 122,366
 2006 estimate: 124,953
 Percent change, 1990–2000: 20.2%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: Not reported
 U.S. rank in 2000: 237th

City Residents

1980: 34,743
 1990: 45,857
 2000: 52,894
 2006 estimate: 58,213
 Percent change, 1990–2000: 13.3
 U.S. rank in 1980: 676th
 U.S. rank in 1990: 543rd (State rank: 10th)
 U.S. rank in 2000: 673rd (State rank: 13th)

Density: 831.9 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 41,214
 Black: 927
 American Indian and Alaska Native: 4,210
 Asian: 660
 Native Hawaiian and Pacific Islander: 65
 Hispanic or Latino (may be of any race): 8,500
 Other: 3,201

Percent of residents born in state: 41.6% (2000)

Age characteristics (2000)

Population under 5 years old: 3,546
 Population 5 to 9 years old: 3,410
 Population 10 to 14 years old: 3,599
 Population 15 to 19 years old: 4,762
 Population 20 to 24 years old: 9,004
 Population 25 to 34 years old: 8,654
 Population 35 to 44 years old: 7,457
 Population 45 to 54 years old: 6,433
 Population 55 to 59 years old: 1,876
 Population 60 to 64 years old: 1,327
 Population 65 to 74 years old: 1,658
 Population 75 to 84 years old: 909
 Population 85 years and older: 259
 Median age: 26.8 years

Births (2006, MSA)

Total number: 2,110

Deaths (2006, MSA)

Total number: 619

Money income (1999)

Per capita income: \$18,637
 Median household income: \$37,146
 Total households: 19,355

Number of households with income of . . .

less than \$10,000: 2,035
 \$10,000 to \$14,999: 1,335
 \$15,000 to \$24,999: 2,866
 \$25,000 to \$34,999: 2,789
 \$35,000 to \$49,999: 3,258
 \$50,000 to \$74,999: 3,360
 \$75,000 to \$99,999: 1,793
 \$100,000 to \$149,999: 1,279
 \$150,000 to \$199,999: 343
 \$200,000 or more: 297

Percent of families below poverty level: 17.9% (1999)

2005 FBI Crime Index Property: 4,277

2005 FBI Crime Index Violent: 529

■ Municipal Government

Flagstaff has a council/manager form of government with a mayor and six council members elected at large. Mayoral elections are held every two years; council members serve four years, and elections are staggered every two years.

Head Official: Mayor Joseph Donaldson (R) (since 2000; current term expires 2008)

Total Number of City Employees: 689 permanent, 169 temporary or seasonal (2006)

City Information: City of Flagstaff, 211 W. Aspen, Flagstaff, AZ 86001; telephone (928) 774-5281

■ Economy

Major Industries and Commercial Activity

New scientific and high-tech research and development industries have located to Flagstaff, broadening the economic base of tourism, government, education, and transportation, which replaced the lumber, railroad, and ranching eras.

Research activities are important to the city's economy. The most well-known facility, Lowell Observatory, was responsible for the discovery of Pluto and has done pioneering work in observations of near-Earth phenomena such as asteroids, comets, and belt systems; and in the field of interferometric studies, in which a distributed network of small telescopes together create images of celestial bodies with much higher resolutions than any other single telescope can produce.



Airphoto - Jim Wark

Items and goods produced: dog and cat food; surgical/medical instruments and apparatus; wind generators; circuit boards; packaging products; recycled paper products for commercial use

Incentive Programs—New and Existing Companies

Most programs in Arizona are offered at the state level. The Greater Flagstaff Economic Council is a public/private agency that serves the city, county, Chamber of Commerce, and local businesses.

Local programs: The city offers an Infrastructure Assistance Fund with up to \$100,000 available per economic development project.

State programs: Flagstaff businesses in Enterprise Zone areas may receive direct state income tax credits based on the number of net new employees hired. Any qualified position is eligible if the position is a full-time permanent job, if the employer pays an hourly wage above the “wage offer by county” (between \$7.14 and \$13.41 an hour, depending on location), and if the employer provides health insurance and pays at least 50 percent of the insurance cost. If at least 35 percent of new employees live in any Enterprise Zone areas, then all new net employees qualify for eligibility. Any unused state

income tax credits may be carried forward for up to five taxable years, providing the business remains in the Enterprise Zone. Other Enterprise Zone incentives include tax breaks for women-owned, minority-owned, or small businesses, and for businesses that make investments in fixed assets in the zone in the amount of \$1 million. Other programs give tax credits on the cost of installing recycling equipment; exemptions for contractors and vendors of solar energy devices, for pollution control, and for the purchase of construction materials; and research and development investment. State lottery proceeds provide fixed-asset loans to companies for expansion, relocation, and consolidation.

Job training programs: The Flagstaff Job Service Center gives aid to employers in advertising openings, evaluating applicants, and immigration certification. The state of Arizona offers matching funds of up to 75 percent to businesses for the training of workers for new jobs in the state. Through the federal Workforce Investment Act (WIA), formerly the Job Training Partnership Act, employers may receive up to 50 percent of their wages back during initial training periods. Customized training programs are also available.

The Small Business Development Center is jointly funded by the U.S. Small Business Administration and Coconino County Community College. This one-stop

center offers free one-on-one counseling, training, and technical assistance in all aspects of small business management.

Development Projects

Downtown Flagstaff completed a major \$7 million project upgrading its commercial area surrounding the Visitors Center in the 1990s. Flagstaff 2020 Vision Project also began then, when some citizens questioned whether increasing development was compatible with preservation of what made the area special. The plan laid out a five year plan to balance economic opportunity with growth limits, and was replaced in 2002 with the Regional Growth and Transportation Plan, which governs land use, transportation, open space, and trail systems. Heritage Square—at one time a vacant plot of land due to become a parking lot—became a vibrant area in the heart of downtown with shops, galleries, and restaurants. Another development project was the runway expansion at Flagstaff Pulliam Airport. Extension of the airport runway, which will allow jumbo jet travel to the city, had an expected December 2007 completion.

Flagstaff also has planned the development of a non-motorized urban trail network (FUTS), which will interconnect virtually all areas of the city when completed and promises to be important for both transportation and recreation. Flagstaff had completed approximately 32.8 miles of FUTS as of early 2007.

In 2003, the Lowell Observatory and Discovery Communications announced a cooperative effort on a \$30 million telescope that will bring unprecedented wide range views and deep imaging surveys of the night skies. The Discovery Channel telescope's unique design will allow it to switch from extremely wide-field focus to much more detailed spectroscopy, infrared imaging and other applications. In addition to significantly advancing capacity for research, the telescope will also be used for real-time worldwide broadcasting and for science education programs for the public. The expected completion date for the telescope is 2009.

Flagstaff is investing in bioscience. The city is constructing a technology incubator that could provide space for up to two dozen companies and many researchers. Construction of the incubator, funded by a \$2.5 million federal economic development grant and \$1 million from Flagstaff, began in fall 2007. The construction of the technology incubator will be followed by the construction of a 200,000 square foot Science and Technology Park.

Commercial Shipping

Air cargo carriers flying direct from Flagstaff Pulliam Airport are Federal Express and United Parcel Service. The city has a number of motor freight carriers. The one-day truck radius extends to Salt Lake City, San Francisco, Albuquerque, El Paso, Los Angeles, and parts of Mexico.

Flagstaff is served by Burlington Northern Santa Fe Railway.

Labor Force and Employment Outlook

Northern Arizona, which includes Flagstaff, Sedona, and Payson, has experienced a massive influx of tourists and retirees in recent years. After concerns were voiced by residents about the continued development and its impact on the environment, developers and environmentalists started working together to achieve a balance between economy and landscape preservation. Government is one of the largest employment sectors in Flagstaff. Tourism, and the service and construction industries in concert, create employment opportunities as well.

The following is a summary of data regarding the Flagstaff metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 64,300

Number of workers employed in . . .

construction and mining:	3,600
manufacturing:	3,600
trade, transportation and utilities:	9,800
information:	500
financial activities:	1,800
professional and business services:	3,400
educational and health services:	7,200
leisure and hospitality:	13,000
other services:	1,900
government:	19,600

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.6% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
Northern Arizona University	3,393
Flagstaff Medical Center	1,999
Flagstaff Unified School District	1,700
W.L. Gore & Associates	1,300
Coconino County	1,075
City of Flagstaff	948
Grand Canyon Railway	400
Walgreens Distribution Center	400
Coconino Community College	400
SCA Tissue	279
Pepsi Cola Bottling Plant	250

Cost of Living

Housing costs in Flagstaff run somewhat higher than the national average. Food and health care also run a bit higher than the nation as a whole.

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

2007 (1st quarter) ACCRA Average House Price:
\$490,350

2007 (1st quarter) ACCRA Cost of Living Index:
115.6

State income tax rate: 2.87% to 5.04%

State sales tax rate: 5.6%

Local income tax rate: None

Local sales tax rate: 1.51% city; .80% county

Property tax rate: \$9.89 per \$100 of assessed value (2003)

Economic Information: Flagstaff Chamber of Commerce, 101 W. Route 66, Flagstaff, AZ 86001-5598; telephone (520)774-4505; fax (928) 779-1209. Greater Flagstaff Economic Council, 1300 S. Milton Road, Flagstaff, AZ 86001; telephone (928) 779-7658; toll-free (800) 595-7658; fax (928) 556-0940

■ Education and Research

Elementary and Secondary Schools

The Flagstaff Unified School District is widely recognized as one of the finest in the Southwest. It offers a wide range of programs to meet the needs of students with diverse backgrounds, interests, and abilities. Through use of non-traditional approaches, Project New Start helps students on the verge of dropping out, and the Teenage Parent Program assists young mothers in continuing their education while pregnant and during the months following childbirth. Flagstaff was the first school system in the United States to implement drug-and-alcohol prevention programs in both its elementary and secondary schools. Other programs include artists-in-residence, after-school classes for high school credit, the Suzuki violin program, parenting programs, bilingual education, and magnet and alternative programs, among others.

The following is a summary of data regarding the Flagstaff Unified School District as of the 2005–2006 school year.

Total enrollment: 11,500

Number of facilities

elementary schools: 12

junior high/middle schools: 4

senior high schools: 3

other: 1

Student/teacher ratio: 22.8:1

Teacher salaries (2005–06)

elementary median: \$35,930

junior high/middle median: \$35,260

secondary median: \$36,100

Funding per pupil: \$6,193

Colleges and Universities

Northern Arizona University (NAU) has more than 14,500 undergraduate and almost 6,000 graduate students. It offers small classes, respected and accessible faculty and advisers, comprehensive libraries, computer labs, research opportunities, career placement, cultural programs and events, recreational facilities, and intramural and NCAA athletics. NAU students can choose from 91 baccalaureate degrees and 55 graduate studies programs, including 47 master's degree programs and eight doctoral programs. Unique programs range from Colorado Plateau-based forestry to global-ranging bioterrorism. Fields such as physical therapy and hotel/restaurant management are also available. The university's Center for Excellence in Education promotes a competency-based approach to teacher education.

Coconino County Community College, a two-year college educating approximately 5,000 students, offers programs for students to continue their higher education or to enter the business world.

Libraries and Research Centers

The Flagstaff City-Coconino County Public Library consists of a main library, the East Flagstaff Community Library, a bookmobile, and nine county affiliate libraries. The main library, built in an attractive ski-lodge style, features four fireplaces and local Native American art. The library contains more than 170,000 volumes and an extensive collection of Arizona and Southwest publications. Other special collections include a U.S. genealogy collection, the Economic Development Information Center, a large print collection, and the City of Flagstaff Archives.

Considering its small population, the city is home to a large number of research collections and special libraries, including Lowell Observatory, the Museum of Northern Arizona, the U.S. Geological Survey, the Arboretum (Transition Zone Horticultural Institute), the Cross Cultural Dance Resources Institution, and Northern Arizona University's Cline Library Special Collections and Archives Division.

The many research centers and institutes at Northern Arizona University include the Colorado Plateau Research Station, the Quaternary Sciences Program, and the

Institute for Native Americans. The university's Distance Learning Network provides a number of classes per day to off-campus students across the state and is used by many private corporations for special research needs. The U.S. Geological Survey Flagstaff Field Center supports such research as space mission support, water locating, earth geology, and image processing.

Public Library Information: Flagstaff City/Cocconino County Public Library, 300 West Aspen Avenue, Flagstaff, AZ 86001; telephone (928) 779-7670

■ Health Care

Flagstaff Medical Center (FMC) is Northern Arizona's regional referral medical facility and has the only Level II trauma center in the area. Prominent departments of Flagstaff Medical Center are The Heart Center, The Cancer Center, Imaging/Radiology, Joint Surgery Center, Women and Infants Center, and a Bariatric Surgery Center. FMC has more than 270 inpatient beds and 190 physicians active on staff. The center's parent corporation, Northern Arizona Healthcare, also has facilities in nearby Sedona and Verde Valley.

■ Recreation

Sightseeing

Flagstaff, originally a railroad town, now houses its visitors center in the Tudor revival-style Santa Fe Station, where one can pick up maps for walking tours of the city. The Lowell Observatory, possibly the city's most famous structure, presents visitors with hands-on exhibits, historic displays, and a scenic campus located near downtown. Tours, sky shows, demonstrations, and lectures are offered throughout the year. The observatory's oldest telescope is housed in an historic wooden dome, and night sky viewing is offered in evening hours during most of the year.

The Arboretum at Flagstaff, with the highest elevation of a botanical research garden in the nation, displays a fascinating variety of plant life native to the region, and features a Threatened and Endangered Plant Conservation Program. The Arboretum is home to 2,500 species of plants. Its gardens include an herb garden of 250 specimens, a constructed wetland wherein native plants purify water, a butterfly garden, organic vegetable garden, and other gardens spread over 200 acres with scenic trails. Visitors to Coconino National Forest may spot American bald eagles and black bear in the world's largest ponderosa pine forest, which ranges in elevation from 2,600 to 12,633 feet. The Eldon Pueblo Archaeological Project at the National Forest informs visitors about archaeological concepts, values, laws, and practices through

personal experience. Programs for children are also available.

Guides escort tourists through the Riordan Mansion State Historic Park, a mansion with forty rooms and more than 13,000 square feet of living area. This 1904 duplex contains original artifacts, handcrafted furniture, and personal mementos of the Riordan family, who lived there early in the twentieth century. The park also offers a visitor center, a self-guided tour of the grounds, and picnic tables. Reservations are recommended for tours.

Three national monuments in the area draw visitors for their history and breathtaking beauty. The pristine, stream-cut gorge at Walnut Canyon National Monument offers walking trails that reveal the ancient cliff dwellings built into the steep canyon walls where the Sinagua people lived nearly a thousand years ago. The on-site museum displays artifacts that paint a picture of what life was like for these early inhabitants of the area. Located in the shadow of the San Francisco peaks, the Wupatki National Monument was once home to the farmers and traders of the Anasazi and Sinagua tribes. Four pueblos offering a glimpse into the past can be seen at this monument. (Wupatki is Hopi for "big house.")

Fifty thousand years ago an enormous iron-nickel meteorite, falling through space at about 30,000 to 40,000 miles per hour, struck a rocky plain of northern Arizona with an explosive force greater than 20 million tons of TNT. It left behind a crater, called the Meteor Crater, which today is 550 feet deep and 2.4 miles in circumference. The adjacent Museum of Astrogeology offers exhibits, movies and lectures that vividly describe the impact and the awesome results.

The Grand Canyon is about 80 miles northwest of Flagstaff. There one can view one of the most spectacular examples of arid land erosion in the world. The park covers 1,904 square miles, including 277 miles of the Colorado River. South Rim facilities are open year-round, and North Rim facilities are open mid-May through mid-October. The Grand Canyon Railway lets one travel in grand style on a vintage train from Williams, Arizona to the South Rim, across 65 miles of beautiful Arizona countryside.

Arts and Culture

The Coconino Center for the Arts, a modern glass-front building, is the site of many cultural activities in Flagstaff, including symphonic, orchestral, and choral performances. It is also home to the 10-day Festival of Native American Arts in August. Visual arts and literary and educational programs edify both locals and visitors. The center's 4,000-square-foot gallery presents the work of a variety of artists throughout the year. Annual exhibits of note held at the center include the Youth Art Exhibit held in March or April, which features the works of students throughout Coconino County; and the

Trappings of the American West exhibit in May and June, which highlights contemporary cowboy arts and crafts by artists throughout the Southwest and Canada and also offers cowboy poetry readings and musical performances.

The Flagstaff Symphony Orchestra (FSO) has been bringing enjoyment to local audiences since its founding in 1950. The FSO performs in the 1,500-seat Ardery Auditorium, giving seven concerts during its September through April season, as well as youth concerts, a Lollipop concert in December for very young children, and pops series in nearby ShowLow and Sedona. The Museum of Northern Arizona also plays host to many entertainment events throughout the year. Theatrikos, a popular local theatre group, performs five mainstage productions per year; is involved in project P.E.A.C.E (Prevention, Education, and Creative Expression), which helps to prevent teen violence through theatre and peer interaction; and offers classes on acting, scene building, lighting design, voice, and the like. Theatrikos's home, the Flagstaff Playhouse, was renamed the Doris Harper-White Community Playhouse after one of its founders. It is an intimate black box theatre with 99 seats.

Flagstaff's premier museum is the Museum of Northern Arizona, which introduces museum-goers to the native peoples and natural sciences of the Colorado Plateau region. Permanent galleries and changing exhibits explore anthropology, biology, geology, and fine art. Native American art is for sale at the museum shop and there is a nature trail on the grounds.

The history of Flagstaff from the time of cowboys and lumberjacks to the railroaders and astronomers is presented at the Arizona Historical Society Pioneer Museum. Exhibits include early medical equipment, saddles, household and livestock items, and a 1929 Baldwin locomotive.

Festivals and Holidays

Summer events in Flagstaff center around the rodeo and ethnic cuisine. Fans of the rodeo enjoy the Arizona High School Rodeo finals, which take place the first weekend of every June at the Coconino County Fairgrounds. High school students compete in such events as barrel racing, bareback riding, saddle bronco riding, bull riding, team roping, calf roping, and goat tying. The annual Chili Cook-off held during that same weekend features live music and contests for both adults and children. On the second Saturday in June, the Great Fiesta Del Barrio & Fajita Cook-off celebrates the customs and culture of the local Hispanic community. The third weekend in June brings the Pine Country Pro Rodeo, which draws contenders to the Coconino County Fairgrounds. The Arizona Highland Celtic Festival offers music, Irish dancing, and whiskey tastings. The Festival of Native American Arts, held during July and August, includes an exhibit,

outdoor market, dances, workshops and demonstrations celebrating the arts, crafts, culture, and traditions of Native Americans throughout the Southwest. August's Flagstaff Summerfest Festival in the Pines tops off the summer season with the finest in arts and crafts, food, and entertainment.

Every Labor Day Weekend the Coconino County Fair takes place at the fairgrounds in Fort Tuthill Park. Highlights of the fair include exhibits, livestock, entertainment, a demolition derby, and a carnival. The Flagstaff Festival of Science, a 10-day event held annually at the end of September, promotes science awareness through hands-on exhibits, interactive displays, field trips, and world-class scientist participants.

Flagstaff kicks off the winter season as children young and old delight in the Playthings of the Past exhibit, which runs from November through January and features dolls, trains, cars, and castles from the 1880s through the 1960s. During December, Riordan Mansion offers holiday tours of its festively decorated turn-of-the-century rooms. February's Flagstaff Winterfest features nearly 100 events: sled dog races, skiing competitions, and other snow events; llama play days; sleigh rides; concerts; cultural events; and historic walking tours are all on schedule. The Arizona Special Olympics is a competition for mentally and physically challenged athletes that is held during the last weekend in February.

Sports for the Spectator

The Arizona Cardinals of the National Football League and the Phoenix Suns, affiliates of the National Basketball Association, hold preseason training camps in Flagstaff. A variety of NCAA-sanctioned sports are hosted at Northern Arizona University, including football, men's and women's basketball, volleyball, track and swimming. NAU's Skydome, where many athletic events are held, is one of the largest wood-domed structures in the world; the university's Wall Aquatic Center is a high-altitude training site for U.S. and international Olympic swimmers and divers.

The Coconino County Horse Races—a tradition for more than 50 years—features thoroughbreds and quarter horses and is held annually over the Fourth of July weekend at Fort Tuthill Downs.

Sports for the Participant

Flagstaff has 31 parks with 2 swimming pools, 1 public 18-hole golf course and 4 private ones, an ice-skating rink, 17 tennis courts, 1 bowling alley, a skeet-and-trap facility, and a ski resort. FUTS, the Flagstaff Urban Trails System, runs through the city and provides several multi-use trails varying in length from one to five miles. Northern Arizona University's Wall Aquatic Center has an Olympic size pool that is open to the public. The city's transportation network of interstate highways

makes it easy to explore the national forests surrounding the city. Popular forest-based activities include hiking, mountain biking, and horseback riding. Coconino National Forest offers more than 320 miles of hiking trails. In town, trailheads access Mount Elden from the east and west. The Arizona Snowbowl atop the San Francisco Peaks, with a base elevation of 9,000 feet, is higher in elevation than most resorts in Utah, Colorado, and California. It offers skiers a vertical drop of 2,300 feet, 4 chairlifts and more than 30 slopes, the longest of which stretches more than a mile. Its chairlift becomes a 6,450-foot-long “Scenic Skyride” during the summer. Flagstaff Nordic Center, 16 miles north of the city, offers 25 miles of groomed trails for every level of skier.

Shopping and Dining

Flagstaff is the primary commercial center in northern Arizona. The city boasts many fine art galleries, antique shops and specialty shops, as well as a number of major shopping centers. Flagstaff's proximity to a number of Indian reservations provides shoppers with a variety of Native American arts and crafts. The historic downtown shopping area has some 200 gift shops, boutiques, and clothing stores. Import stores downtown specialize in South American and Mexican goods. The Flagstaff Mall is an enclosed shopping center with more than 70 stores. The Gallery Shop at Coconino Center for the Arts specializes in hand-made arts and crafts by area artists.

Flagstaff's more than 200 restaurants range from casual southwestern to European-style, with food served in the historic atmosphere of turn-of-the-century buildings. Ethnic cuisine ranges from Italian, Mexican, and Asian to Middle Eastern and Bohemian. Music fans enjoy visiting the Museum Club, a Depression-era Route 66 road house and the Southwest's largest log cabin, which continues to present popular country musicians.

Visitor Information: The Flagstaff Visitor Center, (928) 774-9541

Convention Facilities

Flagstaff's largest conference hotel, with 247 guest rooms, is the Little America hotel. With 10,000 square feet of conference space, the facility can accommodate 360 people classroom-style, 675 people theater-style, and 460 people for banquets. The Radisson Woodlands Hotel, with more than 180 guest rooms, has 6,400 square feet of conference space and can accommodate 168 classroom-style, 375 theater-style, and can handle banquets for up to 350 people. Nearly 70 area hotels offer more than 4,900 rooms.

Transportation

Approaching the City

I-40, providing east-west coast access, runs through the center of Flagstaff. Access to the south is via I-17. U.S. routes 89 and 180 run between Flagstaff and the Grand Canyon. At Pulliam Airport, located just four miles south of downtown Flagstaff, America West Express provides hourly flights to Phoenix, where national and international connections can be made. Amtrak offers two daily trains from Flagstaff that connect with trains to Chicago and Los Angeles, and Greyhound-Trailways has interstate and intrastate bus service.

Traveling in the City

Flagstaff has developed many of the traffic congestion problems that come with rapid growth. Some estimates say that traffic has more than tripled since 1974. Two major traffic improvements are underway—one on I-40 and the other a new bridge over the railway at 4th Street and at Route 66. Shuttle and tour bus service is provided by Grayline/Nava-Hopi Tours and Mountain Line.

Communications

Newspapers and Magazines

The city's daily newspaper, the *Arizona Daily Sun*, is published weekdays in the evenings and on Saturday and Sunday mornings. The *Canyon Shopper* is published weekly, and the *Navajo-Hopi Observer* serves the Native American peoples of northern Arizona. The monthly *Mountain Living Magazine* features topics of community interest, and the *Arizona Guide* describes things to do and see in the area.

Television and Radio

Flagstaff has three television stations, and cable is available throughout most of the city. Thirteen AM and FM radio stations broadcast out of the city, offering a wide range of formats.

Media Information: The *Arizona Daily Sun*, 1751 S Thompson St., Flagstaff, AZ 86001; telephone (928) 774-4545

Flagstaff Online

Arizona Daily Sun Available www.azdailysun.com
 Arizona School Report Cards. Available www.ade.state.az.us/srcs/main.asp
 City of Flagstaff home page. Available www.flagstaff.az.gov
 Flagstaff Chamber of Commerce. Available www.flagstaffchamber.com
 Flagstaff Online. Available www.flagstaff.az.us

Flagstaff Unified School District. Available [www
.flagstaff.k12.az.us](http://www.flagstaff.k12.az.us)

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Mesa

■ The City in Brief

Founded: 1878 (incorporated 1883)

Head Official: Mayor Keno Hawker (since 2000)

City Population

1980: 152,404

1990: 288,091

2000: 396,375

2006 estimate: 447,541

Percent change, 1990–2000: 37.6%

U.S. rank in 1980: Not available

U.S. rank in 1990: 53rd (3rd in state)

U.S. rank in 2000: 51st (3rd in state)

Metropolitan Area Population

1980: 1,508,030

1990: 2,122,101

2000: 3,251,876

2006 estimate: Not available

Percent change, 1990–2000: 53.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 14th

Area: 125.18 square miles (2000)

Elevation: 1,241 feet above sea level

Average Annual Temperature: 84.5° F

Average Annual Precipitation: 8.5 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.0% (June 2007)

Per Capita Income: \$22,325 (2005)

2005 FBI Crime Index Property: 24,071

2005 FBI Crime Index Violent: 2,280

Major Colleges and Universities: Arizona State University East, Mesa Community College, East Valley Institute of Technology

Daily Newspaper: *The East Valley Tribune*

■ Introduction

Founded by Mormon agricultural pioneers, Mesa today is growing like a weed. Far enough from Phoenix to retain its small town feel yet near enough to the big city to encourage the growth of technological and manufacturing industries, Mesa has become more than a retirement community and has evolved into a tourist mecca in its own right. Layers of native, frontier, and Mexican history have combined to form a city of eclectic tastes and offerings, from the prehistoric farming canals deep in the ground to the aviation businesses that take to the skies.

■ Geography and Climate

Desert, mountains, water—somehow Mesa got it all. Located along a spit of the Sonoran Desert, Mesa is warm and arid every month of the year and enjoys the flora and fauna of the desert clime. Saguaro and prickly pear cacti are abundant, along with varieties of cholla, and the dry soil outside the city is wandered by rattlesnakes, jack rabbits, bobcats, hawks, and owls. While Mesa gets 320 days of sunshine annually and temperatures in the 100s during the summer, the city also has easy access to six local lakes and two nearby rivers. The Superstition Mountain range just to the east of the city provides some altitude to the mesas and valleys of the area.

Area: 125.18 square miles (2000)

Elevation: 1,241 feet above sea level

Average Temperature: 84.5° F

Average Annual Precipitation: 8.5 inches

■ History

The First Farmers

More than 2,000 years ago, Mesa's agricultural destiny was carved out by the Hohokam Indians who settled the area. The Hohokam were peaceful farmers who developed a sophisticated and effective network of irrigation canals that turned the arid land around Mesa into arable soil. Eventually, the Hohokam people seemed to disappear from the area; it is theorized that the tribe may have morphed into the Tohono O'dham tribe or that the Hohokam were driven out of the future Mesa area by Apache Indians. Regardless, the tribe left an indelible mark on the desert that served farmers of all nationalities well for centuries.

Spanish explorers and conquistadores followed—both Francisco Vasquez de Coronado and Father Eusebio Kino passed near Mesa as they searched for treasure and sought to convert Native Americans. The Mesa-Phoenix area also lay along the route to the legendary seven cities of Cibola sought by Estevanico (or Esteban), a former Muslim slave who became an explorer after hurricanes and battles with Native Americans decimated his former crew in Florida. As quickly as the Spanish attempted to put down roots in southwestern Arizona, the Apache tribe drove them out again in a tradition that lasted through the 1700s.

The Mexican War and the U.S. Civil War largely occupied the time and resources of the United States military during the early and mid-1800s, and its forces were operating at less than full power when the government decided to intervene in the clashes between native peoples and European settlers in the Southwest after a portion of Arizona was ceded to the U.S. The Western Indian Wars in the later 1800s were spotted with massacres and relocations; in the Mesa area, the U.S. Army did battle with the Apaches until the tribe agreed to resettlement. Unfortunately, several competing Apache tribes were co-located, resulting in a resumption of hostilities until the military was able to negotiate a surrender by Apache Chief Geronimo in 1886. It was in relative peace that a group of Mormon farmers, dealing with relocation and persecution themselves, established the settlement of Fort Utah in Lehi, just north of Mesa.

Mesa Takes Root

A decade before Chief Geronimo's surrender, the 85 intrepid members of the First Mesa Company left Utah and Idaho. The group was composed of Latter-Day Saints, some of whom practiced polygamy and who had been intrigued by the descriptions of Arizona brought

back to church elders by the Mormon Battalion that fought during the Mexican War and traveled through Arizona on its way back to Utah. Stopping briefly in Lehi, the First Mesa Company moved on to the mesa, where they discovered and began clearing the irrigation canals left by the Hohokam people. The Second Mesa Company set out from Idaho about a year later; with the best land in Mesa already claimed, these pioneers established a nearby community called Stringtown, which was eventually absorbed into modern Mesa.

In the late 1800s, a flood in Lehi washed away Fort Utah; it had become evident over time that the lower desert lands were prone to sudden and unexpected flooding, allowing table-top Mesa to flourish. It began to look like a city, complete with an adobe pesthouse to control smallpox outbreaks, a city hall, saloons, and *The Mesa Free Press*, which has existed continuously under a variety of names since 1892 and is currently known as *The East Valley Tribune*.

Dr. A.J. Chandler played a significant role in the foundation of Mesa. Using heavy machinery, he enlarged the Hohokam canals and made them more effective in agricultural enterprises. Dr. Chandler was the force behind the construction of the first office complex in Mesa, and he started the first electric power plant. When the municipal government purchased the utility in 1917, it became one of a handful of Arizona cities to own such a service. Earnings from utilities solely funded capital expenditures until the 1960s and also provided the financial underpinning for Works Progress Administration (WPA) projects during the Great Depression. WPA projects included the first dedicated hospital facility, a new city hall and library, sidewalks, paved streets, parks, and a recreation department for the city.

Layers of Culture

By 1940, Mesa had achieved its standing as the third largest city in Arizona, boasting 7,000 inhabitants. Joining the Tohono O'dham Indians, the Hispanics, and the Mormons living in Mesa in the early 1900s were African American families (including a veterinarian) and families of Chinese and Japanese heritage who farmed and owned a variety of local businesses. This eclectic populace provided an interesting backdrop for events during the second World War, particularly considering the proximity of the internment camp at the Gila River Indian Reservation nearby.

World War II had another lasting cultural and industrial impact with the development of Falcon Field Airport and Williams Air Force Base as training sites for pilots. British pilots trained at Falcon Field, while U.S. pilots trained at Williams; many of those military families stayed in the Mesa area after the war ended. The aeronautical training and supply facilities at Falcon Field and Williams Air Force Base attracted aviation and aerospace companies to Mesa, propelling a switch from citrus and



Brian Stablyk/Stone/Getty Images

cotton farming to high-tech employment in the mid-1960s.

Twenty-First Century Mesa

Williams Air Force Base was closed in September of 1993 and was quickly reborn as Williams Gateway Airport. The aviation industry gives Mesa its wings today, with weather conditions that are near-perfect for training and testing every month of the year. Mesa accounts for close to 20 percent of aerospace related jobs within the Phoenix-Mesa metropolitan area. Both Williams Gateway and Falcon Field are home to national and international aeronautical companies that develop aircraft and aviation systems both for the commercial aviation industry as well as for the military. The climate and geography have also made Mesa a golf destination, to the extent that local universities have developed golf-related degree programs that have been accredited by the Professional Golf Association.

Mesa offers a low cost of doing business, reasonable tax structure, well-educated workforce, low crime rate, high performing schools, affordable housing, and a good regional transportation system. These benefits are some

of the reasons why Mesa is one of the fastest-growing cities in the country.

Historical Information: Mesa Historical Museum, 2345 N. Horne Street, Mesa, AZ 85211; telephone (480)835-7358; email mesamuseum@netzero.net

■ Population Profile

Metropolitan Area Residents

1980: 1,508,030
 1990: 2,122,101
 2000: 3,251,876
 2006 estimate: Not available
 Percent change, 1990–2000: 53.2%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 14th

City Residents

1980: 152,404

1990: 288,091
2000: 396,375
2006 estimate: 447,541
Percent change, 1990–2000: 37.6%
U.S. rank in 1980: Not available
U.S. rank in 1990: 53rd (3rd in state)
U.S. rank in 2000: 51st (3rd in state)

Density: 3,171.3 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 361,116
Black: 10,830
American Indian and Alaska Native: 9,817
Asian: 8,845
Native Hawaiian and Pacific Islander: 371
Hispanic or Latino (may be of any race): 106,325
Other: 41,250

Percent of residents born in state: 33% (2006)

Age characteristics (2005)

Population under 5 years old: 37,267
Population 5 to 9 years old: 31,509
Population 10 to 14 years old: 31,718
Population 15 to 19 years old: 31,425
Population 20 to 24 years old: 32,777
Population 25 to 34 years old: 63,547
Population 35 to 44 years old: 61,601
Population 45 to 54 years old: 51,092
Population 55 to 59 years old: 20,551
Population 60 to 64 years old: 17,748
Population 65 to 74 years old: 35,271
Population 75 to 84 years old: 22,346
Population 85 years and older: 5,593
Median age: 34.1 years

Births (2006, MSA)

Total number: 66,478

Deaths (2006, MSA)

Total number: 26,082

Money income (2005)

Per capita income: \$22,325
Median household income: \$44,861
Total households: 165,509

Number of households with income of . . .

less than \$10,000: 10,016
\$10,000 to \$14,999: 9,748
\$15,000 to \$24,999: 21,930
\$25,000 to \$34,999: 21,145
\$35,000 to \$49,999: 28,995
\$50,000 to \$74,999: 31,339

\$75,000 to \$99,999: 21,751
\$100,000 to \$149,999: 14,638
\$150,000 to \$199,999: 3,261
\$200,000 or more: 2,686

Percent of families below poverty level: 12.7% (2005)

2005 FBI Crime Index Property: 24,071

2005 FBI Crime Index Violent: 2,280

■ Municipal Government

The city of Mesa has established a charter under which it operates, with citizens of the municipality electing a mayor and six district council members. Council members serve four-year terms; every two years, there is an election for three seats on the council. The mayor serves a four-year term in office. A vice mayor, chosen by the council, assists the mayor and council in administration of the city government.

Head Official: Mayor Keno Hawker (since 2000; current term expires 2008)

Total Number of City Employees: approximately 4,000 (2007)

City Information: City of Mesa, PO Box 1466, Mesa, AZ 85211; telephone (480)644-2011

■ Economy

Major Industries and Commercial Activity

The arid, warm climate of Mesa has made it a top-flight locale for aeronautical industries that range from manufacturing to educational. Boeing maintains a facility at Falcon Field Airport where flight control panels are created, tested, and installed in freighters. The Mesa plant was the site of the development of the Apache Longbow helicopter during the 1990s and continues to research and develop military aeronautical equipment. Boeing Training Services and Systems not only equips pilots with the latest knowledge in flight but puts together training packages that can be administered to prospective pilots in other locations.

The local airports host a number of aviation training businesses, including Arizona Aviation, Learn to Fly Arizona, and SunCountry Flight Services. Airplane and helicopter medical transport, maintenance, and tour operations range from Air Evac Services to LifeNet.

TRW Vehicle Safety Systems, Inc., is the subsidiary of a *Fortune* 500 company and stands at the head of Mesa manufacturers. The plant produces vehicle restraint systems and other safety equipment, which are sold to automakers from around the world. TRW has been on

the leading edge of safety system integration of restraint belts, air bags, crash sensors, and steering wheel technologies. Some of those restraint and safety systems might find their way into the heavy machinery and large vehicles produced by Empire Southwest Machinery in Mesa, where buses and caterpillars are researched and refined. The Empire Regional Training Center offers classes in machinery management, maintenance and repair as well.

The technology of golf has evolved into a thriving industry in Mesa. A sophisticated golf driving range and PING Swing Analysis Lab at Arizona State University East supports not only the golf-related majors at the college but also serves the community in perfecting its game.

Items and goods produced: aeronautical equipment, military equipment, vehicles, vehicle safety systems

Incentive Programs—New and Existing Companies

Local programs: Local business development assistance is available through the Neighborhood Economic Development Corporation (NEDCO), a partnership between the public and private sectors in support of community development and community reinvestment. NEDCO oversees the Business Development Loan Program, along with Individual Development Accounts that stimulate the creation of small businesses. Funding support comes from joint ventures between NEDCO and its partner financial institutions, as well as New Markets Tax Credit and private social investment dollars. NEDCO's Mesa Grande Commercial Revitalization Program works hand in hand with low income neighborhood groups to further develop cooperative housing and micro-enterprises.

State programs: The State of Arizona encourages businesses to invest in areas with higher poverty and/or unemployment rates through its Enterprise Zone Program, which provides income or premium tax credits along with property tax benefits. Construction of industrial and manufacturing facilities is supported via the state Private Activity Bond program. New businesses at the Williams Gateway Airport in Mesa can take advantage of the state Military Reuse Zone program, established in 1992 to lessen the economic impact of military base closures. Businesses sited at the former Williams Air Force Base can benefit from property reclassification, tax credits and transaction privilege tax exemptions.

Williams Gateway Airport also lies within a Foreign Trade Zone, an area that is essentially treated as if it were outside of U.S. Custom Territory. This allows for imported goods to be stored in the zone duty-free and without full customs formalities. Foreign Trade Zones

additionally allow businesses to realize significant real and personal property tax reductions.

Other State of Arizona business incentive programs include: tax credits for research and development, pollution control, information technology training, the cost of installing recycling equipment, exemptions for contractors and vendors of solar energy devices, and the purchase of construction materials. The state also offers a Waste Reduction Assistance Program to new and existing businesses. State lottery proceeds provide fixed-asset loans to companies for expansion, relocation, and consolidation.

Job training programs: The Neighborhood Economic Development Corporation (NEDCO) offers technical assistance and workforce training as part of its services locally. Maricopa Workforce Connections is a county branch of the state workforce development office, serving Maricopa County businesses and job seekers. Employers can access recruitment, screening, job matching, corporate restructuring, and job training services, while county residents in search of employment can tap into education and job training opportunities, career planning services, vocational counseling, specialized support services, job placement, and a national job database. The State of Arizona also operates the Arizona Job Training Program to tailor training plans to the evolving industry landscape. The Arizona Apprenticeship System maintains more than 100 registered apprenticeship opportunities that pair education with on-the-job training. The state's job workforce development programs are underscored by job training and hiring tax credits for companies providing specialized training or hiring employees in a targeted group.

Development Projects

The state of Arizona is experiencing exponential growth, as exemplified by Mesa's population and industry leaps since the 1980s; this has spurred the state to institute "Growing Smarter" legislation in reference to municipal planning efforts. The city of Mesa's priority work plans demonstrate this careful approach as it lays out development strategies for the Williams Gateway AREA (WGA). Mesa's long-term plan for the AREA is to set up a vibrant center for business, employment, aviation, education, and technology—providing employment for 100,000 people by 2035.

The "Mesa 2025" strategic plan has identified areas of focus for economic development, including the 4,560 acres that comprise the Falcon Field Airport corridor (business park and industrial usage), the Town Center/Main Street corridor (light rail, other rapid transit, business development, historical, and cultural development), and the Santan Freeway corridor (a combination of residential, commercial, industrial and mixed use).

The city is participating in an ongoing redevelopment and historical preservation effort, with particular emphasis on the town center. Four sites in downtown are on the National Register of Historic Places: the Evergreen area, West 6th Street, Glenwood Wilbur, and Temple. Robson was under consideration for the National Register in 2007. More work is being done on Fraser Fields, Escobedo, Lehi, and Clark Historic Districts to prepare them for consideration on the local and national level. In an effort to support older neighborhoods that are reporting decline, the City of Mesa has instituted a Neighborhood Opportunity Zone plan that coordinates residents, government, businesses, and non-profits in planning and implementing neighborhood improvements.

Largely funded by the 1998 "Quality of Life" sales tax, the Mesa Arts Center opened its doors in 2005 as a 212,775-square-foot performing arts, visual arts and art education hub for the entire state of Arizona. The Arts Center was designed to reflect the aesthetic sensibilities of the Sonoran Desert on its exterior; inside is a complex of four theaters, exhibit space, art education classrooms, and Mesa Contemporary Arts' Galleries. The Mesa Arts Center is the largest facility of its kind in the state and is expected to drive economic development in the downtown area while it anchors the art scene locally and regionally.

In 2004 the City of Mesa developed a cutting-edge Transportation Management Center as part of its Intelligent Transportation System (ITS), using the latest technology to improve the flow of traffic through the city. Large-scale improvements on freeways, arterial streets and mass transit programs keep Mesa an accessible destination for businesses.

Educational institutions in Mesa in 2006 and 2007 received funding in the field of bioscience that impacts Mesa's economic development. In 2007 Mesa Public Schools received a Science Foundation Arizona grant worth \$300,000 annually for three years to train up to 24 teachers assigned to bioscience courses and to provide support for students researching the genome of a bacterium, *Sphingomonas elodea*. In 2006, the school district, along with Mesa Community College and Arizona State University Polytechnic, received a National Science Foundation grant worth \$900,000 over three years to create a biotech research project that stretches across all three education levels.

Commercial Shipping

Mesa is served by two local airports, a major international airport 12 miles to the west, and a network of freeways, highways, and rail. The Williams Gateway Airport can accommodate corporate, cargo, military, and general aviation craft. A 21,500-square-foot storage hangar and a 25,000-square-foot air cargo facility are available for shipping concerns, and the airport resides in Foreign

Trade Zone #221, allowing for landing and storing import merchandise without full customs formalities.

Falcon Field Airport doubles as an industrial park, offering a variety of charter, general aviation, and cargo flights daily. Sky Harbor International Airport, located between Mesa and Phoenix, is a major aeronautical enterprise that handled nearly 290,000 tons of cargo and more than 41,400,000 passengers in 2006. Sky Harbor joins Williams Gateway Airport in Foreign Trade Zone #221, easing customs requirements for imported goods and providing some tax relief for those businesses.

Several freeways, U.S. highways, and state highways pass through Mesa, including U.S. 60 (known as Superstition Freeway) and state highways 87 and 89. The Santan Freeway 202 creates a bypass around the more congested downtown area, and Interstates 10 and 17 are quickly accessible from the city. Mesa is the headquarters for several trucking companies of national scope and is located conveniently near many more in Phoenix. Driving conditions are good year-round, and Mesa is within an 8-hour drive of Albuquerque, El Paso, Las Vegas, Los Angeles, San Diego, Tucson, and several major cities in Mexico. Mesa is also served by Union Pacific Railroad.

Labor Force and Employment Outlook

Census data from the 1970s through the 2000s indicates that Mesa will continue to grow, and it's expected that the economy will grow apace. Despite its agrarian past, it seems likely that farming, fishing, and forestry occupations will decline into the 2010s, while healthcare, education, construction, and sales will all likely increase their niche in the local job market.

Certain occupational areas such as architecture, transportation, and industry are expected to experience steady growth or remain stable.

The following is a summary of data regarding the Phoenix-Mesa-Scottsdale metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,894,600

Number of workers employed in . . .

- construction and mining: 187,400
- manufacturing: 140,300
- trade, transportation and utilities: 379,500
- information: 32,900
- financial activities: 154,200
- professional and business services: 320,600
- educational and health services: 195,300
- leisure and hospitality: 180,700
- other services: 73,000
- government: 230,700

Average hourly earnings of production workers employed in manufacturing: \$15.37

Unemployment rate: 3.0% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
Mesa Public Schools	10,132
Banner Health System	6,100
Boeing	4,300
City of Mesa	4,105
AT&T	2,800
Wal-Mart	1,775
TRW Safety Systems	1,450
Empire Southwest Machinery	1,000

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
\$325,251

2007 (1st quarter) ACCRA Cost of Living Index:
101.9

State income tax rate: 2.87% to 5.04%

State sales tax rate: 5.6%

Local income tax rate: None

Local sales tax rate: 0.15%

Property tax rate: None

Economic information: City of Mesa, Office of Economic Development, Mesa City Plaza, 20 E. Main Street, Suite 200, PO Box 1466, Mesa, AZ 85211-1466; telephone (480)644-2390

■ Education and Research

Elementary and Secondary Schools

The Mesa Public Schools System has come a long way from its pioneer farmer roots, when classes were taught in a shack made of cottonwood. These days, the emphasis is on preparing students to function in the new technology of the information age. Classes are geared toward the development of students who can use the latest technology and can think critically in the course of their learning experiences. The school district plans for every student to graduate with a skill or trade that will lead to future employment; to that end, the district has created and implemented a Career and Technical Education (CTE) curriculum. The program is comprised of five areas of concentration, including agricultural education, business education, family and consumer sciences, industrial technology, and informational technology. Hands-on learning is stressed, with some high school

students enrolled in a Cooperative Office Education program that allows them to attend classes in the morning and work at local businesses in the afternoon.

With job preparedness as a district-wide concern, it makes sense that Mesa School District would also contain a well-developed and well-supported service learning program, with community-based education suggested in art, business, computer technology, and foreign language classes.

Mesa Public Schools offers 12 alternative education programs spanning kindergarten to 12th grade and running the gamut from early education centers, to support for home-schooled students, to institutions created for drop-out prevention and retrieval.

Mesa Public Schools works closely with business and community partners to create classes that help develop the skills students require for entering the working world. The district also coordinates with technical schools, Maricopa Community Colleges, and Arizona's three state universities so that students can continue their studies at the post-secondary level. Dual credit is available through Mesa Community College in several areas.

The following is a summary of data regarding the Mesa Public Schools as of the 2005–2006 school year.

Total enrollment: 73,808

Number of facilities

elementary schools: 58
junior high/middle schools: 13
senior high schools: 7
other: 9

Student/teacher ratio: 22:1

Teacher salaries (2005–06)

elementary median: \$32,680
junior high/middle median: \$37,430
secondary median: \$37,020

Funding per pupil: \$5,719

Public Schools Information: Mesa Public Schools, 63 E. Main Street, #101, Mesa, AZ 85201-7422; telephone (480)472-0000

Colleges and Universities

Arizona State University (East Campus) in Mesa functions as a polytechnic institute, or vocational college, offering its more than 6,500 students degrees in some 30 educational concentrations including business, agribusiness, engineering technology, professional pilot training, health and wellness, and education. Baccalaureate, masters and doctoral degrees are all available through the Mesa campus. In June 1999, the university received accreditation by the Professional Golfers Association and is one of the first state universities west of the Mississippi to

offer both a Professional Golf Management program and a Golf and Facilities Management major.

Masters and doctoral degrees are available through the Arizona School of Health Sciences, which offers programs such as medical informatics, advanced physician assistant studies, sports medicine, occupational therapy, and audiology. Fieldwork experiences occur in a variety of urban and rural placements, allowing for practical application of academic concepts.

The largest of the 10 Maricopa Community Colleges, Mesa Community College (MCC) offers its student body of more than 27,000 the only biotechnology studies program in the state of Arizona. Well-respected Fire Science and Nursing academic programs are underscored by a service learning program that has become a blueprint for community colleges across the country. Courses within a variety of disciplines send their students out into the local community to do meaningful volunteer work that employs the theoretical concepts learned in class. Additionally, MCC provides AmeriCorps service scholarships to students who are performing volunteer work or completing unpaid internships.

East Valley Institute of Technology (EVIT) is billed as Arizona's first regional technological education district, serving high school students from 10 East Valley school districts (including Mesa Public Schools). The programs at EVIT are the result of partnerships with local industry and business in an effort to prepare students with the skills needed for future employment. High school students can attend half-days at EVIT and the rest of the school day at their own school. EVIT additionally offers adult education classes under the banner of Evenings at EVIT.

Highly specialized training is available to would-be pilots and transitioning former members of the military at Williams Gateway Airport Educational Campus, which includes tenants such as Advanced Training Systems International, Inc. and Airline Transport Professionals. Keller Graduate School of Management also maintains a Mesa branch with a range of business-related masters degrees. Adult learners can also enroll at the Mesa campus of Ottawa University and the University of Phoenix.

Libraries and Research Centers

The City of Mesa Library system is comprised of one centrally located main library facility, with two branch libraries covering the southwest and northeast portions of the city. The main library is home to the Mesa Room, an archive of local history items and special collections regarding Mesa. Besides offering general library services, the City of Mesa Library coordinates reading programs for children, book discussion groups, special exhibits and lectures.

The Research Library at the Mesa Southwest Museum contains non-circulating materials dedicated to the natural and cultural history of the Southwest. There are

approximately 58,000 objects in the collections of the Mesa Southwest Museum.

The East Library at Mesa's branch of Arizona State University offers access to hundreds of databases and thousands of online journals and periodicals, which can be searched remotely. The library provides a call center for help, along with live tech support. The library features the Naxos Music Library, an online compendium of classical music with a sprinkling of other musical genres.

Arizona State University (ASU) East also houses several high-tech facilities for specialized research, including the Golf Driving Range and PING Swing Analysis Lab, which refine the work of students in Professional Golf and Golf Facilities Management programs. ASU's Agribusiness Center incorporates a Consumer Behavior Research Lab with a Market/Trading Room, along with a testing theater for students in the pre-veterinary medicine program. An altitude chamber and a simulator lab provide the latest facilities for pilot training, while the College of Technology and Applied Sciences benefits from the Microelectronics Teaching Factory, a 15,000-square-foot manufacturing facility available to both students and local industry partners. ASU East constructed a 34,600-square-foot research facility to house Applied Biological Research labs, the Applied Cognitive Sciences Center, the Health Lifestyles Center, and the Plant Made Pharmaceutical Research and Manufacturing Facility.

Public Library Information: City of Mesa Main Library, 64 East First Street, Mesa, AZ 85201; telephone (480) 644-2207

■ Health Care

Mesa is home to four medical centers, three of which are part of the Phoenix-based Banner Health company. The Banner Mesa Medical Center (formerly Mesa Lutheran Hospital) has 258 acute care beds and 62 behavioral health and rehabilitation beds; this full-service community hospital offers acute care for adults, intensive and emergency care, pediatrics, labor and delivery, medical imaging, and surgery. In the fall of 2007 Banner Mesa Medical Center was scheduled to close and reopen as a new, state-of-the-art medical center in the town of Gilbert, to be called Banner Gateway Medical Center. Banner Desert Medical Center offers the community 549 licensed beds for adult acute care, emergency services, intensive care, oncology and cardiology specialties, orthopedics, and neurology. Banner Desert also operates a Children's Hospital staffed by medical specialists in pediatric emergency, and surgical, intensive, and rehabilitative care. The third Banner facility is Banner Baywood Medical Center. A new seven-story patient tower opened in October 2006 after more than two years of planning and construction, adding more than 120 beds to the existing 242. Banner Baywood's Orthopedic Institute has

been ranked in the top 100 orthopedic programs nationally, according to the Health Network. Other specialty programs and services include an ambulatory treatment unit, intensive care and emergency services, pain management programs, endoscopy and wound/os-tomy care. The Banner Baywood Heart Hospital provides specialized cardiology services to the East Valley community, offering advanced cardiac diagnostics and treatment.

Mesa General Hospital has served the community since 1965, offering 126 licensed beds for care ranging from cardiac services, intensive and critical care, imaging, rehabilitation, and wound treatment. Mesa General is also home to the Arizona Diagnostic and Surgical Center and is a designated Diabetes Care Center of Arizona.

Mesa's proximity to Phoenix allows access to hundreds of medical professionals in family practice, specialty practices, outpatient psychiatric services and alternative medicine practices.

■ Recreation

Sightseeing

A tour of Mesa might best be started at the very beginning, at the Park of the Canals near the intersection of McKellips Road and Horne Street north of the downtown area. Visitors can see the innovative irrigation systems established by the original Hohokam Indian residents of Mesa, with the effectiveness of the canals demonstrated by the Brinton Desert Botanical Garden at the same location. The Botanical Garden hosts special events in season, along with desert gardening workshops and concerts in what can be a surreal setting. The Salt River is just northwest from the Park of the Canals, making for a water-themed day in the desert.

On the way back to Mesa's town center, it's an easy stop at the former Lehi School, circa 1913, which now houses the Mesa Historical Museum and provides snapshots into the lives of early settlers of the communities that have blended to form modern Mesa. The historic downtown section of Mesa features attractions ranging from the Wild West era to modern arcades. The Ellis-Johnson home, the Alhambra Hotel, the Vance Auditorium and the former Southside Hospital all echo back to the beginnings of Mesa. The Sirrine House, built in 1895, is an attractive brick structure restored by the Mesa Historical Society and the City of Mesa. The Mesa Southwest Museum provides scholarly, scientific, and fun background for sites visited in the city and beyond.

Immediately east of the original Mesa town site is the Temple Historic District, encompassing two residential divisions. Homes from the early 1920s line streets that were named for the Mormon pioneers who helped shape present-day Mesa and who laid the foundations for the

Arizona Temple of the Church of Jesus Christ of Latter-Day Saints built in 1927. The temple is open for tours.

From Mesa, visitors and history buffs can embark on sightseeing adventures such as the Apache Trail Jeep Tour, which follows the stagecoach and freight wagon route from Mesa to Globe through the Superstition Mountains. Somewhere in those mountains, the Lost Dutchman Mine waits to be found again. The Goldfield Ghost Town resurrects its history as a thriving mining community that bit the dust when the mine petered out. At its height, there were three saloons, a boarding house, a general store, blacksmith shop, brewery, schoolhouse, and bordello. Along the finger of the Sonoran Desert that points across the East Valley, a smorgasbord of desert succulents can be encountered: saguaro, prickly pear, varieties of cholla, hedgehog cactus, and ocotillos. When the mountains and desert become too dry, visitors can head northeast to Saguaro Lake for a paddleboat excursion on the *Desert Belle* past canyon walls and Arizona wildlife.

Arts and Culture

The Mesa Arts Center, which opened in 2005, is the largest arts center in Arizona at 212,775 square feet of space for performing arts facilities, visual arts galleries and studios, and art education classrooms. The outside of the complex is as inviting as the inside, with a design reflective of the surrounding Sonoran Desert in hue, shape and landscaping. A 700-foot Shadow Walk serves as a cool outdoor plaza for events or relaxing during a tour. Located in the heart of downtown Mesa, the Arts Center campus contains three buildings, including a four-theater complex. The theater spaces are: the 1,588-seat Tom and Janet Ikeda Theater; the 550-seat Virginia G. Piper Repertory Theater; the 200-seat Nesbitt/Elliott Playhouse; and the 99-seat Anita Cox Farnsworth Studio Theater. The other facilities on the Arts Center campus are the Mesa Contemporary Arts Building and the Art Studios' classrooms and work areas.

The Mesa Arts Center is home to Ballet Etudes, offering serious ballet performers an experience akin to a professional dance company. Ballet Etudes stages *The Nutcracker* annually, along with a Spring Repertory performance. The dancers have performed with the Mesa Symphony Orchestra, also located under the Arts Center roof. Besides its five scheduled orchestral performances each season, the Mesa Symphony Orchestra does outreach in the public schools and provides vouchers that allow students and their families to attend future performances at a reduced rate. The Metropolitan Youth Symphony involves 280 excellent young musicians in a minimum of three concerts each season, providing a professional-level experience for aspiring performers. The Sonoran Desert Chorale's 60 vocalists present four major concerts each season, with selections ranging from classical to the Broadway stage.

Billed as “theatre for children by children,” the East Valley Children’s Theatre encourages creativity, self-confidence, and expression through community theatrical performances. The company puts on three productions each season, along with a host of workshops and classes for youth between the ages of 8 and 18. Also offering three plays per season is the Southwest Shakespeare Company, which strives to bring classical theater to the masses through dynamic live performances. The actors are able to share their appreciation for the Bard via student matinees, post-show seminars, and play introductions. For theater along with edible fare, the Broadway Palm West Dinner Theatre is recommended.

At the Arizona Museum for Youth, exhibits are tailored for young children to 12-year-olds, although adults will also enjoy the explanatory and interactive displays. Tours, opportunities to contribute to masterpieces, art classes, and workshops all happen at this fun and stimulating site located at Robson and Pepper streets.

Housed in the original 1913 Lehi Schoolhouse, the Mesa Historical Museum contains a wealth of artifacts donated by Mesa’s pioneer families and linked to the city’s colorful past. Also on the grounds is the Settler’s Adobe House, reconstructed in the scale and manner of the first permanent homes as the new residents attempted to deal with life in the desert heat.

The natural and cultural histories of Mesa and its environs are the focus of the Mesa Southwest Museum. A \$4.5 million expansion completed in 2000 brought the museum to its current size of 80,000 square feet, and another \$4.5 million funded new exhibits for the expanded area. Collections include Spanish Colonial relics, artifacts of mining, reflections of Arizona’s role in World War II (including Japanese relocation camps), Hohokam ceramics and jewelry, and evidence of Arizona’s former function as ocean floor. The museum’s Archaeology Team has several active excavations that are open to the public.

Arts and Culture Information: Mesa Arts Center, 1 East Main Street, PO Box 1466, Mesa, AZ 85211-1466; telephone (480)644-6500

Festivals and Holidays

The desert heat in summer dictates that festivals and outdoor events in Mesa are concentrated in winter, spring and fall months with a bit of a summer siesta in between. The year kicks off in January with the Martin Luther King, Jr., Festival, where the civil rights pioneer is feted with music, food, and carnival rides. In February, Mesa joins forces with Phoenix and other East Valley communities to put on the Blues Blast at the Mesa Amphitheatre. National and local blues artists perform a day-long concert that gets central Arizona in the groove. From March through April, Free Community Concerts are performed, including a family series with puppetry

and theater as well as the Courtyard Series on Thursday nights.

Cinco de Mayo festivities start May off, with a two-day cultural fiesta in Pioneer Park. For 45 years, Mesa has held a Fourth of July party; the Mesa Symphony Orchestra typically provides a rousing rendition of “The Star Spangled Banner.” Ushering in cooler weather, in September Mesa honors its history during the Annual Constitution Celebration, featuring a parade, picnics and music.

Native American art, culture, music, dancing, and food are the focus of the Mesa Pow Wow in late October. Elaborate native dress and dance competitions attract visitors from many tribes and states. Also in late October is the Mesa Storytelling Festival, which presents the art of the spoken word. National, regional, and youth talent gather to share a wide range of stories: folk tales, tall tales, myths, humor, American legends, and tales from all over the world. From November through April, art takes to the streets with Mesa’s Sculptures in the Streets program, during which the public can stroll through temporary sculpture displays along downtown Main Street. In December, Main Street is again the destination for holiday celebrations in the downtown area. Mesa’s Merry Main Street decks the halls with lights, gingerbread houses, tempting wrapped packages and a visit by Santa.

Sports for the Spectator

The Chicago Cubs get ready for baseball season at Mesa’s own Hohokam Field. In 2004, baseball fans at Hohokam Field broke attendance records for Major League Baseball Spring Training. The Cactus League gets started in early March and wraps the Spring Training season up in approximately a month. Locals and visitors get the opportunity to preview not just the Cubs but also their impressive roster of opponents, including the Colorado Rockies, San Diego Padres, and the Oakland A’s.

Baseball doesn’t end in March, though—Mesa and Hohokam Field are also host to Fall League baseball. In October and November, Fall League baseball features the Mesa Solar Sox providing a preview of the next generation of Major League Baseball players.

Mesa Community College’s Thunderbirds compete in a variety of sports at the National Junior College Athletic Association level, with teams in baseball, basketball, football, soccer, and track. Phoenix offers more professional and collegiate sports options, from the Cardinals football team to the Suns basketball program to the Diamondbacks baseball organization.

Sports for the Participant

The name of the game in Mesa is golf—local courses abound and a short drive provides access to even more holes stunningly situated in desert and mountain terrain. Local courses in Mesa include Fiesta Lakes Golf Club, Royal Palms Golf Course, Augusta Ranch Golf Club, Las

Sendas Golf Club, and Superstition Springs Golf Club, just to name a few. Toka Sticks Golf Course on the grounds of the Williams Gateway Airport offers the unique opportunity to fly in, play 18 holes, and fly out again. Mountain Brook Golf Club is located outside of Mesa but is set in the desert just below the Superstition Mountains, making it a dramatic experience for the golfer.

The Gene Autry Sports Complex contains tennis courts, indoor volleyball courts and beach volleyball pits. Lessons are offered, and players can join leagues or drop in on specified days.

Mesa may be in the desert, but watersports are still available. Rafting and tubing on the Salt River are popular summertime thrills, while local lakes like Saguaro are typically good spots for anglers to try for walleye, largemouth and brown trout, bluegills, channel catfish, and crappie.

The Superstition Mountains east of Mesa offer hikes of all levels of difficulty and duration, including the 1.5 mile Massacre Grounds trail, the Peralta Trail to the Fremont Saddle, and the steep Siphon Draw trail. The Tonto National Forest to the north of Phoenix and Mesa is the fifth largest forest in the United States, providing opportunities for a range of outdoor activities such as hiking, rock climbing, and camping. For a classic hiking adventure, trekkers can head north to the Grand Canyon.

■ Shopping and Dining

The Mesa Market Place Swap Meet covers 55 acres with more than 1,600 booths under a canopy to give an outdoor shopping experience with shade and water misters to keep customers cool. The Swap Meet is open year-round with great bargains and unusual merchandise. Antiques and collectibles are often found among the shops in the historic downtown area of Mesa, while more recognizable stores can be encountered at the Fiesta Mall, Superstition Springs Center, the Village at Las Sendas, and The Village Square at Dana Park. Mesa holds a Community Farmers Market downtown all year, with vendors providing fresh produce and other goods in a street fair atmosphere.

As might be expected, Mesa's culinary specialty is Mexican-Southwestern food, with burgers and pizza coming in second and third. There's something for every taste, though, in Mesa's menu of Chinese, Japanese, Italian, Greek, and homestyle eateries. Local and chain coffee shops abound, as well.

■ Convention Facilities

The Mesa Convention Center features 19,000 square feet of exhibit space, along with an additional 19,000 square feet of flexible meeting space that can be used

for trade show exhibits, banquets, dances, concerts and other events. The Conference Center features a 100-seat conference theatre that possesses multi-media capabilities for presentations and teleconferences. Breakout rooms and an executive conference room are also available.

The Mesa Amphitheatre hosts more than 70 events per year; festival-style seating can accommodate 4,200 for commercial shows and outdoor festivals.

The Arizona Golf Resort and Conference Center has a 12,000-square-foot space for meetings and exhibitions, bolstered by an additional 5,000 square feet of general session rooms, training rooms, board rooms, outdoor courtyards, and even onsite Championship Golf. The Marriott Phoenix Mesa Hotel and Convention Center offers 52,000 square feet of meeting and function space. The 18,000-square-foot Exhibit Hall is accompanied by the 9,000-square-foot Arizona Ballroom and an outdoor amphitheatre that can accommodate up to 5,200 people.

■ Transportation

Approaching the City

Phoenix Sky Harbor Airport is located approximately 12 miles to the west of Mesa and is served by 23 airlines that connect the East Valley area to more than 100 cities in the United States and around the world. Sky Harbor is a major hub for Southwest and America West airlines but also has services through airlines such as United, Delta Frontier, and Sun Country. Non-stop international flights are available via Aeromexico, Air Jamaica, British Airways, Lufthansa, Air Canada, and America West Airlines. The local airfields, Williams Gateway and Falcon Field, offer charter flights in the southwest. In 2007, Falcon Field airport planned to conduct an airport master plan update. The project was planned to last 12–15 months. The last update was in 1992.

Several freeways, U.S. highways and state highways pass through or near Mesa, including U.S. 60 (known as Superstition Freeway) and state highways 87 and 89. The Santan Freeway 202 creates a bypass around the more congested downtown area, and Interstates 10 and 17 are quickly accessible from the city. Greyhound Bus service maintains a branch in Mesa, with daily departures and arrivals.

Traveling in the City

Mesa is laid out on a straightforward north-south, east-west grid pattern as regards its major streets. Center Street and Main Street are perpendicular to each other and, as suits their names, intersect in the city center in a manner that provides a handy reference point and makes city navigation relatively easy.

Bus service within Mesa is provided by Valley Metro, which runs buses 6 days a week for about 16 hours per day. There are 9 local routes and 4 express routes to Phoenix. Mesa operates a Dial-A-Ride program for people with mobility or vehicle operation issues, plus the city offers RideChoice options to elderly and disabled patrons who either use the bus, cabs, or are driven to their destinations by friends or family members.

Mesa has styled itself as a bicycle-friendly city, with 70 miles of bicycle routes and 40 miles of bicycle lanes. The city plans for more bicycle route and lane construction in the future, along with facilities at bike destinations.

■ Communications

Newspapers and Magazines

The Mesa area is served by *The East Valley Tribune*, which is delivered daily and is available online by subscription. *Get Out*, an affiliate of the daily paper, supplies dining and entertainment information for Mesa residents and tourists alike. Another online news alternative for the East Valley is offered by *Newszap.com*. Mesa Community College publishes its campus paper, *The Mesa Legend*. Spanish language speakers can check out *La Voz* and *Prensa Hispana*, while other local publications write to the interests of the Catholic, Jewish, and senior populations in Mesa.

Television and Radio

Phoenix is Mesa's source for network television broadcast stations, being home to affiliates of CBS, ABC, NBC, and Fox. Mesa Channel 11 provides local coverage of council meetings and announcements of local events.

Mesa is within hearing distance of a wide variety of AM and FM radio stations with signals originating in Phoenix; formats run the gamut from talk radio to National Public Radio to classical music to rock and roll. KDKB 93.3 FM is based in Mesa and plays a hard rock rotation.

Mesa Online

- City of Mesa home page. Available www.cityofmesa.org/Home
- City of Mesa Library. Available www.mesalibrary.org
- Downtown Mesa Association. Available www.downtownmesa.com/
- Mesa Chamber of Commerce. Available www.mesachamber.org
- Mesa Convention and Visitors Bureau. Available www.mesacvb.com
- Mesa Historical Museum. Available www.mesaaz.org/index.htm

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Phoenix

■ The City in Brief

Founded: 1864 (incorporated 1881)

Head Official: Mayor Phil Gordon (since 2003)

City Population

1980: 789,704

1990: 983,015

2000: 1,321,045

2006 estimate: 1,512,986

Percent change, 1990–2000: 34.4%

U.S. rank in 1980: 9th

U.S. rank in 1990: 9th

U.S. rank in 2000: 10th (State rank: 1st)

Metropolitan Area Population

1980: 1,509,000

1990: 2,238,498

2000: 3,251,876

2006 estimate: 4,039,182

Percent change, 1990–2000: 45.3%

U.S. rank in 1980: 24th

U.S. rank in 1990: 20th

U.S. rank in 2000: 14th

Area: 475.09 square miles (2000)

Elevation: 1,058 feet above sea level

Average Annual Temperature: 72.6° F

Average Annual Precipitation: 8.3 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.0% (June 2007)

Per Capita Income: \$22,471 (2005)

2005 FBI Crime Index Property: 93,328

2005 FBI Crime Index Violent: 10,691

Major Colleges and Universities: University of Phoenix, Arizona State University, Maricopa Community Colleges

Daily Newspaper: *The Arizona Republic*, *The Phoenix Gazette*

■ Introduction

Phoenix, the capital of Arizona, is a study in contrasts. As the center of “the Valley of the Sun,” the city has traditionally been associated with Old West myths, tourist resorts, and Sun Belt retirement communities. While it retains strong links with this image—frontier history permeates the city’s culture and architecture, tourism continues to thrive, and people still spend their golden years here—Phoenix has also emerged as one of the “newest” cities in the nation. It is among the country’s fastest expanding metropolitan areas, and with children under the age of 14 comprising a significant percentage of its inhabitants, Phoenix is adding a youthful contrast to its traditions as a frontier desert town and a place “where the old-timers go to retire.” With a growing labor force and population, friendly business environment, affordable housing, and low cost of living, the area is ideal for businesses and residents alike.

■ Geography and Climate

Located in the Salt River Valley in the south central part of the state, Phoenix is situated on flat desert terrain, bordered by lakes and the Superstition Mountains to the east and surrounded by the Phoenix Mountain Preserve. The climate is warm, with low humidity. The most remarkable weather feature is sunshine approximately 325 days per year, making Phoenix one of the sunniest cities in the country.

Area: 475.09 square miles (2000)

Elevation: 1,058 feet above sea level

Average Temperature: 72.6° F

Average Annual Precipitation: 8.3 inches

■ History

Native Americans Removed to Make Way for White Settlers

The city of Phoenix stands on the site of a prehistoric settlement built by Native Americans, the Hohokam tribe, who had established a thriving culture but who vanished without a trace around 1450 A.D. Thought to be the ancestors of the Pima—"Hohokam" means "those who have gone" in Pima—the Hohokam had constructed a sophisticated system of irrigation canals, many of which are still in use today, that remain as evidence of their existence.

Permanent resettlement of the Hohokam site did not come until the late 1860s; in the interim the area shared the history of the rest of the state. Hispanic conquistadors invaded Arizona in the 1500s in search of the Seven Cities of Cibola, bringing with them cattle, horses, and new agricultural methods. They were followed by miners, traders, and farmers whose presence was tolerated by the Native Americans until the 1850s, when it became apparent that the white settlers were encroaching on their land. Battles between the settlers and the tribes brought intervention by the U.S. military and the tribes were eventually confined to reservations.

City Thrives as Trade Center; Irrigation Aids Farms, Industry

In 1864 a U.S. Army post, a supply camp for nearby Camp McDowell, was set up on the ruins of the Hohokam settlement. Then in 1867 the Hohokam's irrigation canals were rebuilt by two settlers, one of whom called the place "Phoenix." He predicted that, like the mythical phoenix bird rising from its own ashes, a great city would emerge from the ruins. Incorporated in 1881, Phoenix rapidly developed into a major trading center with the building of the railroad in 1887 and became the capital of the Arizona territory in 1889; it was named the capital of the state of Arizona in 1912.

Phoenix gained a reputation as a rowdy frontier town because of its saloons, gambling places, and general outlaw atmosphere. Law and order were restored by the turn of the century, however, and Phoenix entered a new phase. The railroad, bringing settlers from throughout the country, established an immigration pattern that has continued steadily without interruption; during the three decades following World War II, for instance, the

population of Phoenix increased from roughly 107,000 to nearly 790,000 people.

Major technological advances during the first half of the twentieth century—the Roosevelt Dam on the Salt River, the Southern Pacific Railroad, the advent of air conditioning, and the Central Arizona Project aqueduct system—brought about agricultural and industrial development that also fueled tremendous growth. In the 1990s Phoenix went through its third major growth boom in four decades, partly a result of a large influx of people from California. The city is experiencing the effects of urban sprawl, including serious air pollution. Entering the twenty-first century, Phoenix's landscape consists of Hispanic colonial and Indian pueblo architecture interspersed with gleaming high-rise office buildings. The economic success of the area has spurred a continuing population growth and nearly all business indicators present positive gains. The City Council has allotted \$1 billion in public and private projects to enhance and maintain the community. This foresight, in conjunction with the natural appeal of the environment, prepares the city for boundless prosperity.

Historical Information: Phoenix Museum of History, 105 N. 5th St., Phoenix, AZ 85004-4404; telephone (602)253-2734; email exhibits@pmoh.org

■ Population Profile

Metropolitan Area Residents

1980: 1,509,000

1990: 2,238,498

2000: 3,251,876

2006 estimate: 4,039,182

Percent change, 1990–2000: 45.3%

U.S. rank in 1980: 24th

U.S. rank in 1990: 20th

U.S. rank in 2000: 14th

City Residents

1980: 789,704

1990: 983,015

2000: 1,321,045

2006 estimate: 1,512,986

Percent change, 1990–2000: 34.4%

U.S. rank in 1980: 9th

U.S. rank in 1990: 9th

U.S. rank in 2000: 10th (State rank: 1st)

Density: 2,781.9 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 1,015,038

Black: 69,687

American Indian and Alaska Native: 29,049



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Asian: 27,724
 Native Hawaiian and Pacific Islander: 872
 Hispanic or Latino (may be of any race): 575,436
 Other: 206,728

Percent of residents born in state: 34.6% (2000)

Age characteristics (2005)

Population under 5 years old: 121,471
 Population 5 to 9 years old: 110,483
 Population 10 to 14 years old: 105,047
 Population 15 to 19 years old: 95,316
 Population 20 to 24 years old: 107,313
 Population 25 to 34 years old: 239,444
 Population 35 to 44 years old: 201,219
 Population 45 to 54 years old: 182,780
 Population 55 to 59 years old: 65,323
 Population 60 to 64 years old: 45,908
 Population 65 to 74 years old: 59,230
 Population 75 to 84 years old: 35,235
 Population 85 years and older: 9,211
 Median age: 30.9 years

Births (2006, MSA)

Total number: 66,478

Deaths (2006, MSA)

Total number: 26,082

Money income (2005)

Per capita income: \$22,471
 Median household income: \$42,353
 Total households: 503,753

Number of households with income of . . .

less than \$10,000: 37,300
 \$10,000 to \$14,999: 29,440
 \$15,000 to \$24,999: 69,007
 \$25,000 to \$34,999: 67,702
 \$35,000 to \$49,999: 85,415
 \$50,000 to \$74,999: 93,360
 \$75,000 to \$99,999: 50,590
 \$100,000 to \$149,999: 44,003
 \$150,000 to \$199,999: 14,681
 \$200,000 or more: 12,255

Percent of families below poverty level: 12.7% (2005)

2005 FBI Crime Index Property: 93,328

2005 FBI Crime Index Violent: 10,691

■ Municipal Government

The capital of Arizona and the Maricopa County seat, Phoenix has a council-manager form of government. The eight council members serve staggered four-year terms, representing districts of the city, while the mayor is elected at large to a four-year term and also serves as a member of the council. Phoenix has won international recognition and many awards for the quality of management of the city.

Head Official: Mayor Phil Gordon (since 2003; current term expires 2011)

Total Number of City Employees: full time, 14,144; part time, 865 (2006)

City Information: City of Phoenix, 200 W. Washington St., Phoenix, AZ 85003; telephone (602)262-6011

■ Economy

Major Industries and Commercial Activity

Manufacturing and tourism, traditionally the base of the city's economy, continue to be important to Phoenix. Major industrial products manufactured by companies located in the metropolitan area include aircraft parts, electronic equipment, agricultural chemicals, radios, air-conditioning equipment, leather goods, and Native American crafts.

Tourism is an especially vital part of the economy. With more than 10 million visitors from throughout the United States and Canada annually visiting for the warm weather and sunshine in the Valley of the Sun, Phoenix continues to be an important resort center. Flights from Phoenix travel to more than 100 locations within the United States and 18 cities internationally including direct flights to destinations in Mexico, Canada, the United Kingdom, and Costa Rica. The airport is constantly seeking to improve its facilities.

As the result of the population boom, the economy of Phoenix has taken on new dimensions in recent decades by moving into technology and service industries. Tourism and business services in particular account for a large percentage of the area's total employment. Another sector of growth has been financial services and banking as several significant processing and/or regional headquarters operations call Phoenix home: American Express, Chase Bank, Bank of America, Discover Card Services, and Wells Fargo Bank. High technology and aerospace firms hold a considerable share of the manufacturing jobs throughout the state.

Population and economic growth have made Phoenix the center of the state's economy. More than a third of the state's entire labor force works in the Phoenix metropolitan area. Further, many *Fortune* 500 companies

operate within the area such as Boeing, Honeywell, AT&T, and Intel.

Items and goods produced: aircraft and aircraft parts, electronic equipment, steel castings and fabrications, flour, boxes, agricultural chemicals, aluminum products, radios, mobile homes, air conditioning machinery, creamery products, beer, liquor, saddles and leather goods, apparel, Native American and Mexican novelties

Incentive Programs—New and Existing Companies

Funding and assistance for business development in Phoenix are available through the Business Development Finance Corporation, Southwestern Business Financing Corp., the Phoenix Industrial Development Authority (PIDA), the Small Business Innovation Research Program (SBIR), and the Arizona Commerce and Economic Development Commission.

Local programs: Employers locating facilities in the 200-square-mile City of Phoenix Enterprise Zone (COPEZ), as designated by the Arizona Department of Commerce, can earn state corporate income tax credit for each net new job created in the zone. Tax credits can total up to \$3,000 per hire (with a maximum of 200 annually) over a three-year period. The city of Phoenix is the administrator of Foreign Trade Zone #75, which allows companies to reduce or defer payment of customs duties on imported products; companies operating in the zone can benefit from an 80 percent reduction in real and personal property tax. EXPAND (Expansion Assistance and Development Program) was formed to facilitate a growing company's need for funds to acquire capital. EXPAND reserve deposits are pledged in amounts from 25 percent to 50 percent of a loan with a ceiling of \$150,000. Phoenix Industrial Development Authority (PIDA) bonds provide tax-exempt financing utilizing industrial revenue bonds up to \$10 million for the acquisition, construction, equipping, or improvement of manufacturing projects located within Phoenix.

State programs: Arizona has a favorable tax structure for businesses, collecting no corporate franchise tax; in addition, business inventories are exempt from property taxes. The State of Arizona has adopted a four-year accelerated depreciation schedule for certain personal property devoted to any commercial or industrial use. There are weight-distance tax exemptions and transaction privilege tax refunds for the motion picture industry, and exemptions from taxation for secured and unsecured personal property relating to construction work in progress. Qualified employers that provide technical training for their employees are eligible for the Technology Training Tax Credit. A research and development income tax credit is a state tax credit for qualified R&D activities

performed in Arizona; the credit includes publicly funded research conducted at a university. The maximum credit is \$100,000 in the first year, \$250,000 in the second year, \$400,000 in the third year, and \$500,000 in the fourth and subsequent years.

Job training programs: The Arizona Job Training Program is targeted at new and existing businesses. Funds are available on a grant basis and range from \$2,000 to \$5,000 per job. In addition, Arizona State University and the Maricopa Community College district work with area employers to maintain continuing education programs for local workers.

Development Projects

A rapidly growing young city, Phoenix has required more recent construction activities than more mature cities. A \$600-million construction project for the Phoenix Civic Plaza and Convention Center will, once complete in 2009, triple its size. One research institute, Translational Genomics Research Institute (TGen), was built in the downtown area for \$46 million in 2002 while another large facility opened in 2004 on the campus of Arizona State University.

Economic Development Information: City of Phoenix Community and Economic Development Office, 200 W. Washington St., 20th Fl., Phoenix, AZ 85003; telephone (602)262-5040; fax (602)495-5097

Commercial Shipping

Phoenix is located at the center of market areas stretching along interstate highways from southern California to western Texas, Colorado, Utah, and Mexico. More than 50 companies provide motor freight service. Rail service is available from two transcontinental rail lines. The Phoenix metropolitan area economy benefits from air cargo service through Phoenix Sky Harbor International Airport, where American Airlines and American West provide wide-body freight service.

Labor Force and Employment Outlook

The local labor force is described as young, plentiful, and well-educated. Arizona consistently ranks in the top five growth states, and workers are attracted by the quality of life to be enjoyed. A right-to-work state, Arizona has union membership of less than 5 percent in the private sector.

The labor force in Phoenix was expected to top 550,000 jobs by 2012 with significant gains in the professional, service, and technical fields. Maricopa County, with Phoenix as its county seat, registered the second largest gain in the level of employment in the U.S. from December 2005 to December 2006 (with 68,500 new jobs), following Harris County, Texas (76,300).

The following is a summary of data regarding the Phoenix-Mesa-Scottsdale metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,894,600

Number of workers employed in . . .

- construction and mining: 187,400
- manufacturing: 140,300
- trade, transportation and utilities: 379,500
- information: 32,900
- financial activities: 154,200
- professional and business services: 320,600
- educational and health services: 195,300
- leisure and hospitality: 180,700
- other services: 73,000
- government: 230,700

Average hourly earnings of production workers employed in manufacturing: \$15.37

Unemployment rate: 3.0% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
Wal-Mart Stores Inc.	25,969
Banner Health	19,662
Honeywell International Inc.	12,500
Wells Fargo & Co.	11,800
Intel Corp.	10,900
Raytheon Co.	10,641
Bashas' Supermarkets	9,966
Home Depot Inc.	9,600
Kroger Co.	9,340
JP Morgan Chase & Co.	9,263

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$325,251

2007 (1st quarter) ACCRA Cost of Living Index: 101.9

State income tax rate: 2.87% to 5.04%

State sales tax rate: 5.6%

Local income tax rate: None

Local sales tax rate: 1.8% plus 0.7% county rate

Property tax rate: Varies by school district. The 2004 average was \$16.95 per \$100 of assessed valuation

Economic Information: Greater Phoenix Economic Council, Two North Central Ave., Ste. 2500, Phoenix, AZ 85004; telephone (602)256-7700 or (800)421-4732; email info@gpec.org

■ Education and Research

Elementary and Secondary Schools

A total of 58 separate school districts serve the entire Maricopa County. The city of Phoenix is home to 325 public schools in 30 school districts along with more than 200 charter and private schools. The Greater Phoenix area has an extensive magnet school program with an emphasis on specialized course work in career fields such as aeronautics and aerospace, agri-business, and computer studies, among others.

The following is a summary of data regarding the 30 separate school districts within the city; aggregate data below is from the 2005–2006 school year.

Total enrollment: 731,577

Number of facilities

elementary schools: 95
junior high/middle schools: 32
senior high schools: 67
other: 0

Student/teacher ratio: 22:1

Teacher salaries (2005–06)

elementary median: \$32,680
junior high/middle median: \$37,430
secondary median: \$37,020

Funding per pupil: \$8,175

More than 80 private elementary and high schools are also located in Phoenix, providing alternative educational services.

Public Schools Information: Maricopa County Superintendent of Schools, 4041 N. Central Avenue, Suite 1100, Phoenix, AZ 85012; telephone (602)506-3866; fax (602)506-3753

Colleges and Universities

Phoenix has some 80 private technical and business colleges, including the University of Phoenix and Maricopa Community Colleges, the latter being one of the largest higher education systems in the world. The University of Phoenix has garnered the spot as the nation's top private university via its innovative online degree program and more than 190 campuses throughout North America. Both offer undergraduate degrees in a wide range of disciplines and graduate degrees in such fields as business and management and education. Other colleges in Phoenix include Grand Canyon University and two campuses of Arizona State University (ASU), the largest university in the Rocky Mountain area with an enrollment of more than 63,000 students and more than 2,000 full-time faculty, based in nearby Tempe. ASU boasts a

strong science orientation; the Phoenix West Campus focuses on upper division and graduate courses.

Libraries and Research Centers

The Phoenix Public Library system consists of the main branch downtown and 16 branches located throughout the city. Located in 280,000 square feet, the central library's collection numbers nearly one million volumes as well as magazines, newspapers, tapes, films, slides, and art reproductions. Special collections include the Arizona Room, which features a variety of resources related to Arizona's rich history. The Arizona State Library, Archives, and Public Records also focuses on the state's history and includes law, government, and genealogy holdings. More than 50 special libraries and research centers are located in Phoenix; most are affiliated with colleges, medical centers, and government agencies and specialize in such fields as medicine, business, and technology. Arizona State University's Engineering Center focuses on microelectronics, CAD/CAM, telecommunications, and computer science.

The Translational Genomics Research Institute (TGen) held its grand opening in March 2005 with a 170,000-square-foot facility. The Arizona Biodesign Institute on the campus of Arizona State University is contributing to Phoenix's growth by luring scientists and biotechnological companies to the area. Four modules are set for completion by 2007; the first opened with 250,000 square feet in the fall of 2004.

Public Library Information: Phoenix Public Library, 1221 N. Central Ave., Phoenix, AZ 85004; telephone (602)262-4636

■ Health Care

Along with population growth in Phoenix has come an increased demand for health care services; meeting this need, the Phoenix medical community has become a major industry in the metropolitan area. More than 33,000 medical personnel are employed in the region. Forty-two licensed hospitals, providing in excess of 8,000 beds, serve the Phoenix metropolitan area; more than 2,000 physicians, dentists, psychiatrists, chiropractors, osteopaths, and ophthalmologists attend to health care needs.

The largest health care facilities in Phoenix are the Maricopa Integrated Health System with more than 600 beds; St. Joseph's Hospital and Medical Center, housing some 520 beds; the 549-bed Banner Desert Medical Center; the Barrow Neurological Institute, known internationally for the treatment of neurological disorders; and Good Samaritan Regional Medical Center, with more than 650 beds. In 2000 a bone marrow transplant program for children was launched after Phoenix Children's Hospital Foundation supplied a grant to under-

write the salary costs for a physician who specializes in pediatric bone marrow transplants.

■ Recreation

Sightseeing

A visitor to the Phoenix metropolitan area will find many sights and attractions, some of them related to frontier history and the natural beauty of Salt River Valley. A principal attraction in Phoenix since 1939 is the Desert Botanical Garden on 50 acres of Papago Park, containing 10,000 desert plants that represent half of the 1,800 existing species of cactus. Also located in Papago Park is the Phoenix Zoo, a privately funded, non-profit zoo, where 1,400 animals are exhibited.

Historic Heritage Square near downtown is a city block of restored Victorian houses preserved as replicas of homes in the late 1800s and converted into museums, shops, and restaurants; a highlight is the elegant Rosson House. In neighboring Scottsdale is Taliesin West, a national historic landmark built as the desert home of architect Frank Lloyd Wright.

Scottsdale is also the site of Rawhide, a replica of a 1880s western town that offers a variety of activities, including stagecoach and burro rides, a petting zoo, and stunt shows. Located in nearby Tempe is Big Surf Water Park, "Arizona's ocean."

Old West-style entertainment, such as stagecoach rides, covered wagon campfire circles, and simulated gunfighter shoot-outs, is available to groups by reservation through various commercial enterprises in the area. Scenic day trips to the Grand Canyon and other sights near metropolitan Phoenix are provided by several bus and airplane charter services. Encanto Park is the home of the Enchanted Island Amusement Park with a variety of rides geared for the younger set.

Arts and Culture

Phoenix has a vital performing arts community, which was enriched with the 1989 opening of the Herberger Theater Center. Located downtown next to the Phoenix Civic Plaza Convention Center and Symphony Hall, the complex is designed to augment existing cultural facilities. The Herberger Theater is used primarily for music, dance, and dramatic performances and includes an art gallery.

The Phoenix Center Youth Theatre, CityJazz, Dance Phoenix, and the Phoenix Children's Chorus call the Phoenix Center for the Arts their home. A variety of theater and drama, including amateur, professional, children/family-oriented, and experimental productions, is offered by companies in the Phoenix area. Founded in 1920, the Phoenix Theatre Little Theatre is one of the oldest continuously running companies in the country. The Arizona Theatre Company, based in Phoenix, is in

residence at the Herberger Theater Center and offers about 25 weeks of performances. Other local troupes include Childsplay, Actors Theatre of Phoenix, and Centre Dance Ensemble.

Housed in Symphony Hall, the Phoenix Symphony Orchestra performs an extensive classical repertoire and presents pops concerts with well-known guest artists. Phoenix hosts the state's professional ballet company and other international dance companies. The Arizona Opera also gives regular performances for Phoenix area audiences. Touring artists perform at the America West Arena, Celebrity Theatre, Gammage Auditorium, and the Cricket Pavilion.

More than 40 museums and 150 art galleries in the Phoenix area offer a range of educational and cultural experiences. The Arizona Hall of Fame Museum, opened in 1902, honors people who have contributed to Arizona heritage. Featuring the history of central Arizona, the Arizona Historical Society Museum includes replications of old-time shops and stores. The family-oriented Shemer Art Center and Museum presents primarily local and state artists. The Arizona Science Center provides interactive exhibits for children and adults in such areas as energy, life science, and health. The Hall of Flame Fire Fighting Museum houses the world's most extensive collection of fire-fighting apparatus, equipment, and memorabilia. Anthropological exhibits, fine arts, and historic arts of Native American cultures of the Southwest are specialties at the Heard Museum, which boasts 18,000 works of art and artifacts. The Phoenix Art Museum contains a permanent collection of 17,000 objects focusing on European, American, Western American, Latin American, and Asian arts and costume design.

Festivals and Holidays

Until 2006, the Tostitos Fiesta Bowl Football Classic opened the year with a game between two of the country's best collegiate teams on New Year's Day at Sun Devil Stadium. The Fiesta Bowl, since 2006, has been held at the University of Phoenix Stadium in Glendale, Arizona. Also held in January are the Arizona National Livestock Show (since 1948) and the Parada del Sol Parade and Rodeo.

The Heard Museum Guild Annual Indian Fair and Market takes place in March, featuring Native American culture. Also in March is the St. Patrick's Day Parade and Irish Family Fare. The Desert Botanical Garden's Annual Cactus and Succulent Show and Sale is offered in April. In May the Cinco de Mayo festival celebrates the 1862 Mexican victory over the French with various activities throughout the Phoenix area. The Arizona State Fair, billed as one of the most successful in the nation, takes place in October and November. The fall also brings the Way Out West Oktoberfest. The year ends with the APS Fiesta of Light Parade and Victorian Holiday

Celebration, two December celebrations of the holiday season in downtown Phoenix.

Sports for the Spectator

Phoenix fields teams in all major league sports. The city is home to two professional basketball teams—the Phoenix Suns of the National Basketball Association and the Phoenix Mercury of the Women’s National Basketball Association, both of which play their games at the America West Arena. Professional football is represented by the National Football League’s Arizona Cardinals and the Arena Football League’s Rattlers, while professional hockey is represented by the National Hockey League’s Phoenix Coyotes and the East Coast Hockey League’s Phoenix RoadRunners. In 1998 the major league baseball team, the Arizona Diamondbacks, were formed and began play at Bank One Ball Park (later renamed Chase Field), built especially for them. In 2001 the expansion team defeated the powerhouse New York Yankees to capture their first World Series crown.

From March through early April, exhibition baseball games are held nearly every day by the 12 major league baseball teams that hold spring training in Phoenix at the Cactus League games. Other popular sporting events are polo matches and greyhound, horse, and auto racing. The Phoenix Greyhound Park features greyhound races year round, and Turf Paradise schedules thoroughbred racing from September through May. The Phoenix International Raceway, built in 1964, boasts one of the world’s fastest one-mile oval paved tracks for auto racing, and the Manzanita Speedway holds sprint, midget, and stockcar races.

Annual sporting events in the Phoenix area include professional golf tournaments, such as the FBR Open, with about 500,000 attendees, and the LPGA Safeway International at the Superstition Mountain Golf and Country Club; the Formula One Grand Prix auto race in April; and World Championship Tennis.

Sports for the Participant

Phoenix’s consistently warm climate permits such year-round outdoor activities as camping, backpacking, hiking, horseback riding, mountain climbing, swimming, boating, fishing, water skiing, skating, tennis, and golf. In metropolitan Phoenix and the surrounding valley area, there are more than 1,100 tennis and racquetball courts, more than 190 championship golf courses (many designed by golfing legends Arnold Palmer and Jack Nicklaus), and many natural and man-made lakes and waterways with facilities for a variety of water sports. Contained within the city limits is South Mountain Park, said to be one of the largest municipal parks in the world, which offers horseback riding, hiking trails, and a view of the city. Three snow skiing resorts are within traveling distance of the city.

Shopping and Dining

Retail establishments in Phoenix range from large malls and shopping centers—including several downtown—that feature nationally known department stores to small specialty shops offering products made by local artists and craftsmen. Located downtown, the Arizona Center is a uniquely landscaped mall on three acres of land. Close to the center city is Biltmore Fashion Park, a collection of exclusive stores anchored by Macy’s and Saks Fifth Avenue. Nearby is Town & Country Shopping Center, considered Arizona’s original open-air mall. A variety of shops in metropolitan Phoenix specialize in such items as native American arts and crafts, products made from Arizona copper, leather crafts, and Western apparel.

Restaurants in Phoenix have become more sophisticated with the city’s growth and prosperity. They offer a variety of cuisines, including traditional American, Italian, Continental, Oriental, and French fare. Specialties are Southwestern and Mexican dishes with an emphasis on regional foods such as chilies, jicama, local game, and citrus. A popular attraction is Rustler’s Roost, a landmark and one of the busiest dining establishments west of the Mississippi. With a scenic mountaintop view of the surrounding area, the restaurant features a mineshaft entrance and walls decorated with the brands of local cattle ranches. Selected by *Food and Wine* magazine as “Distinguished Restaurants of North America” were Different Pointe of View, Wright’s, and Vincent Guerithault on Camelback.

Visitor Information: Greater Phoenix Convention & Visitors Bureau, 400 E. Van Buren St., Ste. 600, Phoenix, AZ 85004; telephone (602)254-6500; fax (602)253-4415; email visitors@visitphoenix.com

■ Convention Facilities

Phoenix is a popular gathering place for large and small groups that wish to conduct business in a pleasurable environment. Known for its resorts, Phoenix offers plentiful hotel space (about 10,000 rooms in the central city alone), a year-round warm climate, and a variety of leisure activities. These factors have contributed to an increase in group business in metropolitan Phoenix since 1980. Nearly 40 percent of visitors to the Valley come to attend a convention.

The Phoenix Civic Plaza and Convention Center, with 300,000 square feet of meeting and exhibit space in 43 breakout meeting rooms providing a total seating capacity for more than 29,000 people, has been the city’s primary convention facility since 1972. A \$600-million expansion was underway in 2007 that will increase the space to 900,000 square feet; phase one was ready for groups in July 2006, while phase two was scheduled to open in late 2008 and be ready for business in early 2009.

Meeting space is also available at Veterans Memorial Coliseum, at Arizona State University, and at area hotels.

Convention Information: Phoenix Civic Plaza and Convention Center, 111 North Third St., Phoenix, AZ 85004; telephone (800)AT-CIVIC

■ Transportation

Approaching the City

Located near downtown, the Phoenix Sky Harbor International Airport is serviced by 23 airlines with direct flights from most cities in the United States and several locations abroad. More than 108,000 passengers are served on a daily basis, which is comparable to the Miami and San Francisco airports. Its importance to the area is highlighted by an estimated \$72 million daily economic impact.

Interstate routes into the city are Interstate 10 (the Papago Freeway), entering from the west, and Interstate 17 (the Black Canyon Freeway), entering from the north. These highways join at Van Buren Street and 27th Avenue, becoming the Maricopa Freeway and then forming the Pima Freeway southeast of the city. State Route 89 (Grand Avenue Expressway) enters diagonally from the northwest, joins State Route 60 at Van Buren Street downtown, then intersects the city laterally to the east, becoming the Superstition Freeway. A 20-year "Regional Transportation Plan" was passed by voters in November 2004 to alleviate excessive traffic congestion by building new or renovating existing freeways; 2007 was the earliest projected start date.

Traveling in the City

Travel in the city is facilitated by the simple grid layout. The Valley Metro Transit System provides daily bus service in the metropolitan area.

■ Communications

Newspapers and Magazines

Phoenix's major daily newspaper is the morning daily *The Arizona Republic*. The smaller-circulation *The Phoenix Gazette* is published in the evenings on Monday through

Saturday. Among the many other daily and weekly periodicals published in Phoenix are the *Arizona Business Gazette*, *Arizona Informant*, *Jewish News of Greater Phoenix*, and *New Times* (which features arts, entertainment, and restaurants). Magazines published in Phoenix include *Phoenix Magazine*, *Phoenix Home & Garden*, *Desert Living*, *Arizona Foothills Magazine*, *Arizona Highways*, and *Latino Future*.

Television and Radio

Phoenix is served by seven television stations and by two cable television companies. Twenty-six AM and FM radio stations, including Hispanic-language radio, also broadcast in Phoenix.

Media Information: *The Arizona Republic*, 200 E. Van Buren St., Phoenix, AZ 85004; telephone (602)444-8000; toll-free (800)331-9303

Phoenix Online

The Arizona Republic. Available www.azcentral.com/arizonarepublic

Arizona School Report Cards. Available www.ade.state.az.us/srcs

City of Phoenix Home Page. Available www.ci.phoenix.az.us

Greater Phoenix Convention & Visitors Bureau. Available www.phoenixcvb.com

Greater Phoenix Economic Council. Available www.gpec.org

Phoenix Museum of History. Available www.pmoth.org

Phoenix Public Library. Available www.phoenixpubliclibrary.org

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Scottsdale

■ The City in Brief

Founded: 1888 (incorporated 1951)

Head Official: Mayor Mary Manross (NP) (since 2000)

City Population

1980: 88,622

1990: 130,099

2000: 202,705

2006 estimate: 231,127

Percent change, 1990–2000: 55.8%

U.S. rank in 1980: 141st

U.S. rank in 1990: 139th

U.S. rank in 2000: 99th (State rank: 5th)

Metropolitan Area Population

1980: 1,509,175

1990: 2,238,480

2000: 3,251,876

2006 estimate: Not reported

Percent change, 1990–2000: 45.3%

U.S. rank in 1980: 26th

U.S. rank in 1990: 20th

U.S. rank in 2000: 14th

Area: 184.5 square miles (2000)

Elevation: 1,250 feet above sea level

Average Annual Temperature: 70.3° F

Average Annual Precipitation: 7.05 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.0% (June 2007)

Per Capita Income: \$41,737 (2005)

2005 FBI Crime Index Property: 7,733

2005 FBI Crime Index Violent: 465

Major Colleges and Universities: Scottsdale Community College

Daily Newspaper: *Scottsdale Tribune*

■ Introduction

Scottsdale is a popular winter vacation mecca in the area of Arizona known as the “Valley of the Sun.” A tiny farming community of 2,000 people covering only one square mile in 1951, Scottsdale has become a vibrant city of more than 200,000 residents encompassing nearly 200 square miles. Its many golf courses and resorts attract visitors from around the world. Art galleries abound amid the towering palm trees, purple shadowed mountains, and pastel landscapes. The city boasts more than 300 sunny days per year. The lively restaurants, nightclubs, and cultural and sporting events add a metropolitan touch, yet cowboy ranches and Indian reservations are a brief ride away. In addition to its booming tourism industry, Scottsdale has become a diverse high technology center and is becoming recognized as a leader in health care and medical research. It offers a vast array of recreational activities including biking, hiking, white water rafting, horseback riding, and ballooning. The arts are flourishing in the city, which has its own symphony orchestra and more art showcases per capita than almost any other world city.

■ Geography and Climate

Scottsdale is located in central Arizona, just northeast of Phoenix. With an area of more than 184 square miles, the distance between the most extreme northern and southern points in Scottsdale is about 30 miles; the distance between the farthest east and west points is over 10 miles. Scottsdale enjoys more sunshine than any other area in

the United States. Low humidity year-round makes even high temperatures comfortable. Most of the yearly rainfall occurs July through September and December through March.

Area: 184.5 square miles (2000)

Elevation: 1,250 feet above sea level

Average Temperature: 70.3° F

Average Annual Precipitation: 7.05 inches

■ History

Irrigation Leads to Thriving Agriculture Industry

Prior to its founding, the Scottsdale area was made up of barren desert lands, distinguished only by the intricate canals of the Hohokam Indians.

Scottsdale was founded in 1888 by U.S. Army Chaplain Winfield Scott, a Baptist minister from New York. That same year the construction of the Arizona Canal, which provided irrigation to a wide geographic area, was completed by Frank Murphy. Winfield Scott and his brother, George Washington Scott, who shared a dream of developing a thriving town in the desert, first grew citrus and other fruits, peanuts, and sweet potatoes on their land.

Air Quality Attracts Settlers, Manufacturers, Artists

Early settlers included people searching for better health and others who were attracted by the fresh desert air. History shows that many of these people were culturally-minded and nurtured the arts from the beginning. The city was first called Orangedale because of the orange orchards along Camelback Mountain, but the name was changed to Scottsdale in 1894 in honor of its founder.

From 1894 through the 1940s Paradise Valley ranchers drove their cattle through the city each spring and fall on their way to the stockyards or the train depot at Tempe, where the cattle were shipped to market.

Modern development began after World War II when Motorola opened a plant in Scottsdale, the first of many electronics manufacturing plants to locate in the area. Artists and crafts persons also became attracted to the city, and the population grew from 2,000 people in 1950 to 10,000 people by 1960. By 1965 the city had grown to 55,000 residents. The city was incorporated in 1951 and received its city charter in 1961.

Through the 1960s the city preserved an Old West look of wood buildings and quaintly lettered signs, calling itself “the West’s most Western town.” As the “Old West” theme became less prominent, the city began billing itself as the “Arts Capital of the Southwest.”

Galleries shared the avenues with western wear stores, and the magnificent Scottsdale Center for the Arts was built, permitting year-round exhibits and concerts for residents and visitors.

Scottsdale’s area was greatly increased by the annexation of territory north of the city in the 1980s. A great part of this area is made up of uninhabited desert and hilly land, much of which is maintained in its natural state. Although manufacturing remains the state’s largest employer, tourism is now the city’s major industry.

In recent years Scottsdale has spent almost \$4 million on the renovation of the downtown area with new landscaping, entrances, signage and public art, making it a most appealing desert oasis.

Historical Information: Scottsdale Historical Society, 333 Scottsdale Mall, Scottsdale, AZ 85251; telephone (480)945-4499

■ Population Profile

Metropolitan Area Residents

1980: 1,509,175

1990: 2,238,480

2000: 3,251,876

2006 estimate: Not reported

Percent change, 1990–2000: 45.3%

U.S. rank in 1980: 26th

U.S. rank in 1990: 20th

U.S. rank in 2000: 14th

City Residents

1980: 88,622

1990: 130,099

2000: 202,705

2006 estimate: 231,127

Percent change, 1990–2000: 55.8%

U.S. rank in 1980: 141st

U.S. rank in 1990: 139th

U.S. rank in 2000: 99th (State rank: 5th)

Density: 1,096 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 197,519

Black: 3,397

American Indian and Alaska Native: 1,481

Asian: 6,176

Native Hawaiian and Pacific Islander: 0

Hispanic or Latino (may be of any race): 17,079

Other: 3,417

Percent of residents born in state: 18.3% (2000)



Photo courtesy of City of Scottsdale Downtown Group.

Age characteristics (2005)

Population under 5 years old: 15,216
 Population 5 to 9 years old: 13,191
 Population 10 to 14 years old: 10,594
 Population 15 to 19 years old: 9,715
 Population 20 to 24 years old: 9,849
 Population 25 to 34 years old: 28,386
 Population 35 to 44 years old: 32,305
 Population 45 to 54 years old: 33,915
 Population 55 to 59 years old: 14,556
 Population 60 to 64 years old: 13,249
 Population 65 to 74 years old: 18,896
 Population 75 to 84 years old: 11,613
 Population 85 years and older: 4,448
 Median age: 41.2 years

Births (2006, MSA)

Total number: 66,478

Deaths (2006, MSA)

Total number: 26,082

Money income (2005)

Per capita income: \$41,737
 Median household income: \$60,057
 Total households: 95,150

Number of households with income of . . .

less than \$10,000: 4,159
 \$10,000 to \$14,999: 3,941
 \$15,000 to \$24,999: 10,209
 \$25,000 to \$34,999: 8,858
 \$35,000 to \$49,999: 13,605
 \$50,000 to \$74,999: 16,118
 \$75,000 to \$99,999: 10,624
 \$100,000 to \$149,999: 13,151
 \$150,000 to \$199,999: 6,256
 \$200,000 or more: 8,229

Percent of families below poverty level: 12.7% (2005)

2005 FBI Crime Index Property: 7,733

2005 FBI Crime Index Violent: 465

■ Municipal Government

Scottsdale's government consists of a mayor and six city council members elected at large who serve staggered four-year terms. The council appoints a city manager, city clerk, city treasurer, city attorney, and city judge.

Head Official: Mayor Mary Manross (NP) (since 2000; current term expires June 2008)

Total Number of City Employees: 2,699 (both full and part-time, 2006)

City Information: City of Scottsdale, 3939 N. Drinkwater Blvd., Scottsdale, AZ 85251-4468; telephone (480)312-6500

■ Economy

Major Industries and Commercial Activity

Tourism is Scottsdale's major industry and largest employer, providing jobs to some 40 percent of the city's workers. Today, Scottsdale is home to more than 60 hotels and resorts with a combined total of more than 12,000 rooms. The city is also home to numerous high-technology firms such as a division of Motorola and JDA Software Group. In addition, it is the location for a number of regional and national corporate headquarters.

Aviation is one of the fastest growing sectors of the Arizona economy. The Scottsdale Airport/Airpark was begun in the 1960s as a fully planned facility specifically designed to meet the needs of employers with air transportation requirements. By the mid-2000s, the Airport/Airpark had become one of Scottsdale's top employment centers, with nearly 50,000 people employed in retail, service, technological, and manufacturing industries. The Airpark houses some 2,500 businesses in all with a combined economic impact of nearly \$3 billion annually. In 2007, the Scottsdale Chamber of Commerce sought as a long-term objective to develop a position on and strategy for the direction of the Scottsdale Airport/Airpark.

Items and goods produced: electronics, apparel, aerial maps

Incentive Programs—New and Existing Companies

Local programs: To encourage commercial development and facilitate the paperwork involved, the city offers developers a "One-Stop Shop" where all the necessary permits can be obtained from one office. The Scottsdale Chamber of Commerce administers The Scottsdale Partnership, which is actively involved in attracting and retaining businesses, offering incentives such as entrepreneurial start-up assistance and free, confidential business counseling. To encourage economic development,

Scottsdale recently began a building permit fee waiver program which has spurred investment by hundreds of businesses. In 2007, Scottsdale was looking to establish stronger relationships and partnerships with the Salt-River Pima-Maricopa Indian community. Also that year, the Chamber of Commerce was outlining a strategy for attracting and retaining a workforce to drive "the new economy," determined by knowledge-based, innovative changes wrought by the information revolution.

State programs: Arizona is a pro-business state. It levies no unitary tax, no inventory tax, no franchise tax, no municipal income tax, and no sales tax on direct sales to the state or federal government. It has developed targeted incentives to encourage the recruitment of desirable new businesses and to encourage the growth of existing businesses.

Job training programs: A workforce recruitment and job training program is administered by the state and provides training and retraining for specific employment opportunities with new and expanding businesses and businesses undergoing economic conversion. Scottsdale Community College offers training classes for local businesses ranging from nursing to the hospitality industry, to computer operations and other skills.

Development Projects

Groundbreaking began in 2000 on the \$250 million Scottsdale Waterfront project, a retail, dining, entertainment, office, and residential complex planned on 12 acres southwest of Scottsdale and Camelback roads on the north side of the Arizona Canal. The development was scheduled to be home to the Fiesta Bowl headquarters and museum; five acres was to consist of public open space that will feature an outdoor amphitheater, recreation paths along the canal, and public art. Phase One of the project (retail, office, and restaurants) was completed and opened in 2005; Phase Two (residential towers) was due to be completed in 2007; and Phase Three (hotel, residential, and office) was under design/review as of 2006.

Another public development project would reroute the waterfront sanitary sewer line. The city selected an engineering firm to analyze the situation and propose solutions, but as of July 2007, no timeline for construction had been set. However, the city designated \$2 million for the project.

In 2004, the City of Scottsdale, Arizona State University, and the ASU Foundation entered into a partnership to develop the ASU Scottsdale Center for New Technology and Innovation on 42 acres of land that was the former site of the Los Arcos Mall. The city agreed to purchase the site, called "SkySong," from the ASU Foundation for \$41.5 million with the provision that the site would be available to the ASU Foundation to develop the ASU Scottsdale Center. The Center is designed to focus on technology commercialization, entrepreneurship, and business development. When completed in 2009, the

Center is expected to provide approximately 4,000 jobs and a return of approximately \$150 million in direct revenues to the city.

Economic Development Information: Scottsdale Chamber of Commerce, 4725 N. Scottsdale Rd. #210, Scottsdale, AZ 85251-4498; telephone (480)355-2700; fax (480)355-2710

Commercial Shipping

Air freight is handled at Phoenix Sky Harbor International Airport, a 20-minute drive from downtown Scottsdale. Arizona is crisscrossed by five U.S. interstate highways and by a growing system of state roadways. The interstates permit rapid motor freight delivery because of their by-pass features, no slowdown in the metro areas, and no toll roads or toll bridges. Numerous general interstate and transcontinental truck lines serve the city and state. Although there are no railroads in Scottsdale’s city limits, the Southern Pacific and the Santa Fe lines connect in adjacent Tempe.

Labor Force and Employment Outlook

Scottsdale’s labor force offers a complex blend of skills, abilities, and experience levels, and more than 100,000 highly educated and skilled workers. Scottsdale’s economic base is primarily supported by the hospitality and tourism industries; other supports are business, professional and financial services, healthcare, retail, electronics, and corporate headquarters.

The following is a summary of data regarding the Phoenix-Mesa-Scottsdale metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,894,600

Number of workers employed in . . .

- construction and mining: 187,400
- manufacturing: 140,300
- trade, transportation and utilities: 379,500
- information: 32,900
- financial activities: 154,200
- professional and business services: 320,600
- educational and health services: 195,300
- leisure and hospitality: 180,700
- other services: 73,000
- government: 230,700

Average hourly earnings of production workers employed in manufacturing: \$15.37

Unemployment rate: 3.0% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
Scottsdale Healthcare	4,473
Mayo Clinic Scottsdale	4,000

General Dynamics- Decision Systems	3,600
Scottsdale Unified School District	2,700
Caremark/CVS	2,700
City of Scottsdale	1,700
The Phoenician	1,700
DMS Direct Marketing	1,500
Scottsdale Community College	1,327
Rural/Metro Corporation	1,200
The Vanguard Group	1,118
Scottsdale Fairmont Princess	1,080

Cost of Living

The cost of living in the Phoenix metropolitan area, of which Scottsdale is a part, is slightly above the national average.

2007 (1st quarter) ACCRA Average House Price: \$325,251

2007 (1st quarter) ACCRA Cost of Living Index: 101.9

State income tax rate: 2.87% to 5.04%

State sales tax rate: 5.6%

Local income tax rate: None

Local sales tax rate: 1.65%

Property tax rate: \$9.30 per \$100 of assessed value for a Scottsdale resident living within the Scottsdale Unified School District (2004)

Economic Information: Scottsdale Chamber of Commerce, 4725 N. Scottsdale Rd. #210, Scottsdale, AZ 85251-4498; telephone (480)355-2700; fax (480)355-2710

■ **Education and Research**

Elementary and Secondary Schools

The Scottsdale Unified School District (SUSD) consistently receives outstanding support from city voters. Its high school students rate high on the SAT and ACT tests. The district offers special education services for all handicapped children, including programs for those that are moderately and severely handicapped, which are strategically located throughout the district. An English-as-a-Second Language program is available to help children who are limited in their ability to

speak English. All of the district's elementary schools offer some type of on-campus after-school program. Elementary and middle school students with high academic ability are tested for participation in the district's gifted program. Desert Mountain High School offers the International Baccalaureate (IB) program to qualified students. The accelerated courses across all content areas allow students to complete pre-university work for college credit. Sierra Vista Academy, opened in 2003, is a transitional school for grades 4 through 12 that offers a non-traditional curriculum to students who have not experienced academic success in the traditional learning environment. As of 2007, the SUSD had more excelling schools than any other Arizona school district.

The following is a summary of data regarding the Scottsdale Unified School District as of the 2005–2006 school year.

Total enrollment: 26,000

Number of facilities

- elementary schools: 20
- junior high/middle schools: 7
- senior high schools: 5
- other: 1

Student/teacher ratio: 22:1

Teacher salaries (2005–06)

- elementary median: \$32,680
- junior high/middle median: \$37,430
- secondary median: \$37,020

Funding per pupil: \$6,110

The Scottsdale/Paradise Valley area has a number of private academies, college prep, charter day, and child-care schools, including the nationally known Judson School and P.A.L.S. Play and Learn Schools.

Public Schools Information: Scottsdale Public Schools, 3811 North 44th Street, Phoenix, AZ 85018; telephone (480)484-6100

Colleges and Universities

Scottsdale Community College is part of the Maricopa Community College system, one of the largest such systems in the country. It offers an extensive selection of educational programs including associate's degrees and technical degrees. The college provides training classes for local businesses, continuing education courses, and community service programs. Ottawa University, based in Kansas, has one of several satellite campuses in Scottsdale; it is designed to meet the higher educational needs of adults with jobs and/or family responsibilities. Also located in Scottsdale are Phoenix Seminary, the

Scottsdale Culinary Institute, Scottsdale Artists School, and the Frank Lloyd Wright School of Architecture/Taliesin West.

Students in Scottsdale also have access to nearby institutions: Arizona State University, located in adjacent Tempe; Southwest College of Naturopathic Medicine & Health Sciences; and the University of Phoenix.

Libraries and Research Centers

The Scottsdale Public Library System, established in 1960, includes one main library and three branch libraries, two of which are shared-use facilities located on the campuses of Desert Mountain Schools and Desert Mountain High School. The library has more than 800,000 items and 700 periodical subscriptions. The library system has a computer network of more than 200 terminals, almost all of which provide direct access to the Internet. The libraries within the system are the Civic Center Library, Mustang Library, Palomino Library (at Desert Mountain High School), and Arabian Library (on the campus of Desert Canyon Schools). The new Arabian Library, an \$8.7 million stand-alone facility in McDowell Mountain Ranch Park, was scheduled to be completed in August 2007.

At the Samuel C. Johnson Medical Research Building on the grounds of Mayo Clinic Scottsdale, scientists study molecular genetics, molecular immunology and chemistry, and molecular and cell biology. The Mayo Clinic Collaborative Research Building, a 110,000-square-foot biomedical research facility, was completed in 2005.

Public Library Information: Civic Center Library (Main Library), 3839 N. Drinkwater Blvd., Scottsdale, AZ 85251-4467; telephone (480)312-7323

■ **Health Care**

Scottsdale offers the services of more than 1,000 doctors and has a full range of medical services available. The largest health care providers are Scottsdale Healthcare and Mayo Clinic Scottsdale. Since its inception in 1962 as the City Hospital of Scottsdale, Scottsdale Healthcare has grown to include three campuses, two hospitals, and outpatient centers. Scottsdale Healthcare offers one of the busiest Level 1 trauma centers in the state, as well as outpatient surgery, cardiology and oncology services, a diabetes center, and weight reduction surgery.

Mayo Clinic Scottsdale, with more than 330 physicians, provides health care in 65 medical and surgical specialties and programs. The Mayo Clinic Hospital provides inpatient care as well as emergency rooms and urgent care services.

■ Recreation

Sightseeing

Scottsdale celebrates the life of the West through a variety of attractions. Old Scottsdale hearkens back to pioneer days with its wooden sidewalks, blacksmith shop, mission, church, and the 1909 Little Red School House, now home to the Scottsdale Historical Society Museum. Rawhide Wild West Town is the state's largest western theme attraction, with a replica of a frontier town, stagecoach and burro rides, gunfights, petting ranch, museum, gold panning, and country music and food. Rawhide closed at the Scottsdale location in 2005 and reopened 35 miles from North Scottsdale. West-World of Scottsdale is a 120-acre equestrian center and special events facility. Many local companies offer trips via jeep, covered wagon, helicopter, and air balloon to the mountains, desert, and canyons surrounding Scottsdale. Day trips can be arranged to Kinishba and Tuzigoot or Canyon de Chelly, which are prehistoric pueblo villages. In Verde Valley, the five-story Montezuma Castle National Monument is a twelfth-century cliff dwelling carved into solid rock by the Sinagua Indians.

Arts and Culture

Scottsdale is a nationally recognized art mecca with more than 125 art galleries, the Scottsdale Center for the Arts, the Scottsdale Artists School, and a variety of public artworks, primarily downtown. Scottsdale has an "ArtWalk" every Thursday night that begins at the Scottsdale Center for the Arts; it offers an opportunity to meet artists and observe their work. Cosanti, an Arizona Historic Site, is a unique complex of concrete structures designed and constructed by Paolo Soleri. Tours of where Soleri Windbells are made and sold are offered. Taliesin West/Frank Lloyd Wright Foundation is an architectural masterpiece and Wright's former home and studio. The Scottsdale Celebration of Fine Art features more than 100 fine artists and crafts persons from across the country. The Scottsdale Museum of Contemporary Art, located in the city's Old Town district, houses modern and contemporary works from around the world. The House of Broadcasting, Inc. celebrates Arizona's radio and television history.

Other museums of interest in Scottsdale include the Buffalo Museum of America, with collections relating to the buffalo, and the Heard Museum North, focusing on Native American artists.

Scottsdale's showcase for the performing arts is the Scottsdale Center for the Arts, where symphonies and Broadway plays are performed. Scottsdale Desert Stages Theatre presents children's, main stage, and professional productions. The newly renovated Theatre 4301 presents live theatre in an intimate setting.

Festivals and Holidays

Scottsdale's annual Barrett-Jackson Classic Car Auction in January is one of the largest in the world. Indian Artists of America showcases 125 of the country's premier talents in January. In February, the Parada del Sol includes a rodeo and ends with the world's largest "horse-drawn parade." Also in February, the Scottsdale Arabian Horse Show—one of the world's largest all-Arabian horse shows—attracts Arabian horse breeders and buyers from around the world.

The Festival of the West, a three-day celebration of cowboy life at Rawhide each March, features western film and television stars, western antiques, western art and music, cowboy poetry, and other events. Also in March, the Scottsdale Arts Festival showcases the work of nearly 200 nationally acclaimed artists.

The Culinary Arts Festival in April showcases local and nationally-known chefs. Scottsdale celebrates the holiday season with the Tree Lighting and Concert at the Scottsdale Mall in December, and with displays featuring more than 100,000 holiday lights at McCormick-Stillman Railroad Park.

Sports for the Spectator

Although Scottsdale fields no major league sports teams, sports fans have easy access to events in Phoenix. Scottsdale is the spring training home of the San Francisco Giants Major League Baseball team. Scottsdale Stadium is also one of the playing sites for the Arizona Fall League, where the stars of the future, including those on the team of the Scottsdale Scorpions, vie for a shot at Major League Baseball in the Arizona Fall League competition.

Professional golf has an enthusiastic following in Scottsdale. January's FBR Open Golf tournament is held at Scottsdale's Tournament Players Club; it attracts the Professional Golfers' Association (PGA) Tour's finest players to one of the most respected national tournaments. One of Scottsdale's more unique golfing events is the Scottsdale Celebrity Chef Golf & Spa Invitational in October.

Sports for the Participant

Scottsdale has more than 500 acres of developed park land, more than 35 acres of lakes, some 40 miles of bike trails, and about 200 miles of non-paved multiuse recreational trails. Many of Scottsdale's nearly 40 parks are located within the Indian Bend Wash Greenbelt, a 7.5-mile-long flood control project that uses a system of parks, lakes, and golf courses as an alternative to a conventional concrete channel. Pools and recreation centers also meet the needs of Scottsdale residents year-round. Residents may participate in youth and adult sports and recreation programs.

There are nearly 200 golf courses in the Scottsdale area, including more than 25 public golf courses. The course for P.F. Chang's Rock 'n' Roll Marathon runs through Scottsdale and nearby cities, beginning at the Arizona State Capitol in Phoenix and ending in Tempe. Held in January, the marathon attracts thousands of distance runners due to its flat, fast course and live musical entertainment. Tennis, horseback riding, swimming, rollerblading, and fishing are among the other year-round recreational opportunities available in Scottsdale.

Shopping and Dining

Scottsdale has more than 2,500 retail shops with everything from hand-stitched leather boots to designer fashions. Upscale shopping centers such as Scottsdale Fashion Square, Biltmore Fashion Park, and Borgata of Scottsdale feature retailers such as Burberry, Gucci, Louis Vuitton and Tiffany & Company. Old Town Merchants Association, with more than 150 shops and restaurants, captures the flair of the Old West with traditional and southwestern merchandise. Scottsdale Pavilions is a shopping center that offers mass retailers such as Target, Home Depot, and Best Buy. El Pedregal Festival and Marketplace has courtyard amphitheater facilities surrounded by boutiques, galleries and restaurants. Native American arts and crafts are available at Chief Dodge Indian Jewelry & Fine Arts, Gilbert Ortega Gallery of Indian Art, and Iverson's Indian Arts.

Scottsdale has an excellent selection of first-class dining establishments among its more than 500 restaurants. Notable among them is Mary Elaine's in The Phoenician resort, which has earned the prestigious AAA Five Diamonds award. Ethnic offerings include Southwestern specialties, Italian, French, Japanese, Chinese, Polynesian, Greek, Thai, Indian, and Continental cuisine. Mesquite grills abound, and Western fare served in cookout or ranch settings is popular.

Visitor Information: Scottsdale Chamber of Commerce, 4725 N. Scottsdale Rd. #210, Scottsdale, AZ 85251-4498; telephone (480)355-2700; fax (480)355-2710

Convention Facilities

El Zaribah Shrine Auditorium is a multiuse facility with a 12,000-square-foot ballroom, eight break-out rooms, and a stage that can be used for banquets, seminars, and trade shows. Many hotels and resorts provide meeting space within the city. Among them are the Phoenician Resort, offering 60,000 square feet; the Hyatt Regency Scottsdale at Gainey Ranch, offering 43,000 square feet; Marriott's Camelback Inn Resort; and the Marriott at McDowell Mountains. Rawhide Western Town & Desert Cookouts stages banquets. The Hilton Scottsdale Resort & Villas offers versatile meeting and conference space.

WestWorld is one of the most sought-after equestrian show facilities in the country.

Convention Information: Scottsdale Chamber of Commerce, 4725 N. Scottsdale Rd. #210, Scottsdale, AZ 85251-4498; telephone (480)355-2700; fax (480)355-2710

Transportation

Approaching the City

Phoenix Sky Harbor International Airport, located about 15 miles west of downtown Scottsdale, is served by 23 airlines with direct flights from most cities in the United States and several locations abroad. Scottsdale is served by Greyhound Bus Lines and Valley Metro (officially, the Regional Public Transportation Authority, responsible for public transit in Phoenix and Maricopa County). Interstate-10, and I-17, U.S. 60 and 89, and AZ 87 are near the city.

Traveling in the City

Scottsdale Road is the major north-south thoroughfare through the city. Scottsdale Trolley is a free downtown shuttle for tourists and shoppers in operation from November through May. Valley Metro operates public transit bus routes throughout Paradise Valley and links to Scottsdale business and residential districts via the wheelchair-accessible "Scottsdale Connection."

Communications

Newspapers and Magazines

The *Scottsdale Tribune* is the city's daily newspaper, published in the morning. Another newspaper published in Scottsdale is *Scottsdale Airpark News*. *Scottsdale Times* is a free human interest community newspaper with a humorous slant. Magazines published locally are *American Indian Art Magazine*, *Document Management*, and *Frank Lloyd Wright Quarterly*.

Television and Radio

Although Scottsdale does not have any television or radio stations within its borders, television and radio stations do broadcast in Paradise Valley, and cable is available.

Media Information: Scottsdale Tribune, 6991 E. Camelback Road, Suite A110, Scottsdale, AZ 85251; telephone (480)970-2330

Scottsdale Online

Arizona School Report Cards. Available www.ade.state.az.us/srcs/statereportcards

City of Scottsdale Economic Vitality Department.
Available [www.scottsdaleaz.gov/departments/
Economics.asp](http://www.scottsdaleaz.gov/departments/Economics.asp)
City of Scottsdale Home Page. Available [www
.scottsdaleaz.gov](http://www.scottsdaleaz.gov)
Scottsdale Chamber of Commerce. Available [www
.scottsdalechamber.com](http://www.scottsdalechamber.com)
Scottsdale Convention and Visitors Bureau.
Available www.scottsdalecvb.com

Scottsdale Public Library. Available [www.library.ci
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Tucson

■ The City in Brief

Founded: 1775 (incorporated 1853)

Head Official: Mayor Bob Walkup (R) (since 1999)

City Population

1980: 330,537

1990: 415,444

2000: 486,699

2006 estimate: 518,956

Percent change, 1990–2000: 16.7%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 34th

U.S. rank in 2000: 37th (State rank: 2nd)

Metropolitan Area Population

1980: 531,000

1990: 667,000

2000: 843,746

2006 estimate: 946,362

Percent change, 1990–2000: 26.5%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 62nd

U.S. rank in 2000: 57th

Area: 194.7 square miles (2000)

Elevation: 2,390 feet above sea level

Average Annual Temperature: 68° F

Average Annual Precipitation: 11 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.5% (June 2007)

Per Capita Income: \$18,813 (2005)

2005 FBI Crime Index Property: 31,299

2005 FBI Crime Index Violent: 5,048

Major Colleges and Universities: University of Arizona, Pima Community College, University of Phoenix

Daily Newspaper: *The Arizona Daily Star*, *Tucson Citizen*, *Daily Territorial*

■ Introduction

Traditionally known for its dry and sunny climate, Tucson is gaining a new reputation for high culture and high technology. With record increases in population, the city has become a Southwest center for opera, theater, ballet, symphony, and visual arts as well as the economic and industrial focal point of an area known as the “Silicon Desert.” Consistently pleasant weather and a beautiful desert setting continue to make Tucson a popular tourist attraction. Proud of a multicultural heritage composed of Native American, Spanish, Mexican, and Anglo influences, residents call their hometown “Old Pueblo,” a name hearkening back to rough and exciting pioneer days.

■ Geography and Climate

Tucson is located in southeastern Arizona, 60 miles north of the Mexican border. Established in the valley of the Sonoran Desert, the city is surrounded by the Sierrita and Santa Rita mountain ranges to the south and the Rincon Mountains rising to 7,000 feet above sea level to the east. With more than 300 days of sunshine a year, Tucson’s climate lends itself to a variety of outdoor activities and enjoyment.

Area: 194.7 square miles (2000)

Elevation: 2,390 feet above sea level

Average Temperature: 68° F

Average Annual Precipitation: 11 inches

■ History

Four Governments Claim Tucson Territory

Tucson is an extremely old settlement with a rich layering of history and pre-history. Archaeological excavations have revealed adobe huts, pit houses, and irrigation systems built by the Hohokam tribe who inhabited and farmed the area nearly 2,000 years ago. The Hohokam have since vanished; in fact, their name, meaning “those who have vanished,” was given to them by the Pimas, the Native Americans who occupied the site of present-day Tucson when the first white settlers arrived, and after whom Pima County is named. “Tucson” is also derived from a Pima word, “Stjukshon” or “Chuk-son,” meaning “spring at the foot of a black mountain.”

Since its founding Tucson has operated under four governments: Spain, Mexico, the United States, and the Confederacy. One of the first Spanish visitors was Father Eusebio Francisco Kino, a Jesuit missionary who arrived in 1687. Tucson was officially founded as a Spanish colony less than one hundred years later, in 1775, and the Spanish settlers built the Presidio of San Augustin del Tucson as protection from the Apache. Part of this walled presidio still exists today, and its nickname, “Old Pueblo,” is now extended to the city as a whole.

When Mexico won independence from Spain in 1821, Tucson became a Mexican town. In 1853 the United States acquired from Mexico the Gadsden Purchase, a strip of land that included Tucson. Before 1863, when Arizona gained territorial status, Tucson briefly belonged to the Confederacy, then became the capital of the Arizona Territory in 1867.

Tucson played an integral role in the romance of the Old West. The city was the scene of gunfights, brawls, and attacks by Native Americans; neighboring Tombstone was the site of the legendary gunfight at the O.K. Corral. Tucson also participated in the great gold rush when prospectors moved east from California into Arizona. The effects of this migration were lasting, since Tucson became the center of a mining industry that continued unabated into the 1970s.

Healthy Climate Attracts Settlers, Tourists

By the time it became the 48th state in 1912, Arizona was famous for the sunny climate and dry air that made it ideal as a healthful spot where people could visit and settle. In 1920 Tucson became the first city in the nation to have a municipal airport. At the same time, major highways were being built. Tourism became one of Tucson’s strongest industries and remains so today. During World War II the city contributed to the war effort when the government established the Davis-Monthan Air Force Base nearby. Tucson has since emerged as a major cultural center and one of the most sophisticated cities in the Southwest.

Tucson in 2007 was the second largest city in Arizona with more than 900,000 people living in its metropolitan area. Public and private sectors continue to join forces to improve Tucson’s standard of living and business environment. With an expanding economy based on high-technology industries, modern Tucson aggressively preserves its multicultural heritage and pioneer spirit.

Historical Information: Arizona Historical Society, Tucson Museum, 949 East Second Street, Tucson, AZ 85719; telephone (520)628-5774

■ Population Profile

Metropolitan Area Residents

1980: 531,000
 1990: 667,000
 2000: 843,746
 2006 estimate: 946,362
 Percent change, 1990–2000: 26.5%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: 62nd
 U.S. rank in 2000: 57th

City Residents

1980: 330,537
 1990: 415,444
 2000: 486,699
 2006 estimate: 518,956
 Percent change, 1990–2000: 16.7%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: 34th
 U.S. rank in 2000: 37th (State rank: 2nd)

Density: 2,500.1 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 331,181
 Black: 19,129
 American Indian and Alaska Native: 14,848
 Asian: 12,782
 Native Hawaiian and Pacific Islander: 759
 Hispanic or Latino (may be of any race): 206,958
 Other: 113,147

Percent of residents born in state: 38.2% (2000)

Age characteristics (2005)

Population under 5 years old: 42,651
 Population 5 to 9 years old: 33,599
 Population 10 to 14 years old: 34,935
 Population 15 to 19 years old: 32,274
 Population 20 to 24 years old: 49,848
 Population 25 to 34 years old: 81,313
 Population 35 to 44 years old: 69,077



David Bean Photography

Population 45 to 54 years old: 59,335
 Population 55 to 59 years old: 24,169
 Population 60 to 64 years old: 18,418
 Population 65 to 74 years old: 31,266
 Population 75 to 84 years old: 23,109
 Population 85 years and older: 7,368
 Median age: 32.4 years

Births (2006, MSA)

Total number: 13,257

Deaths (2006, MSA)

Total number: 7,738

Money income (2005)

Per capita income: \$18,813
 Median household income: \$34,241
 Total households: 208,342

Number of households with income of ...

less than \$10,000: 23,719
 \$10,000 to \$14,999: 17,785
 \$15,000 to \$24,999: 32,698
 \$25,000 to \$34,999: 32,174
 \$35,000 to \$49,999: 37,277
 \$50,000 to \$74,999: 34,250
 \$75,000 to \$99,999: 14,907
 \$100,000 to \$149,999: 11,164
 \$150,000 to \$199,999: 2,337
 \$200,000 or more: 2,031

Percent of families below poverty level: 14.7%
 (2005)

2005 FBI Crime Index Property: 31,299

2005 FBI Crime Index Violent: 5,048

■ Municipal Government

Tucson, the seat of Pima County, has a council-manager form of government, with a seven-member council that includes the mayor. All are elected to four-year terms.

Head Official: Mayor Bob Walkup (R) (since 1999; current term expires December 2011)

Total Number of City Employees: 5,933 (2002)

City Information: City of Tucson, 103 E Alameda St., Tucson, AZ 85701; telephone (520)882-7661

■ Economy

Major Industries and Commercial Activity

Copper mining has traditionally been a vital part of the city's economy; in 1976, for instance, one of every 20 Tucson residents was a copper miner. Seven years later, a combination of foreign competition and depressed copper prices forced a dramatic downturn in mining industries nationwide, with the result that only four-tenths of a percent of the working population was employed in mining by the mid 1980s. The early 1990s saw an upturn in the mining industry again. In Arizona the mining industry continues to contribute to the economy, although locally and globally the industry has experienced a slowdown.

At the time of the mining crisis, Tucson and southern Arizona looked to economic diversity. In the 1980s the area experienced economic growth from Davis-Monthan Air Force Base, with more than 9,200 employees, and the University of Arizona, with more than 11,000 employees, as well as growth in the high-tech and service industries, particularly in banking.

Today the Tucson economy is based on the arts, tourism, manufacturing and high-tech industries. Unique because of Tucson's relatively small size is the fact that a ballet, symphony, live theater, and opera call Tucson home. Tucson's dependably dry and sunny climate assures continuing growth in tourism, an industry that employs about 1 in 10 workers in the metropolitan area labor force and brings in well over \$1.5 billion annually. Manufacturing activity doubled from the 1990s to the 2000s, and includes such companies as AlliedSignal, Weiser Lock, 3M, Environmental Air Products, Inc., Krueger Industries, Inc., and Raytheon Missile Systems Company. Marked changes have come about elsewhere in Tucson's economic base, however, with copper mining being most deeply affected.

Tucson has actively promoted expansion in the high-technology industry. More than 300 local companies are directly involved in information technology. Other growing high-technology areas are bioindustry, aerospace, environmental technology, plastics and advanced

composite materials, and teleservices. It is hoped that these industries will continue to be a catalyst, drawing companies to Tucson.

Another factor in the renewed strength of Tucson's economic base is the building or relocation of major corporations in the area. Industry leaders include Raytheon Missile Systems, IBM, Texas Instruments, Intuit, America Online, and Bombardier Aerospace.

Tucson has become more involved in international trade and has developed close partnerships with Mexico. One development asset in Tucson is the city's proximity to the Mexican border. The city actively encourages the growth of twin-plant or "maquiladora" industries locating part of their operations in Tucson. Increased expansion is predicted in the manufacture of electronics, aerospace, and computer component products.

Items and goods produced: aircraft and aircraft parts, electronic equipment, steel castings and fabrications, flour, boxes, agricultural chemicals, aluminum products, radios, mobile homes, air conditioning machinery, creamery products, beer, liquor, saddles and leather goods, apparel, native American and Mexican novelties

Incentive Programs—New and Existing Companies

Local programs: The Tucson Regional Economic Opportunities (TREO) serves as the lead economic development agency for the greater Tucson area. TREO focuses on promoting and developing the region's industry strengths. They are: aerospace; biotechnology; environmental technology; information technology; manufacturing; mining; optics; plastics and advanced composite materials; and tourism. The Tucson Metropolitan Chamber of Commerce works to promote a favorable business atmosphere conducive to attracting, sustaining, and expanding industrial and service sector employers. Its Business Development Division provides information, counseling, training, and other services. The University of Arizona, one of the top research universities in the country, plays an active role in attracting businesses and encouraging the entrepreneurial spirit in Tucson.

State programs: Arizona is a pro-business state. It levies no unitary tax, no inventory tax, no franchise tax, no municipal income tax, and no sales tax on direct sales to the state or federal government. It has developed targeted incentives to encourage the recruitment of desirable new businesses and to encourage the growth of existing businesses. Innovative programs designed to encourage job growth include the Workforce Development and Job Training Program, Enterprise Zones, Foreign Trade Zones, and Research and Development tax credits.

Job training programs: A work force recruitment and job training program is administered by the state and provides training and retraining for specific employment opportunities with new and expanding businesses and businesses undergoing economic conversion.

Development Projects

More than \$900 million of investment and tax dollars is funding The Downtown Rio Nuevo project, which will add new attractions, shopping, restaurants, infrastructure, office space and residential housing in downtown Tucson. More than 1,100 housing projects are planned or under construction. Other new developments will include parking garages, streetscapes, and enhancements to arts districts and museums.

Economic Development Information: Tucson Metropolitan Chamber of Commerce, 465 West St. Mary's Road, PO Box 991, Tucson, AZ 85701; telephone (520) 792-1212; fax (520)882-5704. Tucson Regional Economic Opportunities (TREO), 120 N. Stone Ave. #200, Tucson, AZ 85701; telephone (520)243-1900, toll-free (866)600-0331; fax (520)243-1910

Commercial Shipping

Tucson is linked to national and worldwide markets via Tucson International Airport, which receives service from major air cargo carriers. The Union Pacific railroad provides freight service; some 40 motor freight carriers ship goods through facilities in Tucson.

Labor Force and Employment Outlook

Tucson attracts 18,000 to 20,000 new residents each year and offers a work force from which employers can draw relatively young and productive workers. Tucson has committed itself, through its educational institutions, to train and retrain potential employees.

The following is a summary of data regarding the Tucson metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 379,700

Number of workers employed in . . .

construction and mining: 29,700
 manufacturing: 28,800
 trade, transportation and utilities: 61,800
 information: 7,000
 financial activities: 17,300
 professional and business services: 49,100
 educational and health services: 52,800
 leisure and hospitality: 40,700
 other services: 15,900
 government: 76,800

Average hourly earnings of production workers employed in manufacturing: \$13.22

Unemployment rate: 3.5% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Raytheon Missile Systems	11,184
University of Arizona	10,254
State of Arizona	9,927
U.S. Army Intelligence Center and Fort Huachuca	9,119
Davis-Monthan Air Force Base	8,233
Tucson Unified School District No.1	7,419
Pima County	7,290
City of Tucson	5,848
Wal-Mart Stores Inc.	5,625
Phelps Dodge	4,900

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$284,165

2007 (1st quarter) ACCRA Cost of Living Index: 99.3

State income tax rate: 2.87% to 5.04%

State sales tax rate: 5.6%

Local income tax rate: None

Local sales tax rate: 2.0% (real estate, groceries, and prescriptions are exempt)

Property tax rate: Average \$17.00 per \$100 of assessed valuation (2003); rate is assessed at 25% of fair market value of a home

Economic Information: Tucson Metropolitan Chamber of Commerce, 465 West St. Mary's Road, PO Box 991, Tucson, AZ 85701; telephone (520)792-1212; fax (520)882-5704. Pima County Treasurer, 115 N. Church Avenue, Tucson, AZ 85701; telephone (520) 740-8344

■ Education and Research

Elementary and Secondary Schools

Pima County has 17 school districts, of which Tucson Unified School District is the largest, with an enrollment approaching 60,000 students. All districts focus on

building basic skills. Gifted, honors, advanced placement, English-as-a-Second-Language, computer literacy, special education, extended school year, sports, music, theater, arts, and homebound programs are among the special offerings. Vocational and business programs prepare students for entry into jobs or further occupational education.

The following is a summary of data regarding the Tucson Unified School District as of the 2005–2006 school year.

Total enrollment: 60,000

Number of facilities

- elementary schools: 74
- junior high/middle schools: 21
- senior high schools: 11
- other: 0

Student/teacher ratio: 19.9:1

Teacher salaries (2005–06)

- elementary median: \$36,080
- junior high/middle median: \$36,230
- secondary median: \$33,320

Funding per pupil: \$6,683

About 35 self-regulating and parochial schools operate in Pima County. These range from boarding schools offering a college preparatory curriculum to schools that provide basic education with religious instruction. Tucson is also home to the Arizona School for the Deaf and Blind.

Public Schools Information: Arizona Department of Education, 1535 W. Jefferson Street, Phoenix, AZ 85007; telephone (602)542-5393; hotline (800)352-4558

Colleges and Universities

Institutions of higher learning located in Tucson include the University of Arizona, Pima Community College, Tucson College of Business, and the University of Phoenix (Tucson). The University of Arizona has 130 undergraduate and 200 master's, doctoral, and specialist programs in 18 colleges and 12 schools. Pima Community College consists of six campuses in southern Arizona offering on campus, alternative-style and online courses.

Libraries and Research Centers

The Pima County Public Library has 24 locations; the Main Library is located in Tucson. The system's collection consists of more than 1.3 million volumes, some 200,000 book titles, and more than 4,000 periodical subscriptions, plus records, films, and videotapes. A special collection focuses on Southwestern literature for children.

The University of Arizona Library holds about 5 million volumes and more than 25,000 serials and collections that include photography, science-engineering, Japanese and Chinese studies and Southwestern Americana. Also located in the city are a number of specialized scientific libraries associated with high-technology industries.

Biosphere 2, located 30 miles northeast of Tucson, was formerly the site of research into global climate change by Columbia University's Lamont-Doherty Earth Observatory. Tours of the inside and outside of the glass-and-steel geodesic structure are available. Research activities in such fields as architecture, engineering, astronomy, geology, geochemistry, minerals and mining, agriculture, fish and wildlife, arid lands and water, biotechnology, immunology, gerontology, sleep disorders, anthropology, Southwestern culture, and international studies are conducted at centers in the Tucson area.

Public Library Information: Tucson-Pima Public Library, 101 North Stone Avenue, Tucson, AZ 85701; telephone (520)791-4391

■ **Health Care**

Tucson has long had a reputation for its healthful climate. For the past century its warm, dry air has attracted people suffering from such respiratory illnesses as asthma and tuberculosis. The city continues to attract wealthy residents from across Mexico's border who travel to Tucson for health care.

The 365-bed University Medical Center, the teaching hospital of the University of Arizona (with the state's only medical school), specializes in the research of respiratory illness, cancer, and heart disease. Providing health care to residents throughout southern Arizona, Tucson Medical Center (609 adult and skilled nursing beds, 62 psychiatric beds, and 90 bassinets) houses Southern Arizona's Level One Trauma Center. The 60-bed Tucson Heart Hospital offers inpatient and outpatient cardiovascular and cardiology services. Tucson also offers internationally known health and spa retreats and alternative health care centers. There are more than 10 other hospitals serving the Tucson area.

Health Care Information: Pima County Medical Society, 5199 Farness Drive, Tucson, AZ 85712; telephone (520)795-7985

■ **Recreation**

Sightseeing

The variety of things to do and see in Tucson extends from the heart of the city to the surrounding area. Three historic districts—El Presidio, Armory Park, and Barrio Historico—provide convenient focal points for a walking

tour of downtown Tucson. Around El Presidio, the old adobe wall that was part of the original town, are clustered other historic structures, among them restored homes of the city's early settlers and political leaders, as well as an artisans' marketplace housed in an adobe.

Located in the Barrio Historico district, El Tiradito—the “Wishing Shrine”—is one of the nation's genuine folk shrines. A few blocks away, at the edge of the Armory Park district, is the site of the printing office of a Spanish-language newspaper founded in 1878. Other popular attractions in the city include Tucson's world famous zoo, situated in Gene C. Reid Park, and the Tucson Botanic Gardens.

The ideal way to view the landscape surrounding Tucson is to take a leisurely driving tour that winds through miles of scenic Sonora desert, the only place where Saguaro cactus grows, ending at Mt. Lemmon. Covered with stands of aspen, Ponderosa pine, and Douglas fir, Mt. Lemmon offers vistas of the desert.

Other interesting excursions include Colossal Cave, one of the largest caves in the world, and Sabino Canyon, in nearby Coronado National Forest. Kartchner Caverns State Park, home of the world's largest living cave, offers guided cave tours, hikes, and group use areas. Popular visitor attractions are Old Tucson, a western theme park and the site of a television and movie set, and Mission San Xavier del Bac, called the “White Dove of the Desert” because of its striking appearance from a distance.

Arts and Culture

Tucson is the “arts mecca” of the American Southwest, offering a wealth of cultural activities: theater, opera, ballet, and symphony, as well as galleries and museums. The Tucson Arts District Partnership lies in the heart of downtown Tucson and includes the Tucson Music Hall, the Tucson Community Center, and the Temple of Music and Art. Tucson's Arizona Theater Company, the leading professional theater company in the state, has received national recognition, including grants and citations from the Ford Foundation, the National Endowment of the Arts, and the White House Committee on the Arts. Its productions range from the classics to recent Broadway hits during a September-to-April season at the Temple of Music and Art. Off-Broadway shows and musicals are the forte of the Invisible Theatre.

The award-winning Tucson Symphony offers a nine-month season of classical music at the Tucson Music Hall. The Arizona Opera makes Tucson its home, performing a standard repertoire along with less-frequently performed works. Dance lovers can see performances of Ballet Arizona, which is based in Tucson. The Gaslight Theatre presents old-fashioned melodrama. The “UApresents” series at the University of Arizona Centennial Hall brings performances and groups like the Martha Graham Dance Company, the St. Petersburg Ballet Theatre, I Musici,

Herbie Hancock, Forever Tango, David Sedaris, and Itzhak Perlman to delight audiences.

Tucson is home to several museums and galleries. The Arizona State Museum, specializing in the archaeology and ethnology of Arizona, is noted for having one of the most comprehensive southwestern archaeology collections in existence. The Arizona Historical Society houses a museum, research library, and Arizona mining exhibit; the society also administers Fort Lowell Museum and Sosa-Carrillo-Frèmont House. Featuring military equipment, the Fort Lowell Museum is an 1865 reconstruction of the home of the fort's commanding officer. The Sosa-Carrillo-Frèmont House, built around 1858, is one of the oldest adobe houses in Tucson and is furnished in original period pieces. Exhibits such as dinosaur canyon, an ocean discovery center and unique arts for kids can be found at the Tucson Children's Museum. The Pima Air and Space Museum features more than 75 acres of different kinds of military and civilian aircraft.

Arizona-Sonora Desert Museum, 14 miles west of downtown, is one of southern Arizona's most popular attractions. It exhibits hundreds of native plants and animals in their natural habitats. The Flandrau Science Center and Planetarium, on the campus of the University of Arizona, presents exhibits pertaining to optical science, astronomy, and space exploration, many of them encouraging visitor experimentation. For those interested in astronomy, the 56-mile trip to Kitt Peak National Observatory to gaze through one of the telescopes in the world's largest collection of optical solar telescopes is well worth the drive. The Tucson Museum of Art specializes in crafts, textiles, furnishings, and fine arts, including pre-Columbian and western American pieces. The University of Arizona Center for Creative Photography offers permanent and changing exhibitions of photographs and is home to 60,000 works by 2,000 photographers such as Ansel Adams, Richard Avedon, and Edward Weston. Tucson boasts an active community of artists and artisans. Local commercial galleries show their work, which includes paintings, jewelry, and pottery.

Arts and Culture Information: Tucson Museum of Art and Historic Block, 140 North Main Avenue, Tucson, AZ 85701; telephone (520)624-2333. Tucson-Pima Arts Council, 10 E. Broadway Rd. #106, Tucson, AZ 85701; telephone (520)624-0595; email info@tucsonpimaartscouncil.org

Festivals and Holidays

Tucson celebrates its history and multicultural heritage with a variety of activities throughout the year. Mid-winter's La Fiesta de los Vaqueros features riding and roping events. The Tucson Winter Chamber Music Festival takes place in March, as does the Annual Walk Pow Wow Conference, which brings together southwestern tribes who present inter-tribal pow wow songs and

dances. The month of April offers the Tucson International Mariachi Conference featuring a full week of culture, music and dancing. In May Tucson's Mexican-American community commemorates Mexico's victory against France with the four-day Cinco de Mayo Festival. Tucson's patron saint is honored in the Fiesta de San Augustin in August, and in September the Latin community celebrates Mexico's independence from Spain. El Nacimiento, on the grounds of the Tucson Museum of Art, ushers in the Christmas holiday season with displays of folk art. It is followed by Fiesta Navidad, a Mexican mariachi Christmas celebration.

Tucson is the site of other events of interest to both residents and visitors. For several weeks in the winter colored stones, gems and beads are on show at various locations in the city. The Fourth Avenue Street Fair is held twice each year, usually in March and December.

Sports for the Spectator

Although Tucson does not field any teams in the major leagues, there is plenty of action for sports fans. Tucson is home to the University of Arizona Wildcats teams, which compete in Pacific Athletic Conference (PAC-10) basketball and football. The University of Arizona Icecats play hockey at Tucson Convention Center.

Fans of amateur and professional baseball can enjoy a full schedule. Hi Corbett Field is the spring training site for the Colorado Rockies of the National League. The Tucson Sidewinders, a AAA affiliate of the Arizona Diamondbacks, play a full schedule of summer baseball at Tucson Electric Park. Tucson Electric Park is also the site where the Arizona Diamondbacks and the Chicago White Sox have spring training. Greyhound races are held year-round at Tucson Greyhound Park. Stock car races are on view at Tucson Raceway Park, the only asphalt short track in Arizona.

Golf is very popular in Tucson, and major annual events include the Chrysler Classic of Tucson golf championship in February. Ranked by *Bicycling* magazine as one of the nation's top three cities for cycling, Tucson hosts the prestigious El Tour de Tucson cycling event each fall, as well as many tennis tournaments.

Sports for the Participant

Tucson's warm, sunny climate offers the outdoor sports enthusiast weather that rarely disrupts planned activities. The city of Tucson maintains some 125 parks with jogging tracks, bike paths, riding trails, more than 25 swimming pools, 5 municipal golf courses and a few tennis centers. Swimming, boating, and fishing can be enjoyed in public and private pools and lakes. More than 4,500 participants run or walk in the Tucson marathon, half marathon or 5k each December. Surrounding mountain ranges offer a variety of recreational opportunities. Mount Lemmon ski area receives an average of 175 inches of snow and offers 3 months of skiing each

year. In keeping with Tucson's western traditions, local ranches offer horseback riding; and for those who want to step back into the past, there are even opportunities to pan for gold or participate in a cattle drive.

Shopping and Dining

Shopping for necessities or for pleasure can be equally rewarding in Tucson at neighborhood retail centers, regional malls, shopping plazas, and numerous shops and boutiques conveniently located throughout the area. Downtown's Fourth Avenue historic shopping and arts district is a popular destination, with its more than 100 galleries and unusual shops. Many shops specialize in indigenous goods and crafts such as Mexican handcrafts and decorative items, Indian kachina dolls, baskets, pottery, and moccasins. Traditional western clothing, boots, and other leather goods are also available in Tucson.

The city's restaurants are famous for Southwestern cuisine. Local specialties include carne seca, beef that has been marinated in lime and cilantro and then sun-dried; cinnamon chicken; black bean hummus; and prickly pear cactus. Diners can find a wide diversity of other ethnic fare, ranging from Greek to Thai, as well as traditional American food.

Visitor Information: Metropolitan Tucson Convention and Visitors Bureau, 100 S. Church Ave., Tucson, AZ 85701; telephone (520)624-1817; fax (520)884-7804; email info@visittucson.org

■ Convention Facilities

With an expanded convention center and with additional meeting facilities available in many of the more than 200 hotels and resorts, Tucson is emerging as a primary convention and meeting destination in the Southwest. Besides a consistently warm climate and a wealth of leisure activities, Tucson offers more than 16,000 hotel rooms in the metropolitan area.

To keep pace with hotel and resort developments that have gained for Tucson a reputation as an ideal setting for large and small group functions, the Tucson Convention Center offers flexible facilities for all types of meeting and convention needs. The center offers 205,000 square feet of meeting space and 3 exhibition halls as well as a music hall, arena, small auditorium and 8 meeting rooms for groups of 50 to 1,000 people. A spacious foyer and galleria are designed to accommodate pre-function activities.

Convention Information: Metropolitan Tucson Convention and Visitors Bureau, 100 South Church Ave., Tucson, AZ 85701; telephone (520)624-1817; fax (520) 884-7804; email greatmeetings@visittucson.org.

■ Transportation

Approaching the City

Visitors arriving in Tucson by plane are greeted by the recently expanded Tucson International Airport, located a few miles south of the city. In January 2005 the airport completed a terminal expansion project allowing TIA to handle seven million passengers in ticketing and baggage claim. A comprehensive master plan provides for even more development over 20 years to accommodate the area's rapidly growing needs and will include a runway relocation, additional runway, expanded passenger areas and terminal complex, as well as additional cargo, corporate and support facilities. Served by 12 major airlines, Tucson International provides daily flights to cities in the United States, Mexico, and abroad.

Principal highway routes into the city are Interstate 10, which runs between Los Angeles and El Paso and passes through downtown on a northwest-southeast axis, and Interstate 19, which originates at the Mexican border and merges with Interstate 10 in Tucson. Amtrak provides train service and Greyhound provides bus service.

Traveling in the City

Tucson, located in a narrow, elliptical valley, is laid out in a grid pattern. The city is essentially serviced by surface roads, which can be congested during rush hours. Some major cross-town roads may suddenly dead end, necessitating a switch to a roundabout route. Numbered streets south of Speedway Boulevard run east-west, and numbered avenues west of Euclid Avenue run north-south. Residential and commercial pockets are scattered throughout the city, which can cause confusion. Drivers should be aware that during rush hours, the center or left-turn lane on major east-west thoroughfares becomes a one-way traffic lane.

Tucson's public mass transit system, operated by Sun Tran Transit, provides service for 60,000 riders each day to major points within the city and the surrounding area, including the airport. Arizona has deregulated the ground transportation industry so that cab fare in Tucson is negotiable. The Old Pueblo Historic Trolley runs between the Fourth Ave Business District and the University of Arizona campus. Future expansion of the trolley will bring the line downtown to the Tucson Convention Center and the Rio Nuevo Development Area.

■ Communications

Newspapers and Magazines

Tucson readers choose from among three daily newspapers: *The Arizona Daily Star* (every morning), the *Tucson Citizen* (Monday through Saturday evenings),

and the business paper, the *Daily Territorial*. *Desert Airman* is a weekly newspaper for military personnel at Davis-Monthan U.S. Air Force Base. Magazines published in Tucson include *Tucson Weekly*, which contains information about the arts and area news, *Tucson Guide*, which publishes *Tucson Official Visitors Guide* and *Tucson Lifestyle*. Several scholarly journals are also published in Tucson.

Television and Radio

Tucson's eight television stations include five network affiliates, two public stations, and one independent; a cable system is also available. Some 20 AM and FM radio stations broadcast from Tucson, which also receives programming from neighboring communities.

Media Information: *The Arizona Daily Star* and *Tucson Citizen*, TNI Partners, PO Box 26767, Tucson, AZ 85726-6767; telephone (520)573-4400.

Tucson Online

The Arizona Daily Star home page. Available www.azstarnet.com

Arizona School Report Cards home page. Available www.ade.az.gov/srcs/main.asp

City of Tucson home page. Available www.ci.tucson.az.us

Metropolitan Tucson Convention & Visitors Bureau home page. Available at www.visittucson.org

Tucson Citizen home page. Available www.tucsoncitizen.com

Tucson Metropolitan Chamber of Commerce home page. Available at www.tucsonchamber.org

Tucson-Pima Library home page. Available www.lib.ci.tucson.az.us

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The State in Brief

Nickname: Golden State

Motto: Eureka (I have found it)

Flower: Golden poppy

Bird: California valley quail

Area: 163,695 square miles (2000; U.S. rank 3rd)

Elevation: Ranges from 282 feet below sea level to 14,494 feet above sea level

Climate: Extremely varied, with zones ranging from subtropical to subarctic; in the main two seasons—wet from October to April, dry from May to September

Admitted to Union: September 9, 1850

Capital: Sacramento

Head Official: Governor Arnold Schwarzenegger (R) (until 2010)

Population

1980: 23,668,000

1990: 30,380,000

2000: 33,871,653

2006 estimate: 36,457,549

Percent change, 1990–2000: 13.8%

U.S. rank in 2006: 1st

Percent of residents born in state: 52.36% (2006)

Density: 231.7 people per square mile (2006)

2006 FBI Crime Index Total: 1,350,137

Racial and Ethnic Characteristics (2006)

White: 21,810,156

Black or African American: 2,260,648

American Indian and Alaska Native: 265,963

Asian: 4,483,252

Native Hawaiian and Pacific Islander: 129,483

Hispanic or Latino (may be of any race): 13,074,155

Other: 6,296,602

Age Characteristics (2006)

Population under 5 years old: 2,672,666

Population 5 to 19 years old: 7,953,831

Percent of population 65 years and over: 10.8%

Median age: 34.4

Vital Statistics

Total number of births (2006): 561,364

Total number of deaths (2006): 236,031

AIDS cases reported through 2005: 139,019

Economy

Major industries: Agriculture, manufacturing (transportation equipment, electronics, machinery), biotechnology, aerospace, tourism

Unemployment rate (2006): 6.6%

Per capita income (2006): \$26,974

Median household income (2006): \$56,645

Percentage of persons below poverty level (2006): 13.1%

Income tax rate: 1.0% to 9.3%

Sales tax rate: 7.25%



Anaheim

■ The City in Brief

Founded: 1857 (incorporated 1876)

Head Official: Mayor Curt Pringle (since 2002)

City Population

1980: 219,494

1990: 266,406

2000: 328,014

2006 estimate: 334,425

Percent change, 1990–2000: 23.1%

U.S. rank in 1980: 62nd

U.S. rank in 1990: 59th (State rank: 10th)

U.S. rank in 2000: 64th (State rank: 10th)

Metropolitan Area Population

1980: 1,933,000

1990: 2,410,668

2000: 2,846,289

2006 estimate: 3,002,048

Percent change, 1990–2000: 18.1%

U.S. rank in 1980: 2nd (CMSA)

U.S. rank in 1990: 2nd (CMSA)

U.S. rank in 2000: 2nd (CMSA)

Area: 48.9 square miles (2000)

Elevation: 137 feet above sea level

Average Annual Temperature: 70.0° F

Average Annual Precipitation: 11.0 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.1% (January 2005)

Per Capita Income: \$20,794 (2005)

2005 FBI Crime Index Property: 9,512

2005 FBI Crime Index Violent: 1,616

Major Colleges and Universities: None

Daily Newspaper: *The Orange County Register*, *Daily Pilot*, *Los Angeles Times–Orange County*

■ Introduction

Anaheim is the largest and wealthiest (with more than \$1 billion in assets) of the 34 cities that comprise Orange County. As the home of the world famous theme park, Disneyland, Anaheim is the center of the Orange County tourism industry and one of the top vacation destinations in the United States. Other major attractions in or near Anaheim range from Knott's Berry Farm and the Movieland Wax Museum to Medieval Times, San Juan Capistrano Mission, and the Anaheim Resort, the centerpiece of the city. In 2001, Anaheim completed a transformation of epic proportions, with a \$5 billion renovation of its resort areas. As of 2007 it was estimated that nearly 45 million people visit Anaheim and the surrounding area each year. But theme parks are not the only attraction. The city has been working to develop new housing areas and new businesses in hopes that Anaheim will attract not only tourists, but new residents as well.

■ Geography and Climate

Anaheim is located approximately 21 miles south of downtown Los Angeles and 13 miles from the Pacific coast. Anaheim is the second-largest city in Orange County, which consists of 34 cities. The Santa Ana Mountains lie to Anaheim's east. The Santa Ana River, which rises in the San Bernardino Mountains, flows past the southeast of Anaheim to the Pacific. Industrial and commercial areas along with a majority of the residential sections are relatively flat. The newer residential areas are in rolling terrain in the foothills of the Santa Ana

Mountains. Summers are moderate to hot with cool evenings and winters are mild with very little rain. There are only about 38 days each year with even a one one-hundredth inch sprinkle. The region of Southern California, with several fault lines, is susceptible to earthquakes, though most are of a relatively low magnitude. The Santana Winds (or Santa Ana Winds) that typically occur from late summer to spring, bring warm and dry air down from the high deserts to the San Bernardino Mountains and through the Los Angeles–Orange County Basin. These winds are sometimes accompanied by brush and wildfires.

Area: 48.9 square miles (2000)

Elevation: 137 feet above sea level

Average Temperature: 70.0° F

Average Annual Precipitation: 11.0 inches

■ History

City Settled By German Winemakers

Anaheim was founded in 1857 by a group of German settlers who gave it the German name meaning “home by the river.” The settlers were part of a group who first came to the United States during the German Revolution of 1848 and settled in San Francisco. Fifty members of that German community decided to move south when they learned about an abundance of cheap land that was once part of a Spanish land grant. The German colonists purchased the 1,165 acres of coastal plains for \$2 an acre. Two of the Germans had a wine-making business. Attracted by the area’s moderate climate, the settlers decided to make wine production the region’s economic foundation. A civil engineer named George Hansen was hired to plan a carefully thought-out community with fences to protect the planned vineyards from roaming cattle. To allow future growth, specific parcels were set aside for construction of a school and other public buildings.

With the introduction of irrigation, Anaheim remained a prosperous wine producing region until the 1880s. During the period of 1860 to 1885, Anaheim wineries produced more than 1.25 million gallons of wine annually. In the 1880s, a blight completely wiped out the vineyards, destroying a thriving business. The orange and citrus industry was then developed and prospered, as did the city of Anaheim. The Southern California Fruit Growers Exchange, which was later renamed Sunkist, was organized in 1893.

The railroad had a positive effect on the city’s development. Railroad service was provided by the Southern Pacific Railway, which established itself in the city in 1875. The Santa Fe Railroad followed soon after. The

coming of the railroads permitted the city to expand to include other markets. Businesses prospered and the population grew.

Despite earlier failed attempts to become independent of the city of Los Angeles, Orange County was formed in 1889. Beginning in the late 1920s the city underwent rapid industrial development. A huge flood in 1938 caused the creation of a program to control the Santa Ana River, and the Prado Dam was built upstream to regulate the flow of the sometimes violent waterway.

Disneyland Displaces Agriculture as Major Industry

Agriculture remained the principal industry of the city until the mid 1950s, when the legendary Walt Disney chose Anaheim as the site for construction of his world-famous Disneyland amusement park. Millions of people each year are drawn to the area to enjoy this wonderful fantasy world.

The growth of Anaheim as a recreational attraction increased in the 1960s with the opening of Anaheim Stadium—current home of the Los Angeles Angels of Anaheim baseball team and now called Angel Stadium of Anaheim. In 1967 the Anaheim Convention Center was opened. In December 2000, the center was expanded by 40 percent; by adding 815,000 square feet of exhibit space it became the largest exhibit facility on the West Coast. Disney’s California Adventure, an additional 55-acre themed park, opened in February 2001. An adjacent Downtown Disney District was created at the same time, offering restaurants, shopping, and entertainment. Continued expansion of this area into the early 2000s has more firmly established Anaheim as the center of the Orange County tourism industry.

During the early 2000s, the city also made progress in attracting new residents and businesses. In the spring of 2004, the city offered a Home Improvement Holiday, through which all residential home improvement permit fees were waived. The result was an estimated \$28 million in individual reinvestment in the local economy. In spring of 2005, a similar Business Tax Holiday was established offering free business licenses to new companies locating in Anaheim. About 540 new businesses took advantage of the offer. In 2004 the city approved plans for a development project known as the Platinum Triangle. This project includes construction of a high density, mixed-use, urban environment that could include up to 9,500 residential units, 5 million square feet of office space, and over 2 million square feet of commercial uses. Another mixed-use development, the Anaheim GardenWalk, opened its first phase in 2007. This project included a set of restaurants along Katella Avenue. A set of retail spaces were scheduled to open as a second phase in 2008 and an 866-room hotel was planned for 2009.

■ Population Profile

Metropolitan Area Residents

1980: 1,933,000
 1990: 2,410,668
 2000: 2,846,289
 2006 estimate: 3,002,048
 Percent change, 1990–2000: 18.1%
 U.S. rank in 1980: 2nd (CMSA)
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City Residents

1980: 219,494
 1990: 266,406
 2000: 328,014
 2006 estimate: 334,425
 Percent change, 1990–2000: 23.1%
 U.S. rank in 1980: 62nd
 U.S. rank in 1990: 59th (State rank: 10th)
 U.S. rank in 2000: 64th (State rank: 10th)

Density: 6,702.0 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 199,851
 Black: 8,542
 American Indian and Alaska Native: 1,787
 Asian: 41,438
 Native Hawaiian and Pacific Islander: 829
 Hispanic or Latino (may be of any race): 175,418
 Other: 70,983

Percent of residents born in state: 44.4% (2000)

Age characteristics (2005)

Population under 5 years old: 32,016
 Population 5 to 9 years old: 25,716
 Population 10 to 14 years old: 27,211
 Population 15 to 19 years old: 26,977
 Population 20 to 24 years old: 27,866
 Population 25 to 34 years old: 47,942
 Population 35 to 44 years old: 51,000
 Population 45 to 54 years old: 40,047
 Population 55 to 59 years old: 13,652
 Population 60 to 64 years old: 10,731
 Population 65 to 74 years old: 13,987
 Population 75 to 84 years old: 9,727
 Population 85 years and older: 2,611
 Median age: 30 years

Births (2006, Metropolitan Division)

Total number: 46,345

Deaths (2006, Metropolitan Division)

Total number: 16,689

Money income (2005)

Per capita income: \$20,794
 Median household income: \$52,158
 Total households: 95,617

Number of households with income of...

less than \$10,000: 5,335
 \$10,000 to \$14,999: 5,141
 \$15,000 to \$24,999: 9,569
 \$25,000 to \$34,999: 12,105
 \$35,000 to \$49,999: 13,143
 \$50,000 to \$74,999: 20,813
 \$75,000 to \$99,999: 12,422
 \$100,000 to \$149,999: 11,398
 \$150,000 to \$199,999: 3,137
 \$200,000 or more: 2,554

Percent of families below poverty level: 8.8% (2005)

2005 FBI Crime Index Property: 9,512

2005 FBI Crime Index Violent: 1,616

■ Municipal Government

Anaheim has a council-manager form of government. The four members of the city council are elected to four-year, staggered terms. Council elections are held every two years. A mayoral election is held every four years. The city council appoints a manager who serves as the head of the government.

Head Official: Mayor Curt Pringle (since 2002, term expires 2010)

Total Number of City Employees: 3,707 (2007)

City Information: Anaheim City Hall, 200 S. Anaheim Blvd., Anaheim, CA 92805; telephone (714)765-5100; www.anaheim.net

■ Economy

Major Industries and Commercial Activity

Tourism is the major industry in Anaheim. An ever-growing number of visitors has caused hotels, motels, restaurants, and retail centers to be built to meet their demands. At the time of Disneyland's opening in 1955, Anaheim had only 87 hotel/motel rooms; presently, those numbers have grown to some 20,000. The rise in tourism has encouraged the city to update and add to its facilities. Since being dedicated in 1967, the Anaheim Convention Center has undergone five major expansions, the most recent of which, completed in December 2000, enlarged the center by 40 percent to 1.6 million square feet. Tremendous infrastructure changes in the Anaheim Resort



Courtesy of the Anaheim/Orange County Convention and Visitors Bureau.

district (surrounding Disneyland and Anaheim Convention Center area) during the past few years have included 15,000 new trees, shrubs, and flowers, as well as improved signage. The Anaheim Convention Center was the largest convention center on the West Coast as of 2007.

In 2006, nearly 45 million visitors spent \$8 billion in Orange County. Tourism supports approximately 160,000 jobs either directly or indirectly in Orange County. Anaheim/Orange County also hosted more than 1.2 million convention-goers in 2006, who spent \$891 million.

Tourism and business have built a healthy interdependence over the years. The city has become more economically diverse with the development of business and manufacturing firms; Anaheim is currently home to more than 15,000 businesses. It is a center of enterprise for multinational firms, as well as regional and local companies. Located within Anaheim are more than 100 manufacturing plants. The city of Anaheim has been successful in retaining some businesses that had considered leaving by offering loans, tax and utility rebates, subsidies, and job-training incentives.

In addition to the Walt Disney Resort, by far the largest employer in Anaheim, top employers in 2006 included the Kaiser Foundation Hospital, Boeing North

America, Alstyle Apparel, Anaheim Memorial Medical Center, Northgate Gonzales Supermarkets, Honda Center, Hilton Anaheim, and Long Beach Mortgage Company, Inc.

Items and goods produced: electronic components, electrical machinery, chemicals, guidance and navigation systems, locks, plastics, processed food, aircraft parts, fabricated metal products, communications equipment

Incentive Programs—New and Existing Companies

Local programs: Anaheim offers qualifying firms economic development rates, new construction incentives, and energy efficiency incentives. Anaheim's "Powerful Partnership for Business," comprised of the city's Community Development and Public Utilities departments, creates customized business programs for economic development support. These include Redevelopment Agency loans and assistance, utility loans and assistance, job training, energy efficiency strategies, environmental assistance, fast-track permitting, and financial assistance and subsidies. The Orange County Small

Business Development Center also offers assistance to new and expanding businesses.

State programs: A variety of programs administered by state and federal sources are available to area businesses. A Research & Development Tax Credit is available of up to 15% against bank and corporate tax liability for certain in-house research. An additional 24 percent credit is available for basic research payments to outside organizations. This is one of the highest research and development tax credits in the nation. A Child Care Tax Credit is available for companies establishing on-site child care facilities. A Net Operating Loss Carryover and New Market Tax Credits are also available. A Work Opportunity Tax Credit is offered for employers who hire individuals from certain target groups.

Job training programs: Anaheim's Job Training Program (JTP) offers subsidies of up to 50 percent of an employee's wages for up to six months in order to assist with customized on-the-job training programs that can help new and expanding businesses. The California Employment Training Panel assists businesses through performance-based customized training contracts for new or existing employees. Reimbursement of costs for developing, implementing, and completing training programs may range from \$1,500 to \$2,000 per employee. The Anaheim Workforce Center offers industry specific customized training, retraining and new hire training assistance, occupational skills training, on-the-job training programs, and employability skills training.

Development Projects

In 2001 a massive \$5 billion renovation of the Anaheim Resort District (the greater Anaheim Convention Center/Disneyland area, comprised of 1,100 acres) was completed. The project began in 1994 when the city of Anaheim approved a \$174 million Anaheim Resort Capital Improvement Program designed to transform the district into a more attractive, pedestrian-friendly destination. Among the results are a 55-acre themed park called Disney's California Adventure, brought about by a \$1.4 billion investment in all Disney properties. California Adventure, which opened in February 2001 and is adjacent to Disneyland, pays tribute to the Golden State. The Anaheim Convention Center underwent a \$177 million expansion, completed in December 2000. The expansion increased the size of the center by 40 percent; it now houses 815,000 square feet of exhibit space, making it the largest exhibit facility on the West Coast. Also completed is a \$396 million "freshening" of the entire Resort District with landscaping and infrastructure improvements, including the addition of 15,000 new trees, shrubs, and flowers, and improved signage. The Anaheim Resort Transit (ART), which began operating in 2001, in 2007 featured 32 buses and trolleys providing access to all area resorts, attractions, hotels, restaurants, and shops. In the

summer of 2005, Disneyland began an 18-month celebration of its 50th anniversary with several new attractions to draw more visitors to the park than ever before.

In 2004 the city approved plans for a development project known as the Platinum Triangle. This high density, mixed-use, urban environment may contain up to 9,500 residential units, 5 million square feet of office space, and over 2 million square feet of commercial uses. The site is strategically located near Angel Stadium, the Honda Center, and other major city attractions sites. Stadium Lofts, including 390 condominium units, a restaurant, and 2,280 square feet of retail space, was completed at the Platinum Triangle site in 2007. Stadium Towers, a 14,185 square-foot retail center has also been completed. At least two more projects, Stadium Park Apartments and Gateway Centre Condominiums, were under construction in 2007. Several others were pending approval or permits.

Another mixed-use development, the Anaheim GardenWalk, opened its first phase in 2007. This project included a set of restaurants along Katella Avenue. A set of retail spaces were scheduled to open as a second phase in 2008 and an 866-room hotel was planned for 2009.

The Muzeo, a new cultural center, was scheduled to open in fall 2007. The Muzeo includes an exhibit hall, museum space, and a history center. It is located in one of the six mixed-use developments of the CIM Group's downtown revitalization project.

In 2007 John Wayne Airport was undertaking an Airport Improvement Program to meet the needs of its passengers. Among other changes, the program includes an update to existing facilities, the addition of a third terminal (Terminal C), additional parking, and the addition of WiFi in all terminals. The first phase of construction to allow room for the new terminal began in late 2006 and was scheduled to take approximately two years to complete.

Economic Development Information: City of Anaheim Economic Development, City Hall East, 200 South Anaheim Boulevard, First Floor, Anaheim, CA 92805; telephone (714)765-4323

Commercial Shipping

The city's transportation access is excellent and is in proximity to several airports, two major ports of call, interstate access, and an extensive public transit system. The Port of Los Angeles, about 28 miles from the city, has 27 cargo terminals and is the busiest container port in the United States. It is designated as a Foreign Trade Zone. The Port of Long Beach, about 25 miles from the city, was the twelfth busiest container port in the world in 2006.

The Los Angeles International Airport (LAX) has 1,000 cargo flights each day. Handling facilities include the 98-acre Century Cargo Complex, the 57.4-acre Imperial Complex, the Imperial Cargo Center, and several

terminals on the south side of the airport. The John Wayne Airport has two all-cargo airlines. Freight service is provided by Southern Pacific, Santa Fe, and Union Pacific railroads, which maintain about 30 miles of railroad track in the city. Many major interstate trucking companies are located within the area.

Labor Force and Employment Outlook

Economic development in Anaheim has created thousands of new jobs. As of 2006, 29.5 percent of people employed in Anaheim worked in wholesale or retail trade; 19.5 percent in services; 10.6 percent in manufacturing; 9 percent in construction, agriculture, mining, and fishing; 8.4 percent in finance, real estate, and insurance; 7.9 percent in medical and other health related fields; 5.7 percent in education and social services; 4 percent in engineering, accounting, and research and development; and 5.4 percent in other fields.

The following is a summary of data regarding the Santa Ana-Anaheim-Irvine Metropolitan Division metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,520,100

Number of workers employed in . . .

- construction and mining: 107,600
- manufacturing: 183,400
- trade, transportation and utilities: 270,700
- information: 31,700
- financial activities: 139,000
- professional and business services: 274,800
- educational and health services: 138,900
- leisure and hospitality: 169,500
- other services: 47,900
- government: 156,500

Average hourly earnings of production workers employed in manufacturing: \$14.59

Unemployment rate: 4.1% (January 2005)

Largest private employers (2006)

<i>Number of employees</i>	<i>Number of employees</i>
Walt Disney Resort	23,105
Kaiser Foundation Hospital	3,660
Boeing North America	3,500
Alstyle Apparel	1,600
Anaheim Memorial Medical Center	1,185
Northgate Gonzalez Supermarkets	1,000
Honda Center	1,000
Anaheim Memorial Hospital-ER	979
Hilton Anaheim	900

Long Beach Mortgage
Company, Inc. 800

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
\$855,232

2007 (1st quarter) ACCRA Cost of Living Index:
154.7

State income tax rate: 1.0% to 9.3%

State sales tax rate: 7.25%

Local income tax rate: None

Local sales tax rate: 1.75%

Property tax rate: 1.0% of assessed valuation

Economic Information: Anaheim Chamber of Commerce, 201 East Center Street, Anaheim CA, 92805; telephone (714)758-0222; fax (714)758-0468

■ Education and Research

Elementary and Secondary Schools

Anaheim is served by the Anaheim City School District (ACSD), which operates the elementary schools, and the Anaheim Union High School District, which oversees the junior high and high schools. The city is noted for excellent schools offering a full array of learning programs from basic curriculum instruction to college preparation, athletics, and special education. A Spanish-English Dual Language program is available in some schools. The Gifted and Talented Education Program (GATE) is available to students in grades three to six.

All of the schools in the ACSD are on a year-round schedule. Most of them are on a single-track calendar, but a few schools have a four-track schedule. Loara High School and Kennedy High School offer the International Baccalaureate (IB) program. Walker Junior High School has the Middle Years Program, the junior high component of IB. Career Technical Education Programs are offered at several high school campuses. Specialized accelerated academy programs are also available. Alternative education programs include three Continuation High Schools, offering self-pacing schedules, and an Independent Study Program (Polaris High School) through which students meet all of the requirements for graduation but are only required to meet with a supervising teacher for one hour a week.

The following is a summary of data regarding the Anaheim City and Anaheim Union High School Districts as of the 2005–2006 school year.

Total enrollment: 60,000

Number of facilities

elementary schools: 23
 junior high/middle schools: 8
 senior high schools: 10
 other: 8

Student/teacher ratio: 23:1

Teacher salaries (2005–06)

elementary median: \$61,360
 junior high/middle median: \$62,040
 secondary median: \$63,410

Funding per pupil: \$7,084

Public Schools Information: Anaheim City School District, 1001 South East Street, Anaheim, CA 92805-5749; telephone (714)517-7500; www.acsd.k12.ca.us. Anaheim Union High School District, 501 Crescent Way, Anaheim, CA, 92803; telephone (714)999-3511; www.auhsd.k12.ca.us

Colleges and Universities

Although there are no major universities in the city of Anaheim proper, there are several smaller institutions offering post-secondary education.

The American College of Law in Anaheim offers classes leading to a Juris Doctor degree. The Southern California Institute of Technology offers four bachelor's degree programs through its School of Business and a College of Engineering and Computer Science. The North Orange County Community College District Anaheim Campus houses one of the district's Schools of Continuing Education. The school offers a variety of basic adult education and vocational programs. Associate degrees are offered through Cypress College and Fullerton College, both of which are operated by the Orange County district. Everest College (formerly known as Bryman College) offers career training programs in dental assisting, medical assisting, massage therapy, nursing, and medical billing and coding. The national ITT Technical Institute maintains a campus in Anaheim.

South Baylo University offers master's and doctoral degree in acupuncture and oriental medicine. It is considered to be one of the best schools of its kind in the nation and offers instruction in Chinese and Korean as well as English. The school operates a clinic in Anaheim.

In the greater Orange County area, California State University–Fullerton offers both undergraduate and graduate programs through eight colleges. Chapman University in Orange offers programs in eight colleges, with one of the most popular being studies in film and television through the Lawrence and Kristina Dodge College of Film and Media Arts. The University of

California–Irvine is a research university with 14 colleges and schools.

Libraries and Research Centers

The Anaheim Public Library holds over 512,900 volumes, and over 40,000 audio and video materials. The library's special collections include the Anaheim History Collection. The library is comprised of a central library, four branches—Haskett, Euclid, Sunkist, and Canyon Hills—and two bookmobiles. The Central Branch holds foreign language books in Chinese, Spanish, and Vietnamese. Card holders of the Anaheim Public Library system may also borrow books through the Fullerton Public Library, Placentia Public Library, and Yorba Public Library.

Other Anaheim libraries consist of those of local hospitals and companies, including Anaheim Memorial Medical Center, Western Medical Center Hospital, and Boeing Co. The Richard Nixon Presidential Library & Museum is in Yorba Linda, a 15-minute drive from Anaheim.

The Anaheim Research Center, founded in 2002, conducts psychiatric and medical research. The South Baylo University Research Center was established 2000. It conducts research in acupuncture treatments for high risk populations, such as those with cancer or AIDS, in part by providing free services to patients seeking such care. Research training takes place at the Well Healthcare One Clinic, part of the South Baylo University Integrative Medical Center.

Public Library Information: Anaheim Public Library, 500 West Broadway, Anaheim CA 92805; telephone (714)765-1880; www.anaheim.net/library

■ **Health Care**

Area hospitals boast state-of-the-art facilities and top quality care. Several hospitals are located within the city. Anaheim Memorial Medical Center offers general medical, critical care, and surgical services, as well as centers for specialized care including: The Advanced Endovascular Institute; The HeartCare Center; The Birth Place, Women's HeartMatters, the Imaging Services Center, the Women's Health and Wellness Center, a Pain Management Center, and the MemorialCare Breast Centers. The Safe Place at Anaheim Memorial is the only hospital-based acute sexual assault response center in the county.

The 70-bed Anaheim General Hospital's main hospital campus includes emergency room services, intensive care, an obstetrical unit, radiology, in-patient and out-patient surgery department, telemetry, and a wide range of additional services. The 219-bed West Anaheim Medical Center is another general medical and surgical hospital. The 167-bed Kaiser Foundation Hospital's key services include: general medical, surgical and intensive

care; cardiac intensive care; cardiology, neurology, and orthopedics departments; pediatric medical and surgical care; and obstetrics. Western Medical Center/Anaheim has about 181 beds and offers general medical and surgical service in the following areas: acute medicine and critical care; ambulatory care; behavioral medicine; cardiac rehabilitation; emergency care; radiology services; women's and children's health services; and sleep disorder care.

Well Healthcare One Clinic, part of the South Baylo University Integrative Medical Center, offers Western medicine practice as well as treatments including acupuncture, herbal medicine, and massage in taking a more holistic approach to health care.

The Karlton Residential Care Center in Anaheim is a 70-bed facility for those with Alzheimer's or other related disorders.

■ Recreation

Sightseeing

Anaheim's crown jewel attraction is Disneyland, America's most popular theme park. Visitors can stroll through the park's eight "lands," which together offer more than 60 major rides, shops, and restaurants: futuristic Tomorrowland provides an out-of-this-world atmosphere; Adventureland reproduces the exotic surroundings of Asia, the Middle East, and the South Seas; Frontierland is based on the Wild West; Fantasyland, with Sleeping Beauty's Castle and the It's a Small World ride, is the heart of Disneyland; Critter Country is home to cute woodland creatures; Main Street U.S.A. is based on small-town America of a century ago; New Orleans Square reproduces the atmosphere of turn-of-the-century New Orleans; and Mickey's Toontown is a cartoon playland. Special entertainment, shopping, and dining are featured at Disneyland year-round. Special attractions include Indiana Jones Adventure; Space Mountain and Star Tours, exciting flight-simulation journeys; Splash Mountain, an 87-foot-high log flume ride based on Disney's "Song of the South" characters; Big Thunder Mountain Railroad; and the Haunted Mansion.

In the summer of 2005 the park celebrated its golden anniversary with several new attractions: Buzz Lightyear Astro Blasters, in Tomorrowland, is an interactive game in which visitors join Buzz Lightyear to battle the evil Emperor Zurg; Space Mountain, also in Tomorrowland, was re-launched with new special effects; at Disneyland's Parade of Dreams, a new Main Street U.S.A. parade, spectators can meet Disney characters and watch floats transform into shows; a new nighttime celebration will feature spectacular pyrotechnics; and Disneyland: The First 50 Years provides an exclusive look at the park's 50 years, through artwork, models and design, and film. In 2007 the park opened the Finding Nemo Submarine Voyage, an underwater adventure

inspired by the film *Finding Nemo*. This attraction replaces the original Submarine Voyage of 1954, which was based on the theme of *20,000 Leagues Under the Sea*.

One of Disneyland's newest areas is California Adventure. Requiring a separate admission ticket, it is based on the fun adventures offered by California, and is divided into four themed districts: Paradise Pier has classic "Golden Age" amusement park attractions along the beach; Hollywood Pictures Backlot celebrates the movie business; The Golden State is a tribute to California's natural beauty; and "a bug's land," inspired by the film *A Bug's Life* is designed from a bug's perspective.

Knott's Berry Farm in nearby Buena Park, once a small berry farm business, has grown into one of the most popular theme parks in the country. The park, a 150-acre complex with more than 100 rides and dozens of shops and restaurants, is especially known for its thrill rides. Distinct theme areas are Ghost Town, an Old West mining town reproduction; Camp Snoopy, which features special rides and activities for small children; The Boardwalk, a colorful tribute to the Southern California beach culture that features ocean-related rides and attractions; Indian trails, which showcases the traditions and cultures of Native Americans; Fiesta Village, a celebration of Spanish California; and Wild Water Wilderness water park. Special attractions include Montezooma's Revenge, a roller coaster that goes from 0 to 60 miles per hour in just three seconds; Jaguar!, a roller coaster that twists, spirals, speeds up, and slows down, mimicking a jaguar stalking its prey; Supreme Scream ascends 214 feet and then plunges straight down at about 50 mph; and Bigfoot Rapids is a whitewater river raft ride.

In 2007, as part of the city's 150th anniversary celebrations, a new Anaheim OC Walk of Stars was set on Harbor Boulevard by Disneyland's main entrance. Walt Disney was one of the first stars to be honored.

Other nearby attractions include Buena Park's Movieland Wax Museum, where more than 300 lifelike figures of famous movie stars are on view in realistic costumes and posed in scenes from classic movies; and Medieval Times, an elaborate dinner tournament where eleventh-century knights in armor joust and a feast is presented.

The Discovery Science Center, in Santa Ana, houses hands-on exhibits in themed areas: Discovery Stadium, Quake Zone, Dynamic Earth, Air and Space Exploration, and Kidstation. Hobby City is a 10-acre collection of miniature buildings; it includes a doll and toy museum inside a miniature replica of the White House. Nearby Adventure City is a two-acre theme park for children aged 2 to 12. The Mission San Juan Capistrano, 30 miles south of Anaheim, was founded in 1776 and is the birthplace of Orange County. Beautiful and romantic, it is considered the "jewel of the missions." Its Serra Chapel is believed to be California's oldest standing building.

Arts and Culture

The 3,000-seat Segerstrom Hall at the Orange County Performing Arts Center in nearby Costa Mesa hosts world-class performances of symphony, ballet, and opera, as well as Broadway shows; the 250-seat Founders Hall in the Center offers innovative jazz and cabaret programming as well as the best in chamber music. The Center also includes a 2,000-seat Renée and Henry Segerstrom Concert Hall and the 500-seat multi-functional Samueli Theater. The Center is home to the Philharmonic Society of Orange County, Pacific Symphony Orchestra, Opera Pacific, and Pacific Chorale.

Numerous other theaters dot Orange County. Fullerton Civic Light Opera Company, based in nearby Fullerton, is one of the largest musical theater companies in Southern California; their productions are presented four times annually at Plummer Auditorium. The auditorium, built in 1930, seats more than 1,300 and hosts a variety of theatrical productions and community-oriented cultural programs. South Coast Repertory Theatre, in Costa Mesa, is a Tony award-winning theater that presents professional productions of contemporary and classical plays on its three stages. The Grove Theater Center, in Garden Grove, is home to the 178-seat Gem Theater and 550-seat Festival Amphitheater; the complex offers year-round plays as well as participatory events.

The Honda Center is a 650,000-square-foot arena that hosts concerts and family shows as well as being home to the NHL Anaheim Ducks. Pearson Park Amphitheater is an open-air facility that features family entertainment all summer long and the Grove of Anaheim presents comedy and music artists in an intimate setting.

The Anaheim Museum highlights the history of the city's original German settlers, its establishment as a wine and citrus colony, and the early Disneyland days depicted in changing exhibits. Mother Colony House, one of the city's first buildings, showcases antiques and other historical items of Anaheim's earliest periods. Bowers Museum of Cultural Art, in nearby Santa Ana, occupies a landmark mission-style building; its exhibits reflect cultural arts from California and around the world. Bowers features a hands-on children's section known as the Kidseum.

The Muzeo, opened in 2007 as part of the city's downtown revitalization projects, offers an exhibit hall, a cultural and art museum, and a history center.

Festivals and Holidays

The St. Patrick's Day Festival at the Anaheim Farmer's Market features Irish dancers, music, and food. St. Boniface Parish Fiesta in April features international foods, rides, and games. The first weekend in May brings the Cinco de Mayo Fiesta, featuring a soccer tournament, the crowning of a fiesta queen, and a Sunday bilingual Mass, as well as rides, food, and entertainment; the fiesta draws approximately 100,000 people throughout the weekend.

The Greek Festival, also in May, features Greek foods, pastries, music, and folkdancers, and a marketplace with vendors selling a variety of items. The Anaheim Children's Art Festival in late May draws 7,000 visitors annually to its art-and-craft projects in staffed booths. June's Taste of Anaheim offers ethnic food, fun, and displays. Anaheim Hills 4th of July Festival & Parade includes a pancake breakfast, dog show, 5K and 10K run/walk, parade, food and game booths, and fireworks. At nearby Laguna Beach's Pageant of the Masters, famous paintings and statuary come to life through the use of live models and an orchestra each night during the months of July and August. The Anaheim Fall Festival & Halloween Parade in late October features a parade, pancake breakfast, rides, games, and live entertainment. Knott's Berry Farm transforms into Knott's Camp Spooky and then Knott's Merry Farm to celebrate Halloween and Christmas. The Christmas Parade at Disneyland features many popular Disney characters as well as Santa Claus. Nutcracker Holiday, held the first Saturday in December, features musicians, carolers, and a tree-lighting ceremony.

Sports for the Spectator

The Major League Los Angeles Angels of Anaheim baseball team, World Series Champion in 2002 and American League West Champions in 2007, plays its home games at Angel Stadium of Anaheim, a baseball-only facility with seating for 45,050. The Anaheim Ducks, a National Hockey League team owned by the Walt Disney Company, won the 2003 Western Conference championship and the Stanley Cup in 2007. They play at the four-level, 17,174-seat Honda Center. The Honda Center is also home of National Lacrosse League's Anaheim Storm, which suspended play in 2006, and the J. R. Wooden Classic, which features some of the nation's top basketball teams. The National Basketball Association Development League set up an expansion team for Anaheim in the 2006/07 season. The Anaheim Arsenal is affiliated with the Los Angeles Clippers and play at the Arena of the Anaheim Convention Center.

Los Alamitos Race Course, 15 minutes west of Disneyland, features the world's fastest horses in quarter horse, Arabian, thoroughbred, paint, and Appaloosa racing. Costa Mesa Speedway at Orange County Fairgrounds holds speedway races on Saturday nights, April through October.

Sports for the Participant

Anaheim has 44 parks totaling approximately 650 acres. Among them is Oak Canyon Nature Center, a 58-acre natural park in the Anaheim Hills providing excellent opportunities for short hikes. A year-round stream meanders through the park, which consists of three adjoining canyons with four miles of hiking trails. Tennis is available at several Anaheim hotels and the city maintains more than 50 public courts. Anaheim Hills, a public

country club, offers a challenging 18-hole golf course in the natural terrain of the Santa Ana Canyons. H. G. "Dad" Miller is a well kept course surrounded by lovely old trees and a natural lake; it was Tiger Woods' home course during high school. Anaheim ICE, the official training facility of the Anaheim Ducks, offers public skating and pick up hockey.

Orange County has a 42-mile coastline filled with public and state beaches. Sailing cruises, whale watching, surfing, and swimming are available at sites along the coastline. The county has a regional trail system consisting of 220 miles of built trails. The 30-mile Santa Ana River Trail is a running/bike path that follows the Santa Ana River in the San Bernardino Mountains. Snow skiing is available at nearby Bear Mountain ski resort. Orange County is home to 39 public golf courses.

Shopping and Dining

Downtown Disney, a 120-acre shopping, restaurant, and entertainment complex adjacent to Disneyland, features one-of-a-kind Disney-themed shops and trend-setting restaurants. It is open to the public, with no admission charge. Anaheim Indoor Marketplace is an outlet mall with more than 200 variety stores. Timeless Quilts offers fabrics and quilting supplies in a 1920s Craftsman house, while Hobby City offers a collection of antique dolls and toys from around the world. South Coast Plaza Village in Costa Mesa offers an immense collection of international stores clustered around a Village Green in an open-air environment. Fashion Island Newport Center, in Newport Beach, is an upscale shopping area with open-air courtyards and covered patios overlooking the ocean; it features more than 200 shops, 40 restaurants, and two movie theaters. Westfield Shoppingtown MainPlace in Santa Ana is another large upscale center, with more than 200 specialty shops and restaurants. The Anaheim Hills Festival Shopping Center offers a variety of stores similar to those found in typical shopping malls.

Dining experiences in Anaheim run the gamut from ethnic specialties such as Armenian, Cajun, Chinese, Cuban, German, Indian, Italian, Japanese, Mexican, Middle Eastern, Peruvian, and Thai to places with unique ambiance such as canneries, gold mines, and Victorian houses. There are more than 60 restaurants and cocktail lounges in the immediate area of the Anaheim Convention Center. In nearby Orange, Watson Drugs and Soda Fountain, established in 1899, has been the set for several movies; it offers burgers and sweets. In 2007 Ruth's Chris Steak House opened, featuring a New Orleans-inspired menu. Also in 2007, the first phase of the Anaheim GardenWalk opened, offering a unique outdoor dining experience for visitors along Katella Avenue. The GardenWalk is home to the Bubba Gump Shrimp Co., a seafood restaurant themed after the movie *Forrest Gump*; the California Pizza Kitchen; the Cheesecake Factory; McCormick & Schmick Grill; and Roy's of Hawaii.

Visitor Information: Anaheim/Orange County Visitor and Convention Bureau, 800 West Katella Avenue, Anaheim, CA 92802; telephone (714)999-8999; fax (714)991-8963

■ Convention Facilities

The Anaheim Convention Center, a sparkling, glass-walled facility, completed a \$177 million expansion and redesign in December 2000. The expansion enlarged the center by 40 percent to 1.6 million square feet. The center houses 815,000 square feet of exhibit space, making it the largest exhibit facility on the West Coast. Pre-function lobby space totals 200,000 square feet. There is also 130,000 square feet of meeting space and a 38,000 square-foot main ballroom. The center hosts an average of more than 1,300 events annually, including national conventions, conferences, corporate meetings, trade shows, and a variety of public events such as concerts and home and garden shows. Situated on 53 acres in the Anaheim Resort district, the center is within walking distance of more than 12,000 hotel rooms.

The Disneyland Hotel at Disneyland Resort offers dozens of meeting spaces, the largest one being the 50,000-square-foot Disneyland Exhibit Hall in Magic Tower. There is a banquet hall to accommodate up to 2,000 people and three restaurants. The Marriott Anaheim offers 35,000 square feet of exhibit space, three flexible ballrooms and eleven meeting rooms. Several other area hotels and restaurants offer meeting and banquet spaces.

Convention Information: Anaheim/Orange County Visitor and Convention Bureau, 800 West Katella Avenue, Anaheim, CA 92802; telephone (714)765-8888; fax (714)991-8963; www.anaheimoc.org

■ Transportation

Approaching the City

The main artery running through Anaheim is Interstate 5 (the Santa Ana Freeway), which also connects Los Angeles and San Diego. I-5 links Anaheim with the Riverside Freeway, the Garden Grove Freeway, the Orange Freeway, and the Costa Mesa Freeway.

There are four airports serving the area. Los Angeles International Airport (LAX), located about 31 miles northwest of Anaheim, is one of the top ten largest airports in the world in terms of passengers handled. The airport is served by over 50 airlines with thousands of flights each year. Long Beach Airport to the west is served by four airlines and LA/Ontario International Airport to the northeast supports 12 airlines. The John Wayne Airport in Santa Ana, owned operated by Orange

County, is about 16 miles southwest of Anaheim. It is served by 11 commercial airlines and 3 commuter lines.

Metrolink, a regional commuter rail system, links travelers to activity centers in Orange and surrounding counties; it has two stations located in Anaheim: Anaheim station and Anaheim Canyon station. Amtrak provides railway transportation with a station located at Angel Stadium. Greyhound offers daily bus service into the city.

Traveling in the City

The Santa Ana Freeway traverses Anaheim's downtown running northwest to southeast. The Garden Grove Freeway runs east and west through the city, and the Orange Freeway runs north and south through the city. The Orange County Transportation Authority operates buses daily with about 80 routes throughout Orange County. Anaheim Resort Transit (ART) buses, trams, and trolleys provide connections between hotels, Anaheim attractions, the convention center, shopping, dining, and evening entertainment locations, along nine interchangeable routes. Beginning October 2007 the ART has offered connecting service to the Anaheim Amtrak Station.

■ Communications

Newspapers and Magazines

The primary daily newspapers serving Anaheim and surrounding Orange County are the *Daily Pilot* (circulation 26,725) and the *Los Angeles Times-Orange County* (circulation 983,727), both published in Costa Mesa; and *The Orange County Register* published in Santa Ana. The *Pres-Telegram* is published in Long Beach.

The *Anaheim Bulletin*, *Orange City News*, *Placentia News-Times*, and *Fullerton News Tribune* are weekly newspapers published in Anaheim. Other weeklies published in Orange County include *OC Weekly*, an

alternative press, and *Excelsior*, a Spanish-language newspaper, both published in Santa Ana.

Television and Radio

There are no television stations broadcasting directly from Anaheim. Most local programming and news is provided through Los Angeles stations. Cable television is also available. There are 30 AM and 44 FM radio stations serving the Orange County/Los Angeles area.

Media Information: *Orange County Register*, Freedom Communications Inc., 625 N. Grand Ave., Santa Ana, CA 92701; telephone (877)469-7344; www.ocregister.com

Anaheim Online

Anaheim City School District. Available www.acsd.k12.ca.us

Anaheim Orange County Visitor & Convention Bureau. Available www.anaheimoc.org

Anaheim Public Library. Available www.anaheim.net/comm_svc/apl/index.html

City of Anaheim home page. Available www.anaheim.net

Greater Anaheim Chamber of Commerce. Available www.anaheimchamber.org

Orange County Department of Education. Available www.ocde.k12.ca.us

Orange County Register. Available www.ocregister.com

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Newhan, Ross, *The Anaheim Angels: A Complete History* (New York: Hyperion, 2000)



Fresno

■ The City in Brief

Founded: 1872 (incorporated 1885)

Head Official: Mayor Alan Autry (since 2001)

City Population

1980: 217,491

1990: 354,091

2000: 427,652

2006 estimate: 466,714

Percent change, 1990–2000: 20.7%

U.S. rank in 1980: 65th

U.S. rank in 1990: 47th

U.S. rank in 2000: 40th

Metropolitan Area Population

1980: 515,000

1990: 667,000

2000: 922,516

2006 estimate: 891,756

Percent change, 1990–2000: 38.3%

U.S. rank in 1980: 67th

U.S. rank in 1990: 59th

U.S. rank in 2000: 53rd

Area: 99.1 square miles (2000)

Elevation: 328 feet above sea level

Average Annual Temperatures: January, 46.0° F; July, 81.4° F; annual average, 63.2° F

Average Annual Precipitation: 11.23 inches of rain

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 8.1% (June 2007)

Per Capita Income: \$17,586 (2005)

2005 FBI Crime Index Property: 25,546

2005 FBI Crime Index Violent: 3,897

Major Colleges and Universities: California State University, Fresno; Fresno City College; Fresno Pacific University

Daily Newspaper: *The Fresno Bee*

■ Introduction

The seat of Fresno County, Fresno is the commercial, financial, and cultural center of the San Joaquin Valley and the central California region. The city is the business and transportation hub for four separate agricultural regions in what has been called the agribusiness center of the world. Fresno is also known as the gateway to Yosemite, Kings Canyon, and Sequoia national parks. The city is given an international flavor by a diverse citizenry representing more than 70 nationalities and the largest refugee population in the United States. Over the last two decades, Fresno has been one of the fastest growing cities in the United States, which has offered a challenge for city officials in providing adequate housing, services, and employment for the population. Development projects targeted at building a diverse economy and boosting the city's economic growth have been underway since the early 2000s and may prove to be just what the city needs to ensure successful growth.

■ Geography and Climate

Fresno is located in the fertile San Joaquin Valley in the central part of California, about halfway between San Francisco and Los Angeles. It is the sixth largest city in the state and is the seat of Fresno County. The terrain in Fresno is relatively flat, with a sharp rise to the foothills of the Sierra Nevada Mountains about 15 miles eastward. A network of irrigation canals runs through and round the

city. The weather is usually sunny, with over 200 clear days each year. Summers are typically hot and dry, while winters are mild and rainy. Spring and fall are the most pleasant seasons. The area is occasionally subject to severe droughts or winter storms that can cause damage to croplands and homes.

Area: 99.1 square miles (2000)

Elevation: 328 feet above sea level

Average Temperatures: January, 46.0° F; July, 81.4° F; annual average, 63.2° F

Average Annual Precipitation: 11.23 inches of rain

■ History

Settlement of Fresno Delayed Until Arrival of Railroad

Fresno means “ash tree” in Spanish and was the name given by early Spanish explorers to a stretch of white ash trees along the banks of the San Joaquin River. These explorers did not settle the region where Fresno is now located, however, because they considered it uninhabitable. The site was in fact to remain undeveloped until the late nineteenth century. In the early part of the century, potential settlers were discouraged from staying permanently by the presence of the native population. Unlike other California cities Fresno did not get its start during the gold rush. Prospectors simply passed through the area on the way to the Sierras. After the gold rush the land was used for cattle grazing.

The first permanent settlement is said to have been established in the 1860s by an immigrant from Holland who was joined by a few other people; but the cluster of dwellings was not actually considered a town. In 1872 the Central Pacific Railroad was constructed through the San Joaquin Valley; the railroad builders laid out a town, calling it Fresno Station for the name of the county. A station was built on the present site of downtown Fresno.

The county seat at that time was Millerton, a town 25 miles to the south. In order to gain access to rail transportation, Millerton residents voted to transfer the seat to Fresno Station and the entire population moved. The town was rough and desolate and the countryside barren. The introduction of irrigation and grape-growing in the valley brought prosperity and Fresno was incorporated as a city in 1885. Soon vineyards were being planted by local inhabitants as well as Italian, French, and Swiss immigrants who had bought 20-acre parcels of land.

Development of Raisin and Fig Industries

When the dry white wine produced from the area’s vineyards proved less than satisfactory, the grapes were cultivated for raisins, which were naturally produced by

the continuous sunlight in the valley. Following an unusually large yield of more than one million pounds of raisins that drove the price down to two cents a pound in 1894, the Raisin Growers Association was organized (in 1898) to protect the raisin industry. In 1886 Frank Roeding and his son began growing figs in the area; having experimented with caprification, the cross-fertilization of the Smyrna fig by the fig wasp, they started another successful industry.

By 1900 the population of Fresno had reached 12,470 people and the city drafted its first charter. During the following decade agriculture continued to flourish, with cotton growing and sweet wine production emerging as new industries. Fresno became the residential and commercial center of an increasingly prosperous region. With the expansion of manufacturing along with agriculture, Fresno was a major metropolitan area by the end of World War II.

Rapid population growth began to strain the city’s boundaries. In the late 1970s the city had about 190,000 people. In 1990 the population was 354,000. From 1990 to 2000 the population grew by 20.3 percent. Newcomers included a large number of immigrants, particularly those from Southeast Asia. To keep up with the surge of residents, farmlands were rezoned to allow for new housing developments and the city began to diversify its economy, particularly in retail, strip-mall type developments.

Scandal rocked the town in the early 1990s as the FBI discovered a web of political corruption known as Operation Rezone. It came to light that a number of city council members from Fresno and nearby Clovis were accepting bribes from developers in return for favorable votes on rezoning issues. Several officials were later convicted. At about the same time downtown retail centers began to decline as suburban shopping centers became more popular.

In the early 2000s city officials took measures to strengthen the city through redevelopment. The city became a federal Empowerment Zone in 2002. The city also created its own Municipal Restoration Zone to encourage new businesses. New developments included the 2003 opening of the Save Mart Center, for concerts and sports events, and construction of several office towers in the downtown area.

While Fresno County continues to be one of the nation’s leading agricultural counties, producing more than three billion dollars’ worth of crops each year, the city of Fresno has become the center of trade, commerce, finance, and transportation for the San Joaquin Valley and city officials have been intent on using these strengths to spawn new growth.

Historical Information: California History & Genealogy Room, Fresno County Library, 2420 Mariposa, Fresno, CA 93721; telephone (559)488-3195



Aerial photo provided by Digital Sky Aerial Imaging

■ Population Profile

Metropolitan Area Residents

1980: 515,000
 1990: 667,000
 2000: 922,516
 2006 estimate: 891,756
 Percent change, 1990–2000: 38.3%
 U.S. rank in 1980: 67th
 U.S. rank in 1990: 59th
 U.S. rank in 2000: 53rd

City Residents

1980: 217,491
 1990: 354,091
 2000: 427,652
 2006 estimate: 466,714
 Percent change, 1990–2000: 20.7%
 U.S. rank in 1980: 65th
 U.S. rank in 1990: 47th
 U.S. rank in 2000: 40th

Density: 4,315 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 255,981
 Black: 39,396
 American Indian and Alaska Native: 4,858
 Asian: 58,771
 Native Hawaiian and Pacific Islander: 961
 Hispanic or Latino (may be of any race): 209,487
 Other: 105,448

Percent of residents born in state: 61.7 (2000)

Age characteristics (2005)

Population under 5 years old: 44,238
 Population 5 to 9 years old: 43,357
 Population 10 to 14 years old: 43,211
 Population 15 to 19 years old: 41,012
 Population 20 to 24 years old: 38,546
 Population 25 to 34 years old: 75,637
 Population 35 to 44 years old: 63,240
 Population 45 to 54 years old: 54,778
 Population 55 to 59 years old: 21,018
 Population 60 to 64 years old: 15,061
 Population 65 to 74 years old: 18,166

Population 75 to 84 years old: 14,924
Population 85 years and older: 4,063
Median age: 28.1 years

Births (2006, MSA)

Total number: 16,496

Deaths (2006, MSA)

Total number: 5,922

Money income (2005)

Per capita income: \$17,586
Median household income: \$37,800
Total households: 154,147

Number of households with income of . . .

less than \$10,000: 16,808
\$10,000 to \$14,999: 12,664
\$15,000 to \$24,999: 22,754
\$25,000 to \$34,999: 20,705
\$35,000 to \$49,999: 23,147
\$50,000 to \$74,999: 23,853
\$75,000 to \$99,999: 17,258
\$100,000 to \$149,999: 11,383
\$150,000 to \$199,999: 2,862
\$200,000 or more: 2,713

Percent of families below poverty level: 20.7% (2005)

2005 FBI Crime Index Property: 25,546

2005 FBI Crime Index Violent: 3,897

■ Municipal Government

Fresno has a strong-mayor form of government. There are seven council members elected by district to four-year, staggered terms. The mayor is elected at large for a four-year term, with a two term limit. A city manager is appointed by the mayor. Fresno is also the Fresno County seat.

Head Official: Mayor Alan Autry (since 2001; term expires 2009)

Total Number of City Employees: 3,787 (2007)

City Information: City of Fresno, 2600 Fresno Street, Fresno, CA 93721; telephone (559)621-2489

■ Economy

Major Industries and Commercial Activity

Agriculture is the backbone of the Fresno area, employing nearly 20 percent of the workforce and providing more than \$3.5 billion for the local economy. More jobs

are tied into the agricultural industry than any other industry in the Fresno area; estimates are that one in three jobs are related to agriculture. A majority of America's produce is grown in California's Central Valley, and Fresno County is the number one agricultural county in the United States. By 2007 more than 7,500 farmers were growing 250 types of crops on 1 million acres of some of the world's most productive farmland. Major crops are grapes, cotton, cattle, tomatoes, milk, plums, turkeys, oranges, peaches, and nectarines. A large food processing industry has developed around the agricultural activity; a number of canning, curing, drying, and freezing plants are located in the area.

An Ernst and Young study also tapped Fresno as an ideal location for manufacturing and distribution, due to its proximity within one day's drive of 35 million people. Manufacturing concerns in this Port of Entry region produce farm machinery, metal products, transportation equipment, stone, clay, and glass products, lumber and wood products, furniture and fixtures, and electrical equipment. Government, services, and trade are also important economic sectors.

Some of the largest employers in Fresno in 2007 were: Community Medical Centers, Saint Agnes Medical Center, Beverly Health Care, Kaiser Permanente, Pelco, Quinn Group, Inc., Gottschalks, AT&T, Zacky Farms LLC, and Sun-Maid Growers.

Incentive Programs—New and Existing Companies

Local programs: The City of Fresno is specifically interested in attracting new businesses involved with flexible food manufacturing, irrigation and agricultural technology, agile industrial manufacturing, advanced logistics, smart commerce and customer services. The city offers programs such as Fresno Startup and the Fresno Redevelopment Agency (RDA) and its finance authority that can be useful when considering Industrial Development Bonds. The City has also developed relationships with other agencies such as the Fresno County Workforce Development Corporation and the Fresno Chamber of Commerce and Economic Development Corporation, which offer assistance to the developer and other companies considering a move to the City of Fresno.

State programs: In 2002 the City of Fresno was awarded a lucrative Federal Empowerment Zone designation. The U.S. Department of Housing and Urban Development will fund this program until December 31, 2009. Businesses that are located in the Empowerment Zone are eligible for significant incentives that will encourage expansion, including up to \$3,000 per employee per year, tax deductions on property investment and capital gains, tax-free rollover of certain gains, and tax-exempt financing through state or local government bonds. The city of Fresno has one of the largest

Enterprise Zones in California. Benefits of operating in the Enterprise Zone include sales and use tax credits; hiring tax credits; net operating loss carryover and net interest deduction for lenders programs. Fresno businesses may also receive tax incentives as part of a Foreign Trade Zone.

A Research & Development Tax Credit is available of up to 15 percent against bank and corporate tax liability for certain in-house research. An additional 24 percent credit is available for basic research payments to outside organizations. This is one of the highest research and development tax credits in the nation. A Child Care Tax Credit is available for companies establishing on-site child care facilities. A Net Operating Loss Carryover and New Market Tax Credits are also available. A Work Opportunity Tax Credit is offered for employers who hire individuals from certain target groups.

The State Loan Guarantee Program provides working capital loans, and Small Business Administration loans are available to assist in financing fixed-capital and operational expenditures. All programs are administered through the State of California Commerce and Economic Development Program.

Job training programs: The California Employment Training Panel assists businesses through performance-based customized training contracts for new or existing employees. Reimbursement of costs for developing, implementing, and completing training programs may range from \$1,500 to \$2,000 per employee. The Fresno County Workforce Investment Board offers assistance in on-the-job skills training and training subsidies. The Fresno Neighborhood Job Network also offers job training services. Additional services are available through the Fresno Regional Occupational Program and the Fresno City College Vocational Training Center.

Development Projects

The Save Mart Center on the campus of Fresno State University opened in late 2003 as a venue for national touring concert acts, as well as Fresno State home basketball games. Several downtown developments have revitalized the area, including the Tower at Convention Center Court, an 11-story complex completed in 2003, as well as several other office towers. A new federal courthouse will be the tallest building in Fresno. These and other planned developments are part of the city's Vision 2010 that aims to bring residents back to the area.

In June 2007, Univision—the leading Spanish-language media company in the U.S.—broke ground on a new state-of-the-art 40,000-square-foot facility, estimated at a cost of over \$20 million. The facility will house three Spanish-language television stations and three Spanish-language radio stations. In 2007, construction of Phase I of the 230-acre North Pointe Business Park was underway. North Pointe caters to industrial users.

Fancher Creek Business Park will feature a 95-acre town center, retail mixed with residential, and a 29-acre village center that includes housing for seniors. Another 107 acres will be reserved for a business park with mix uses including distribution and possibly manufacturing. Scheduled to open at the end of 2007 was the Woodward Mountain Bike Skills Progression Park, a 10-acre progression-based mountain bike park in the city. Further development of the downtown area is in the planning stages. Projects being considered are a public ice rink, 73,000 square feet of retail shops and restaurants, and 160 apartments in the Selland Arena parking lot. The multi-story development would feature solar panels on the roof to help offset the cost of operating the indoor ice rink.

Economic Development Information: City of Fresno, Economic Development Department, 2600 Fresno Street, Room 3076, Fresno, CA 93721; telephone (559)621-8350; fax (559)488-1078

Commercial Shipping

International freight shipments to and from the entire region flow through the Fresno Yosemite International Airport, a direct port of entry and part of a Federal Foreign Trade Zone. The nation's largest parcel carriers, FedEx, UPS, and Airborne Express, operate from there. Rail freight services are provided by both the Burlington Northern-Santa Fe and Southern Pacific railroads. Nearly 200 truck firms are based within the Fresno County borders.

Labor Force and Employment Outlook

Fresno continues to diversify its economy toward non-agricultural industries. In 2002, two major manufacturers, Sinclair Systems and Rayovac Corporation, moved their headquarters to the Fresno area. Fresno's labor force is productive, motivated, flexible, and relatively young. Steady population growth has occurred faster than local business expansion or new business development. Unemployment rates fluctuate seasonally, due mainly to the high demand for agricultural labor at certain times of the year. A large number of immigrants, both regional and international, provide a continuous supply of employable people with diverse skills. Job availability is aided by a cooperative effort between business and government to attract new industry. In September 2007, the unemployment rate in Fresno County was 7.5 percent, up from 6.3 percent the year prior. In September 2007, the California unemployment rate was 5.4 percent, and the national unemployment rate was 4.5 percent. By September 2007, job growth was occurring the fastest in agriculture; trade, transportation, and utilities; and educational and health services.

The following is a summary of data regarding the Fresno metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 301,800

Number of workers employed in ...

- construction and mining: 23,300
- manufacturing: 27,400
- trade, transportation and utilities: 58,200
- information: 4,200
- financial activities: 15,300
- professional and business services: 29,700
- educational and health services: 37,100
- leisure and hospitality: 28,200
- other services: 10,900
- government: 67,600

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 8.1% (June 2007)

Largest private employers (2007)

Number of employees

Community Medical Centers	4,592
Saint Agnes Medical Center	2,075
Beverly Health Care	2,000
Kaiser Permanente	2,000
Pelco	1,965
Quinn Group, Inc.	1,178
Gottschalks	1,095
AT&T	1,000
Zacky Farms LLC	915
Sun-Maid Growers	600

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$499,166

2007 (1st quarter) ACCRA Cost of Living Index: 121.5

State income tax rate: 1.0% to 9.3%

State sales tax rate: 7.25%

Local income tax rate: None

Local sales tax rate: Local sales and use tax rate: 1.975%

Property tax rate: Limited to 1% of assessed value by state law. In some cases the local taxing body can add up to 0.15%

Economic Information: Greater Fresno Chamber of Commerce, 2331 Fresno Street, Fresno, CA 93721; telephone (559)495-4800; fax (559)495-4811

■ **Education and Research**

Elementary and Secondary Schools

The Fresno Unified School District is the fourth largest district in the state. A five-member, nonpartisan board of education hires a superintendent. Overall the district has underperformed due to a wide variety of problems including financial woes, mismanagement, and a highly diverse student population with large numbers of immigrant and non-English-speaking students, many of whom are impoverished. However, in 2007 over half of the district schools made their Academic Growth Index growth targets and five schools were removed from Program Improvement status. The student body is rather diverse, with over 76 languages represented. In 2006, there were 17 magnet and specialty program schools in the district and 10 alternative education schools. The system has seven charter schools.

The Central Unified School District (CUSD) also serves students in the city. In 2007 the CUSD had 18 school sites, but a rapidly expanding population has inspired plans to build several new schools and expand others within the next decade. CUSD offers a full array of programs for all ages.

The following is a summary of data regarding the Fresno Unified School District as of the 2005–2006 school year.

Total enrollment: 79,383

Number of facilities

- elementary schools: 61
- junior high/middle schools: 19
- senior high schools: 8
- other: 0

Student/teacher ratio: 20.8:1

Teacher salaries (2005–06)

- elementary median: \$59,190
- junior high/middle median: \$59,510
- secondary median: \$60,340

Funding per pupil: \$6,082

Additionally there are several private schools serving K-12 students in Fresno, including Catholic elementary and high schools, other Christian and religious schools, and secular private institutions.

Public Schools Information: Fresno Unified School District, 2309 Tulare Street, Fresno, CA 93721; telephone (559)457-3733; www.fresno.k12.ca.us. Central Unified School District, 4605 Polk, Fresno, CA 93722; telephone (559)274-4700; www.centralusd.k12.ca.us

Colleges and Universities

California State University, Fresno (commonly known as Fresno State) is part of the 23 campus California State University system. It is a four-year accredited university offering doctoral, graduate, and undergraduate degrees in about 100 fields to its more than 22,000 students. With 26 nationally accredited departmental programs, Fresno State is the largest post-secondary institution in the city and sits on a 388-acre campus and adjacent to a 1,011-acre University Farm in the northeast section of Fresno.

Fresno City College is a two-year community college with more than 21,000 students. California's oldest community college, Fresno City College offers associate's degrees in more than 100 disciplines. Many are designed to transfer to four-year institutions. The University of California San Francisco School of Medicine operates a campus in Fresno that hosts a medical education program, providing medical internship and residency training.

Fresno Pacific University is a Christian liberal arts school affiliated with the Mennonite Brethren. It offers associate's, bachelor's, and master's degrees through four schools: the School of Business; the School of Education; the School of Humanities, Religion, and Social Sciences; and the School of Natural Sciences. Enrollment is over 1,453 students. The Mennonite Brethren Biblical Seminary has a campus in Fresno with about 200 students. The school offers master's degrees and certificate programs in religious and church studies.

The Fresno campus of Alliant International University is one of six locations in the state. Programs at Alliant focus on careers in human relations, applied behavioral, cognitive and economic sciences, and the humanities. The Fresno campus offers graduate and undergraduate degrees through its Marshall Goldsmith School of Management, the California School of Professional Psychology, the Graduate School of Education, and the Center for Forensic Studies.

Libraries and Research Centers

The Fresno County Public Library has a Central Resource Library and 34 branches throughout the Fresno area. The system further links to the San Joaquin Valley Library system, a cooperative network of nine public library systems with shared information databases across six counties in the Central Valley. In addition to more than 1.1 million volumes, the Fresno County Library also offers nearly 2,000 periodical subscriptions, over 1 million government publications, 55,900 video materials, and 96,260 audio materials. There are special services for the handicapped and visually impaired, as well as special collections on the Japanese and Hmong languages, Pulitzer Prize-winning author and Fresno native William Saroyan, oral history, and holdings of the Fresno Genealogical Society. The library is a complete depository for

California state documents and a partial depository for the U.S. Government.

The Henry Madden Library at Fresno State has a collection of over 927,860 books and scores and over 151,000 bound periodicals. The library also has over 1.2 million microforms. Special collections include the Arne Nixon Center for the Study of Children's Literature, the Central Valley Political Archive, the Enology and Viticulture Collection, the Map Library, and the Music and Media Library. The Larson Collection on International Expositions and Fairs contains information on world fairs from 1851 to 1940. The Woodward Memorial Library of Californiana, containing information on local history, is also part of the Madden Library's special collections.

Fresno State sponsors several research centers and institutes, including the California Water Institute, the Central Valley Cultural Heritage Institute, the Center for Food Science and Nutrition research, the Viticulture and Enology Research Center, the Center for the Study of Crime and Victimization, and the Engineering Research Institute. The Fresno campus of the University of California San Francisco School of Medicine is home to the Center for Medical Education and Research.

The Center for Mennonite Brethren Studies in Fresno, California is part of the Heibert Library at the Mennonite Brethren Biblical Seminary. The center holds over 18,000 volumes as part of its historical collection and also maintains records and personal papers relating to the Mennonite Brethren Church in North America.

Public Library Information: Fresno County Public Library, 2420 Mariposa Street, Fresno, CA 93721-2285; telephone (559)488-3195; www.fresnolib.org

■ Health Care

Community Medical Centers operates the largest health system in the city. The 457-bed Community Regional Medical Center in Fresno is home to the only stroke unit in the area with 24-hour vascular neurology and neurosurgery coverage. It is also the only hospital in the region with a Level I Trauma Center and specialized burn center. It serves as a teaching hospital for the University of California San Francisco School of Medicine. The Fresno Heart and Surgical Hospital is a 57-bed facility primarily dedicated to the full range of cardiac care services. This hospital also offers bariatric and general surgery services. The Community Living Center Fresno is a 109-bed rehabilitation and skilled nursing facility. The DeWitt Subacute and Skilled Nursing Center has 33 beds. Out-patient care is offered through the California Cancer Center, the Community Health Center, and the Community SPORT (sports, orthopedics, rehabilitation, and training) Center.

The St. Agnes Medical Center, a full-service regional hospital, is affiliated with Trinity Health. The Medical Center campus includes the California Eye Institute at Saint Agnes, a comprehensive outpatient facility offering services from routine eye exams to complex eye surgeries, and the Cancer Center at Saint Agnes, offering a holistic approach to cancer care.

Nearby Children's Hospital Central California has more than 255 beds on a 50-acre campus in Madera.

■ Recreation

Sightseeing

The 62-mile self-guided motor tour of Blossom Trail offers arguably the best look at what makes the Fresno area unique, with a plunge into some of the most productive agricultural land in the world. The annual Blossom Trail kickoff comes each February and motorists and hikers through the farm country can come upon stunning displays of blossoming peach, nectarine, plum, orange, and almond trees in full bloom. The family-run Simonian Farms at the end of the trail cultivate more than one hundred varieties of fruits and vegetables and can be toured via a hay wagon.

The Forestiere Underground Gardens offers a unique experience of underground rooms, passageways, and gardens covering 10-acres. The complex was excavated (by hand!) and designed by Baldasare Forestiere in the early 1900s. It includes his five-room underground home, a multilevel aquarium, and an auto tunnel. The gardens include a variety of fruit trees, such as date palm and olive. Guided tours are available at this state landmark.

Fresno is less than an hour away from the Sierra Nevada Mountains and three of the nation's most popular national parks. Yosemite, King's Canyon, and Sequoia National Parks offer spectacular canyons, waterfalls, and forests of 4,000-year-old bristlecone pine trees and giant sequoias, the largest trees in the world.

Downtown Fresno offers the Fulton Mall, a beautiful area of stores, restaurants, landscaped grounds, fountains, and sculpture that covers a ten-block area. It contains one of the finest collections of public art in the nation, arranged throughout the central business district. Roeding Park, two miles northwest of the downtown area, contains the Fresno Chaffee Zoo, the third largest in California; Rotary Storyland and Playland, an amusement park for children; Chaffee Zoological Gardens; and Storyland, offering display and walk-through depictions of children's stories.

Arts and Culture

The William Saroyan Theater is the cultural center of Fresno. Luxurious seating for 2,300 people and near-perfect acoustics highlight the theater, home to the Fresno Philharmonic Orchestra and the Fresno Ballet and

site of many cultural events throughout the year. The Fresno Grand Opera offers two major productions each year at the Saroyan. Other venues for the performing arts are the Good Company Players Second Space Theatre, presenting comedy and drama; Roger Rocka's Dinner Theatre; historic Tower Theatre, presenting touring performers; Theatre Three, presenting eight varied performances annually in a 107-seat facility; and Warnors Center for the Performing Arts. Children's Musical Theaterworks offers young actors a chance to perform at the Veterans Memorial Auditorium. Save Mart Center at Fresno State and the Selland Arena at the Fresno Convention and Entertainment Center offer a wide variety of programs and concerts.

The Fresno City and County Historical Society operates the Kearney Mansion and Fort Miller Blockhouse, two historical museums, extensive archives on the history of Fresno, and tours of the city's historic buildings. Meux Home, a restored historical structure in downtown Fresno, features a number of exhibits relating to the region's history, displayed on a rotating basis. Architecture buffs might wish to contemplate the futuristic design of the City Hall, located near the historic district containing Meux Home and St. John's Cathedral.

The Discovery Museum is a hands-on science museum and outdoor education center; it features Native American exhibits, a cactus garden, worm farms, ponds, and a greenhouse. Downing Planetarium at the California State University, Fresno offers public programs on weekends.

The Fresno Art Museum is the only modern art museum between San Francisco and Los Angeles and has three main galleries, an exhibition concourse, and a unique "Childspace;" it offers art classes for adults and children. The Fresno Metropolitan Museum of Art and Science contains collections of European still lifes, tromp l'oeil oil paintings, and exhibits focusing on the cultural heritage of Central California, including exhibits dedicated to author and Fresno native William Saroyan.

The African American Cultural and Historical Museum offers exhibits on African American contributions in the San Joaquin Valley. The Veteran's Memorial Museum in Veteran's Memorial Auditorium is the only museum in the country dedicated to the recipients of the Medal of Honor, Distinguished Service Cross, Navy Cross, and Air Force Cross.

Arts and Culture Information: Fresno Coalition for Art, Science, and History; 1544 Van Ness Ave., Fresno, CA 93721; telephone (559)650-1880; www.fcash.org

Festivals and Holidays

Fresno schedules a number of special cultural and ethnic events throughout the year. A variety of activities are planned by communities along the Blossom Trail to coincide with the peak growing season, beginning in late February or early March. A Grand Mardi Gras Parade and

festival takes place in the Tower District, usually in February. A Renaissance Festival is held annually in March on the campus of Fresno City College. An annual Mariachi Festival also takes place in March at the Selland Arena. The Rouge Performance Festival (March) is a nonjuried art festival for theater, dance, music, film, puppetry, storytelling, visual arts, and more. The Bob Matthias Fresno Relays take place every spring, as they have for more than 75 years. Beginning each June there are bi-weekly free concerts in Woodward Park. July brings the Obon Odori Festival, a Japanese carnival of crafts, games, food, music, and dance. The High Sierra Regatta at Huntington Lake is a prestigious yachting event held on two consecutive weekends in July. The Big Fresno Fair happens at the Fairgrounds in October. Several special treelighting and musical events occur throughout the month of December.

Sports for the Spectator

The Fresno Grizzlies, a Triple-A affiliate of the San Francisco Giants, play baseball at the downtown ballpark, Chukchansi Park. The Central Valley Coyotes play professional Arena Football at 11,000-seat Selland Arena. Minor League ECHL hockey can be seen with the Fresno Falcons at the new Save Mart Center. The Fresno State University Bulldogs play basketball at Selland Arena and football at Bulldog Stadium. Men's baseball and women's softball teams compete at Beiden Field.

Sports for the Participant

A number of area lakes and reservoirs provide a full range of water recreation in the immediate Fresno area. With three of America's great national parks within a 90-minute drive, Fresno offers arguably the greatest range of recreational options of any large metropolitan area in the U.S. Nearby Yosemite, Sequoia/Kings Canyon, and Death Valley National Parks offer flat, scorching desert vistas to high mountain streams and skiing, and everything in between. The numerous streams and rivers in the area offer some of California's finest trout and large-mouth bass fishing, as well as rafting and canoeing. The hills and nearby mountains contain many campsites and hiking trails; snow skiing is less than 90 minutes away at Sierra Summit, while Lake Tahoe is just a bit further in the Sierra Nevada range.

More than 2,000 children ages 3 to 12 play on 175 teams in the sports of baseball, basketball, and football, and participate in karate lessons. The city of Fresno operates 3 major regional parks, including the highly popular Chaffee Zoo, as well as 27 playgrounds and community centers, 14 swimming pools, 3 eighteen-hole golf courses, and tennis courts. There are six additional public golf courses in the immediate Fresno area, including the Running Horse Golf and Country Club featuring the first private golf course codeesigned by Jack Nicklaus and Jack Nicklaus II.

Shopping and Dining

Fulton Mall, a popular sightseeing spot along the six-block stretch of historic Fulton Street, is the major shopping complex in Fresno's downtown area. Other important shopping centers are the Fashion Fair Mall and Manchester Mall. Fig Garden Village and River Park offer both offer national chains as well as unique boutiques. The Tower District offers a variety of shops, restaurants, and nightclubs. The Sierra Vista Mall in Clovis contains several large retail outlets and a number of smaller specialty shops. Numerous smaller centers and antique shops are spread throughout the city. Of unique interest is the international gift shop in the Mennonite Quilting Center in downtown Reedley.

More than 500 restaurants in Fresno, many housed in historic buildings, offer a wide selection of dining experiences for every taste and price range, including hearty regional and western dishes, Mexican specialties, and European and international cuisines. Visitors might want to stop in at one of the areas local wineries, including Engelmann Cellars, Milla Vineyards, Nonini Winery, and Los Californios Winery.

Visitor Information: Fresno Convention and Visitors Bureau, 808 M Street, Fresno, CA 93721; telephone (559)233-0836; toll-free (800)788-0836; www.fresnocvb.org

■ Convention Facilities

The Fresno Convention and Conference Center is an award-winning complex covering five city blocks in the downtown district. It contains a 168,172-square-foot exhibit hall, a theater that seats 2,300 people, an 11,000-seat arena, and a 13,120 square-foot multi-use ballroom. The William Saroyan Theatre in the convention center complex is home to the Fresno Philharmonic Orchestra and the Fresno Ballet, and is also available for meetings. California State University, Fresno offers several large facilities, and the major hotels in the area feature extensive meeting, banquet, and ballroom accommodations. More than 7,000 hotel/motel rooms are available in Fresno.

Convention Information: Fresno Convention and Visitors Bureau, 808 M Street, Fresno, CA 93721; telephone (559)233-0836; toll-free (800)788-0836; www.fresnocvb.org

■ Transportation

Approaching the City

The Fresno Yosemite International Airport is served by 14 local and national air carriers and offers scheduled service to more than 25 of the nation's major cities.

Fresno Chandler Executive Airport is a secondary general aviation airport serving the area.

State Routes 99, 41, and 180 are the primary entryways into the city. Interstate 5, which runs generally north-south to the west of the city, connects directly with S.R. 99 at points north and south of the city. S.R.180 runs east and west to connect the city with the Sierra Nevada Mountains and western California.

Amtrak provides daily service to the downtown Fresno Amtrak Station through Fresno County with connections to northern and southern California. Fresno County is poised to maintain its dominant rail position in California as the state continues with plans for high speed rail service, which will connect the Central San Joaquin Valley with San Francisco and the Los Angeles basin. The proposed rail service would transport passengers at more than 200 miles per hour and move 68 million passengers annually by 2020. Greyhound also makes a daily stop to a downtown Fresno station.

Traveling in the City

Most of Fresno is laid out in a grid of streets running east-west and north-south. West Avenue is the dividing line for east and west designations and Whites Bridge Avenue and Kings Canyon Road divide the city north and south. State Routes 99, 180, and 41 circle the downtown area.

Fresno Area Express (FAX) has 18 fixed-route bus service lines and Handy Ride Para transit service, all with a fleet of more than 100 buses. A free downtown trolley service is available through FAX. There are over a dozen cab companies serving the city.

■ Communications

Newspapers and Magazines

The Fresno Bee is the only daily paper published in the city. With a daily circulation of about 157,546 in 2007, it was ranked as one of the top 100 newspapers in the country. *Fresno Business Journal* is published weekly. *Vide en el Valle* is a Spanish-language weekly. *Fresno Magazine*

comes out monthly. *His Magazine* is a bimonthly publication for men.

Television and Radio

Only four television stations broadcast from the city itself. Cable television is available throughout Fresno. As expected of any mid-sized American city, a wide variety of radio programming is available from 23 FM and AM stations, including foreign language broadcasts.

Media Information: *The Fresno Bee*, 1626 E. Street, Fresno, CA 93786; telephone(559)441-6111; www.fresnobee.com

Fresno Online

- California Mission Studies Association. Available www.ca-missions.org
- City of Fresno Home Page. Available www.ci.fresno.ca.us
- The Fresno Bee*. Available www.fresnobee.com
- Fresno Chamber of Commerce. Available www.fresnochamber.com
- Fresno Convention & Visitors Bureau. Available www.fresnocvb.org
- Fresno County Economic Development Corporation. Available www.fresnoedc.com
- Fresno County Library. Available www.fresnolibrary.org
- Fresno Unified Public Schools. Available www.fresno.k12.ca.us

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- Hunter, Pat, *Fresno's Architectural Past* (Fresno, CA: Craven Street Books, 2006)



Los Angeles

■ The City in Brief

Founded: 1781 (incorporated 1850)

Head Official: Mayor Antonio R. Villaraigosa (D) (since 2005)

City Population

1980: 2,966,850

1990: 3,485,557

2000: 3,694,820

2006 estimate: 3,849,378

Percent change, 1990–2000: 5.9%

U.S. rank in 1980: 3rd

U.S. rank in 1990: 2nd (State rank: 1st)

U.S. rank in 2000: 2nd (State rank: 1st)

Metropolitan Area Population

1980: 7,478,000

1990: 8,863,052

2000: 9,519,338

2006 estimate: 9,948,081

Percent change, 1990–2000: 9.4%

U.S. rank in 1980: 2nd (CMSA)

U.S. rank in 1990: 2nd (CMSA)

U.S. rank in 2000: 2nd (CMSA)

Area: 469.1 square miles (2000)

Elevation: 340 feet above sea level

Average Annual Temperatures: January, 58.3° F; July, 74.2° F; annual average, 66.2° F

Average Annual Precipitation: 15.14 inches of rain

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.7% (June 2007)

Per Capita Income: \$24,587 (2005)

2005 FBI Crime Index Property: 117,285

2005 FBI Crime Index Violent: 31,767

Major Colleges and Universities: University of California, Los Angeles (UCLA); University of Southern California (USC); California Institute of Technology

Daily Newspaper: *Los Angeles Times*

■ Introduction

Los Angeles is the second largest city in the United States in terms of population and one of the largest in terms of area. It is the center of a five-county metropolitan area and is considered the prototype of the future metropolis—a city on the cutting edge of all of the advantages and the problems of large urban areas. The glamour of Hollywood, Beverly Hills, the Sunset Strip, and the famous beaches have added to Los Angeles's reputation as a California paradise and have contributed to the area's phenomenal growth. Los Angeles is a city of fascinating diversity, incorporating one of the largest Hispanic populations in the United States, a major Asian community, and sizable populations of nearly every ethnic background in the world. Los Angeles is also a center of international trade and banking, manufacturing, and tourism. The city offers something for everyone in its large conglomeration of separate and very different districts: a sleek, ultra-modern downtown, miles of beautiful beaches, mansions and stunning canyon homes built with opulent luxury, and some of the world's most glamorous shopping and dining. Beneath the glitter, though, is a troubled, racially divided city, with extremely high unemployment rates for young African Americans and Latinos.

■ Geography and Climate

Los Angeles lies on a hilly coastal plain with the Pacific Ocean as its southern and western boundaries. It is the seat of Los Angeles County. The greater Los Angeles Metropolitan Area is considered to be a major economic region in Southern California. It covers the five counties of Los Angeles, Orange, Riverside, San Bernardino, and Ventura. The harbor at San Pedro Bay offers a port of entry. The communities of Hollywood, San Pedro, Bel Aire, Central City, Sylmar, Watts, Westwood, and Boyle Heights are all part of the city of Los Angeles. The city of Los Angeles stretches north to the foothills of the Santa Monica Mountains and is bounded by the San Gabriel Mountains to the east. Numerous canyons and valleys also characterize the region, making it an area of diverse climatic conditions.

The predominant weather influence is the warm, moist Pacific air, keeping temperatures mild throughout the year. Summers are dry and sunny—the city averages 329 days of sun per year—with most of the precipitation occurring during the winter months. Smog and air pollution are common problems, gathering in the coastal basin during periods of little air movement. Other unusual weather phenomena include the Santa Ana winds, which bring hot, dusty winds of up to 50 miles per hour from the surrounding mountains, and the occasional flash floods in the canyon areas, causing mudslides and rockslides. Wildfires during the driest season can be very destructive. The San Andreas Fault runs to the north of the Los Angeles area, making the area susceptible to earthquakes, though most are of a low magnitude.

Area: 469.1 square miles (2000)

Elevation: 340 feet above sea level

Average Temperatures: January, 58.3° F; July, 74.2° F; annual average, 66.2° F

Average Annual Precipitation: 15.14 inches of rain

■ History

Spanish and Anglos Settle, Trade Industry Thrives

The area around present-day Los Angeles was first explored by Europeans in 1769 when Gaspar de Portola and a group of missionaries camped on what is now called the Los Angeles River. Franciscans built Mission San Gabriel about 9 miles to the north in 1771. In 1781 Felipe de Neve, governor of *Alte California*, founded a settlement called *El Pueblo de Nuestra Señora la Reina de los Angeles*, which means “the pueblo

of our lady the queen of angels.” In its early years, the town was a small, isolated cluster of adobe-brick houses and random streets carved out of the desert, and its main product was grain.

Although the Spanish government placed a ban on trading with foreign ships, American vessels began arriving in the early 1800s, and the first English-speaking inhabitant settled in the area in 1818. He was a carpenter named Joseph Chapman, who helped build the church facing the town’s central plaza, a structure that still stands. After Mexico, including California, gained its independence from Spain in 1821, trade with the United States became more frequent. The ocean waters off the coast of California were important for whaling and seal hunting, and a number of trading ships docked at nearby San Pedro to buy cattle hides and tallow. By the 1840s, Los Angeles was the largest town in southern California.

City Becomes American Possession; Gold Discovered

During the war between the United States and Mexico in 1846, Los Angeles was occupied by an American garrison, but the citizens drove the fifty-man brigade out of town. The Treaty of Cahuenga, signed in 1847, ended the war in California, adding Los Angeles and the rest of California to American territory. The Sierra Nevada gold strike in 1848 in the mountains to the north of Los Angeles provided the town with a booming market for its beef, and many prospectors settled in the area after the gold rush. Los Angeles was incorporated in 1850 with a reputation as one of the toughest towns in the West. “A murder a day” only slightly exaggerated the town’s crime problems, and suspected criminals were often hanged by vigilante groups. Lawlessness reached a peak in 1871, when, after a Chinese immigrant accidentally killed a white man, an angry mob stormed into the Chinatown district, murdering sixteen people. After that, civic leaders and concerned citizens began a successful campaign to bring law and order to the town.

The Southern Pacific Railroad reached Los Angeles in 1876, followed by the Santa Fe Railroad nine years later. The two rival companies conducted a rate war that eventually drove the price of a ticket from the eastern United States down to five dollars. This price slashing brought thousands of settlers to the area, sending real estate prices to unrealistically high levels. By 1887, lots around the central plaza sold for up to one thousand dollars a foot, but the market collapsed in that same year, making millionaires destitute overnight. People in vast numbers abandoned Los Angeles, sometimes as many as three thousand a day. This flight prompted the creation of the Chamber of Commerce, which began a worldwide advertising campaign to attract new citizens. By 1890, the population had climbed back up to fifty thousand residents.

Oil, Agriculture, Moving Pictures, Manufacturing Build City

In the 1890s, oil was discovered in the city, and soon another boom took hold. By the turn of the century almost fifteen hundred oil wells operated throughout Los Angeles. In the early 1900s, agriculture became an important part of the economy, and a massive aqueduct project was completed. The city's growth necessitated the annexation of the large San Fernando Valley, and the port at San Pedro was also added to give Los Angeles a position in the international trade market.

The motion picture industry thrived on the Los Angeles area's advantages after the first decade of the twentieth century, and by 1930 it had earned the city the nickname of "Tinseltown." Large manufacturing concerns also began opening factories during that time, and the need for housing created vast areas of suburban neighborhoods and the beginnings of the city's massive freeway system. The Depression and the Midwestern drought of the 1930s brought thousands of people to California looking for jobs.

To accommodate its growing population, the city instituted a number of large engineering projects, including the construction of the Hoover Dam, which channeled water to the city from the Colorado River and provided electricity from hydroelectric power. The area's excellent weather made it an ideal location for aircraft testing and construction, and World War II brought hundreds of new industries to the area, boosting the local economy. By the 1950s, Los Angeles was a sprawling metropolis. It was considered the epitome of everything new and modern in American culture—a combination of super highways, affordable housing, and opportunity for everyone.

City Grapples with Pollution, Racial Unrest

The Los Angeles dream began to fade in the 1960s. Despite the continued construction of new freeways, traffic congestion became a major problem; industry and auto emissions created smog and pollution. Frustration over living conditions came to a head in August 1965, when riots erupted in the African American ghetto of Watts, and more unrest developed in the Hispanic communities of East Los Angeles.

Reacting to these new problems, the city adopted strict air pollution guidelines and took steps to bring minorities into the political process, culminating in the 1973 election of Mayor Tom Bradley, the city's first African American mayor. Over the next two decades, public transportation was improved, and a subway system was funded and began limited operations. The downtown area became a thriving district of impressive glass skyscrapers.

The city's reputation was severely tarnished by a rebellion that broke out in April 1992 following the acquittal of four white police officers accused of beating an

African American motorist—a beating that was captured on videotape by a bystander and broadcast worldwide. The ensuing melee left more than 50 people dead and resulted in an estimated \$1 billion in damage.

Los Angeles Enters Twenty-First Century

Los Angeles began to emerge from the recession of the mid-1990s, but like much of the country, the city was dealt another blow after the terrorist attacks of September 11, 2001. In response to the ensuing economic downturn, the mayor created the Los Angeles Economic Impact Task Force, which brought together business leaders from across the city to develop recommendations for strengthening the local economy. The result was an increase in tourism, retail sales, and other continuing signs of recovery. In the early 2000s the city also made progress toward improvement of the environment. City officials set a goal of recycling 70 percent of all waste by the year 2015 and a Million Trees LA program was launched to add 35 new parks to the city. The city also began investing in renewable energy resources and established water conservation programs. In 2007 the mayor announced plans to develop a comprehensive climate change plan for the city directed, in part, toward reducing the overall reliance on fossil fuels.

The problem of gang violence in the city has been another major challenge. In his 2007 state of the city address, the mayor reported that over 400 different gangs, with more than 39,000 youth and adult members, were active in the area. Plans were made to add 780 new police officers to the city and to appoint a new Director for Gang Reduction and Youth Development as part of the Mayor's Office staff. Approximately \$168 million was budgeted for spending in youth and anti-gang programs.

Historical Information: The Historical Society of Southern California, Charles F. Lummis Home and Garden, 200 East Avenue 43, Los Angeles, CA 90031; telephone (323)222-0546; www.socalhistory.org. Los Angeles City Historical Society, P.O. Box 41046, Los Angeles, CA 90041; telephone (213)891-4600; www.lacityhistory.org

■ Population Profile

Metropolitan Area Residents

1980: 7,478,000

1990: 8,863,052

2000: 9,519,338

2006 estimate: 9,948,081

Percent change, 1990–2000: 9.4%

U.S. rank in 1980: 2nd (CMSA)

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1980: 2,966,850
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2000: 3,694,820
2006 estimate: 3,849,378
Percent change, 1990–2000: 5.9%
U.S. rank in 1980: 3rd
U.S. rank in 1990: 2nd (State rank: 1st)
U.S. rank in 2000: 2nd (State rank: 1st)

Density: 7,876.8 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 1,831,467
Black: 368,711
American Indian and Alaska Native: 15,082
Asian: 415,652
Native Hawaiian and Pacific Islander: 9,732
Hispanic or Latino (may be of any race): 1,824,373
Other: 1,002,868

Percent of residents born in state: 50.2% (2000)

Age characteristics (2005)

Population under 5 years old: 287,230
Population 5 to 9 years old: 265,343
Population 10 to 14 years old: 288,309
Population 15 to 19 years old: 257,284
Population 20 to 24 years old: 280,287
Population 25 to 34 years old: 594,344
Population 35 to 44 years old: 596,361
Population 45 to 54 years old: 482,100
Population 55 to 59 years old: 194,593
Population 60 to 64 years old: 139,599
Population 65 to 74 years old: 179,082
Population 75 to 84 years old: 129,504
Population 85 years and older: 37,401
Median age: 33.3 years

Births (2006, Metropolitan Division)

Total number: 156,687

Deaths (2006, Metropolitan Division)

Total number: 59,775

Money income (2005)

Per capita income: \$24,587
Median household income: \$42,667
Total households: 1,284,124

Number of households with income of . . .

less than \$10,000: 140,031
\$10,000 to \$14,999: 88,374
\$15,000 to \$24,999: 172,757
\$25,000 to \$34,999: 141,434

\$35,000 to \$49,999: 174,033
\$50,000 to \$74,999: 221,100
\$75,000 to \$99,999: 127,501
\$100,000 to \$149,999: 116,348
\$150,000 to \$199,999: 42,757
\$200,000 or more: 59,789

Percent of families below poverty level: 16.3% (2005)

2005 FBI Crime Index Property: 117,285

2005 FBI Crime Index Violent: 31,767

■ Municipal Government

The city has a mayor-council form of government. The fifteen-member city council and the mayor are elected to four-year terms, as are the city attorney and the controller. The council members are elected to single-member districts with staggered terms and a limit of terms. There are 41 departments, bureaus, commissions, and offices operating as part of city government. The Board of Harbor Commissioners assists in governance of the Port of Los Angeles. The county of Los Angeles is governed by a five-member board of supervisors, although many districts are separate and self-governing. Neighborhood Councils serve to promote public participation in city government.

Head Official: Mayor Antonio R. Villaraigosa (since 2005; term expires 2009)

Total Number of City Employees: 47,700 (2006)

City Information: City Hall, 200 North Spring Street, Los Angeles, CA 90012; telephone (213)485-2121; www.lacity.org

■ Economy

Major Industries and Commercial Activity

California has always been known as an “incubator” of new ideas, new products and entrepreneurial spirit. Southern California has led the way in celebrating and nurturing that spirit. The people, institutions of knowledge, great climate and infrastructure have enabled the Los Angeles region to emerge as a leading business, trade and cultural center—a creative capital for the twenty-first century. The city is part of the largest manufacturing center in the West, one of the world’s busiest ports, a major financial and banking center, and one of the largest retail markets in the United States.

The economy of Los Angeles County is diverse. The leading industries are direct international trade, tourism, motion picture and television production, technology, and business and professional services.



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The Port of Los Angeles is part of the nation's largest Customs District in terms of value of two-way trade. It is also the busiest container port in the United States. The top five trading partners in 2006 were China, Japan, Taiwan, South Korea, and Thailand. The top containerized exports that year were paper products, cotton, pet and animal feed, metal scrap, and resins, plastics, and rubber. The port itself had 847 employees in 2007. Port related employment, however, included 16,000 local jobs and 259,100 regional jobs. About \$1.4 billion of state and local tax revenue is generated by the port for Southern California. The city's prominence in international trade is also evidenced by the nearly 50 U.S. headquarters of foreign companies located in the area.

Tourism accounted for over 267,400 jobs in the area in 2006. In 2006 the county hosted about 25.4 million overnight visitors who spent about \$13.5 billion dollars. Entertainment, in the form of film, television, and music production, is the best known industry in Los Angeles, focusing worldwide attention on the city and making Los Angeles a major tourist destination. The motion picture and television production industries sponsored over 254,300 jobs in 2006. In the first quarter of 2007 there were 10,414 location filming days in the county.

Technology is considered to lead the "new economy" of the area. This sector includes computer and electronics manufacturing, aerospace products manufacturing, software publishing, Internet services, computer system design, scientific and technical consulting, and wholesale electronic markets, agents, and brokers. In 2006 this sector sponsored over 225,500 jobs. Business and professional services (excluding the insurance industry) employed about 178,100 workers. The banking and finance industry in Los Angeles is one of the largest in the country. More than 100 foreign and countless domestic banks operate branches in Los Angeles, along with many financial law firms and investment banks.

Los Angeles is the largest major manufacturing center in the United States. In 2005 there were about 470,400 workers in manufacturing. The largest components are apparel (61,500 jobs), computer and electronic products (60,500 jobs), transportation products (51,900 jobs), fabricated metal products (48,200 jobs), food products (43,400 jobs), and furniture (25,500 jobs).

In the United States, only Detroit produces more automobiles than the Los Angeles area, a fitting statistic for the city with more cars per capita than any other in the world. The "big three" U.S. auto manufacturers, along with Honda, Mazda, Nissan, Toyota, Volkswagen, and

Volvo, have all located design centers in Los Angeles. The manufacture of heavy machinery for the agricultural, construction, mining, and oil industries contributes significantly to the local economy. Los Angeles is also a major producer of furniture and fixtures, as well as petroleum products and chemicals, print material, rubber goods, electronic equipment, and glass, pottery, ceramics, and cement products.

In 2007 there were six *Fortune* 1000 companies headquartered in Los Angeles: Northrop Grumman, Occidental Petroleum, KB Home, Reliance Steel and Aluminum, Mercury General, and Univision Communications. Other prominent industries in the Los Angeles area include health services, education, high-technology research and development, toy manufacturing, and a large construction business, both commercial and residential.

Items and goods produced: agricultural and seafood products, aircraft and aircraft parts, furniture, ordinance missiles, electrical and electronic equipment, jewelry, apparel, textiles, toys, fabricated metals, rubber, plastic, motion pictures, petroleum

Incentive Programs—New and Existing Companies

Local programs: LA's Business Team, part of the Mayor's Office of Economic Development, is a one-stop shop for business developers. Through strategic industry and government alliances, the Business Team links businesses to a network of opportunities including financing, tax incentives, real estate, low-interest loans, job training programs, permits, and more. It is also working to develop emerging industries in Los Angeles, such as the environmental technology and biomedical industries. The Team will even cross jurisdictional lines to open doors for businesses at the federal, state, and country levels. Financial incentives are available in one Empowerment Zone, five Enterprise Zones, and one Renewal Community. The city is part of Foreign Trade Zone 202. Businesses wishing to expand or locate in Greater Los Angeles will find assistance through the Los Angeles County Economic Development Corporation.

Effective January 2006 the city approved new business tax reform measures to retain and attract new businesses. For 2007 these include a Small Business Exemption for businesses with total gross receipts under \$100,000; a restructured tax ranges for motion picture, television, and radio producers; and business tax rate reductions of up to 50 percent.

Small- or medium-sized businesses may be eligible for technical assistance at one of the six Los Angeles Business Assistance Centers (BACs). The centers are operated by community based organizations and/or local colleges and universities and are funded by the City of Los Angeles Industrial and Commercial Development

Division (ICD). Assistance is provided through a combination of in-house counselors, school faculty and private business professionals.

State programs: A variety of programs administered by state and federal sources are available to Los Angeles businesses. These include special incentives in Enterprise Zones, Foreign Trade Zones, Federal Empowerment Zones, and Redevelopment Areas. Enterprise Zone Credits include a sales and use tax credit and hiring tax credits. A Research & Development Tax Credit is available of up to 15 percent against bank and corporate tax liability for certain in-house research. An additional 24 percent credit is available for basic research payments to outside organizations. This is one of the highest research and development tax credits in the nation. A Child Care Tax Credit is available for companies establishing on-site child care facilities. A Net Operating Loss Carryover and New Market Tax Credits are also available. A Work Opportunity Tax Credit is offered for employers who hire individuals from certain target groups.

Job training programs: The California Employment Training Panel assists businesses through performance-based customized training contracts for new or existing employees. Reimbursement of costs for developing, implementing, and completing training programs may range from \$1,500 to \$2,000 per employee. The Los Angeles Workforce Investment Board (WIB) helps to provide educational facilities and mentoring programs for both youth and adult students. The WIB sponsors eight WorkSource Centers to assist both businesses and individuals.

Development Projects

Greater Los Angeles was bustling with construction activity at the turn of the twenty-first century. The Los Angeles downtown area has undergone a renaissance, with new museums, entertainment centers, sports venues, and more. Among the many projects were the Walt Disney Concert Hall, the home of the Los Angeles Philharmonic since the 2002-2003 concert season, and the New Catholic Cathedral, a \$189 million Mother Church for the Archdiocese of Los Angeles that was completed in 2002. Los Angeles Center Studios, a \$105 million project described as the largest full-service independent film studio to be developed since the 1920s, began an expansion at the end of 2002 that added 900,000 square feet, including a full-service commissary, additional offices and meeting rooms, and eight additional stages.

Hollywood is being refurbished as well, with the famous Mann's Chinese Theatre having undergone a major renovation. A new shopping, dining, and entertainment center located in the heart of Hollywood is designed to mirror a 1916 classic movie set. The five-story, open-air complex, called Hollywood and Highland,

includes the Renaissance Hollywood Hotel, more than 60 specialty shops, public art exhibitions, six movie screens, restaurants, nightclubs, and the Kodak Theatre.

In September 2005, ground was broken on LA Live, a \$2.5 billion development with more than 4 million square feet of residences, hotels, and entertainment venues. Also called Times Square West, the development is located south of downtown. The centerpiece of the project will be a 54-story tower with a Marriott hotel and Ritz-Carlton condominium development. In addition, the development will include: a 7,100-seat theatre to host concerts, musicals, and special events; a 14-screen movie theatre; West Coast broadcast facilities for ESPN; and eight restaurants, including concepts by Los Angeles chef Wolfgang Puck. LA Live is expected to have a \$10 billion economic impact, create more than 25,000 jobs, and bring in more than \$18 million in annual tax revenue.

Another development project in the works is Grand Avenue. The \$2 billion Grand Avenue project, adjacent to the Walt Disney Concert Hall, is being designed by the architect Frank Gehry. Grand Avenue will be developed in three phases over the next decade. The first phase will include: two residential towers with 20% of the 1,000 units reserved for affordable housing; a Mandarin Oriental hotel; a 16-acre park; and a sports club, retail stores, and restaurants. The project will create 29,000 union construction jobs and generate \$109.5 million in annual tax receipts. The first phase will be completed in 2011.

In December 2006, NBC/Universal unveiled a \$3 billion, 25-year plan to expand Universal City from a movie studio and theme park into a major residential and office center. The proposal represents the single largest investment in the San Fernando Valley and is expected to create 17,000 construction jobs and double the number of jobs at the studio.

Economic Development Information: Los Angeles County Economic Development Corporation, 444 South Flower Street, 34th Floor, Los Angeles, CA 90071; telephone (213)622-4300 or (888)4-LAEDC-1; fax (213)622-7100; www.laedc.org

Commercial Shipping

International trade is a major component of the Los Angeles area economy. The Los Angeles Customs District (including the ports of Long Beach and Los Angeles, Port Hueneme, and Los Angeles International Airport) is the nation's largest based on value of two-way trade, which was valued at \$329.4 billion in 2006. The Port of Los Angeles has 27 cargo terminals and is the busiest container port in the United States. It is designated as a Foreign Trade Zone. The Los Angeles International Airport (LAX) has 1,000 cargo flights each day. Handling facilities include the 98-acre Century Cargo Complex, the 57.4-acre Imperial Complex, the Imperial Cargo Center, and several of terminals on the south side of the airport.

The Alameda Corridor, a 20-mile high-speed cargo rail system, connects the Port of Long Beach and the Port of Los Angeles to the transcontinental rail network links near the city of Los Angeles. In 2007 an average of 50 trains per day made the trip. Several transcontinental rail lines serve the area. All of the major interstate truck companies maintain large facilities in the metropolitan area.

Labor Force and Employment Outlook

Los Angeles offers a diverse employment pool, with a wide range of schooling and skills. A large number of immigrants—international, national, and regional—provide a steady source of labor with strong links to important trading partners like Mexico and Asia. With Los Angeles International Airport serving as the so-called new Ellis Island for foreign immigration to this country, the metropolitan region has achieved a new ethnic and cultural diversity in its workforce.

Services, wholesale and retail trade, manufacturing, government, financial service industries, transportation, utilities, and construction contribute significantly to local employment. The County of Los Angeles is the top ranked county in manufacturing in the United States.

By the end of the 1990s biotechnology emerged as one of California's largest employers at 210,000 jobs, surpassing such traditional strongholds as aerospace and the entertainment industry. Greater Los Angeles already is home to significant biotech manufacturing. More than 2,500 companies in Southern California make pharmaceuticals and other medical products. Other major industries showing growth at the start of the twenty-first century are international trade and tourism.

From 1996 through May 2007, the Los Angeles Economic Development Corporation had helped retain, attract, or expand more than 133,700 jobs, providing \$5.5 billion in direct economic impact and \$95 million in local tax revenue contributions. The industry leaders for 2007 and 2008 were forecast to be professional, scientific, and technical services; leisure and hospitality services; and government. Industry laggards were construction; durable goods manufacturing; and management of companies. The Riverside-San Bernadino area was a leader in employment growth in the Los Angeles metropolitan region, and Orange County was a laggard when it came to employment growth in the metropolitan region.

The following is a summary of data regarding the Los Angeles-Long Beach-Santa Ana metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 5,612,600

Number of workers employed in . . .

construction and mining: 268,300

manufacturing: 645,700

trade, transportation and utilities: 1,084,800
 information: 241,400
 financial activities: 387,000
 professional and business services: 869,400
 educational and health services: 620,200
 leisure and hospitality: 557,100
 other services: 193,700
 government: 745,100

Average hourly earnings of production workers employed in manufacturing: \$14.55

Unemployment rate: 4.7% (June 2007)

Largest employers (Los Angeles County, 2002)

<i>Number of employees</i>	
93,354	County of Los Angeles
78,085	Los Angeles Unified School District
56,100	Federal Government
36,354	University of California, Los Angeles
35,895	City of Los Angeles
32,300	State of California (non-education)
27,635	Kaiser Permanente
23,468	Boeing Co.
17,211	Ralph's Grocery Co.
14,000	Long Beach Unified School District

Cost of Living

Living costs in the metropolitan area are significantly higher than the national average.

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

2007 (1st quarter) ACCRA Average House Price: \$823,101

2007 (1st quarter) ACCRA Cost of Living Index: 153.3

State income tax rate: 1.0% to 9.3%

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 2.0% (county)

Property tax rate: Varies according to location

Economic Information: Los Angeles Area Chamber of Commerce, 350 South Bixel Street, Los Angeles, CA 90017; telephone (213)580-7500; fax (213)580-7511; www.lachamber.org

■ **Education and Research**

Elementary and Secondary Schools

The Los Angeles Unified School District (LAUSD) is the country's second largest district. Geographically, it encompasses 710 square miles, an area that includes the City of Los Angeles and eight surrounding cities, as well as parts of 24 other cities and some unincorporated areas of Los Angeles County. For administrative purposes, the district is broken down into eight smaller local districts. Over 70 percent of all students are Hispanic. Dual Language Programs, in which instruction is given in English and a second language, are sponsored district-wide for students who speak Spanish or Korean. Several classes are available for those learning English as a second language.

Most district schools are on a single-track schedule with a school year running September through June. About 200 schools in the district operate on one of two-different year-round schedules. Under the four-track "90-30" system, students are divided into four groups or tracks. With staggered starting dates, each track of students attend school for 90 days, then take 30 days off. Under a three-track (Concept 6), the school year is broken up into separate blocks with two two-month vacation blocks. At any given time, two tracks are in session while the third is on vacation. The year-round calendars were designed to serve a student body that is too large to be accommodated by the district's limited facilities. New school building projects are under way through a \$19.3 billion construction program designed to add over 100 schools to the district by 2012. Thirteen new schools opened in 2006.

In 2007, the district had 96 independent charter schools and centers, over 150 magnet schools and centers, and 19 special education schools. There were also 43 state-sponsored preschools and 26 schools for basic and skills-based adult education.

The following is a summary of data regarding the Los Angeles Unified School District as of the 2005–2006 school year.

Total enrollment: 704,417

Number of facilities

elementary schools: 435
 junior high/middle schools: 74
 senior high schools: 61
 other: 489

Student/teacher ratio: 22.3:1

Teacher salaries (2005–06)

elementary median: \$51,310
 junior high/middle median: \$56,900
 secondary median: \$56,700

Funding per pupil: \$8,571

There are over 75 private schools in the city of Los Angeles and well over 100 including those in the LAUSD area. These include religious affiliated schools, independent schools, Montessori's, and special education facilities.

Public Schools Information: Los Angeles Unified School District, Office of the Superintendent, 333 South Beaudry Avenue, 24th floor, Los Angeles, CA 90017; telephone (213)241-7000; www.lausd.k12.ca.us.

Colleges and Universities

The two largest schools in Los Angeles are the University of California–Los Angeles (UCLA) and the University of Southern California (USC). UCLA was ranked as twenty-fifth among the best universities in the nation by *U.S. News and World Report* for 2008. The university consists of the College of Letters and Science and 11 professional schools, offering 118 undergraduate degrees and 200 graduate degrees. Enrollment at UCLA was about 25,432 in 2006/07. USC was ranked as twenty-seventh in the nation by *U.S. News and World Report*. The University consists of the College of Letters, Arts and Sciences; a Graduate School; and 17 professional schools. Enrollment in 2006/07 was about 33,000. There are over 77 majors offered.

California Institute of Technology (CALTECH) was ranked as fifth in the nation for best universities by *U.S. News and World Report* for 2008. As of 2007 there were 31 CALTECH faculty and alumni on the list of Nobel laureates and 49 National Medal of Science recipients. Enrollment in 2006/07 was about 2,086. Undergraduate and graduate degrees are available in biology; chemistry and chemical engineering; engineering and applied science; geological and planetary sciences; humanities and social sciences; physics, mathematics and astronomy; and nine interdisciplinary programs.

Loyola Marymount University, a private Jesuit-affiliated institution, has a total enrollment of about 8,972 students. They offer 80 undergraduate degree programs and 30 graduate programs through seven schools and colleges. Pepperdine University, an independent university affiliated with the Churches of Christ, ranks as one of the top 100 best universities by *U.S. News and World Report*. There are about 8,300 students enrolled in five colleges and schools. The Graduate School of Education and Psychology has a campus location in Los Angeles. The main campus, however, is in Malibu. Mount St. Mary's College is an independent Catholic liberal arts college for women. The school offers associate's degrees in five fields, bachelor's degrees in 22 fields, 6 master's degrees, and a doctorate in physical therapy. Certificate programs are available in gerontology, advanced religious studies, Hispanic pastoral ministry, and youth and young adult ministry. Enrollment is about 2,480 women. The Claremont Colleges, a consortium of five undergraduate

and two graduate institutions, are located to the east of the city.

The Los Angeles Community College District has nine campuses in the Los Angeles area, three of which are in the city limits (Los Angeles City College, Los Angeles Southwest College, and Los Angeles Trade-Technical College). A wide variety of programs are offered throughout the system. The colleges have a combined total enrollment of about 114,777.

The American Film Institute's Conservatory offers graduate programs for those entering the film industry. A Master of Fine Arts degree is available in six discipline specific programs: cinematography, directing, editing, producing, production design, and screen writing. The campus includes the Warner Communications/Warner Brothers Building, which contains a state-of-the-art sound stage, and the Sony Digital Arts Center, a post-production facility.

There are many other specialized schools in the city that offer both general higher educational opportunities and career specific programs. These include such schools as the American Barber College, the National Bartenders School, the Otis College of Art and Design, Samara University of Oriental Medicine, and the American Jewish University.

Libraries and Research Centers

The Los Angeles Public Library System operates a central library and 71 branches throughout the metropolitan area with a total of more than 6.3 million volumes. Forty-four branches and the central library are located in Los Angeles. The Mexicana Collection, with information on Mexico and the impact of Mexican culture on California, is considered to be a core collection with items located at several branches in the system. Other core collections cover special topics such as bullfighting, pacific voyages, food and wine, costumes, the history of the book and printing, California history, and ornithology. Special collections include the George Smith Biblioteca Taurina (Bullfight Collection), photographs by Ansel Adams and Edward Weston, the Tom Owen Collection of Bookplate Art, and the Paul Fritzsche Collection of Culinary Literature. The system also maintains holdings of maps, audio tapes, films and videos, art reproductions, mobile libraries, and special services for the visually impaired.

The County of Los Angeles Public Library, headquartered in Downey, operates 84 regional and community library branches and 4 bookmobiles. With over 7.7 million titles, the system was ranked as one of the largest public library systems in the nation by a report from the American Library Association. There are 10 library branches within the city of Los Angeles. The Anthony Quinn Library branch contains over 3,000 items of memorabilia related to the actor. Special homework centers are located at several branches.

The UCLA library collection ranks among the top 10 academic libraries in the nation with over 8 million volumes. The Clark Library holds special collections on Oscar Wilde and Western Americana. The East Asian Library includes numerous Chinese, Japanese, and Korean language materials. The USC libraries contain over 3.9 million volumes. Special collections include American Literature, the Boeckmann Center for Iberian and Latin American Studies, the California Social Welfare Archives, the Natural History Collection, and the Shoah Foundation Visual History Archive. There are several regional history collections as well.

The Los Angeles County Law Library consists of nine branches with a collection totaling more than 700,000 volumes in all areas of law and legal issues. More than 150 other specialized and private libraries serve the Los Angeles area.

The Louis B. Mayer Library of the American Film Institute holds over 14,000 books and 100 journal titles on industry related topics such as film, television, video, photography, theater, and costume design. The library also holds over 5,000 unpublished American film scripts. Special collections include the Martin Scorsese Collection, the Charles K. Feldman Collection, the Robert Aldrich Collection, and the Fritz Lang Collection. Most items are non-circulating, but are available for in-house use by visitors as well as students and film professionals.

Some of the most advanced research in the world is conducted at Los Angeles's three major institutions of higher learning: UCLA, USC, and the California Institute of Technology. There are dozens of research centers and institutes at UCLA with topics ranging from scientific to social and religious. Scientific and technological research facilities include the Basic Plasma Science Facility, the Center for High Frequency Electronics, the Center for Planetary Chemistry and Physics, Earth and Space Sciences—Geodynamics Research Group, the Electronic Thin Film Lab, and the Fusion Science and Technology Center. Health research centers include the Alzheimer's Disease Center, the Cardiovascular Research Lab, the Center for Collaborative Research on Drug Abuse, the Center for Human Nutrition, the Center for Molecular Medicine, and the Gonda Neuroscience and Genetics Research Center. Cultural studies are supported by the Center for Buddhist Studies, Center for Chinese Studies, the Center for East Asian Studies, the Center for Jewish Studies, and the Institute for America Cultures. Other research topics include business, communications, labor and industry, and environmental studies.

Research at USC is just as extensive. Centers for scientific research include Center for Excellence in Genomic Science, the Center for Robotics and Embedded Systems, the Loker Hydrocarbon Research Institute, and the Space Sciences Center. Cultural and social research is covered through Center for Feminist Research, the Center for Religion and Civic Culture, the East Asian

Studies Center, the Institute of Modern Russian Culture, and the Center for Research on Children, Youth and Families. Health research institutes include the Andrus Gerontology Center, the Center for Alcoholic Liver and Pancreatic Diseases and Cirrhosis, the Hepatitis Research Center, and the Research Center for Liver Disease. The Southern California Earthquake Center is also located at USC. The USC Stevens Institute for Innovation helps students and faculty turn new inventions and discoveries into practical applications.

Research institutes at CALTECH are known worldwide. They include the Beckman Institute, a multidisciplinary center for research in the chemical and biological sciences; the Infrared Processing and Analysis Center; the NASA Jet Propulsion Laboratory; the Laser Interferometer Gravitational Wave Observatory; and the Space Infrared Telescope Facility. There are nine observatories sponsored in part by CALTECH. The Keck Observatory at Mauna Kea, Hawaii, is a joint program of CALTECH and the University of California.

Public Library and Research Information: Los Angeles Public Library System, Central Branch, 630 West Fifth Street, Los Angeles, CA 90071-2097; telephone (213)228-7000; www.lapl.org. USC Office of the Vice Provost for Research Advancement, Bovard Administration Building, Suite 300; Los Angeles, CA 90089-4019; telephone (213)740-6709; www.usc.edu/research/centers. UCLA Office of the Vice Chancellor of Research, UCLA, 2147 Murphy Hall, Los Angeles, CA 90095; telephone (310)825-7943; www.ucla.edu/research

■ Health Care

Los Angeles is the primary health care and treatment center for the southern California region. It is one of the largest health care markets in the country and is at the forefront of major changes taking place in the health care industry. In the vast metro Los Angeles area, there are over 800 hospitals and clinics.

With more than 600 beds, UCLA Medical Center is known worldwide as a health care innovator. Its highly experienced staff consists of more than 1,000 physicians and 3,500 nurses, therapists, technologists, and support personnel. Offering comprehensive care from the routine to the highly specialized, its physicians are some of the best in the country. Other factors contributing to the Center's top rankings include specialized intensive care units, state-of-the-art inpatient and outpatient operating suites, a Level-1 trauma center, and the latest diagnostic technology. UCLA Medical Center includes The Mattell Children's Hospital; the Jules Stein Eye Institute; the Doris Stein Eye Research Center; UCLA's Jonsson Cancer Center, officially designated by the National Cancer Institute as one of the most comprehensive cancer

centers in the country; and a network of health care facilities that brings UCLA-quality care to a growing number of California communities. In 2007 the UCLA Medical Center received several high marks from the annual *U.S. News and World Report* for best hospitals in the nation. These include a first place ranking in geriatrics; fourth place in urology; fifth place in rheumatology, digestive disorders, psychiatry, and ophthalmology; seventh in kidney disease; and eighth in neurology/neurosurgery and cancer care. Other top 20 rankings were given for orthopedics, heart, and pediatric care.

The private, non-profit Children's Hospital Los Angeles is affiliated with the Keck School of Medicine of the University of Southern California. The 314-bed hospital features Level I Pediatric Trauma Center, a Newborn and Infant Critical Care Unit, a Pediatric Intensive Care Unit, and a Cardiothoracic Intensive Care Unit. The hospital made headlines in 2006 when a team of doctors successfully separated conjoined twins who were joined at the mid-abdomen and pelvis. The hospital was ranked among the top 20 best pediatric hospitals in the nation in 2007 by *U.S. News and World Report*.

The LAC-USC Medical Center is among the largest teaching hospitals in the country. Specialized facilities and services include a state-of-the-art burn center, Level III neonatal intensive care unit, Level I trauma service, an NIH-funded clinical research center and a HIV/AIDS outpatient center. USC University Hospital is a private, 293-bed referral, teaching, and research hospital. Advanced services include neurointerventional radiology, cardiac catheterization, and interventional cardiology. The hospital is also known for its surgical care in organ transplantation, neurosurgery, and plastic and reconstructive surgeries. The Doheny Eye Institute, also affiliated with USC, was ranked eighth in the nation for ophthalmology in *U.S. News and World Report*. The 408-bed Good Samaritan Hospital is also affiliated with USC.

Cedars-Sinai Medical Center (CSMC), with 877 beds, is one of the largest nonprofit hospitals in the west. The CSMC Campus is located near the borders of Los Angeles, Beverly Hills, and West Hollywood. The 2007 *U.S. News & World Report* ranked Cedars-Sinai as part of its "Best of the Best" Honor Roll. The hospital ranked as one of the top twenty hospitals nationwide for digestive disorders, heart care, endocrinology, and neurology and neurosurgery. It ranked in the top forty for kidney diseases, geriatrics, respiratory disorders, gynecology, orthopedics, and urology. The CSMC Samuel Sochin Comprehensive Cancer Institute is one of the largest of its kind in Southern California. Other Specialty centers include the Cedars-Sinai Institute for Spinal Disorders, the Heart Center, and the Center for Chest Diseases. The hospital has a comprehensive transplant center.

The Los Angeles County Department of Health Services operates several community clinics in the area.

■ Recreation

Sightseeing

The immense size of Los Angeles and the innumerable activities offered by the city make its attractions seem limitless. Different sections of the city offer a wide range of sights and diversions, from the more than 40 miles of city-operated Pacific beaches in the west to the mountains in the east and the vast urban areas in between. The downtown district not only forms one of the nation's most modern skylines, but also preserves many historic buildings. Some of the original structures in the city can be found in El Pueblo de Los Angeles State Historic Park. To the east is Olvera Street, a Hispanic district that recreates the atmosphere of old Mexico's open-air markets. Chinatown is just north of the downtown area, and to the south Little Tokyo is the social, cultural, religious, and economic center for southern California's more than 200,000 Japanese American residents, the largest concentration of Japanese people outside of Asia.

Hollywood and other districts devoted to the film and television industry are among the most popular attractions in Los Angeles. Universal Studios Hollywood features guided tours of some of the world's most famous imaginary places, and live tapings of television shows can be viewed at several studios. The world's first psychological thrill ride—the Revenge of the Mummy—opened there in June 2005. Nearby Beverly Hills, an independent community completely surrounded by the city, is home to many film stars, where opulent mansions enjoy proximity to some of the world's most exclusive stores and restaurants. A trip to Los Angeles is not complete without a visit to the newly refurbished Mann's Chinese Theatre and the "Walk of Fame" sidewalk featuring the handprints and footprints of movie legends.

Griffith Park, the city's largest, the Los Angeles Zoo, with more than 2,000 animals; Griffith Observatory, which contains two refracting telescopes; and the Greek Theater, a natural outdoor amphitheater. Train rides are also available in the park. Hancock Park contains the Rancho La Brea Tar Pits, where prehistoric fossil remains are displayed alongside life-size renditions of the species common to the area in prehistory.

Three of the nation's most popular theme parks are located in the Los Angeles area. Six Flags Magic Mountain is 25 minutes north of Hollywood in Valencia and features 260 acres of rides and family-oriented fun. Knott's Berry Farm in Buena Park offers rides, attractions, live entertainment, shops, and restaurants. World-famous Disneyland, located in Anaheim, is home to eight imaginary lands, rides, adventures, and the famous Disney characters.

The Pacific oceanfront provides a variety of attractions, including carnival-like Venice Beach and Muscle Beach, home to hundreds of bodybuilders. Marina Del Ray, known as "L.A.'s Riviera," is the world's largest

man-made marina. Catalina Island features island tours and a casino.

Arts and Culture

The performing arts thrive in the city of Los Angeles. Many consider it the entertainment capital of the world, where major television and film projects develop daily. One of America's premier symphony orchestras, the Los Angeles Philharmonic, performs during the winter at the Walt Disney Concert Hall; the orchestra gives summer concerts at Hollywood Bowl, an open-air amphitheater designed by Frank Lloyd Wright. The Los Angeles Opera and Master Chorale performs at the 3,197-seat Dorothy Chandler Pavilion.

Theater in Los Angeles benefits from the motion picture and television industry. Famous personalities can often be seen in area theaters, including the Henry Fonda Theatre, the Ahmanson Theatre, and the Center Theatre Group at the Mark Taper Forum. The internationally acclaimed Joffrey Ballet performs and maintains offices in Los Angeles.

The Los Angeles area is filled with museums for every taste. The Natural History Museum of Los Angeles County features displays of paleontology and history, minerals, animal habitats, and pre-Columbian culture. The Page Museum located at the Rancho La Brea Tar Pits is one of the world's most famous fossil localities, recognized for having the largest and most diverse collection of extinct Ice Age plants and animals in the world. The Hollywood Wax Museum houses more than 350 wax figures depicting famous people. The California Museum of Science and Industry, one of the most visited museums in the West, includes the Mitsubishi IMAX Theatre, the Gehry-designed Aerospace Hall, Technology Hall, the Kinsey Hall of Health, and the California Science Center. The Los Angeles Children's Museum is a hands-on museum, designed to help children learn as they experiment with a number of exhibits. The history of California comes alive at the Gene Autry Western Heritage Museum in Griffith Park, the Southwest Museum, the Hollywood History Museum, and the Wells Fargo Museum. The early Spanish colonial history of the region can be experienced by visiting one of nine mission churches located in and around the city. The Museum of Tolerance is a high-tech, hands-on experiential museum that focuses on racism and prejudice in America and the history of the Holocaust through unique interactive exhibits.

The Museum of Contemporary Art houses a large permanent collection of approximately 5,000 objects in all visual media, ranging from masterpieces of abstract expressionism and pop art to recent works by young and emerging artists. Paintings, drawings, sculpture, illuminated manuscripts, decorative arts, and European and American photographs are on display at the J. Paul Getty Museum, which completed major construction projects

in 2006. The Los Angeles County Museum of Art features permanent installations of pre-Columbian, Far Eastern, European, and American artwork, as well as a number of traveling exhibits. Other museums in the region include the California African American Museum, the Chinese American Museum, the Armand Hammer Museum of Art at UCLA, and the many museums to be found on "Museum Row" on the city's west side.

Festivals and Holidays

Los Angeles' events calendar begins with the Tournament of Roses Parade in Pasadena on New Year's Day, an event featuring floral floats decorated by hand. Chinese New Year is celebrated each February in Chinatown with the Golden Dragon Parade and other celebrations. In March or April Olvera Street is host to a Blessing of the Animals festival on the Saturday before Easter. April features the spectacular Easter Sunrise services at the Hollywood Bowl and the annual Academy Awards event sponsored by the Academy of Motion Picture Arts and Sciences.

Cinco de Mayo, a Mexican festival in May, is celebrated in a number of places throughout the Southern California area. May also brings the Calico Spring Festival at Calico Ghost Town in Yermo and the elegant *Affaire in the Garden*, a fine arts and crafts show in Beverly Hills. June features the Ojai Wine Festival in Ojai and the Playboy Jazz Festival at the Hollywood Bowl. The Fourth of July is celebrated in a variety of ways throughout the city, including fireworks on the oceanfront. July also features the Orange County Fair in Costa Mesa and the International Surf Festival on the South Bay. One of the oldest Japanese American festivals, the Nisei Week Japanese Festival occurs each August in Little Tokyo.

Los Angeles celebrates its birthday each September in the downtown Plaza and Catalina Island hosts the Annual Art Festival, a September tradition since 1958. September also brings the L.A. County Fair in Pomona, a two-week celebration of agriculture and livestock featuring horse races and prize pies. Mexican Independence Day is also celebrated with a fiesta for three days in mid-September in El Pueblo de los Angeles State Historic Park. The annual Music Center Family Festival in September at Music Center Plaza offers international music and dance performances along with free arts and crafts workshops. The October Eagle Rock Music festival is a street fair that is family-friendly, offering food from local restaurants and live entertainment. The Screampfest Horror Film Festival also takes place in October at the Mann Chinese Theatre. November features the *Día de los Muertos*, the "Day of the Dead," a traditional Mexican festival on the first of November. The AFI Film Fest, a 10-day event in November, is the longest running film festival in Los Angeles (established 1987) and is considered to be one of the most influential in North America.

One of the newest festivals for November is the Los Angeles International Tamale Festival, initiated in 2005 at MacArthur Park as a weekend event with activities for kids of all ages. The holiday season begins in December with the Christmas Afloat Boat Parade and the L.A. Art Fair, offering for sale museum-quality artworks from around the world. Los Posadas, a traditional Mexican festival recreating the New Testament story of Mary and Joseph's journey to Bethlehem, takes place each year during the week before Christmas.

Sports for the Spectator

The 21,000-seat Staples Center is home to the National Basketball Association's Clippers and Lakers, and the National Hockey League's Kings. Baseball's National League Dodgers play an April-October season at a refurbished Dodger Stadium. Los Angeles is also home to the Women's National Basketball Association team, the Sparks, and Major League Soccer team, the Galaxy. The Los Angeles Angels of Anaheim professional baseball team and the Anaheim Ducks professional hockey team play in nearby Anaheim.

Collegiate sports are represented by UCLA and USC, both Division I National Collegiate Athletic Association (NCAA) institutions. Both schools field championship caliber teams in every major sport. The annual Rose Bowl, one of the major traditional post-season college football games, is played on New Year's Day in Pasadena. Hollywood Park and Santa Anita Park are both nationally known thoroughbred racing facilities.

Sports for the Participant

The Los Angeles area offers a broad range of activities for the athletically inclined. The miles of city-operated beaches along the Pacific are popular for swimming, surfing, and all forms of boating. Winter skiing areas are less than an hour's drive away from the city. The Los Angeles Parks and Recreation Department operates several hundred parks and recreation centers. These include 54 public swimming pools, 9 dog parks, and 7 skate parks. There are three special Therapeutic Recreation Centers for children and adults with disabilities. The city also has three universally accessible playgrounds, designed to accommodate children of all ability levels. The city maintains seven bike trails.

Shopping and Dining

Los Angeles is a shoppers' paradise, with more than 1,500 department stores as well as countless smaller specialty shops, a number of fashionable shopping plazas, and many large urban malls. An exclusive group of stores along Rodeo Drive is the most famous shopping district in the area, but there are a number of others, including Melrose Avenue, offering the latest and wildest trends in fashion. Westwood Village is a collection of interesting

boutiques and restaurants that offers a thriving night life. The Beverly Center in West Los Angeles is one of the nation's busiest malls. Celebrity sightings there are not uncommon, and Japanese tourists come by the thousands to shop as part of planned sightseeing tours. The Hollywood and Highland Center in Hollywood offers dining, shopping, and entertainment at one stop.

Ethnic specialty shops can be found in Little Tokyo, Koreatown, Chinatown, East Los Angeles, and on Olvera Street. The Farmer's Market and Shopping Village in downtown Los Angeles offers fresh produce, import shops, and elegant cafes. Westwood Village and the neighboring UCLA campus are a cultural and entertainment hub filled with shops, bistros, and architectural landmarks.

The Los Angeles area, home to some of America's finest restaurants, enjoys some 20,000 dining establishments, from fast food chains to exclusive gourmet restaurants frequented by Hollywood stars. Ethnic specialties from nearly every country in the world can be found in Los Angeles. Fresh seafood and beef, as well as produce from the nearby agricultural regions, are served in most of the city's restaurants. While in the city, visitors might want to stop at a few of the Los Angeles "original" restaurants. Philippe the Original restaurant, for instance, is the home of the first French dip sandwich, created by accident by the then-chef and owner Philippe Mathieu in 1918. Chansen's Restaurant in Beverley Hills is the birthplace of the Shirley Temple cocktail, invented for the actress of the same name when she first entered the acting scene. Wood-fired pizzas were introduced by Wolfgang Puck, the famous chef and owner of Spago.

Visitor Information: Los Angeles Convention & Visitors Bureau, Visitor Center, 685 S. Figueroa St., Los Angeles, CA 90017; telephone (213)689-8822; www.greaterlosangeles.com

■ Convention Facilities

The major convention and meeting facility in Los Angeles is the Los Angeles Convention Center. Situated on 63 landscaped acres, the complex is centrally located within easy access of hotels, restaurants, nightlife, shops, recreational activities, and sightseeing attractions. With 720,000 square feet of exhibition and 147,000 square feet of meeting room space, the center has become the largest convention facility on the West Coast. There are more than 14,000 hotel rooms and two major airports near the convention center. The California Market Center downtown offers 168,000 square feet of exhibit and banquet space. The Kodak Theatre and the Pantages Theatre are sometimes available for private events. Meeting spaces may also be available at the local universities.

Convention Information: Los Angeles Convention & Visitors Bureau, Visitor Center, 685 S. Figueroa St., Los Angeles, CA 90017; telephone (213)689-8822; www.greaterlosangeles.com

■ Transportation

Approaching the City

Los Angeles International Airport (LAX), just west of the downtown area, is one of the top ten largest airports in the world in terms of passengers handled. The airport is served by over 50 airlines with thousands of flights each year. Special FlyAway buses take visitors from LAX to downtown or to the Van Nuys Airport (a noncommercial regional airport). Nearby Burbank-Glendale-Pasadena Airport, now referred to as the Bob Hope Airport, is served by eight major airlines. Travelers may also choose to enter the area through Long Beach Airport to the south, which is served by four airlines, or LA/Ontario International Airport to the east, which supports 12 airlines.

Greyhound carries passengers to a terminal in downtown Los Angeles. Amtrak has invested \$100 million in new passenger trains in recent years. Its *Pacific Surfliner* carries passengers from San Diego through Los Angeles to San Luis Obispo. Three other Amtrak routes pass through the city with about 17 trains passing through LA's Union Station.

Three interstate highways converge in the Los Angeles area: I-5 approaching from Canada in the north, I-15 from Las Vegas to the west, and I-10 connecting Los Angeles with Arizona and the Southwest. State Highway 1, the Pacific Coastal Highway, skirts the city along the ocean.

Traveling in the City

Los Angeles is perhaps best navigated by automobile, however the city's massive, complex web of limited-access freeways, one of the most extensive in the nation, still struggles to accommodate heavy commuter traffic. The Los Angeles Department of Transportation has implemented a state-of-the-art computer system to manage the city's street traffic, but Los Angeles is still among the places with the worst traffic in the nation, according to a study by Cambridge Systematics for the American Highway Users Alliance.

The Los Angeles County Metropolitan Transit operates frequent local and express bus service with 200 metro buslines throughout the city and to major area attractions. Light rail service is also available. The Metro Blue Line runs north and south between Long Beach and Los Angeles. The Metro Green Line runs between Norwalk and Redondo Beach. The Metro Red Line subway provides service through Downtown to North Hollywood, then connects to the Orange Line, which

travels west into the San Fernando Valley. The Metro Purple Line subway runs through Downtown and continues to the Mid-Wilshire area. The Metro Gold Line connects with the Red Line at Union Station and runs northeast to Pasadena.

The City of Los Angeles Department of Transportation operates the DASH shuttle system. Six downtown DASH lines link major business, government, retail and entertainment centers within downtown. The Convention Center, the Garment and Jewelry districts, Olvera Street, the Metro Blue Line, and Union Station are easily accessible via DASH lines.

■ Communications

Newspapers and Magazines

Los Angeles has two main daily papers. The *Los Angeles Times* is based in the city. In 2006 it ranked as the fourth largest newspaper in the nation with a circulation of about 851,832. The *Daily News*, published out of Oxnard, has a circulation of about 432,000. The *Los Angeles Daily Journal* and *Investors Business Journal* serve the business community with daily papers. The *Los Angeles Business Journal* is a weekly publication. *La Opinion* is the largest Spanish-language newspaper in the United States, with a daily circulation of about 100,880. Other Spanish-language papers published in LA include *La Prensa de Los Angeles* and *LA Voz Libre*.

More than 100 foreign-language, special-interest, business, alternative, and neighborhood papers are published weekly in Los Angeles area. Those published within the city include the *Los Angeles Independent*, *Westsider*, and *Hollywood/West Hollywood Independent*, all distributed on Wednesday. The *Los Angeles Downtown News* is distributed on Monday. *LA Weekly* is an alternative press publication distributed on Thursday. Weekly newspapers serving the African American community include *Fireston Park News*, the *Herald Dispatch*, and the *Los Angeles Sentinel*. Numerous English and foreign language papers serve the ethnic communities, including the *Beirut Times* (in Arabic), *Pacific Times* (Chinese and Taiwanese), and *California-Staats Zeitung* (German). The *Rafu Shimpo* (Japanese) and *Korea Times* (Korean) are daily papers. The *Jewish Journal of Greater Los Angeles* is published weekly and *Jewish News* is published monthly.

Los Angeles magazine, a monthly covering events and topics of importance to the metropolitan area, and a number of nationally distributed magazines, such as *Guns and Ammo*, and *Bon Appetit* are also published in the city.

Television and Radio

Eleven television stations broadcast in the Los Angeles area. The 12 AM and 20 FM radio stations broadcasting there feature a wide assortment of music, news, and

information programming; stations broadcasting in surrounding communities are also received in Los Angeles.

Media Information: *Los Angeles Times*, 202 W. First Street, Los Angeles, CA 90012; telephone (213)237-5000; www.latimes.com

Los Angeles Online

City of Los Angeles Home Page. Available www.lacity.org

La Opinion. Available www.laopinion.com

Los Angeles Area Chamber of Commerce. Available www.lachamber.org

Los Angeles Convention and Visitors Bureau. Available www.greaterlosangeles.com

Los Angeles Economic Development Corporation. Available www.laecd.org

Los Angeles Public Library. Available www.lapl.org
Los Angeles Times. Available www.latimes.com

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Monterey

■ The City in Brief

Founded: 1770 (incorporated 1850)

Head Official: Mayor Chuck Della Sala (since 2006)

City Population

1980: 27,558

1990: 31,954

2000: 29,674

2006 estimate: 28,803

Percent change, 1990–2000: –8.9%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: Not reported (State rank: 237th)

Metropolitan Area Population

1980: 290,000

1990: 355,660

2000: 410,762

2006 estimate: Not reported

Percent change, 1990–2000: 13%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 102nd (PMSA)

U.S. rank in 2000: 103rd (MSA)

Area: 8.44 square miles (2000)

Elevation: 10 feet above sea level

Average Annual Temperature: 57° F

Average Annual Precipitation: 19.29 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.4% (September 2007)

Per Capita Income: \$27,133 (1999)

2005 FBI Crime Index Property: 1,295

2005 FBI Crime Index Violent: 172

Major Colleges and Universities: Monterey Peninsula College, Monterey Institute of International Studies, Naval Postgraduate School

Daily Newspaper: *The Monterey County Herald*

■ Introduction

Monterey, the largest city on the Monterey Peninsula, is a beautiful seaside community with a vast array of recreational and cultural activities. Cannery Row, the district made famous by novelist John Steinbeck that once marked Monterey as the “Sardine Capital of the World,” has become a bustling retail site with fashionable restaurants, shops, and nightspots. Monterey has preserved more of its history than any other California city. Once the capital of the Spanish territory of California, Monterey has restored its historic buildings and Spanish adobes, and displays these treasures on the magnificent crescent of blue water that is Monterey Bay.

■ Geography and Climate

Monterey is located on the Monterey Peninsula, which is 120 miles south of San Francisco, 60 miles south of San Jose, and 345 miles north of Los Angeles. The peninsula is bordered by Monterey Bay to the north, the Pacific Ocean to the west, and Carmel Bay to the south.

Although characterized by cool, dry summers and wet winters, the regions of Monterey County exhibit considerable climatic diversity. The warmest months are July through October, and the rainiest are November and April. Summer months often can be foggy, especially early and late in the day, due to the chilly and unchanging water temperatures of the Pacific Ocean. The city lies in an area surrounding by six active fault lines putting the city at risk for earthquakes.

Area: 8.44 square miles (2000)

Elevation: 10 feet above sea level

Average Temperature: 57° F

Average Annual Precipitation: 19.29 inches

■ History

Early Settlements

Native Americans known as the Esalen lived in the area of present-day Monterey from 500 B.C. to 500 A.D. and probably much longer. The Esalen were displaced in 500 B.C. by the Ohlone Indians, who were drawn to the area by the abundance of fish and wildlife and other natural resources. The Indians hunted quail, geese, rabbit, bear, and other wildlife, gathered plants, and caught fish, mussels, abalone, and shellfish. Several of their village sites have been identified and preserved.

Monterey was first seen by Europeans when Portuguese explorer Juan Rodriguez Cabrillo spotted La Bahia de los Pinos (Bay of Pines) in 1542 on a journey in search of riches in the New World. But high winds prevented him and his crew from landing. In 1602 Spanish explorer Don Sebastian Viscaïno officially named the port in honor of Spain's Count of Monte Rey under whose order he was sailing. Viscaïno's 200 men gave thanks for their safe journey in a ceremony held under a large oak tree overlooking the bay.

In 1770 an expedition by land and sea brought Gaspar de Portol and Franciscan Father Junipero Serra to Monterey. There they established the Mission and Presidio (military post) of San Carlos de Borromeo de Monterey and the City of Monterey. Under the same oak tree where Viscaïno's crew members had prayed, Father Serra said mass for his brave group. A year later Father Serra moved the mission to nearby Carmel, which offered a better agricultural and political environment; the Presidio Church in Monterey, however, continued in use.

Becomes Capital of Spanish California

In 1776 Spain named Monterey the capital of Baja (lower) and Alta (upper) California. This same year Captain Juan Bautista de Anza arrived with the first settlers for Spanish California, most of them bound for San Francisco. For decades Monterey's soldiers and their wives lived at the Presidio. In 1818 Argentinean revolutionary Hippolyte Bouchard sacked the town in an effort to destroy Spain's presence in California. Soon the residents began to expand outside the Presidio, creating homesteads throughout Monterey.

In April 1822, when Mexico gained its independence from Spain, Monterey became the Mexican capital. California soon pledged its loyalty to the Mexican government.

Spain had not allowed foreigners to trade with California, but Mexico opened up the area to international trade, and Monterey was made California's sole port of entry. Traffic with English and American vessels for the hide and tallow trade became an important part of the economy. A dried steer hide valued at about a dollar was termed a "California bank note." The hides were shipped to New England, where they were used to make saddles, harnesses, and shoes. Tallow was melted down in large rendering pots and poured into bags of hides or bladders to be delivered to the trading ships; in the end, most of the tallow was made into candles.

By 1827 foreign trade had become very important and a custom house was built in Monterey. The booming trade, especially with New England, attracted a number of Americans—called "Yanquis"—to Monterey. Many of them married into Mexican families and became Mexican citizens. In the mid-1830s, Mexican rulers redistributed much of the local land formerly run by the Catholic Church and huge cattle ranches were formed. An elite class of landed "Californios" grew up in the area. In 1842 the U.S. government sent Thomas Larkin to Monterey to head the first American consulate in California.

Statehood Attained

In July 1846 Commodore John Drake Sloat's flagship arrived in Monterey Bay and his troops raised the American flag, claiming the region for the United States, and gaining the territory without a fight from the Mexicans. American occupation continued until the Treaty of Guadalupe Hidalgo was signed in 1848, making all of Alta California part of the United States. This included the land now known as California, Utah, Nevada, and parts of Arizona, Colorado, New Mexico, and Wyoming.

In Monterey, U.S. Naval Chaplain Walter Colton was appointed to serve as Monterey's first American Alcalde, a position defined as mayor and judge. Colton, a well-educated and just man, was considered well qualified to hold this important position. In 1846 he and Robert Semple established California's first newspaper, *The Californian*. Colton also designed and supervised the construction of the first public structure built under the American flag, Colton Hall, which served as a public school and town meeting hall.

In 1849 delegates from throughout Alta California met in Colton Hall in Monterey to create a constitution for the people of the new U.S. territory. The new constitution was signed on October 13, 1849. In 1850 the U.S. Congress voted to adopt California as the thirty-first state of the Union. San Jose was chosen as the seat for the first legislature. (The official definition of a state capital is where the legislature sits; therefore Monterey never was the state capital.)

During the next decade Monterey lost much of its political influence. But at the same time it was becoming an important center for the whaling industry. Asian and

European fishermen began arriving there, drawn by the developing fishing industry. Influences from these Japanese, Chinese, Portuguese, and Italian immigrants formed a basis for the city's culture that lives on to today.

Serves as County Seat; Sardine Trade Develops

After California gained its statehood, the legislature formed counties. Monterey served as the Monterey County seat of government until 1873, when Salinas was named to that role. Further transformation of Monterey took place in the 1870s when the first railroad was built, connecting the quiet fishing town with cosmopolitan San Francisco and cities beyond. In the 1880s the local whaling industry disappeared and civic leaders turned to tourism to revive the local economy. By the mid-1880s tourism flourished in the area, with thousands flocking to the seaside resort annually.

By the 1920s the sardine market had grown greatly and the section of Monterey known as Cannery Row was established. During the next two decades, a score of canneries and reduction plants grew up in the area. Workers processed an estimated 250,000 tons of sardines each year. Monterey became known as the "Sardine Capital of the World." The rough and rollicking vicinity of Cannery Row was made famous in the John Steinbeck novels *Cannery Row* and *Sweet Thursday*.

Abandoned Warehouses Revitalized; Tourism Grows

In the 1940s, for reasons still in dispute, the sardine population began a rapid decline. Theories explaining the sardines' disappearance range from water pollution to a change in currents to warmer climates or just being "fished out." The once-thriving Cannery Row soon became a ghost town of empty warehouses.

That changed in the second half of the twentieth century, as the old abandoned warehouses were converted into shops, restaurants, and galleries and tourism began to take root. In the early 2000s tourism was a major industry in Monterey, growing out of the city's efforts to preserve its historic and natural resources.

In March 2007 the city council met to develop a new vision, mission, and strategic plan for the city. It was the first time in about 20 years that such a comprehensive plan was established. In hopes of building Monterey into a model city for residents, businesses, and visitors alike, the strategic initiatives within the plan listed a diverse set of actions including the improvement and expansion of basic city services and utilities, housing, and library and cultural resources, as well as ideas on ways to balance the budget and inspire economic growth.

Historical Information: Monterey County Historical Society, PO Box 3576, Salinas, CA 93912; telephone (831)757-8085; www.mchsmuseum.com

■ Population Profile

Metropolitan Area Residents

1980: 290,000
 1990: 355,660
 2000: 410,762
 2006 estimate: Not reported
 Percent change, 1990–2000: 13%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: 102nd (PMSA)
 U.S. rank in 2000: 103rd (MSA)

City Residents

1980: 27,558
 1990: 31,954
 2000: 29,674
 2006 estimate: 28,803
 Percent change, 1990–2000: –8.9%
 U.S. rank in 1980: Not reported
 U.S. rank in 1990: Not reported
 U.S. rank in 2000: Not reported (State rank: 237th)

Density: 3,516.9 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 23,985
 Black: 749
 American Indian and Alaska Native: 170
 Asian: 2,205
 Native Hawaiian and Pacific Islander: 86
 Hispanic or Latino (may be of any race): 3,222
 Other: 1,603

Percent of residents born in state: 41.6% (2000)

Age characteristics (2000)

Population under 5 years old: 1,477
 Population 5 to 9 years old: 1,421
 Population 10 to 14 years old: 1,263
 Population 15 to 19 years old: 1,961
 Population 20 to 24 years old: 2,695
 Population 25 to 34 years old: 5,382
 Population 35 to 44 years old: 4,638
 Population 45 to 54 years old: 4,031
 Population 55 to 59 years old: 1,279
 Population 60 to 64 years old: 1,117
 Population 65 to 74 years old: 1,974
 Population 75 to 84 years old: 1,699
 Population 85 years and older: 737
 Median age: 36.1 years

Births (2001, Monterey County)

Total number: 7,176



Airphoto-Jim Wark

Deaths (2001, Monterey County)

Total number: 2,470

Money income (1999)

Per capita income: \$27,133

Median household income: \$49,109

Total households: 12,656

Number of households with income of ...

less than \$10,000: 887

\$10,000 to \$14,999: 621

\$15,000 to \$24,999: 1,262

\$25,000 to \$34,999: 1,431

\$35,000 to \$49,999: 2,261

\$50,000 to \$74,999: 2,865

\$75,000 to \$99,999: 1,403

\$100,000 to \$149,999: 1,307

\$150,000 to \$199,999: 304

\$200,000 or more: 315

Percent of families below poverty level: 4.4%(1999)

2005 FBI Crime Index Property: 1,295

2005 FBI Crime Index Violent: 172

■ Municipal Government

Monterey operates with a council-city manager form of government. The city council is the policymaking branch of the city government and consists of five members. The mayor is elected to a two-year term and four council members are elected to four-year terms. The city manager, appointed by the council, serves as the city's professional administrator.

Head Official: Mayor Chuck Della Sala (since 2006; term expires November 2008)

Total Number of City Employees: over 800 (2007)

City Information: City of Monterey, 580 Pacific Street, Monterey, CA 93940; telephone (831)646-3799; www.monterey.org

■ Economy

Major Industries and Commercial Activity

Once a leading fishing and whaling port, Monterey County's economic mainstays now are tourism and the military. While tourism has always been a major com-

ponent in the city's economy, it has become the dominant industry in the last 30 years, supporting more than one third of Monterey jobs. Today, hotel taxes provide some 30 percent of the city budget and the main source of funding for municipal services is derived from the visitor industry. The prime tourist season runs April through Thanksgiving. While the city's economy suffered greatly from the lack of travel due to the events of September 11, 2001, Monterey tourism is on the rebound. The Monterey Bay Aquarium is the prime attraction, and numerous restaurants, art galleries, gift shops, and an Antiques Mall have created a wide variety of shopping opportunities. Tourists also come to observe the special events tied to the historic Cannery Row Area, made famous by novelist John Steinbeck, local son of the nearby city of Salinas. Its reputation as a world class golfing destination brings golfers to the championship golf courses at Pebble Beach and other area courses. Independent travelers (those not with a tour group) make up the largest class of overnight visitors to the Monterey Bay Area and are primarily from elsewhere in California. It is estimated that 4 million people visit Monterey each year. The city's population increases to nearly 70,000 during tourist seasons.

Due to its strategic location, Monterey has historically been a key military outpost. Today, the city's military installations continue to provide tremendous support to the economy, particularly through its educational institutions. The Army's Defense Language Institute provides language instruction for agents of the FBI, Drug Enforcement Administration, and Border Patrol. The Naval Postgraduate School offers advance classroom training for Naval officers. The Fleet Numerical Meteorology and Oceanography Center, operated by the Navy, is one of the world's leading numerical weather prediction centers. According to *The Monterey County Herald*, these institutions contribute \$1 billion to the local economy. The economic impact of spending by the School and employees of the Naval Postgraduate School alone amounts to more than \$140 million channeled into the local economies of Monterey County. However, the changing needs of the military, coupled with its efforts to streamline operations, threaten the closure of many of the country's military bases and those in California are not exempt.

Agriculture is the largest industry in Monterey County, accounting for more than 21 percent of all employment. The government employs approximately 18 percent of the county's workforce. Other significant sectors of Monterey's economy include trade, transportation and utilities, which account for 16 percent of all employment in the county. Workers in the leisure and hospitality sector, including arts, recreation, entertainment, accommodations and food service, make up 12 percent of the workforce.

As Monterey looks to the future, the challenge will be to balance the cyclical nature of the tourist economy while finding ways to provide higher paying jobs. Monterey will increasingly see its economy based on educational and research activities. Marine biology and the environmental sciences are expected to make a very large impact on the economy of the region. The information technology sector is also becoming more important; Monterey County has a need for computer software engineers and network systems and data communications analysts. Air transportation workers and pharmacy aides were also in demand in 2007.

Some of the largest employers in Salinas Valley in 2007 were: Dole Fresh Vegetables; Tanimura and Antle, Inc.; Escamilla and Sons, Inc.; Spreckels; Salinas Valley Memorial Healthcare System; D'Arrigo Brothers Company of California; Fresh Express, Fresh Food; and the CDC Correctional Training Facility, Soledad.

Items and goods produced: vegetables, fish and seafood, light manufactured products

Incentive Programs—New and Existing Companies

Local programs: The California Coastal Rural Development Corporation operates a variety of small business loan programs, as well as Monterey's Microloan Program. The Central Coast Small Business Development Center (SBDC) provides no-cost, hands-on technical assistance and support to small businesses on California's Central Coast. Confidential counseling, classes, workshops, seminars, and loan programs are available through the SBDC.

State programs: With the Manufacturers' Investment Credit, companies that purchase manufacturing or R&D equipment for use anywhere in California are allowed a tax credit equal to six percent of the costs paid or incurred for acquiring the property. Other incentives include the California research and development tax credit, which allows companies to receive a credit of 15 percent against bank and corporate tax liability for certain research done in-house. An additional 24 percent credit is available for basic research payments to outside organizations. This is one of the highest research and development tax credits in the nation. A Child Care Tax Credit is available for companies establishing on-site child-care facilities. A Net Operating Loss Carryover and New Market Tax Credits are also available. A Work Opportunity Tax Credit is offered for employers who hire individuals from certain target groups.

Job training programs: The Private Industry Council (PIC) offers specialized services designed for laid off workers who have been displaced from their jobs due to plant closures or relocation. Programs for older workers,

limited English speakers, offenders, physically handicapped youth, teen parents, and other at-risk youth are also available. The city of Monterey can also provide information about agencies that assist international businesses with training employees. JobLINK of Monterey County provides employment and training opportunities and services to laid off workers, long-term unemployed, displaced homemakers, and persons over 55. The California Employment Training Panel assists businesses through performance-based customized training contracts for new or existing employees. Reimbursement of costs for developing, implementing, and completing training programs may range from \$1,500 to \$2,000 per employee. Monterey Peninsula College, a two-year school, provides job training.

Development Projects

When a change in military needs led to the downsizing of Fort Ord in 1993, the 13,000 soldiers and family members who lived there were relocated. The city is making efforts to replace the lost revenue by redeveloping the area into an educational, residential, commercial and light industrial center. A Base Reuse Plan has been developed to guide the planning and implementation process through 2014. Plans include removing toxins from military use from the site and constructing housing at all income levels, making recreational improvements, and conserving a portion of the land for endangered species. Once the process is started, it is estimated that it will take five to seven years to complete the relocation, rehabilitation, hazard abatement, and demolition removal activities at the Fort. In 2005, the U. S. Army had finished a substantial amount of the clean-up, but more funds were needed to complete the project. The Defense Language Institute, the Naval Postgraduate School and the Coast Guard station now occupy 750 acres of the property, which has been annexed to the Presidio of Monterey. California State University at Monterey Bay and the Monterey Institute of International Studies have opened campuses there, as well as the University of California at Santa Cruz, with a new research center on the property. The remaining half of the property is being turned over to the U.S. Bureau of Land Management to manage as open spaces.

Monterey City Council approved a building permit for the construction of an IMAX theater in Cannery Row; design plans were approved in 2006, and the city was expecting to receive building plans in 2007. Also on Cannery Row, a Monterey Peninsula Hotel was under construction in 2007 and is expected to open in May 2008. A Trader Joe's was being remodeled in 2007.

Economic Development Information: California Coastal Rural Development Corp., 2121 M120 Main St., Suite 301, Salinas, CA 93901; telephone (831)424-1099. Central Coast Small Business Development Center at Cabrillo College, 6500 Soquel Drive, Aptos, CA 95003; telephone (831)479-6136

Commercial Shipping

Monterey is not a major commercial transportation hub; however, there are a number of motor freight carriers that serve the surrounding area.

Labor Force and Employment Outlook

Monterey County's civilian labor force in September 2007 totaled approximately 206,800 workers; 11,200 of them were unemployed (5.4 percent of the labor force). The area employs both seasonal and year-round workers since the visitor industry accounts for such a large part of the economy. According to the Monterey Peninsula Chamber of Commerce, the ratio of people in the labor force and employment roles have remained constant since 1998. One challenge to attracting new employees to the city of Monterey has been its lack of affordable housing. Since the jobs fueled by the tourist industry in Monterey tend to be lower paying jobs, affordable housing is especially needed. In 2007, the occupations with the fastest job growth over the 2004–2014 period were projected to be computer software engineers, network systems and data communications analysts, air transportation workers, and pharmacy aides.

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

Size of nonagricultural labor force: 130,000

Number of workers employed in . . .

- construction and mining: 6,700
- manufacturing: 7,700
- trade, transportation and utilities: 25,200
- information: 2,400
- financial activities: 6,600
- professional and business services: 14,400
- educational and health services: 12,100
- leisure and hospitality: 19,400
- other services: 4,400
- government: 31,000

Average hourly earnings of production workers employed in manufacturing: \$15.50

Unemployment rate: 12.9% (December 2004)

Largest employers employees (Salinas Valley)

	<i>Number of employees</i>
Dole Fresh Vegetables	4,700
County of Monterey	4,435
Tanimura and Antle Inc.	3,000
Naval Postgraduate School	2,600
Escamilla and Sons Inc., Spreckels	2,060

Salinas Valley Memorial Healthcare System	1,900
D'Arrigo Bros. Co. of CA	1,700
Fresh Express, Fresh Food	1,650
CDC Correctional Training Facility, Soledad	1,531
Household	1,526

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
\$827,270 (San Jose area)

2007 (1st quarter) ACCRA Cost of Living Index:
155.1 (San Jose area)

State income tax rate: 1.0% to 9.3%

State sales tax rate: 7.25%

Local income tax rate: None

Local sales tax rate: 1.25% (county)

Property tax rate: 1% of assessed value

Economic Information: Monterey Peninsula Chamber of Commerce, 380 Alvarado St., Monterey, CA 93940; telephone (861)648-5360; fax (831)649-3502; email info&mpcc.com.

■ Education and Research

Elementary and Secondary Schools

The Monterey Peninsula Unified School District encompasses Monterey City schools as well as those of Marina, Fort Ord, Sand City, Seaside, and Del Rey Oaks. In addition to a well-rounded curriculum, the schools offer a gifted and talented program (GATE) for fourth and fifth grade students and an independent study program for motivated students who wish to study on their own. Special academies for high school students include the Art Careers Academy, Monterey Academy of Oceanographic Science, and Sports Professions and Recreation Careers, all at Monterey High School, and Health Professions Pathway at Seaside High School. The Monterey Adult School offers a regional occupational program as well as other courses for students age 16 and above.

The following is a summary of data regarding the Monterey Peninsula Unified School District as of the 2005–2006 school year.

Total enrollment: 10,252

Number of facilities

elementary schools: 12
junior high/middle schools: 4
senior high schools: 4
other: 2

Student/teacher ratio: Not available

Teacher salaries (2005–06)

elementary median: \$34,186–\$68,022 (all levels)
junior high/middle median: Not available
secondary median: Not available

Funding per pupil: \$7,186

Monterey is also home to several religious schools and to the York School associated with the Episcopal Faith, Santa Catalina School (Catholic school for girls), and Possibility House, a Montessori pre-school.

Public Schools Information: Monterey Peninsula Unified School District, 700 Pacific St., Monterey CA 93940-5730; telephone (831)645-1200; www.mpusd.k12.ca.us

Colleges and Universities

Monterey's major institution of higher learning is Monterey Peninsula College. It is one of 109 schools in the California Community College System. Enrollment is over 16,900 students.

The college offers associate's degrees and certificate programs in a wide variety of fields, including business administration, accounting, law enforcement, art history, computer technology, visual arts, drama, music, hospitality, medical assisting, nursing, and many others.

The Monterey Institute of International Studies, an affiliate of Middlebury College (Vermont) offers graduate programs in international policy studies, language translation and interpretation, language and educational linguistics, and international business. The school also offers tailored courses for individuals requiring intensive language and cultural training for work outside their native country or with foreign nationals in the United States.

The Naval Postgraduate School is an academic institution whose emphasis is on study and research programs relevant to the U.S. Navy's interests, as well as to the interests of other arms of the Department of Defense. Its campus houses state-of-the-art laboratories, academic buildings, a library, government housing, and recreational facilities to serve its nearly 1,500 students. The student body consists of officers from the five U.S. uniformed services, officers from approximately 30 other countries, and a small number of civilian employees. The school offers master of arts degrees in national security affairs, master of science degrees in a wide variety of fields,

and bachelor's and doctoral degrees in various engineering fields. Another educational institution associated with the military is the Defense Language Institute operated by the Army. Its Foreign Language Center, located on the Presidio of Monterey, is the world's largest language institute.

Golden Gate University's Monterey Bay Campus offers undergraduate and graduate degree programs in business, public administration, health care, and technology. The Orange County-based Chapman University maintains a Monterey campus which offers baccalaureate degrees in a variety of subjects. California State University's Monterey Bay campus on the grounds of Fort Ord offers 12 undergraduate programs to approximately 3,500 students.

Libraries and Research Centers

Monterey Public Library is the largest public library on the Monterey Peninsula. The library houses more than 120,000 volumes, video and audio cassettes, and CDs, subscribes to 375 magazines and newspapers, and operates one bookmobile. The California History Room contains a unique collection of books, selected magazine and newspaper articles, maps, government documents, photographs, and archival material about the city of Monterey and the Monterey Peninsula. Additional library programs and collections include the Local History Partners, which provides access to local history materials through a partnership with the Colton Hall Museum, the Monterey History and Art Association, and the Teen Zone and Youth Services collections.

Other local libraries include the Colton Hall Museum Library, the CTB McGraw-Hill Library, the Maritime Museum of Monterey Library, the Monterey Bay Aquarium Library, the Community Hospital of the Monterey Peninsula Medical Library, The Monterey County Herald Library, and the U.S. Navy Library. College libraries are housed at the Monterey Institute of International Studies, the Naval Postgraduate School, and Monterey Bay Peninsula College.

The Monterey Institute of International Studies is home to the Center for East Asian Studies, the James Martin Center for Nonproliferation Studies, the Center for Globalization and Localization of Business Exports (GLOBE), and the Center for Russian and Eurasian Studies. Naval Postgraduate School is home to dozens of research institutes and centers that support the Navy and Department of Defense, including the Turbo Propulsion Laboratory, the Ocean Acoustic Observatory, the Spacecraft Research and Design Center, and the Center for Autonomous Underwater Vehicle Research. The Monterey Bay Aquarium Research Institute's research program focuses on deep-sea exploration in Monterey Bay, one of the most biologically diverse bodies of water in the world. The Institute's two research vessels and remotely-operated vehicles provide access to the

Monterey Canyon, an underwater canyon two miles deep. The Naval Research Laboratory is the Navy and Marine Corps' corporate research lab. The lab conducts research on the atmosphere, develops weather interpretation systems for the Department of Defense, and studies the effects of the atmosphere on Naval weapons systems.

Public Library and Research Information: Monterey Public Library, 625 Pacific St., Monterey, CA 93940; telephone (831)646-3932; fax (831)646-5618. Naval Postgraduate School, Office of the Dean of research, Halligan Hall, Monterey, CA 93943; www.nps.edu/research

■ Health Care

Community Hospital of the Monterey Peninsula is a nonprofit system serving the Monterey Peninsula and surrounding communities with 15 locations that include outpatient facilities, satellite laboratories, mental health clinics, and two hospice facilities. The main hospital houses a comprehensive cancer care center, an emergency department, a family birth center, and a health resource library. The system also includes the Breast Care Center, the Carmel Hill Professional Center, the Diabetes and Nutrition Therapy Center, the Hartnell Professional Center, and Ryan Ranch Outpatient Campus. The 172-bed Natividad Medical Center, an acute care hospital in nearby Salinas, is owned and operated by Monterey county and is affiliated with the University of California at San Francisco School of Medicine.

■ Recreation

Sightseeing

Monterey's Cannery Row, popularized by the books of Nobel and Pulitzer award winner John Steinbeck, is one of America's most famous streets. Cannery Row features over 200 shops, restaurants, galleries, and attractions, including American Tin Cannery Premium Outlets and A Taste of Monterey Wine Tasting Room. The Blue Fin Café & Billiards overlooks Steinbeck Plaza and offers a panoramic view of Monterey Bay and Cannery Row. Steinbeck's Spirit of Monterey Wax Museum recreates the history of Cannery Row through life-sized characters and narration. The Edgewater Family Fun Center, across from the Cannery, has the area's largest video arcade, a snack bar, old-time photos, a magic shop, and bike and surrey rentals. Other amusements in Cannery Row include a shop which rents reproductions of old roadster convertibles, an old-fashioned portrait studio, and a ceramic painting studio.

Fisherman's Wharf and Wharf No. 2 stretch side-by-side into the Monterey Harbor. Fisherman's Wharf is lined with seafood restaurants, fish markets, art galleries, shops, candy stores, a theater, and fish and diving companies. Municipal Wharf No. 2 is a working fish pier where commercial fishing boats can be seen unloading their daily catch. On holidays, the fisherman often decorate their craft with colorful strings of lights.

Cannery Row's Monterey Bay Aquarium features marine life ranging from playful sea otters to drifting jellyfish, octopuses, giant ocean sunfish, green sea turtles, swirling yellow-fin tuna, and hundreds of other creatures. A recent addition is a white shark, the only one on exhibit in the world. The Ocean's Edge: Coastal Habitats of Monterey Bay exhibit has been popular since its opening in 2005. The aquarium showcases the largest ocean sanctuary in the United States in a three-story-tall living kelp forest, the million-gallon Outer Bay exhibit, a jellyfish gallery, expanded touch pools, and dozens more recently renovated galleries and exhibits.

Monterey State Historic Park downtown marks the spot where the U.S. flag was first officially raised on July 7, 1846, heralding California's statehood. Ten buildings, including the Custom House, California's first theater, and several former 1830s residences, now museums, preserve the area's heritage.

Tours are available of Colton Hall, a local landmark from the time when Monterey was the capital of Alta California. The hall was built to serve as a public school and town meeting hall and now is a museum. California's first constitution was drafted there 150 years ago.

Visitors to the area enjoy whale watching (best in winter) and fishing trips. Other popular tours departing from Monterey can be guided or self-guided. Wine tasting, sightseeing, and agricultural education tours are available, as well as movie tours of scenes from popular movies filmed in the area. Point Pios Lighthouse at the northernmost tip of the Monterey Peninsula is open for guided tours. The 17-mile drive along the coast through Pebble Beach affords spectacular views of rugged coastline and animals in their natural habitats.

Arts and Culture

The Monterey Museum of Art has a fine collection of early Christian, Asian, American folk, ethnic, and tribal art. It also offers photographic exhibits and rotating exhibits of major American artists. The museum is housed in two facilities, Pacific Street and La Mirada. Pacific Street, located across from Colton Hall in the historic center of Monterey, includes eight galleries as well as the Buck Education Center and Library. The Monterey Museum of Art at La Mirada is situated in one of Monterey's oldest neighborhoods and is surrounded by magnificent gardens and picturesque stone walls. It began as a two-room adobe structure and later became an elegant home where international and regional celebrities

were entertained. Visitors today experience the same exquisitely furnished home and spectacular rose and rhododendron gardens. Visitors view the museum's permanent collection and changing exhibitions in four contemporary galleries, including the Dart Wing designed by renowned architect Charles Moore, that complement the original estate.

The Monterey Conference Center features impressive permanent and rotating collections. Sculptures, paintings, and tapestries from contemporary local artists adorn its walls and public spaces. Visitors are greeted by *Two Dolphins*, a nine-foot-tall sculpture composed of thousands of pieces of inlaid wood. The work, created by Big Sur artist Emile Norman, depicts two dolphins in flight as they dance across the sea. On the center's second floor, the Alvarado Gallery presents an ever-changing array of art from Peninsula artists.

The Golden State Theatre features live shows and concerts by musical guests and comedians and also serves as a film theater for old movies. It is the site for the Monterey International Film Week. The Bruce Arris Wharf Theater at Fisherman's Wharf offers live shows as well.

Festivals and Holidays

Colorful events fill Monterey's calendar throughout the year. In January the annual migration of the gray whales is saluted through a variety of events such as art projects, story telling, whale watching, and exhibits. The sounds of Dixieland and Swing fill the March air during the three days of Dixieland Monterey, held in various venues with dance floors and special events.

The spotlight is on young, up-and-coming musicians during the three-day Next Generation Jazz Festival held annually in April. The Annual Sea Otter Classic, the largest bicycle festival in the country, features road cycling, mountain biking, downhill, and BMX events. Original hand-made arts and crafts are for sale at the Spring Arts & Crafts Fair. The Old Monterey Plein Air Painting and Art Promenade showcases artists of all ages busy at work on the streets of Monterey. The Monterey Wine Festival, held at the end of April, featuring California wines exclusively, consists of tastings, educational seminars, and cooking demonstrations.

On May 15, Cannery Row celebrates the life and times of Ed "Doc" Ricketts, a revolutionary marine biologist and mentor of John Steinbeck. Mountain bikers can race solo or team up to ride as many laps as possible in the 24 Hours of Adrenalin Cycle Race. The Back to the Boatyard Beer Festival is a lively celebration of great beers in May. Three days of blues music on three stages is the focus of the Monterey Bay Blues Festival at the Monterey Fairgrounds in June.

July's big events include the Community Fourth of July Parade, picnic and fireworks, the commemoration of John Drake Sloat's landing in Monterey on July 8, and

the Obon Festival at the Buddhist Temple. August is enlivened by the Annual Winemaster's Celebration, the Turkish Festival, the Monterey County Fair, and the Historic Automobile Races. Crowds dine and dance at September's Annual Bay ReggaeFest, Rock and Art Festival, Annual Greek Festival, Festa Italia-Santa Rosalia Festival, the Cherry's Jubilee classic car show, the Fishermen's Fiesta and the Monterey Beer Festival. The world-famous Monterey Jazz Festival offers non-stop jazz by top performers as well as food, art, and jazz clinics. Fresh seafood, music, and crafts are the focus of October's Old Monterey Seafood & Music Festival. A re-enactment of California's first Constitutional Convention takes place each October on California Constitution Day. International Day in October celebrates cultural diversity in entertainment, food and cultural demonstrations from 35 countries. A week-long focus on the history of Monterey is History Fest Monterey. The Monterey Sports Car Championships features Le Mans style racing as the main event at the Mazda Raceway Laguna Seca.

November's annual Great Wine Escape Weekend showcases the products of local vintners. Runners of all ages participate in the Big Sur Half Marathon and 5K Run and the Cannery Row Christmas Tree Lighting welcomes the arrival of Santa Claus to the city. Christmas in the Adobes showcases Monterey's historic buildings illuminated and decorated for the holidays. December also brings the Annual Monterey Cowboy Poetry and Music Festival. First Night Monterey draws crowds throughout the city to music, dance, and poetry events to welcome in the New Year.

Sports for the Spectator

World-class automobile racing events are held at the Laguna Seca Raceway, east of downtown Monterey. The raceway also hosts five major racing events annually including Indy car, motorcycle, and historic automobile events. The World Superbike Championships and the Honda Grand Prix are also held at the Raceway.

Sports for the Participant

The City of Monterey Sports Center is the largest family fitness facility on the Monterey Peninsula, offering a full range of fitness activities, as well as two pools and a water slide. The city has several neighborhood parks. The El Estero Park complex, a 45-acre city-wide multi-use recreation area in the center of the city, offers paddleboats, swimming, picnicking, and an exercise course. Located in the park complex are a number of recreational facilities including the Dennis The Menace Park, designed by the popular cartoon character's creator Hal Ketcham. It features a steam engine, sway bridge, a sandy hills slide, a rollers-slide, sun bridge, garden maze, and a handicap play area. The Monterey Youth Center is a multi-use recreation facility for youth and adult activities. The Monterey Youth Center Dance Studio is a professional

dance studio with a wooden floor, wall mirrors, ballet bars, and a public address system. Located next to Lake El Estero is the Monterey Skate Park designed for skateboarders and inline skaters. The Monterey Tennis Center has six courts. The city has five ball fields.

Monterey Bay Waterfront Park/Window on the Bay offers 4.1 acres of turf and landscaped areas adjacent to the beach that feature five sand volleyball courts and picnic and grill facilities. The Monterey Tennis Club has six lighted tennis courts and a pro shop.

Private sea kayak outfitters help visitors discover Monterey by sea, by paddling through the kelp forest along Cannery Row and observing sea otters and the abundant marine life. Diving, skydiving, and sailing are all available to sports enthusiasts on Monterey Bay.

Shopping and Dining

Del Monte Center, Monterey's traditional regional shopping center, anchored by Macy's and Mervyn's, has approximately 90 businesses offering a wide variety of goods and services. Recent additions to the center include California Pizza Kitchen, Ann Taylor Loft, and a Century 13 Theatre. Monterey has a busy downtown shopping area. The Old Monterey Market Place is one of the largest in the United States, attracting thousands of tourists and residents downtown every Tuesday afternoon. New Monterey, an emerging commercial area with an eclectic mix of new businesses, includes Lighthouse Avenue, and is located three blocks up the hill from Cannery Row. The former sardine canning factories of Cannery Row have become the center of more than 50 factory outlets. North Fremont, adjacent to the Monterey Fairgrounds, is a high traffic area and serves the many tourists who attend activities at the Monterey Fairgrounds.

The Salinas Valley has been called the "Salad Bowl of the Nation" for the wide variety of fruits and vegetables produced there. These, plus Monterey's extensive marine life and the Native American, Spanish, Mediterranean Rim, and Asian heritages of its citizens from various eras, have influenced the local cuisine. Restaurant choices run the gamut from American Regional to Asian, British, California, Continental, French, Indian, Island Grill, Italian, Mexican, Swiss, and seafood cuisines. Monterey restaurant chefs are inspired by the abundance of robustly flavored signature area crops such as lettuce, artichokes, garlic, strawberries, and a variety of mushrooms. Visitors may want to explore the local wineries, including the Baywood Cellars Tasting room, A Taste of Monterey, Silver Mountain Vineyards, Terranova Fine Wines, Ventana Vineyards, and Wine from the Heart.

Visitor Information: Monterey County Convention & Visitors Bureau, 150 Olivier St., PO Box 1770, Monterey, CA 93942; telephone (831)649-1770; toll-free (888)221-1010; www.montereyinfo.org

■ Convention Facilities

Convention activity in Monterey is heaviest from early April through Thanksgiving. The Monterey Conference Center, with 58,000 square feet of meeting space, a 19,600-square-foot exhibit hall, a 1200-seat ballroom, and a 494-seat theater, hosts more than 220 events annually. The Monterey County Fairgrounds has eight buildings for exhibits or meeting spaces and two outdoor music arenas seating 5,850 and 2,000 people.

The Monterey Meeting Connection, located in the heart of the city's historic district and adjoining Fisherman's Wharf, is an alliance of the Monterey Conference Center and its adjoining hotels—the Portola Plaza, the Monterey Marriott, and the Hotel Pacific. The Connection features 800 guest rooms and suites, an amphitheater, and 61,000 square feet of flexible function space. Other hotels that offer a variety of spaces for meetings are the Hyatt Regency Monterey, Hilton Monterey, Monterey Plaza Hotel and Spa, Casa Munras Garden Hotel, and the Monterey Beach Resort. A variety of other facilities also feature spaces for large functions including Adventures by the Sea, Alexander Julien Wine Estate, Culinary Center of Monterey, and the Monterey Bay Aquarium.

Convention Information: Monterey Conference Center, One Portola Plaza, Monterey, CA 93940; telephone (831)646-3370; fax (831)646-3777. Monterey County Convention & Visitors Bureau, 150 Olivier St., PO Box 1770, Monterey, CA 93942-1770; telephone (831)649-1770; toll-free (888)221-1010; www.montereyinfo.org. Monterey Convention Authority, 380 Alvarado St., Suite 201, Monterey, CA 93940; telephone (831)646-3388; toll-free (888)742-8091

■ Transportation

Approaching the City

Direct access to Monterey is provided from San Jose and San Francisco via Highway 156 off State Route 101. Access from Los Angeles is achieved via State Route 101 and Highway 68. Monterey Peninsula Airport, 3.5 miles from downtown Monterey, provides passenger service on five airlines from Monterey with non-stop flights to Los Angeles, San Francisco and Phoenix and connections to 200 domestic and foreign locations. Airlines serving Monterey include American Eagle, Delta Airlines, Express Jet, United/United Express, and U.S. Airways. Five major car rental companies operate from the airport. Monterey Salinas Transit buses (Route 21) also service the airport.

The Monterey-Salinas Airbus provides 11 trips daily to the San Jose and San Francisco international airports from downtown Monterey. Pick up service is available from hotels and private homes. Greyhound Lines offers

regular bus service in Salinas with connections to Monterey. Amtrak's Coast Starlight train also stops at Salinas, with free bus service into downtown Monterey.

Traveling in the City

Five taxi companies operate in Monterey County. The Monterey-Salinas Transit (MST) operates 84 buses on 33 routes, and covers the Monterey Peninsula and Salinas Valley. MST provides rural transit service to Carmel Valley and seasonal service to Big Sur. Its Waterfront Area Visitors Express (WAVE) Shuttle Service provides free trolley transportation to the Monterey Bay Aquarium and other waterfront areas during the summer months.

■ Communications

Newspapers and Magazines

Monterey's local daily newspaper is *The Monterey County Herald*, which also publishes a Salinas edition. *Monterey County Weekly* is an alternative press publication covering news, art and entertainment.

Television and Radio

Monterey is home to one commercial television station and four AM and FM radio stations. Commercial television stations are picked up from nearby cities and cable service is available.

Media Information: *The Monterey County Herald*, 8 Upper Ragsdale Drive, Monterey, CA 93940-5730; telephone (831)372-3311; www.montereyherald.com

Monterey Online

California Coastal Rural Development Corporation.
Available www.calcoastal.org
City of Monterey home page. Available www.monterey.org
Community Hospital of the Monterey Peninsula.
Available www.chomp.org
Monterey Conference Center. Available www.montereyconferencecenter.com
Monterey Convention Authority. Available www.montereyconventionauthority.com
Monterey County Convention & Visitors Bureau.
Available www.montereyinfo.org
The Monterey County Herald. Available www.montereyherald.com
Monterey County Historical Society. Available www.mchsmuseum.com
Monterey Jazz Festival. Available www.montereyjazzfestival.org
Monterey Peninsula Chamber of Commerce.
Available www.mpcc.com

Monterey Peninsula Unified School District.
Available www.mpusd.k12.ca.us
Monterey Public Library. Available www.monterey.org/library

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Oakland

■ The City in Brief

Founded: 1820 (incorporated 1854)

Head Official: Mayor Ron Dellums (since 2006)

City Population

1980: 339,337

1990: 372,242

2000: 399,484

2006 estimate: 397,067

Percent change, 1990–2000: 7.3%

U.S. rank in 1980: 43rd

U.S. rank in 1990: 39th

U.S. rank in 2000: 50th (State rank: 8th)

Metropolitan Area Population

1980: 1,762,000

1990: 2,108,078

2000: 2,392,557

2006 estimate: Not reported

Percent change, 1990–2000: 12.6%

U.S. rank in 1980: 5th (CMSA)

U.S. rank in 1990: 4th (CMSA)

U.S. rank in 2000: 5th (CMSA)

Area: 56 square miles (2000)

Elevation: 42 feet above sea level

Average Annual Temperature: 56.7° F

Average Annual Precipitation: 23 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.4% (June 2007)

Per Capita Income: \$25,739 (2005)

2005 FBI Crime Index Property: 23,027

2005 FBI Crime Index Violent: 5,692

Major Colleges and Universities: Holy Names University, Mills College, Patten University, Merritt College, California College of the Arts, Laney College

Daily Newspaper: *The Oakland Tribune*

■ Introduction

The city of Oakland is known as the heart of the East Bay section of the San Francisco Bay Area. It is a heavily populated and industrialized belt that is home to one of the most ethnically and culturally diverse populations in the state. An important seaport, Oakland has been a major business and manufacturing center. Oakland was among the first ports globally to specialize in the intermodal container operations whose advantages have revolutionized international trade. With its strategic Pacific Rim location, a majority of Oakland's foreign trade is with Asia. In the new millennium, the city has built a reputation for green business. In 2007 Oakland was ranked as first in the nation for renewable energy by SustainLane Government and received a City Solar Award from the NorCal Solar Energy Association. City officials have hopes to make Oakland a Model City for residents and businesses. With community projects and development initiatives that focus on health, education, safety, and the environment, that goal may not be too far away.

■ Geography and Climate

Oakland lies near the center of the Pacific Coast between Canada and Mexico. It is located on the east side of the San Francisco Bay and is connected to the city of San Francisco by the San Francisco-Oakland Bay Bridge. Oakland boasts 19 miles of coastline to the west and

magnificent rolling hills to the east. The flat plain of San Francisco Bay comprises about two-thirds of the city and the remainder of the city's terrain lies in the foothills and hills of the East Bay range. Residents and area visitors can take advantage of one of the most beautiful views in the world—the San Francisco Bay, the Golden Gate and Oakland Bay Bridges, and the sparkling Pacific Ocean. Cities adjacent to Oakland include Berkeley to the north; San Leandro to the south; Alameda across the estuary; Piedmont, a small city completely surrounded by Oakland; and Emeryville, a city that lies on the bay between Oakland and Berkeley. Oakland is the seat of Alameda County. Oakland is the only city in the United States with a natural saltwater lake wholly contained within its borders—the 115-acre Lake Merritt.

Oakland has earned the nickname “bright side of the Bay” because of its sunny skies and moderate year-round climate. Humidity remains high while precipitation is low. Almost all the city's rainfall occurs between October and January. The temperature usually reads about five degrees warmer than San Francisco, and the warmest months are September and October. The entire San Francisco Bay area lies between the Pacific and North American Tectonic Plates. The city of Oakland itself rests on the Hayward Fault, which is one of seven fault lines (also including the San Andreas Fault) affecting the area. This zone of continual seismic activity marks the city as highly susceptible to damaging earthquakes and landslides.

Area: 56 square miles (2000)

Elevation: 42 feet above sea level

Average Temperature: 56.7° F

Average Annual Precipitation: 23 inches

■ History

Spaniards Settle Area, Followed by Hunters, Loggers

The first inhabitants of present-day Oakland were the Ohlone (also known as Costanoans), peaceful tribes known for their basket making and the success of their hunting and gathering way of life.

In 1772 the first Europeans arrived through an expedition from Spain led by Lieutenant Pedro Fages and Father Crespi, who camped along Lake Merritt. The area that is now Oakland came more directly under European control in 1820, when Don Luis Maria Peralta received the land as a grant from the Spanish crown in recognition of his soldiering career. Don Luis never lived on his ranch, but divided the land among four of his sons who settled and operated ranches in the area. At that time the

territory was governed by the Republic of Mexico, which had become independent of Spain in 1821.

In the 1840s hunters and loggers came to the area, followed by adventurers traveling to the gold fields. Some stayed and built squatter shacks on the Peralta land, creating several small settlements which later became part of Oakland.

In 1848, the Treaty of Guadalupe-Hidalgo officially ceded California to the U.S. and, two years later, California became the thirty-first state in the Union. Regulation of land deeds became the responsibility of the new state government. The Peraltas presented their claim to the Federal Land Commission in 1852.

Railroad Spurs Growth

In 1850 Edson Adams, Horace Carpentier, and Andrew Moon had settled on land near the present foot of Broadway. They planned a town, sold lots, and secretly rushed “An Act to Incorporate the Town of Oakland” to the State Legislature. The city, which was named for the groves of lovely oaks that grew along the hills, was granted a charter on May 4, 1852, about the same time that ferry service to San Francisco was initiated. It became an incorporated city with an elected mayor and council two years later. During this period the Peralta land case continued through the American legal system. By the time the land claim was finally confirmed in 1877, the Peraltas had sold most of their property to pay legal fees and taxes.

The completion of the Southern Pacific railroad line in 1869 transformed Oakland, which had been chosen as the terminus of the transcontinental railroad, into an important part of the Metropolitan Bay Area, second only to San Francisco. For the next several decades the railroad controlled the city's political and economic life. The railroad also stimulated economic development and the creation of an electric street car system which spurred rapid population and territorial growth.

Originally, the area of the city was quite small, but annexations in 1872, 1891, 1897, and finally in 1910 brought the city to its present size. Along with the 1906 earthquake in San Francisco, which resulted in a sizable number of new residents in-migrating, Oakland experienced a rapid rise in population that reached over 150,000 people by 1910 and continued its growth through World War II. By the 1920s Oakland had become the core city of the East Bay, the Alameda County seat, and a rival to San Francisco for leadership in the Bay Area as a whole.

Oakland experienced great losses from the 1989 Loma Prieta earthquake, which caused the upper deck of the Nimitz freeway in West Oakland to collapse, killing 41 people. The earthquake also caused part of the San Francisco Bay Bridge to fall down on the Oakland side and a number of buildings in the business district and residential areas suffered severe damage. In 1991

Oakland was struck by a firestorm, which burned more than 3,000 homes to the ground, killed 25 people, and accrued \$1.5 billion in damage. The fire remains one of the most damaging firestorms in the history of the state.

By the end of the 1980s, Oakland was the sixth largest city in the state with a highly diverse and integrated population of more than 350,000 residents. Population growth continued into the 1990s, when Oakland began to experience an increasing vitality. In 1998 former California governor and presidential candidate Jerry Brown was overwhelmingly elected mayor of Oakland. Brown brought sweeping change to the city, ranging from fixing potholes to increasing the size of the police force to forcing the resignations of entrenched managers and department heads, and encouraging business development in the city. In March 2004, Oakland voters approved a measure which affirmed the “strong mayor” system by altering the city charter to give the mayor chief executive power rather than the city manager, as had been the case.

As the city entered the new millennium, it was still faced with the mounting challenges of a high crime rate, a troubled school system, and a lack of affordable housing. In 2003 the state of California took over control of the financially strapped Oakland Unified School District and appointed a state administrator to oversee the district’s operations. While property values soared in Oakland and surrounding areas in the early part of the new millennium, there was a lack of affordable housing necessary to attract new residents to the city. A new 10K Downtown Housing Initiative was developed to attract 10,000 new residents to downtown Oakland by encouraging the development of subsidized housing units. By 2005 more than 5,100 units towards the goal of 6,000 had been built.

A new mayor, Ron Dellums, took office in 2007 and soon began work with other city officials on continued development to make Oakland a “model city” in health, education, economy, environmental issues, and social and cultural strength and diversity. The city partnered with schools and the county hospital to offer new health prevention and education projects for both children and adults. The local school board was able to regain control over some aspects of school governance, such as community relations, but the state continued to maintain primary control over decisions relating to financial management, facilities, student achievement, and personnel. The police force was increased. The Oakland Partnership was established as a public-private collaboration to shape a workplan that would bring more jobs to the city. The Green Initiative partnership began between Pacific Gas and Electric Company and the city for environmental and economic development. This Green Initiative was a continuation of programs that had already been in place to encourage green business and sustainability in the city. In 2007 Oakland was ranked as first in the nation for renewable energy by SustainLane Government and

received a City Solar Award from the NorCal Solar Energy Association.

Historical Information: Oakland History Room, Oakland Public Library, 125 14th Street, Oakland, CA 94612; telephone (510)238-3222; www.oaklandhistory.com

■ Population Profile

Metropolitan Area Residents

1980: 1,762,000
 1990: 2,108,078
 2000: 2,392,557
 2006 estimate: Not reported
 Percent change, 1990–2000: 12.6%
 U.S. rank in 1980: 5th (CMSA)
 U.S. rank in 1990: 4th (CMSA)
 U.S. rank in 2000: 5th (CMSA)

City Residents

1980: 339,337
 1990: 372,242
 2000: 399,484
 2006 estimate: 397,067
 Percent change, 1990–2000: 7.3%
 U.S. rank in 1980: 43rd
 U.S. rank in 1990: 39th
 U.S. rank in 2000: 50th (State rank: 8th)

Density: 7,126.6 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 121,075
 Black: 115,952
 American Indian and Alaska Native: 2,072
 Asian: 61,358
 Native Hawaiian and Pacific Islander: 3,426
 Hispanic or Latino (may be of any race): 93,582
 Other: 52,243

Percent of residents born in state: 47.1% (2000)

Age characteristics (2005)

Population under 5 years old: 27,039
 Population 5 to 9 years old: 27,187
 Population 10 to 14 years old: 23,636
 Population 15 to 19 years old: 21,636
 Population 20 to 24 years old: 23,471
 Population 25 to 34 years old: 62,548
 Population 35 to 44 years old: 58,431
 Population 45 to 54 years old: 50,655
 Population 55 to 59 years old: 22,259
 Population 60 to 64 years old: 15,687
 Population 65 to 74 years old: 21,632



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Population 75 to 84 years old: 14,545
Population 85 years and older: 5,184
Median age: 35.2 years

Births (2006, Metropolitan Division)

Total number: 34,604

Deaths (2006, Metropolitan Division)

Total number: 16,601

Money income (2005)

Per capita income: \$25,739
Median household income: \$44,124
Total households: 146,282

Number of households with income of . . .

less than \$10,000: 17,357
\$10,000 to \$14,999: 9,890
\$15,000 to \$24,999: 18,765

\$25,000 to \$34,999: 13,388
\$35,000 to \$49,999: 21,995
\$50,000 to \$74,999: 22,578
\$75,000 to \$99,999: 15,509
\$100,000 to \$149,999: 16,108
\$150,000 to \$199,999: 5,701
\$200,000 or more: 4,991

Percent of families below poverty level: 10.3% (2005)

2005 FBI Crime Index Property: 23,027

2005 FBI Crime Index Violent: 5,692

■ **Municipal Government**

In 2004 voters approved Measure P which altered the city charter to create a strong-mayor form of government in place of the previous city-manager form. The city

manager position was redefined as a city administrator, appointed by and reporting to the mayor. The mayor and eight council members are elected to four-year terms. Seven council members are elected as district representatives and one member serves at large.

Head Official: Mayor Ron Dellums (elected 2006; term expires 2010)

Total Number of City Employees: 5,044 (2002)

City Information: City of Oakland, One Frank Ogawa Plaza, Oakland, CA 94612; telephone (510)444-CITY; www.oaklandnet.com

■ Economy

Major Industries and Commercial Activity

Oakland's leading industries are business and health care services, transportation, food processing, light manufacturing, government, arts, culture, and entertainment. The Port of Oakland is one of the busiest ports in the world for container ships. Nearly 200,000 jobs are related to the movement of cargo through Oakland marine terminals. Chief exports at the port include fruits and vegetables, waste paper, red meat and poultry, resins, chemicals, animal feed, raw cotton, wood and lumber, crude fertilizers/minerals, industrial machinery, and cereal. Oakland's principal imports include auto parts, computer equipment, apparel, toys, games and items made of plastic, processed fruits and vegetables, fasteners and household metal products, red meat, pottery, glassware and ceramics, iron and steel, beverages, and lumber products.

Oakland's business community faced some major problems in the 1980s and 1990s. The Loma Prieta Earthquake in 1989 not only caused physical damage but caused many companies to consider relocation. Although Alameda County had economic growth in the 1980s, Oakland did not participate in that growth and the economy actually declined. Major plant closures in the late 1980s and 1990s included Gerber Products, General Electric, National Lead, American Can, and Oakland's largest manufacturing facility, Transamerican Delaval, which had employed 1,600 workers. The ripple effect of these closures led to the closing of many small businesses that had been suppliers to these firms. The city received a designated Urban Enterprise Zone to help alleviate the employment situation, particularly for inner city residents. By the late 1990s Oakland's economy was showing some vitality. In 2002, Oakland was ranked the 8th best city in the nation for business in the *Forbes* annual survey of the Best Places in America for Business and Careers. By 2007, Oakland was benefiting from a strong and diverse business environment. Among its major corporations are Clorox, Kaiser Permanente, Cost Plus, Dreyer's Grand

Ice Cream, APL Limited, and Rainin Instruments. According to the Landauer Realty Group, out of the 60 largest office markets in the United States, Oakland was expected to have the strongest market for the next several years.

Rated the fifth most sustainable city in the U.S., Oakland has done much to expand its work with "green" businesses in an effort to grow the economy and create jobs while improving environmental conditions. As of 2007, Oakland was planning on creating a citywide wireless broadband infrastructure. Indeed, Oakland's infrastructure is a major attraction in the global information industry. In 2006, there were 19,720 businesses operating in Oakland, 3,184 of them new businesses.

Items and goods produced: processed foods, transportation equipment, fabricated metal products, non-electrical machinery, electrical equipment, clay and glass products

Incentive Programs—New and Existing Companies

Local programs: Oakland takes full advantage of existing state and federal programs to provide a full set of incentives and has a municipal lending unit to assist businesses looking for capital, technical assistance, and training. Oakland has been designated as an Enhanced Enterprise Community (EEC), a designation that allows businesses that hire from the EEC zone to be eligible for federal tax incentives including the Work Opportunity Tax Credit and the Welfare to Work Tax Credit. Improvement grants of \$10 per square foot are offered to downtown tenants through the retail and Entertainment Catalyst Tenant Improvement Program. Façade improvement grants are also available. The city of Oakland's Business Development Corporation (OBDC) assists businesses in getting established, finding suitable locations, and in expansion and growth. Business loans are available through the OBDC and through the city's Industrial Development Bond Program. The Operation Hope Center offers financial services, including loans, to businesses that bring economic self-sufficiency to low-income communities. The Mills Act Program allows for property tax abatement contracts between the city and private owners for businesses that need assistance in rehabilitating or maintaining qualified historic structures. Oakland's Development Action Team works directly under the mayor and city manager to streamline all economic development, redevelopment, planning, zoning, building services, and housing development processes in support of key development projects. Incentives range from an industry-specific business tax abatement program to assistance with locating space and identifying its workforce. A Business Improvement District Assistance program supports six improvement districts in the city.

State programs: Business incentives and tax credits are provided to those businesses that operate or invest within the state-designated Oakland Enterprise Zone, which includes the airport, Downtown, and several industrial areas in the city, and within the Oakland Foreign Trade Zone. Enterprise Zone credits include a Sales and Use Tax Credit and Hiring Tax Credits. Oakland is also part of a state-designated Recycling Market Development Zone, enabling businesses involved in recycling to utilize low-interest loans, technical assistance, siting and permitting assistance, and reduced permit application fees. The Research & Development Tax Credit is available of up to 15% against bank and corporate tax liability for certain in-house research. An additional 24 percent credit is available for basic research payments to outside organizations. This is one of the highest research and development tax credits in the nation. A Child Care Tax Credit is available for companies establishing on-site child care facilities. A Net Operating Loss Carryover and New Market Tax Credits are also available. A Work Opportunity Tax Credit is offered for employers who hire individuals from certain target groups. The credit can result in a reduction in federal tax liability by as much as \$2,400 per new hire.

Job training programs: The city of Oakland serves as the liaison between new and existing companies and all of the educational and training organizations in the East Bay, including Oakland Higher Education Center, East-bay Works One-Stop Career Center, the Department of Adult Education, Alameda County Workforce and Investment Board, and the Oakland Private Industry Council. The Oakland Workforce Investment Board offers a multitude of assistance and training opportunities to assist small businesses in recruiting a qualified workforce. The California Employment Training Panel assists businesses through performance-based customized training contracts for new or existing employees. Reimbursement of costs for developing, implementing, and completing training programs may range from \$1,500 to \$2,000 per employee.

Development Projects

As of 2007, public and private investment had driven more than 75 major development projects, including market-rate residential housing to attract 10,000 new downtown residents. Oakland was rated at the top of 55 U.S. commercial real estate markets measured by rental growth over two years ending 2007. More than \$50 million has been invested to turn the Old Oakland historic district into a sophisticated turn-of-the-century retail and commercial area, while preserving each building's ornate Victorian facade. Jack London Square, a popular waterfront retail and entertainment district, was completed in 2002. The Wood Street Development Project is a redevelopment of the former Central Station, warehouses, and signal tower into 1,570 housing units, retail

shops, and non-retail commercial space. The "Oak to Ninth" project is a 10-year redevelopment of 62 acres of waterfront property owned by the Port of Oakland. Plans call for the construction of 3,100 residences, commercial space, structured parking, approximately 27 acres of public open space, 2 renovated marinas, and a wetlands restoration area. As of 2007, there were plans to build a high-rise mall in Oakland combined with commercial office space.

The Port of Oakland's \$500-\$600 million Vision 2000 program will expand and improve marine terminals and develop transportation infrastructures. Two new maritime terminals will be developed, as well as a new intermodal rail facility. The Port of Oakland and the U.S. Army Corps of Engineers are working together on a harbor deepening project to accommodate the new generation of container vessels arriving in Oakland. Other slated projects include widening and deepening the harbor entrance, the outer and inner harbor channels, and two turning basins to 50 feet, as well as relocating utility lines. The Port is also deepening its berths and strengthening its wharves as part of the project. All dredged material is being reused to restore Bay Area wetlands.

Economic Development Information: City of Oakland Business Development Office; telephone (510)238-3627; toll-free (877)2OAKLAND. Oakland Metropolitan Chamber of Commerce, 475 Fourteenth Street, Oakland, CA 94612-1903; telephone (510)874-4800; fax (510)839-8817

Commercial Shipping

The Port of Oakland is one of the largest container ports in the United States and the world. The Port of Oakland occupies 19 miles on the mainland shore of San Francisco Bay, one of the finest natural harbors in the world. There are 10 container terminals, 20 deepwater berths, and 37 container Gantry cranes. On-dock storage space exceeds 600,000 square feet. The port's facilities are backed by a network of local roads and interstate freeways, warehouses, and intermodal railyards. Rail service is provided through Burlington Northern Santa Fe and Union Pacific. All major motor freight carriers serve the port and many maintain terminals in the harbor area. The port is part of the Oakland Foreign Trade Zone No. 56. Cargo service is also provided at Oakland International Airport through 16 airlines. On-site U.S. Customs personnel are available at the airport on a scheduled basis.

Cargo service at San Francisco International Airport is available from 57 airlines, including 17 cargo-only airlines. The airport supports 11 cargo facilities with a total of about 989,000 square feet of warehouse and office space. The Port of San Francisco has five berths, on-dock rail, and over 550,000 square feet of covered storage for weather-sensitive cargo. There are six shipping service companies serving the port. The port is part of Foreign Trade Zone No. 3.

Port Information: Port of Oakland, 530 Water St., Oakland, CA 94607; telephone (510)627-1100; www.portofoakland.com

Labor Force and Employment Outlook

The Oakland labor force is described as skilled, educated, and available to employers who need managerial/executive, professional, sales, technical, and clerical staff. Oakland has been rated one of the nation's top ten technology cities. Nearly one-third of area residents have a college degree, and about 100,000 students attend local institutions of higher learning. Employment growth rates through 2015 were projected to be highest in the area of manufacturing. Oakland has a civilian workforce of nearly 200,000. Oakland rates high in the percentage of women-owned businesses.

The following is a summary of data regarding the San Francisco-Oakland-Fremont metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 2,007,300

Number of workers employed in . . .

construction and mining:	117,700
manufacturing:	140,400
trade, transportation and utilities:	358,500
information:	68,600
financial activities:	158,000
professional and business services:	346,500
educational and health services:	225,600
leisure and hospitality:	205,800
other services:	73,300
government:	313,000

Average hourly earnings of production workers employed in manufacturing: \$17.98

Unemployment rate: 4.4% (June 2007)

Largest private employers (East Bay)

	<i>Number of employees</i>
Kaiser Foundation Health Plan Inc.	22,500
SBC Communications Inc. (Pacific Bell)	10,132
Alameda County	9,638
University of California at Berkeley	9,168
Contra Costa County	8,467
U.S. Postal Service, Oakland District	8,283
Lawrence Livermore National Lab	7,837
Safeway Inc.	7,680
State of California	7,600

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$674,704

2007 (1st quarter) ACCRA Cost of Living Index: 146.2

State income tax rate: 1.0% to 9.3%

State sales tax rate: 7.25%

Local income tax rate: None

Local sales tax rate: 1.25%

Property tax rate: ranges from 1.22% to 1.3773% of assessed values (2005)

Economic Information: Oakland Metropolitan Chamber of Commerce, 475 Fourteenth Street, Oakland, CA 94612-1903; telephone (510)874-4800; fax (510)839-8817

■ Education and Research

Elementary and Secondary Schools

The Oakland Unified School District (OUSD) is one of the largest school districts in the state. The district has a rich ethnic diversity with a little more than one-half African American students and the rest a mixture of Hispanic, white, combined Asian, and other students, including Native Americans. Gifted and Talented Education (GATE)/High Potential programs are available for students of all ages, as are special education programs. The district supports three adult education centers. There are several charter schools.

In 2003 the district's financial crisis led to a takeover by the State of California and the appointment of a state administrator. In 2007 the local school board regained control over all aspects of community relations, but the state continued to maintain primary control over decisions relating to financial management, facilities, student achievement, and personnel. Oakland Unified is the only district in the state to allocate funds directly to each school based on enrollment and student demographics.

The following is a summary of data regarding the Oakland Unified School District as of the 2005–2006 school year.

Total enrollment: 40,080

Number of facilities

elementary schools:	70
junior high/middle schools:	21

senior high schools: 26
other: 41

Student/teacher ratio: 20.2:1

Teacher salaries (2005–06)

elementary median: \$53,000
junior high/middle median: \$57,230
secondary median: \$57,690

Funding per pupil: \$8,129

Oakland has over 50 private schools, including both independent and faith-based schools. Of particular note is the Mills College Children's School, a laboratory school that is operated through the Mills College School of Education.

Public Schools Information: Oakland Unified School District, 1025 Second Avenue, Oakland, CA 94606; telephone (510)879-8200; webportal.ousd.k12.ca.us

Colleges and Universities

Mills College is a private liberal arts school with an enrollment of more than 1,100 students that serves female undergraduates, but admits men to its graduate school. The college grants bachelor's and master's degrees and offers courses leading to California teaching credentials. Undergraduate enrollment in 2007 was 948; graduate enrollment was 506.

Two of the four Peralta Community College District campuses are located in Oakland; they are Merritt College, a publicly supported coeducational junior college with an enrollment of nearly 6,000 students and Laney College, which offers associate's degrees in arts and science, pre-apprenticeship programs, and job retraining to its more than 11,000 students. The school offers liberal arts, technical-vocational, and general education programs in both day and evening schools. Holy Names University is a Catholic, liberal arts college that enrolls more than 1,100 students. The college provides both bachelor's and master's programs, including a Master of Science in Nursing and a Master of Music.

More than 700 students are enrolled at Patten University, a private co-educational school affiliated with the Christian Evangelical Churches of America, Inc. Patten awards associate's and bachelor's degrees in 15 majors. The school also offers a master's degree in education. Certificate and training programs are offered through the School of Extended and Continuing Education.

California College of the Arts is a four-year independent college of art and design. Its Oakland campus houses undergraduate art students and hosts the Center for Art and Public Life. The San Francisco campus of the California College of the Arts houses the schools graduate program and hosts the CAA Watts Institute for Contemporary Arts. The Oakland campus of Samuel

Merritt College offers degrees at the undergraduate and graduate level in five disciplines: nursing, occupational therapy, physician assistant, physical therapy and podiatric medicine.

The San Francisco State University College of Extended Learning in Oakland offers a number of certificate and professional development programs, as well as degree credit courses through its Open University.

Naropa University of Boulder, Colorado, maintains a branch campus in Oakland; it offers an accredited Master of Liberal Arts in Creation Spirituality.

Libraries and Research Centers

The Oakland Public Library consists of a main library, 15 branches, and 1 bookmobile. The library has over 1.2 million books and other materials system wide. The main library houses a special Business Collection and the Oakland History Room. The main library is also a government documents repository. The system has a few unique collections. The Asian Library contains over 74,000 print and audio materials, with both reference and general subject titles, in eight Asian languages: Chinese, Japanese, Korean, Vietnamese, Thai, Cambodian, Tagalog and Laotian. The branch also features an in-depth English-language Asian Studies collection.

Also unique to the system is the Temescal Tool Lending Library, which offers over 2,700 tools available for loan, as well as books and how-to videos for home repairs. The Temescal branch offers workshops on tool safety and home repair topics.

The African American Museum and Library at Oakland is a non-circulating reference library system. The collection contains 12,000 volumes by or about African Americans, including materials about the military, Martin Luther King, Jr., Malcolm X, the Black Panther Party, Africa, genealogy, and California history. The museum houses exhibits on African American art, history, and culture.

Oakland has two research centers associated with the University of California: the California Agricultural Experiment Station and the Tobacco-Related Disease Research Program. Another major research center in the city is the Children's Hospital Oakland Research Institute (CHORI). It is one of the top 10 federally funded pediatric research facilities in the nation. CHORI contains six specialized centers: the Center for Cancer Research; the Center for Genetics; the Center for Immunobiology and Vaccine Development; the Center for Nutrition and Metabolism; the Center for Prevention of Obesity, Cardiovascular Disease and Diabetes; and the Center for Sickle Cell Disease and Thalassemia. The Earthquake Engineering Research Institute, a non-profit technical professionals society, is based in Oakland as well.

Public Library Information: Oakland Public Library, 125 Fourteenth Street, Oakland, CA 94612; telephone (510)238-3134; www.oaklandlibrary.org

■ Health Care

Oakland's largest private, not-for-profit medical center is the Alta Bates Summit Medical Center with three campuses and two acute care hospitals in the Oakland region. The Medical Center was formed from the January 2000 merger of Summit Medical Center, Alta Bates Medical Center, and Sutter Health. Its Summit campus specializes in cardiovascular care, orthopedics, women and infants, wellness and prevention, and seniors. The Alta Bates campus, based in Berkeley, is recognized for its care of women and infants, In Vitro Fertilization Program, and its high risk obstetrics program. Alta Bates includes the Herrick Campus, once known as Herrick Hospital and Health Center. The 205-bed Children's Hospital Oakland has the region's only pediatric trauma center, largest pediatric intensive care unit, and one of largest sickle cell treatment and research centers in the world.

The 236-bed Highland Hospital is part of the Alameda County Medical Center (ACMC) system. Highland is home to a Level II Emergency/Trauma Center and the Bright Beginnings Family Birthing Center. The hospital also serves as a teaching and training facility with accredited programs in emergency medicine, internal medicine, general surgery, and oral and maxillofacial surgery. The ACMC Eastmont Wellness Center is home to over 40 primary and medical specialty services, including an immigration clinic and refugee health screening clinic.

The Kaiser Permanente Oakland Medical Center, with 346-beds, is considered to be Kaiser's flagship hospital for Northern California. It offers a full range of acute care services. Urgent care and primary care services are located on the campus as well. The hospital supports a drop-in HIV testing clinic and a domestic violence support services program. As an extension of the center's Medical Weight Management Program, the hospital sponsors the Oakland Food Mill Farm'acy. The Farm'acy, located directly across the street from the main hospital, is managed through Food Mill, a natural and organics food market, and stocks only those foods that products that are compatible with the weight-control plans encouraged by the center. Educational materials on healthy lifestyles are also available at the store and a health educator is often on-site to answer questions of diet and nutrition.

■ Recreation

Sightseeing

Historic buildings in Oakland include the Camron-Stanford House, a beautifully restored Victorian house on Lake Merritt. The Pardee Home Museum is an historical treasure in the heart of the Preservation Park Historical District. Dunsmuir House and Gardens features 40 acres of hills and gardens that are the site of public events. The

Greek Orthodox Church of the Ascension is a modern Byzantine architectural gem, with icons painted on the dome; the church is nestled in the Oakland Hills. The Oakland Temple and Visitor's Center, of the Church of Jesus Christ of Latter-day Saints (Mormons), is another notable architectural site. The visitor's center offers exhibits on the Mormon faith. The Morcom Amphitheater of Roses provides a stunning horticultural display of more than 8,000 rose bushes surrounded by Mediterranean architecture. The landmark Paramount Theatre is a restored 1930s movie palace that still hosts a variety of arts events.

Popular entertainment and amusement sites include Children's Fairyland, a three-dimensional theme park with more than 60 sets recreating nursery rhymes, fairy tales, and legends; and the Western Aerospace Museum, displaying aeronautical artifacts and housing an aircraft library and gift shop. The Oakland Zoo in Knowland Park is home to 440 native and exotic animals and an African Lion Exhibit. The Valley Children's Zoo is a three-acre sight within the larger zoo that includes a Reptile and Amphibian Discovery Room, the Bug House, and a Goat and Sheep Barn, as well as a playground area. Curious persons of all ages are welcome at the Chabot Space and Science Center which completed its new facility in January 2000 and features a planetarium, observatory and exhibits.

Another popular spot is the Jack London Square and Village, which was once the stomping grounds of the city's most colorful literary figures. It houses many quaint shops, restaurants, and a Farmer's Market along its scenic Boardwalk. The Presidential Yacht Potomac, Franklin Delano Roosevelt's "floating white house," hosts dockside tours and history cruises from its port at Jack London Square. Several museums are part of the Jack London Square complex including the African American Museum and Library, Lightship Relief floating lighthouse, the Museum of Children's Art, and the Oakland Museum of California. The Oakland Museum of California is lauded for its displays of California art, history and natural science. The Ebony Museum of Art at Jack London Village displays and sells African American art. The Museum of African American Technology Science Village, opened in 2004, sponsors exhibits on the technical achievements of African Americans.

Arts and Culture

The Oakland East Bay Symphony presents symphonic music during its November through May subscription concert series, which is presented at the Paramount Theatre. The Malonga Casquelourd Center for the Arts (the former Alice Arts Center) is home to Axis Dance Caomany, Citicentre Dance Theater, Dimensions Dance Theater, Oakland Youth Orchestra, and Bay Area Blues Society. Oakland Ensemble Theatre, the city's only professional resident theater, produces contemporary,

insightful works from an African American perspective. Blues, jazz, and gospel concerts are promoted by the Bay Area Blues Society. Woodminster Summer Musicals are performed July through September in the open-air Woodminster Amphitheater in the scenic Joaquin Miller Park in the Oakland hills.

New to the Oakland civic center area are the Craft & Cultural Arts Gallery and the Oakland Art Gallery which opened in 2001. Samuel's Gallery features a large collection of cards, prints, posters, and original graphics by African American artists.

Festivals and Holidays

The African Cultural Festival, popularly known as "The Africans are Coming," features dance in its many African forms performed by five sub-Saharan repertory companies. Oakland celebrates its birthday on May 4th with its annual Celebration in the Plaza, featuring live music with guest performers, famous Oakland celebrities, living history exhibits, walking tours, food booths, and art exhibits. Oakland's rich Spanish heritage is saluted at the annual Cinco de Mayo celebration which includes a parade and many festival activities. June's Festival at the Lake is a multi-cultural festival that features entertainment, arts, children's activities, an international food fair, and community programs. The Annual Scottish Highland Games take place in July. August's Chinatown Streetfest with its arts, food and crafts of the cultures of China, Vietnam, Japan, Korea, the Philippines, and others, celebrates the city's Asian community. The Laurel World Music Festival, also in August, celebrates the diverse culture of the city.

The first week in September is the date for the Art & Soul Festival with more than 150 artisans displaying their music and crafts at multiple stages around the city. The Montclair Jazz and Wine Festival also takes place in September. Another annual fall occurrence is the Black Cowboy Parade downtown, always held the first Saturday in October. The holiday season is greeted by a Christmas Tree Lighting Celebration, a parade of lighted yachts at Jack London Square's waterfront and a holiday parade sponsored by *The Oakland Tribune*.

Sports for the Spectator

The National Football League's Oakland Raiders play at McAfee Coliseum, also home to the Oakland Athletics of major league baseball's American League. The National Basketball Association's Golden State Warriors play at the ORACLE Arena. Both the arena and coliseum are part of the Oakland-Alameda County Coliseum Complex. The Oakland Banshees play women's tackle football, with home games at Chabot College in Hayward. Infineon Raceway in nearby Sonoma offers a wide variety of motorsports events year round. The excitement of thoroughbred racing is offered at Golden Gate Fields in Albany, only minutes from Oakland.

Sports for the Participant

Joaquin Miller Park offers 10 trails featuring spectacular views of the entire Bay Area. Joggers enjoy the 3.18-mile jogging path that encircles the shoreline of Lake Merritt. Surrounded on three sides by Lake Merritt, 122-acre Lakeside Park offers picnic areas, putting greens, lawn bowling, boat rentals, and Japanese and herb gardens. The Redwood Regional Park and Roberts Regional Recreation Area covers more than 2,000 acres in the city of Oakland and Contra Costa County. They include an amphitheater fire circle, horse and hiking trails, picnic and play areas, volleyball court, exercise course, and heated outdoor swimming pool. The Temescal Regional Recreation Area's 48 acres, which include a 13-acre lake, provide swimming, fishing, picnicking, and a children's play area. Willows Skate and Surf in nearby Alameda offers roller skating, skate boards, and surf boards. Ice skating is available seven days a week at the Oakland Ice Center. Oakland's three municipal golf courses, Metropolitan Golf Links, Lake Chabot Golf Course, and Montclair Golf Course, accommodate avid and beginning golfers alike. Oakland also maintains 53 athletic fields, over 40 outdoor tennis courts and 7 public outdoor pools located throughout the city.

Shopping and Dining

Boutiques and specialty shops offering men's and women's apparel, household goods, toys and ethnic gift items are featured at Jack London Village. Other shopping areas include the City Center downtown, Rockridge, Piedmont Avenue, Lakeshore, and Grand Avenues. City Center is a popular pedestrian plaza with a mix of shops and restaurants. The Oakland Artisan Marketplace is open Fridays in Oakland's Frank Ogawa Plaza and Saturdays and Sundays in Jack London Square. One of the oldest and most culturally diverse markets in the city is the Old Oakland Farmer's Market, open year-round on Fridays downtown where shoppers find Asian produce, fresh flowers, potted plants, herbs, bakery items, fresh fish and seafood, and wild game and poultry. Visitors might want to enjoy the Asian restaurants, specialty shops, and bakeries of Chinatown, located along Broadway, Alice, 13th, and 7th Streets.

From upscale to modest, Oakland has offerings for traditionalists as well as adventurous gourmets. The Jack London Square is home to a variety of restaurants in a wonderful waterfront setting. Unusual fare and cuisine from around the world is offered at 12 eateries on the Square. Restaurants include specialties such as Mexican, Indonesian, Cajun, Northern Italian, Greek, Japanese, sushi, seafood, and classic American cuisine. Some favorite stops for both locals and visitor's include T. J.'s Gingerbread House, a highly-decorated establishment offering Louisiana-style cuisine; Yoshi's Japanese Restaurant; and Ratto's Italian deli.

Local wineries are well worth a stop for visiting wine connoisseurs. JC Cellers, founded by winemaker Jeff Cohn, offers winemaking demonstrations and a selection of Rhone varietals. Enat Winery specializes in Ethiopian style honey wines, made from honey, water, and yeast. Dashe Cellers feature wines made from grapes from Dry Creek, Alexander Valley, and Mendocino counties.

■ Convention Facilities

The Oakland Convention Center/Marriott Oakland City Center complex is one of the first structures in California to house both a convention center and hotel. An atrium lobby joins the two-story convention center with the 483-room hotel. Convention center meeting facilities can accommodate 6,000 people and banquet facilities seat 3,900 diners. There is a 48,000-square-foot exhibition hall that can be divided into smaller halls, 12 additional meeting rooms, and a parking garage. Approximately 7,500 square feet of additional meeting space is available on the center's second level, with 8,000 square feet inside the hotel. The Marriott offers an additional 25,000 square feet of flexible function space.

The Henry J. Kaiser Convention Center is a multi-function facility consisting of the Kaiser Arena, Calvin Simmons Theatre and two banquet/ballrooms. Kaiser Arena can accommodate up to 8,000 patrons for a variety of events and has a banquet capacity of 1,500 people. The arena's 23,000-square-foot hardwood floor accommodates up to 150 eight-foot by ten-foot trade show booths. The 1,900-seat Calvin Simmons Theatre has been restored to European splendor with a gilt-trimmed proscenium stage. The center's ballroom and goldroom host many functions of all types.

Other large facilities include the Oakland-Alameda County Coliseum Complex, featuring the indoor ORACLE Arena; and the outdoor McAfee Coliseum, the state-of-the-art County of Alameda Conference Center; and the California Ballroom. Several local museums and theaters offer meeting and event space for smaller groups.

Visitor Information: Oakland Convention and Visitors Bureau, 463 11th Street, Oakland, CA; telephone (510)839-9000; www.oaklandcvb.com

■ Transportation

Approaching the City

Oakland International Airport, located only 12 minutes from downtown, has 13 domestic and international airlines serving 14.4 million passengers each year. Bay Area Rapid Transit (BART) offers a dedicated connection to and from the airport and high-speed rail service between East Bay cities and San Francisco with eight stations in Oakland. Four shuttles also serve the airport. The

Alameda-Contra Costa Transit District (AC Transit) provides bus service to and from the airport via the 50 and 805 lines. Amtrak schedules frequent arrivals through its terminal at Jack London Square. Greyhound bus service is also available.

Interstate 980 is the main north-south artery to the city. I-880 and I-580 connect to I-980, as does State Route 24.

Some travelers may wish to fly in through the San Francisco International Airport. Oakland can be reached from San Francisco by traveling east across the Bay Bridge via Interstate 80 and continuing south to Oakland on I-580 or I-980.

Traveling in the City

The Alameda-Contra Costa Transit District (AC Transit) is the third-largest public bus system in the state, serving 13 cities in Alameda and Contra Costa counties. There are dozens of routes through the city, with some routes connecting to the Bay Area Transit System (BART), which provides wide-ranging subway service on four East Bay lines into San Francisco. The Alameda/Oakland Ferry cruises into Jack London Square from San Francisco's Ferry terminal and Pier 41. Three taxi companies service the city. The city has 87 miles of bicycle lanes and routes.

■ Communications

Newspapers and Magazines

The Oakland Tribune is the city's daily newspaper. *The Berkeley Voice*, *The Montclarion*, and *Piedmonter* are popular weeklies. *The Oakland Post* is a weekly serving the African American community while *El Mundo* serves the Hispanic population.

Among the magazines and journals published in Oakland are *Oakland Magazine*, *The Black Scholar*, and *California Agriculture*.

Television and Radio

Oakland has one commercial network television station (KTVU-Fox), a government cable access channel, and 3 AM radio stations offering talk radio and children's programming. Several television and radio stations are picked up from the surrounding area and cable programming is available.

Media Information: *The Oakland Tribune*, 401 13th Street, Oakland, CA 94612; telephone (510)208-6300; www.insidebayarea.com/oaklandtribune

Oakland Online

City of Oakland Home Page. Available www.oaklandnet.com

- Community and Economic Development Agency.
Available www.business2oakland.com/main
- East Bay Economic Development Alliance for
Business. Available www.edab.org
- Oakland Convention and Visitors Bureau. Available
www.oaklandcvb.com
- Oakland Metropolitan Chamber of Commerce.
Available www.oaklandchamber.com
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Riverside

■ The City in Brief

Founded: 1870 (incorporated 1883)

Head Official: Mayor Ronald O. Loveridge (since 1994)

City Population

1980: 170,591

1990: 226,546

2000: 255,166

2006 estimate: 293,761

Percent change, 1990–2000: 12.6%

U.S. rank in 1980: 83rd

U.S. rank in 1990: 68th

U.S. rank in 2000: 78th

Metropolitan Area Population

1980: 1,558,000

1990: 2,588,793

2000: 3,254,821

2006 estimate: 4,026,135

Percent change, 1990–2000: 25.7%

U.S. rank in 1980: 2nd (CMSA)

U.S. rank in 1990: 2nd (CMSA)

U.S. rank in 2000: 2nd (CMSA)

Area: 85.6 square miles

Elevation: 847 feet above sea level

Average Annual Temperature: 66.0° F

Average Annual Precipitation: 10.2 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.6% (June 2007)

Per Capita Income: \$20,924 (2005)

2005 FBI Crime Index Property: 13,425

2005 FBI Crime Index Violent: 1,954

Major Colleges and Universities: University of California, Riverside; California Baptist University; La Sierra University; Riverside Community College

Daily Newspaper: *The Press-Enterprise*

■ Introduction

The city of Riverside, located within one hour of the city of Los Angeles, began as the center for the navel orange-growing industry in the United States. The city has since developed a diverse economy that includes a growing number of high-tech and research and development firms.

Recreational opportunities such as beaches, ski slopes, and desert resorts are within an hour's drive. Cultural activities run the gamut from community theater to symphonic concerts to ballet. The Mission Revival style hotel built in the city's early days has become the world-famous Mission Inn favored by presidents, royalty, and movie stars. Riverside is blessed with an abundance of space. Through coordinated city planning, Riverside has combined the best of the past with the promise of unlimited future possibilities.

■ Geography and Climate

Riverside is located in Southern California at the center of the metropolitan area that encompasses Riverside County and San Bernardino County. This area is typically known as the Inland Empire. Riverside is 10 miles southwest of San Bernardino and 53 miles east of Los Angeles. The city is located on the Santa Ana River, near the San Bernardino Mountains.

The climate is characterized as mild and semi-arid. Summer highs frequently reach over 90 degrees, but evening temperatures can drop as much as 30 to 49

degrees accompanied by cool breezes. Low humidity generally keeps even hot summer days from being oppressive. The Santana Winds (or Santa Ana Winds) that typically occur from late summer to spring bring warm and dry air down from the high deserts to the San Bernardino Mountains and through the counties of Los Angeles, Orange, San Bernardino, and Riverside. These often strong winds are sometimes accompanied by brush and wildfires. The San Andreas Fault line lies just to the northeast of Riverside. This area in Southern California is highly susceptible to earthquakes, some of which can be very severe.

Area: 85.6 square miles

Elevation: 847 feet above sea level

Average Temperature: 66.0° F

Average Annual Precipitation: 10.2 inches

■ History

The Rancho Era

The first European visitors to the area of present-day Riverside were Captain Juan Bautista de Anza and his 34 seasoned soldiers, who arrived in the area from Arizona in 1774 in search of a land route to California. At that time the Valley of Paradise was inhabited by Native Americans who lived in the niches in the rocky hills and foraged for food. The natives lived in the area relatively undisturbed until 1821, when the lands of California became the property of Mexico.

Shortly thereafter Juan Bandini, a prominent political figure in California, was given a piece of land called El Rancho Jurupa, which he later presented to his son-in-law, Abel Stearns. The Stearns sold the land to Louis Rubidoux, who along with other ranchers, ruled the land. After Rubidoux's death part of the land was purchased by John North. He decided to build a community of ethical people devoted to establishing good schools, churches, and libraries. The new town was called Riverside and its original square, called "Mile Square," remains the heart of the city. Within a few years of its founding, railroad tracks were built connecting the city to far-off places.

In 1873 James Roe, a druggist and teacher, moved to the city and by the late 1870s had launched the *Riverside Press* weekly newspaper that later became the current daily publication, *The Press-Enterprise*.

Oranges and Irrigation

Around 1875 a mutant Brazilian orange tree that produced fruit with no seeds was brought to the city. In the rich soil by the Santa Ana River the fruit flourished under the abundant sunshine. By 1887 the navel orange had

become the dominant crop in Riverside and other California cities.

About the same time, with the financial aid of people from England, Matthew Gage, an immigrant from Canada, began work on a canal to bring water to all of Riverside, parts of which had no water available. With the irrigation made possible by Gage's canal, Riverside's greatest growth period began. Three new subdivisions—White's Addition, Hall's Addition, and Arlington Heights—were developed.

Economic strides were made in the 1880s when a number of local fruit growers joined together to pick and sell fruit under one brand name and to grade their oranges for quality. The plan expanded and by 1893 a group of all California growers was formed under the name of the Southern California Fruit Exchange, now known as Sunkist. The development of refrigerated railroad cars and innovative irrigation systems established Riverside as the state's wealthiest city per capita by 1895.

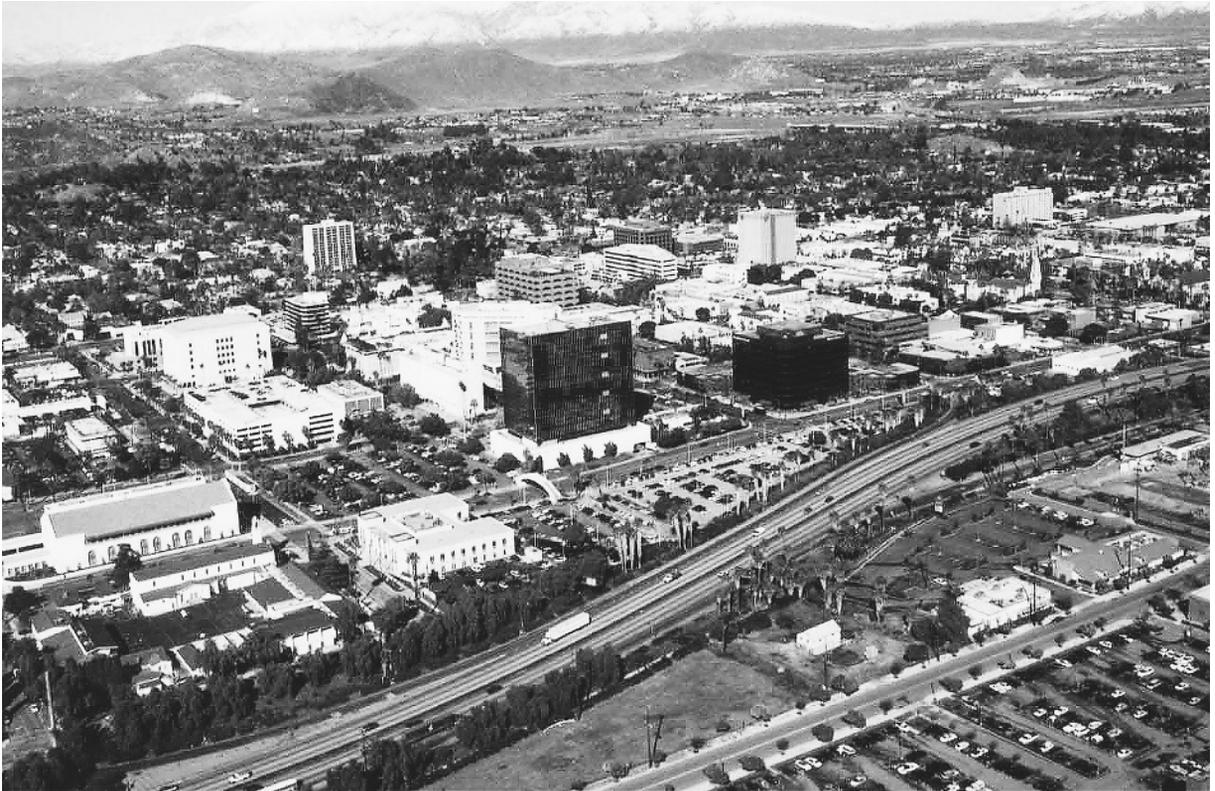
World Wars Establish Military Presence

During World War I, March Field, now the March Air Reserve Base, was established for the training of aviators. In 1920, Ernest Louis Yeager began the E. L. Yeager Construction Company, Inc., which, with the assistance of his three sons, completed over a half century of master construction projects. In the latter half of this century the Food Machinery Corporation was formed to produce machinery for packing citrus fruits efficiently and rapidly. During World War II March Field was expanded and another base, Camp Haan, was begun across from March Field. The site is now occupied by the new National Veteran's Cemetery. A third base was built, called Camp Anza, which later became a subdivision called Arlanza.

In 1997 a joint use agreement with the U.S. Air Force allowed for over 300-acres of March Field to be used as a civilian airport, which is now known as the March Inland Port.

A Promising Future

In the late 1990s and into the early 2000s, Riverside began to focus much attention on diversifying its economy and creating a sustainable community. One major development was an agreement between the city, county, and the University of California, Riverside for the creation of University Research Park (URP), a 39-acre site designed to house high-tech research facilities as well as office spaces for technology-based companies. The first lot opened in 2000. By 2007 the tech companies calling URP their home included the Pacific Fuel Cell Corporation, Viresco Energy, Centrum Analytical Laboratories, and Ambryx Biotechnology. Other tenants included Farmer's Insurance Group, Nationwide Health Plans, Qmotions, and Protection One. An innovative Riverside Renaissance Initiative was set in place in the early 2000s



Photograph by Michael J. Elderman. Courtesy of Riverside. Reproduced by permission of the photographer.

to begin the process of redeveloping and expanding the general infrastructure of the city as well as allowing for capital improvements. Through the initiative, over \$780 million will be invested in projects to include parks, libraries, museums, public safety facilities, office and retail developments, utilities upgrades, and general transportation improvements. In a move toward sustainable community, the city began to promote the use of alternative fuel vehicles for public and private use and opened a compressed natural gas fast-fill fueling station for the public.

In 2004 Partners for Livable Communities recognized Riverside as one of America's "Most Livable Communities" in the mid-sized city category. The award—which is given out every decade—recognizes Riverside's strides in preparing itself for a global economy through strategic business plans. However, it also acknowledges Riverside's constant nurturing of its community—something the city has done since it blossomed in 1883.

Historical Information: Riverside Metropolitan Museum, 3580 Mission Inn Avenue, Riverside, CA 92501; telephone (951)826-5273; www.riversideca.gov/museum

■ Population Profile

Metropolitan Area Residents

1980: 1,558,000
 1990: 2,588,793
 2000: 3,254,821
 2006 estimate: 4,026,135
 Percent change, 1990–2000: 25.7%
 U.S. rank in 1980: 2nd (CMSA)
 U.S. rank in 1990: 2nd (CMSA)
 U.S. rank in 2000: 2nd (CMSA)

City Residents

1980: 170,591
 1990: 226,546
 2000: 255,166
 2006 estimate: 293,761
 Percent change, 1990–2000: 12.6%
 U.S. rank in 1980: 83rd
 U.S. rank in 1990: 68th
 U.S. rank in 2000: 78th

Density: 3,104 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 160,725
Black: 21,346
American Indian and Alaska Native: 2,981
Asian: 16,853
Native Hawaiian and Pacific Islander: 2,614
Hispanic or Latino (may be of any race): 131,849
Other: 76,529

Percent of residents born in state: 56.5% (2000)

Age characteristics (2005)

Population under 5 years old: 24,116
Population 5 to 9 years old: 23,200
Population 10 to 14 years old: 23,185
Population 15 to 19 years old: 21,112
Population 20 to 24 years old: 30,137
Population 25 to 34 years old: 53,498
Population 35 to 44 years old: 40,341
Population 45 to 54 years old: 32,855
Population 55 to 59 years old: 13,974
Population 60 to 64 years old: 7,498
Population 65 to 74 years old: 12,311
Population 75 to 84 years old: 8,877
Population 85 years and older: 2,955
Median age: 28.9 years

Births (2006, MSA)

Total number: 64,217

Deaths (2006, MSA)

Total number: 26,484

Money income (2005)

Per capita income: \$20,924
Median household income: \$50,416
Total households: 93,405

Number of households with income of . . .

less than \$10,000: 7,365
\$10,000 to \$14,999: 4,704
\$15,000 to \$24,999: 10,731
\$25,000 to \$34,999: 9,995
\$35,000 to \$49,999: 13,372
\$50,000 to \$74,999: 20,301
\$75,000 to \$99,999: 11,484
\$100,000 to \$149,999: 10,593
\$150,000 to \$199,999: 2,855
\$200,000 or more: 2,005

Percent of families below poverty level: 13.2%
(2005)

2005 FBI Crime Index Property: 13,425

2005 FBI Crime Index Violent: 1,954

■ Municipal Government

Riverside has a council-manager form of government. The seven-member council is comprised of persons elected for four-year terms from geographically designated wards. A mayor is elected from the city at large for a four-year term and acts as the presiding officer of the council.

Head Official: Mayor Ronald O. Loveridge (since 1994; term expires 2009)

Total Number of City Employees: 2,623 (2005)

City Information: City of Riverside, 3900 Main Street, Riverside, CA 92522; telephone (951)826-5311; www.riversideca.gov

■ Economy

Major Industries and Commercial Activity

Although Riverside's beginnings are steeped in agriculture, today the economy has become more diversified, while still relying heavily on government, education, professional/business services, and retailing.

The largest city employers are the University of California, Riverside and the Riverside Unified School District. The city is also home to many state and county government offices as well as county, state, and federal courts. In addition, the city has become an important center for financial and professional services. There are numerous legal and accounting firms, software firms, architectural and engineering offices, and banking institutions that call the city home.

In recent years Riverside has placed a major emphasis on expanding its technology areas by developing high-tech industrial business parks. For example, the city, county, and University of California at Riverside have partnered together to create University Research Park within the 856-acre Riverside Regional Technology Park. The complex offers a high-speed fiber optic telecommunications system that supports voice, video, and data information. Bourns Inc., Centrum Analytical Labs, and Luminex Software, Inc. have all chosen Riverside for new headquarters operations. Other high-tech firms in Riverside include Adelphia Communications, Goodrich (aerospace), Pacific Fuel Cell Corporation, and Biovent Medical.

Riverside also has taken strides in developing its industrial and manufacturing sectors. Riverside has attracted more than 125 industrial employers in the last decade, according to the city's Development Department. Riverside's diverse manufacturing base now includes such sectors as electrical instruments; plastics; wood, glass, and metal fabrication; food processing; recreational vehicles; and imaging equipment.

Riverside enjoys substantial economic growth with the addition of shipping company DHL to its fold. The \$18.6 billion company chose the March Air Reserve Base as its West Coast hub over two other Inland Empire locations in 2004. In 2007 DHL established a new International Gateway operation, investing nearly \$3 million at the Riverside facility. The newly expanded operation came online with the arrival on March 27, 2007 of a flight from DHL's Central Asia SuperHub in Hong Kong into the facility.

In addition Riverside's retail industry continues to grow as population continues to rise.

Items and goods produced: electrical instruments; plastics; wood, glass, and metal fabrication; recreational vehicles; food processing; aircraft parts; motorcycle parts; citrus-packing; precision plastic injection molders; home furniture; and medical imaging equipment

Incentive Programs—New and Existing Companies

Local programs: The City of Riverside Development Department offers many programs and services to help businesses grow and succeed in the Southern California marketplace. These programs and services include: industrial development bond financing, local and state designated Enterprise Zones, redevelopment incentives, accelerated processes for plan checks and building permit fees, employment hiring and training programs, mapping services, high-speed Internet bandwidth within the city limits, and very competitive electric and water utility rates. The Inland Empire Small Business Development Center and Inland Empire Economic Partnership, both located in the research park, offer additional assistance to small, emerging and technology-based businesses. The TriTech Small Business Development Center promotes high-tech/high-growth business sectors including particularly bioscience, computer hardware/software, and communications.

State programs: The Agua Mansa Enterprise Zone, which is partially located in the northeast corner of Riverside, is one of the state's designated Enterprise Zones. Business incentives and tax credits are provided to those businesses that operate or invest within a designated enterprise zone. Riverside also is home to a state Recycling Market Development Zone that offers financial incentives to companies interested in promoting recycling as part of their manufacturing process. Enterprise Zone Credits include a Sales and Use Tax Credit and Hiring Tax Credits. The Research & Development Tax Credit is available of up to 15% against bank and corporate tax liability for certain in-house research. An additional 24 percent credit is available for basic research payments to outside organizations. This is one of the highest research

and development tax credits in the nation. A Child Care Tax Credit is available for companies establishing on-site child care facilities. A Net Operating Loss Carryover and New Market Tax Credits are also available. A Work Opportunity Tax Credit is offered for employers who hire individuals from certain target groups.

Job training programs: The federal Workforce Investment Act (WIA) provides a cooperative effort between employers and the Riverside County Workforce Development Board. An employer can receive assistance with employer-specific training and financial incentives, such as reimbursements, tax credits, and direct payments for the training of new employees. Employers can also receive reimbursement for a portion of the employee's wages during an on-the-job training period. The California Employment Training Panel assists businesses through performance-based customized training contracts for new or existing employees. Reimbursement of costs for developing, implementing, and completing training programs may range from \$1,500 to \$2,000 per employee.

Development Projects

Riverside has seen its industrial sector grow with the addition of the 56-acre University Research Park (URP), a project with the University of California, Riverside. URP is housed within Hunter Park and is the core of the recently designated 856-acre Riverside Regional Technology Park. Future plans for the Park include a 40,000 square foot technology business incubator.

Downtown Riverside also has been the focus of a rash of new developments. In 2002 Riverside Community Hospital opened a \$20 million Emergency Room and Trauma Center. The Market Street Gateway, which is the entrance to Riverside off State Highway 60, has undergone vast aesthetic changes to attract more residential and retail developments. Market Street is the home of a new 126,000-square foot Corporate Center, located across from Fairmount Park.

The historic Fox Theater located downtown is currently undergoing restoration to become another multi-use venue in Riverside. The 1,600-seat venue is slated to become Riverside's premier performing arts center, hosting Broadway shows, concert performances, and ballets. The Fox Theater is expected to complement the Fox Plaza, a proposed project of 900 condominiums, 200 lofts, a hotel, and 800,000 square feet of commercial space nearby. The Fox Theater restoration was one of the largest projects included in the Riverside Renaissance Initiative, the city's plan for \$785 million worth of projects in the five years from 2007 to 2012.

The Riverside Planning and Building Department has presented its General Plan for 2025. This plan outlines objectives for the future of Riverside in regards to housing, circulation, land use, economic outlook, arts and culture, and education. Some of the projects

proposed in the General Plan for 2025 include improvements to the Riverside Municipal Airport, city parks, March Air Reserve Base/March Inland Port Airport, and more. The General Plan also proposes continuing support of the development of a contemporary state-of-the-art campus for the Riverside School of the Arts near White Park in downtown Riverside. The addition of shipping company DHL to the area in 2004 and its expansion of its international operations in Riverside in 2007 greatly benefited the economy.

Commercial Shipping

Riverside is adjacent to one of the major rail-freight centers in the state. Burlington Northern Santa Fe links and United Pacific Southern Pacific both link to the Ports of Los Angeles and Long Beach. The Port of Los Angeles has 27 cargo terminals and is the busiest container port in the United States. It is designated as a Foreign Trade Zone. The LA/Ontario International Airport has six airlines providing cargo service. The John Wayne Airport, about 44 miles away in Santa Ana, has two all-cargo airlines. About 70 miles away, Los Angeles International Airport has 1,000 cargo flights each day. The March Inland Port/March Airfield, just outside of the city limits, is a joint use facility serving both military and commercial interests. It has been designated as a Foreign Trade Zone. The Riverside Municipal Airport, an excellent general aviation facility, accommodates private aircraft, charter services, and air-related businesses. More than sixty-five trucking companies are based in or have facilities in Riverside and provide a broad range of interstate, regional, and local freight services. The one-day area served from Riverside has a population of more than 30 million people, which is more than one-tenth of the U.S. population.

Labor Force and Employment Outlook

The Inland Empire used to be the bedroom community for the larger metropolitan area. A relatively high percentage of the labor force commuted to jobs outside the two counties. But from 1980 to 2000 about 1.3 million people migrated to the area because it offered large tracts of affordable residential land, more than in coastal areas. The California Employment Development Department notes that Inland Empire's affordable housing and advantageous location have helped it create more new jobs than any other area. And the future forecast is just as bright. The influx of skilled professionals has helped the Inland Empire's economy become more focused on high tech, professional, and corporate jobs. The Southern California Association of Governments forecasted that the Inland Empire's employment base would expand by 408,946 jobs from 2000–2010. Job growth in the Inland Empire from 2000–2010 in the high tech/professional/corporate office sector was projected to reach 3.9 percent. By 2007, the Inland Empire had realized job growth of

25.6 percent in the past ten years, one of the fastest job growth rates of any metropolitan area of the country.

The following is a summary of data regarding the Riverside-San Bernardino-Ontario metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,271,200

Number of workers employed in . . .

construction and mining: 130,900
 manufacturing: 124,000
 trade, transportation and utilities: 289,000
 information: 15,200
 financial activities: 51,800
 professional and business services: 142,200
 educational and health services: 122,700
 leisure and hospitality: 128,700
 other services: 42,600
 government: 224,200

Average hourly earnings of production workers employed in manufacturing: \$13.85

Unemployment rate: 5.6% (June 2007)

<i>Largest city employers</i>	<i>Number of employees</i>
University of California, Riverside	5,336
Riverside Unified School District	3,553
City of Riverside	2,642
Pacific Bell	1,800
Kaiser Permanente	1,700
The Press Enterprise Co.	1,300
Alvord Unified School District	1,200
Riverside Community Hospital	1,053

Cost of Living

Residential housing costs within Riverside are among the lowest in Southern California, a fact that has caused numerous companies and individuals to relocate to the area in recent years.

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

2007 (1st quarter) ACCRA Average House Price: \$488,334

2007 (1st quarter) ACCRA Cost of Living Index: 116.0

State income tax rate: 1.0% to 9.3%

State sales tax rate: 7.25%

Local income tax rate: None

Local sales tax rate: Local sales and use tax rate: 1.75%

Property tax rate: Approximately 1.25% of assessed valuation; assessment ratio = 100% for residential

Economic Information: City of Riverside Development Department, 3900 Main Street, Riverside, CA 92522; toll-free (877)RIV-SIDE (877-748-7433); email devdept@riversideca.gov. Greater Riverside Chamber of Commerce, 3985 University Avenue, Riverside, CA 92501; telephone (951)683-7100; fax (951)683-2670

■ Education and Research

Elementary and Secondary Schools

There are two school districts serving the city. The Riverside Unified School District (RUSD), the 14th largest in the state, serves an area that includes most of Riverside as well as the Highgrove and Woodcrest areas just outside of the city. The district reports that most students match or exceed national and statewide performance on achievement tests and over 75 percent of high school graduates enroll in post-secondary training. The RUSD GATE Program offers special cluster classes or day classes for elementary students beginning in second grade. Advanced programs are offered for middle school and high school GATE students, including Advanced Placement classes, an International Baccalaureate, and college credit classes. The Alvard Unified School District accommodates the southwestern part of the city and adjacent unincorporated areas. Alvard also offers a GATE program for students in elementary school through high school. Both districts offer magnet schools for science and the performing arts, regional occupational programs, a wide variety of special education programs (generally serving students through age 21), and adult education classes.

The At Home in Riverside program serves area homeschoolers. There are several independent and church-oriented private schools in and around the city.

The California School for the Deaf, Riverside is part of the state Department of Education. The school has an enrollment of about 500 students from Southern California with day and residential programs. Students range in age from about 18 months to 22 years. Educational programs are also available for parents and community members.

The following is a summary of data regarding the Riverside Unified School District as of the 2005–2006 school year.

Total enrollment: 42,000

Number of facilities

elementary schools: 29

junior high/middle schools: 6

senior high schools: 5

other: 5

Student/teacher ratio: 22.3:1

Teacher salaries (2005–06)

elementary median: \$57,010

junior high/middle median: \$55,840

secondary median: \$54,950

Funding per pupil: \$6,275

Public Schools Information: Alvard Unified School District, 10365 Keller Avenue, Riverside, CA 92505; telephone (951)509-5000; www.alvard.k12.ca.us. Riverside Unified School District, 3380 14th Street, Riverside, CA 92501; telephone (951)788-7134; www.rusd.k12.ca.us

Colleges and Universities

The University of California, Riverside (UCR) is considered to be a major research university and national center for the humanities. UCR offers bachelor's degrees in more than 78 majors, 38 doctoral programs, and 50 master's degree programs. The School of Education offers master's and doctoral programs in addition to teaching credentials in several other programs; UCR also offers a College of Engineering. The UCR California Center for Native Nations, established in 2003, encourages research and educational programs for Native populations. The UCR/UCLA Thomas Haider Program in Biomedical Sciences is the only medical program in the county. UCR was ranked as one of the top 100 national universities for 2008 by *U.S. News & World Report*.

La Sierra University (LSA), with more than 1,900 students, is a Seventh-Day Adventist institution that offers course work in undergraduate and graduate programs. LSA has four schools: the College of Arts and Sciences, the School of Business, the School of Education, and the School of Religion.

California Baptist University, affiliated with the Southern Baptist Convention, is a liberal arts institution with more than 3,700 students that offers 90 undergraduate and 25 graduate majors in such areas as behavioral sciences, business administration, liberal arts, and Christian studies. The school was ranked as one of the top 50 master's universities in the West for 2008 by *U.S. News & World Report*.

California Southern Law School, which operates part-time evening classes, offers programs in the practice and theory of law as students prepare for the state bar exam. Riverside City College, part of the Riverside Community College District, is a two-year school serving over 19,000 students each semester. Its main campus in downtown offers a number of associate degree programs in a variety of fields, including a School of Nursing.

Moreno Valley and Norco also have campuses that are part of the Riverside Community College District.

Other institutions of higher learning within the greater Riverside area include California State University–San Bernardino, California State University–Fullerton, Chapman University, University of Redlands, and Cal Poly Poma.

Libraries and Research Centers

The Riverside Public Library, with over 600,000 books, has one of the largest public library collections in the Southwest. The general collection includes print items representing 29 different languages. Casa Blanca Library and Family Center features a collection of over 7,000 volumes in Spanish. The main library facility is located in historic downtown and five other branches operate within the city. The Riverside Local History Research Center is a partnership between Riverside Municipal Museum and Riverside Public Library. Special collections at the Riverside Public Library include genealogy, local history, historical photographs, and U.S. documents.

The Riverside County Library System has 32 libraries and 2 bookmobiles serving the county. The Riverside County Library, San Bernardino County Library, Moreno Valley Public Library, Murrieta Public Library, and College of the Desert libraries are part of the Inland Library Network, an automated network that deploys approximately 350 computer/terminal workstations in library branches throughout the region.

The Riverside County Law Library is a state government document depository library. The University of California, Riverside (UCR) libraries contain over 2.3 million volumes and over 22,000 serial subscriptions. There are four facilities. The Tomás Rivera Library is home to the famed Eaton Collection, the world's largest cataloged collection of science fiction and fantasy. There is also the Science Library, the Music Library, and the Media Library.

The University of California, Riverside sponsors many research projects and facilities. The Citrus Experiment Station has developed over 40 new citrus varieties and provides research to help growers fight pests and diseases. The Institute for Integrative Genome Biology and the Center for Nanoscale Science and Engineering are leading research facilities. The Insectary and Quarantine Facility is an advanced laboratory for research in the study of non-native insects.

University Research Park is a cooperative development between the city, the county, and UCR. The development covers 39 acres in the Hunter Park Area and includes such companies as Centrum Analytical Labs, Encore Pharma, the Pacific Fuel Cell Corporation, Center for Environmental Microbiology, and Digital Angel. As of 2007 plans for continued development included an incubator facility containing chemical, biological, and

electronics laboratories, as well as office space for emerging technology-based companies.

Public Library Information: Riverside Public Library, 3581 Mission Inn Avenue, Riverside, CA 92501; telephone (951)826-5201; www.riversideca.gov/library.

■ Health Care

Riverside Community Hospital, with 373 beds, is one of the largest acute care community hospitals in the county. The facility includes a Level II Trauma Center, the HeartCare Institute, the Cancer Center at Riverside, Family BIRTHplace, and a transplant services department for kidney and pancreas transplants. A full array of other medical services are provided. Kaiser Permanente Riverside Medical Center offers a wide variety of hospital and primary care services. The hospital has 215 beds. Specialty centers include the HEARx West Hearing Care Center and the Optix Vision Center. Other Kaiser facilities in Riverside include the Magnolia Village geriatric and long-term care facility, Canyon Crest Mental Health Offices, Van Buren Medical Offices, and Polk Street Medical Offices. Parkview Community Hospital Medical Center, with 193 beds, is a not-for-profit acute care hospital.

The addition of the 362-bed Riverside County Regional Medical Center in Moreno Valley adds to the quality health care, specialty clinics, and research facilities that are easily accessible to area residents.

■ Recreation

Sightseeing

One of Riverside's most attractive sites, Victoria Avenue, was constructed in 1891-92. The 8.3 miles of divided street are planted with hedgerow roses, eucalyptus, palm, and crepe myrtle trees with a multipurpose trail. Thirty-nine acres of hilly tree-lined paths with more than 3,000 blooming plant species from around the world are on view at the Botanical Gardens of the University of California, Riverside. The Gardens are also a wildlife sanctuary with almost two hundred bird species officially observed. The Mission Inn, a completely renovated National Historic Landmark hotel, is a unique blend of architectural styles and houses priceless pieces of art. The Teen Challenge Program is headquartered in the Spanish-style Benedict Castle, which was built in 1931. Overlooking the city of Riverside is the 1,337-foot Mt. Rubidoux, which is the site of the World Peace Tower and a large cross dedicated to Father Junipero Serra.

Heritage House, a restored two-story Victorian home completed in 1892 in the Queen Anne style, is open for tours. Visitors are also welcome at the Jensen-Alvarado Ranch, a historic ranch completely restored to portray rural life. The ranch features a variety of live

animals, a duck pond, and citrus groves and fruit orchards.

Castle Park, a 25-acre family recreation park, features miniature golf, arcades, amusement rides, and a restored 1909 carousel. A model railroad at Hunter Park offers train rides when operating. Cuttings from the Parent Navel Orange Tree, planted in 1875, started the entire billion-dollar citrus industry in the United States. The tree, which can be seen at the Magnolia and Arlington area, still bears fruit.

Arts and Culture

Riverside is home to a variety of performing arts, theater, dance, and music organizations. The Performing Arts Program of the University of California, Riverside offers quality plays, musicals, and other acts through its University Theatre and other campus venues. The historic Riverside Municipal Auditorium—located in downtown Riverside—showcases live performances that range from popular music acts to comedy to dance throughout the year. The Riverside County Philharmonic performs four subscription concerts each year October through May at the Riverside Municipal Auditorium.

The Riverside Community Players, founded in 1926, is one of the oldest continuously active community theater groups in the United States and holds workshops in acting and staging techniques in addition to performing six productions annually. The Riverside Youth Theatre provides training for much younger thespians and showcases their talents with a few reasonably priced performances per year.

The free public concerts of the Riverside Concert Band, Inc. provide an opportunity for young musicians to perform with more experienced players at official functions in the city. Riverside Community College's Civic Light Opera offers its Performance Riverside season at the college's Landis Auditorium.

Dance enthusiasts will enjoy traditional Mexican dances performed by The Ballet Folklorico de Riverside, whose members range in age from 5 to 23 years old. Annual professional productions of the *Nutcracker* plus a spring performance are offered by the California Riverside Ballet, founded in 1969. The Riverside Ballet calls the historic Aurea Vista Hotel its home. It is only one of the many art groups found in the building. Another historic structure that serves as an art center in Riverside is the Life Arts Building. Built as a YMCA in 1909, the Life Arts Building is home to more than 30 artists' studios and includes art galleries for the Riverside Community Arts Association and Media Sound Productions, a high-tech recording studio.

The Riverside Community Arts Association, a non-profit organization staffed by volunteers, presents classes, demonstrations, shows, and sales of artworks. Members promote the cultural life of Riverside through leadership

in educational, financial, and technical assistance to artists, art organizations, and community groups.

Riverside has an interesting variety of museums to be enjoyed by residents and visitors alike. The March Air Force Museum displays more than 60 aircraft and missiles, both inside and outside, on a 35-acre site adjacent to March Field. The Riverside Municipal Museum tells the story of the city's history, depicts the development of the citrus and other local manufacturing industries, and features touring exhibits. One of the largest collections of cameras and photos in the world is on display at the University of California, Riverside/California Museum of Photography. Rare Indian artifacts, basketry, pottery, and handicrafts are on view at the Sherman Indian Museum. The Mission Inn Museum, located at the historic Mission Inn, presents an eclectic display of historic artifacts, paintings of the California Missions painted in the 1800s, oriental *objects d'art*, arts and crafts furniture, marble sculptures, and many photographs. The Riverside Arts Museum, which offers 20 major exhibits a year, also is located downtown near the Mission Inn Museum.

Festivals and Holidays

February brings the annual Dickens Festival, a literary festival honoring the writer Charles Dickens that encourages reading and enjoyment of the dramatic and cultural arts by the general public. Riverside also hosts the Black History Parade and Expo on the third Saturday in February. And the Riverside Ballet Theatre hosts its Sweetheart Dance in February, which is open to the public. The Riverside County Fair and National Date Festival is also a February highlight.

In March the Riverside Arts Council presents Evening for the Arts to benefit the local arts community. April brings the annual Riverside Airshow at the Riverside Municipal Airport and the annual Orange Blossom Festival. The Orange Blossom Festival is two days of entertainment, vendors, a parade, turn-of-the-century costumes and events that celebrate Riverside's citrus heritage. Apple Festival Weekend is also typically in April. May's Cinco de Mayo is a celebration with music, entertainment, and food. The Vintage Home Tour and Restoration Faire featuring historically significant homes takes place in June. June also marks the beginning of Riverside Wednesday Night in downtown Riverside; the program lasts until September and offers a certified Farmer's Market, arts and crafts, food, live entertainment, petting zoo, pony rides, and kiddie rides.

In the summer months Fairmount Park offers a wide range of family programs and a peaceful setting. Independence Day features fireworks atop Mt. Rubidoux and two other city sites, which can be viewed from Riverside's Wheelock Field.

Fall ushers in a new lineup of programming in Riverside. September is the month of the Annual Mayor's Ball for the Arts, with an evening of banquets, costumes,

prizes, and awards. Riverside Jazz Fest goes on for a weekend in September at Fairmount Park. October features Fiesta de la Familia in celebration of Hispanic Heritage month and Festa Italiana, an Italian food festival. Halloween weekend brings spooky tales of ghouls with Ghostwalk Riverside.

November brings the Mission Inn 5K/10K Run through notable areas of downtown. But it also kicks off the holiday season with the Christmas Tree Lighting and Mission Inn Festival of Lights. December's Christmas Open House brightens spirits with music and entertainment at the Riverside Municipal Museum, and the Riverside Ballet Theatre Company performs the annual *Nutcracker* ballet.

Sports for the Spectator

The University of California, Riverside is part of the NCAA Division I and participates in the Big West Conference. Men's and women's competitions include soccer, basketball, tennis, golf, cross country, and track and field. Men's baseball is played at the Riverside Sports Complex, which is jointly owned by the city and the university. Women's softball is played at the Amy S. Harrison Field.

Sports for the Participant

Riverside has over 21 city parks and 2 state parks available to sports enthusiasts. Six neighborhood parks have tennis courts and swimming pools. The city parks also have a combined total of 15 soccer fields and more than 40 ballfields, which includes the lighted baseball stadium at Riverside Sports Complex that seats 3,500.

County parks offer natural environments for hiking, horseback riding, cycling, fishing, and camping. The 180-plus acre Fairmount Park offers fishing and sailing on Lake Evans, paddleboats, wildlife and bird watching, lawn bowling, golfing, playgrounds, and evening concerts. An outdoor recreational facility on 350 acres, Rancho Jurupa Park (a county park) has 10 miles of hiking and horseback riding trails, stocked lakes, campsites with utility hookups, and the Louis Rubidoux Nature Center.

The California Citrus State Historic Park is currently being expanded for visitors. Lake Perris State Recreation Area has 8,800 lakeside acres waiting for water-skiing, boating, sailing, and windsurfing. Skiing in the nearby Big Bear area and hot air ballooning near the Temecula wineries are two popular winter activities.

Golfers can choose from six public and three private courses. Miniature golf enthusiasts can find four different 18-hole miniature courses at the Castle Amusement Park. Bicyclists can find out about a wealth of trails and events through the Riverside Bicycle Club. Riverside bike trails connect to Crest the Coast trails along the Santa Ana River. Even bowlers and skaters have numerous options within Riverside's city limits.

Shopping and Dining

The Inland Empire's shopping outlet is Ontario Mills, home to more than 200 specialty stores and 24 anchor stores. Riverside itself has two other major shopping malls: the 1.1-million square foot Galleria at Tyler and Riverside Plaza. The Riverside Plaza, housed within Riverside's Magnolia Center and historic craftsman-era "Wood Street" neighborhood, now sports a "Main Street" look and feel to its stores and shops. Downtown Riverside also offers a wide arrange of specialty stores. The Canyon Springs shopping center located on the eastern edge of Riverside has national retail stores, while Canyon Crest Towne Center has specialty shops in a residential area five minutes from downtown. Mission Village offers a more upscale shopping experience.

From coffeehouse fare to Cantonese favorites, Riverside has restaurants for every taste. Sandwich shops and casual eateries abound along with purveyors of ethnic delights including Mexican, French, Italian, Greek, Japanese, Thai, and British fish 'n' chips. The Mission Inn restaurant, Citrus City Grille, Creola's Fine Dining, Gerard's French Restaurant, and Café Sevilla are just a few of the local restaurants listed as the best in the city.

Visitor Information: Riverside Convention and Visitors Bureau, 3750 University Ave., Suite 175, Riverside, CA 92501; telephone (951)222-4700; www.riversidecb.com

■ Convention Facilities

Riverside Convention Center is located near downtown and has 45,000 square feet of multiuse space that can accommodate up to 2,000 people for special events. The Convention Center also has an outdoor, well-lit plaza available for open-air exhibits. Numerous hotels are within walking and easy driving distance from the Convention Center. Meeting spaces are available at Riverside Marriot and Mission Inn Hotel, as well as at several other hotels. The Riverside Municipal Auditorium, built in the Spanish Revival style with Moorish accents, is the home of the local symphony orchestra, opera, and ballet and is available for special events.

Convention Information: Riverside Convention and Visitors Bureau, 3750 University Ave., Suite 175, Riverside, CA 92501; telephone (951)222-4700; www.riversidecb.com

■ Transportation

Approaching the City

Most travelers take advantage of services at the LA/Ontario International Airport, which is located about 17 miles northwest of Riverside and is served by 12

commercial airlines. Riverside Municipal Executive Airport serves small corporate and business travelers. The John Wayne Airport is about 44 miles away in Santa Ana and is served by 11 commercial airlines and 3 commuter lines.

Several interstate highways passing through or near the city of Riverside include I-215 and I-15, which run north-south, and I-10, which runs east-west just north of the city. Other major freeways in the area are State Route 60 and State Route 91. These routes provide direct access to metropolitan areas of Los Angeles and Orange County. Nearly 3,000 miles of county-maintained roads and nearly 700 miles of roads maintained by the state provide service to business, industry, and motorists in the region. A toll lane for commuters traveling between Riverside and Orange County on Highway 91 is the newest freeway addition.

Metrolink is a regional rail system that includes commuter and other passenger services and links Riverside to employment and activity centers in Los Angeles, Orange, Ventura, San Bernardino, and San Diego counties.

Greyhound Bus Lines offers both intrastate and interstate service. The Riverside Transit Agency provides service to Riverside County within a 2,500-square-mile area; it also maintains two commuter routes to Orange County, San Bernardino, and Los Angeles. Amtrak serves the city through its Southwest Chief route, with two daily trips to Chicago through Albuquerque and Kansas City.

Traveling in the City

Within the city of Riverside, State Route 91 runs north-west and southeast through the city, and State Highway 60 runs northwest to southeast through the northern part of the city. Major thoroughfares include Magnolia Avenue, Alessandro Boulevard, University Avenue, and Arlington Avenue. The Riverside Transit Agency (RTA) has 40 routes in and around the city, with two trolley service routes near downtown. Bike racks are available on all fixed-route busses. RTA is a Dial-A-Ride service for those with disabilities, with 62 vans available.

■ Communications

Newspapers and Magazines

The city's daily newspaper is *The Press-Enterprise*, which has an average circulation of about 182,000. Other newspapers are UC-Riverside's *Highlander*, California

Baptist University's *The Banner*, *Black Voice News* (weekly), *Riverside Green Sheet* (a shopper), and *La Prensa* (a Spanish weekly). Magazines, newsletters, and journals published in Riverside include *Riverside Business Journal*, *Riverside Review*, *Hispanic Lifestyle*, *Inland Empire Magazine*, and *Inland Empire Family Magazine*.

Television and Radio

No television stations are based in Riverside, but cable is available. Riverside has four AM and six FM radio stations featuring contemporary hits, adult contemporary, and religious programming. One station is hosted by the University of California, Riverside.

Media Information: *The Press Enterprise*, PO Box 792, Riverside, CA 92502-0792; telephone (951)684-1200; www.pe.com

Riverside Online

Alvord Unified School District. Available www.alvord.k12.ca.us

City of Riverside home page. Available www.riversideca.gov

Greater Riverside Chamber of Commerce. Available www.riverside-chamber.com

Press Enterprise. Available www.pe.com

Riverside Community Online. Available www.smartriverside.com

Riverside Convention and Visitors Bureau. Available www.riversidecb.com

Riverside County. Available www.countyofriverside.us

Riverside County Library System. Available www.riverside.lib.ca.us

Riverside Unified School District. Available www.rusd.k12.ca.us

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Sacramento

■ The City in Brief

Founded: 1839 (incorporated 1850)

Head Official: Mayor Heather Fargo (since 2000)

City Population

1980: 275,741

1990: 369,365

2000: 407,018

2006 estimate: 453,781

Percent change, 1990–2000: 3.0%

U.S. rank in 1980: 52nd

U.S. rank in 1990: 41st

U.S. rank in 2000: 49th

Metropolitan Area Population

1980: 1,100,000

1990: 1,481,102

2000: 1,796,857

2006 estimate: 2,067,117

Percent change, 1990–2000: 21.3%

U.S. rank in 1980: 32nd

U.S. rank in 1990: 26th

U.S. rank in 2000: 24th (Sacramento/Yolo CMSA)

Area: 97.2 square miles (2000)

Elevation: 30 feet above sea level

Average Annual Temperatures: January, 46.3° F; July, 75.4° F; annual average, 61.1° F

Average Annual Precipitation: 17.93 inches of rain

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.2% (June 2007)

Per Capita Income: \$22,841 (2005)

2005 FBI Crime Index Property: 26,083

2005 FBI Crime Index Violent: 5,265

Major Colleges and Universities: California State University, Sacramento; University of California at Davis, School of Medicine; American River College; Sacramento City College; Cosumnes River College

Daily Newspaper: *The Sacramento Bee*

■ Introduction

Sacramento, the capital of the state of California, began its life as a Gold Rush city when thousands of prospectors descended upon Captain John Sutter's settlement, New Helvetia, in hopes of striking the mother lode. Today Sacramento is a city of gracious tree-lined streets, famous for flowers that bloom all year—the “Camellia Capital of the World.” A significant percentage of the food that America consumes is produced in Sacramento, which is at the center of the fruitful Sacramento Valley. Since the nineteenth century the city has been a major transportation hub for the West Coast.

■ Geography and Climate

Sacramento lies in the center of California's broad and fruitful Sacramento Valley at the confluence of the Sacramento and American Rivers, 72 miles northeast of San Francisco. Shielded by the Sierra Nevada Mountains to the east, the California Coast ranges to the west, and the Siskiyou Mountains to the north, the city enjoys a mild climate for most of the year. In the summer, however, “northers” blow from the Siskiyou Mountains, bearing pollen and heat. This is mitigated by Sacramento's extremely low humidity and the cool ocean breezes. The winters are rainy. The city lies to the northeast of several major fault lines, making the area susceptible to earthquakes. However, most quakes

experienced in the city are of lower, less damaging magnitudes than those that may occur in the coastal San Francisco Bay Area.

Area: 97.2 square miles (2000)

Elevation: 30 feet above sea level

Average Temperatures: January, 46.3° F; July, 75.4° F; annual average, 61.1° F

Average Annual Precipitation: 17.93 inches of rain

■ History

Gold Rush Begins in Sacramento

The Sacramento area was originally inhabited by the Nisenan, a branch of the Maidu, who lived in the valley for 10,000 years before white settlers arrived. Spanish soldiers from Mission San Jose under the command of Lieutenant Gabriel Morago discovered the Sacramento and American rivers in 1808. The area was not settled until 1839. That year, with the permission of Mexico, Captain John Sutter, a Swiss immigrant who had fled his homeland to escape debtor's prison, built a settlement on 76 acres and called it New Helvetia after his homeland. He built a fort called Sutter's Fort (which has been restored and can still be seen today). Sutter also constructed a landing on the Sacramento River that he called the Embarcadero and contacted a millwright, James Marshall, to help build the settlement. It was Marshall who in 1848 discovered a gold nugget, thus precipitating the great California Gold Rush of 1849. Sutter's Embarcadero became the gateway to the mines, but Sutter was financially ruined by the influx of newcomers from all over the world who trampled his settlement; even his employees left him to make their fortune.

Sacramento, Spanish for "Holy Sacrament," was originally the name of a nearby river that is now called the Feather River; in 1849 the name was taken for the town, which was incorporated in 1850. Sacramento was a rowdy place, full of successful miners who spent their money on gambling and dance halls. In its early days the town encountered difficulties, with floods in 1849 and 1853 and a fire in 1852. But Sacramento survived to become the capital of California in 1854, paying the state \$1 million for the honor.

Railroad Arrives; Agriculture Surpasses Gold Mining

In 1855 construction began on the Sacramento Valley Railroad with the financial backing of shopkeepers known as the Big Four: Collis P. Huntington, Mark Hopkins, Charles Crocker, and Leland Stanford (after whom Stanford University is named). In 1856 Sacramento became the terminus of California's first railroad. Then

came the Pony Express and, in 1861, the transcontinental telegraph. The Central Pacific Railroad joined the east and west coasts in 1869, permitting Sacramento farmers to ship their produce to the east. The railroad also transformed what had been a six-month trip between the coasts to six days; in time it also superseded the river as a means of transportation. In another important change, agriculture eventually replaced the gold mines as the primary industry.

Mather Field was established to prepare planes to fly to Europe during World War I; McClellan Air Force Base was established in 1937 and was an important base of operations during World War II. These military installations drew a large influx of people into the area, many of whom stayed after World War II and spurred the development of the private sector. The first suburban shopping mall in the United States was established in North Sacramento in 1945. However, like many cities in the United States, downtown Sacramento had fallen into decay by the end of the 1950s, since most of the moneyed population had moved to the suburbs. The city eventually experienced a resurgence marked by the redevelopment of the downtown area, with the city's historical sections being preserved and restored. Sutter's Embarcadero, for instance, was redeveloped to house shops and restaurants.

The 1990s brought a decrease in the once major military presence. Mather Air Force Base officially ceased military operation in 1993. The Air Force transferred the base to the County of Sacramento, which opened the Mather Airport for civilian use in 1995. McClellan Air Force Base officially ceased operations in 2001, but the site continued to house federal employees from the Department of Defense and is the site of the Veteran's Administrations medical and dental clinics.

Into the early 2000s, federal, state, and local government services continued to be a major source of employment in the city; however, city officials also continued to work on development projects that encouraged the reemergence of retail, entertainment, culture, and arts as primary forces in the downtown economy. Population within the six-county Sacramento Region increased by 20 percent between 1990 and 2000. Into the 2000s, the city also continued to work on projects to provide affordable housing and quality service for the continually growing population.

Historical Information: Sacramento Room, Sacramento Public Library, 828 I Street, Sacramento, CA 95814-3576; telephone (916)264-2700; www.saclib.org/sac_room/index.htm

■ Population Profile

Metropolitan Area Residents

1980: 1,100,000

1990: 1,481,102

2000: 1,796,857
 2006 estimate: 2,067,117
 Percent change, 1990–2000: 21.3%
 U.S. rank in 1980: 32nd
 U.S. rank in 1990: 26th
 U.S. rank in 2000: 24th (Sacramento/Yolo CMSA)

City Residents

1980: 275,741
 1990: 369,365
 2000: 407,018
 2006 estimate: 453,781
 Percent change, 1990–2000: 3.0%
 U.S. rank in 1980: 52nd
 U.S. rank in 1990: 41st
 U.S. rank in 2000: 49th

Density: 4,189.2 people per square mile (in 2000)

Racial and ethnic characteristics (2005)

White: 203,456
 Black: 72,501
 American Indian and Alaska Native: 5,739
 Asian: 81,944
 Native Hawaiian and Pacific Islander: 3,867
 Hispanic or Latino (may be of any race): 111,559
 Other: 59,073

Percent of residents born in state: 56.5% (2000)

Age characteristics (2005)

Population under 5 years old: 32,112
 Population 5 to 9 years old: 28,857
 Population 10 to 14 years old: 36,449
 Population 15 to 19 years old: 32,595
 Population 20 to 24 years old: 32,098
 Population 25 to 34 years old: 75,497
 Population 35 to 44 years old: 62,346
 Population 45 to 54 years old: 58,488
 Population 55 to 59 years old: 22,445
 Population 60 to 64 years old: 16,338
 Population 65 to 74 years old: 23,341
 Population 75 to 84 years old: 19,070
 Population 85 years and older: 5,651
 Median age: 33 years

Births (2006, County)

Total number: 21,396

Deaths (2006, County)

Total number: 9,883

Money income (2005)

Per capita income: \$22,841
 Median household income: \$44,867
 Total households: 168,782

Number of households with income of . . .

less than \$10,000: 14,564
 \$10,000 to \$14,999: 11,518
 \$15,000 to \$24,999: 21,190
 \$25,000 to \$34,999: 18,898
 \$35,000 to \$49,999: 24,295
 \$50,000 to \$74,999: 30,972
 \$75,000 to \$99,999: 21,736
 \$100,000 to \$149,999: 17,627
 \$150,000 to \$199,999: 5,074
 \$200,000 or more: 2,908

Percent of families below poverty level: 12%
 (2005)

2005 FBI Crime Index Property: 26,083

2005 FBI Crime Index Violent: 5,265

■ Municipal Government

Sacramento has a council-manager form of government. The council is comprised a mayor elected at large and eight council members elected by district; all serve staggered four-year terms. A city manager is hired by the council.

Some urbanized areas within the county of Sacramento are not part of any incorporated city, therefore, they are still governed by a system designed for rural counties.

Head Official: Mayor Heather Fargo (since 2000, term expires 2008)

Total Number of City Employees: 4,695 (2004)

City Information: City Hall, 915 I Street, Suite 205, Sacramento, CA 95814; telephone (916)264-5011; www.cityofsacramento.org

■ Economy

Major Industries and Commercial Activity

Sacramento began as a city rich from gold and railroad money. Productive mines still operate in the area, and the city remains an important transportation center. Sacramento's deep-water port, connected to the San Francisco Bay via a 43-mile channel, is an important West Coast hub for the handling of cargo from ocean-going ships. As the junction of the state's major railroad, the Union Pacific, Sacramento maintains its position at the top of the rail transportation industry. As state capitol of California, Sacramento's largest employment sector has historically been federal, state, and local government. As is true of California in general, the Sacramento area is rich in agriculture; products of the fertile Sacramento Valley



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region include fruits and vegetables, rice and other grains, meat, beet sugar, and almonds.

Today the city's economy is broadly based. Government and transportation are the largest sectors of employment in the area, and agriculture and mining—while still important in the region—have been surpassed by information, technology services, leisure and hospitality, education and health services, and construction. Technology-related companies such as Intel, Apple, and Hewlett-Packard are among the Sacramento area's largest employers; proximity to research centers, and a well-educated labor pool, have drawn such companies to the area. Sacramento's fastest-growing employment areas in the 2000s include financial activities, professional and business services, and education and health services.

Some of the other large employers in Sacramento in 2007 were Johnson Brothers Corporation, Azteria LLC, Sutter Health, Hospital Jobs Online, and Think Energy, Inc.

Items and goods produced: high-technology items, medical equipment and other health-related products, dairy products, feeds, meat, brick and clay products, mining equipment, lumber boxes

Incentive Programs—New and Existing Companies

Local programs: A number of organizations work to attract and assist businesses in the Sacramento area. Among them are the Sacramento Metro Chamber of Commerce, the Downtown Development Group, and the Sacramento Area Commerce and Trade Organization (SACTO). Sacramento's Economic Development Department and its partners offer loan programs to assist the development of small businesses. The city of Sacramento's facade rebate programs help businesses pay for building improvements. The Sacramento Municipal Utility District, California's largest customer-owned utility, offers discounts for new and expanding businesses. The Grow Sacramento Fund is a local, community-based lender that offers loans to eligible small businesses. The EnterFund Micro Loan program is also available to some small businesses that are not able to access capital through conventional lenders.

State programs: A variety of programs administered by state and federal sources are available to Sacramento businesses. The city has three state-designated Enterprise Zones: Northgate/Norwood, Oak Park/Florin Perkins,

and the Sacramento Army Depot zone. Benefits of operating in the Enterprise Zone include sales and use tax credits; hiring tax credits; net operating loss carryover and net interest deduction for lenders programs. Sacramento also has two LAMBRA (Local Agency Military Base Recovery Area) areas: Mather Field and McClellan Park. LAMBRA incentives are similar to those for Enterprise Zones. Sacramento is part of a state-designated Recycling Market Development Zone, enabling businesses involved in recycling to utilize low-interest loans, technical assistance, siting and permitting assistance, and reduced permit application fees. A Research & Development Tax Credit is available of up to 15 percent against bank and corporate tax liability for certain in-house research. An additional 24 percent credit is available for basic research payments to outside organizations. This is one of the highest research and development tax credits in the nation. A Child Care Tax Credit is available for companies establishing on-site child care facilities. A Net Operating Loss Carryover and New Market Tax Credits are also available. A Work Opportunity Tax Credit is offered for employers who hire individuals from certain target groups.

Job training programs: The Sacramento Training and Response Team (START), a partnership of 20 job assistance and training programs, helps companies recruit, train, and hire employees. The California Employment Training Panel assists businesses through performance-based customized training contracts for new or existing employees. Reimbursement of costs for developing, implementing, and completing training programs may range from \$1,500 to \$2,000 per employee.

Development Projects

Sacramento's healthy economy is reflected in the city's numerous recent development projects. Developments in Sacramento's downtown area include: a five-story, 200,000-square-foot expansion of City Hall, which opened in 2005; new hotels including a 32-story hotel that opened in 2001 and an 8-story hotel that opened the following year; and construction of the Wells Fargo Pavilion, a 2,500-seat theater that replaces the Music Circus tent. Two of Sacramento's medical centers—University of California at Davis Medical Center and Kaiser Permanente's South Sacramento Hospital—were undergoing massive expansions in 2007.

Economic Development Information: Sacramento Metro Chamber of Commerce, One Capitol Mall, Suite 300, Sacramento, CA 95814; telephone (916)552-6800; fax (916)443-2672

Commercial Shipping

With an international airport, rail hub, seaport, and junction of three freeways within ten miles of downtown, Sacramento is ideally situated for commercial shipping.

Inland 79 miles from San Francisco, the Port of Sacramento admits international ocean-going vessels through a deep-water channel connecting it with San Francisco Bay. The port's specialty is handling dry-bulk cargos and it utilizes the most modern equipment on the West Coast for that purpose. About 1.3 million tons of cargo is handled each year. The port is served by over 50 major trucking companies and three major rail lines: BNSF Railway, Union Pacific Railroad, and Sierra Northern. The Sacramento International Airport is served by 10 cargo airline carriers.

Labor Force and Employment Outlook

Employers have access to a large and well-educated labor pool. The Sacramento region's economy is among the strongest in California, and job growth has remained positive in the 2000s. Government employment is the largest employment sector in the area. Among California's approximately 470,000 government employees, some 25 percent are employed in the Sacramento area. As of 2007, as much as 80 percent of new employment in the Sacramento region was due to the expansion of existing companies. *Time* magazine has rated Sacramento as the nation's most integrated city. Among the most popular occupations in Sacramento are management, professional, and related occupations, 34 percent; sales and office occupations, 24 percent; and service occupations, 16 percent. Approximately 62 percent of workers in Sacramento work for companies, some 23 percent work for the government and 6 percent are self-employed. Regarding the educational level of the workforce, in 2007, 24 percent of workers had some college, but no degree; 8 percent held an associate's degree; 19 percent held a bachelor's degree; and 9 percent held a graduate or professional degree. As of September 2007, the number of Sacramento jobs had decreased by 11 percent since March 2006. In August 2007, Sacramento had an unemployment rate of 5.4 percent, compared the national average of 4.6 percent.

The following is a summary of data regarding the Sacramento-Arden-Arcade-Roseville metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 900,300

Number of workers employed in . . .

construction and mining: 71,800
 manufacturing: 49,200
 trade, transportation and utilities: 153,200
 information: 19,900
 financial activities: 65,300
 professional and business services: 106,300
 educational and health services: 92,000
 leisure and hospitality: 85,700
 other services: 28,700
 government: 228,400

Average hourly earnings of production workers employed in manufacturing: \$16.43

Unemployment rate: 5.2% (June 2007)

Largest employers (non-government)

	<i>Number of employees</i>
UC Davis Medical Center	8,500
Intel	6,500
Sacramento City Unified School District	6,000
Hewlett-Packard Co.	4,500

Cost of Living

Sacramento's housing prices relative to San Francisco and southern California have been kept low by an abundance of cheap land.

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

2007 (1st quarter) ACCRA Average House Price:
Not reported

2007 (1st quarter) ACCRA Cost of Living Index:
122.8

State income tax rate: 1.0% to 9.3%

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 1.5% (county)

Property tax rate: 1.0% of total assessed value

Economic Information: Sacramento Metro Chamber of Commerce, One Capitol Mall, Suite 300, Sacramento, CA 95814; telephone (916)552-6800; fax (916)443-2672

■ **Education and Research**

Elementary and Secondary Schools

The Sacramento City Unified School District, among the largest in the state, is Sacramento's main school district. Students of all ages are served throughout the district, which offers a full range of programs that include charter schools, alternative schools, independent study, pre-school, and adult education. There were 88 schools in the district in 2007. Other districts with schools in Sacramento include the Elk Grove Unified School District, Folsom-Cordova Unified School District, the San Juan Unified School District, the Grant Joint Union High School District, Natomas Unified School District, North Sacramento Elementary School District, Robla Elementary School District, and Del Paso Heights School

District. The California Education Authority, which specifically serves students who are convicted juvenile offenders, maintains one school in Sacramento.

The following is a summary of data regarding the Sacramento City Unified School District as of the 2007–2008 school year.

Total enrollment: 50,000

Number of facilities

- elementary schools: 60
- junior high/middle schools: 8
- senior high schools: 6
- other: 14

Student/teacher ratio: 20.9:1

Teacher salaries (2005–06)

- elementary median: \$36,408–67,918 (all levels)
- junior high/middle median: Not available
- secondary median: Not available

Funding per pupil: \$8,294

Sacramento also has about 80 private and parochial schools.

Public Schools Information: Sacramento City Unified School District, 5735 47th Avenue, Sacramento, CA 95824; telephone (916)643-7400; www.scusd.edu

Colleges and Universities

Sacramento is home to a number of colleges and universities. Four-year institutions include California State University, Sacramento (CSUS), typically known as Sacramento State, with an enrollment of approximately 28,000 students. CSUS has the following academic divisions: Arts and Letters; Business Administration; Education; Engineering and Computer Science; Health and Human Services; Natural Sciences and Mathematics; Social Sciences and Interdisciplinary Studies; and Continuing Education. CSUS offers 60 undergraduate degree programs and 40 graduate programs.

Golden Gate University, which offers undergraduate and graduate programs in business and management, information technology, taxation, and law, has a Sacramento campus (its main campus is in San Francisco). Nearby is the University of California at Davis, which boasts a highly regarded medical center—the primary teaching facility of the University's School of Medicine—located in Sacramento. In 2007 UC Davis School of Medicine was ranked among the top 25 schools for primary care methodology and in the top 50 for research methodology by *U.S. News & World Report*. The University of Southern California's School of Policy, Planning, and Development is located in Sacramento. There is a regional campus of the University of San Francisco in Sacramento as well, offering both bachelor's and master's

degree programs for a student body of about 250. The University of the Pacific's McGeorge School of Law at Sacramento offers full-time and part-time study programs. Joint degrees are available with UC Davis and CSUS.

Two-year colleges in Sacramento are American River, Cosumnes River, and Sacramento City colleges.

Libraries and Research Centers

The Sacramento Public Library operates a 160,000-square-foot Central Library, and 27 branches and 2 bookmobiles. Holdings include over 1.8 million volumes and 3,952 periodical subscriptions, plus audio and video tapes, recordings, maps, and art reproductions. Among the special collections are Californiana, the history of printing, and city planning and urban development. The Arden-Dimick Community Library branch houses a special collection for the deaf with about 500 books and magazines and 400 sign language videos. The Schwab-Rosenhouse College Resource Center and the Sacramento Room (for local history) are located at the Central Library. A College and Career Center is based at the Colonial Heights branch.

The California State University, Sacramento, Library holds over 1.2 million volumes, 4,444 e-books, nearly 5,000 periodical subscriptions, 12,847 audio/visual materials, plus maps and government documents.

Sacramento is also the headquarters of the California State Library with special collections of federal and state government documents; its holdings include over 777,509 volumes. The Braille and Talking Book Library is one of the special collections at the State Library. It has over 55,000 titles and 15 periodical subscriptions, including a limited number of materials in foreign languages. The Witkin State Law Library of California is also part of the State Library.

The Western Ecological Research Center (WERC), which has 14 field stations in California and one in Nevada, is headquartered in Sacramento. WERC offers its clients and partners the research and technology needed to support the management of Pacific Southwestern ecosystems. WERC's scientists are experts in such fields as herpetology, conservation biology, wetlands ecology, and ecological restoration. The research centers and institutes of the nearby University of California at Davis (UC) perform research in a wide variety of areas such as food safety and cleaner fuel technologies. UC Davis Health System, which is based in Sacramento, conducts hundreds of research studies through its specialized clinics. The UC Davis Health System research centers include the AIDS Clinical Trials Unit, the Alzheimer's Disease Center, the Center for Healthy Aging, the Mouse Biology Program, the Genomics Program, and the Center for Nursing Research. The M.I.N.D. Institute has performed cutting edge research in such areas as autism and cancer. The California National Primate Research Center is a

federally funded biomedical research facility affiliated with UC Davis. The center is part of a network of eight national primate research centers sponsored by the National Institutes of Health for studies of human and animal health.

California State University, Sacramento sponsors several research institutes and centers, including the Institute for Social Research, the Center for Pacific Asian Studies, the Applied Research Design Center, the High Power Electronics Center, the Archaeological research Center, and the Polymer Research Center.

Public Library Information: Sacramento Public Library, Central Library, 828 I Street, Sacramento, CA 95814-3576; telephone (916)264-2770; www.saclib.org

■ Health Care

Sacramento is well served by medical care facilities. The acclaimed University of California at Davis Medical Center is located in Sacramento. Its 141-acre campus includes a 528-bed hospital. Originally founded in 1852 as Sacramento County Hospital, it was acquired by the university and renamed The University of California, Davis Medical Center in 1973. The campus's Shriner's Hospital for Children, providing pediatric care in three specialty programs—orthopaedics, spinal cord injury treatment and rehabilitation, and acute burn treatment and rehabilitation—was built in 1997. The medical center is the region's only Level I comprehensive adult and pediatric trauma center. Specialty services include a trauma service that utilizes Life Flight; a Burn Center; a Transplant Center for kidney, pancreas, and liver transplants; a regional poison control center; a corneal transplant service; a regional mental health program; an extensive family practice program; a neonatal intensive care unit; a comprehensive rehabilitation center; and seven specialized intensive care units including a neurological surgery intensive care unit. The UC Davis Cancer Center is the only National Cancer Institute-designated cancer center in Northern California. The Clinical Trials Program at the Cancer Center is one of the largest in the country.

Sutter Medical Center, Sacramento, includes Sutter General Hospital, Sutter Memorial Hospital, Sutter Oaks Midtown Nursing Center, and Sutter Center for Psychiatry. In 2003, Sutter Memorial Hospital and Sutter General Hospital became the first hospitals on the West Coast to begin utilizing electronic ICU with advanced video and electronic monitoring as a remote high-tech surveillance system of their most critically ill patients. The 306-bed Sutter General offers general acute medical and surgical care. Among the specialties of the hospital are critical care, neuroscience, renal dialysis, respiratory rehabilitation, spinal care, and urology. The 346-bed Sutter Memorial is a specialty medical center with particular

focus on cardiovascular services, transplants, and women's and children's specialty care. Sutter Center for Psychiatry provides psychiatric and mental health services to adults, adolescents and children age five and older. Sutter Oaks provides short-term rehabilitation services.

Mercy General Hospital, operated by Catholic Healthcare West, offers specialty services that include a birth center, eye and heart institutes, a stroke center, and orthopedic, neuroscience, spine, and rehabilitation services. Mercy has 304 acute care beds and 38 skilled nursing beds. Mercy also sponsors the MercyClinic Norwood primary healthcare facility and MercyClinic Loaves and Fishes, a medical clinic for homeless residents in Sacramento. Methodist Hospital of Sacramento, also operated by Catholic Healthcare West, has 162 acute care beds. The emergency department at Methodist is expected to expand to include a trauma center by the end of 2008. Special programs and centers include the Family Birth Center, featuring a level II neonatal ICU; the Orthopedic and Sports Medicine Center; the Hand Therapy Program; and the Occupational and Physical Therapy Center. Bruceville Terrace is a 171-bed long-term skilled nursing facility licensed to Methodist Hospital.

Kaiser Permanente's South Sacramento Medical Center is a 179-bed full service facility. It has one of the largest labor and delivery services in the area. Along with standard services such as 24-hour emergency care, surgery, nuclear medicine, and cardiology, the hospital provides HIV/AIDS programs, home health, hospice, a nutrition service, pain management, and a sleep lab. South Sacramento Medical Center is a teaching hospital for UC Davis School of Medicine.

The Veteran's Administrations maintains a 45-bed inpatient medical center in Sacramento.

■ Recreation

Sightseeing

Sacramento is a river town, virtually created by the California Gold Rush. Along the bank of the Sacramento River is the Old Sacramento Historic Area, a 28-acre National Historic Landmark that attracts more than 5 million visitors annually. This atmospheric area, with wooden-slat sidewalks and horse-drawn carriages on its cobblestone streets, gives the visitor a sense of the vitality and bustle generated by the thousands of hopeful prospectors who streamed through Sacramento in the mid-nineteenth century. Old Sacramento's museums, shops, and restaurants preserve its historical character. The Old Sacramento Waterfront offers a variety of activities, including touring and riding on nineteenth-century boats, visiting the depots of the Central Pacific railroad, and exploring the bustling Public Market. In midtown Sacramento, Sutter's Fort, the first Euro-American settlement in Sacramento, has been restored and preserved.

The 1839 adobe fort contains relics of pioneer and goldrush days. Exhibits include living quarters, a blacksmith shop, a bakery, a prison, and livestock areas. The State Capitol building within 40-acre Capitol Park was built in 1869; it is similar in style to the U.S. Capitol building. Underneath its 120-foot high rotunda are ornate chandeliers, imposing staircases, and marble floors. Visitors can tour the offices of the governor, attorney general, secretary of state, and treasurer, and view exhibits about the history of California's state government. In Sacramento's south side, the Sacramento City Cemetery, established in 1849, contains the graves of more than 25,000 pioneers, immigrants, their families, and descendants; among its first interments were more than 600 victims of the 1850 cholera epidemic.

The Sacramento Zoo displays more than 400 exotic animals in their natural settings, including red pandas, snow leopards, lemurs, zebras, chimpanzees, jaguars, and many others. The zoo emphasizes protection of endangered animals, and faithful recreation of natural habitats. Adjacent to the zoo is Fairytale Town for children, a park based on themes from fairy tales and nursery rhymes. Waterworld California, the only wave pool in Northern California, has the highest water slides in the West, including the Honolulu Halfpipe and the Cliffhanger.

Sacramento is within easy driving distance of other atmospheric Gold Country towns: Coloma has Marshall Gold Discovery State Historic Park, where James Marshall's discovery of gold in 1848 started the Gold Rush; Placerville features Hangtown's Gold Bug Mine, a fully-lighted mine shaft; Sutter Creek has a charming array of Victorian homes and balconied buildings; Jackson retains a European character from its early Italian- and Serbian-American miners; Columbia has Columbia State Historic Park, where visitors can ride a stagecoach and pan for gold. Sacramento is conveniently located for day trips to Northern California's outdoor attractions. The city is only a few hours away from Yosemite National Park; from the Napa-Sonoma Valley, where most of California's finest wines are produced; and from Lake Tahoe.

Arts and Culture

Sacramento is rich in theater. California's largest non-profit musical theatre—The California Musical Theatre, formerly known as Sacramento Light Opera Association or SLOA—is based here. It provides Music Circus productions during the summer and Broadway Series productions during the rest of the year. Since its first performance in 1951, Music Circus has staged numerous productions of some 150 musicals; classics such as *The King and I*, *Oklahoma!*, and *Show Boat* are well represented. Music Circus presented its music theatre under a circus-style open-air tent until its move in 2003 to the 2,200-seat Wells Fargo Pavilion. Performances are in the round, with 360-degree seating. California Musical

Theatre's Broadway Series, begun in 1989, offers Broadway hits with national stars. Productions are at the 2,452-seat Sacramento Community Center Theater, across from the Capitol building.

The Sacramento Community Center Theater is also home to The Sacramento Ballet, Sacramento Opera, Sacramento Philharmonic, Sacramento Choral Society and Orchestra, Sacramento Community Concerts, and the Sacramento Speakers Series. The Sacramento Opera has performed more than 40 operas; the opera season runs from September to March and includes about three performances. The 73-member Sacramento Philharmonic generally presents five concerts annually from November through May. Special chamber orchestra concerts are also offered throughout the season. The Sacramento Ballet performs both classical and contemporary ballet. They present about five performance series annually. Also for music lovers, the all-volunteer (by audition) Camellia Symphony season runs from October through mid-May and includes about six concerts (one of which, at the Sunrise Mall on Mother's Day, is free) and several special fundraising concerts.

The 24th Street Theatre, a 296-seat auditorium at the Sierra 2 Center for the Arts and Community, is home to the Light Opera Theatre of Sacramento (LOTS), which brings light opera, such as the works of Gilbert and Sullivan, to the Sacramento area. The Sacramento Theater Company maintains its own resident company offering classical and modern plays at its 300-seat Mainstage and 85-seat Stage Two. The B Street Theatre, Sacramento's Professional New Works Theatre Company, produces contemporary theatrical works. Garbeau's Dinner Theatre, in nearby Rancho Cordova, is housed in a restored winery. In all, more than 80 groups present live theatrical performances throughout the region.

Sacramento is home to the oldest art museum in the West. Established in 1873, the Crocker Art Museum's permanent collection features European paintings by such masters as Rembrandt and Bruegel; a renowned collection of drawings; Indian and Persian miniature paintings; American (especially Californian) paintings; decorative arts and ceramics; photography; and contemporary art. The California State Railroad Museum displays the history of the railroads and makes special note of the fact that Sacramento was once the terminus of the transcontinental railroad. The 100,000 square-foot-museum displays 21 locomotives and railroad cars, half of which may be walked through, as well as 46 exhibits. On weekends between April and September, visitors can ride the Museum's Sacramento Southern Railroad on a six-mile route along the Sacramento River. The Discovery Museum features interactive history, science, and technology exhibits examining the evolution of everyday life in Sacramento, on such topics as the gold rush and other periods of local California history, the history of the

Sacramento Valley's topomorphology, and food processing technology. The Towe Auto Museum explores car culture and automotive history, and has more than 150 vintage automobiles on display. The State Indian Museum on the grounds of Sutter's Fort displays the jewelry, art, clothing, baskets, and other artifacts of the native Americans who lived in the area.

Festivals and Holidays

Sacramento Jazz Jubilee, the world's largest congregation of jazz bands, takes place during Memorial Day weekend; it features more than 100 bands and attracts more than 100,000 listeners. The Bridge to Bridge Waterfront Festival in July is a two-day event featuring boat races, boating exhibitors, and Coast Guard and wakeboard demonstrations. From mid-August through early September Sacramento hosts the California State Fair, one of the largest agricultural fairs in the country, at the California Exposition; the fair's features include a concert series, rides, horse racing, numerous competitions, extreme sports demonstrations, indoor and outdoor exhibits and shows, and a kids park. During the four-day Gold Rush Days festival over Labor Day weekend, the Gold Rush era is recreated in Old Sacramento, with historic characters, covered wagons and horse-drawn carriages, street dramas, musicians, dancers, arts and crafts, and exhibits; the streets of Old Sacramento are covered with dirt and only horse-drawn vehicles are permitted.

Sports for the Spectator

The NBA Sacramento Kings and WNBA Sacramento Monarchs bring professional basketball to Sacramento; they play at Arco Arena, a 442,000-square-foot venue that seats 17,317. The Kings won Pacific Division titles in 2001-02 and 2002-03, and advanced to the 2002 Western Conference Finals. In 2000, professional minor league baseball returned to Sacramento after a 27-year absence when the Sacramento River Cats, formerly the Vancouver Canadians, moved to 11,092-seat Raley Field. The River Cats have won five Pacific Coast League South Division titles (in 2000, 2001, 2003, 2004, and 2007) and PCL Championships in 2003, 2004, and 2007. Professional tennis is represented by the Capitals of the World Team Tennis League. As of 2007, the 20-year-old team has been five-time champion of the World Team Tennis (WTT) League Championship and King Trophy. The Sacramento Knights play at Cosumnes River College as part of the National Premier Soccer League. The Sacramento State Hornets are among the Sacramento area's college sports teams.

Sports for the Participant

Sacramento, the "River City," provides many forms of water recreation. The American River offers boating, swimming, and calm- and white-water rafting. Nearby

Folsom Lake and Lake Natoma offer sailing and windsurfing. All the waters in the Sacramento area are stocked with fish; king salmon run in the American and Sacramento Rivers. The American River Bike Trail, stretching from Sacramento's Discovery Park to Folsom Lake, provides nearly 35 miles of scenic trail used by cyclists, walkers, joggers, and bird watchers. Over 210 city parks and recreation areas dot Sacramento encompassing over 2,000 acres, including sites for skate parks, dog parks, a rifle and pistol range, bocce ball, disc golf, playgrounds, and community gardens. There are four municipal golf courses and four county courses.

Sacramento is roughly two hours from five national forests. The Sacramento area's municipal golf courses comprise 540 acres. Sacramento has several equestrian centers and many horseback riding trails. More than two dozen ski resorts, most within 120 miles, are located in the nearby Sierra-Nevada Mountains. The California International Marathon in December starts in Folsom and ends at the Sacramento State Capitol building.

Shopping and Dining

Sacramento is home to several shopping malls and hundreds of boutiques and specialty shops. Old Sacramento is a popular and atmospheric shopping area; its Public Market is a European-style, open-air market featuring bakeries, fish, poultry, meat, produce, flowers, and assorted ethnic shops. Other major shopping areas in Sacramento include: Westfield Downtown Plaza, with more than 100 shops, many restaurants, and a cinema; Town and Country Village, with 55 shops, was built in 1946, making it Sacramento's oldest shopping center; Arden Fair has more than 165 shops, restaurants, a cinema, and foodcourt; Pavilions offers cosmopolitan shopping and fine dining; Sunrise Mall and Florin Mall each have approximately 100 shops and restaurants and a cinema; and Folsom Premium Outlets has more than 80 stores.

Restaurants are plentiful in Sacramento, featuring cuisine ranging from traditional American, to inventive Californian, to a wide variety of ethnic fare. Many eateries are concentrated in Old Sacramento, as well as along J Street and Capitol Avenue between 19th and 29th streets and Fair Oaks Boulevard between Howe and Fulton streets. A few local favorites include Fran's Café (Mediterranean), Aioli Bodega Espanola (Spanish), Addis Ababa (Ethiopian), Ambrosia Café (Californian), Bangkok Garden (Thai), and La Bonne Soupe Café (French).

Visitor Information: Sacramento Convention and Visitors Bureau, 1608 I Street, Sacramento, CA 95814; telephone (916)808-7777; www.sacramentocvb.org

■ Convention Facilities

The principal meeting place is the Sacramento Convention Center Complex, located downtown. The complex contains three buildings: the 134,000-square-foot Exhibit Hall can be divided into 5 areas and is equipped with risers to create arena seating for 6,500 people; the elegant 25,000-square-foot Ballroom, which can be divided into 10 meeting rooms, accommodates 1,500 people banquet-style or 2,500 theater-style; and the 11,200-square-foot Activity Building features 12 meeting rooms. Nearby Memorial Auditorium, built in 1926 and registered as a historic landmark, provides seating for a maximum of 3,800 people; the building contains Memorial Hall, the Little Theater, and meeting rooms. The 2,452-seat Sacramento Community Center Theater is located near Capitol Park.

Located five miles from downtown is the California Exposition (Cal Expo), a large facility with more than 200,000 square feet of exhibit space on a 780-acre site. Designed for events such as agricultural shows and trade conventions, the center provides outdoor exhibit areas and unlimited parking. Arco Arena also hosts trade shows and business events in its 442,000-square-foot main floor.

Hotels and motels in the metropolitan area, providing more than 10,000 rooms, offer meeting facilities for large and small groups.

Convention Information: Sacramento Convention and Visitors Bureau, 1608 I Street, Sacramento, CA 95814; telephone (916)808-7777; www.sacramentocvb.org

■ Transportation

Approaching the City

The Sacramento International Airport, 12 miles northwest of downtown, receives service from 14 major carriers and 1 commuter airline. The airport served 10.4 million passengers in 2006. There are non-stop and direct flights from 52 cities. Also in Sacramento, the Executive Airport serves private and business planes.

The primary north-south routes to Sacramento are I-5 (the Pan American Highway) and U.S. 99; the major east-west routes are I-80 and U.S. 50, connecting Sacramento to San Francisco to the southwest, and Lake Tahoe to the northeast.

Passenger train service is available through Amtrak on three lines. Greyhound also has a route to the city, and boat/bus excursions are offered between Sacramento and San Francisco.

Traveling in the City

Most of Sacramento's downtown streets are one-way, with a synchronized traffic light system. The major thoroughfares are the freeways: Interstate 80 and Business 80, which

run from the west to the northeast, and Interstate 5, which runs north and south. Other important roads are the Garden Highway, running east and west, and State Highway 99, coming from the southern part of the city to join Business 80. In downtown Sacramento, the streets running east and west are named by letter; streets running north and south are designated by number.

Sacramento Regional Transit District (RT) operates 254 buses on 97 area bus routes. The RT also owns the electrically powered light rail system, which consists of 76 light rail vehicles traversing 36.87 miles of light rail, connecting the suburbs with downtown. The bus and rail systems are accessible to the disabled community. The system had more than 30 million passengers in 2005.

■ Communications

Newspapers and Magazines

Sacramento offers one major daily newspaper, the morning *The Sacramento Bee*. The “Sacbee,” as it is sometimes called by locals, is one of the top five newspapers in the state and was one of the top 25 papers in the nation by circulation in 2007 (279,032 daily). The *Sacramento News and Review*, a weekly alternative paper is distributed for free throughout the city. The *Sacramento Gazette* is a small weekly paper that began publication in 1996. *The Sacramento Observer* is considered one of the finest African American newspapers in the country. *El Hispanio* is a weekly Spanish and English publication for the Hispanic community.

The *Sacramento Business Journal* reports on happenings in business and industry. *Sacramento Magazine* highlights local entertainment and lifestyles. Nearly 30 magazines and journals are published in Sacramento. *Parent’s Monthly* is a free family-oriented magazine. *MGW Newsmagazine* is a monthly publication featuring

local and national news for the gay and lesbian community. *Catholic Herald*, for the Diocese of Sacramento, is published twice a month.

Television and Radio

There are five television stations that broadcast in Sacramento, where cable is also available. In the Sacramento listening range, there are 50 AM and FM radio stations broadcast music, news, talk, Spanish, and Christian programming; only about 20 broadcast directly from Sacramento.

Media Information: *The Sacramento Bee*, 2100 Q Street, Sacramento, CA 95852; telephone (916)321-1000; www.sacbee.com

Sacramento Online

- City of Sacramento Home Page. Available www.cityofsacramento.org
- The Sacramento Bee*. Available www.sacbee.com
- Sacramento City Unified School District. Available www.scusd.edu
- Sacramento Convention & Visitors Bureau. Available www.sacramentocvb.org
- Sacramento Metro Chamber. Available www.metrochamber.org
- Sacramento Public Library. Available www.saclibrary.org

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San Diego

■ The City in Brief

Founded: 1769 (incorporated 1850)

Head Official: Mayor Jerry Sanders (R) (since 2005)

City Population

1980: 875,538

1990: 1,110,623

2000: 1,223,400

2006 estimate: 1,256,951

Percent change, 1990–2000: 10.1%

U.S. rank in 1980: 8th

U.S. rank in 1990: 6th

U.S. rank in 2000: 11th

Metropolitan Area Population

1980: 1,862,000

1990: 2,498,016

2000: 2,813,833

2006 estimate: 2,941,454

Percent change, 1990–2000: 12.6%

U.S. rank in 1980: 19th

U.S. rank in 1990: 15th

U.S. rank in 2000: 17th

Area: 324.3 square miles (2000)

Elevation: Ranges from sea level to 1,591 feet above sea level

Average Annual Temperatures: January, 57.8° F; July, 70.9° F; annual average, 64.4° F

Average Annual Precipitation: 10.77 inches of rain

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.6% (January 2005)

Per Capita Income: \$29,497 (2005)

2005 FBI Crime Index Property: 46,213

2005 FBI Crime Index Violent: 6,603

Major Colleges and Universities: University of California, San Diego; University of San Diego; San Diego State University; Scripps Institution of Oceanography

Daily Newspaper: *The San Diego Union-Tribune*

■ Introduction

San Diego, “the Birthplace of California,” is a city of many guises. It is not only a major naval base and an important natural harbor, but it is also a top tourist attraction and resort area, a prominent high-technology, aerospace, and aviation production community, and a fertile agricultural area. San Diego’s port and its proximity to Mexico give the city an international flavor, and a revitalized downtown area adds to the exciting atmosphere. The mild climate attracts many new residents and industries each year. A nondescript town until the 1940s, San Diego now has more than 1.2 million residents and is California’s second largest city. San Diego’s phenomenal growth has brought it well-deserved national attention. The city keeps this growth balanced by careful preservation of history and a strong emphasis on art, culture, and recreation.

■ Geography and Climate

San Diego is just 20 miles north of Mexico, situated in the rolling hills and mesas that rise from the Pacific shore to join with the Laguna Mountains to the east. Its bay is one of the country’s finest natural harbors. The city covers a large area of vastly different terrain: miles of ocean and bay shoreline, densely forested hills, fertile valleys, and mountains, canyons, and desert. The climate

varies in a similar manner. On the coast, the temperatures are mild and constant, while in the desert areas, the temperature can fluctuate as much as 30 degrees in one day. San Diego is about 120 miles south of Los Angeles.

The climate in San Diego is tempered by the Pacific Ocean air, keeping the summers cool and the winters warm. Severe weather is rare in the area; snow is almost unknown, and the city averages only three thunderstorms a year. September and October often bring hot eastern winds from the desert, producing what are usually the hottest days of the year.

Area: 324.3 square miles (2000)

Elevation: Ranges from sea level to 1,591 feet above sea level

Average Temperatures: January, 57.8° F; July, 70.9° F; annual average, 64.4° F

Average Annual Precipitation: 10.77 inches of rain

■ History

Spanish, Mexicans, Americans Lay Claim to San Diego Region

Portuguese explorer Juan Rodriguez Cabrillo, the discoverer of California, sailed into what is now San Diego Bay and claimed the surrounding region for the King of Spain in 1542. The bay was named in 1602 by another Spanish explorer, Don Sebastian Viscaino. The first European settlement there was established in 1769, when the Franciscan fathers established a mission on a hill overlooking the bay, close to a large Native American village. The mission was the first in a chain of twenty-one that the sect built throughout California. The mission was burned down by the local tribes and later almost completely destroyed by an earthquake, but the determined Franciscans rebuilt each time. Today, the restored mission still conducts Mass every Sunday.

By the 1830s, a small but thriving trading village had developed on the bay, in the district now called "Old Town." The town was an important shipping point for cattle hide and quarried stone. The famous cobblestone streets of Boston are said to have been paved with San Diego stone. San Diego became the capital of Mexican California after Mexico achieved independence from Spain in 1822. It was a much fought-over prize during the Mexican War, changing hands numerous times before the U.S. Army established permanent American rule in late 1846. The town was incorporated as a city in 1850.

City Thrives, Declines, Thrives Again

Throughout the next twenty years the town was an important whaling port. Then in 1867, San Francisco land-developer Alonzo E. Horton bought a 1,000-acre plot of

what was to become downtown San Diego. Horton laid out streets, built a wharf and a hotel, and donated land for churches. A gold strike in 1870 and numerous land booms in the area increased the population rapidly. In 1885, when the Santa Fe Railroad and a number of eastern investors arrived, 40,000 people lived in the city.

By the turn of the century, however, San Diego was plunged into a slump. Failed businesses and unwise real estate speculations caused the population to dwindle to 17,000 people. The city began a period of slow, steady growth, helped by the Panama-California Exposition in celebration of the completion of the Panama Canal in 1915. The fledgling aircraft industry, which found the desert climate and terrain an ideal testing environment, also aided San Diego's recovery. An aggressive policy of attracting new people and industry contributed to growth, but the city remained relatively obscure, overshadowed by Los Angeles and San Francisco to the north.

City Becomes Naval Base; Rise of Agriculture and Industry

Japan's bombing of Honolulu's Pearl Harbor at the beginning of World War II forced the U.S. Navy to seek another suitable Pacific base. They chose San Diego, and almost overnight the city became a busy military center, home base for a large number of naval trainees, many of whom relocated to the city as civilians after the war. In the post-war era the city emerged as the headquarters of the Eleventh Naval District and the Naval Air Command; installations included major U.S. Navy and Marine training centers, the West Coast's main supply depot, a naval hospital and laboratories, and a large fleet stationed in the bay. Along with the military came related support industries and a large number of naval and aviation defense contractors.

Growth begun during World War II has continued unabated. San Diego spread to extend almost 20 miles in each direction, developing small, distinct communities in the nearby canyons and valleys; these areas retain a separate identity while being incorporated into San Diego. With this growth came diversity. To the south, San Diego connects with a rich agricultural area that produces much of California's famous fruit and vegetable produce, shipped worldwide from the easily accessible port. To the north the wealthy leisure class developed a resort community of hotels, spectacular cliff homes, and recreational amenities. Throughout the city commercial and industrial corridors began growing, and many corporations moved their headquarters to the region.

Downtown Declines, Revives

During the 1960s and early 1970s the San Diego downtown area declined when businesses and residents moved to the suburbs in large numbers. The city's growth continued despite these problems, and by the mid-1970s San Diego had surpassed San Francisco as

California's second largest city. An efficient freeway system and a coordinated effort by the Centre City Development Corporation—a comprehensive group of developers, financial experts, and civic leaders—kept the downtown area alive.

Today downtown San Diego is revitalized with new energy and is experiencing a renaissance as growth continues though areas like the Gaslamp District. Thoughtful planning has produced an impressive skyline of mirrored office towers blended with innovative shopping and residential developments, parks, and historic districts, all designed to serve the people who use them. Atria, attractive public gathering spaces, and overhead walkways encourage visitors and residents alike to enjoy the downtown area.

Historical Information: San Diego Historical Society, Museum of San Diego History, 1649 El Prado, Balboa Park, San Diego, CA 92101; telephone (619) 232-6203

■ Population Profile

Metropolitan Area Residents

1980: 1,862,000
 1990: 2,498,016
 2000: 2,813,833
 2006 estimate: 2,941,454
 Percent change, 1990–2000: 12.6%
 U.S. rank in 1980: 19th
 U.S. rank in 1990: 15th
 U.S. rank in 2000: 17th

City Residents

1980: 875,538
 1990: 1,110,623
 2000: 1,223,400
 2006 estimate: 1,256,951
 Percent change, 1990–2000: 10.1%
 U.S. rank in 1980: 8th
 U.S. rank in 1990: 6th
 U.S. rank in 2000: 11th

Density: 3,771.9 people per square mile (in 2000)

Racial and ethnic characteristics (2005)

White: 763,661
 Black: 81,630
 American Indian and Alaska Native: 6,046
 Asian: 190,893
 Native Hawaiian and Pacific Islander: 6,281
 Hispanic or Latino (may be of any race): 312,767
 Other: 117,263

Percent of residents born in state: 40.3% (2000)

Age characteristics (2005)

Population under 5 years old: 93,399
 Population 5 to 9 years old: 78,333
 Population 10 to 14 years old: 82,378
 Population 15 to 19 years old: 77,575
 Population 20 to 24 years old: 96,545
 Population 25 to 34 years old: 211,166
 Population 35 to 44 years old: 183,516
 Population 45 to 54 years old: 158,608
 Population 55 to 59 years old: 60,170
 Population 60 to 64 years old: 42,963
 Population 65 to 74 years old: 62,781
 Population 75 to 84 years old: 47,144
 Population 85 years and older: 13,753
 Median age: 33.5 years

Births (2006, MSA)

Total number: 47,359

Deaths (2006, MSA)

Total number: 19,685

Money income (2005)

Per capita income: \$29,497
 Median household income: \$55,637
 Total households: 466,579

Number of households with income of . . .

less than \$10,000: 29,598
 \$10,000 to \$14,999: 21,765
 \$15,000 to \$24,999: 47,694
 \$25,000 to \$34,999: 44,038
 \$35,000 to \$49,999: 67,775
 \$50,000 to \$74,999: 85,266
 \$75,000 to \$99,999: 59,376
 \$100,000 to \$149,999: 64,683
 \$150,000 to \$199,999: 22,776
 \$200,000 or more: 23,608

Percent of families below poverty level: 11% (2005)

2005 FBI Crime Index Property: 46,213

2005 FBI Crime Index Violent: 6,603

■ Municipal Government

San Diego uses a council-manager form of government, which it adopted in 1931. The mayor and eight council members are elected every four years, and they appoint the city manager.

Head Official: Mayor Jerry Sanders (R) (since 2005, current term expires 2009)

Total Number of City Employees: 20,700 (2007)



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City Information: City Hall, 202 C Street, San Diego, CA 92101; telephone (619)236-5555

■ Economy

Major Industries and Commercial Activity

San Diego's economy, once dominated by military and defense endeavors (now the city's second largest economic sector) is led by manufacturing, particularly in the areas of shipbuilding and repair, industrial machinery and computers, metals production, and the manufacture of toys and sporting goods. Computer and electronic manufacturing bring annual revenues of more than \$9.2 billion to the San Diego region. International trade is an important part of San Diego's economy, accounting for 37 percent of its manufacturing dollars. The border between the San Diego area and Tijuana is the busiest in the world. Defense and transportation manufacturing have become important as well, and the city is home to the Space and Naval Warfare Systems Center (SPAWAR),

which brings in more than \$1.2 billion annually in contracts and salaries to the region.

Since the founding of San Diego, the city's economy has been tied to San Diego Bay, a natural harbor which today is one of California's five major ports. It is an important link in the nation's international shipping trade; the port's two marine cargo facilities are the National City Marine Terminal, which is a primary port of entry for Honda, Acura, Volkswagen, Isuzu, Mitsubishi Fuso, and Hino Motors vehicles; and Tenth Avenue Marine Terminal, which handles a wide variety of commodities. The port also has a growing cruise ship operation, with more than 190 cruise ships docking annually.

San Diego's harbor has had the most significant impact on the local economy, however, through the Eleventh Naval District Headquarters, the base for the U.S. Navy Pacific fleet, which is located on the bay. San Diego is the Navy's principal location for West Coast and Pacific Ocean operations. Increases in military and homeland defense spending during the early 2000s has contributed to economic growth in San Diego. The military/defense industry is the city's second largest

economic sector, bringing more than \$13.4 billion into the local economy annually. The San Diego region has the largest military concentration in the nation. The Marine Corps Base Camp Joseph H. Pendleton, the Marine Corps Recruit Depot, Marine Corps Air Station at Miramar, Naval Air Station North Island, Naval Station San Diego, and Naval Submarine Base Point Loma, San Diego, are among San Diego's military installations.

With the San Diego Zoo and Sea World, a variety of historical and cultural attractions, and year-round good weather, San Diego is a top destination for tourists. In 2004, *Travel and Leisure* magazine ranked it America's second favorite city (behind Honolulu). San Diego's tourism industry is the third largest segment of its economy, with more than 26 million visitors to the county bringing more than \$5.6 billion in annual revenues. Service industries have seen continued growth in recent years, specifically in areas such as dining, lodging, shopping and recreation services. San Diego regularly ranks as a top-10 U.S. vacation destination for international travelers.

San Diego is a center for high technology and biotechnology. In 2005 the software industry contributed \$3.4 billion to the local economy. High technology growth areas include the biomedical, software, telecommunications and security sectors. Biotechnology firms have an estimated \$8.5 billion annual economic impact on the local economy. Quick growth in the wireless and telecommunications sectors have earned San Diego the nickname "Telecom Valley." The city is home to more than 850 communications firms, which received \$160.1 million worth of venture capital investment in 2004 and 2005. San Diego has the highest concentration of wireless employment in the United States, and the industry has an annual impact of over \$11.5 billion dollars a year.

San Diego County is also a top producer of nursery products, flowers, foliage plants, and avocados.

Items and goods produced: acoustical materials, adhesives, airplane parts, bamboo, dairy products, electronics transmission and distribution equipment, plastic, rubber products, awnings, beverages, paper, clothing, dental products, detergents, computers, televisions

Incentive Programs—New and Existing Companies

Local programs: The city of San Diego offers permit and regulatory assistance, problem solving, regulatory reform, and project troubleshooting for large companies interested in expanding in the San Diego area. Most of these companies must be creating or retaining 200 or more jobs, generating \$500,000 in annual revenue to the city, or be located in the San Diego Regional Enterprise Zone. Other incentives include water-sewer capacity

fee reductions, fee waivers, and sales/use tax rebates. The city's Business Cooperation Program offers incentives that can lower operating and facility costs for a variety of businesses. San Diego has 19 business improvement districts, 15 redevelopment project areas, 1 enterprise zone, a foreign trade zone, recycling market development zones, and a renewal community.

State programs: A variety of programs administered by state and federal sources are available to San Diego businesses. These include special incentives in Enterprise Zones, Foreign Trade Zones, Federal Empowerment Zones, and Redevelopment Areas. Enterprise Zone Credits include a sales and use tax credit and hiring tax credits. A Research & Development Tax Credit is available of up to 15 percent against bank and corporate tax liability for certain in-house research. An additional 24 percent credit is available for basic research payments to outside organizations. This is one of the highest research and development tax credits in the nation. A Child Care Tax Credit is available for companies establishing on-site child care facilities. A Net Operating Loss Carryover and New Market Tax Credits are also available. A Work Opportunity Tax Credit is offered for employers who hire individuals from certain target groups.

Job training programs: The city of San Diego works closely with the San Diego Workforce Partnership, a nonprofit community corporation that supports the region's workforce and employers through education, training, and employment services. The California Employment Training Panel assists businesses through performance-based customized training contracts for new or existing employees. Reimbursement of costs for developing, implementing, and completing training programs may range from \$1,500 to \$2,000 per employee.

Development Projects

In 2002, a \$312.3 million program to build or improve 24 San Diego libraries was approved. Since then several new branches have been built, including the College-Rolando, North University Community, Point Loma/Hervey, and Serra Mesa-Kearny Mesa branches. A new main library, slated to be completed by 2011, was estimated to cost \$185 million and comprise 297,581 square feet. In 2006 work began on the former Campbell shipyard to transform it into the Hilton San Diego Convention Center Hotel, intended to be a 32-story, 1.65 million-square-foot structure. That same year, work began on the Old Police Headquarters & Park Project, intended to revitalize the Downtown Historic Harbor with retail shops, restaurants and public space at the water's edge and expected to be complete by 2008. Also in 2006 work began on the Setai San Diego hotel, a 21-story condo hotel, consisting of 185 condo-hotel units, the House of Blues, the Foundation Room, Whiskey Bar lounge, Ivan Kane's Forty Deuce, a sky bar, private wine

cellar, health spa, fitness center, and pool. The project was expected to be completed by 2008.

Since 1975 the Centre City Development Corporation has been supporting the redevelopment of downtown San Diego. In 2007 the organization supported nearly fifty projects, mainly commercial and residential undertakings in the core of the downtown area. Several major infrastructure projects were in the planning stages, including a new County Courthouse, the North Embarcadero Visionary Plan, and the C Street Revitalization Master Plan. No completion dates had yet been finalized.

Economic Development Information: City of San Diego Economic Development Division, 600 B Street, Suite 400, San Diego, CA 92101; telephone (619)533-4233; fax (619)533-5250; email sdbusiness@sandiego.gov

Commercial Shipping

The Port of San Diego handles hundreds of merchant ships each year and saw revenues of \$117 million in fiscal year 2005; nearby Tijuana, Mexico, is also a duty-free port. The Burlington Northern Santa Fe (BNSF) railroad connects San Diego to major market areas. More than 80 trucking companies are established in metropolitan San Diego, providing freight, hauling, or equipment services. Air cargo services are maintained at San Diego International Airport, which handled 156,410 tons of cargo in 2005, representing nearly a 25 percent increase over the previous year.

Labor Force and Employment Outlook

A large portion of the San Diego work force is derived from in-migration, creating a diverse population. The workforce is also young, since the median age of San Diego's population is 33.5, with two-thirds younger than age 35 and only 10 percent older than 65. One third of the population over 25 has at least a bachelor's degree. Among the three occupations expected to see the most growth in San Diego in the early twenty-first century, all were in the information technology field. A 2005 report by the San Diego Workforce Partnership indicated that the occupations with the highest growth rate between 2001-2008 were expected to be computer support specialists (57.9 percent growth), network and computer systems administrators (51.9 percent), and network systems and data communications analysts (50.0 percent). According to the same report, occupations forecasted to have the most opportunities for job seekers—the most job openings between 2001 and 2008—included janitors and cleaners, security guards, laborers, stock clerks, computer support specialists, bookkeepers, and elementary school teachers.

In August 2007 the unemployment rate for the San Diego-Carlsbad-San Marcos MSA was at 4.8 percent, a jump of nearly a percentage point from January of that

year. The ten-year unemployment low occurred in 1999, with 2.8 percent unemployment.

The following is a summary of data regarding the San Diego-Carlsbad-San Marcos metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,299,900

Number of workers employed in . . .

- construction and mining: 93,100
- manufacturing: 103,600
- trade, transportation and utilities: 221,000
- information: 37,200
- financial activities: 83,700
- professional and business services: 213,800
- educational and health services: 124,700
- leisure and hospitality: 156,200
- other services: 48,900
- government: 217,700

Average hourly earnings of production workers employed in manufacturing: \$14.96

Unemployment rate: 4.6% (January 2005)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Federal Government	39,100
State of California	37,100
University of California, San Diego	24,790
City of San Diego	20,700
County of San Diego	18,900
Sharp HealthCare	13,872
United States Postal Service	11,611
Scripps Health	10,313
Kaiser Permanente	7,386
Qualcomm Inc.	6,000

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
Not reported

2007 (1st quarter) ACCRA Cost of Living Index: 147.7

State income tax rate: 1.0% to 9.3%

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 2.5% (county)

Property tax rate: 1.00% of assessed valuation in city proper

Economic Information: San Diego Regional Chamber of Commerce, 402 West Broadway, Suite 1000, San Diego, CA 92101; telephone (619)544-1300

■ Education and Research

Elementary and Secondary Schools

The San Diego Unified School District is the second largest school district in the state and eighth largest urban school district in the country. There are around 133,000 students enrolled in the district, which was one of only three large urban school districts in the state of California to meet the national performance standards of the “No Child Left Behind” program in 2006. Its nonpartisan five-member board is elected every four years, and the superintendent is hired by the board. The district operates 24 magnet schools offering in-depth studies in areas ranging from science and research to journalism and telecommunications. In 2007 fifteen of the high schools in the school district were named to the *Newsweek* list of “America’s Best High Schools.” Additionally, in 2007 Balboa Elementary School was selected by Intel to be its 2007 “School of Distinction” for its marked improvement in mathematics performance. The growing school district expected to open five new schools by the fall of 2008.

The following is a summary of data regarding the San Diego Unified School District as of the 2005–2006 school year.

Total enrollment: 133,000

Number of facilities

elementary schools: 114
junior high/middle schools: 23
senior high schools: 27
other: 52

Student/teacher ratio: 20.7:1

Teacher salaries (2005–06)

elementary median: \$60,350
junior high/middle median: \$66,990
secondary median: \$58,090

Funding per pupil: \$8,007

Public Schools Information: San Diego City Schools, Eugene Brucker Education Center, 4100 Normal Street, San Diego, CA 92103; telephone (619)725-8000

The San Diego area is also served by a number of parochial and private schools.

Colleges and Universities

Major universities in San Diego include the University of California at San Diego (UCSD), San Diego State University (SDSU), and the University of San Diego

(USD), which is a Catholic university. UCSD, one of the University of California’s 10 campuses, is regarded as a top institution for higher education and was rated eighth best public university in the nation for 2008 by *U.S. News and World Report*. In 2006 the school was named the “hottest” institution in the nation for students to study science by *Newsweek* and the *Kaplan/Newsweek College Guide*, and 4th best university in the nation by *Washington Monthly’s 2007 College Guide*, based on the positive impact the university has had on the country. Campus enrollment is approximately 26,000. UCSD has six undergraduate colleges all on one campus, each maintaining its own set of requirements while sharing departmental majors: Thurgood Marshall College, John Muir College, Revelle College, Roosevelt College, Sixth College, and Warren College. UCSD’s graduate and professional schools include: the acclaimed Scripps Institution of Oceanography (one of the oldest and largest centers for marine science research and graduate training in the world), School of Medicine, School of International Relations and Pacific Studies, School of Pharmacy and Pharmaceutical Sciences, Jacobs School of Engineering (graduate and undergraduate), and Rady School of Management. SDSU, the oldest and largest university in San Diego and fifth largest in the state, has an enrollment of nearly 34,000 and in 2006 awarded 6,476 bachelor’s degrees. One in seven adults in San Diego who holds a college degree attended SDSU. A readers’ poll in the *San Diego Union-Tribune* in 2004 ranked SDSU “Best Local College/University.” SDSU offers bachelor’s degrees in 81 areas of study, 59 master’s degrees, and 13 joint-doctoral degrees. In 1970 the university founded the first women’s studies program in the country. USD, a private, Roman Catholic university, has an enrollment of more than 7,000; the university offers more than 60 bachelor’s, master’s and doctoral degrees, and is particularly noted for its law and nursing schools.

Libraries and Research Centers

San Diego is served by two major library systems, the city and county. The San Diego Public Library operates 33 branches in addition to the main library, maintaining more than 2.8 million volumes, nearly 5,000 periodical subscriptions, audio/visual materials, and collections such as local and state history, rare books and the history of printing, and U.S. Department of Patents documents. In 2002 the mayor and city council approved a \$312.3 million program to build or improve 24 libraries. Since then several new branches have been built, including the College-Rolando, North University Community, Point Loma/Hervey, and Serra Mesa-Kearny Mesa branches. A new main library, slated to be completed by 2011, was estimated to cost \$185 million and comprise 297,581 square feet.

The San Diego County Library system consists of a main branch and 31 branches, two bookmobiles, and an adult literacy site with an annual circulation of over four million items. In 2005-2006 library use increased 24 percent. Special collections include audio and videotapes, films, art reproductions, extensive Filipino, Spanish, and Vietnamese collections, and special services for the deaf, including closed-captioned video tapes and talking books. More than 30 other public, private, and research libraries serve the metropolitan area.

A large number of specialized research centers functioning in such subject areas as oceanography, nuclear energy, astronomy, and biological sciences are scattered throughout San Diego. Among the most prominent research centers are the Salk Institute for Biological Studies, which focuses on molecular biology, genetics, neuroscience, and plant biology; and the Palomar Observatory, a center for astronomy research, located atop San Diego county's Mount Palomar.

Public Library Information: San Diego Public Library, 820 E Street, San Diego, CA 92101; telephone (619)236-5800.

■ Health Care

The San Diego county medical community includes 26 accredited hospitals, with a total of more than 6,600 beds. The largest networks are ScrippsHealth and Sharp Healthcare, which maintain hospitals and walk-in clinics throughout the county. Scripps Mercy Hospital, the city's longest-running and largest hospital, was established in 1890 and has 700 licensed beds, more than 3,000 employees and 1,300 physicians. Scripps is one of the ten-largest hospitals in California, and was voted "Best Hospital" by readers of the *San Diego Union-Tribune* and *Sign-On San Diego* each year between 2000 and 2006. Additionally, in 2006 Scripps Memorial Hospital La Jolla was named one of America's Best Hospitals for cardiac care by *U.S. News and World Report*. Sharp Healthcare consists of seven hospitals, three affiliated medical groups and nearly 14,000 employees. Its largest hospital is Sharp Memorial, the designated trauma center for San Diego. Sharp Memorial's best-known programs include cardiac and vascular care, cancer treatment, pulmonary care services, rehabilitation, and multi-organ transplantation. In 2007 Sharp HealthCare was named San Diego's "Best Health Care Provider" and "Best Hospital" in the *San Diego Union-Tribune's* "Best of San Diego" Readers' Poll. San Diego's research and specialty institutions include the Salk Institute of Biology—established by Jonas Salk, developer of the polio vaccine—which conducts research in such areas as genetics and neuroscience; Children's Hospital and Health Center, the county's designated Pediatric Trauma Center; the Naval Medical Center, which provides care to officers, personnel, and

their dependents and is among the largest and most technologically advanced military health care centers in the world; and the Scripps Research Institute, internationally recognized for its research in immunology, molecular, and cell biology.

Health Care Information: San Diego County Medical Society, 3702 Ruffin Road, Suite 206, San Diego, CA 92123; telephone (858)565-8888

■ Recreation

Sightseeing

San Diego and its surrounding communities offer a wide range of tourist attractions for every taste, from amusement parks to historic buildings and scenic wilderness.

Animals play a major role in San Diego's tourist trade. The world-famous San Diego Zoo, 100 acres of lush, tropical landscape filled with more than 4,000 animals representing some 800 species, contains some of the rarest species in captivity. Moving sidewalks, an aerial tramway, and open-air buses run through the exhibits. Highlights include giant pandas, Australian koalas, rare Chinese golden monkeys, a large reptile collection, a 1-acre children's zoo, and a beautiful free-flight walk-through aviary. Habitats have been crafted to replicate desert, tropical rain forest, savanna, scrubland, island, tundra, ocean and coastline, prairie and steppe, temperate forest and taiga, river, lake, and wetland ecosystems as closely as possible. Among the habitats are Ituri Forest, which simulates a four-acre African rainforest; Tiger River, an Asian rainforest; and Polar Bear Plunge, representing Arctic tundra. Absolutely Apes features orangutans and siamangs living together as they would in the wild. Absolutely Apes is the first phase of the under-construction New Heart of the Zoo, which will be a three-acre Asian and African rainforest containing many rare and endangered animals in the center of the zoo.

The San Diego Wild Animal Park, a 2,200-acre preserve operated by the San Diego Zoo, is located 30 miles north of downtown. Designed to protect endangered species, the park features more than 3,500 animals living in natural habitats modeled after African, Asian, and Australian terrain. The park is known for its successful breeding of such species as the southern white rhino and Arabian oryx. Visitors can walk the park or use the monorail system that traverses through the heart of the park. During summer months, the rail system also operates after dark, and lamps light the active animal areas. Nairobi Village provides special exhibits, refreshments, and other services.

Sea World San Diego, home of Shamu the killer whale and Baby Shamu (the original Shamu died long ago, but his successors bear his name), is a 150-acre marine park, located along Mission Bay, that offers a number of marine exhibits, live shows, aquariums, the

world's largest shark exhibit, playgrounds and rides, and the \$25 million Places of Learning educational complex. Sea World's Wild Arctic area is a massive, multimillion dollar project combining motion simulation theater technology, live marine mammal viewing, and interactive educational exhibits. At Shark Encounter, visitors come face to face with sharks by walking through a 57-foot tube that passes through a 280,000-gallon habitat. Shipwreck Rapids transforms visitors into island castaways who journey on raftlike inner tubes trying to find their way back to civilization.

LEGOLAND California, located in Carlsbad, stimulates creativity and imagination through hands-on recreation. Six play areas feature attractions, rides, building opportunities, and more than 1,000 LEGO models. AQUAZONE Wave Racers, one of the park's rides, are "Wave Activated Vehicles Equipped with Radar Antennas Capable of Evading Random Sprays" as they hydroplane across wakes created by dual carousels. New in 2005 was Knights' Tournament, a unique robotic coaster ride that allows participants to choose their own destiny.

The center of San Diego preserves two separate historic districts representing two different periods. Old Town evokes San Diego's Spanish and Mexican heritage. Many of its nineteenth-century adobe buildings have been restored and filled with museums, shops, and restaurants. Old Town was preceded, in 1769, by the Spanish establishment of California's first mission and military fortress, on nearby Presidio Hill. Gaslamp Quarter is a 16-block restored Victorian district downtown, featuring antiques, arts and crafts, offices, shops, and restaurants. Two-hour walking tours of the district depart from William Heath Davis House, one of the area's first residences, on Saturdays.

Several of the original missions in the area, including California's first—Mission Basilica San Diego de Alcalá, which moved from Presidio Hill to its present site in 1774—still hold Mass and are open to the public for tours. San Diego Bay harbors the *Star of India*, a 100-year-old sailing vessel, and several U.S. Navy ships that are open to the public. At Point Loma the Cabrillo National Monument commemorates the spot where California was discovered and includes a restored lighthouse, a whale overlook, and a visitor's center.

The nearby 600,000-acre Anza-Borrego Desert State Park, east of San Diego, is a unique collection of geological formations, plants, and animals that has been described by *Flower and Garden* magazine as "a perfect first desert encounter." The Cleveland National Forest north of the city, and other local cliffs, mesas, and canyons offer an abundance of natural scenic pleasures on 460,000 acres, as do the many flower plantations in the hills outside of San Diego. Tijuana, Mexico, the most visited border town in the world, is an exciting and exotic adventure for shoppers, sightseers, and sports enthusiasts.

The Mexican border is a 20 minute ride away, accessed by restored trackless trolleys that depart from the renovated Santa Fe Railway Depot in downtown San Diego.

Arts and Culture

San Diego's citizens and business community are very supportive of the arts. Drama, music, and the visual arts are important elements of the city's personality. Theater, in all its varieties, is available year round. Musical offerings range from formal affairs, symphonies, and operas, to oceanside picnic concerts under the stars and arena-sized rock concerts. Over 90 area museums as well as a number of small art galleries cater to the historic- and artistic-minded.

A large theater community is rising to national prominence in San Diego, and the area's proximity to Hollywood attracts many stars to the more than 40 innovative local theater companies. The centerpiece of San Diego culture is the Simon Edison Centre for the Performing Arts, called "one of the best theater complexes in the U.S." by *Time* magazine. It consists of the Lowell Davies Festival Theater, a large outdoor arena; the Cassius Carter Centre Stage, a 225-seat theater-in-the-round; and the Tony Award-winning 581-seat Old Globe Theater, a reproduction of Shakespeare's Globe Theater. The theatre complex stages classic and contemporary works throughout the year, with an emphasis on Shakespeare during the summer. Numerous other theater groups are located in the area, including the La Jolla Playhouse at University of San Diego at La Jolla, which stages plays and musicals from April through December at the university's 492-seat Mandell Weiss Theatre and 384-seat Mandell Weiss Forum; the San Diego Repertory Theatre, which produces progressive, culturally diverse plays at the Lyceum Theatre's 545-seat Stage Theatre and 270-seat Space Theatre; and the Lamb's Players Theater, which stages musicals, dramas, comedies, and adventurous world premieres, primarily at the company's 350-seat resident theatre in Coronado and the Joan B. Kroc Theatre for the Performing Arts at the Salvation Army Ray and Joan Kroc Corps Community Center. San Diego has a thriving dinner-theater population as well.

Music and dance are also well-represented in San Diego. The San Diego Symphony performs classical masterworks, interactive performances, outdoor summer pops, family festivals, and community concerts. The La Jolla Music Society presents visiting orchestras, soloists, and ensembles. The San Diego Chamber Orchestra presents its classical repertoire and Carnival Concerts Series (designed for families) at venues across San Diego County. The acclaimed San Diego Opera attracts star international performers; its grand productions at the San Diego Civic Theatre run from January through May. The California Ballet Company provides year-round contemporary and classical professional ballet, while historical and cultural dance exhibitions are offered by

organizations such as the Traditional Chicano-Azteca Dance Circle, the Samahan Philippine Dance Company, the Pasacat Philippine Performing Arts Company, and Teye Sa Thiosanne, an African drum and dance company.

Balboa Park is the nation's largest urban cultural park. Covering 1,200 acres, it is home to the San Diego Zoo, most of San Diego's museums, performing arts venues, and restaurants, as well as cultivated and wild gardens and a number of historic buildings and exhibits. In all, more than 85 cultural and recreational organizations are located here. The park was originally the site of the Panama-California International Exhibition in 1915 and 1916 (which celebrated the opening of the Panama Canal), and most of the buildings are restored exhibit halls from that period, serving as examples of Spanish Revival architecture.

There are 15 museums located in Balboa Park. Among them is the San Diego Museum of Art, established in 1922; it is the oldest and largest art museum in the region. Highlights of the museum's permanent collections include its Spanish baroque, Renaissance, and contemporary California paintings; Indian miniatures; South Asian art; and numerous works by Toulouse-Lautrec. Traditional and modern sculpture is exhibited in an outdoor garden. The Mingei International Museum emphasizes traditional and modern folk art, craft, and design from outside the United States and Europe. The Museum of Photographic Arts, devoted to collecting, conserving and exhibiting still photography and film, has a permanent collection of more than 7,000 works, as well as a state-of-the-art 226-seat movie theater and a 20,000-volume library. The San Diego Natural History Museum features exhibits on local plants, animals, and geological specimens; in 2001, the opening of a new 90,000-square-foot wing more than doubled the museum's size. The San Diego Air & Space Museum features aeronautical exhibits, from the dawn of flight through the space age. The Reuben H. Fleet Science Center houses more than 100 scientific hands-on exhibits, the nation's first Omnimax theater, a virtual reality attraction, and a motion simulation ride. The San Diego Museum of Man, devoted to anthropology, is comprised of a group of buildings documenting the history of mankind, Indians of the three Americas, and human birth, plus various temporary exhibits. The San Diego Model Railroad Museum is the world's largest operating model railroad museum, at 28,000 square feet; highlights include four massive scale model layouts and a toy train gallery. The San Diego Hall of Champions Sports Museum is the largest multi-sport museum in the country at 70,000 square feet.

Other attractions in the park include the House of Pacific Relations, a cluster of 15 cottages representing 30 nationalities, and the Spreckels Organ Pavilion, containing the largest outdoor organ in the nation, played on Sundays by a civic organist. The Spanish Village Art Center presents artists and craftspeople at work in

buildings resembling a charming town square in Spain, and the San Diego Art Institute features prominent local artists.

The Junipero Serra Museum is located on the site where Father Junipero Serra and Captain Gaspar de Portola established California's first mission and military fortress, in Presidio Park overlooking Old Town. It displays exhibits covering the history of the San Diego area from 1562 to the present. The San Diego Maritime Museum, located on the waterfront, is comprised of three historic ships—the 1863 tall ship *Star of India*, the 1898 ferry *Berkeley*, and the 1904 steam yacht *Medea*—as well as numerous nautical exhibits. The Museum of Contemporary Art San Diego (MCASD), with San Diego and La Jolla locations, presents more than 3,000 artworks, created after 1950, in its permanent collection; across the street from the San Diego location, the historic 1915 Santa Fe Depot baggage building was remodeled to become part of MCASD and opened in 2006.

Arts and Culture Information: City of San Diego Commission for Arts and Culture 1010 Second Avenue, Suite 555, San Diego, CA 92101; telephone (619)533-3050

Festivals and Holidays

San Diego's events calendar begins with the New Year's Day Race, a yacht regatta in San Diego Bay. In March, the San Diego Latino Film Festival, spanning 10 days, is the largest Latino film festival in the country. ArtWalk is a two-day April event showcasing visual and performing fine arts exhibits in San Diego's Little Italy neighborhood. May events include the Cinco de Mayo Celebration, which brings historical reenactments, folkloric music and dance, and Mexican food and fun to Old Town; Gator by the Bay two-day Cajun zydeco music and food festival; and the Ethnic Food Fair, featuring food from more than 25 nations.

A gala celebration on the Fourth of July features special events throughout the region, including several parades, outdoor concerts, a hot-air balloon race, and fireworks. The Harlem of the West Fest, also in July, is a premier African American festival held in the Gaslamp Quarter. Another July event, held at Imperial Beach, is Sand Castle Days, the world's longest-running and largest sand castle competition. America's Finest City Week is celebrated city-wide in August and features a large variety of events including concerts, sports events, carnivals, and more. The San Diego Film Festival in September celebrates American and international cinematic arts.

In late September, the city celebrates the Cabrillo Festival to commemorate the discovery of California by Spanish explorer Juan Rodríguez Cabrillo. The San Diego Bay Wine & Food Festival in November is a culinary celebration featuring more than 150 wineries and cuisine from many fine area restaurants. The San Diego Thanksgiving Dixieland Jazz Festival is a five-day classic

jazz event held during Thanksgiving weekend, showcasing traditional, swing, and dixieland jazz. The Christmas season inspires some of the major celebrations of the year, sparking festivals, parades, and light displays in many locations. Other Christmas events include the Parade of Lights, a display of decorated boats in San Diego Bay; the festive rituals of Las Posadas; and the Pacific Life Holiday Bowl, a college football game. December also marks the beginning of the whale migration season off Point Loma.

Sports for the Spectator

Sports are varied in San Diego. Major League Baseball's San Diego Padres play April through September at PETCO Park, which opened in 2004; PETCO, located downtown, has 42,000 seats, and its seating bowl sections are named after neighborhoods. The National Football League's San Diego Chargers 2004 AFC West Division champions play at 71,500-seat Qualcomm Stadium. Qualcomm is also home to San Diego State University's Aztecs. San Diego also hosts a major bicycle Grand Prix race each year. Nearby Del Mar Thoroughbred Club, founded by entertainer Bing Crosby in 1937, offers horseracing from July through September, and Tijuana, Mexico features the excitement of jai alai, bullfighting, and greyhound racing.

Sports for the Participant

Sports Illustrated magazine calls San Diego "the sports and fitness capital of the U.S." The Pacific Ocean and numerous bays in the area provide a wide range of activities: swimming, sailing, water skiing, snorkeling, and deep sea sport fishing, among others. Mission Bay Park is the largest aquatic park in the nation; it consists of 4,235 acres. The park offers 44 miles of beachfront recreation area, as well as inland trails and jogging tracks. San Diego-La Jolla Underwater Park and Ecological Reserve at La Jolla Cove provides excellent snorkeling and scuba diving opportunities. San Diego's public park system maintains extensive recreation facilities, public pools, jogging paths, and playing fields. There are more than 1,300 public and private tennis courts in the county, as well as more than 90 golf courses. The most popular bike and running route in the area is Route S21, which extends 15 miles along the beach between La Jolla and Oceanside. Winter sports such as skiing are available in the nearby mountains.

Shopping and Dining

San Diego offers a wide variety of shopping experiences, from small shops in renovated historical districts such as Old Town, which resembles a Mexican marketplace, and the Gaslamp Quarter, where Victorian buildings house antique stores, art galleries, and boutiques, to the large suburban shopping malls, many located in the Mission Valley region. Downtown San Diego's massive Westfield Horton Plaza, adjacent to the Gaslamp district, is a five-

level, open-air plaza filled with department stores and nearly 200 upscale specialty shops. Seaport Village is a 14-acre shopping, dining, and entertainment complex featuring over 50 shops and restaurants in a harborside setting. Nearby Tijuana provides a colorful variety of bazaars, open-air markets, and handcrafted goods.

Seafood and authentic Mexican cuisine are dining specialties in the San Diego area. Many distinctive restaurants, ranging from formal luxury dining to sidewalk cafes, can be found in the historical districts, the modern plazas, and along the waterfront. A large number of international and ethnic restaurants add variety to the dining fare.

Visitor Information: San Diego Convention & Visitors Bureau, 2215 India Street, San Diego, CA 92101; telephone (619)232-3101; email sdinfo@sandiego.org

■ Convention Facilities

The San Diego Convention Center, which doubled in size upon an expansion in 2001, is located downtown along San Diego Bay. The 1.7 million-square-foot facility features 615,701 square feet of exhibit space; 204,114 square feet of meeting space, including two 40,000-square-foot ballrooms; and 284,494 square feet of pre-function, lobby, and registration space. The center is within a mile of 7,500 first-class hotel rooms, and is only 10 minutes from the airport. Meeting space is also available at the 2,975-seat Civic Theatre, a multipurpose convention and performing arts center adjacent to City Hall.

A number of downtown hotels are designed to accommodate major conventions, providing extensive meeting and banquet facilities, as well as exhibit space. Over 50,000 rooms are available in the San Diego area.

Convention Information: San Diego Convention & Visitors Bureau, 2215 India Street, San Diego, CA 92101; telephone (619)232-3101; email sdinfo@sandiego.org

■ Transportation

Approaching the City

San Diego International Airport Lindbergh Field is located 3 miles from downtown and provides major domestic and foreign air service from 18 passenger carriers and 6 cargo carriers. There are close to 300 departures daily, and San Diego is the 30th busiest passenger airport in the U.S. and the busiest single-runway commercial service airport in the nation. Amtrak's *Pacific Surfliner* route carries passengers from San Diego through Los Angeles, Oxnard, and Santa Barbara, to San Luis Obispo. Amtrak's San Diego station is in the historic Santa Fe

Depot, north of Seaport Village. A commuter rail service, The Coaster, runs between San Diego, Solana Beach, Encinitas, Carlsbad, and Oceanside.

San Diego is located at the junction of two major north-south routes that originate in Canada. Interstate 5 from Los Angeles and I-15 from Las Vegas meet in San Diego and continue to the Mexican border. I-8 enters San Diego from the east.

Traveling in the City

The San Diego Metropolitan Transit System serves over 86 million riders annually and operates 82 bus routes covering San Diego, El Cajon, La Mesa, National City, as well as portions of San Diego County's unincorporated area. The San Diego Trolley travels in the downtown area, through Mission Valley and east county communities, and to the Mexican border. Carriage rides through the downtown area are available from Embarcadero Marina Park.

■ Communications

Newspapers and Magazines

San Diego is served by *The San Diego Union-Tribune*, the result of the 1992 merger of the city's two dailies. Readers can choose from among a number of weekly, ethnic, and community papers as well, such as *La Prensa San Diego*, a weekly English/Spanish newspaper. *San Diego Magazine* publishes articles of regional interest; several other technical and special interest magazines, such as *San Diego Home/Garden Lifestyles*, *Computer Edge*, and *San Diego Metropolitan* (focusing on business news), are also published in the area.

Television and Radio

Ten television stations broadcast in the San Diego area, representing ABC, CBS, NBC, FOX, WB, Univision (two stations), PBS, a local independent station focusing on news, and an Oceanside-based station focusing on local government and media. The region is also serviced by cable television. More than 30 radio stations serve the

San Diego area, providing a wide variety of musical and information programming, some broadcasting in Spanish.

Media Information: *The San Diego Union-Tribune*, PO Box 120191, San Diego, CA 92112; telephone (619) 299-3131. *San Diego Magazine*, 1450 Front Street, San Diego, CA 92101; telephone (619)230-9292

San Diego Online

- City of San Diego Home Page. Available www.ci.san-diego.ca.us
- San Diego Convention & Visitors Bureau. Available www.sandiego.org
- San Diego County Library. Available www.sdcl.org
- San Diego Daily Transcript*. Available www.sddt.com
- San Diego Public Library. Available www.sannet.gov/public-library
- San Diego Regional Chamber of Commerce. Available www.sdchamber.org
- San Diego Unified School District. Available www.sandi.net
- The San Diego Union-Tribune*. Available www.uniontrib.com

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San Francisco

■ The City in Brief

Founded: 1776 (incorporated 1850)

Head Official: Mayor Gavin Newsom (D) (since 2004)

City Population

1980: 678,974

1990: 723,959

2000: 776,733

2006 estimate: 744,041

Percent change, 1990–2000: 3.0%

U.S. rank in 1980: 13th

U.S. rank in 1990: 14th

U.S. rank in 2000: 18th

Metropolitan Area Population

1980: 1,489,000

1990: 1,603,678

2000: 1,731,183

2006 estimate: 4,180,027

Percent change, 1990–2000: 7.8%

U.S. rank in 1980: 5th (CMSA)

U.S. rank in 1990: 4th (CMSA)

U.S. rank in 2000: 5th (CMSA)

Area: 47 square miles (2000)

Elevation: 155 feet above sea level

Average Annual Temperatures: January, 52.3° F; July, 61.3° F; annual average, 58.3° F

Average Annual Precipitation: 22.28 inches of rain

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.4% (June 2007)

Per Capita Income: \$39,554 (2005)

2005 FBI Crime Index Property: 34,269

2005 FBI Crime Index Violent: 5,985

Major Colleges and Universities: San Francisco State University; University of California, San Francisco; University of San Francisco; Golden Gate University

Daily Newspaper: *San Francisco Chronicle*; *The Examiner*

■ Introduction

The term “melting pot” is used to describe many American cities and towns. This is indeed true for San Francisco, one of the few truly international cities in the United States. The neighborhoods are varied, yet each features a cohesiveness as unique as its inhabitants. Rows of elegant houses, the famous cable cars, clusters of ethnic neighborhoods, and the colorful waterfront all add to the distinctive international flavor of the city. The city’s well-known hills offer stunning views of the Pacific Ocean and San Francisco Bay and feature a wide array of shops, restaurants, and cosmopolitan nightlife. In addition to its diversity and charm, San Francisco is a major financial and insurance center, an international port, and the gateway to Silicon Valley, America’s premier high-technology center. The consistently spring-like weather and unique atmosphere attract corporations as well as visitors, and the solid economic base keeps them there.

■ Geography and Climate

San Francisco occupies the tip of a peninsula halfway up the coast of northern California, surrounded by the Pacific Ocean to the west, the Golden Gate strait to the north, and the San Francisco Bay to the east. The city is laid out in a grid over some 40 hills, reaching heights of

nearly 1,000 feet; this sometimes causes wide variations in temperature and sky conditions in different areas of town. The Pacific air keeps the temperatures generally moderate, rarely ranging above 75 degrees or below 45 degrees, leading San Francisco to be called “the air-conditioned city.” The climate is very similar to coastal areas on the Mediterranean.

Although temperatures remain relatively constant, there are two definite seasons—wet and dry—with more than 80 percent of annual precipitation taking place between November and March. Perhaps the most distinctive feature of the local climate is the banks of fog that can roll in off the ocean, quickly covering various areas of the city, and then disappear just as quickly. The fog is most common on summer mornings, coming off the cooler ocean and backing up against the hills, but it also comes from the colder inland areas during the winter. The fog affects different elevations in varying amounts, covering the city in complex patterns of fog and sunshine.

The San Francisco Bay area lies between the Pacific and North American Tectonic Plates. The city of San Francisco itself rests in the San Andreas Fault, which is one of seven fault lines affecting the area. This zone of continual seismic activity marks the city as highly susceptible to damaging earthquakes and at high-risk for tsunamis. Landslides are another natural hazard.

Area: 47 square miles (2000)

Elevation: 155 feet above sea level

Average Temperatures: January, 52.3° F; July, 61.3° F; annual average, 58.3° F

Average Annual Precipitation: 22.28 inches of rain

■ History

Spanish Discover City; Franciscan Friars Build Missions

Because thick fog banks usually obscure the narrow entrance to the bay, the area where San Francisco now stands and the adjacent natural harbor remained undiscovered by seafaring adventurers for more than 200 years after the original Spanish explorers found California. It was left to an overland expedition of Spanish soldiers from Mexico to stumble upon the bay by accident in 1769 while trying to reach Monterey. In 1776 Colonel Juan Bautista de Anza founded the first European settlement in the Bay Area by establishing a military garrison, or Presidio, on the southern shore of the Golden Gate. That same year the Franciscan Order built Mission Dolores, the sixth Roman Catholic mission in what eventually became a chain of 21 missions along the coast of California.

Until the 1830s almost all of the inhabitants were missionaries, trying—without much success—to convert the local Costanoan tribe to Christianity, but eventually a small village was built up around the Presidio and the mission. The village, called Yerba Buena, was mapped out in 1839 by Jean Jaques Vioget, a Swiss surveyor, but it continued to be small and remote throughout most of the 1840s. The quiet town of a few hundred inhabitants was visited infrequently by whaling ships, traders from the East Coast, and frontier hunters and trappers. Farming and a small but steady market in trading cattle hides and tallow were the main sources of commerce.

America Wins California; Gold Discovered

The American flag was raised in the town’s central square in 1846, marking the annexation of California by the United States after the war with Mexico; one year later the name of the town was changed to San Francisco. Soon after the annexation, the town’s population was nearly doubled by the arrival of a group of 238 Mormon settlers, led by Sam Brannan. It was Brannan who ran through the muddy streets of San Francisco less than two years later shouting “Gold!,” thus altering the city’s fate. Within a year, more than 40,000 people had journeyed through the area on their way to the gold fields around Sutter’s Mill in the Sierra foothills, about 140 miles away. Some 35,000 of those people stayed on to live in San Francisco. The city was incorporated in 1850.

The gold prospectors came from all corners of the globe and tended to settle in areas according to their nationalities, one reason for the distinctive international flavor of modern San Francisco. Demand for food and shelter outstripped the supply, and many people lived in tents, cooking over campfires. Whole crews abandoned their ships in the harbor, leaving hundreds of empty hulls that were brought ashore and used as temporary warehouses, stores, and as the foundations of the town’s new buildings. Gambling halls, saloons, hotels, and stores sprang up almost daily, only to be destroyed by frequent fires and then quickly rebuilt. It was a wild and reckless time; rampant lawlessness was common, so much so that in 1851 concerned citizens banded together into vigilante groups and rounded up the worst violators, eventually restoring order to the town.

Gold Boom Goes Bust; Industry, Shipping Thrive

The gold boom declined by the mid-1850s, but the town continued to grow with increases in industry and shipping. The 1859 silver boom in Nevada and the completion of the transcontinental railroad in 1869 also contributed their share to the city’s prosperity. The downtown area grew full of large stone buildings and warehouses along the docks, and the surrounding hills were filled with impressive residential homes. By the turn of the century, San Francisco was home to a population of

more than a third of a million people and was the ninth largest city in the country.

April 18, 1906, brought disaster to the city in the form of a major earthquake and fire that killed more than 500 people, devastated 3,000 acres in the heart of the city, and left almost 1,000 residents homeless. Among the heroes of the day were the U.S. Navy, who stretched a mile-long fire hose from Fisherman's Wharf over Telegraph Hill and down to Jackson Square, saving historic buildings. Before the ashes were cold, the townspeople set out to rebuild the city, and by 1915, when San Francisco hosted the Panama-Pacific International Exposition in honor of the opening of the Panama Canal, no traces of the fire and earthquake were visible.

Rise of Finance, Commerce, Culture

During the mid-twentieth century, San Francisco secured its position as the financial, commercial, and cultural center of northern California. The completion of the Golden Gate Bridge in 1937, after four years of exhausting work, was the major event of the period and a symbol of the city's new-found prominence. Designer Joseph Strauss tried for more than a decade to convince disbelievers that the plans for the construction of the bridge were feasible, and many people still doubted that it could stand for long even after its completion. The structure is more than three-quarters of a mile in length, supported by two 746-foot towers. It was one of the outstanding engineering achievements of all time and continues to draw hundreds of thousands of tourists each year.

World War II boosted the already strong economy of the city, which became a major supply and troop shipping port for the Pacific fronts and an important area for defense industries. It was also during this time that large numbers of the area's Asian citizens were interred in work camps in the region. After the war, the city pointed the way to peace when delegates representing almost all of the world's countries gathered in San Francisco to draw up the charter of the United Nations.

The post-war era brought continued growth and prosperity. San Francisco's downtown area began to develop a skyline of high-rise buildings while carefully preserving many of the historical structures and green spaces. A large stretch of high-technology industries eventually built up in the nearby area known as Silicon Valley. The city fought problems of urban blight encountered in the 1960s and 1970s with an extensive urban-renewal program, developing the downtown section and introducing a major Rapid Transit System in 1974 to provide access to the center city. The assassinations of Mayor George Moscone and City Supervisor Harvey Milk in November 1978 were a blow to the city's progressive image. The city elected its first woman mayor, Diane Feinstein, in 1979.

Another major earthquake occurred on October 17, 1989, ending decades of tranquility in the San Francisco Bay Area. But the region recovered strongly, showing a

spirit of cooperation and determination. San Francisco was home to many dot-com operations in the 1990s. When the dot-com bubble began to burst in 2000, the city was quickly left with many vacant office spaces. The recession of the early 2000s brought more unemployment to the city.

In 2004 Gavin Newsom took office as city mayor and began to undertake a number of ambitious, and sometimes controversial, programs. In February 2004 Newsom directed the city clerk to allow for the issuance of marriage licenses to same-sex couples, a direct violation of California state law which prohibits same sex marriages. Within one month, thousands of same-sex couples from across the country came to San Francisco to be married. In March 2004 the Supreme Court of California, based in San Francisco, issued the order for the county to stop issuing the licenses pending future legal review. These events set off a national controversy and brought the issue of same-sex marriages more firmly into the realm of the national court systems, where debate has persisted.

With somewhat less controversy, within the first three years in office Newsom initiated measures that decreased unemployment by about 26 percent and welcomed over 50 new companies into the city. Newsom also initiated a Climate Action Plan to reduce local greenhouse gas emission by more than 2.5 million tons by 2012. In 2005 Newsom began work on a program of universal health care for all city residents. The first version of the plan, Healthy San Francisco, was launched in September 2007. Under the plan, uninsured residents (an estimated 82,000 adults in 2007) who enroll in the plan are offered free health care through 14 community-based clinics and the San Francisco General Hospital. The plan was initiated primarily through government funding; however, the plan includes a future requirement for contributions by businesses with over 50 employees.

Historical Information: California Historical Society, 678 Mission Street, San Francisco, CA 94105; telephone (415)357-1848; www.californiahistoricalsociety.com. Chinese Historical Society of America, 965 Clay Street, San Francisco, CA 94108; telephone (415)391-1188; www.chsa.org. San Francisco African American Historical and Cultural Society, Fort Mason Center, Bldg. C, Room 165, San Francisco, CA 94123; telephone (415)441-0640; www.sfbblackhistory.org

■ Population Profile

Metropolitan Area Residents

1980:	1,489,000
1990:	1,603,678
2000:	1,731,183
2006 estimate:	4,180,027
Percent change, 1990–2000:	7.8%

U.S. rank in 1980: 5th (CMSA)
U.S. rank in 1990: 4th (CMSA)
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City Residents

1980: 678,974
1990: 723,959
2000: 776,733
2006 estimate: 744,041
Percent change, 1990–2000: 3.0%
U.S. rank in 1980: 13th
U.S. rank in 1990: 14th
U.S. rank in 2000: 18th

Density: 16,634.4 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 382,220
Black: 46,779
American Indian and Alaska Native: 2,098
Asian: 238,133
Native Hawaiian and Pacific Islander: 2,726
Hispanic or Latino (may be of any race): 98,891
Other: 27,558

Percent of residents born in state: 51.2% (2000)

Age characteristics (2005)

Population under 5 years old: 39,718
Population 5 to 9 years old: 23,755
Population 10 to 14 years old: 29,156
Population 15 to 19 years old: 25,756
Population 20 to 24 years old: 38,924
Population 25 to 34 years old: 133,331
Population 35 to 44 years old: 140,775
Population 45 to 54 years old: 105,896
Population 55 to 59 years old: 43,051
Population 60 to 64 years old: 33,539
Population 65 to 74 years old: 50,928
Population 75 to 84 years old: 38,735
Population 85 years and older: 15,513
Median age: 39.4 years

Births (2006, MSA)

Total number: 56,369

Deaths (2006, MSA)

Total number: 28,874

Money income (2005)

Per capita income: \$39,554
Median household income: \$57,496
Total households: 322,399

Number of households with income of ...

less than \$10,000: 33,435

\$10,000 to \$14,999: 19,306
\$15,000 to \$24,999: 29,867
\$25,000 to \$34,999: 23,579
\$35,000 to \$49,999: 35,635
\$50,000 to \$74,999: 53,420
\$75,000 to \$99,999: 37,626
\$100,000 to \$149,999: 46,496
\$150,000 to \$199,999: 19,639
\$200,000 or more: 23,396

Percent of families below poverty level: 9.9% (2005)

2005 FBI Crime Index Property: 34,269

2005 FBI Crime Index Violent: 5,985

■ Municipal Government

The governments of the city and county of San Francisco are consolidated into one unit. San Francisco adopted a mayor-council form of government in 1932. The council, however, is known as the Board of Supervisors. There are eleven supervisors, who represent specific districts, elected to four-year terms. The mayor is directly elected to a four-year term. A city administrator is appointed by the mayor, with approval of the board, to serve a five-year term.

Head Official: Mayor Gavin Newsom (D) (since 2004; term expires 2008)

Total Number of City Employees: 30,000 (2007)

City Information: City Hall, Mayor's Office, 1. Dr. Carlton B. Goodlett Place, San Francisco, CA 94102; telephone (415)554-6141; www.sfgov.org

■ Economy

Major Industries and Commercial Activity

Since the days of the Gold Rush, San Francisco has been an important financial center. Located halfway between London and Tokyo as well as between Seattle and San Diego, San Francisco is at the center of global business. Because of its natural, landlocked harbor, San Francisco has thrived on trade and shipping since its early days. Today, through its main port in Oakland, eight smaller ports, and three key airports, the Bay area handles some 30 percent of West Coast trade. The port system is augmented by San Francisco International Airport, the country's fourteenth and the world's twenty-first largest airport.

San Francisco's economic activity attracts and supports a range of industries. As the base for some of the country's largest banks and scores of international financial institutions, San Francisco is a center for world



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commerce. Most recently San Francisco is being considered the birthplace of new media; its South Park neighborhood houses some of the most innovative new technology companies in the world. San Francisco's Mission Bay neighborhood is a model for collaborative innovation between the biotechnology industry and academic researchers.

World War II started a local boom in defense industries, resulting in subsequent high-technology development that hasn't ceased. Nearby Silicon Valley, along with Stanford University, are considered to be among the places where the worldwide technology boom began, and they remain on the leading edge today. More than 4,100 Bay Area companies produce computers, semiconductors and related components, scientific instruments, and various other electronic systems and equipment. The IT industry employs more than 214,000 people in San Francisco. With 78.8 percent of households wired to the Internet, San Francisco is one of the top 10 cities for high-speed connection. San Francisco has become a center for digital entertainment companies with more than 50 companies in the city, including LucasArts, Pixar, Sony, Electronic Arts, Dolby, Sega of America, Konami Digital Entertainment America, and PDI DreamWorks SKG. Aerospace industries such as the National

Aeronautic and Space Administration (NASA) and Lockheed Martin also maintain major research facilities in the area.

Another important high-technology industry in the area is medical science; several hundred companies in the Bay Area are setting the pace in research and development of pharmaceutical products, medical electronics, and genetic engineering. Almost one third of the total worldwide biotechnology workforce is employed in San Francisco and the surrounding region—250,000 strong. Over 820 biotech companies are based in the San Francisco Bay Area, including Genentech, Chiron, Amgen, Gilead Sciences, Bayer, Berlex, Applied Biosystems, Exelixis, and Genecor.

The San Francisco/Silicon Valley Area also boasts the largest concentration of environmental technology investors in the United States. Other prominent industries are tourism, which is the largest industry in the region; fashion apparel, with the Bay Area home to the world's largest apparel maker, Levi Strauss & Co.; health care; education; and restaurants. Regarding the tourism industry, the number of visitors to San Francisco in 2006 was 15.8 million, up 0.40 percent over 2005. In 2006, visitors spent \$7.76 billion, an increase of 5.3 percent over 2005 and an all-time high.

In 2007 the non-profit Wikimedia Foundation announced plans to relocate its headquarters from St. Petersburg, Florida, to San Francisco.

Items and goods produced: paper boxes, confectionery, paints, chemicals, glass, leather, lumber, textiles, steel, clothing, bags, furniture, auto parts, electric machinery, matches, clay, rubber products, tools, beverages

Incentive Programs—New and Existing Companies

Local programs: Businesses that create new permanent jobs in San Francisco receive a two-year credit against their city payroll tax liability for the new employees as part of the New Jobs Tax Credit. San Francisco's enterprise zone offers a variety of city and state economic benefits for businesses that locate within it. With the Mayor's Office of Community Development Loan Fund, companies that create jobs in the city and meet certain federal criteria are eligible for loans ranging from \$1,000 to \$250,000. SFWorks is a program that assists employers in hiring low-income individuals who are transitioning to work or trying to advance their careers. Many businesses that participate may qualify for a number of federal and state hiring tax credits, ranging from \$2,400 to \$8,500. The city also offers a Payroll Tax Exclusion for up to 7.5 years for biotech and clean energy tech companies in the city. There are several local business associations assisting entrepreneurs, including the San Francisco Black Chamber of Commerce and the Bayview Merchants Association.

State programs: The San Francisco Enterprise Zone, which covers about 11 square miles around Bayview Hunters Point, is one of the state's designated Enterprise Zones. Business incentives and tax credits are provided to those businesses that operate or invest within a designated Enterprise Zone. Benefits of operating in the Enterprise Zone include sales and use tax credits; hiring tax credits; net operating loss carryover and net interest deduction for lenders programs. San Francisco is also a state-designated Recycling Market Development Zone, enabling businesses involved in recycling to utilize low-interest loans, technical assistance, siting and permitting assistance, and reduced permit application fees. A Research & Development Tax Credit is available of up to 15% against bank and corporate tax liability for certain in-house research. An additional 24 percent credit is available for basic research payments to outside organizations. This is one of the highest research and development tax credits in the nation. A Child Care Tax Credit is available for companies establishing on-site child care facilities. A Net Operating Loss Carryover and New Market Tax Credits are also available. A Work Opportunity Tax

Credit is offered for employers who hire individuals from certain target groups.

Job training programs: The San Francisco Private Industry Council (PIC), the organization responsible for administering the federal Workforce Investment Act (WIA) programs, offers significant benefits to employers who hire PIC trainees. Under the on-the-job training program, the PIC will reimburse employers 50 percent of wages paid to participants for as long as the first six months of employment. The California Employment Training Panel assists businesses through performance-based customized training contracts for new or existing employees. Reimbursement of costs for developing, implementing, and completing training programs may range from \$1,500 to \$2,000 per employee.

Development Projects

Pacific Bell Park, the home of the San Francisco Giants, was completed in April 2000 (its current name is AT&T Park). The \$306 million project took more than 2,000 construction workers and more than 650,000 bricks to build the 42,000-seat stadium. San Francisco's premier convention facility, Moscone Center, added an additional 300,000 square feet of function space in 2003. With the completion of Moscone West, which opened in 2003, today's Moscone Center is a collection of facilities covering more than 20 acres on three adjacent blocks. It anchors the 87-acre Yerba Buena Center redevelopment district in a neighborhood of hotels, theaters, restaurants, museums, galleries, housing, parks, and urban recreation centers. The Sony Metreon retail and entertainment complex and Children's Center are also located in the Yerba Buena Center. The Children's Center includes facilities for childcare, ice skating, and bowling, as well as an arts and technology center.

San Francisco continues to invest in improvements that fuel its world-class reputation. Located midway between London and Tokyo, America's closest major city to the Pacific Rim, it sits at the center of the global community. A multiyear, \$2.4 billion program to bring San Francisco International Airport into the twenty-first century includes new parking garages, a consolidated rental car center, and other amenities. In 2003, a \$1.5 billion Bay Area Rapid Transit (BART) station began connecting trains to the heart of San Francisco and the East Bay; an intra-airport rail system links airport terminals and facilities together. Revitalization of San Francisco's scenic waterfront, which runs 7.5 miles along its northern and southern perimeters, is an ongoing project to reconnect the city to this historic area and enliven the area for both residents and visitors; the project will include the addition of an expanded ferry terminal and new office space.

Economic Development Information: San Francisco Partnership, 465 California Street, 9th Floor, San Francisco, CA 94104; telephone (415)352-8801; fax (415) 956-3844; email info@sfp.org

Commercial Shipping

Cargo service at San Francisco International Airport is available from 57 airlines, including 17 cargo-only airlines. The airport supports 11 cargo facilities with a total of about 989,000 square feet of warehouse and office space. At Oakland International Airport there are 16 airlines providing cargo service. The Port of San Francisco has five berths, on-dock rail, and over 550,000 square feet of covered storage for weather-sensitive cargo. There are six shipping service companies serving the port. The port is part of Foreign Trade Zone No. 3.

Labor Force and Employment Outlook

San Francisco has the highest concentration of new immigrants in the nation, providing a continuous supply of workers at all levels of expertise. The city also boasts some of the most well-trained professionals in the United States, with nearly 70 percent of San Franciscans having educational training beyond high school. In 2006, of U.S. cities with populations of more than 250,000, San Francisco was tied for second place with Raleigh, N.C., behind Seattle as the most well-educated city in the nation; 50.1 percent of residents 25 years of age and older held a bachelor's degree, double the percentage for the state. As well, more than 16 percent of San Franciscan residents hold a graduate or professional degree, compared to some 10 percent for the state.

The city's workforce is a magnet for business and employment. According to the U.S. Department of Labor, San Francisco's diverse and educated population results in one of the most productive workforces in the country and the world. Growth is expected to continue in the areas where San Francisco is already strong: high-technology industries, medical science and health-related fields, and finance. As the sixth largest metropolitan market in the United States, San Francisco offers future opportunities in areas such as retail trade, service industries, and restaurants.

Small businesses thrive in San Francisco; according to the city there are a multitude of small and medium sized businesses in the city, and 95 percent of all of the city's businesses employ 50 workers or less.

The following is a summary of data regarding the San Francisco-Oakland-Fremont metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 2,007,300

Number of workers employed in . . .

construction and mining: 117,700
manufacturing: 140,400

trade, transportation and utilities: 358,500
information: 68,600
financial activities: 158,000
professional and business services: 346,500
educational and health services: 225,600
leisure and hospitality: 205,800
other services: 73,300
government: 313,000

Average hourly earnings of production workers employed in manufacturing: \$17.98

Unemployment rate: 4.4% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
United States Postal Service	704,716
State of California	227,531
Wells Fargo & Co.	153,000
Kaiser Permanente	152,368
Gap Inc.	128,917
City and County of San Francisco	28,000
PG&E Corp.	19,800
University of California, San Francisco	18,000
California Pacific Medical Center	5,569
San Francisco Unified School District	5,557

Cost of Living

San Francisco's cost of living is one of the highest in the country, due in part to the tight labor market and the high cost of housing, food, and other consumer goods. It is reported that Bay Area residents possess the third-highest discretionary income in the United States. This is because the workforce is highly educated and jobs are concentrated in high-paying industries. Its housing market has experienced record-breaking appreciation, with the median home price increasing by nearly 96 percent since the early 1990s. Although the residential property tax is low, because property values are high, the absolute payment is relatively high.

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

2007 (1st quarter) ACCRA Average House Price:
\$874,795

2007 (1st quarter) ACCRA Cost of Living Index:
171.1

State income tax rate: 1.0% to 9.3%

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 2.25% (county)

Property tax rate: Not available

Economic Information: San Francisco Partnership, 465 California Street, 9th Floor, San Francisco, CA 94104; telephone (415)352-8801; fax (415)956-3844; email info@sfp.org

■ Education and Research

Elementary and Secondary Schools

Founded in 1851, the San Francisco Unified School District (SFUSD) was the first public school district established in California. The SFUSD is a multicultural, multilingual, major urban public school system in which ethnic and racial diversity are considered to be strengths. English is the second language of nearly one-third of SFUSD students. With this in mind, the district offers Language Immersion Programs at 17 schools. These include programs in Spanish, Mandarin, Cantonese and Korean. In 2007 *Newsweek* named seven SFUSD schools as “America’s Best High Schools.” Gifted and Talented Education (GATE) Programs and special education programs are offered for all grade levels. In 2007 there were nine charter schools in the district. Special programming for high school students is available at schools such as the International Studies Academy and the School of the Arts. Advanced Placement and honors classes are also available.

The SFUSD encompasses all of San Francisco County, making it one of the largest in the state of California. The school board consists of seven partisan members who appoint the superintendent. The San Francisco school system provides a rigorous curriculum that develops student curiosity and creativity while preparing them for success at college and in careers.

The following is a summary of data regarding the San Francisco Unified School District as of the 2005–2006 school year.

Total enrollment: 55,000

Number of facilities

elementary schools: 67
junior high/middle schools: 15
senior high schools: 21
other: 0

Student/teacher ratio: 20.2:1

Teacher salaries (2005–06)

elementary median: \$54,580
junior high/middle median: \$57,630
secondary median: \$58,070

Funding per pupil: \$8,044

A number of private and parochial schools provide alternative forms of education in the San Francisco area.

Public Schools Information: San Francisco Unified School District, 555 Franklin Street, San Francisco, CA 94102; telephone (415)241-6000; www.portal.sfusd.edu

Colleges and Universities

The eight academic colleges of San Francisco State University offer bachelor’s degree programs in 111 fields, along with 95 master’s programs and two doctoral degrees (in education). Total enrollment in 2006 was over 29,620. The University of California, San Francisco (UCSF) is the only University of California campus dedicated exclusively to health sciences. The UCSF campus serves about 2,860 students, offering graduate degrees in dentistry, medicine, nursing, and pharmacy. The campus supports the UCSF Medical Center, the UCSF Children’s Hospital, and Langley Porter Psychiatric Institute. UCSF also hosts over 60 specialized research centers and institutes.

Golden Gate University offers certificate programs and undergraduate and graduate degree programs in accounting, business, law, taxation, information technology and related professions such as psychology and public administration. While San Francisco is the main campus site, there are six other campuses on the West Coast. Total enrollment is over 5,300 students.

The University of San Francisco is a private, Jesuit Catholic university with an annual enrollment of about 8,568. The school offers graduate and undergraduate degrees in six schools: Arts and Sciences, Business and Management, Education, Law, Nursing, and Professional Studies. Advanced study options are available through 19 specialized centers and institutes, including the Center for Latino Studies in the Americas, the Ricci Institute for Chinese-Western Cultural History, and the Center for Law and Global Justice.

City College of San Francisco offers associate’s degrees and certificate programs in a wide variety of fields through seven schools: Science and Math, Business, Applied Science and Technology, Behavioral and Social Sciences, Health and Physical Education, Liberal Arts, and International Education and ESL. The ESL Department is the largest department of the college, with over 700 course offerings.

The University of California Hastings College of the Law, in downtown San Francisco, has a total enrollment of about 1,276. The school offers undergraduate programs in 18 fields and 20 advanced degrees. The Academy of Art University offers undergraduate and graduate programs in a wide spectrum of art-related fields, such as architecture, fashion, industrial design, motion pictures and television, digital arts, and advertising. The San Francisco campus of the California College of the Arts houses the school’s graduate program and hosts the CAA

Watts Institute for Contemporary Arts, established in 1998 as a forum for the presentation and discussion of international contemporary art and curatorial practices. The undergraduate programs of the school are located at the Oakland campus.

Nearby Stanford University and the University of California, Berkeley, two schools with international reputations, provide still more opportunities for educational pursuits.

Libraries and Research Centers

The San Francisco Public Library consists of the main library and 27 branches throughout the city, providing a total of more than 2.4 million volumes, as well as films, videotapes, CDs, and other recordings. There are also three bookmobiles. The main library houses several special collections and centers, including special collections on calligraphy, the history of printing, Panama Canal manuscripts, science fiction and fantasy, San Francisco history, gay and lesbian history, and a document department featuring United Nations, federal, state, and local documents. The library is one of five in the state to be designated as a U.S. Patent and Trademark Depository Library. The Deaf Services Center and the Library for the Blind and Print Disabled are also at the main branch.

The J. Paul Leonard Library at SFSU holds over 4 million items and serves as a federal depository library of the 12th congressional district. Special collections include the Marguerite Archer Collection of Historic Children's Materials, the San Francisco State College Strike Collection, and San Francisco Bay Area Television Archives. The Labor Archives and Research Center collection includes historic documents and materials from several surrounding counties. Many unions have made the Labor Archives the official repository for their historical records. This center also contains personal memorabilia, photographs, and oral histories that document the lives and stories of working men and women from the region.

The city's proximity to Silicon Valley produces a large amount of research activity. The University of California, San Francisco hosts over 60 specialized research centers and institutes. These include California Institute for Quantitative Biosciences, Center for Aging in Diverse Communities, the Center for BioEntrepreneurship, the Center for Consumer Self Care, the Center for Pharmacogenomics, the Institute of Regeneration Medicine, and the Gladstone Institute of Virology and Immunology. There are five centers conducting research in AIDS/HIV and at least three specializing in cancer research.

The Public Research Institute (PRI) at San Francisco State University offers a wide variety of research services to government agencies, non-profit organizations, community groups, and academic researchers.

Public Library Information: San Francisco Public Library, 100 Larkin Street, San Francisco, CA 94102; telephone (415)557-4400; sfpl.lib.ca.us

■ Health Care

The major hospitals in San Francisco are affiliated with the University of California, San Francisco. The UCSF Medical Center, part of the UCSF campus at Parnassus, features a 600-bed main hospital occupying two buildings. Along with a full spectrum of medical care and services, the hospital has special departments for cancer care, fertility treatments, nanosurgery, cardiac care, ophthalmology, and orthopedics. There is also a transplant department for liver, kidney, pancreas, heart, and heart-lung transplants. Within the Medical Center is the UCSF Children's Hospital, a 180-bed center with a specialized pediatric surgical suite, pediatric and neonatal intensive care units, and a Birth Center. Outpatient clinics of the UCSF Medical Center are part of the Ambulatory Care Center by the hospital. Specialized clinics include an AIDS treatment center, a cochlear implant center, epilepsy care, occupational medicine, and dermatology center, among others. The UCSF Medical Center at Mount Zion, only a few miles away from Parnassus, features specialized clinics and surgery services as well as a center for comprehensive cancer care. Mount Zion has eight operating rooms and a 50-bed inpatient unit.

The San Francisco General Hospital is a public general acute care hospital that serves as a regional teaching hospital through partnership with UCSF. The 24-acre hospital complex contains an internationally-recognized emergency and Level I Trauma Center (the only one in the city), psychiatric services, the nation's first AIDS unit, the Alternative Birth Center, and the innovative Women's Health Center. In 2003 the Avon Comprehensive Breast Center was opened, which planned to increase the number of underserved women who receive mammograms by 5,000 annually. The Psychiatric Care and Psychiatric Emergency Services department is a 24-hour, 7-day a week specialized emergency assessment, stabilization, and hospital placement program. Primary care services are also available through the San Francisco General Medical Center complex.

■ Recreation

Sightseeing

San Francisco contains so many interesting attractions in such a small area that visitors find something unique on almost any street. Most points of interest are within walking distance or a short ride away. The ride itself can be an attraction when taken on one of the city's famous cable cars, the nation's only moving historical landmarks,

now restored and servicing a 10-mile route in the heart of the city.

Historic and scenic beauty is evident all over the city. The original mission and the Presidio, both built in 1776 out of simple adobe brick, can still be toured. Jackson Square, the former Barbary Coast, and Portsmouth Square, the original center of the early town, are both in renovated areas that highlight different periods of the city's history. Many of the residential sections that surround the downtown district were spared destruction in the earthquake and fire of 1906, and they offer examples of Victorian architecture. Displayed in hillside vistas, the colorful houses give the city a Mediterranean look. The downtown area also contains a number of striking modern structures like the pyramidal Transamerica Building, and the impressive Civic Center complex, including the domed City Hall.

Perhaps the most unique features of San Francisco are its clusters of distinct ethnic neighborhoods. The most famous is Chinatown, the largest Chinese district outside of Asia, a 24-block area of authentic bazaars, temples, restaurants, and distinctive Oriental architecture. Recent additions to the area include a two-level gateway to the district, ornately carved by Taiwanese craftsmen, and the Chinese Cultural Center. Next to Chinatown is the North Beach area, once home to the "beatnik" culture. Filled with Italian influences—cafes, gelato parlors, delicatessens, cappuccino houses, and restaurants—the area also contains a number of jazz clubs, art galleries, and theaters. The Mission District, a business and residential area of colorful Victorian buildings, is home to a predominantly Spanish-speaking population and the original Levi Strauss clothing factory, still in operation. A five-tiered pagoda welcomes visitors to Nihonmachi, a section of sushi bars, theaters, shops, restaurants, and hotels that reflect the Japanese culture.

Golden Gate Park, just west of the downtown area, is more than 1,000 acres of landscaped greenery that was once a barren area of windswept sand dunes. The park was created in 1846 and houses flowered meadows, an arboretum and botanical garden containing more than 6,000 plant species, and a 5-acre Japanese tea garden. Also located in the park are the Conservatory of Flowers, a children's playground with an antique carousel, and a small herd of bison, a tradition since 1890.

The city's waterfront offers a variety of entertainments. Several islands in the bay provide scenic picnic areas. Alcatraz Island, home of "The Rock," the former escape-proof federal prison, is now open for tours; advance reservations are suggested. Ocean Beach, on the Pacific side of the peninsula, provides a view of Seal Rocks, a small island occupied by a colony of sea lions. At the northern end of Ocean Beach is the San Francisco Zoo, one of the top ten in the nation. More than 1,000 animals inhabit the exhibits, including snow leopards, a rare white tiger, and a colony of koala bears. The zoo also

features the computer-designed Primate Discovery Center, Gorilla World, the world's largest natural gorilla habitat, and a children's zoo.

Golden Gate National Recreation Area, one of the largest urban parks in the world and host to more than 16 million visitors each year, is located on both sides of the Golden Gate, the entrance to San Francisco Bay. Its 75,398 acres contain stunning cliff-top views of the bay and the ocean, a network of hiking trails, valleys, and beaches, and the Fort Point National Historic Site, a brick fort built in 1861. The Golden Gate Bridge, with its pedestrian walkway, connects the two sides of the park.

The Randall Museum is a special hands-on facility for families sponsored by the San Francisco Recreation and Parks Department. Situated on a 16-acre hill overlooking San Francisco and the Bay, the museum features a live animal exhibit, a greenhouse and garden, an earthquake exhibit with a working seismograph, and a replica of a 1906 Earthquake Refugee Shack. The Randall Museum Theatre hosts concerts, movies, plays and lectures year-round. A hiking trail leads to the top of Corona Heights with stunning views of San Francisco and the Bay.

Arts and Culture

San Francisco enjoys a cultural scene as varied as its population. Theater, music, and dance can be found in a multitude of outlets. The heart of the city's cultural life is located in the area around the Civic Center Plaza, where the San Francisco War Memorial and Performing Arts Center blends in with the neighboring civic buildings. The Center's Louise M. Davies Symphony Hall is home of the San Francisco Symphony, a world-class orchestra that is one of the oldest in the United States. The War Memorial Opera House is home to the internationally acclaimed San Francisco Opera and the equally renowned San Francisco Ballet.

Visitors and residents enjoy Broadway shows, improvisational comedy, musical revues, and dramatic theater throughout the city. Situated on San Francisco's Union Square is TIX Bay Area, a half-price ticket booth that has day-of tickets to performances at many of the large and smaller houses. Within walking distance are American Conservatory Theater, Cable Car Theater, Curran Theater, Mason Street Theater, and Theater on the Square.

Museums in San Francisco are varied and plentiful. Located on the waterfront is the National Maritime Museum, a collection of ship models, relics, photographs, and paintings, as well as several restored vessels docked at the adjacent pier. The American Carousel Museum features a collection of hand-carved antique carousel figures. Other area museums include the San Francisco African American Historical and Cultural Society, the Museum of the California Historical Society, and the Wells Fargo History Museum.

The California Academy of Sciences, formerly in Golden Gate Park, is now located downtown and consists of an aquarium, a planetarium, and a natural history museum. The Steinhart Aquarium houses more than 14,000 aquatic specimens including penguins, dolphins, seals, crocodiles, and rare Australian lungfish. The Natural History Museum houses many exhibits of natural science including the Earth and Space Hall with its simulated earthquake and the Gem and Mineral Hall.

The Exploratorium: The Museum of Science, Art and Human Perception, in the Palace of Fine Arts, was founded by the renowned physicist and educator Dr. Frank Oppenheimer in 1969. The museum offers hands-on exhibits on what might be considered an eclectic range of topics, including weather, the human body, space and astronomy, earth science, cooking, languages, the science of wine, and sports science.

The M. H. de Young Museum in Golden Gate Park houses a diverse collection, including galleries tracing the history of art, as well as displays of American art, pre-Columbian gold work, and works by masters such as El Greco and Rembrandt. The nearby Asian Art Museum houses the Avery Brundage Collection, which contains more than 500 examples of Chinese art in addition to art of the Middle East, the Indian subcontinent, and Southeast Asia.

At the heart of San Francisco's Yerba Buena Gardens, situated south of Market Street near the Financial District, is a bustling center for arts and culture that includes the San Francisco Museum of Modern Art, which is the first museum on the West Coast devoted solely to twentieth-century art. The Jewish Museum and Mexican Museum are two of the many organizations in the process of building their new facilities nearby. Other area art museums include the San Francisco Crafts and Folk Art Museum, the Chinese Culture Center Museum, the Galeria de la Raza, the Ansel Adams Center for Photography, the Cartoon Art Museum, and the Museo Italo Americano.

The Mint Plaza, opened in 2007, is one of the latest public space developments in the heart of downtown. It consists of an 18,000-square-foot portion of Jessie Street (between Fifth and Mint) that has been closed to vehicle traffic. The area is lined with cafes and art, with open spaces available for events including theater, live music, and street fairs.

Festivals and Holidays

San Francisco is known for its celebratory spirit, which is reflected in the calendar of festivals and special events. One of the biggest celebrations occurs in February with the week-long Chinese New Year festival, an exotic blend of parades, outdoor festivals, and other cultural programs in America's largest Chinese community. March brings the seven-day St. Patrick's Day Celebration. The attention shifts to the Japanese district for the annual Cherry

Blossom Festival in April, consisting of cultural programs, exhibitions, and a parade of dancers and costumed performers.

For almost a century, thousands of runners have flocked to San Francisco in May for the annual Bay to Breakers, which is part fundraiser for a variety of charities and part celebration of the city's diversity. June brings the two-day San Francisco Lesbian, Gay, Bisexual and Transgender Parade, the world's largest gay pride event. The San Francisco Waterfront Festival is an Independence Day party that unflinchingly delivers brilliant fireworks over the Bay. Also in July is the North Beach Jazz Festival, which underscores the rich history of the San Francisco jazz scene. This five-day celebration of the Soul of San Francisco begins on Wednesday when more than 40 bars and clubs along Grant Street host local and national jazz talent. In September, people can sample the sinful fruits of chocolatiers at the Ghirardelli Square Chocolate Festival. The San Francisco World Music Festival had its eighth annual celebration in October 2007 with the theme of "The Lutes of the Deserts and the Mountains: An Exploration of the Ancient Roots of Music." October is also the month for the Hardly Strictly Bluegrass Festival at Golden Gate Park. The Holiday Festival of Lights in December takes place at Fisherman's Wharf and launches the Bay Area holiday season in style.

Sports for the Spectator

The Bay Area is home to two Major League Baseball franchises, the American League Oakland A's and the National League San Francisco Giants, as well as to the National Basketball Association's Golden State Warriors (Oakland), the National Hockey League's San Jose Sharks, and the pro-soccer league's San Jose Clash. The National Football League's San Francisco 49ers was the first professional sports franchise on the West Coast; they have made several trips to the Super Bowl. Thoroughbred racing can be enjoyed at Golden Gate Fields or Bay Meadows, two of America's premier horse racing facilities. The Laguna Seca Raceway and the Infineon Raceway provide a variety of motor sports nearby. The city annually sponsors one of the largest marathons in the country, the San Francisco Marathon, as well as several other running events throughout the year. Area colleges and universities also field teams in most sports and maintain extensive spectator facilities.

Sports for the Participant

San Francisco offers a wide array of choices for those who are sports minded. Aquatic sports are especially popular because of the city's proximity to water. Yachting, boating, swimming, water skiing, boardsailing, surfing, fishing, and hang gliding from cliffs are among the favorite activities. The 75,398-acre Golden Gate Recreation Area is filled with hiking and bicycling trails, campgrounds, and wildlife preserves. The San Francisco Recreation and

Parks Department administers and maintains more than 200 parks, playgrounds, and open spaces throughout the city, including two outside the city limits: Sharp Park in Pacifica and Camp Mather in the High Sierras. The system also includes 15 large, full-complex recreation centers; 9 swimming pools; 6 golf courses; and 132 tennis courts, indoor and outdoor soccer facilities, ball diamonds, athletic fields, and basketball courts. The department is also responsible for the Marina Yacht Harbor, Candlestick Park, the San Francisco Zoo, and the Lake Merced Complex, which is operated for recreational purposes under the San Francisco Water Department.

Shopping and Dining

San Francisco offers some of the best shopping in the world, so it is no wonder that tourists and serious shoppers alike want to spend some time and money in San Francisco's varied shopping centers, districts and malls. Union Square, Hayes Valley, upper Fillmore, the Mission, Sacramento Street, Chinatown and downtown's San Francisco Shopping Center offer a unique style with one-of-a-kind shops; each mall and neighborhood offers a distinctive feel suited to any shopper's mood. Other major shopping districts include Ghirardelli Square, which is a group of stores built around the Ghirardelli chocolate factory, and the Cannery, a lavishly remodeled former produce processing plant. Other popular shopping destinations are the Anchorage at Fisherman's Wharf and downtown's Embarcadero Center. In addition, each ethnic neighborhood supports its own distinctive section of shops, open-air markets, and restaurants.

San Francisco has been called "the weight watcher's Waterloo" because of its tempting restaurants, many holding international reputations. Nearly 4,000 restaurants in the city are geographically concentrated at the rate of about 95 per square mile. The Dining Room, offering French cuisine, is a five-star rated restaurant (*Mobil Travel Guide*). Four-star dining establishments include Campton Place Restaurant (American), Aqua (seafood), La Folie (French), Fleur de Lys (French), and Gary Danko (American). Dining styles and venues include supper clubs, American grills, California-Asian hybrids, haute vegetarian, modest bistros, and fine-dining destinations.

Seafood fresh off the boat can be obtained at restaurants along Fisherman's Wharf; farmland, vineyards, and cattle ranches in the surrounding area provide an abundance of other fresh ingredients. Sourdough bread is a San Francisco specialty. Many international restaurants, serving dishes from around the world and prepared with exact authenticity, are scattered throughout the city's numerous ethnic neighborhoods.

Visitor Information: San Francisco Convention and Visitors Bureau, Convention Plaza, 201 Third Street, Suite 900, San Francisco, CA 94103; telephone (415) 974-6900; www.onlyinsanfrancisco.com

■ Convention Facilities

The city of San Francisco hosts more than a million meeting, convention, and trade show delegates annually. Convention planners come to San Francisco not only because of the attractions in the Bay Area, but also for the excellent facilities. The city's Civic Center, called "the grandest Civic Center in the country" by architectural critics, houses extensive meeting facilities. The Bill Graham Civic Auditorium seats 7,000 people, with two adjoining halls that seat another 900 people. Underneath the auditorium is the Brooks Exhibit Hall, a 90,000-square-foot open exhibition area. The Moscone Center offers 600,000 square feet; a 300,000-square-foot expansion was completed in 2003. The Concourse Exhibition Center offers a 2,500-seat theater and a total of about 125,000 square feet of meeting and exhibit space. Monster Park at McLaren Lodge has a total of 170,000 square feet of exhibit and meeting space.

The city has nearly 32,719 hotel rooms available. All the rooms are within easy traveling distance of the main convention sites. Most of the major hotels in the area provide ample meeting space, ballrooms, registration lobbies, and exhibit areas. Several local theaters, galleries, and museums also offer rental spaces for meetings, banquets, and other special events.

Convention Information: San Francisco Convention and Visitors Bureau, Convention Plaza, 201 Third Street, Suite 900, San Francisco, CA 94103; telephone (415) 974-6900; www.onlyinsanfrancisco.com

■ Transportation

Approaching the City

The San Francisco International Airport is one of the busiest in the nation, handling over 20 million passengers every year on over 40 domestic and international airlines. An efficient customs clearance, modern facilities, and computerized ground transportation information make the airport easy to use. A 24-hour AirTrain people-mover system helps passengers navigate the airport grounds. SamTrans provide 24-hour service from the airport to parts of San Francisco, Palo Alto, and San Mateo County. Many of the downtown hotels offer free transportation to and from the airport. Travelers may choose to fly in at Oakland International Airport, which is served by 13 domestic and international airlines.

The city is at the intersection of several major highways. U.S. 101 and S.R. 1, the Pacific Coastal Highway, converge on San Francisco from the north and south. From the east, Interstate 80 and U.S. 50 serve the city. Interstate Loops 580 and 680 provide access to Interstate 5, the major north-south route from Canada to Mexico.

Amtrak rail service is available, as is CalTrain, a commuter service that operates from San Francisco to Gilroy. Bus service is offered via Greyhound Bus Lines.

Traveling in the City

Because of the city's compact size, walking is a favored means of transportation, but when the distance is too great, several public transportation options are available. The famous cable cars are not only a tourist attraction, but also a convenient way for commuters to travel in the downtown area. The city's Municipal Railway System (Muni) light-rail vehicles, descendants of the cable cars, travel underground in the inner city and above ground in the outlying areas. A Muni Visitor Passport allows unlimited access to Muni's entire fleet of buses, trolleys, light-rail vehicles, and cable cars. Passports are available for one, three, or seven days. There are about 80 Muni routes in the city. The Bay Area Rapid Transit (BART) is an ultra-modern train system linking the city with 43 stations in the East Bay Area. Five ferry services also connect the city with Oakland and Berkeley across the bay.

■ Communications

Newspapers and Magazines

San Francisco is prominent in the publishing industry on both the regional and national levels. The city is served by two major daily newspapers, the morning *San Francisco Chronicle* and, in the evening, *The Examiner*. The *San Francisco Chronicle* is one of the top twenty largest newspapers in the country; daily circulation in 2007 was estimated at about 398,246. The city's diversity is reflected in the wide array of special interest and ethnic publications. The *Sun-Reporter* (Thursdays), *Metro Reporter* (Tuesdays), and *California Voice* (Sundays) are weeklies serving the African American community; all three are published by Sun-Reporter Publishing Company, one of the oldest black presses in the nation. The *San Francisco Bay Guardian* and *SF Weekly* are alternative press publications. The *Bay Area Reporter* is a weekly serving the gay and lesbian community. Spanish weeklies include *El Bohemio News* and *El Latino*. The Japanese *Hokubei Manichi* and *Nichibei Times* are distributed twice a week. *Vestkusten*, in both English and Swedish, comes out twice a month. The *Jewish News Weekly of Northern California* is distributed on Fridays.

Several nationally distributed magazines are based in the city, as are many trade, industry, and technical journals. Among the many local and national publications are *San Francisco*, *Mother Jones*, and *MacWorld*. A variety of scholarly, medical, and professional journals are published in San Francisco.

Television and Radio

About fifteen television stations provide viewing choices from the commercial networks, public television, and foreign-language stations. Additional channels are available through cable service. Thirty-one AM and FM radio stations broadcast in San Francisco, offering a range of music, news, and informational programming.

Media Information: *San Francisco Chronicle*, 901 Mission Street, San Francisco, CA 94103-2988; telephone (415)777-1111; www.sfgate.com/chronicle. *The Examiner*, 110 Fifth Street, San Francisco, CA 94103; telephone (415)777-5700; www.examiner.com/san_francisco

San Francisco Online

California Historical Society. Available [www](http://www.californiahistoricalsociety.org)
.californiahistoricalsociety.org

City of San Francisco Home Page. Available [www](http://www.sfgov.org)
.sfgov.org

San Francisco Chamber of Commerce. Available
www.sfchamber.com

San Francisco Chronicle. Available [www.sfgate](http://www.sfgate.com/chronicle)
.com/chronicle

San Francisco Convention & Visitors Bureau.
Available [www](http://www.onlyinsanfrancisco.com)
onlyinsanfrancisco.com

San Francisco Examiner. Available [www](http://www.examiner.com/san_francisco)
.com/san_francisco

San Francisco Public Library. Available sfpl.lib.ca.us

San Francisco Unified School District. Available
www.sfusd.k12.ca.us

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San Jose

■ The City in Brief

Founded: 1777 (incorporated 1850)

Head Official: City Manager Debra Figone (since 2007)

City Population

1980: 629,442

1990: 782,224

2000: 894,943

2006 estimate: 929,936

Percent change, 1990–2000: 13.6%

U.S. rank in 1980: 17th

U.S. rank in 1990: 11th

U.S. rank in 2000: 11th

Metropolitan Area Population

1980: Not available

1990: 6,253,311

2000: 7,039,361

2006 estimate: 1,787,123

Percent change, 1990–2000: 12.6%

U.S. rank in 1980: 4th

U.S. rank in 1990: 4th

U.S. rank in 2000: 5th

Area: 175 square miles (2000)

Elevation: 67 feet above sea level

Average Annual Temperature: 57.1° F

Average Annual Precipitation: 18.5 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.8% (June 2007)

Per Capita Income: \$30,769 (2005)

2005 FBI Crime Index Property: 22,930

2005 FBI Crime Index Violent: 3,492

Major Colleges and Universities: San Jose State University, San Jose/Evergreen Community College District

Daily Newspaper: *San Jose Mercury News*

■ Introduction

Once a quiet, medium-sized city at the center of a thriving agricultural area, San Jose was transformed in less than 30 years into a huge metropolis and a phenomenon in U.S. economic history. As the result of the computer revolution, San Jose became the capital of the “Silicon Valley,” a vast complex of electronics industries that stretches throughout California’s Santa Clara County. From 1950 to 1980, a period of tremendous growth and prosperity, the population of San Jose increased fourfold. Like other major urban areas, however, the city has been forced to confront the problems that come with unbridled development: traffic congestion, air pollution, housing shortages, and a strained infrastructure. A 1985 recession in the Silicon Valley produced a stagnant economy, from which the city recovered by the twenty-first century. San Jose consistently ranks high in polls that rate cities for business climate, livability, and fun.

■ Geography and Climate

San Jose is located in the Santa Clara Valley at the southern tip of San Francisco Bay, 48 miles south of San Francisco and 40 miles south of Oakland. The area is known as the Southern Peninsula. San Jose is the seat of Santa Clara County and the center of a large and expanding metropolitan area bordered by the Santa Cruz Mountains on the west and the Diablo Mountain range on the east. The Coyote and Guadalupe rivers run through the city. San Jose’s climate is mild and semi-arid,

with humidity varying from 67 percent in January to 51 percent in July. The city boasts of having about 300 sunny days per year.

The city of San Jose lies on the boundary zone between two of the major tectonic plates: the Pacific and North American plates. The city also lies between three active fault lines, including the San Andreas to the west. As such, the city is highly susceptible to earthquakes, which are sometimes quite damaging.

Area: 175 square miles (2000)

Elevation: 67 feet above sea level

Average Temperature: 57.1° F

Average Annual Precipitation: 18.5 inches

■ History

San Jose Begins as Agricultural Center for State

San Jose was California's first civic settlement, founded in 1777 by Mexican colonists and named El Pueblo de San Jose de Guadalupe for St. Joseph and the Guadalupe River near the town site. The town was established in order to bring agricultural development to the Alta California territory; each settler was issued animals, farm implements, seeds, and a \$10 monthly stipend. These farmers joined Spanish missionaries who were already in the area. The Native American inhabitants of the region were the Olhone. The disruption of their culture by the missionaries and farmers and the spread of diseases eventually led to their virtual extermination.

As a supply station for prospectors during the gold rush, San Jose underwent a population explosion; upon incorporation in 1850 the city's inhabitants numbered 5,000 people. San Jose was the state capital from 1849 to 1851, and then became an important stage and boat link on the route to San Francisco until the advent of the railroad in 1864. Growth continued through the 1880s, reaching a culmination with the real estate boom and bust of 1887 when land sales totaled \$2 million per day before the market collapsed. By the turn of the century San Jose was a major center for the cultivation of apricots, prunes, and grapes; with rail connections to other cities, it was also an important regional shipping hub.

High-Technology Revolution

Prior to World War II, San Jose, with its 18 canneries and 13 packing houses, was the world's largest canning and dried-fruit packing center. The city also pioneered the manufacture of specialized mechanical farm equipment in California; among the other products introduced by local inventors were the spray pump and the steam-powered stemmer-crusher for wine making. In the 1950s,

however, San Jose was transformed from a farming community to a high-technology capital by another of its natural resources: silicon. This element is used in making semiconductors, a basic component in high-technology industries. Thus San Jose and Santa Clara County came to be known as "Silicon Valley." Originating at Stanford University in nearby Palo Alto, a vast military-industrial complex, which includes the Ames Research Facility of the National Aeronautics and Space Administration (NASA) at Moffett Field, ultimately spread throughout the Southern Peninsula.

San Jose's largest population boom was triggered by this high-technology revolution. This growth continued unabated from the 1950s through the early 1980s. It was in 1971 that a journalist first referred to the area as the "Silicon Valley," and the name has since stuck. Buoyed by the success of computer companies, a steady flow of venture capital poured into San Jose and Santa Clara County to finance new firms that sprang up almost overnight. Companies that got their start in the Silicon Valley area include Hewlett-Packard, Apple, Intel, Adobe, eBay, and Sun Microsystems. Expansion began to moderate only with the 1985 recession in the computer industry, followed by a new swell in the economy developed with the growth of the dot-com industry in the 1990s. Unfortunately, when that bubble burst, so did many local businesses. While the strength of other, more established businesses seemed to help the city from a major recession—more than 20 percent of the semiconductors and related devices made in the United States continue to be produced in the Silicon Valley—the city nevertheless has been faced with problems resulting from uncontrolled development. The city government faced budget shortfalls from 2002 through 2007. In 2007 government officials projected that the shortfalls could continue through 2012. Since the city charter requires a balanced budget, the shortfalls resulted in the reduction of services that further resulted in a backlog of necessary repairs and renovation on city properties, such as roads and a wastewater treatment plant. The city has taken several measures to cut costs and reduce spending. Development plans to encourage the growth of retail establishments may prove beneficial for the increase of general funds through sales tax revenues.

Historical Information: History San Jose, 1650 Senter Road, San Jose, CA 95112; telephone (408)287-2290; www.historysanjose.org

■ Population Profile

Metropolitan Area Residents

1980: Not available

1990: 6,253,311

2000: 7,039,361

2006 estimate: 1,787,123



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Percent change, 1990–2000: 12.6%
 U.S. rank in 1980: 4th
 U.S. rank in 1990: 4th
 U.S. rank in 2000: 5th

City Residents

1980: 629,442
 1990: 782,224
 2000: 894,943
 2006 estimate: 929,936
 Percent change, 1990–2000: 13.6%
 U.S. rank in 1980: 17th
 U.S. rank in 1990: 11th
 U.S. rank in 2000: 11th

Density: 5,117.9 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 447,079
 Black: 29,295
 American Indian and Alaska Native: 3,530
 Asian: 271,900
 Native Hawaiian and Pacific Islander: 3,099
 Hispanic or Latino (may be of any race): 279,420
 Other: 107,507

Percent of residents born in state: 44.8%
 (2000)

Age characteristics (2005)

Population under 5 years old: 73,444
 Population 5 to 9 years old: 62,908
 Population 10 to 14 years old: 67,324
 Population 15 to 19 years old: 57,524
 Population 20 to 24 years old: 54,342
 Population 25 to 34 years old: 133,144
 Population 35 to 44 years old: 155,311
 Population 45 to 54 years old: 122,112
 Population 55 to 59 years old: 49,223
 Population 60 to 64 years old: 33,562
 Population 65 to 74 years old: 45,370
 Population 75 to 84 years old: 23,408
 Population 85 years and older: 9,658
 Median age: 34.7 years

Births (2006, MSA)

Total number: 27,639

Deaths (2006, MSA)

Total number: 8,953

Money income (2005)

Per capita income: \$30,769
Median household income: \$70,921
Total households: 288,339

Number of households with income of . . .

less than \$10,000: 15,367
\$10,000 to \$14,999: 11,094
\$15,000 to \$24,999: 22,929
\$25,000 to \$34,999: 18,782
\$35,000 to \$49,999: 33,646
\$50,000 to \$74,999: 50,666
\$75,000 to \$99,999: 38,175
\$100,000 to \$149,999: 56,018
\$150,000 to \$199,999: 22,275
\$200,000 or more: 19,387

Percent of families below poverty level: 8.4% (2005)

2005 FBI Crime Index Property: 22,930

2005 FBI Crime Index Violent: 3,492

■ Municipal Government

San Jose operates under a council–manager form of government. The council consists of ten council members elected by districts and the mayor, who is elected at-large. All council members serve four-year terms. The city manager is appointed by the mayor and the council to an open-ended term. San Jose is the seat of Santa Clara County.

Head Official: City Manager Debra Figone (since 2007)

Total Number of City Employees: 6,672 (2007)

City Information: City of San Jose, 200 East Santa Clara St., San Jose, CA 95113; telephone (408)535-3500; www.sanjoseca.gov

■ Economy

Major Industries and Commercial Activity

The rapid expansion of high-technology industries triggered uninterrupted growth in the Silicon Valley—San Jose and Santa Clara County—from the 1950s through the early 1980s. The 1985 recession, however, left a stagnant economy, pointing to a need to diversify the economic base of the area. Studies indicated that high-technology companies had to move toward decreased reliance on the defense industry. By the early 1990s businesses in San Jose and Santa Clara County showed less than 20 percent of their budgets devoted to government contracts. The city was encouraged by a 1992 study that reported the nation’s beleaguered

semiconductor industry claimed 43.8 percent of the world market, up from a low of 36.9 percent in 1988.

By 1997 the nation was riding the wave of a booming New Economy—involving the creation of new companies that put the Internet to use to change the way business was done. High technology had become a major factor in the economic growth of U.S. cities, and San Jose was at the center of it all. By 2000 San Jose was a mecca for hot startup companies and venture capital dollars. San Jose, and in particular the Silicon Valley region, is a hotbed of technology and technological innovation. The area has received more patents than any other technology region in the United States. Technology businesses centered here continue to grow and expand in the twenty-first century, as does the growth of service and support businesses to the industry. The San Jose Metropolitan Area in 2007 was home to over 4,500 high technology companies employing more than 182,300 people. Companies in the Silicon Valley area include Hewlett-Packard, Apple, Intel, Intuit, Oracle, Yahoo!, Google, Adobe, eBay, and Sun Microsystems.

Items and goods produced: missiles; rocket boosters; computers; atomic electrical equipment; fruit, vegetable, and fish cans; dairy products; chemicals; aluminum; paint; fiberglass; matches; medical equipment

Incentive Programs—New and Existing Companies

Local programs: The city of San Jose adopted a Local Preference Policy in May 2004. The policy works to encourage local companies to work with other local companies and the city to promote further job growth for residents and to keep local spending within the regional economy. The Local Preference Policy goes hand in hand with the Small Business Opportunity Program, which works to smooth the process for small businesses of selling their products and services to the city.

A variety of loans, bonds, and special funds are available to local businesses in San Jose. Among them are the Development Enhancement Special Fund, which helps businesses secure loan funds for expansion, working capital, inventory, or other qualified business expenses; Industrial Development Bonds, which offer financing options for manufacturing firms that are job-generating; the Lenders for Community Development program, which provides access to small business loans and lines of credit; and the Revolving Loan Fund, which makes funds available to small businesses for a variety of uses.

The San Jose Silicon Valley Chamber of Commerce works to develop and maintain the metropolitan area economy. Their particular focus is on aiding small and medium-sized companies involved in international business. The chamber’s international trade program includes

seminars, networking events, and exhibitions. The San Jose Downtown Association also works to stimulate and improve business conditions. The SBA/CiscoSystems/San Jose Entrepreneur Center provides services to entrepreneurs and small businesses.

State programs: An 18-square mile state-designated Enterprise Zone offers businesses operating in the zone significant tax savings and other financial benefits. The zone consists of San Jose's downtown area and benefits retail, commercial, and high-tech businesses located there. Benefits of operating in the Enterprise Zone include sales and use tax credits; hiring tax credits; net operating loss carryover and net interest deduction for lenders programs. A Research & Development Tax Credit is available of up to 15 percent against bank and corporate tax liability for certain in-house research. An additional 24 percent credit is available for basic research payments to outside organizations. This is one of the highest research and development tax credits in the nation. A Child Care Tax Credit is available for companies establishing on-site child care facilities. A Net Operating Loss Carryover and New Market Tax Credits are also available. A Work Opportunity Tax Credit is offered for employers who hire individuals from certain target groups. San Jose is part of a state-designated Recycling Market Development Zone, enabling businesses involved in recycling to utilize low-interest loans, technical assistance, siting and permitting assistance, and reduced permit application fees. San Jose is also a designated Foreign Trade Zone, which allows companies to reduce, delay, or eliminate customs fees on imported goods. The Silicon Valley Export Assistance Center offers state and government programs that assist companies who wish to export goods.

Job training programs: The Silicon Valley Workforce Investment Network works with local businesses and residents. The network's one-stop system offers resources for job seekers, as well as services to businesses that include pre-employment screening, access to qualified applicants, training programs, and assistance with employee transitions. Work2future offers training and workforce assistance for local businesses and job-seekers. The California Employment Training Panel assists businesses through performance-based customized training contracts for new or existing employees. Reimbursement of costs for developing, implementing, and completing training programs may range from \$1,500 to \$2,000 per employee.

Development Projects

In 2003 and 2004, more than 240,000 square feet of retail space was added in downtown San Jose. The Neighborhood Business Districts (NBD) program was established as part of an effort to boost retail business in San Jose's older neighborhoods; its efforts resulted in 40

new restaurants and retail stores opening among the districts by early 2005. CIM Group's Central Place was approved in early 2005; construction on the downtown mixed-use highrise housing project began in 2006 and was scheduled to be complete in 2009.

A massive plan for the redevelopment of North San Jose, or the Innovation Triangle, was adopted by the city council in June 2005. The North San Jose 2030 plan calls for a redevelopment of the approximately 42 million square feet of industrial space in the Innovation Triangle, which is currently home to more than 1,200 multinational companies employing more than 55,000 people. The plan cites that the space is currently "functionally obsolete," and calls for renovations as well as an additional 26.7 million square feet of new research and development space and office space, 32,000 new housing units, and 1.4 million square feet of retail space. As of 2007, it was estimated that up to 83,000 new jobs would be brought to San Jose as a result of the North San Jose redevelopment.

A \$2.8 billion expansion of the San Jose International Airport was underway in 2007, with phased completion dates and expansions and improvements ranging from new concourses and parking garages, terminal and roadway improvements, and an Automated People Mover. When completed in 2010, the airport will have the capacity to serve approximately 17.6 million passengers annually, up from the 11.5 million it currently serves.

San Jose has one of the fastest growing life science clusters in the U.S.; San Jose had invested some \$6.5 million in contemporary bioscience laboratory facilities by 2007. The recently developed Edenvale Technology Park is home to over 300 companies located on 2,312 acres with 12 million square feet of research and development, office, and manufacturing space. The Edenvale Technology Park is also home to the San Jose BioCenter, a world-class life sciences research facility and business incubator sponsored by the Redevelopment Agency.

Economic Development Information: San Jose Silicon Valley Chamber of Commerce, 310 South First Street, San Jose, CA 95113; telephone (408)291-5250; fax (408)286-5019; email info@sjchamber.com

Commercial Shipping

Nearly half of the traffic at Mineta San Jose International Airport is business related, which makes the facility an important factor in the Silicon Valley economy. Revenues from freight shipments average more than \$10 million annually. There are 12 cargo and freight airline services with facilities at the airport. Two major rail freight lines and a number of motor freight carriers also operate in the metropolitan area. The city is part of Foreign Trade Zone 18 and the U.S. Customs services are available at the airport.

Labor Force and Employment Outlook

According to San Jose's Office of Economic Development, more than 85 percent of the region's new jobs come from companies that are less than 10 years old. As of 2007, small businesses created eight out of ten new jobs in the Silicon Valley. A well-educated and abundant work force coupled with the great quantity of high-level jobs created annually combine to create a shortage of qualified employees in the region. One out of every five workers in Santa Clara County is employed in manufacturing (169,600 workers out of a total employment of 799,600). San Jose has ranked first among large metropolitan areas as a world class manufacturing community based on manufacturing strength and the high productivity of its workers. The San Jose region continues to have the highest productivity level of any region in the U.S. The workforce is highly educated: 67 percent of the workforce has some college education and 40 percent of workers have earned a college degree.

The following is a summary of data regarding the San Jose-Sunnyvale-Santa Clara metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 892,400

Number of workers employed in . . .

construction and mining: 47,300
 manufacturing: 171,000
 trade, transportation and utilities: 135,800
 information: 38,500
 financial activities: 37,100
 professional and business services: 164,700
 educational and health services: 101,300
 leisure and hospitality: 75,500
 other services: 25,000
 government: 96,400

Average hourly earnings of production workers employed in manufacturing: \$22.60

Unemployment rate: 4.8% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Cisco Systems	17,200
County of Santa Clara	15,360
City of San Jose	6,840
IBM	6,650
San Jose State University	3,030
eBay	3,010
Hitachi	2,800
San Jose Unified School District	2,670
Xilinx	2,440
Kaiser Permanente	2,120

Cost of Living

San Jose suffers from a severe shortage of affordable housing and is among the most expensive cities in which to live; conversely, San Jose residents also have the highest disposable income in the nation.

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

2007 (1st quarter) ACCRA Average House Price: \$827,270

2007 (1st quarter) ACCRA Cost of Living Index: 155.1

State income tax rate: 1.0% to 9.3%

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 2.0% (county)

Property tax rate: Average 1.1% of full cash value

Economic Information: San Jose Silicon Valley Chamber of Commerce, 310 South First St., San Jose, CA 95113; telephone (408)291-5250; fax (408)286-5019; email info@sjchamber.com. State of California, Employment Development Department, 800 Capitol Mall, MIC 83, Sacramento, CA 95814

Education and Research

Elementary and Secondary Schools

The city of San Jose is served by 19 school districts, but not every district serves all ages of students. For instance, the Evergreen Elementary School District serves elementary and middle school students while the East Side Union High School District serves only high school students. Charter schools are available in some districts. The largest district in the city is the San Jose Unified School District, which serves children of all ages with a variety of curriculums, including programs for advanced students as well as those for at-risk or special education students.

The following is a summary of data regarding the San Jose Unified School District as of the 2005–2006 school year.

Total enrollment: 31,658

Number of facilities

elementary schools: 31
 junior high/middle schools: 7
 senior high schools: 7
 other: 0

Student/teacher ratio: 21:1

Teacher salaries (2005–06)

elementary median: \$54,720
 junior high/middle median: \$56,350
 secondary median: \$60,120

Funding per pupil: \$8,123

More than 60 private and parochial schools serve San Jose.

Public Schools Information: San Jose Unified School District, 855 Lenzen Avenue, San Jose, CA 95126; telephone (408)535-6000; www.sjusd.org

Colleges and Universities

San Jose State University is the oldest public institution of higher learning on the West Coast, as well as one of the largest universities in the 23-campus California State University system. San Jose State University educates nearly 30,000 students and offers 134 bachelor's and master's degrees in 110 concentrations; the university prides itself on being the top supplier of engineering, computer science, and business graduates to the Silicon Valley high-tech workforce.

The San Jose/Evergreen Community College District is comprised of San Jose City College and Evergreen Valley College; both award associate's of arts and science degrees and offer occupational and technical training to more than 30,000 students.

The National Hispanic University is a four-year institution offering associate's and bachelor's degrees in business administration, computer information systems, and liberal studies. Associate's degrees are also available in early childhood education and mathematics and science. The school offers special programs for middle and high school students to encourage their educational goals. The Lincoln Law School of San Jose offers part-time evening study programs for students seeking a legal education leading to the Bar Examination. Most students complete their course of studies in about four years.

The University of Phoenix-North California campuses have a facility in San Jose, which awards bachelor's and master's degrees. Also located in the San Jose area are technical and vocational schools, adult learning centers, and extension facilities. Several colleges and universities—some of them considered among the best in the nation—are within driving distance of San Jose. They include Stanford University, Santa Clara University, and the University of California campuses at Berkeley and Santa Cruz.

Libraries and Research Centers

The San Jose Public Library system operates the Dr. Martin Luther King, Jr. Main Library, 17 branches, and a bookmobile. Library holdings consist of more than two million items. The Dr. Martin Luther King, Jr. Main Library opened in 2003 as a joint development effort

between the city, San Jose State University, and the San Jose Redevelopment Agency. It is the first library of its kind in that the combined services and collections of the city system and the university library are made available to all. With eight floors and more than 475,000 square feet, the library is among the largest in the country and serves more than one million visitors annually. The Main Library also houses a special collection in the California Room, featuring state and local history from 1849 to the present; the Cultural Heritage Center; and the Ira F. Brilliant Center for Beethoven Studies. The Steinbeck Research Center contains the writings and memorabilia of novelist John Steinbeck, a San Jose area native, as well as the world's largest collection of the writer's first edition books.

San Jose State University has partnerships with over 45 research institutes and facilities serving a wide variety of fields. These include the Bay Area Earth Science Institute, the Carl W. Sharsmith Herbarium, the Center for Development of Recycling, the Center for Educational Research on Dyslexia, the Silicon Valley Ergonomics Institute, and the Institute of Nursing Research. Other fields of interest include gerontology, the environment, and telecommunications. IBM's Almaden Research Center conducts industrial research in computer science, software, computer storage technology, and physical and materials science and technology.

Public Library Information: Dr. Martin Luther King, Jr. Main Library, 150 E. San Fernando Street, San Jose, CA 95112; telephone (408)808-2000; www.sjlibrary.org

■ Health Care

HCA Healthcare Corp. owns two major hospitals in San Jose. The Regional Medical Center of San Jose has 204 licensed beds and serves about 45,000 patients annually in its emergency/trauma department, which is one of six Centers of Excellence at the hospital. The other five are cardiovascular, women's and children's health, neuroscience, cancer care, and medical/surgical services. The trauma department is a level II facility. Good Samaritan Hospital is a general acute-care hospital with a licensed bed capacity of 422. Good Samaritan is accredited as a primary stroke center and offers one of the few behavioral health centers in the area. Other specialized departments include mother and baby care, the Cardiac and Vascular Institute, and the Arthritis and Joint Replacement Center.

Santa Clara Valley Medical Center, one of California's most high-tech public hospitals, is a 524-bed acute-care facility that houses a burn unit, a rehabilitation center for patients with spinal and head injuries, a level I trauma center, a high-risk maternity program, and a neonatal intensive-care unit. The 358-bed O'Connor Hospital, sponsored by the Daughters of Charity of

St. Vincent de Paul, offers heart and cancer care, sports medicine, and a Wound Care Center. O'Connor Hospital also supports a satellite pediatric facility and a family health center. Stanford Hospital in nearby Palo Alto is highly regarded for its work in a wide variety of specialties, notably cardiovascular treatment, and is the teaching facility for the Stanford University medical school. Only 20 minutes from San Jose, the hospital's 613 beds and more than 1,800 medical staff personnel serve more than 400,000 area residents annually. Stanford Clinics offer treatment in more than 100 specialties and subspecialties.

■ Recreation

Sightseeing

Most of the attractions in San Jose are related to the natural beauty of the area or to its historical past. Kelley Park is a popular site, offering a variety of diversions, including Happy Hollow Park and Zoo, where visitors can enjoy family-oriented amusements and view wildlife in a 12-acre natural setting. The 16-acre San Jose Historical Museum on the park grounds features a recreated turn-of-the-century town with such exhibits as a working blacksmith shop, a Victorian home, and a doctor's office. Also located in Kelley Park is the Japanese Friendship Garden, featuring flowering trees and shrubs, waterfalls, and koi fish. Other botanical gardens in San Jose are Overfelt Botanical Gardens and the Municipal Rose Garden.

Alum Rock Park is a wildlife refuge containing mineral springs, trails, and picnic facilities; the Youth Science Institute based in the park offers educational programs and special events to acquaint children with nature. Ardenwood Historic Farm in neighboring Fremont is a working farm that demonstrates agrarian life from 1880 through the 1920s; among the exhibits are soap and candle making and the planting and harvesting of crops with horse-drawn equipment.

Especially popular with tourists is the Winchester Mystery House; according to legend, this "haunted" Victorian mansion, containing 160 rooms, was built by the wealthy but eccentric widow of the maker of the Winchester rifle to appease the spirits of the rifle's victims.

Families with children will not want to miss a trip to several of the special areas in Guadalupe River Park and Gardens. The park's Discovery Meadow is home to the Children's Discovery Museum, featuring 150 interactive exhibits, and Monopoly in the Park, the world's largest Monopoly game board at 930 square feet. McEnery Park includes a playground and 12 sculptures that represent the wildlife of the river. Arena Green has a carousel. The Guadalupe Gardens are a relaxing place for a stroll or a guided tour, for a small fee.

Nationally known for its table wines, the San Jose area boasts dozens of wineries; many offer wine-tasting and tours of their facilities. Several theme parks operate in

Santa Clara County, including Paramount's Raging Waters in San Jose's Lake Cunningham Regional Park and Paramount's Great America in nearby Santa Clara.

Arts and Culture

San Jose is becoming a regional center for the arts as local performing groups and organizations consistently draw larger audiences from throughout the Bay Area. The American Musical Theatre of San Jose at the San Jose Center for the Performing Arts entertains capacity crowds with three to four annual Broadway musicals. The San Jose Repertory Theatre produces classic and contemporary drama. Plays for children are staged by the San Jose Children's Musical Theater. The California Theatre is home to the San Jose Wind Symphony, Symphony Silicon Valley, and Opera San Jose. The Ballet San Jose Silicon Valley is considered one of the country's most innovative ballet companies, with a repertoire of more than 120 modern and traditional classical ballets. The San Jose Stage Company produces plays by contemporary playwrights. HP Pavilion at San Jose hosts varied performers such as U2 and the Mormon Tabernacle Choir.

San Jose's museums and galleries specialize in a variety of fields. Attractions include the Children's Discovery Museum, offering hands-on exhibits, and The Tech Museum of Innovation, offering an IMAX theater and interactive experiences in new technologies. The Rosicrucian Egyptian Museum features the city's only planetarium as well as astronomical and scientific displays, a full-scale Egyptian tomb exhibit, and a collection of Egyptian artifacts.

The San Jose Museum of Art holds over 2,000 objects in a variety of media with a focus on twentieth- and twenty-first century artwork, particularly of artists from the West Coast. The San Jose Museum of Quilts and Textiles, one of the few museums of its kind in the country, provides a showcase for the history of quilts and textiles. The work of local and Bay Area artists is shown at the Institute of Contemporary Art and at the Works Gallery. The Works Gallery is a mixed-use space for contemporary art, music, and other performances. Movimiento de Arte y Cultura Latino Americana (MACLA) offers a place for the contemporary art and performances of Latino artists.

Arts and Culture Information: San Jose Convention and Visitors Bureau, 408 Almaden Blvd., San Jose, CA 95110; telephone (408)295-9600; toll-free (800) SAN-JOSE/726-5673; www.sanjose.org

Festivals and Holidays

Special events and celebrations take place in the San Jose area throughout the year, many of them focusing on the cultural heritages of the region's diverse population. Winter events include January's San Jose International Auto Show; in February, the Vietnamese Spring Festival

and Parade offers food, entertainment, games, and other fun events highlighting Vietnamese culture in the city. Spring offerings include the San Jose Art Festival, a juried art show; and the Golden Circle Theatre Party, an annual black-tie benefit, both in March. March is also the month for the annual Cinequest Film Festival. April's annual Iris Show is a favorite of gardeners and iris aficionados; May brings cultural celebrations including the Nikkei Matsuri, Cinco de Mayo Parade and Festival, and the Zee Heritage India Festival. June events include the Juneteenth Festival and the San Jose Gay Pride Festival and Parade. In July, visitors and residents can enjoy the San Jose America Festival (multicultural), the International Mariachi Festival, the Tahiti fete of San Jose, and the Chinese Summer Festival. August ushers in the Comcast Jazz Festival and the Santa Clara County Fair. Fall offers Halloween at Bonfante Gardens. San Jose's year winds down with a Holiday River Parade and Lighting Ceremony and the Nuestra Navidad, a celebration of Christmas in the Mexican tradition.

Sports for the Spectator

San Jose is in an advantageous location for fans of professional sports. The National Hockey League's San Jose Sharks play at the HP Pavilion. The HP Pavilion also hosts the San Jose Stealth of the National Lacrosse League and Arena Football League's SaberCats, as well as figure skating, boxing, and other sporting events. Major League Soccer's San Jose Earthquakes play at San Jose State University's Spartan Stadium. The San Jose Giants, the farm club for the San Francisco Giants National League baseball team, play their home games at Municipal Stadium in San Jose. Horse racing is on view at Bay Meadows Racecourse in San Mateo and at the Santa Clara County Fairgrounds.

Several professional teams compete within driving distance of San Jose; among them are baseball's San Francisco Giants and Oakland Athletics, and Oakland's Golden State Warriors of the National Basketball Association.

Sports for the Participant

A variety of neighborhood and regional parks in the San Jose area provide facilities for a variety of activities such as water sports, baseball, tennis, golf, hiking, horseback riding, and wildlife study. San Jose's 152 large and small neighborhood parks and gardens, and another 9 regional parks, are maintained by the city; especially popular are Almaden Quicksilver Park, Alum Rock Park, and Lake Cunningham Regional Park. Numerous reservoirs and lakes are located throughout the region for sailing, waterskiing, and windsurfing. Over 15 local and championship golf courses exist in the area, including two Jack Nicklaus-designed golf courses and the Los Lagos Golf Course spanning Coyote Creek. Runners have two major fall events to choose from: the Metro Silicon Valley Marathon and the Rock 'n' Roll Half Marathon San Jose.

Shopping and Dining

With several major and outlet malls, regional shopping centers, and myriad neighborhood stores and specialty shops, San Jose can meet the needs of most consumers. San Jose's largest shopping center is Valley Fair Westfield Shoppingtown, boasting of over 360 stores and 20 dining establishments. Santana Row, directly across the street from the mall, includes 70 shops, 5 spas, 18 restaurants, and a full-service hotel in a complex set up like European streets. The Oakridge Mall (the city's other Westfield mall) has about 100 shops as well as cafes and restaurants. The San Jose Flea Market is one of the nation's largest flea markets and attracts more than 2,000 sellers and more than 80,000 shoppers per week to its 8 miles of corridors and alleys. Shoppers will find anything from antiques and collectibles to freshly-made foods. The "Produce Row" section of the market is touted as California's largest farmer's market. San Jose Market Center downtown features about 50 retail and dining establishments.

Restaurants are plentiful in San Jose, offering American cuisine and ethnic specialties ranging from German and French to Mexican, Persian, Moroccan, and Thai dishes. Several authentic Japanese restaurants are clustered in historic Japantown. Santana Row offers ethnic restaurants such as Amber India, The Left Bank, and Maggiano's. Local favorites include Paolo's, an Italian restaurant with a 5,000-bottle wine collection; Emiles, hosted by the Swiss Chef Emile; and Original Joe's, featuring Italian-American family-style dining. Santa Clara Valley wineries combine brunches, luncheons, and picnics with wine tastings; the area is noted for its Chardonnay, Zinfandel, and Johannisburg Riesling wines.

Visitor Information: San Jose Convention and Visitors Bureau, 408 Almaden Blvd., San Jose, CA 95110; telephone (408)295-9600; toll-free (800)SAN-JOSE/726-5673; www.sanjose.org

■ Convention Facilities

The principal convention and meeting place is the San Jose McEnery Convention Center. It offers a total of 432,000 square feet of event space with 30 meeting rooms and a 22,000-square-foot ballroom. South Hall, adjacent to the convention center, has 80,000 square feet of column-free exhibit space. Directly across the street from the convention center is the Civic Auditorium, a Spanish Mission style dual-level auditorium seating 3,060. The 523-seat Montgomery Theater is in the same building as the Civic Auditorium. Next door is Parkside Hall, featuring 30,000 square feet of unobstructed exhibit space. This space can be divided into two smaller sections. The 1,100-seat California Theatre downtown has conference and meeting rooms available.

There are more than 4,000 hotel and motel rooms in San Jose's downtown and another 4,400 citywide. Hotels and motels in the San Jose metropolitan area, many of them new or recently renovated, provide accommodations for a variety of group functions. Among the unique meeting facilities are the Bay Meadows Racecourse, and the many museums and wineries in the area.

Convention Information: San Jose Convention and Visitors Bureau, 408 Almaden Blvd., San Jose, CA 95110; telephone (408)295-9600; toll-free (800)SANJOSE/726-5673; www.sanjose.org

■ Transportation

Approaching the City

The Norman Y. Mineta San Jose International Airport, located 10 minutes from downtown, is rated among the busiest airports in the world, handling more than 10.9 million passengers annually; it is served by 13 airlines with more than 384 daily flights. In 2007 major construction was underway at the airport, with projects including new terminals, a people mover, more parking, runway extensions, and advanced security systems, all slated for completion in phases by 2015. Corporate and private aircraft are accommodated at the San Jose Jet Center and the Reid-Hillview Airport.

Three interstate highways serve San Jose: I-680 (north-south), which becomes I-280 (east-west), and I-880 (north-south). U.S. Route 101 runs northeast-southwest. State routes 87 and 17 also lead into the city.

Amtrak serves the San Jose Diridon station; rail commuter service to San Francisco is provided by CalTrain. Other intercity rail connections are made via the county bus system that links with BART (Bay Area Rapid Transit), an ultra-modern train system based in San Francisco; a \$1 billion transit plan approved in 2000 will fund an eventual BART extension to San Jose. In late 2007, engineering plans were completed but construction had not yet begun.

Traveling in the City

The Santa Clara Valley Transportation Authority (VTA) operates a 30-mile-long light rail system out of the downtown Transit Mall, which also provides antique trolleys and county transit buses in and around the city and connecting the city with Bay Area Rapid Transit (BART) to East Bay and San Francisco. The light rail system runs from Mountain View through downtown San Jose and ends in south San Jose residential and shopping areas. DASH Shuttles provide service around downtown and connect the VTA Light Rail to the Diridon CalTrain Station, the convention center, and San Jose State University. The Altamont Commuter Express train runs six times a day between Stockton and San Jose.

■ Communications

Newspapers and Magazines

San Jose's daily newspaper is the *San Jose Mercury News*. Weekly community papers include the *Almaden Resident*, *Rose Garden Resident*, and *Willow Glen Resident*, all published by Silicon Valley Community Newspapers. The metropolitan area is also served by such publications as the weekly *Silicon Valley/San Jose Business Journal* and the *San Jose Post-Record*, a daily legal newspaper. *El Observador* and *Alianza Metropolitan News* are published weekly in Spanish and English. *Viet Mercury* is a Vietnamese weekly paper.

Television and Radio

Because of the proximity of communities in the Bay Area, San Jose shares a number of television and radio stations with other cities. Based in San Jose are 3 television stations—1 public and 2 commercial—and 11 AM and FM radio stations.

Media Information: *San Jose Mercury News*, 750 Ridder Park Drive, San Jose, CA 95190; telephone (408) 920-5000; www.mercurynews.com

San Jose Online

City of San Jose home page. Available www.sanjoseca.gov

History San Jose. Available www.historysanjose.org

San Jose Convention & Visitors Bureau. Available www.sanjose.org

San Jose Mercury News. Available www.mercurynews.com

San Jose Public Library. Available www.sjlibrary.org

San Jose Silicon Valley Chamber of Commerce. Available www.sjchamber.com

San Jose Unified School District. Available www.sjUSD.org

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Farrell, Harry, *Swift Justice: Murder and Vengeance in a California Town* (New York: St. Martin's Press, 1992)

Lecuyer, Christopher, *Making Silicon Valley: Innovation and the Growth of High Tech, 1930-1970* (Cambridge, MA: MIT Press, 2006)



Santa Ana

■ The City in Brief

Founded: 1869 (incorporated 1886)

Head Official: Mayor Miguel A. Pulido (since 1986)

City Population

1980: 203,713

1990: 293,827

2000: 337,977

2006 estimate: 340,024

Percent change, 1990–2000: 14.8%

U.S. rank in 1980: 69th

U.S. rank in 1990: 52nd

U.S. rank in 2000: 51st

Metropolitan Area Population

1980: 1,933,000

1990: 2,410,668

2000: 2,846,289

2006 estimate: Not reported

Percent change, 1990–2000: 12.9%

U.S. rank in 1980: 2nd (CMSA)

U.S. rank in 1990: 2nd (CMSA)

U.S. rank in 2000: 2nd (CMSA)

Area: 27.2 square miles (2000)

Elevation: 110 feet above sea level

Average Annual Temperature: 65.0° F

Average Annual Precipitation: 13.17 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.7% (June 2007)

Per Capita Income: \$14,110 (2005)

2005 FBI Crime Index Property: 10,292

2005 FBI Crime Index Violent: 1,845

Major Colleges and Universities: Rancho Santiago Community College, Santa Ana College

Daily Newspaper: *The Orange County Register*; *Los Angeles Times–Orange County*

■ Introduction

Santa Ana is the seat and largest city of California's Orange County. Surrounded by the rich farmland of the Santa Ana Valley, the city is part of a megalopolis that includes several incorporated cities; among them are Anaheim, Buena Park, and Fullerton. It is close to both the Los Angeles metropolitan area to the northwest and the San Diego metropolitan area to the southeast along the Pacific Coast. About 76 percent of its residents are of Hispanic origin; thus, Santa Ana has retained its rich cultural heritage. Founded as a farming town, the city is now the financial and governmental center for Orange County.

■ Geography and Climate

Santa Ana is located in the Santa Ana Valley in southwestern California. The seat and largest city of Orange County, it is located about 30 miles southeast of Los Angeles and 90 miles north of San Diego. Situated on the Santa Ana River, it is near the Santa Ana Mountains and about 12 miles from the coast of the Pacific Ocean. For statistical purposes, the city is sometimes linked in a metropolitan division with Anaheim and Irvine and sometimes listed as part of a Metropolitan Statistical Area (MSA) encompassing Los Angeles and Long Beach. The weather is typically warm and sunny, as in most of Southern California. The sun shines approximately 300 days out of the year. Year-round humidity at noon is usually around 53 percent. The Santana Winds (or Santa

Ana Winds) that typically occur from late summer to spring bring warm and dry air down from the high deserts to the San Bernardino Mountains and through the Los Angeles–Orange County Basin. These winds are sometimes accompanied by brush and wildfires. The region of Southern California, with several fault lines, is susceptible to earthquakes, though most are of a relatively low magnitude.

Area: 27.2 square miles (2000)

Elevation: 110 feet above sea level

Average Temperature: 65.0° F

Average Annual Precipitation: 13.17 inches

■ History

Franciscans Settle Santa Ana Valley

The valley in which Santa Ana is located was discovered in July 1769, during a Franciscan expedition led by Don Gaspar Portola. The explorers christened the valley Santa Ana in honor of Saint Anne, also giving the name Santa Ana to the river flowing through the valley. One of the members of the Portola party, Father Junipero Serra, later founded a chain of Franciscan missions that still can be seen today. The El Camino Real, the King's Highway, which linked the missions, passes through the Santa Ana Valley.

Another member of the Portola group, a soldier named Antonio Yorba, and his nephew, Juan Peralta, received a Spanish grant for land extending from the foothills of the Santa Ana Canyon to the ocean. They used the land for grazing cattle and later developed irrigation systems fed by water from the Santa Ana River. The land was thus quite fertile, and the area soon became an agricultural center, with several ranches established in the valley.

City of Santa Ana Prospers

The 1849 California Gold Rush brought the region a population boom, which was followed by another major expansion during the Civil War. The valley's large ranches were subdivided and sold to the newcomers, many of whom later founded the cities of Santa Ana, Orange, and Tustin. Santa Ana's modern history began in 1869 when William H. Spurgeon purchased 70 acres from the Yorba heirs and drew up a town plan. Since the land had been part of the Santiago de Santa Ana ranch and since it was also near the Santa Ana River, the town was called Santa Ana.

Soon the new town became prosperous, boasting mail delivery twice a week and a number of stores and residences within its boundaries. Farms also were established throughout the valley; the rich soil and favorable

climate permitted the cultivation of several crops. Santa Ana became a commercial center; because of its central location in the valley, it was a natural marketplace for crops produced in the surrounding region that is now Orange County. When rail transport arrived in the area in 1877, the town developed and population increased; in 1886 Santa Ana was incorporated. Three years later Orange County was separated from Los Angeles County and Santa Ana was named the county seat.

World War II brought further development as industry moved into the area. The population of Santa Ana increased from around 49,000 people in 1900 to nearly 210,000 residents in 1950. A city charter, providing for a council-manager form of government, was adopted in 1952. Since World War II Santa Ana has become a financial and governmental center of Orange County.

Efforts began in the 1980s to restore and revitalize the city of Santa Ana, especially its downtown. As a result the city became known for its historic downtown and MainPlace shopping center, which created thousands of jobs in the heart of the city. In 1993 the city gained a designation as an Enterprise Zone by the State of California and in 1999 was recognized as a Federal Empowerment Zone. The tax credits allowed by these designations encouraged development of new and existing business. The development of Artists Village in the downtown area contributed significantly to the city's pride in its arts and culture and the development of neighborhood associations (55 by 1999) also helped bring city residents together. In the mid-1990s city officials took on the challenge of reducing crime in the city, a goal which has been fairly successfully accomplished. In 2007 crime was down by an estimated 64 percent and Santa Ana was considered to be one of the safest among the 50 most populated cities in the nation.

Historical Information: Santa Ana Public Library, History Room, 26 Civic Center Plaza, Santa Ana, CA 92701; telephone (714)647-5267. Santa Ana Mountain Historical Society, 28192 Silverado Canyon Road (PO Box 301), Silverado, CA 92676; telephone (714)649-2216

■ Population Profile

Metropolitan Area Residents

1980: 1,933,000

1990: 2,410,668

2000: 2,846,289

2006 estimate: Not reported

Percent change, 1990–2000: 12.9%

U.S. rank in 1980: 2nd (CMSA)

U.S. rank in 1990: 2nd (CMSA)

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aerialphotoshop.com/David Price 2008

City Residents

1980: 203,713
1990: 293,827
2000: 337,977
2006 estimate: 340,024
Percent change, 1990–2000: 14.8%
U.S. rank in 1980: 69th
U.S. rank in 1990: 52nd
U.S. rank in 2000: 51st

Density: 12,451 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 155,335
Black: 2,905
American Indian and Alaska Native: 945
Asian: 25,370
Native Hawaiian and Pacific Islander: 546
Hispanic or Latino (may be of any race): 238,773
Other: 112,617

Percent of residents born in state: 38.6% (2000)

Age characteristics (2005)

Population under 5 years old: 31,572
Population 5 to 9 years old: 29,846
Population 10 to 14 years old: 30,114
Population 15 to 19 years old: 23,019
Population 20 to 24 years old: 24,996
Population 25 to 34 years old: 49,187
Population 35 to 44 years old: 44,954
Population 45 to 54 years old: 32,269
Population 55 to 59 years old: 11,294
Population 60 to 64 years old: 6,325
Population 65 to 74 years old: 10,370
Population 75 to 84 years old: 6,657
Population 85 years and older: 1,699
Median age: 27 years

Births (2006, Metropolitan Division)

Total number: 46,345

Deaths (2006, Metropolitan Division)

Total number: 16,689

Money income (2005)

Per capita income: \$14,110

Median household income: \$47,438

Total households: 68,790

Number of households with income of . . .

less than \$10,000: 3,269

\$10,000 to \$14,999: 3,999

\$15,000 to \$24,999: 6,593

\$25,000 to \$34,999: 10,443

\$35,000 to \$49,999: 11,537

\$50,000 to \$74,999: 14,744

\$75,000 to \$99,999: 8,205

\$100,000 to \$149,999: 7,870

\$150,000 to \$199,999: 1,406

\$200,000 or more: 724

Percent of families below poverty level: 8.8% (2005)

2005 FBI Crime Index Property: 10,292

2005 FBI Crime Index Violent: 1,845

■ Municipal Government

In accordance with a charter adopted in 1952, Santa Ana operates under a council-manager form of government. The city is governed by a council consisting of six council members and an elected mayor. Council members are nominated from wards but are elected by voters from the entire city. Council members are elected to four-year terms and are limited to two consecutive terms. The mayor is elected every two years. The council hires a city manager.

Head Official: Mayor Miguel A. Pulido (since 1986; term expires November 2008)

Total Number of City Employees: 1,753 full-time (2007)

City Information: Santa Ana City Council, 20 Civic Center Plaza, PO Box 1998 M31, Santa Ana, CA 92701; telephone (714)647-6900; www.ci.santa-ana.ca.us

■ Economy

Major Industries and Commercial Activity

Santa Ana in 2006 boasted of having more than 13,000 businesses; major industries include a mix of retail trade, services, and manufacturing firms.

Government is a major employer in Santa Ana; as the county seat, the city has offices at the county, state, and federal levels. Santa Ana is also a financial center. The aerospace and electronics industries, among the area's largest employers, figure significantly in the city's economy. Santa Ana's major employers in 2006 were First American Title, Orange County Register, Western Medical Center, Ingram Micro, and Diversified Maintenance Service.

Santa Ana was the recipient of California's largest commercial loan program, which contributed to redevelopment of the downtown district. Part of the project were 10 new banking and financial buildings and the Civic Center, which houses city, county, state, and federal government buildings. Several *Fortune* 500 companies, including Textron's Cherry Division, ITT Cannon, and Xerox, are located in Santa Ana.

Tourism is a major industry in Santa Ana and Orange County. Within a radius of 10 miles of the city are several of California's most popular tourist attractions, such as Disneyland, Knott's Berry Farm, and southern California beaches. Forty-five million people visit the Orange County area each year, spending more than \$8 billion.

Items and goods produced: sugar; glass products; plumbing material; foam rubber products; dehydrating, electronic, and sporting equipment; concentrates; extracts; agricultural machinery; perfumes; feed; cement pipes; soft drinks; rivets; fasteners; canned and dried fruits and vegetables; packaged walnuts and oranges; poultry

Incentive Programs—New and Existing Companies

Local programs: The Orange County Business Council (OCBC) concentrates on attracting and retaining high-quality, high-paying and low-polluting jobs to Orange County. For business development, the OCBC is the single business point-of-contact for economic development and related business information in Orange County. As well, the OCBC leads the county in ensuring a quality workforce and advocating legislation to benefit businesses.

State programs: A variety of programs administered by state and federal sources are available to Santa Ana businesses. Parts of Santa Ana are designated as a Federal Empowerment Zone. Santa Ana is currently the only town west of the Rockies to receive such a designation. As a Federal Urban Empowerment Zone, the city of Santa Ana receives up to \$100 million in performance grants to be used in the designated area. Up to \$10 million will be paid out each year through 2008. Part of the city also has a designation as an Enterprise Zone. Enterprise Zone Credits include a Sales and Use Tax Credit and Hiring Tax Credits. Research & Development Tax

Credit is available of up to 15 percent against bank and corporate tax liability for certain in-house research. An additional 24 percent credit is available for basic research payments to outside organizations. This is one of the highest research and development tax credits in the nation. A Child Care Tax Credit is available for companies establishing on-site child care facilities. A Net Operating Loss Carryover and New Market Tax Credits are also available. A Work Opportunity Tax Credit is offered for employers who hire individuals from certain target groups.

Job training programs: The Santa Ana Work/Opportunities/Resources/Knowledge (W/O/R/K/) Center is a non-profit organization comprised of a partnership between several agencies: The Santa Ana Workforce Investment Board, State Employment Development Department, Santa Ana College, and Orange County Social Services. The W/O/R/K Center is designed to meet the job training and placement needs of the community. The center was awarded the largest grant (\$867,000) given by the State of California for such programs in 2000. The Marketplace Education Center in downtown Santa Ana offers free non-credit courses to those seeking occupational training and basic skills. The Workforce Development and Career Center, sponsored in part by Santa Ana College, serves as a resource for continuing education and for specialized training programs for local business and industry. The Workplace Learning Resource Center, available in Santa Ana through the Rancho Santiago Community College District, is part of a statewide network that offers assessments and low cost customized on-site training for some businesses. The California Employment Training Panel assists businesses through performance-based customized training contracts for new or existing employees. Reimbursement of costs for developing, implementing, and completing training programs may range from \$1,500 to \$2,000 per employee.

Development Projects

Major recent commercial developments in Santa Ana include the MainPlace regional shopping center, MacArthur Place mixed use area, and the Santa Ana Auto Mall. More than 5,000 acres of the city are within six focused redevelopment areas that include a variety of governmental, infrastructure, retail and residential projects.

As of 2007, Santa Ana was pursuing a development plan for a centralized area encompassing over 350 acres including the train depot, downtown, the Civic Center, the Santa Ana Boulevard Corridor, and the Logan and Lacy neighborhoods. The purpose of the Renaissance Specific Plan is to create a land use plan that builds upon the urban environment, while at the same time ensuring that future development continues to enhance the area's strengths.

City Place, an 18-acre mixed-use project located across the street from the MainPlace Mall, will soon include 242 live/work townhomes and 60,000 square feet of restaurants and retail space. There are also plans for a 33-story residential tower, which includes a proposal for 350 units for sale. Other residential and mixed-use projects in the works in 2007 included Santiago Street Lofts, Olson Lofts, the SKYLINE at MacArthur Place, Promenade Pointe, and Cordoba Courtyards. Also, One Broadway Plaza, an office tower, once constructed will be Orange County's tallest building at 37 stories.

Economic Development Information: Orange County Business Council, 2 Park Plaza, Suite 100, Irvine, CA 92614-5904; telephone (949)476-2242; fax (949) 476-9240.

Commercial Shipping

The John Wayne Airport has two all-cargo airlines. Rail freight service is provided by the Southern Pacific and Union Pacific railroads. The Los Angeles International Airport (LAX), about 37 miles northwest of the city, has 1,000 cargo flights each day. Handling facilities include the 98-acre Century Cargo Complex, the 57.4-acre Imperial Complex, the Imperial Cargo Center, and several terminals on the south side of the airport. More than 100 motor freight carriers link Santa Ana with markets throughout the country; overnight delivery service is available to several West Coast cities as well as to Tucson, Phoenix, Las Vegas, and Reno.

Labor Force and Employment Outlook

Santa Ana has a young, well-trained work force that comprises over 10 percent of Orange County's labor pool. The workforce numbered nearly 160,000 in 2006. Employment forecasts in the Orange County area are positive, with growth of 15 percent expected between 2001 and 2008. Unionization is prevalent in manufacturing, trucking, retailing, the hotel industry, warehousing, and some grocery and drugstore chains. The top three business activities are retail trade; services, hotels, personal, and business; and manufacturing.

The following is a summary of data regarding the Santa Ana-Anaheim-Irvine Metropolitan Division metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,520,100

Number of workers employed in . . .

- construction and mining: 107,600
- manufacturing: 183,400
- trade, transportation and utilities: 270,700
- information: 31,700
- financial activities: 139,000

professional and business services: 274,800
 educational and health services: 138,900
 leisure and hospitality: 169,500
 other services: 47,900
 government: 156,500

Average hourly earnings of production workers employed in manufacturing: \$14.59

Unemployment rate: 4.7% (June 2007)

Largest private employers (2007)

	<i>Number of employees</i>
New Century Mortgage	Not available
First American Title	Not available
Orange County Register	Not available
Western Medical Center	Not available
Power Wave Technologies	Not available
ITT	Not available
Cannon	Not available
Open Source	Not available
United Building Services	Not available
Diversified Maintenance	Not available
Ingram Micro, Inc.	Not available

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$855,232

2007 (1st quarter) ACCRA Cost of Living Index: 154.7

State income tax rate: 1.0% to 9.3%

State sales tax rate: 7.25%

Local income tax rate: None

Local sales tax rate: 1.25% county and city, plus any district taxes imposed by the county (0.50% to 1.0%); comes into effect through general election

Property tax rate: limited to 1% of assessed value by state law. The local taxing body can add bonds approved by popular vote.

Economic Information: Santa Ana Chamber of Commerce, 2020 N. Broadway, 2nd Floor, Santa Ana, CA 92702; telephone (714)541-5353; fax (714)541-2238

■ **Education and Research**

Elementary and Secondary Schools

The Santa Ana Unified School District (SAUSD), the largest in Orange County and the fifth largest in the state (in 2007), is administered by a five-member, nonpartisan board of education that appoints a superintendent.

The district boasts of past distinctions such as two Nationally Distinguished Schools, several State Distinguished Schools, and numerous first or second place “Golden Bell” awards from the California School Boards Association for excellence in innovative programs. McFadden Intermediate received a GEARINGUp federal grant in 2004 to create the McFadden Mathematics Institute; the Institute offers advanced instruction and technology-based materials for seventh and eighth grade students with proven math skills. Several schools offer year-round programs. As of 2007, about 92 percent of the student body was Hispanic. The school system offers some bilingual education programs.

The Achievement Reinforcement Center opened in December 2006 as an alternative school environment for at-risk students. A number of pre-K/early childhood programs are available. The system also has a Gifted and Talented Education (GATE) program. Occupational programs are available for high school students. There were eight charter schools in the district in 2007.

The following is a summary of data regarding the Santa Ana Unified School as of the 2005–2006 school year.

Total enrollment: 58,832

Number of facilities

elementary schools: 36
 junior high/middle schools: 9
 senior high schools: 8
 other: 10

Student/teacher ratio: 22.3:1

Teacher salaries (2005–06)

elementary median: \$61,360
 junior high/middle median: \$62,040
 secondary median: \$63,410

Funding per pupil: \$7,519

A variety of private schools also operate in the city.

Public Schools Information: Santa Ana Unified School District, 1601 East Chestnut Avenue, Santa Ana, CA 92701; telephone (714)558-5501; www.sausd.us

Colleges and Universities

Santa Ana College, the fourth oldest junior college in the state, offers numerous programs leading to an associate’s degree in science or arts or a vocational certificate of

competency. Enrollment in 2006 was about 25,231 students. The college also offers a number of local off-site programs. The Centennial Education Center offers non-credit continuing education that includes English-as-a-Second-Language courses, citizenship preparation, high school completion, parent education, and vocational training. The Marketplace Education Center offers free non-credit courses to those seeking occupational training, basic skills, English language development and related instruction for independent living. A Regional Fire Training Center offers classes for students enrolled in the Fire Academy program as well as for fire professionals seeking continuing education credits. Santa Ana College is part of the Rancho Santiago Community College District, which also sponsors Santiago Canyon College in Orange.

The Santa Ana campus of Newbridge College offers diploma programs for surgical technology, medical laboratory technicians, medical assistants, ultrasound technicians, and medical office administration. The Technological Institute of Southern California offers career based programs in a variety of fields, including data entry processing, electronic fuel injection, fashion design, floral design, medical office administration, and professional child care.

Located within commuting distance of Santa Ana, other Orange County colleges include the University of California at Irvine, California State University at Fullerton, and Chapman College in Orange.

Libraries and Research Centers

The Santa Ana Public Library system operates a main library at Civic Center Plaza and the Newhope Library Learning Center. The main library houses the Santa Ana History Room, a computer lab, and a Passport Application Acceptance Center. The Newhope Library Learning Center also contains a computer lab. A bookmobile is available for service to shut-ins. Holdings consist of more than 335,000 volumes and more than 400 periodicals, plus CDs, tapes, videos, and maps. Special collections include California and Santa Ana history, foreign language books and cassettes, and federal and state documents.

The Orange County Public Library, based in Santa Ana and operating 32 branches, holds more than 2.5 million volumes and 5,000 periodicals and maintains a special collection of the Orange County Law Library documents. Other libraries and research centers are affiliated with government agencies, colleges, hospitals, and private corporations.

Research activities in botany are conducted at the Ranch Santa Ana Botanical Garden. The Apex Research Institute in Santa Ana conducts clinical trials for several major pharmaceutical companies.

Public Library Information: Santa Ana Public Library, 26 Civic Center Plaza, Santa Ana, CA 92701; telephone (714)647-5250; www.ci.santa-ana.ca.us/

library. Orange County Public Library, 1501 East St. Andrew Place, Santa Ana, CA 92705; telephone (714) 551-7159; www.ocpl.org

■ Health Care

Three general hospitals are located in Santa Ana. They offer a range of specialties such as cardiac rehabilitation and hospice care. The largest medical facility is Western Medical Center with 283 beds, a Level II Trauma Center, and 800 primary care physicians. Western also hosts the Grossman Burn Center, a seven-bed specialized care unit; a 16-bed Neonatal Intensive Care Unit; and a kidney transplant unit. Coastal Communities Hospital is a 178-bed acute care hospital offering community health programs as well as basic health care services, an emergency room, and outpatient surgical units. Kindred Hospital—Santa Ana is a long-term, acute care facility. Also located in Santa Ana is Bienstar Medical Center, which specializes in care for women, particularly prenatal and family planning services.

Nearby is the teaching hospital of the medical school at the University of California at Irvine; other medical schools in the area are the University of California at Los Angeles, the University of Southern California, and Loma Linda University.

■ Recreation

Sightseeing

A major tourist attraction in Orange County is the historical district in downtown Santa Ana. Placed on the National Register of Historic Places in 1984, the 21-block area is among the largest such districts in the state of California. It contains 100 buildings constructed between 1877 and 1934; among them are the Old County Courthouse (now a museum featuring changing exhibits related to local and regional history), the Fox West Coast Theatre, and Old City Hall. The district also features homes of prominent Santa Ana citizens. Tours of the Dr. Willella Howe-Waffle House, a restored Queen Anne Style home built in the 1880s, are available the first Saturday of each month.

Fairhaven Memorial Park is situated on 73 acres and features an arboretum harboring nearly 1,000 trees and numerous plants from around the world. The park's historic mausoleum was built in 1916 of European marble and granite, with handcrafted stained-glass windows.

The Santa Ana Zoo is home to 260 animals and 84 species; among the rare and endangered species living at the zoo are the ring-tailed lemur, the margay cat, the white-handed gibbon, and the golden lion tamarin; the zoo welcomes 270,000 visitors each year. There are several other points of interest in Orange County,

including world-famous Disneyland amusement park in Anaheim, and Knott's Berry Farm and the Movieland Wax Museum in Buena Park.

Within driving distance of Santa Ana are the Universal Studios tour, Magic Mountain, Raging Waters amusement park, Sea World, and the San Diego Zoo.

Arts and Culture

More than 1,000 cultural organizations are active in Orange County; among them are symphony orchestras, ballet companies, theater groups, and modern and folk dance troupes. Santa Ana is the headquarters for the Pacific Symphony Orchestra, which presents its summer season at Irvine Meadows Amphitheater and performs its regular season concerts at Segerstrom Hall in the Orange County Performing Arts Center at Costa Mesa. The center is one of three theater facilities in the nation to house four performing arts—musical theater, symphony, opera, and ballet.

Among the other orchestras in the metropolitan area are the Orange County Youth Symphony and the American Youth Symphony. Theater groups include the South Coast Repertory Theatre; dance companies are the Gloria Newman Dance Theatre and the Penrod-Plastino Movement Theatre. The Santa Ana Performing Arts and Event Center is home to Tibbies Great American Cabaret dinner theater. A variety of special events and banquets are held there throughout the year.

Artists Village is a thriving area of art galleries and studios. It includes the Santora Arts Complex, renowned for its flamboyant churrigueresque architecture, which offers the works of more than 38 artists in five galleries, including the Santa Ana College gallery; the Empire Market Building, which contains several galleries, artists' studios and a small theater; and the Cal State Fullerton Grand Central Art Center, which houses a student gallery and studios and the Alternative Repertory Theatre. The Orange County Center for Contemporary Art is also located in the village.

One of Orange County's most prominent museums is located in Santa Ana. The famous Bowers Museum of Cultural Art, a Spanish mission style building, houses collections pertinent to Orange County and California history; Native American, Pacific Rim, and African cultures; and natural history. It also features a hands-on Kidseum, a five-star restaurant, and shops. The Discovery Science Center houses hands-on exhibits in themed areas that include Discovery Stadium, Quake Zone, Dynamic Earth, Air and Space Exploration, and Kidstation.

The Centennial Heritage Museum (formerly known as the Discovery Museum of Orange County) has exhibits that chronicle the history of Orange County back to the nineteenth century. Special demonstrations and hands-on activities draw visitors to imagine what life was like in that earlier time in history. The Natural History Museum in nearby Newport Beach displays fossils unique to Orange

County and marine life such as whales and walrus. Art museums in the area include the Laguna Beach Art Museum Annex, the Muckenthaler Cultural Center, and the Newport Harbor Art Museum.

Festivals and Holidays

The Black History Parade and Festival takes place in February. Santa Ana College serves as the site for the annual Memorial Day Festival. The annual Imagination Celebration (usually in April and May) features art and cultural programs at a variety of venues throughout Orange County, including some within Santa Ana. The annual Fiestas Patrias Santa Ana celebrates the independence day of Mexico (September 16). The Santa Ana Zoo hosts an annual Boo at the Zoo event for families in October. The same month, the Santa Ana Historic Preservation Society sponsors a Cemetery Tour.

Sports for the Spectator

While there are no professional sports teams in Santa Ana, residents are within an easy drive of sporting events in Anaheim. The Major League Los Angeles Angels of Anaheim baseball team, World Series Champion in 2002 and American League West Champions in 2007, plays its home games at Angel Stadium of Anaheim. The National Hockey League Anaheim Ducks and the National Lacrosse League's Anaheim Storm play at Honda Center.

The Santa Ana College Dons play in the Orange Empire Conference. Sports include football, soccer, water polo, volleyball, cross country, basketball, baseball, badminton, golf, tennis, track and field, and wrestling. The Fullerton State Titans and the Anteaters of the University of California at Irvine field National Collegiate Athletic Association (NCAA) Division I teams. Los Alamitos Race Course features parimutuel thoroughbred and harness racing.

Sports for the Participant

Santa Ana's mild climate invites year-round athletic enjoyment. Some of Southern California's finest beaches are minutes away, and the city is located only 12 miles from the Pacific Ocean. The city maintains a system of 41 parks and 11 bicycle trails. There are also 17 city recreation centers and 5 municipal swimming pools. Mountain ski resorts are within easy driving distance.

Shopping and Dining

With 25 incorporated cities in Orange County, each with its own central shopping district and community shopping centers, the shopper has endless opportunities. More than 20 major regional shopping malls feature national department stores, specialty shops, and boutiques. Santa Ana is also within easy driving distance of Beverly Hills' famous Rodeo Drive, which is lined with luxury and designer shops.

In the city itself, prime shopping locations include the South Coast Plaza Village, which is a European-style marketplace, and MainPlace, a Westfield shopping mall.

Santa Ana has dozens of restaurants that offer a variety of cuisine, including traditional American, Continental, Italian, Asian, and Mexican dishes.

Visitor Information: Anaheim/Orange County Visitor and Convention Bureau, 800 West Katella Avenue, Anaheim, CA 92802; telephone (714)765-8888; fax (714)991-8963; www.anaheimoc.org. The California Welcome Center—Santa Ana, Westfield MainPlace, 2800 N. Main St., Suite 112, Santa Ana, CA 92705; telephone (714)667-0400; www.visitcwc.com

■ Convention Facilities

The largest convention facilities are located in nearby Anaheim. These include the Anaheim Convention Center, which houses 815,000 square feet of exhibit space, making it the largest exhibit facility on the West Coast. The Marriott Anaheim offers 35,000 square feet of exhibit space, three flexible ballrooms and eleven meeting rooms. The Disneyland Hotel at Disneyland Resort offers dozens of meeting spaces, the largest one being the 50,000-square-foot Disneyland Exhibit Hall in Magic Tower. There is a banquet hall to accommodate up to 2,000 people and three restaurants.

A number of Santa Ana's hotels and motels provide conference and convention facilities. Among the major hotels with meeting rooms are Saddleback Inn, Compri, the Grand Plaza Hotel, and Quality Inn Suites. The Doubletree Hotel Santa Ana offers 253 hotel rooms, two board rooms, a 7,000-square-foot ballroom, reception space for more than 1,000 participants, and private dining.

Convention Information: Anaheim/Orange County Visitor and Convention Bureau, 800 West Katella Avenue, Anaheim, CA 92802; telephone (714)765-8888; fax (714)991-8963; www.anaheimoc.org.

■ Transportation

Approaching the City

Several airports are located in the Santa Ana metropolitan area. The John Wayne Airport in Santa Ana, owned and operated by Orange County, is about 5 miles from downtown. It is served by 11 commercial airlines and 3 commuter lines, all providing transportation for 9.6 million passengers each year. Los Angeles International Airport (LAX), located about 37 miles northwest of the city, is one of the top ten largest airports in the world in terms of passengers handled. The airport is served by over 50 airlines with thousands of flights each year. Long Beach Airport is served by four airlines and LA/Ontario

International Airport supports 12 airlines. The Fullerton Municipal Airport is a general aviation airport accommodating about 600 planes.

Four major highways lead into Santa Ana: Interstate-5 (the Santa Ana Freeway), State Route 55 (Costa Mesa Freeway), State Route 57 (Orange Freeway), and State Route 22 (Garden Grove Freeway). Amtrak and Greyhound have stops at the Santa Ana Transit Terminal (also known as the Santa Ana Regional Transportation Center).

Traveling in the City

The Orange County Transportation Authority operates buses daily with about 80 routes throughout Orange County. OCTA Metrolink, a regional commuter rail system, links travelers to activity centers in Orange and surrounding counties. The Metrolink stops at the Santa Ana Transit Terminal. Special services are available for the handicapped and the hearing impaired. The Regional Transportation Center is a hub for Amtrak, intercity buses, urban transit, a future rapid transit system, taxi cabs, an airport shuttle, and other transportation services.

■ Communications

Newspapers and Magazines

The Orange County Register is the morning daily published in Santa Ana with a circulation of about 300,000. Readers also find some local news in the *Los Angeles Times—Orange County*, published in Costa Mesa. *OC Weekly*, an alternative press, and *Excelsior*, a Spanish-language newspaper, are both published in Santa Ana. *Azteca News* is another weekly Spanish community newspaper. *SqueezeOC* is a weekly arts and entertainment paper.

Television and Radio

The city sponsors its own local access television station (Channel 3). While there are no major television stations in the city, there are about thirteen television stations serving the city from the surrounding area; cable is also available. Only one radio station, KWIZ (in Spanish), broadcasts directly from Santa Ana. However, the city receives broadcasts from about 69 AM and FM radio stations in the area.

Media Information: *Orange County Register*, 625 N. Grand Ave., PO Box 11626, Santa Ana, CA 92702; telephone (714)796-7000; www.ocregister.com

Santa Ana Online

City of Santa Ana Arts and Culture Information home page. Available www.aplaceforart.org
City of Santa Ana home page. Available www.ci.santa-ana.ca.us

Orange County Business Council home page.
Available www.ocbc.org
Orange County Department of Education home
page. Available www.ocde.k12.ca.us
Orange County Register home page. Available [www](http://www.ocregister.com)
[.ocregister.com](http://www.ocregister.com)
Santa Ana Chamber of Commerce home page.
Available www.santaanacc.com
Santa Ana History home page (Historical
Preservation Society). Available [www](http://www.SantaAnaHistory.com)
[.SantaAnaHistory.com](http://www.SantaAnaHistory.com)

Santa Ana Public Library home page. Available
www.ci.santa-ana.ca.us/library
Santa Ana Unified School District home page.
Available www.sausd.k12.ca.us

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The State in Brief

Nickname: Centennial State

Motto: Nil sine numine (Nothing without providence)

Flower: Rocky Mountain columbine

Bird: Lark bunting

Area: 104,093 square miles (2000; U.S. rank 8th)

Elevation: Ranges from 3,350 feet to 14,433 feet above sea level

Climate: Dry and sunny, with a wide daily and seasonal variation in temperature and with alpine conditions in the high mountains

Admitted to Union: August 1, 1876

Capital: Denver

Head Official: Governor Bill Ritter (D) (until 2010)

Population

1980: 2,890,000

1990: 3,377,000

2000: 4,302,015

2006 estimate: 4,753,377

Percent change, 1990–2000: 30.6%

U.S. rank in 2006: 22nd

Percent of residents born in state: 42.08% (2006)

Density: 45.0 people per square mile (2006)

2006 FBI Crime Index Total: 182,670

Racial and Ethnic Characteristics (2006)

White: 3,934,971

Black or African American: 177,902

American Indian and Alaska Native: 41,161

Asian: 133,079

Native Hawaiian and Pacific Islander: 3,745

Hispanic or Latino (may be of any race): 934,410

Other: 337,442

Age Characteristics (2006)

Population under 5 years old: 338,995

Population 5 to 19 years old: 958,152

Percent of population 65 years and over: 10.0%

Median age: 35.4

Vital Statistics

Total number of births (2006): 68,957

Total number of deaths (2006): 30,419

AIDS cases reported through 2005: 8,480

Economy

Major industries: Services, manufacturing, communications, transportation, agriculture

Unemployment rate (2006): 5.5%

Per capita income (2006): \$27,750

Median household income (2006): \$52,015

Percentage of persons below poverty level (2006): 12.0%

Income tax rate: 4.63%

Sales tax rate: 2.9%



Aurora

■ The City in Brief

Founded: 1891 (incorporated 1903)

Head Official: City Manager Ronald S. Miller (appointed 1997)

City Population

1980: 159,000

1990: 222,103

2000: 276,393

2006 estimate: 303,582

Percent change, 1990–2000: 24.6%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 61st

Metropolitan Area Population

1980: Not available

1990: Not available

2000: Not available

2006 estimate: Not available

Percent change, 1990–2000: Not available

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Area: 142.7 square miles

Elevation: 5,435 feet above sea level

Average Annual Temperature: 64° F

Average Annual Precipitation: 17.69 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.9% (June 2007)

Per Capita Income: \$23,060 (2005)

2005 FBI Crime Index Property: 14,718

2005 FBI Crime Index Violent: 1,836

Major Colleges and Universities: The Community College of Aurora, University of Denver Daniels School of Business, University of Colorado at Denver, Metropolitan State College of Denver, Community College of Denver, Colorado School of Mines

Daily Newspaper: *Aurora Sentinel*

■ Introduction

Aurora began as a small farmer's and rancher's town on the frontier. For much of the twentieth century, Aurora was seen as a suburb of its larger neighbor Denver, but its strong growth and easy livability soon distinguished Aurora as a city in its own right. Today, set on 144 square miles beneath the towering Rocky Mountains, Aurora is Colorado's third-largest city. It is known for its beautiful weather, proximity to a plethora of outdoor activities and cultural opportunities, and pro-business climate.

■ Geography and Climate

Aurora is located just east of Denver on high plains at the foot of the Rocky Mountains. These mountains, reaching higher than 14,000 feet, are the dominant feature of the area. Much of the area's precipitation tends to fall as snow on the Rockies rather than as storms on the plains, sparing Aurora itself, and the city thus enjoys abundant sunshine.

Aurora has four seasons and an annual average high temperature of 64 degrees. The region's climate is semi-arid and relatively mild. The city has the lowest average relative humidity of 25 major cities surveyed on a list that includes Los Angeles, San Francisco, Dallas, and Minneapolis.

Area: 142.7 square miles

Elevation: 5,435 feet above sea level

Average Temperature: 64° F

Average Annual Precipitation: 17.69 inches

■ History

The City of Aurora got its start under a different name, in 1891, when westward-moving Chicagoan Donald Fletcher staked out a town named Fletcher on the high plains beneath the Rocky Mountains. In 1907 residents decided to rename their town Aurora, after the Latin word for dawn. The town remained a sleepy one until 1921, when the United States government selected Aurora to build a new army hospital, Fitzsimons Army Hospital. The new facility treated the wounded—especially those affected by mustard gas and tuberculosis—during World War I and provided an impetus to growth in the small town just outside of Denver. By 1929, the town had reached 2,000 residents and was finally recognized by the state of Colorado. Sewers, roads and fire stations were built. During the Great Depression, Fitzsimons was considered for cost-cutting closure by the Army, but the congressional delegation from Aurora managed to save the facility from that fate; in fact, when President Roosevelt visited the facility, shortly afterwards, he decided instead to allocate more funds for its improvement.

The Second World War proved to be another boon for Aurora's infrastructure. In 1942 the Army Air Corps built Buckley Field (later renamed the Naval Air Station, then Buckley Air National Guard Base), followed by Lowry Field, further increasing the military presence in the city. By 1960, Aurora had accumulated 60,000 residents. Growth continued through the 1970s, helped along in part by the construction of a new highway system through the Denver area that connected Aurora to more of its Western neighbors. Though Aurora's economy was based strongly on the U.S. military presence, it remained closely tied in with that of nearby Denver. In the 1980s Denver, along with most of Colorado and its close neighbor Aurora, experienced serious economic setbacks as energy prices fell and plans for oil shale development were curtailed. The 1990s represented an economic comeback of sorts for Aurora, as population grew to 292,393 residents by the end of the decade. The decade also saw the expansion of the aerospace engineering sector in Aurora, as well as the beginning of biotechnology as a major local industry. However, the city experienced a major setback in the mid-90s when first Lowry Air Force Base and then Fitzsimons were targeted for closure. In 1995 officials from the City of Aurora, University of Colorado Health Sciences Center, and the

University of Colorado Hospital presented the U.S. Department of Defense with a plan to transform the decommissioned base as a world-class medical campus. The government agreed, and work continued for over a decade on Fitzsimons. By 2004, a number of facilities within the base had been completed, including the University of Colorado Hospital and Health Sciences Center, Rocky Mountain Lions Eye Institute, the Nighthorse Campbell Native Health Building, Research Complex I and Colorado Bioscience Park Aurora. By the early part of the twenty-first century, Aurora had established itself as a thriving city in its own right and was no longer considered merely a large suburb of Denver.

Historical Information: Boulder Public Library, Carnegie Branch Library for Local History, 1125 Pine St., Boulder, CO 80302; telephone (303)441-3110

■ Population Profile

Metropolitan Area Residents

1980: Not available
1990: Not available
2000: Not available
2006 estimate: Not available
Percent change, 1990–2000: Not available
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: Not available

City Residents

1980: 159,000
1990: 222,103
2000: 276,393
2006 estimate: 303,582
Percent change, 1990–2000: 24.6%
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: 61st

Density: Not available

Racial and ethnic characteristics (2005)

White: 202,340
Black: 44,235
American Indian and Alaska Native: 3,162
Asian: 12,459
Native Hawaiian and Pacific Islander: 252
Hispanic or Latino (may be of any race): 79,494
Other: 20,471

Percent of residents born in state: 33.9% (2006)

Age characteristics (2005)

Population under 5 years old: 25,274



Airphoto - Jim Wark

Population 5 to 9 years old: 20,443
 Population 10 to 14 years old: 23,236
 Population 15 to 19 years old: 20,427
 Population 20 to 24 years old: 20,724
 Population 25 to 34 years old: 49,670
 Population 35 to 44 years old: 44,887
 Population 45 to 54 years old: 37,918
 Population 55 to 59 years old: 16,934
 Population 60 to 64 years old: 8,173
 Population 65 to 74 years old: 13,253
 Population 75 to 84 years old: 8,532
 Population 85 years and older: 1,846
 Median age: 32.1 years

Births (2006, MSA)

Total number: 37,672

Deaths (2006, MSA)

Total number: 14,824

Money income (2005)

Per capita income: \$23,060
 Median household income: \$48,309
 Total households: 111,072

Number of households with income of...

less than \$10,000: 6,663
 \$10,000 to \$14,999: 5,438
 \$15,000 to \$24,999: 11,665
 \$25,000 to \$34,999: 15,706
 \$35,000 to \$49,999: 17,815
 \$50,000 to \$74,999: 26,117
 \$75,000 to \$99,999: 14,110
 \$100,000 to \$149,999: 9,348
 \$150,000 to \$199,999: 2,350
 \$200,000 or more: 1,860

Percent of families below poverty level: 9.9% (2005)

2005 FBI Crime Index Property: 14,718

2005 FBI Crime Index Violent: 1,836

■ Municipal Government

Aurora operates under a council-manager form of government. Councilmembers are elected and the city manager is appointed. The city manager is in charge of hiring city officials and preparing a recommended budget for the

council, while city council sets long- and short-term goals and engages in strategic planning. There are also three deputy city managers and an assistant city manager.

Head Official: City Manager Ronald S. Miller (since 1997)

Total Number of City Employees: 3,826 (2007)

City Information: City of Aurora, 15151 E. Alameda Parkway, First Floor, Aurora, CO 80011; telephone (303)739-7000; email access@auroragov.org

■ Economy

Major Industries and Commercial Activity

The aerospace and bioscience industries are the two most significant industries in Aurora. The city is home to major aerospace suppliers that include the Boeing Company, Lockheed Martin, Northrop Grumman and Raytheon Company, which employ a combined 4,600 workers. Bioscience research is conducted at the University of Colorado at Denver Health Sciences Center, The Children's Hospital, and Colorado Bioscience Park Aurora.

In recent years the city has also become a hub for the transportation and logistics industries; between 1995 and 2007, the warehouse and distribution real estate inventory in Aurora's I-70 corridor more than doubled to about 16 million square feet. Major corporations with warehouses in Aurora include General Motors, L'Oreal, Kroger, Whole Foods, and Simmons. The area is also home to several third-party warehousing companies, such as Advanced Logistics, Usco, and Acme Distribution.

Merrick & Company, an internationally known engineering and architectural firm, is also headquartered in Aurora.

Items and goods produced: mattresses, biotechnology, airplane parts, defense technology

Incentive Programs—New and Existing Companies

Local programs: Aurora's low tax rates are a draw for businesses looking to relocate to the city. City council also has the power, on a case-by-case basis, to offer new, expanding, and existing businesses financial incentives, usually in the form of Aurora local sales and use tax rebates. Additionally, portions of Aurora have been designated by the state as enterprise zones to encourage investment and job creation.

State programs: The Colorado Office of Economic Development & International Trade offers several types of incentives to attract and retain businesses. Its Infrastructure Assistance Program is designed to create new jobs, mainly in the low- and moderate-income ranges, in certain

cities and counties within the state. Other business incentives include enterprise zone tax credits, local property tax incentives, and manufacturing revenue bonds.

Job training programs: The Colorado Community College System has joined with the Colorado Office of Economic Development & International Trade to administer Colorado FIRST/Existing Industry Customized Training Programs. These programs, which received \$2.7 million in funding in 2005-2006, are designed to fund employee training for transferable job skills to benefit a company's competitive strength as well as an employee's long-term employment opportunities.

Development Projects

In 2005 the Medical Center of Aurora began work on a new \$10-million office building with three stories and 68,000 square feet of space; its anchor tenant is a cardiac care center. As of 2007 a completion date had not been announced.

In 2007 the 578-acre former Fitzsimons Army Medical Center was nearing the end of a \$4.3-billion transformation into a major biomedical research center. The plan called for up to 15 million square feet of new construction dedicated to patient care, education, and research. The project was expected to result in the creation of approximately 32,000 jobs. Fitzsimons will be accompanied by an urban village center including a student center and library, 400 to 600 multifamily housing units, plus retail and recreation facilities.

Economic Development Information: Aurora Economic Development Council, 562 Sable Boulevard, Ste. 240, Aurora, CO 80011; telephone (303)340-2101; fax (303)340-2111

Commercial Shipping

Aurora's extensive warehouse industry means that it is also a shipping hub. There are twelve major long-haul trucking companies in Aurora, including Roadway, GP Xpress and Yellow Transportation. Nearby Denver International Airport Denver handled 622 million pounds of cargo in 2006. The Metro Denver area, which includes Aurora and is located strategically between Canada and Mexico, is an ever-expanding center for international trade; Colorado exports of manufactured goods, minerals and agriculture products reached almost \$8 billion in 2006, a boost of 17.3 percent over 2005.

Labor Force and Employment Outlook

Colorado has the nation's third most educated workforce. The Aurora workforce is spread fairly evenly throughout a variety of industries. Thirty-two percent of workers are employed in sales and office occupations; 31 percent in management, professional, and related occupations; 13 percent in the service industry; 11 percent in

production, transportation, and material moving; and 10 percent in construction, extraction, and maintenance.

In August 2007 the unemployment rate for the Denver-Aurora metropolitan area was 3.8 percent, back to the level of the late 1990s boom and reflecting a steady drop since a ten-year high of seven percent occurred in 2003. The unemployment rate in Aurora has been below the national average since 2005. In 2007 analysts expected the medical and bioscience industries to continue their growth, thanks in part to the ongoing expansion of the Fitzsimons complex. The warehousing and aerospace industries also appeared to be well-primed to continue expansion. However, the one major foreseeable bump on the region's economic outlook was the real estate industry; in 2006 foreclosures were up in the greater Denver area to record levels, and house sales were down nearly 3 percent from the previous year. That trend was expected to continue and perhaps even escalate in 2007, thanks to the national mortgage crisis in August of that year.

The following is a summary of data regarding the Denver-Aurora metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,214,700

Number of workers employed in . . .

- construction and mining: 94,100
- manufacturing: 72,200
- trade, transportation and utilities: 239,100
- information: 47,700
- financial activities: 100,700
- professional and business services: 199,800
- educational and health services: 122,900
- leisure and hospitality: 125,200
- other services: 46,400
- government: 166,700

Average hourly earnings of production workers employed in manufacturing: \$17.64

Unemployment rate: 3.9% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Raytheon Company	2,600
ADT Security Systems	1,585
Kaiser Permanente	1,493
The Medical Center of Aurora	1,380
Northrop Grumman	1,100
Lockheed Martin	
Astronautics	800
Wagner Equipment Co.	596
Dex Media	550
Nelnet Group	550
Advantage Security, Inc.	500

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$356,705

2007 (1st quarter) ACCRA Cost of Living Index: 102.7

State income tax rate: 4.63% of Federal Taxable Income

State sales tax rate: 2.9%

Local income tax rate: 8.0%

Local sales tax rate: 3.75%

Property tax rate: Not available

Economic Information: Aurora Chamber of Commerce, 562 Sable Blvd., Ste. 200 Aurora, CO 80011; telephone (303)344-1500; fax (303)344-1564; email info@aurorachamber.org

■ **Education and Research**

Elementary and Secondary Schools

The Aurora Public Schools District is the sixth largest in the state of Colorado. The district had an operating budget of \$377 million in 2006-2007 and operates 49 schools serving 32,495 students. Nearly 40 percent of the students in the district speak two languages, with the majority of these being native Spanish-speakers. The school district's VISTA 2010 plan is an effort to get every graduating senior to the level of academic achievement needed to be admitted to college without remediation; nearly 88 percent of the district's students graduate. In 2007 the district was taking the first steps toward creating a "Pilot Schools" program, wherein individual schools would have a greater level of control over budget and curriculum, in order to foster a culture of high expectations. The District operates five charter schools and several alternative and vocational high schools.

Part of the city of Aurora is also served by the Cherry Creek Public Schools District, known for consistently exceeding state and national achievement standards.

The following is a summary of data regarding the Aurora Public Schools as of the 2005-2006 school year.

Total enrollment: 32,495

Number of facilities

- elementary schools: 31
- junior high/middle schools: 7
- senior high schools: 4
- other: 7

Student/teacher ratio: 18.1:1

Teacher salaries (2005–06)

elementary median: \$46,070
junior high/middle median: \$47,040
secondary median: \$47,990

Funding per pupil: \$6,361

There are over 20 private and parochial schools located within the city of Aurora.

Public Schools Information: Aurora Public Schools, 1085 Peoria St., Aurora, CO 80011; telephone (303) 344-8060; email webmaster@aps.k12.co.us

Colleges and Universities

In the Aurora-Denver metropolitan area, there are 21 institutions offering baccalaureate degrees or higher and six colleges that grant associate degrees. The Community College of Aurora offers 32 associate degree programs and 40 certificates in vocational education and technical fields. The school has two campuses, located at Lowry and CentreTech Parkway, and offers classes at seven outreach locations throughout Aurora.

Nearby Denver offers a number of opportunities in higher education, including the University of Denver, which is ranked second in the nation among doctoral and research universities for the percentage of undergraduate students studying abroad. The University of Denver Daniels School of Business has been ranked 7th in the *Wall Street Journal* for producing graduates with high ethical standards. Other area private colleges are Johnson & Wales University, Regis University, and Teikyo Loretto Heights University. Public schools include University of Colorado at Denver, Metropolitan State College of Denver, Community College of Denver, and the Colorado School of Mines. Non-traditional education is well represented by such institutions as the Colorado Free University, which has an open admissions policy and is known for its adult and continuing education programs.

Libraries and Research Centers

There are 103 total libraries within 15 miles of Aurora, seven of which are branches of the Aurora Public Library. The library also operates a Business Resource Center and The Book Outlet, which sells former library books at deeply discounted prices. The Learning Resource Center at the Community College of Aurora features a lending library, career resources, and computer access to online resources.

The greater Denver area, which includes Aurora, boasts a number of other public, special interest, and research libraries. Among them are the Colorado Talking Book Library, the Denver Medical Library, the University of Colorado Law Library, and many high-technology and university-related libraries. The University of Denver's

Penrose Library features rare book and manuscript collections, the Beck Archives of Rocky Mountain Jewish Historical Society, and the Carson-Brierly Dance Library.

Research activities in such fields as environmental sciences, allergy and immunology, biochemical genetics, health services, mass spectrometry, biochemical parasitology, alcohol, taste and smell, sports sciences, applied mechanics, public management, social science, mineral law, mass communications, family studies, the Holocaust, Islamic-Judaic studies, and international relations are conducted at centers in the Denver area.

The former Fitzsimons Medical Center, now home to the Anschutz Medical Center, among other facilities, is a major research site for biotechnology firms.

Public Library Information: Aurora Public Library Administrative Offices, 14949 E. Alameda Parkway, Aurora, CO 80012; telephone (303)739-6600; email library@auroragov.org

■ **Health Care**

The Medical Center of Colorado is Aurora's only full-service hospital and employs a total of 1,500 staff and 450 active physicians at its facilities. The Medical Center has a total of 346 licensed beds and 240 staff beds at its North Campus, South Campus, and Centennial Medical Plaza. The Center offers services in cardiac care, breast cancer care, and emergency response, in addition to a number of educational services and programs. In 2006 the Medical Center of Aurora was named in the top five percent of hospitals for clinical excellence in HealthGrades' Hospital Quality and Clinical Excellence study. The University of Colorado Hospital recently moved to a new campus in Aurora, the Anschutz Medical Campus, which includes a cancer pavilion and eye institute.

Aurora is also close to the University of Colorado at Denver and Health Sciences Center and The Children's Hospital of Colorado.

■ **Recreation**

Sightseeing

There are a number of interesting historical, natural, and cultural sites for tourists to see, both within Aurora proper or just a day trip away. Nearby Manitou & Pikes Peak Cog Railway is the highest cog railroad in the world and offers tours to the summit of Pikes Peak at 14,110 feet. Near the peak of the mountain lies Garden of the Gods, the famous red rock sandstone formation that is a popular destination for hikers and walkers. Free tours are available. The Cave of the Winds, which also offers free guided tours, features 20 beautiful caverns. The Flying W ranch, in nearby Colorado Springs, is a recreated Old West town from the late 1800s. Visitors love to experience its authentic chuck wagon

supper and famous Flying W Wranglers stage show. Also in Colorado Springs is the U.S. Olympic Training Center, where 12,000 athletes train annually.

The Royal Gorge is the world's highest suspension bridge and spans the Arkansas River at a height of 1,050 feet. At the base of the Royal Gorge is offered a 24-mile scenic train ride around the gorge that has been called "the most arresting scenic site in all of American rail-roading"; another option includes an aerial tram ride though the gorge itself. Tours are available at the Stanley House, an historic hotel dating from 1909, that inspired Stephen King to write *The Shining*. Within driving distance of Aurora are over 30 casinos in Central City and Blackhawk, with over 10,000 slot machines, blackjack tables and poker tables. Central City, an historic old mining town featuring Victorian homes and storefronts, is itself a tourist destination and was once called the "Richest Square Mile on Earth." The Gilpin County Historical Society features artifacts from Colorado's mining days, in addition to featuring the Teller House Museum, where President Grant once stayed. The Leaning Tree Museum of Western Art displays over 200 paintings and 85 bronze statues. Tours are available at the nearby Anheuser-Busch Brewery for the beer aficionado. The Aurora History Museum features exhibits on the city's past, in addition to the environment, diversity, and contemporary life in Aurora.

Arts and Culture

Although Aurora's Arts District is small, in the early twenty-first century, city leaders placed strong emphasis on maintaining and growing a cultural presence in the city's downtown area. The Original Arts District on East Colfax Avenue is home to the Aurora Fox Theater, which holds a capacity crowd of 245 and is home to the Aurora Fox Theatre Company and the Aurora Fox Children's Theatre Company. The theater also co-sponsors with the Colorado Cultural Connections, *Aurora Sentinel*, *LaVoz*, and Colorado Folk Arts Council an annual multi-cultural performance series that highlights Aurora's various ethnic groups. In addition to staging several productions annually, the Children's Theatre Company hosts theater classes, workshops, and summer camps. The Aurora Dance Arts Office, established in 1973, offers 100 classes weekly in various dance disciplines. The Bicentennial Arts Center, originally a satellite building operated as part of the Lowry Air Force Base, is now a pottery center that also organizes music and fine arts programs throughout the city. The nearby Central City Opera House opened in 1878 and is home to an ensemble repertory each summer that performs opera classics in English.

Festivals and Holidays

Art Walks are held by the City of Aurora each June and November and lead participants through local studios, galleries, and shops in Aurora's East End Arts District.

Banks in Harmony is a free concert series held on Thursday nights each summer at various parks throughout Aurora, featuring jazz, big band, Motown, and country performers. Another ongoing summer festival is Flicks on the FAX, held on seven summer Saturday nights in Fletcher Plaza, where popular, family-friendly films are shown on the big screen. JavaFest, held in May, is Colorado's only coffee-dedicated festival. The Aurora Asian Film Festival celebrated its 10th anniversary in June 2007. Fiesta Aurora, held each year in June, celebrates the heritage of the city's Latino residents. July brings KidsFest in Bicentennial Park, which is Colorado's largest children's festival. The Fourth of July Spectacular is the largest fireworks display in the metro region. In October, the city hosts Jack-O-Launch at PumpkinFest, which features hay rides, scarecrow making, a pumpkin patch, and music.

Sports for the Spectator

Although Aurora has no professional sports teams of its own, fans can root for the Buffalos at nearby University of Colorado Boulder, who compete in football, men's and women's basketball, cross country, golf, skiing, tennis, track and field, and women's soccer and volleyball. They can also cheer for any of Denver's pro teams, which include the Nuggets in the National Basketball Association, the Major League Baseball Rockies, the National Hockey League's Colorado Avalanche, and the National Football League's Broncos.

Sports for the Participant

In 2004 Aurora was selected as the *Sports Illustrated* Colorado "Sportstown" for its 50th anniversary issue. The city was chosen for its involvement in facilitating and enhancing the athletic experiences of its residents. The same year, the metro region was chosen as the fourth most fit area in the nation by *Men's Fitness Magazine*. The city of Aurora maintains 1,800 acres of developed parkland in 108 sites, which include a variety of athletic fields, playgrounds, picnic shelters, tennis courts, a skateboard bowl, basketball courts, a disc golf course, and a water sprayground. Major trail corridors for biking or walking include Cherry Creek Spillwood Trail, High Line Canal Trail, and Sand Creek Regional Greenway Trail. Popular parks in the region include Horsetooth Reservoir, a state park featuring a mountain lake, and Rocky Mountain National Park, with numerous opportunities for wildlife viewing and hiking. Aurora boasts 14 golf courses and there are a total of 83 within 30 miles of the city. The 212-acre Aurora Sports Park, opened in 2003, is home to 22 multi-use field game areas, one championship soccer field, and 12 youth baseball and softball fields.

Shopping and Dining

Aurora is a mecca for mall shopping. Local complexes include Southlands Shopping Center, Buckingham Square Shopping Center, Gateway Square, Tamarac Square Shopping Center, Simon Malls Town Center at Aurora, and the Aurora Mall. Shoppers can also drive to nearby Denver, Boulder, or Littleton for even more mall selection.

Aurora boasts a variety of restaurants—4,683 within a 15-mile radius. The city has both national chains and local favorites, such as Helga's German Restaurant & Deli or Lupita's Restaurant. Cuisines include Italian, American, German, Mexican, Hawaiian, and more.

Visitor Information: Visitor Information Department, Aurora Chamber of Commerce, 562 Sable Blvd., Ste. 200, Aurora, CO 80011; telephone (303)344-1500; fax (303)344-1564; email info@aurorachamber.org

■ Convention Facilities

The Summit Conference and Events Center in Aurora has 9,000 square feet of meeting space and can accommodate groups of up to 500 people. Nearby Denver offers a plethora of convention and meeting options; the Colorado Convention Center in downtown Denver is within walking distance of more than 7,000 hotel rooms and 300 restaurants. The convention center, located along the river in the heart of downtown, contains more than 600,000 square feet of exhibit space, 100,000 square feet of meeting rooms, two ballrooms (including a 35,000-square-foot ballroom and a 50,000-square-foot ballroom), theater-style seating for 7,000 people, 1,000 covered parking spaces, and state-of-the-art multimedia facilities. The center underwent a massive \$268 million expansion that nearly doubled its space, completed in 2003.

The National Western Complex, located at the northern end of the downtown area near I-70, contains a 6,600-seat stadium arena, a 40,000-square-foot exhibit hall, a multi-use events center, and the 120,000-square-foot Hall of Education.

Other meeting and exhibition facilities include the Denver Coliseum, Red Rocks Amphitheater, the Denver Merchandise Mart and Exposition Center, and the Adams County Regional Park Complex.

Convention Information: Denver Metro Convention and Visitors Bureau, 1555 California, Suite 300, Denver, CO 80202; telephone (800)480-2010

■ Transportation

Approaching the City

Aurora is served by the Denver International Airport, which is the fifth busiest airport in the United States and 10th busiest in the world. In 2006 it served a total of 47.3

million passengers, an increase of 9.1 percent over 2005 rates. Aurora is easily accessible through the Interstate 70, Interstate 225, and E-470 thoroughfares.

Traveling in the City

Aurora is served by Denver's Regional Transportation District, which offers 170 bus routes, 14 miles of light rail and SkyRide transportation to and from Denver International Airport. The RTD was named the top transit agency in the United States in 2003. FasTracks, an ambitious expansion of Denver's public transportation system, was scheduled to be completed by 2016.

■ Communications

Newspapers and Magazines

The only paid newspaper published in Aurora is the *Aurora Sentinel*, a weekly with a subscription of around 7,000. The company also distributes the *Aurora Sentinel Free Daily* four days a week. Residents can get their daily news from *The Denver Post* and the *Rocky Mountain News*, both published in nearby Denver. *Minority Golf Magazine* is published in Aurora, and other area magazines include *Colorado Country Life*, *Colorado Outdoors*, and *The Bloomsbury Review*.

Television and Radio

The only television station broadcasting from Aurora is a public access station that broadcasts municipal events. Aurora is largely served by nearby Denver's broadcast media. Six major television stations in the Denver area represent commercial networks, public television, independent stations, and special interest channels; a number of channels are offered by area cable systems as well. More than 45 AM and FM radio stations provide listeners with a variety of musical and special programming.

Media Information: Aurora Sentinel, 10730 E. Bethany Drive Ste. 304, Aurora, CO 80014; telephone (303)750-7555; fax (303)750-7699

Aurora Online

Aurora Economic Development Council. Available www.auroraedc.com

Aurora Public Library. Available www.auroralibrary.org

Aurora Public Schools. Available www.aps.k12.co.us
The Aurora Sentinel. Available www.aurorasentinel.com

Chamber of Commerce. Available www.aurorachamber.org

City of Aurora Home Page. Available www.auroragov.org

The Medical Center of Aurora. Available www.auroramed.com

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Boulder

■ The City in Brief

Founded: 1859 (incorporated 1871)

Head Official: Mayor Shaun McGrath (since 2007)

City Population

1980: 76,685

1990: 85,127

2000: 94,673

2006 estimate: 91,481

Percent change, 1990–2000: 11.2%

U.S. rank in 1980: 250th

U.S. rank in 1990: 257th

U.S. rank in 2000: 283th (State rank: 9th)

Metropolitan Area Population

1980: 189,625

1990: 225,339

2000: 291,288

2006 estimate: 282,304

Percent change, 1990–2000: 29.3%

U.S. rank in 1980: 21st (CMSA)

U.S. rank in 1990: 22nd (CMSA)

U.S. rank in 2000: 19th (CMSA)

Area: 25.37 square miles (2002)

Elevation: 5,340 feet above sea level

Average Annual Temperature: 51.8° F

Average Annual Precipitation: 102.13 inches total;
83.1 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.3% (June 2007)

Per Capita Income: \$32,326 (2005)

2005 FBI Crime Index Property: 3,624

2005 FBI Crime Index Violent: 216

Major Colleges and Universities: University of Colorado at Boulder, Naropa University, Front Range Community College

Daily Newspaper: *Daily Camera*, *Colorado Daily*

■ Introduction

Boulder is sometimes called the “Athens of the West” in tribute to its dedication to education and the arts. The University of Colorado at Boulder and a host of private industries make the city one of America’s leading science and research towns. Boulder also maintains a commitment to the arts, presenting a number of renowned music, theater, and arts festivals each year. The city’s attractive setting near the Rocky Mountains and its abundant cultural and entertainment offerings make it a popular stop for business or recreation.

■ Geography and Climate

Boulder lies in a wide basin beneath Flagstaff Mountain just a few miles east of the continental divide and about 30 miles west of Denver. The large Arapahoe glacier provides water for a number of mountain streams that pass through Boulder, including Boulder Creek, which flows through the center of the city. The climate in Boulder is typically mild with dry, moderate summers and relatively comfortable winters. The city boasts around 300 sunny days each year. Nearby mountains shield Boulder from the most severe winter storms. Most precipitation occurs during the winter and spring months, with snowfall averaging about 83 inches.

Area: 25.37 square miles (2002)

Elevation: 5,340 feet above sea level

Average Temperature: 51.8° F

Average Annual Precipitation: 102.13 inches total;
83.1 inches of snow

■ History

A City Born of a Newspaper

For centuries before the coming of European explorers, the area surrounding what is now Boulder was a favorite winter campsite for a number of Native American groups, including the Arapaho, Ute, Kiowa, Comanche, Cheyenne, and Sioux. The area was rich in buffalo, elk, and antelope.

Economic depression in the East brought many pioneers and gold seekers to Colorado in the 1850s, and the first settlement in Boulder County was established at Red Rocks in 1858. An early settler, A. A. Brookfield, organized the Boulder City Town Company in 1859. The company laid out more than 4,000 lots, each with a price of \$1,000. Few people could afford such a price, and by 1860 the population numbered only 364 residents.

Boulder City grew slowly through the 1860s, competing for prominence in the county with nearby Valmont, where the only newspaper in the area was printed. A group of Boulder citizens stole the printing press, and soon Boulder City was named the county seat, selected because it published the only newspaper in the area. In November 1871, Boulder was incorporated as a Colorado town, and "City" was dropped from the name.

A site for the University of Colorado was chosen in Boulder in 1872, and the Colorado state legislature appropriated funds for the institution in 1874, the same year that Boulder's first bank opened its doors. The city grew steadily through the turn of the century. In 1880 the population totaled 3,000 people, but modern conveniences like the installation of electricity in 1887 and a new railway depot in 1890 boosted the population to more than 6,000 people by 1900.

The twentieth century brought moderate growth for Boulder. In the late 1950s and early 1960s the development of high-technology industries had a great impact in the area. Companies like IBM and Rockwell and governmental agencies like the National Oceanic and Atmospheric Administration and the National Bureau of Standards moved into the area, resulting in an economic surge due to the creation of many new jobs. The development of the Boulder-Denver Turnpike further bolstered the area, driving Boulder's population from 20,000 in 1950 to 72,000 in 1972.

A Rocky Period for a Rocky Mountain Town

The convergence of the university environment with research centers and science and technology companies fueled continued growth in the 1990s. By the turn of the century, however, the economic scene had begun to change. A national and international recession contributed to a migration of residences and businesses from Boulder to neighboring communities, where real estate was often cheaper. Lower facility costs fostered a wide variety of businesses, and stores located outside the city began winning in competition for the retail spending of Boulder residents. Sales tax revenue in Boulder dropped by 20 percent between 2000 and 2003. Local businesses began to struggle, as did their employees, many of whom were forced to move from the city to less expensive locales.

Despite media attention in the 1990s and a rocky economical start to the new century, Boulder is an evolving and forward-looking city. Today, Boulder consistently ranks high in polls by magazines and organizations that rate cities based on livability, fitness, and "greenness."

Historical Information: Boulder Public Library, Carnegie Branch Library for Local History, 1125 Pine St., Boulder, CO 80302; telephone (303)441-3110

■ Population Profile

Metropolitan Area Residents

1980: 189,625

1990: 225,339

2000: 291,288

2006 estimate: 282,304

Percent change, 1990–2000: 29.3%

U.S. rank in 1980: 21st (CMSA)

U.S. rank in 1990: 22nd (CMSA)

U.S. rank in 2000: 19th (CMSA)

City Residents

1980: 76,685

1990: 85,127

2000: 94,673

2006 estimate: 91,481

Percent change, 1990–2000: 11.2%

U.S. rank in 1980: 250th

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U.S. rank in 2000: 283th (State rank: 9th)

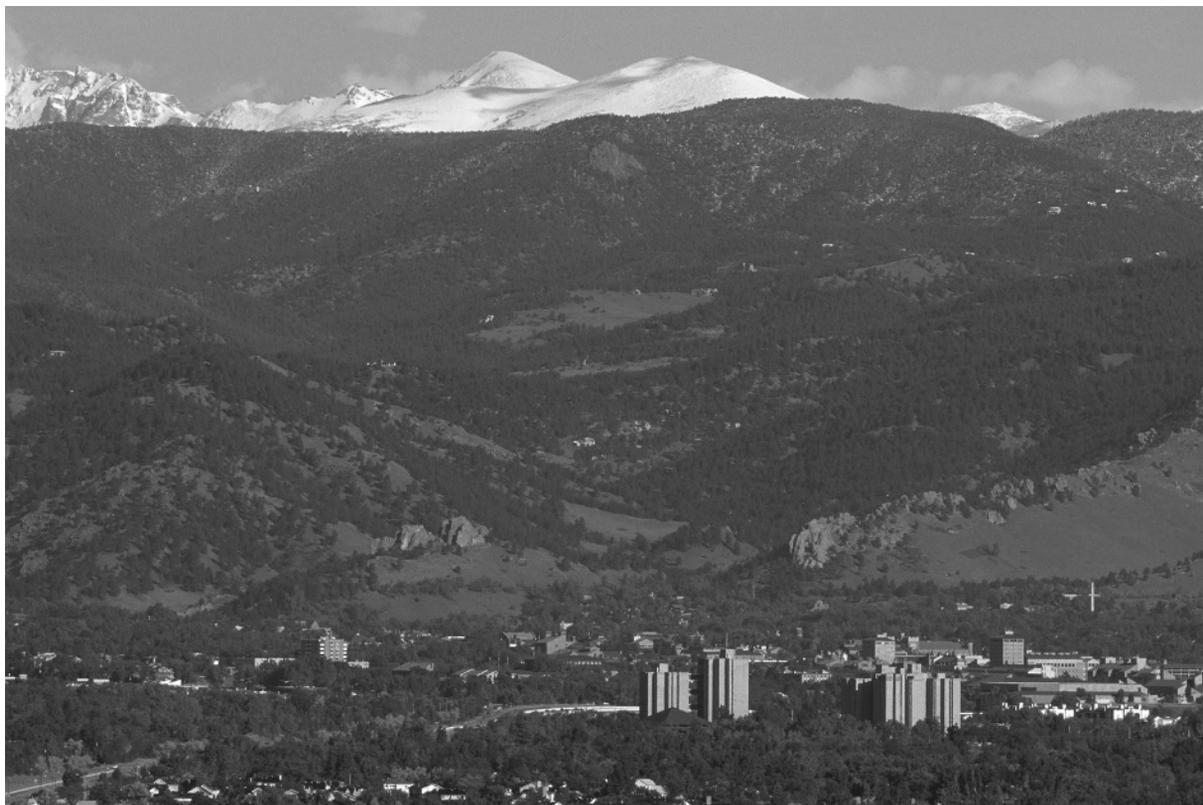
Density: 3,884.1 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 83,627

Black: 1,154

American Indian and Alaska Native: 450



©James Frank/Alamy

Asian: 3,806
 Native Hawaiian and Pacific Islander: 48
 Hispanic or Latino (may be of any race): 7,801
 Other: 3,318

Percent of residents born in state: 24.2% (2000)

Age characteristics (2005)

Population under 5 years old: 3,748
 Population 5 to 9 years old: 4,078
 Population 10 to 14 years old: 2,976
 Population 15 to 19 years old: 5,154
 Population 20 to 24 years old: 14,038
 Population 25 to 34 years old: 15,919
 Population 35 to 44 years old: 11,368
 Population 45 to 54 years old: 10,968
 Population 55 to 59 years old: 4,876
 Population 60 to 64 years old: 3,258
 Population 65 to 74 years old: 3,909
 Population 75 to 84 years old: 2,451
 Population 85 years and older: 689
 Median age: 31.5 years

Births (2006, County)

Total number: 3,533

Deaths (2006, County)

Total number: 1,419

Money income (2005)

Per capita income: \$32,326
 Median household income: \$46,002
 Total households: 38,898

Number of households with income of . . .

less than \$10,000: 5,222
 \$10,000 to \$14,999: 2,499
 \$15,000 to \$24,999: 3,662
 \$25,000 to \$34,999: 4,093
 \$35,000 to \$49,999: 4,696
 \$50,000 to \$74,999: 6,170
 \$75,000 to \$99,999: 3,977
 \$100,000 to \$149,999: 4,040
 \$150,000 to \$199,999: 2,725
 \$200,000 or more: 1,814

Percent of families below poverty level: 11.8% (2005)

2005 FBI Crime Index Property: 3,624

2005 FBI Crime Index Violent: 216

■ Municipal Government

Boulder has a council-manager form of government with a nine-member council elected to two- or four-year terms. The council elects the mayor from among its number for a two-year term and elects a deputy manager to a four-year term.

Head Official: Mayor Shaun McGrath (since 2007; current term expires 2009)

Total Number of City Employees: 1,212 (2005)

City Information: City of Boulder, 1777 Broadway, Boulder, CO 80302; telephone (303)441-3388

■ Economy

Major Industries and Commercial Activity

The predominant industries in the Boulder are science and technology related. Helped out by the research activity at the University of Colorado at Boulder, a large high-technology, electronic, and aerospace industry has developed in and around the city. The phenomenal growth of these industries attracted the establishment of defense contractors, applied and pure research centers, and satellite and communications companies, which bring millions of dollars into the local economy each year.

The technology boom has filtered down into other Boulder industries, increasing the city's manufacturing and retail base. Other key industries include the manufacture of natural and organic products, and outdoor/sporting goods. Tourism, education, health care, and government are also important sectors of the Boulder economy.

The arts and culture sectors have also become important to Boulder's economy in recent years, to the tune of \$27.58 million in revenue in 2006, in addition to supporting 812 full-time equivalent jobs and creating \$1.83 million in local and state government revenue.

Items and goods produced: electronic devices, space hardware, recreational equipment, natural and organic food products

Incentive Programs—New and Existing Companies

Local programs: In an effort to reverse a downward economic trend early in the twenty-first century, the City of Boulder established an Economic Vitality Program in 2003. Guided by the Economic Vitality Advisory Board, the program's primary purpose is to attract new businesses and retain and expand existing businesses. Among the challenges it faces are Boulder's high facility costs, limited space for expansion, and poor condition of many older buildings. As a remedy, the program

applies industry-cluster initiatives—partnerships between businesses, government agencies, and research institutions involved in similar industries—to foster innovation and efficiency. The city's current clusters include software, bioscience, creative services, natural and organic food, and sustainable technologies.

In 2005 the Business Innovation Center was opened and provides research and support for small companies, particularly technology start-ups.

In 2006 City Council approved a new pilot program spearheaded by the Economic Vitality Program, which allocated \$850,000 to create a flexible rebate program, employee training assistance, an owner-occupied loan pool, and a parks and recreation employee discount program. The pilot program was to be evaluated at the close of 2007.

Additionally, Boulder's Small Business Development Center provides valuable assistance to new and established small businesses. It offers three types of support: counseling, short- and long-term training, and access to such resources as market data, financing, and competitive information.

State programs: The Colorado Office of Economic Development & International Trade offers several types of incentives to attract and retain businesses. Its Infrastructure Assistance Program is designed to create new jobs, mainly in the low- and moderate-income ranges, in certain cities and counties within the state. Other business incentives include enterprise zone tax credits, local property tax incentives, and manufacturing revenue bonds.

Job training programs: The Small Business Development Center of Boulder provides both short- and long-term employee training to businesses seeking to expand or relocate to the area. Front Range Community College, through its Center for Workforce Development, offers a variety of training programs for both employer and employee. The Colorado Community College System has joined with the Colorado Office of Economic Development & International Trade to administer Colorado FIRST/Existing Industry Customized Training Programs. These programs, which received \$2.7 million in funding in 2005-2006, are designed to fund employee training for transferable job skills to benefit the company's competitive strength as well as the employee's long-term employment opportunities.

Development Projects

The Economic Vitality Program has several specific initiatives, in various stages of development. Among them is the development of the Boulder Transit Village, an 11.2-acre site that will combine transit service, including commuter rail, with residential and commercial space. The first phase of the project began in 2007, and rail service was expected within 10 years. A second major project, completed in 2006, is Twenty Ninth Street, an

850,000-square-foot shopping complex built on the site of the former Crossroads Mall. It is an open-air shopping and entertainment venue anchored by Foley's, a 16-screen cinema, and The Home Depot.

The Leeds School of Business at the University of Colorado Boulder broke ground in spring 2006 on a \$38 million renovation and expansion of the Koelbel business building. It was scheduled to be complete by the end of 2007. Construction was expected to begin in 2009 on a new multi-use path on 28th Street adjacent to the CU Boulder campus.

Economic Development Information: Boulder Chamber of Commerce, 2440 Pearl St., Boulder, CO 80302; telephone (303)442-1044; fax (303)938-8837; email info@boulderchamber.com. Economic Vitality Program, City of Boulder, PO Box 791, Boulder, CO 80306; telephone (303)441-3090

Commercial Shipping

Commercial air shipping is available from a number of carriers at Denver International Airport (DIA). Approximately 400,000 tons of U.S. cargo pass through the airport each year. Commercial cargo carriers include FedEx, UPS, DHL, and Airborne, though nearly half of DIA's air cargo is handled by passenger carriers. In 2004 the airport's cargo facilities completed an expansion, adding 288,000 square feet of space. WorldPort at DIA, adjacent to the freight operations site, provides an additional 100,000 feet of office space. The airport is the site of Foreign Trade Zone #123, as well as areas for U.S. Customs and Department of Agriculture clearance. Approximately 50 freight forwarders and customs brokers also serve in the area. More than one dozen motor freight carriers maintain facilities in Boulder.

Labor Force and Employment Outlook

Boulder business managers and owners cite a high quality of life and a talented work base among the advantages of doing business in Boulder. The workforce is educated well above the national average, as 66.9 percent of Boulder residents had received a bachelor's degree or higher degree in 2000, compared with 24.4 percent in the U.S. as a whole. The university and the many technology- and research-oriented companies draw a large number of college graduates and professionals into the labor market.

A 2006 report commissioned by the Boulder's economic outlook described Boulder's economy as "slowing but growing" in the years ahead. However, national economic slowdowns in late 2006 and 2007 were expected to curb Boulder's growth somewhat, and fewer jobs were expected to be created. In July 2007 the unemployment rate in Boulder stood at 3.4 percent, the 44th lowest in the nation, while the labor force rose to over 175,000. This represented a drastic improvement over unemployment rates topping 6 percent five years

earlier, and is indicative of the generally positive recent trend in the Boulder economy. The growth is driven by the business services sector, in particular technology startups, in addition to the expanding retail base.

The following is a summary of data regarding the Boulder metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 163,100

Number of workers employed in . . .

- construction and mining: 6,300
- manufacturing: 18,700
- trade, transportation and utilities: 23,300
- information: 8,800
- financial activities: 7,300
- professional and business services: 29,400
- educational and health services: 18,200
- leisure and hospitality: 16,600
- other services: 5,000
- government: 29,500

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.3% (June 2007)

Largest county employers (2006)

	<i>Number of employees</i>
IBM Corp.	4,200
Sun Microsystems Inc.	3,800
Ball Corp.	3,000
Boulder Community Hospital	2,350
Level 3 Communications Inc.	2,000
Seagate Technology LLC	1,300
Valleylab	1,300
Safeway Inc.	1,245
Longmont United Hospital	1,237
Exempla Good Samaritan	1,142

Cost of Living

Boulder's cost of living is higher than in neighboring communities.

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

2007 (1st quarter) ACCRA Average House Price: \$356,705 (Denver metro)

2007 (1st quarter) ACCRA Cost of Living Index: 102.7 (Denver metro)

State income tax rate: 4.63% of Federal Taxable Income

State sales tax rate: 2.9%

Local income tax rate: None

Local sales tax rate: 3.41%

Property tax rate: \$10.005 per \$1,000 of assessed value (2004)

Economic Information: Boulder Chamber of Commerce, 2440 Pearl St., Boulder, CO 80302; telephone (303)442-1044; fax (303)938-8837; email info@boulderchamber.com

■ Education and Research

Elementary and Secondary Schools

The Boulder Valley School District regulates the public schools in Boulder as well as the neighboring communities of Broomfield, Lafayette, Louisville, Mountain, Nederland, and Superior. The district's open enrollment policy enables students to enroll in a variety of schools, including focus or alternative schools. The board, comprised of seven members elected at-large to four-year terms, employs the superintendent.

The District boasts the distinction of consistently ranking among the top two districts in Colorado as measured by the Colorado Student Assessment Program; 26 of the district's 58 schools received an evaluation of "Excellent," with 21 achieving a "High" ranking.

The following is a summary of data regarding the Boulder Valley School District as of the 2005–2006 school year.

Total enrollment: 28,196

Number of facilities

elementary schools: 29
junior high/middle schools: 10
senior high schools: 10
other: 6

Student/teacher ratio: 17.2:1

Teacher salaries (2005–06)

elementary median: \$53,210
junior high/middle median: \$52,940
secondary median: \$53,630

Funding per pupil: \$7,713

A number of private and parochial schools also serve the Boulder area—5 high schools and 20 elementary/middle schools.

Public Schools Information: Boulder Valley School District, 6500 Arapahoe, Boulder, CO 80303; telephone (303)447-1010

Colleges and Universities

Boulder is the main campus of the University of Colorado (CU) university system. Other campuses in the system include the University of Colorado at Colorado Springs, and the Denver and Health Sciences Center. The Boulder campus is a major research and educational institution, with an enrollment of more than 29,000 students in 2007. It offers 2,500 courses in 150 areas of study in nine colleges and schools, both graduate and undergraduate. CU has strong ties to the astronautics and astrophysics disciplines. The university is a primary research center in space sciences, and 17 of its alumni have become astronauts in the National Aeronautics and Space Administration (NASA) program. It boasts of being the only research institution in the world to have designed and built space instruments for NASA that have been launched to every planet in the solar system. Additionally, it is the top ranked public university in federally financed research in environmental sciences. CU had an operating budget of \$1.9 billion in 2006.

Front Range Community College promotes academic and career advancement through associate degree and certificate programs in business, health, mathematics, advanced sciences, arts and humanities, world languages, computer information sciences, communication, and social sciences. The Naropa University is a Buddhist-inspired institution offering four-year degrees in an academic program that blends intellectual, artistic, and meditative disciplines. Accredited by the North Central Association of Colleges and Schools, Naropa enrolls more than 450 students; the school also features internship programs and a study-abroad program in Prague, Czech Republic, and is home to the Jack Kerouac School of Disembodied Poetics, founded by Allen Ginsberg and Anne Waldman. The Boulder College of Massage Therapy offers a 1,000-hour certificate program in a variety of massage styles, as well as an Associate Degree of Occupational Studies in Massage Therapy.

Libraries and Research Centers

The Boulder Public Library consists of a main building and three branches. The library maintains special collections of children's literature, a Colorado Artists Registry, and municipal government. The Carnegie Branch Library for Local History contains a manuscript collection of more than 700,000 items, including some from before the area received the name Colorado, as well as historic photographs, newspapers, and oral histories. The University of Colorado library system consists of the central Norlin Library, which hosts the humanities and social science collections, and six discipline-specific branch libraries. The total system contains more than 11 million books, periodicals, and microforms, as well as special collections in juvenile literature, the history of silver, mountaineering, and Western history. The National Indian Law Library, which houses 4,000 items, is the only

law library specializing in practice materials relating to federal and tribal Indian law. The Allen Ginsberg Library of the Naropa University houses books, journals, audio/visual media, and artwork, as well as special collections in university recordings, Tibetan volumes, and small press and chapbooks. A number of private and special interest libraries are also located in the city.

In 2005 the University of Colorado at Boulder (CU) received more than \$640 million in sponsored research monies, and was ranked sixth among all public universities in the U.S. in federal research. Its nearly 100 research centers and institutes are involved in everything from music entrepreneurship to high energy physics. Some of the largest facilities are the Institute of Arctic and Alpine Research, the Institute for Behavioral Genetics, the Institute of Cognitive Science, the Colorado Center for Information Storage, the Joint Institute for Laboratory Astrophysics, and the Laboratory of Atmospheric and Space Physics. A \$70 million instrument designed by researchers at the Center for Astrophysics and Space Astronomy was scheduled to be installed on the Hubble Space Telescope during a servicing mission in May 2008. Three CU professors are recipients of a Nobel Prize, the most recent bestowed to John Hall for physics in 2005, for the development of laser-based precision spectroscopy.

Boulder is home to several research institutions of the federal government. The Cooperative Institute for Research in Environmental Sciences is a joint venture of CU and the National Office of Oceanic and Atmospheric Research. The National Weather Service maintains a weather forecast office in the city, which provides weather forecasts and data for a large chunk of Colorado. The National Center for Atmospheric Research offers free, guided tours of such exhibits as lightning, a tornado, a solar eclipse telescope, and aircraft models. Visitors can view the atomic clock and other science displays at the National Institute of Standards and Technology Boulder Laboratories, which attracts 100 visiting researchers each year in addition to its 350 resident scientists, engineers, and other personnel.

Public Library Information: Boulder Public Library, 1000 Canyon Blvd., Boulder, CO 80302; telephone (303)441-3100

■ Health Care

Boulder Community Hospital is the largest health-care institution in the Boulder area, with 265 beds and a \$250 million operating budget. It is a full-service hospital with a 24-hour emergency room, an intensive care unit, a cardiac care unit, and a network of facilities that includes the Boulder Center for Sports Medicine, Boulder Community Foothills Hospital, Community Medical Center (an urgent care facility), the Sleep Disorder Lab, and the Miriam R. Hart Regional Radiation Therapy Center.

Other hospitals within driving distance of Boulder include Centennial Peaks Hospital, Avista Adventist Hospital, Longmont United Hospital, Centennial Peaks Hospital, Devereux Cleo Wallace, Lutheran Medical Center, Mediplex Specialty Hospital, and Saint Joseph Hospital.

■ Recreation

Sightseeing

A highlight of downtown Boulder is the 16-mile-long Boulder Creek Path, which runs along the creek through the center of the city. The banks of the creek have been restored to their natural state, parks and picnic areas have been formed—including the attractive Boulder Sculpture Park—and many small waterfalls along the way are perfect for kayaking and tubing. The Open Space & Mountain Parks division of the City of Boulder encompasses 43,000 square feet and a number of free public nature hikes of varying difficulty, each offering some of the most scenic views in the region. Among them is Sawhill Ponds, featuring 18 ponds; Flagstaff Mountain, a 6,850-foot peak that is home to the Flagstaff Nature Center; Royal Arch, a sandstone arch through which the city of Boulder can be viewed from above; and Boulder Falls, a five-acre site known as the “Yosemite of Boulder Canyon.”

Boulder also caters to those who prefer less strenuous sightseeing excursions. Free tours are offered by the Celestial Seasonings Tea Co., including a tea sampling bar and a walk through the Mint Room, and by the Redstone Meadery, brewer of a honey wine known as mead. Gateway Park Fun Center features go-karts, batting cages, and miniature golf.

Arts and Culture

The Boulder Philharmonic Orchestra has been performing since 1958, and holds the majority of its performances at the Macky Auditorium Concert Hall on the campus of the University of Colorado at Boulder. Also performing at the Macky is Boulder Ballet, the major dance company of Boulder County. The Boulder Concert Band, comprised of 70 community members, offers a concert series and summer concerts in the area parks. Other musical institutions include the Boulder Chorale, the Boulder Youth Choir and Youth Symphony, and the Boulder Chamber Orchestra, which was founded in 2004. The Nomad Theatre is Boulder’s only professional resident theater. Upstart Crow is an ensemble acting company whose season runs from early fall to mid-summer and offers four major works. Boulder’s Dinner Theatre entertains 80,000 attendees each year with food, drink, and major Broadway musicals.

The University of Colorado at Boulder (CU) Museum of Natural History houses nearly four million specimens of biology, anthropology, and geology, including fossils, local animals, and Southwestern cultural artifacts.

The CU Heritage Center contains exhibits that chronicle the university's past, such as the baseball bat and glove used by alumnus Robert Redford in *The Natural*, as well as space suits worn by former graduates who became astronauts. CU is also the site of the Sommers-Bausch Observatory and the Fiske Planetarium, which features the largest projection dome between Chicago and Los Angeles.

The city's many museums are not limited to the CU campus. The Boulder History Museum houses nearly 35,000 objects from Boulder's past, dating back to the 1800s. The Carnegie Branch Library for Local History, located in Boulder's original library building, contains thousands of books, diaries, photographs, oral history audiotapes, and genealogical papers. The Leanin' Tree Museum of Western Art houses one of the largest collections of contemporary Western art in America.

Boulder offers a variety of art galleries, as well as several art museums. In 2005 the city was named 18th among the "Top 25 Art Cities" by *American Style Magazine*. The Boulder Museum of Contemporary Art features regional, national, and international exhibitions and performances. The University of Colorado at Boulder Art Galleries contain the works of regional artists and students as well as major national and international artists, and house the Colorado Collection, a state-owned collection of 5,000 pieces. The Charles A. Haertling Sculpture Park displays the work of such artists as Jerry Wingren, Dennis Yoshikawa Wright, Tom Miller, and Beth Juliar-Skodge.

Festivals and Holidays

Boulder's most famous festival is the Colorado Shakespeare Festival, regarded as one of the best in the nation. The festival is held each summer at the University of Colorado at Boulder's outdoor Mary Rippon Theatre and the indoor University Theatre. January brings the Boulder Bach Festival, a three-day event featuring an orchestra, chorus, and soloists performing the works of Johann Sebastian Bach. For more than a month during the summer, the Colorado Music Festival presents classical music performed by musicians from around the world. The Pearl Street Art Fair is held each July, and the Aerial Dance Festival, featuring demonstrations of dancing through the air, takes place the following month. Film festivals include the Boulder International Film Festival, held for four days in February, and the Moondance International Film Festival, a competition that takes place each May. A variety of aspects of adventure is presented at the Boulder Adventure Film Festival each April.

The city hosts a number of unique festivals and events. The annual Polar Bear Plunge attracts participants intrepid enough to jump into the Boulder Reservoir on New Year's Day. The International Mead Festival, held in February, features more than 80 meads from seven countries and is the world's largest

competition for mead, a beverage made of wine fermented with honey. Another record-setting event is held the following month, as the world's shortest parade—Boulder's St. Patrick's Day Parade—takes place over a course covering less than one city block. The Kinetics Sculpture Challenge, preceded a week earlier by the Kinetics Parade, invites teams to race kinetically designed sculptures over both land and water. The Boulder Creek Festival, which draws approximately 130,000 people over Memorial Day Weekend, features a rubber duck race, a children's fishing derby, and dog-agility demonstrations along with typical festival activities and fare. The Boulder Shoot-Out, marking its fourth year in October 2007, is a filmmaking festival. Several holiday events take place in November and December, including Switch on the Holidays, the Holiday Festival, and the Lights of December Parade.

Sports for the Spectator

The University of Colorado at Boulder provides the major sporting attractions in the city. The university's football team, the *Buffaloes*, is a member of the Big 12 Conference. The university also offers men's and women's basketball, cross country, golf, skiing, tennis, and track and field, and women's soccer and volleyball.

Professional sports fans can turn to any of nearby Denver's clubs: The Nuggets in the National Basketball Association, the Major League Baseball Rockies, the National Hockey League's Colorado Avalanche and the National Football League's Broncos.

Sports for the Participant

Boulder was voted the "Nation's Reigning Bike Friendly Community" by the League of American Bicyclists in 2004. A 2006 article in the *Washington Post* named it one of "10 other great bike cities" in the United States. Residents love to bicycle, and Boulder boasts 150-plus miles of bike paths and 192 miles of bike lanes. On occasion, the city will even plow snow off important bike paths before plowing certain roads. Each year Boulder turns national Bike to Work Day in June into Bike to Work Week and offers free tune-ups, and safety clinics.

Boulder offers a variety of outdoor activities the year round. Natural areas like the seven-mile-long Boulder Creek Path and the city's large mountain park feature hiking, camping, and boating. The city operates more than 60 parks—800 acres of maintained park land and an additional 200 acres of natural land—offering recreational facilities of all kinds. There are 48 tennis courts, 22 ballfields, and 15 soccer fields, and as well as the public Flatirons Golf Course. Boulder is also a short distance away from several popular ski resorts and dozens of state and national parks.

Boulder, named seventh on the list of "America's Best Running Cities" by *Runner's World* magazine in 2005, hosts several athletic competitions. The Boulder

Boulder 10K race brings 50,000 runners from around the world to the city on Memorial Day. Three weeks later is the 5430 Sprint Triathlon, the first of three races making up the Boulder Triathlon Series. The second race is the Boulder Peak Triathlon, held in July, followed in August by the 5430 Long Course Triathlon. Colorado's largest running event is the Nike ACG Boulder Backroads Marathon & Half Marathon, which takes place each September at the Boulder Reservoir.

Shopping and Dining

A major attraction in the downtown area is the historic Pearl Street Mall district. Set up for pedestrian traffic, the mall is lined with shops, galleries, and restaurants. Along the way, street performers, gardens, and sculptures make the stroll enjoyable. Several large suburban malls add to countless smaller shops and specialty stores scattered throughout the area. Just completed in the autumn of 2006 is Twenty Ninth Street, an 850,000-square-foot shopping center with an open-air environment that is anchored by Foley's and a 16-theater cinema. More than 300 restaurants in Boulder offer a wide variety of foods, from traditional Western fare to exotic ethnic foods. Patrons won't find a smoking section in any of these establishments, as the city has adopted a no-smoking policy in its restaurants and taverns.

Visitor Information: Boulder Convention & Visitors Bureau, 2440 Pearl St., Boulder, CO 80302; telephone (303)442-2911; toll-free (800)444-0447; fax (303)938-2098; email visitor@bouldercvb.com

■ Convention Facilities

Although lacking a full-fledged convention center, Boulder has 14 facilities offering meeting space. In 2006 the city was named the ninth "Best City for Green Meetings" by *Meetings and Conventions*. The Millennium Harvest House can accommodate small functions as well as up to 500 people on its outdoor pavilion and up to 600 in its Grand Ballroom. The historic Hotel Boulderado, a national registered landmark accommodates meetings for up to 200 people and receptions up to 300. Several other hotels provide meeting space, as do facilities at the University of Colorado at Boulder, namely the 2,047-seat Macky Auditorium Concert Hall and the University Memorial Center, whose 9,418-square-foot Glenn Miller Ballroom can accommodate 700 attendants. The Boulder Theater can seat up to 860 conference delegates.

Convention Information: Boulder Convention & Visitors Bureau, 2440 Pearl St., Boulder, CO 80302; telephone (303)442-2911; toll-free (800)444-0447; fax (303)938-2098; email visitor@bouldercvb.com

■ Transportation

Approaching the City

The majority of air traffic comes through Denver International Airport, located 42 miles from Boulder and served by 23 passenger airlines. The recently built Northwest Parkway toll road, which had a planned extension approved in summer 2007, connects the airport with Boulder. Hourly shuttle service and limousine service from the airport to Boulder is also available. Rocky Mountain Metropolitan Airport is located 11 miles from Boulder, and provides commuter air service in addition to corporate air facilities. Boulder Municipal Airport, located three miles northeast of the central business district, also provides commuter air service.

Interstate 25, Colorado's major north-south highway, runs just to the east of Boulder. The Boulder-Denver Turnpike connects the two cities, and I-70 at Denver provides links east and west. Other major highways include U.S. Highways 36, 52, 93, and 287.

Traveling in the City

Major thoroughfares in the city include Broadway and Twenty-Eighth Street, running north and south, and Iris Avenue, Pearl Street, Canyon Boulevard, Arapahoe Road, and Baseline Road, all running east and west. The Regional Transportation District (RTD) operates a fleet of buses serving the metropolitan area. The HOP line makes 40 stops in a loop throughout central Boulder, while the SKIP lines runs north and south along Broadway; other RTD bus lines in Boulder are the JUMP, DASH, BOUND, and STAMPEDE. In 2006 Boulder began to cut back RTD services—particularly the frequency of service—because of ongoing funding problems and underuse.

Bicycling is extremely important to travel in Boulder, as 10 percent of its residents ride bikes on a regular basis. Bicycle paths parallel all major traffic arteries, and total more than 200 miles. A fleet of 150 bright green bicycles, part of the Spokes for Folks "Green Bikes Program," are provided free to residents as loaner vehicles to be shared by all residents of the city. The Annual Walk and Bike Week encourages commuters to get out of their cars and either pedal or walk to and from work. Local businesses, such as restaurants and bicycle mechanics, offer free incentives to participants.

■ Communications

Newspapers and Magazines

Boulder is served by two daily newspapers, the morning *Daily Camera* and the morning *Colorado Daily*. *Boulder Weekly* is a free, alternative newspaper, and the *Boulder County Business Report* focuses on economic, industrial,

and business news every other week. The *Campus Press*, written by and for students of the University of Colorado at Boulder, is distributed each Thursday. Boulder's love of outdoor sports is reflected in some of the nationally distributed magazines published in the city, including *Inside Triathlon*, *Ski*, *Skiing*, and the competitive bicycling magazine *VeloNews*. Other publications include *Delicious Living* and *Soldier of Fortune*, as well as a number of several scholarly journals and trade publications.

Television and Radio

Five television stations broadcast to Boulder audiences, three representing the major commercial networks and two independent stations; cable service is available. Two AM and two FM radio stations broadcast alternative/new music, public radio, and University of Colorado programming.

Media Information: *Daily Camera*, 1048 Pearl St., Boulder, CO 80302; telephone (303)442-1202

Boulder Online

Boulder Chamber of Commerce. Available www.boulderchamber.com

Boulder Community Hospital. Available www.bch.org

Boulder Convention & Visitors Bureau. Available www.bouldercoloradousa.com

Boulder Public Library System. Available www.boulder.lib.co.us

Boulder Valley School District. Available www.bvbsd.org

City of Boulder Home Page. Available www.ci.boulder.co.us

Daily Camera. Available www.thedailycamera.com

Economic Vitality Program. Available www.ci.boulder.co.us/economic_vitality

University of Colorado at Boulder. Available www.colorado.edu

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Pettem, Silvia, and Liston Leyendecker, *Boulder: Evolution of a City* (Niwot, CO: University Press of Colorado, 1994)

Whitney, Gleaves, *Colorado Front Range: A Landscape Divided* (Boulder, CO: Johnson Books, 1983)



Colorado Springs

■ The City in Brief

Founded: 1871 (incorporated 1872)

Head Official: Mayor Lionel Rivera (since 2003)

City Population

1980: 215,150

1990: 283,112

2000: 360,890

2006 estimate: 372,437

Percent change, 1990–2000: 27.5%

U.S. rank in 1980: 66th

U.S. rank in 1990: 54th

U.S. rank in 2000: 48th (State rank: 2nd)

Metropolitan Area Population

1980: 309,000

1990: 397,014

2000: 516,929

2006 estimate: 599,127

Percent change, 1990–2000: 31.3%

U.S. rank in 1980: 105th

U.S. rank in 1990: 90th

U.S. rank in 2000: 80th

Area: 186 square miles (2000)

Elevation: 6,035 feet above sea level

Average Annual Temperatures: January, 28.1° F; July, 69.6° F; annual average, 47.8° F

Average Annual Precipitation: 17.40 inches of rain; 42.4 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.3% (June 2007)

Per Capita Income: \$26,001 (2005)

2005 FBI Crime Index Property: 19,619

2005 FBI Crime Index Violent: 1,792

Major Colleges and Universities: University of Colorado at Colorado Springs, United States Air Force Academy, Colorado Technical College, Colorado College

Daily Newspaper: *The Gazette*

■ Introduction

At the foot of Pikes Peak, the highest peak of the Rocky Mountains, Colorado Springs is a city surrounded by natural beauty that draws millions of visitors a year. Its municipal parks include the breathtaking Garden of the Gods, once sacred Native American tribal grounds. Upon ascending Pikes Peak in 1893, Katharine Lee Bates wrote the words to “America the Beautiful;” the lyrics “purple mountains’ majesty” refer to the vistas around Colorado Springs. Now an important center of military installations, Colorado Springs is home to the United States Air Force Academy, the North American Aerospace Defense Command (NORAD), U.S. Air Force and U.S. Space Commands, Consolidated Space Operations Center, and Fort Carson.

■ Geography and Climate

Colorado Springs is located on a high, flat plain at the foot of the Rocky Mountains in eastern central Colorado. To the east of the city are rolling prairie lands and to the north is Monument Divide. The climate of Colorado Springs is relatively mild and dry, since the city is protected from harsh weather by the Rocky Mountains in the west. In the winter, Colorado Springs is warmed by the Chinook, a wind whose name means “snow eater.”

Area: 186 square miles (2000)

Elevation: 6,035 feet above sea level

Average Temperatures: January, 28.1° F; July, 69.6° F; annual average, 47.8° F

Average Annual Precipitation: 17.40 inches of rain; 42.4 inches of snow

■ History

Rowdiness and Refinement Coexist in City's Early Days

The history of Colorado Springs is the history of two very different communities, one wild and rowdy, the other a model of controlled growth. The area was first discovered by settlers of European descent in 1806 when Zebulon Montgomery Pike came upon a mountain he named Pikes Peak and attempted to climb it. Later, several tribes of Native Americans, namely the Ute, Arapaho, and Cheyenne, lived and battled in the region. They declared what is now called the Garden of the Gods to be sacred ground where the tribes could meet in peace and bathe in the mineral springs.

Mountains rich in silver and gold brought miners into the area. A settlement developed and was called El Dorado City, because of its proximity to the gold mines. This became Colorado City, a rough town full of saloons where frequent brawls and gun fights raged. In 1871, the Denver & Rio Grande Western Railroad, the first narrow-gauge line in Colorado, came to the region. The railroad was directed by General William Jackson Palmer, who began to plan a community near Colorado City. Palmer envisioned the town as a playground for the rich, rivaling the elegant resorts on the East Coast. First called the Fountain Colony, the town was incorporated as Colorado Springs in 1872. According to what was called "The Palmer Pattern of Responsibility," Colorado Springs was planned with schools, libraries, churches, parks, and a college. Citizens of "good moral character and strict temperance habits" were purposely sought; intemperance and industry were relegated to Colorado City across the railroad tracks.

City Becomes Tourist and Military Center

Tourists from throughout the country flocked to Colorado Springs and to the spa at nearby Manitou Springs. By the turn of the century Colorado Springs was the wealthiest city per capita in the United States. At this time it earned the nickname Little London, reflecting the number of Tudor-style houses constructed in the area. During this age of the elegant hotel, the rich and the titled were drawn to the Rocky Mountains—especially Colorado Springs—to play polo and hunt foxes. Colorado City, after suffering great economic vicissitudes tied

to the mining industry, was absorbed by Colorado Springs in 1971.

Since World War II, Colorado Springs has become an important focal point of the U.S. military. Fort Carson Army Base was established in the early 1940s; the United States Air Force Academy was completed in 1958. In 1966 the North American Air Defense Command (NORAD) was installed inside Cheyenne Mountain as the first warning system for North America against a nuclear missile strike. The United States Olympic Committee created an Olympic Training Grounds in Colorado Springs in 1978. Athletes come from throughout the world to train there, surrounded by the beauty of the Rocky Mountains. With a young, educated work force, beautiful weather, and an expanding military and high tech economy, Colorado Springs' future as a growth center in the West will continue for some time to come. In fact, *Money Magazine* rated the city the "Best Big City" in the nation to live and work in its August 2006 issue.

Historical Information: Colorado College, Charles Leaming Tutt Library, 1021 North Cascade Avenue, Colorado Springs, CO 80903; telephone (719) 389-6184

■ Population Profile

Metropolitan Area Residents

1980: 309,000

1990: 397,014

2000: 516,929

2006 estimate: 599,127

Percent change, 1990–2000: 31.3%

U.S. rank in 1980: 105th

U.S. rank in 1990: 90th

U.S. rank in 2000: 80th

City Residents

1980: 215,150

1990: 283,112

2000: 360,890

2006 estimate: 372,437

Percent change, 1990–2000: 27.5%

U.S. rank in 1980: 66th

U.S. rank in 1990: 54th

U.S. rank in 2000: 48th (State rank: 2nd)

Density: 1,942.9 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 302,784

Black: 23,831

American Indian and Alaska Native: 3,322

Asian: 9,856



Colorado Springs Convention & Visitors Bureau. Reproduced by permission.

Native Hawaiian and Pacific Islander: 935
 Hispanic or Latino (may be of any race): 51,755
 Other: 22,192

Percent of residents born in state: 29.6%
 (2000)

Age characteristics (2005)

Population under 5 years old: 27,564
 Population 5 to 9 years old: 25,254
 Population 10 to 14 years old: 27,887
 Population 15 to 19 years old: 25,532
 Population 20 to 24 years old: 28,026
 Population 25 to 34 years old: 60,253
 Population 35 to 44 years old: 57,947
 Population 45 to 54 years old: 53,178
 Population 55 to 59 years old: 20,620
 Population 60 to 64 years old: 15,012
 Population 65 to 74 years old: 19,926
 Population 75 to 84 years old: 11,823
 Population 85 years and older: 3,963
 Median age: 34 years

Births (2006, MSA)

Total number: 8,567

Deaths (2006, MSA)

Total number: 3,430

Money income (2005)

Per capita income: \$26,001
 Median household income: \$47,854
 Total households: 155,980

Number of households with income of ...

less than \$10,000: 11,510
 \$10,000 to \$14,999: 8,764
 \$15,000 to \$24,999: 19,720
 \$25,000 to \$34,999: 17,532
 \$35,000 to \$49,999: 23,707
 \$50,000 to \$74,999: 31,299
 \$75,000 to \$99,999: 18,462
 \$100,000 to \$149,999: 16,347
 \$150,000 to \$199,999: 5,112
 \$200,000 or more: 3,527

Percent of families below poverty level: 10.7% (2005)

2005 FBI Crime Index Property: 19,619

2005 FBI Crime Index Violent: 1,792

■ Municipal Government

Colorado Springs operates under a council-mayor form of government. Elections are held every four years for mayor, four council members-at-large, and four council members from the districts where they reside. Colorado Springs is the seat of El Paso County.

Head Official: Mayor Lionel Rivera (since 2003; current term expires 2011)

Total Number of City Employees: 2,500 (2004)

City Information: City Hall, PO Box 1575, Colorado Springs, CO 80901; telephone (719)385-CITY

■ Economy

Major Industries and Commercial Activity

The economy of Colorado Springs is based primarily on the military installations in the area as well as on the aerospace and electronics industries and tourism. Fort Carson, a U.S. Army base, has more than 15,000 people on its payroll. The U.S. Air Force Academy, Fort Peterson Air Force Base (AFB), and the North American Aerospace Defense Command (NORAD) are also major employers.

Colorado Springs is a center for space research. The city is the site of the Combined Services Space Center and the Space Defense Operations Center, which are involved in the Strategic Defense Initiative and handle military missions of the Space Shuttle. The U.S. Space Foundation (USSF) and the Space Commands at Peterson AFB also provide a conducive environment for developing future space-related projects. As a result of growth in the aerospace industry, several high-technology firms have been attracted to Colorado Springs, and the Colorado Springs Technology Incubator provides support for firms seeking to launch in the area. Two Colorado Springs based tech firms were among the 2006 Deloitte Technology Fast 500 listing for fastest growing technology companies: Intelligent Software Solutions Inc. and Ramtron International Corporation.

Since the turn of the century, when the city's grand hotels made it famous, Colorado Springs has been a major tourism center. Pikes Peak and the natural beauty of the surrounding area draws an average of over six million visitors per year. The city's average gross income from tourism is near \$1 billion, providing a substantial boost to the construction industry and creating 16,000 tourism-specific jobs in the city.

Items and goods produced: advertising film, granite, concrete, dairy products, brooms, novelties, chemicals, pottery, bricks, airplane engine mounts, machine tools, shell fuses, electric motors, castings,

electronics, plastics, steel culverts, printed and published works

Incentive Programs—New and Existing Companies

Local programs: At the local level, El Paso County contains an Urban Enterprise Zone offering state and local credits for new jobs, investment, and research and development expenditures. The Greater Colorado Springs Economic Development Council will package private and public incentives for relocating or expanding companies that are tailored to the specific needs of the company. The Council also sponsors the Business Expansion & Retention Visitation (BREV) Program, which seeks to nurture local investment and job retention with a pro-business attitude. The private sector and government in Colorado Springs cooperate to encourage new business and industry through such incentives as low corporate tax rates, a Foreign Trade Zone, and training programs. The Colorado Office of Business Development and International Trade offers services in bringing national and foreign investment to the state.

State programs: The Colorado Office of Economic Development & International Trade offers several types of incentives to attract and retain businesses. Its Infrastructure Assistance Program is designed to create new jobs, mainly in the low- and moderate-income ranges, in certain cities and counties within the state. Other business incentives include enterprise zone tax credits, local property tax incentives, and manufacturing revenue bonds. There are numerous venture capital firms throughout the state, including the Colorado Quality Investment Capital Program.

Job training programs: The Pikes Peak Workforce Center helps with placement, job matching, and training workers. The Colorado Office of Business Development and International Trade offers Colorado First grants for new businesses and Existing Industry grants for training and staff retention purposes.

Economic Development Information: The Greater Colorado Springs Economic Development Corporation, 90 S. Cascade Ave. Suite 1050 Colorado Springs, CO 80907; telephone (719)471-8183; fax (719)471-9733; email csedc@csedc.org

Development Projects

Development in the downtown area is booming due to the Colorado Springs Downtown Partnership. The Depot Arts District is undergoing a long-term revitalization, planned to offer affordable housing, studio, and retail space. The Art Mill, its central development and the product of a partnership among four local galleries, opened its doors in 2006. Projects underway in the downtown area in 2007 included the Colorado College

Cornerstone Arts Center, the Palmer Village residential development, Stratton Pointe office buildings, and a parking garage at Colorado and Nevada Avenues. The Gold Hill Mesa Urban Renewal Plan, begun by the city of Colorado Springs in 2005, is a long-term effort intended to rebuild and rezone a portion of the downtown area to attract more businesses in Colorado Springs. The Lowell Project, underway in 2007, is intended for the restoration and rehabilitation of Lowell Elementary School, built in 1891, in addition to the redevelopment of the surrounding property to include residential lofts, apartments and housing, as well as supporting retail, office and commercial space.

St. Francis Medical Center, a \$200-million full-service hospital, was scheduled to open in August 2008 in Northeast Colorado Springs. Services will include a birth center, emergency service, Level III neonatal intensive care unit, inpatient-outpatient surgery and pediatric unit. In 2006 construction began on a new 54,000-square-foot recreation center at University of Colorado Colorado Springs, scheduled to be complete by the end of 2007.

Commercial Shipping

Established as a Foreign Trade Zone, Colorado Springs is a link in the country's import-export shipping network. Air cargo carriers operating from Colorado Springs Municipal Airport include Airborne Express, America West Freight, Cargo City, Sprint Colorado Air Cargo, Inc., Continental Air Cargo, Delta Airlines Cargo, Emery Worldwide, Federal Express Corp., Northwest Airlines, Trans World Airlines, Inc., and United Parcel Service. The metropolitan area is served by two major rail freight lines. About 20 motor freight carriers ship goods through terminals in the city.

Labor Force and Employment Outlook

Colorado Springs boasts a youthful, well educated labor force. Sources of labor include former military personnel, military dependents, retirees, college students, and commuters from other Colorado cities. Labor/management relations are described as excellent; there is a low level of unionization throughout Colorado. Between 1997 and 2007 the labor force grew rapidly in Colorado Springs, from about 260,000 workers to nearly 320,000 workers. The labor force was predicted to continue its growth as Colorado Springs becomes an increasingly popular spot for relocations; in 2007 the city was ranked the 4th best city to live by Cities Ranked & Rated, 2nd Edition.

Analysts believe the high-tech sector will continue to be an area of growth for Colorado Springs. The city ranked 11th in the nation in high-tech exports. From 2006 to 2007, Colorado's high-tech exports grew by 16 percent, for a total of \$592 million. In July 2007 the unemployment rate stood at 4.3 percent, down from its high of over 7 percent in 2002.

The following is a summary of data regarding the Colorado Springs metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 258,500

Number of workers employed in . . .

construction and mining: 18,000
 manufacturing: 18,000
 trade, transportation and utilities: 40,700
 information: 8,000
 financial activities: 18,200
 professional and business services: 39,700
 educational and health services: 25,600
 leisure and hospitality: 31,100
 other services: 14,800
 government: 44,300

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.3% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Memorial Health Services	Not available
Penrose-St. Francis	Not available
Hewlett Packard	Not available
Lockheed Martin Corporation	Not available
Atmel Corporation	Not available
Broadmoor Hotel	Not available
Progressive Insurance Company Finance	Not available
Verizon Business	Not available
ITT Industries Inc	Not available
Focus on the Family	Not available

Cost of Living

The following is a summary of data regarding key cost of living factors in the Colorado Springs area.

2007 (1st quarter) ACCRA Average House Price: \$267,028

2007 (1st quarter) ACCRA Cost of Living Index: 94.8

State income tax rate: 4.63% of Federal Taxable Income

State sales tax rate: 2.9%

Local income tax rate: None

Local sales tax rate: 2.5% city and 1.0% county

Property tax rate: Ranges between 59 mills and 90 mills depending on school district and other special taxing districts; the average in 2003 was 67 mills. The 2003

residential assessment rate for taxes due in 2004 was 7.96 percent of market value

Economic Information: The Greater Colorado Springs Chamber of Commerce, 2 North Cascade Avenue, Suite 110, Colorado Springs, CO 80903; telephone (719)635-1551; fax (719)635-1571

■ Education and Research

Elementary and Secondary Schools

In Colorado, school district boundaries are independent of city or other political boundaries. A 1993 state law allows parents to send their children to any public school, as long as there is room in the facility. There are 15 public school districts within El Paso County; six districts of varying size serve urban areas of Colorado Springs. Colorado Springs School District Eleven, the fourth largest system in the state and largest in the city, is administered by a seven-member, nonpartisan board of education that appoints a superintendent to a two-year contract. Composite SAT scores are consistently above the national average. There are seven charter schools in District 11, in addition to six alternative education programs. Pine Creek High School, a \$16 million technology magnet school in District 20, prepares students for college or employment in regional business and provides them with a sense of community.

The following is a summary of data regarding the Colorado Springs School District 11 as of the 2005–2006 school year.

Total enrollment: 30,000

Number of facilities

elementary schools: 41
junior high/middle schools: 9
senior high schools: 5
other: 13

Student/teacher ratio: 16.4:1

Teacher salaries (2005–06)

elementary median: \$41,070
junior high/middle median: \$39,860
secondary median: \$40,170

Funding per pupil: \$8,094

About 7,300 students attend 39 parochial and private schools in Colorado Springs, Pre-K through 12th grade.

Public Schools Information: Colorado Springs School District Eleven, 1115 North El Paso Street, Colorado Springs, CO 80903; telephone (719)520-2000; fax (719)577-4546

Colleges and Universities

The Colorado Springs area is home to a number of colleges and universities, including the United States Air Force Academy, the University of Colorado at Colorado Springs, and Colorado College. The University of Colorado is a state school offering both undergraduate and master's degrees in interdisciplinary programs such as geography, earth sciences, and environmental studies. The 2008 *U.S. News & World Report* "Best Colleges" list ranks the UCCS undergraduate engineering program ninth in the nation among public engineering schools offering bachelor's or master's degrees. Colorado College, opened in 1874, has grown with the city, and offers an unusual learning environment: the Block Plan has students take only one intensive course at a time. The Air Force Academy, which trains officers, is among the most selective institutions in the country.

Other schools include Nazarene Bible College, DeVry College, Blair College and the Colorado School for the Blind and Deaf. Thirty technical, professional, and business schools, including Colorado Technical College, are also located in Colorado Springs. The city was ranked among the "Top 25 Cities to Live To Go To School" in 2007 by RelocateAmerica.com.

Libraries and Research Centers

The Pikes Peak Library District (PPLD) serves the residents of El Paso County except Manitou Springs and Widefield School District #3. Residents in those two areas can check out PPLD materials through the Colorado Library Card program. Library facilities include two main facilities—Penrose Public Library and the East Library and Information Center—as well as nine branches and two bookmobiles for the city and county. A new building for the Fountain Branch was completed, and the Carnegie Garden, an outdoor reading area, was opened in 2007. The library district maintains several diverse and specialized collections. The circulating collection includes books, vertical file materials, audio and video cassettes, record albums, CDs, and DVDs. The library subscribes to hundreds of periodicals and newspapers. The Local History and Genealogy collections, housed in the 1905 Carnegie Library, include books, photographs, manuscripts, maps, blueprints, newspapers, city directories, oral histories, and other items spanning more than 125 years of local and regional history. A number of other libraries and research centers are housed in the city; most are affiliated with educational institutions, government agencies, hospitals, and churches. The United States Air Force Academy Library, with more than 480,000 volumes, maintains a collection on aeronautics history before 1910; special interests also include falconry and military history. The Charles Leaming Tutt Library at Colorado College houses periodicals, a government documents repository, the college's Special Collections & Archives, and the

Crown Tapper Teaching & Learning Center devoted to exploring ways to improve teaching in the electronic age.

Public Library Information: Pikes Peak Library District, 5550 North Union Boulevard, PO Box 1579, Colorado Springs, CO 80918; telephone (719)531-6333

■ Health Care

The Colorado Springs metropolitan area is served by several major hospitals. Memorial Hospital is ranked among the top 10 percent of hospitals nationwide for heart surgeries. It is also a regional center for high-risk pregnancies, with a Level III Neonatal Intensive Care Unit. Its new North Hospital facility, opened in 2007, has nearly 500 beds. Memorial Hospital also was awarded 11 “Best Of” awards by *Colorado Springs Business Journal*, including Best Hospital, Best Place to Work, and Best Large Company With Most Promising Future.

Penrose-St. Francis Health Services runs Penrose Hospital, Penrose Community Hospital, and St. Francis Health Center. In 2006 and 2007 Penrose-St. Francis was ranked among the *U.S. News and World Report* top hospitals, in addition to receiving HealthGrades 2007 awards in Gastrointestinal Care Excellence, Critical Care Excellence and Pulmonary Care Excellence. Penrose Hospital completed a \$52 million expansion in 2005 with the opening of “E Tower,” containing critical care and cardiac units, a wellness center, a chapel, and a new main lobby. In addition, the Emergency Department on the Penrose Hospital campus was expanded in 2007.

There are a variety of rehabilitation centers, nursing homes and behavioral health centers in the city and surrounding county. In addition, there are a number of alternative centers of healing and medicine, including Inner Connection, Inc. and Health Quarters Ministries, Inc.

■ Recreation

Sightseeing

Colorado Springs is one of the premier vacation spots in the United States, the majestic natural beauty of Pikes Peak being a principal attraction. Visitors can venture up High Drive, a one-way road without guardrails, to see the spectacular vistas. North Cheyenne Canyon contains unusual rock formations and waterfalls that cascade down the mountains. In the Garden of the Gods, northwest of the city, visitors can hike or horseback ride through huge red sandstone rock formations; the Garden of the Gods is particularly lovely to visit at sunrise or sunset, when the sun’s rays set off the natural splendor of the rocks. At High Point a camera obscura is provided for viewing the landscape that surrounds the point.

Cheyenne Mountain Zoo displays more than 600 wild animals from around the world in the U.S.’s only mountain zoo. The African Rift Valley area opened in 2003 and features Colobus monkeys, giraffes, other African animals and birds, and an interactive African Play Village for kids. The price of admission includes a visit to the Will Rogers Shrine of the Sun, which exhibits mementos of this famous American humorist and an 80-foot high observation tower. The May Natural History Museum of the Tropics houses more than 7,000 exotic insects from jungles around the globe.

The U.S. Air Force Academy is one of Colorado Springs’s most popular tourist attractions. Visitors can tour the unusual multi-spired chapel, Honor Court and visitor’s center. The Pikes Peak Cog Railway takes visitors on a 3-hour round trip tour to the summit of the mountain, at 12,110 feet above sea level. At the U.S. ProRodeo Hall of Fame, rodeo memorabilia is on display.

Arts and Culture

The Colorado Springs Philharmonic presents classical, pops and jazz performances October through May at the Pikes Peak Center. The Chamber Orchestra of the Springs performs five programs a year of pieces meant for small orchestras. The DaVinci Quartet plays concerts in various venues in Colorado Springs and Denver and offers community outreach to local schools. The Colorado Springs Choral Society has been performing classical and modern pieces since 1956. Students from Colorado College perform during the school year and during the Summer Music Festival, Vocal Arts and New Music Symposia, and during Extraordinary Dance Festival. The famous Broadmoor Hotel resort complex features international performers and hosts concerts.

The Star Bar Players presents four plays per season in the Lon Chaney Theater at the Civic Auditorium. Theatreworks at the University of Colorado presents Shakespeare and contemporary and classic plays. The Fine Arts Theatre Company presents musicals at the Fine Arts Center of Colorado Springs. Drama and dance students at Colorado College perform regular seasons at the college. Colorado Springs Dance Theatre sponsors national and international companies to perform at the Pikes Peak Center.

Colorado Springs is home to 20 major museums and galleries, including the Museum of the American Numismatic Association, which houses one of the largest collections of coins and medals in the world. The Fine Arts Center of Colorado Springs is a regional center for all the arts, containing the Taylor Museum of Art, the Bemis School of Art, and a performing arts department, presenting plays, dance, music, and films. Also located in Colorado Springs are the World Figure Skating Hall of Fame and Museum and the Pioneer’s Museum, which exhibits displays pertaining to the history of the region. Featuring demonstrations of gold-panning techniques,

the Western Museum of Mining and Industry showcases machinery used in early gold and silver mining operations. The Peterson Air and Space Museum displays historic aircraft and a moon rock. The Taylor Collection, which includes collections of Native American and Hispanic Art, is maintained at the Fine Arts Center. The Rock Ledge Ranch Historic Site celebrates the history of Colorado Springs by recreating the settlements of Native Americans and the lives of the settlers of the frontier in the 1800s, with costumed interpreters and special programs.

Festivals and Holidays

Among the annual events in Colorado Springs is the impressive Easter Sunrise Service, celebrated at Gateway Rocks in the Garden of the Gods. Territory Days on Memorial Day weekend brings 100,000 visitors to Colorado Avenue for free entertainment, food, and crafts. In early July is the Fire Fighter Chili Cook-off, featuring a beer garden and car displays. At the end of July the Annual Broadmoor Ice Revue at the Broadmoor World Arena features Olympic skaters. The Pikes Peak or Bust Rodeo in Penrose Stadium, one of the top 10 outdoor rodeos in the country, takes place in July as well. The celebration includes a parade through downtown Colorado Springs and a street breakfast. August also brings the national Little Britches Rodeo in which children from ages 8 to 18 compete for titles at the Penrose Stadium. Labor Day weekend features the Hot Air Balloon Classic, with the ascension of scores of colorful hot air balloons. December brings the Festival of Lights Christmas Parade and Gallery of Trees at the Fine Arts Center.

Sports for the Spectator

A number of sports events are available for viewing in Colorado Springs. The Sky Sox play professional Triple A baseball at Sky Sox Stadium as an affiliate of the Colorado Rockies in the Pacific Coast League. Football fans enjoy watching the U.S. Air Force Academy team compete against top college teams. Basketball, hockey and other college sports are played at University of Colorado and Colorado College. The Pikes Peak Auto Hill Climb and rodeo events also interest spectators in the Colorado Springs area. Greyhounds race at Rocky Mountain Greyhound Park from late August to late November. The U.S. Olympic Complex periodically hosts Olympic Sports Festivals. Pikes Peak International Raceway hosts NASCAR and Indy car races

Sports for the Participant

Outdoor activities abound in Colorado Springs, including climbing, white-water rafting, fishing, hiking, horseback riding, cave exploring, and gliding. The city maintains over 12,000 acres with 15 community and regional parks (including Garden of Gods and North Cheyenne Canon Parks), biking and hiking trails, 6 sports complexes, and

123 neighborhood parks. The El Pomar Youth Sports Complex includes 12 baseball fields of various sizes, 8 soccer/lacrosse fields, 6 volleyball courts, and a playground. The Broadmoor Hotel resort complex offers skeet and trap shooting as well as skiing and ice skating in the winter and golfing on three challenging courses during the warmer months. Echo Canyon River Adventures offers half- and multi-day rafting adventures on the Arkansas River. Summit Expeditions and Pikes Peak Alpine School offers instruction for all levels in rock and ice climbing, mountaineering, and back country skiing.

Shopping and Dining

Colorado Springs is served by three major malls: The Citadel, The Outlets at Castle Rock, and The Promenade Shops at Briargate. Stores specializing in Western gear and Native American art can be found in many areas. In addition, the Old Colorado City Historic District contains many small shops, and the Garden of the Gods Trading Post stocks fine Indian jewelry and Colorado giftware.

Because Colorado Springs is at the center of a popular resort area, it enjoys cuisine from around the world, as well as local Western-style establishments offering barbecue and chuck-wagon fare and Mexican foods. Rocky Mountain trout is a local delicacy. The Broadmoor Hotel maintains nine dining rooms with a range of prices and cuisines. Gourmet food is served at the historic Briarhurst Manor Inn. The Flying W Chuckwagon Supper and Western Show combines fine dining for the family with cowboy music.

Visitor Information: Colorado Springs Convention and Visitors Bureau, 515 South Cascade, Colorado Springs, CO 80903; telephone (719)635-7506; toll-free (877)745-3773; fax (719)635-4968

■ Convention Facilities

Since the turn of the century, Colorado Springs has drawn a steady flow of tourists; since the 1970s the city has made itself equally amenable to conventions and conferences, providing a number of meeting facilities. The Colorado Springs World Arena accommodates 8,000 people for general sessions and the exhibit floor offers 19,500 square feet of space or 180 booths. The Phil Long Expo Center has over 100,000 square feet of exhibition space and can accommodate up to 455 booths. There are many hotels that offer convention and meeting facilities. The luxurious 700-room Broadmoor has 114,000 square feet of meeting space and the 316-room Cheyenne Conference Mountain Resort offers 40,000 square feet. There is also the Marriott Colorado Springs Hotel and the DoubleTree Hotel Colorado Springs World Arena with 299 rooms and 21,135 square feet of meeting space. There are more than 13,500 hotel rooms in the city.

Convention Information: Colorado Springs Convention and Visitors Bureau, 515 South Cascade, Colorado Springs, CO 80903; telephone (719)635-7506; toll-free (800)888-4748; fax (719)635-4968

■ Transportation

Approaching the City

The Colorado Springs Airport, located east of the city, is served by eight major airlines, providing 110 daily flights to 13 cities. More than two million people travel through the airport each year. The airport sits on more than 7,200 acres with two parallel runways and one crosswind runway. It has one of the lowest rates of delays of major airports in the country, and also boasts valet parking service and free wireless Internet access.

Four major highways lead into Colorado Springs: I-25 (north-south), U.S. 85/87 (north-south), I-70 (east-west), and U.S. 50 (north-south). Commercial bus transportation into the city is available through interstate bus lines, including Greyhound.

Traveling in the City

The main north-south thoroughfare in Colorado Springs is I-25, called Monument Valley Freeway within the city. Midland Expressway (U.S. 24) runs east and west, becoming Platte Avenue after it crosses I-25. Other important arteries are Garden of the Gods Road, Uintah Street, and Fillmore Street, all running east and west. Some of the mountain roads are not furnished with guardrails and are not accessible to such vehicles as recreational vans.

Mountain Metropolitan Transit is the city's mass transportation system, which began running express routes in the spring of 2007.

■ Communications

Newspapers and Magazines

The major daily newspaper in Colorado Springs is the morning *The Gazette*. Weekly publications include *The Colorado Springs Independent* and the *Colorado Springs*

Business Journal. The *Hispania News* and *Colorado Catholic Herald* are also published in Colorado Springs. Local concerns publish sports and hobby oriented magazines of interest to fans of hockey, whitewater kayaking, rafting, canoeing, cycling, hang gliding, rodeo, skating, coin collecting, and table tennis.

Television and Radio

Three commercial television stations broadcast in Colorado Springs; one cable provider is based in the city. The city also receives broadcasts from television stations located in nearby Grand Junction and Pueblo. Seven AM and 16 FM radio stations in Colorado Springs schedule a range of music, news, and information programming.

Media Information: *The Gazette*, 30 South Prospect, Colorado Springs, CO 80903; telephone (716)632-5511.

Colorado Springs Online

- City of Colorado Springs Home Page. Available www.springsgov.com
- Colorado Springs Convention & Visitors Bureau. Available www.experiencecoloradosprings.com
- Colorado Springs Gazette* Available www.gazette.com
- Colorado Springs School District Eleven. Available www.cssd11.k12.co.us
- Greater Colorado Springs Chamber of Commerce. Available www.coloradospringschamber.org
- Greater Colorado Springs Economic Development Corporation. Available www.coloradosprings.org
- Pikes Peak Library District. Available library.ppld.org

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Denver

■ The City in Brief

Founded: 1858 (incorporated 1861)

Head Official: Mayor John W. Hickenlooper (D) (since 2003)

City Population

1980: 493,000

1990: 467,610

2000: 554,636

2006 estimate: 566,974

Percent change, 1990–2000: 18.6%

U.S. rank in 1980: 24th

U.S. rank in 1990: 26th

U.S. rank in 2000: 31st

Metropolitan Area Population

1980: 1,429,000

1990: 1,622,980

2000: 2,109,282

2006 estimate: Not reported

Percent change, 1990–2000: 29.9%

U.S. rank in 1980: 21st

U.S. rank in 1990: 22nd

U.S. rank in 2000: 19th

Area: 153 square miles (2000)

Elevation: 5,332 feet above sea level

Average Annual Temperatures: January, 29.2° F; July, 73.4° F; annual average, 50.1° F

Average Annual Precipitation: 15.81 inches of rain; 60.3 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.9% (June 2007)

Per Capita Income: \$27,715 (2005)

2005 FBI Crime Index Property: 33,902

2005 FBI Crime Index Violent: 4,492

Major Colleges and Universities: University of Denver, Metropolitan State University, University of Colorado at Denver

Daily Newspaper: *The Denver Post, Rocky Mountain News*

■ Introduction

Denver, dubbed the Mile High City, is the commercial, financial, and transportation capital of the Rocky Mountain region. A concentration of federal government offices makes it the administrative center of this area as well. Denver's history has included frequent boom periods, but redirection and economic diversification became necessary during the late 1960s through the early 1980s. The city is undergoing a renaissance, with downtown development paving the way for Denver's projected ascendance in high-technology industries as the nation's population shifts southwestward. Set in a verdant plain at the foot of the Rocky Mountains, Denver is noted for its quality of life and the blending of modern innovation and Western tradition.

■ Geography and Climate

Denver is situated in the high plains at the eastern edge of the Rocky Mountains, which protect the city from severe winter weather. These mountains, reaching higher than 14,000 feet, are the dominant feature of the area. The South Platte River bisects the city, and many creeks, small lakes, and reservoirs grace the metropolitan area. Denver's climate is semiarid and relatively mild, with

more sunny days than either Miami, Florida or San Diego, California. Although visitors must make some adjustment to the high altitude, they find that the area's low humidity makes even the highest and lowest temperatures seem less extreme.

Area: 153 square miles (2000)

Elevation: 5,332 feet above sea level

Average Temperatures: January, 29.2° F; July, 73.4° F; annual average, 50.1° F

Average Annual Precipitation: 15.81 inches of rain; 60.3 inches of snow

■ History

Discovery of Gold Brings Settlers to Denver Area

For centuries, the mountains and plains of Colorado were used as hunting grounds by Native Americans, and eventually the more sophisticated, agricultural tribes like the Anasazi established villages. In the sixteenth century, the Spanish explored the region where Denver is now located, but no Europeans established permanent settlements until the mid-1800s, when gold was discovered at Pikes Peak. In 1858, a supply center for the mining towns was established on the site of a tribal village at the junction of the South Platte River and Cherry Creek. The town was called St. Charles; later it was renamed Denver City after James W. Denver, governor of the Kansas Territory, and was incorporated in 1861.

The gold boom soon ended, but some of the fortune hunters stayed on to settle in the new town. During the 1860s, much of the town was destroyed by fire; a ravaging flash flood killed 20 people; and the citizens repelled frequent attacks from the Plains tribes and even an assault by a Confederate Army. With the arrival of rail transportation in 1870 a steady influx of settlers insured the future of the thriving town, and when Colorado attained statehood in 1876, Denver was named the state capital. By 1879 it boasted a population of 35,000 people and the first telephone service in the West.

Silver Boom and Bust; Economy Diversifies

A silver boom in the 1880s ushered in another period of rapid growth, filling Denver with the Victorian mansions of silver barons and making it the most elegant city in the West. The collapse of the silver market in the panic of 1893 staggered the city's economy, so the city began to diversify. By the early 1900s, Denver had become the commercial and industrial center of the Rocky Mountain region, as well as a leader in livestock sales, agriculture, and tourism.

Denver sustained a period of relatively slow development until the 1930s. Prior to World War II, when such federal government agencies as the Geological Survey, the U.S. Mint, Lowry Air Force Base, the Bureau of Land Management, and the Air Force Accounting Center were established in the area, Denver experienced another population surge that continued through the 1950s. During the 1960s Denver lost population as residents moved to the suburbs to escape inner city deterioration. Growth slowed again in the mid-1970s as a result of the oil industry crisis. The effects of this downturn, however, were ultimately positive. As a result of efforts to diversify the economy, Denver became known as "the energy capital of the west," with a focus on alternative energy sources such as solar and wind power. In fact, by 1980 approximately 1,200 energy companies were located in Denver.

Growth slowed again in the mid-1980s when plans for oil shale development were curtailed; construction of high-rise office buildings downtown nevertheless continued unabated. A sleek, modern landscape has emerged in Denver where a Western frontier town once stood. As Denver entered the twenty-first century, it reflected the economic downturn due to the high-tech industry but has since stabilized and strengthened to remain the principal commercial, financial, and industrial hub of the Rocky Mountain region.

Historical Information: Colorado Historical Society, Stephen H. Hart Library, 1300 Broadway, Denver, CO 80203; telephone (303)866-2305; email research@chs.state.co.us

■ Population Profile

Metropolitan Area Residents

1980: 1,429,000
1990: 1,622,980
2000: 2,109,282
2006 estimate: Not reported
Percent change, 1990–2000: 29.9%
U.S. rank in 1980: 21st
U.S. rank in 1990: 22nd
U.S. rank in 2000: 19th

City Residents

1980: 493,000
1990: 467,610
2000: 554,636
2006 estimate: 566,974
Percent change, 1990–2000: 18.6%
U.S. rank in 1980: 24th
U.S. rank in 1990: 26th
U.S. rank in 2000: 31st

Density: 3,616.7 people per square mile (2000)



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Racial and ethnic characteristics (2005)

White: 392,164
 Black: 54,693
 American Indian and Alaska Native: 6,627
 Asian: 15,905
 Native Hawaiian and Pacific Islander: 108
 Hispanic or Latino (may be of any race): 191,510
 Other: 61,464

Percent of residents born in state: 40.1%
 (2006)

Age characteristics (2005)

Population under 5 years old: 51,160
 Population 5 to 9 years old: 36,066
 Population 10 to 14 years old: 30,985
 Population 15 to 19 years old: 26,907
 Population 20 to 24 years old: 33,829
 Population 25 to 34 years old: 102,202
 Population 35 to 44 years old: 87,998
 Population 45 to 54 years old: 69,598
 Population 55 to 59 years old: 29,456
 Population 60 to 64 years old: 18,385
 Population 65 to 74 years old: 28,264
 Population 75 to 84 years old: 23,129
 Population 85 years and older: 7,219
 Median age: 34.3 years

Births (2006, MSA)

Total number: 37,672

Deaths (2006, MSA)

Total number: 14,824

Money income (2005)

Per capita income: \$27,715
 Median household income: \$42,370
 Total households: 241,579

Number of households with income of...

less than \$10,000: 22,618
 \$10,000 to \$14,999: 15,739
 \$15,000 to \$24,999: 32,678
 \$25,000 to \$34,999: 29,748
 \$35,000 to \$49,999: 37,182
 \$50,000 to \$74,999: 41,801
 \$75,000 to \$99,999: 23,659
 \$100,000 to \$149,999: 22,166
 \$150,000 to \$199,999: 8,111
 \$200,000 or more: 7,877

Percent of families below poverty level: 9.9% (2005)

2005 FBI Crime Index Property: 33,902

2005 FBI Crime Index Violent: 4,492

■ Municipal Government

The city and county of Denver share the same boundaries and operate under a government that performs both municipal and county functions. Denver's mayor-council form of government invests its mayor, who is elected to a four-year term, with strong executive powers. The 13 council members also serve for four years.

Head Official: Mayor John W. Hickenlooper (D) (since 2003; current term expires 2011)

Total Number of City Employees: 12,485 (2005)

City Information: City of Denver, 945 S. Huron St., Denver, CO 80223; telephone (303)698-4900

■ Economy

Major Industries and Commercial Activity

Following record economic and population growth in the 1950s, Denver weathered reversals tied to the fluctuating petroleum market in the 1970s and 1980s. By the late 1980s the city had taken measures toward establishing a diversified economic base. Major companies in the Denver metropolitan area employ workers in a range of fields such as air transportation, telecommunications, aerospace, and manufacturing, along with a growing high-tech sector. The city is also a major energy research center and a regional headquarters for government agencies. As of 2007 Denver had made *Fortune* magazine's list of "Best Cities for Business" for each of the past five years and Dun and Bradstreet's "Top 10 Cities for Small Business" for the previous six years.

The financial and commercial capital of the Rocky Mountain region, Denver's downtown banking district—dubbed the "Wall Street of the Rockies"—consists of major national and international institutions. The city is the transportation hub for a large portion of the western United States; consumer and industrial goods are transported by air, rail, and truck through Denver to more than 30 million people annually. Denver is a Foreign Trade Zone, providing advantages to companies involved in international trade.

Denver's central location—it is 346 miles west of the exact geographic center of the country—places it in an advantageous position for future economic development and growth. Analysts predict that the U.S. population is shifting south and west, with future concentration expected in the area from California to Utah and to the Gulf Coast in Texas. Denver is at the center of this region; projections indicate that the city will become a high-technology research, development, and manufacturing hub for the entire Southwest. In 2006 the city witnessed strong growth in the natural resources; mining

and construction; transportation; warehousing and utilities; and professional and business services sectors.

Items and goods produced: computer storage and peripherals, beverages, mining and farming machinery, rubber goods, fabricated metals, chemicals and allied stone and clay products, western clothing, transportation equipment, scientific instruments, feed, flour, luggage

Incentive Programs—New and Existing Companies

Local programs: The Mayor's Office of Economic Development & International Trade (MOED/IT) works to retain and create quality jobs, assists organizations in expansion or relocation, and provides a multitude of business development services. It promotes the city as a business location particularly for foreign companies and promotes Denver companies entering international markets. MOED/IT assists with financing, economic incentives, regulatory requirement assistance, and other services as needed. MOED/IT also administers the Denver Urban Enterprise Zone, which assists business with state tax credits for job creation. Additionally, the WIRED grant program, administered by the Metro Denver EDC and the Denver Office of Economic Development, is intended to coordinate workforce development, economic development and education on a regional level for the aerospace, bioscience, energy, and information technology sectors.

State programs: A variety of state and federal programs are available to assist businesses in relocating and expanding in Denver. Enterprise Zone Tax Credits and Manufacturing Revenue Bonds are among them. The State of Colorado's Business Retention and Expansion program helps smooth the path for area businesses by removing local or statewide barriers.

Job training programs: The Mayor's Office of Workforce Development offers the Colorado FIRST program which connects employment, job readiness, education, and training services into a network of resources at the local and state level. This system links Colorado's employers to a variety of qualified applicants and provides job-seekers with access to employment and training opportunities at workforce training centers throughout the city as well as additional resources across the country. The menu of core services includes: career counseling and assessment, employer and job-seeker access to automated job postings, information on job trends, assistance in filing unemployment insurance claims, and help in finding federal, state, and city dollars to cover some or all of the costs of training opportunities. Metro Denver also has 17 Colorado Workforce training centers.

Development Projects

In 2006—a full two years ahead of schedule—the \$1.67 billion T-REX project reached completion. It widened Interstates 25 and I-225 and added 19 miles of light rail connecting Metro Denver's two largest employment centers: The Central Business District and the Denver Tech Center. FasTracks, a 12-year project begun in 2004, planned to bring 119 miles of new light rail and commuter rail, 18 miles of bus rapid transit service, and 21,000 new parking spaces to Denver.

The health care industry is also a fertile source of development in metropolitan Denver. HealthONE announced plans in November 2005 for \$255 million in expansions for three Metro Denver hospitals, all expected to be completed by 2008. The \$111 million expansion at Presbyterian/St. Luke's Medical Center includes the new 100,000-square-foot HealthONE Children's Hospital at P/SL and a 120,000-square-foot medical office building. The Swedish Medical Center will receive an \$84 million improvement for its surgical services, intensive care unit, and Emergency Department/Level I Trauma Center, while Medical Center of Aurora will receive a \$60 million, 140,000-square-foot tower for a new cardiovascular center.

Economic Development Information: Denver Office of Economic Development; 201 W. Colfax Ave., 2nd Floor, Dept. 1005, Denver, CO 80202; telephone (720) 913-1999; fax (720)913-1802; email econdev@Denver-Gov.org

Commercial Shipping

Denver is the commercial transportation center for an eight-state area, providing a hub for two major rail freight companies, more than 160 motor freight carriers, and a number of air cargo services. With negotiated motor freight rates and the city's designation as a Free Trade Zone, Denver has created a competitive marketplace for the import and export of goods. Denver International Airport handled 622 million pounds of cargo in 2006. The city, located strategically between Canada and Mexico, is an ever-expanding center for international trade; Colorado exports of manufactured goods, minerals and agriculture products reached almost \$8 billion in 2006, a boost of 17.3 percent over 2005.

Labor Force and Employment Outlook

Employers in Denver choose from a highly educated labor pool. The city boasts the nation's third-most educated city. Thirty-eight percent of residents are college graduates and 89.1 percent have graduated from high school. Colorado has the nation's third most educated workforce. The workforce is also young, with a median age of 34.5 in the metro region. Local analysts predict a healthy economy, based on Denver's quality labor force, affordable cost of living, high quality of life, and low

commercial lease rates. With a diverse employment base across many sectors, Denver is in a prime position for growth well into the twenty-first century. Growing industries include the aerospace, bioscience, energy, financial services, and information technology/software sectors.

Since 2005 employment growth in metro Denver has been greater than that of the nation as a whole. With the exception of information services, all industry sectors added jobs in 2006, and retail experienced perhaps the most stunning growth rate, at 8.8 percent. Also in 2006 population increased 1.6 percent, the largest annual percentage increase since 2002. Employment has kept pace with population growth, however; about 22,300 jobs were expected to be added in 2007 for a 1.6 percent increase in total employment. The one major bump on the Denver economic outlook is the real estate industry; foreclosures were up in 2006 to record levels and house sales were down nearly 3 percent from the previous year. 2007 was expected to see that trend continue and perhaps even increase, thanks to the national mortgage crisis in August of that year. In 2008 analysts expected the real estate market to perhaps slow, but not stop, Denver's overall growth and anticipated that further industry diversification, an expanding employment base, continued wage growth, and only modest inflation would keep Denver above national employment levels.

The following is a summary of data regarding the Denver-Aurora metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,214,700

Number of workers employed in . . .

construction and mining:	94,100
manufacturing:	72,200
trade, transportation and utilities:	239,100
information:	47,700
financial activities:	100,700
professional and business services:	199,800
educational and health services:	122,900
leisure and hospitality:	125,200
other services:	46,400
government:	166,700

Average hourly earnings of production workers employed in manufacturing: \$17.64

Unemployment rate: 3.9% (June 2007)

Largest private employers (2005)

	Number of employees
Wal-Mart Stores Inc.	23,730
King Soopers Inc./Division of Dillon Co. Inc.	17,134
Centura Health	12,000

Largest private employers (2005)

	<i>Number of employees</i>
Safeway Inc.	11,621
Qwest Communications International Inc.	10,400
HCA-HealthOne LLC	8,800
Exempla Healthcare	6,850
Target Stores	6,296
IBM	6,100
University of Denver	5,650

Cost of Living

The costs for housing and health care in Denver are somewhat above the national average, while the cost of utilities is substantially below the national average.

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

2007 (1st quarter) ACCRA Average House Price: \$356,705

2007 (1st quarter) ACCRA Cost of Living Index: 102.7

State income tax rate: 4.63% of Federal Taxable Income

State sales tax rate: 2.9%

Local income tax rate: \$5.75 per month per employee for all workers who receive income greater than \$500 a month (occupational tax)

Local sales tax rate: 3.5%

Property tax rate: In Colorado, the tax assessor first determines the actual value of a property, then applies the residential rate to get the assessed value. In 2004 the residential rate was 7.96%.

Economic Information: Metro Denver Chamber of Commerce, 1445 Market Street, Denver, CO 80202; telephone (303)620-8092; fax (303)534-3200

■ **Education and Research**

Elementary and Secondary Schools

The Denver Public School system is directed by a seven-member board of education that administers policy and establishes direction. The Denver public schools provide programs for slow and gifted learners, college preparation, and career training. It also features a Junior level ROTC program. The four goals of the system are literacy, school readiness, school-to-career, and neighborhood centers. The district's recently-established Professional Compensation System is a groundbreaking teacher pay plan that links compensation to job performance.

The metropolitan area is served by 19 other public school districts, and Denver features an open enrollment policy and the opportunity for charter school formation. As of 2007 there were 19 charter schools operating at all grade levels.

The following is a summary of data regarding the Denver Public Schools as of the 2005–2006 school year.

Total enrollment: 73,399

Number of facilities

- elementary schools: 88
- junior high/middle schools: 17
- senior high schools: 14
- other: 32

Student/teacher ratio: 18.1:1

Teacher salaries (2005–06)

- elementary median: \$46,070
- junior high/middle median: \$47,040
- secondary median: \$47,990

Funding per pupil: \$7,852

There are numerous private and parochial institutions, including the Colorado Academy and St. Mary's Academy for Girls. In 2004 just under 10 percent of the metro Denver population attended private schools.

Public Schools Information: Denver Public Schools, 900 Grant Street, Denver, CO 80203; telephone (720) 423-3411; email communications@dpsk12.org

Colleges and Universities

The metropolitan Denver area supports 12 four-year public and private colleges and universities with enrollments totaling over 140,300. A wide variety of undergraduate degrees and numerous graduate and professional degrees are offered along with the opportunity to study at several excellent research institutions. The University of Denver is ranked second in the nation among doctoral and research universities for the percentage of undergraduate students studying abroad. The University of Denver Daniels School of Business has been ranked 7th in the *Wall Street Journal* for producing graduates with high ethical standards. Other area private colleges are Johnson & Wales University, Regis University, and Teikyo Loretto Heights University. Public schools include University of Colorado at Denver, Metropolitan State College of Denver, Community College of Denver, and the Colorado School of Mines. Non-traditional education is well represented by such institutions as the Colorado Free University, which has an open admissions policy and is known for its adult and continuing education programs. More than 60 vocational and technical schools serve the region.

Libraries and Research Centers

Denver's Central Library underwent expansion in the mid-1990s to its current square footage of 540,000. The addition houses the Children's Library, the Burnham Hoyt Room popular adult library, and Marietta Baron Teen Space. The Denver Public Library maintains 22 branches, including an African-American research library and a bookmobile. It holds more than 2.5 million books, periodicals, subscriptions, microforms, and audiovisual materials, plus 2.2 million government publications.

The Denver area boasts a number of other public, special interest, and research libraries. Among them are the Colorado Talking Book Library, the Denver Medical Library, the University of Colorado Law Library, and many high-technology and university-related libraries. The University of Denver's Penrose library features rare book and manuscript collections, the Beck Archives of Rocky Mountain Jewish Historical Society and the Carson-Brierly Dance Library.

Research activities in such fields as environmental sciences, allergy and immunology, biochemical genetics, health services, mass spectrometry, biochemical parasitology, alcohol, taste and smell, sports sciences, applied mechanics, public management, social science, mineral law, mass communications, family studies, the Holocaust, Islamic-Judaic studies, and international relations are conducted at centers in the Denver area.

Public Library Information: Denver Public Library, 10 West Fourteenth Avenue Parkway, Denver, CO 80204-2731; telephone (720)865-1111

■ Health Care

For years Denver has attracted those seeking to enjoy the respiratory benefits of the area's climate and mountain air. Today, Denver is the medical center of the Rocky Mountains, operating more than 25 major hospitals, many of which have earned national and international reputations as leading medical research and treatment facilities. The city has a large number of physicians practicing in every specialty. Additionally, since Colorado has the lowest obesity rate in the nation, annual health insurance rates in the Denver area are about \$400 cheaper than the national average.

Among the city's most prominent hospitals are Children's Hospital, a state-of-the-art children's hospital serving a 10-state area. It was ranked seventh nationally in pediatric care by *U.S. News and World Report* in 2006; the University of Colorado Hospital ranked in the top 50 in 9 of 16 specialties. The National Jewish Medical and Research Center is a teaching and research center for respiratory, allergic, and immunological diseases; the center also houses the Environmental Lung Center. In 2006 it was named the best hospital in the country for the treatment of respiratory diseases by *U.S. News and World*

Report for the ninth year in a row. The Rose Medical Center offers a wide range of services and specializes in diabetes treatment, obstetrics, and videoscopic surgery and is the health care provider for several of the area's professional sports teams.

Other major hospitals in the city include the AMC Cancer Research Center, Denver General Hospital, the Swedish Medical Center, the Colorado Psychiatric Hospital, the St. Anthony Central Hospital, and Fitzsimmons Army Medical Center.

■ Recreation

Sightseeing

Denver offers attractions ranging from historic Western landmarks to modern amusement parks. Downtown, the Colorado State Capitol features a 24-carat gold-plated dome; the 13th step of its stairway is set at the altitude of exactly one mile above sea level. A few blocks away is the United States Mint, where nearly a third of the nation's gold supply is stored. Larimer Square, Denver's first main street and a restored Victorian historical district, is an especially popular tourist site. Also downtown is Elitch Gardens, a year-round amusement park offering thrill rides, formal gardens, restaurants, and shops. Across the river, the recently renovated Downtown Aquarium combines the qualities of aquariums and sea life parks in an exciting interactive experience that is both fun and educational. The 80-acre Denver Zoo is a modern facility, housing more than 4,000 animals in natural environments; the zoo is also in the beginning stages of a long-term plan to transform itself into a major conservation center.

The Denver area is filled with historic buildings, homes, and mansions that are open to the public. Many neighborhoods retain a large part of their historical and architectural integrity, offering excellent examples of Victorian, Georgian, and Italianate styles. Popular tour sites in the area include the Coors Brewery in nearby Golden; the Denver Botanic Gardens; and Washington Park, a replica of President Washington's gardens at Mount Vernon. Another area landmark, located in City Ditch, is a statue of "Wynken, Blynken, and Nod," dedicated to Denver poet Eugene Field, author of the popular children's rhyme "Dutch Lullaby." Several bus and guided walking tours of Denver are also available.

Arts and Culture

The arts are well supported in Denver, both in recently constructed facilities and elegant historically preserved buildings. The Denver Performing Arts Complex (PLEX), covering a four-block area and 12 acres, is an \$80 million, architecturally stunning complex which offers almost every facet of the cultural world from Shakespearean drama to popular music. It regularly hosts

Colorado Ballet, the Colorado Symphony Orchestra, the Denver Center Theatre Company and the National Theatre Conservatory. Many small theaters, galleries, and open-air exhibits can also be found throughout the city.

Denver enjoys a thriving performance community comprised of a number of theater and dance companies, as well as music and opera groups. Germinal Stage Denver, a non-profit avant-garde theater, stages five or six productions a year, and each summer the University of Colorado at Boulder sponsors a Shakespeare Festival. Dance in all its forms, from folk to ballet to modern, is performed frequently throughout the area. The Boettcher Concert Hall, considered one of the great music halls in the country, was the first symphony hall in the round in the United States, and is the home of the renowned Colorado Symphony Orchestra. Opera is presented by Opera Colorado in the Ellie Caulkins Opera House, where it has performed since 2005.

The Colorado History Museum displays exhibitions highlighting the history of Colorado and the West with changing and permanent exhibits on Native Americans, miners, and other settlers. The Museum of Outdoor Arts is a unique museum without walls that showcases a blend of architecture, fine art, and landscaping. Offering a versatile collection of activities for children of all ages, the Children's Museum of Denver includes live theater, playscapes for children of all ages, a market, assembly plant, and a fire station.

The Denver Art Museum is an impressive seven-story structure containing more than 30,000 art objects; a highlight is the world's leading collection of Native American art. The Colorado Railroad Museum, housed in a replica of an 1880s depot, is considered to be one of the best privately supported rail museums in the United States. Also of interest is a Museum of Miniatures, Dolls and Toys and the Denver Firefighters Museum.

Festivals and Holidays

Denver schedules an abundance of festivals and special events throughout the year. The National Western Stock Show, Rodeo and Horse Show, which has been called the "Super Bowl of cattle shows," occurs each January. It features nearly a month of western music performances, prize-winning livestock exhibitions, and rodeo events with the country's top rodeo stars. The show culminates with the award for Livestock's Man of the Year. From May through September, outdoor shows and musical events are held at Red Rocks and Coors amphitheaters and in the LoDo district.

Another special event in Denver is the nation's largest St. Patrick's Day parade west of the Mississippi in March. The Colorado Renaissance Festival, a recreation of medieval England, takes place each weekend during June and July. The Colorado Indian Market, featuring the art, dances, food, and culture of native Americans, is

held in January. Larimer Square is the site of the annual Oktoberfest.

Sports for the Spectator

Denver fields a professional team in almost every major sport. The Denver Broncos of the National Football League won back-to-back Super Bowls in 1998 and 1999. The team moved to Invesco Field at Mile High Stadium in 2001. The National Basketball Association's Nuggets have had several playoff successes. The Colorado Rockies National League Baseball team play home games at Coors Field. The Colorado Avalanche, Denver's National Hockey League team won the Stanley Cup in 2001. Denver area colleges and universities compete in a variety of sporting events.

Auto racing takes place at the Colorado National Speedway, and for those who enjoy parimutuel betting, the greyhound races at the Mile High Kennel Club in Commerce City provide plenty of excitement. Denver is also a major stop on the National Rodeo Circuit.

Sports for the Participant

The nearby Rocky Mountains provide abundant opportunities for sports-minded individuals year round. In the winter, skiers from the world over come to try their luck on the famous slopes. Rock and mountain climbing, fly fishing in the clear mountain streams, white-water canoeing and rafting, and hiking through the splendid mountain vistas are among the most popular recreations in spring, summer, and fall.

A \$45 million, 24-year project to clean up the stretch of the South Platte River that runs through Denver has resulted in bike paths and a series of 11 beautiful parks; man-made boat chutes provide kayaking and rafting opportunities, and the banks of the river are lined with picnic areas and wetlands. Denver County maintains 250 urban parks, 14,000 acres of mountain park land and an extensive urban trail system in addition to 29 recreation centers, 19 swimming pools, numerous baseball fields, basketball courts, and other sports venues. In fact, Denver has the largest public parks system of any U.S. city. There are more than 75 public and private golf courses in the metropolitan area and several area lakes offering water skiing, sailing, swimming, and fishing.

Shopping and Dining

Denver's newest shopping venue, Colorado Mills, opened in 2004 and offers 200 stores. In downtown, Denver Pavilions retail and entertainment center covers two square blocks in the heart of downtown Denver. Flatiron Crossing offers indoor/outdoor shopping in 200 stores and a 14-theater movie complex. A variety of other shopping experiences can be found in Denver, ranging from small, specialized shops to large national outlet malls. The Sixteenth Street Mall, a sculptured pedestrian walkway stretching for over a mile in the

downtown district, is lined with shops and restaurants. The recently revitalized Cherry Creek Shopping Center features upscale department stores and more than 160 specialty shops in an enclosed mall. The adjacent Cherry Creek Shopping District is known for its aesthetically appealing shops and galleries. With the success of Larimer Square, a renovated historical area of specialty stores, the entire lower downtown area is rapidly attracting unique shops, galleries, and restaurants. Denver's Tattered Cover Book Store has been hailed by *The New York Times* as "one of the truly great independent book stores in America."

Other interesting areas include Sakura Square, a group of Asian markets and art galleries; and Tivoli, a converted brewery that houses many shops, movie theaters, and some of Denver's finest restaurants. Park Meadows is a 1.5-million-square-foot shopping center located 12 miles south of the city; it is designed to resemble a mountain ski resort.

Denver is well known for its fine beefsteak and traditional Western fare, but a much wider range of dining experiences is also available, from fast food to haute cuisine. Area specialties include spicy Mexican dishes, local fish and game delicacies such as buffalo, elk, venison, and Rocky Mountain trout, and native Southwestern food. A large number of international and ethnic restaurants complete the dining choices. A favorite nighttime gathering spot is LoDo, or Lower Downtown, which has been transformed since the opening of nearby Coors Field from an industrial warehouse district into a thriving area of elegant restaurants and sports bars that attracts Denver's young population.

Visitor Information: Denver Metro Convention and Visitors Bureau, 1555 California, Suite 300, Denver, CO 80202; telephone (303)892-1112

■ Convention Facilities

The Colorado Convention Center in downtown Denver is within walking distance of more than 7,000 hotel rooms and 300 restaurants. The convention center, located along the river in the heart of downtown, contains more than 600,000 square feet of exhibit space, 100,000 square feet of meeting rooms, two ballrooms (including a 35,000-square-foot ballroom and a 50,000-square-foot ballroom), theater-style seating for 7,000 people, 1,000 covered parking spaces and state of the art multimedia facilities. The center underwent a massive \$268 million expansion that nearly doubled its space, completed in 2003.

The National Western Complex, located at the northern end of the downtown area near I-70, contains a 6,600-seat stadium arena, a 40,000-square-foot exhibit hall, a multi-use events center, and the 120,000-square-foot Hall of Education.

Other meeting and exhibition facilities include the Denver Coliseum, Red Rocks Amphitheater, the Denver Merchandise Mart and Exposition Center, and the Adams County Regional Park Complex. Most of the major hotels in the city offer extensive meeting, banquet, and ballroom facilities, as do many of the larger mountain resorts.

Convention Information: Denver Metro Convention and Visitors Bureau, 1555 California, Suite 300, Denver, CO 80202; telephone (800)480-2010

■ Transportation

Approaching the City

Denver International Airport is the fifth busiest airport in the United States and 10th busiest in the world. In 2006 it served a total of 47.3 million passengers, an increase of 9.1 percent over 2005. Amtrak provides passenger rail service with westbound passengers treated to a scenic route through the Rocky Mountains.

Denver is at the crossroads of three major interstate highways. A new beltway highway system that encircles the metro area and provides easy access to the airport was nearly complete in 2007, including C-470, E-470, and the Northwest Parkway.

Traveling in the City

Orienting oneself in Denver is made considerably easier by the natural landmark of the Rocky Mountains, readily visible to the west. Denver's street numbers are divided north and south by Ellsworth Avenue and east and west by Broadway. In general, east-west roads are called "avenues" and north-south designated as "streets." Above Ellsworth, the streets bear numbers; below Ellsworth the streets are named.

The Regional Transportation District (RTD) offers 170 bus routes, 14 miles of light rail and SkyRide transportation to and from Denver International Airport. The RTD was named the top transit agency in the United States in 2003. FasTracks, an ambitious expansion of Denver's public transportation system, was scheduled to be completed by 2016.

■ Communications

Newspapers and Magazines

Denver readers are served by two major daily morning newspapers, *The Denver Post* and the *Rocky Mountain News*, as well as by many smaller neighborhood weeklies and a business weekly—*The Denver Business Journal*. Local magazines include *Colorado Country Life*, *Colorado Outdoors*, and *The Bloomsbury Review*. Many trade and collegiate publications are based in the city as well.

Television and Radio

The six major television stations in the Denver area represent commercial networks, public television, independent stations, and special interest channels; a number of channels are offered by area cable systems as well. More than 45 AM and FM radio stations provide listeners with a variety of musical and special programming.

Media Information: *The Denver Post*, 101 W. Colfax Ave, Denver, CO, 80202; telephone (303)832-3232; toll-free (800)832-4609. *Rocky Mountain News*, 101 West Colfax Avenue, Denver, CO 80204; telephone (303)954-5000

Denver Online

City of Denver. Available www.denvergov.org

Colorado Historical Society. Available www.coloradohistory.org

Denver Metro Convention & Visitors Bureau. Available www.denver.org

Denver Post. Available www.denverpost.com

Denver Public Library. Available www.denverlibrary.org

Denver Public Schools. Available www.denver.k12.co.us

Mayor's Office of Employment and Training. Available www.moet.org

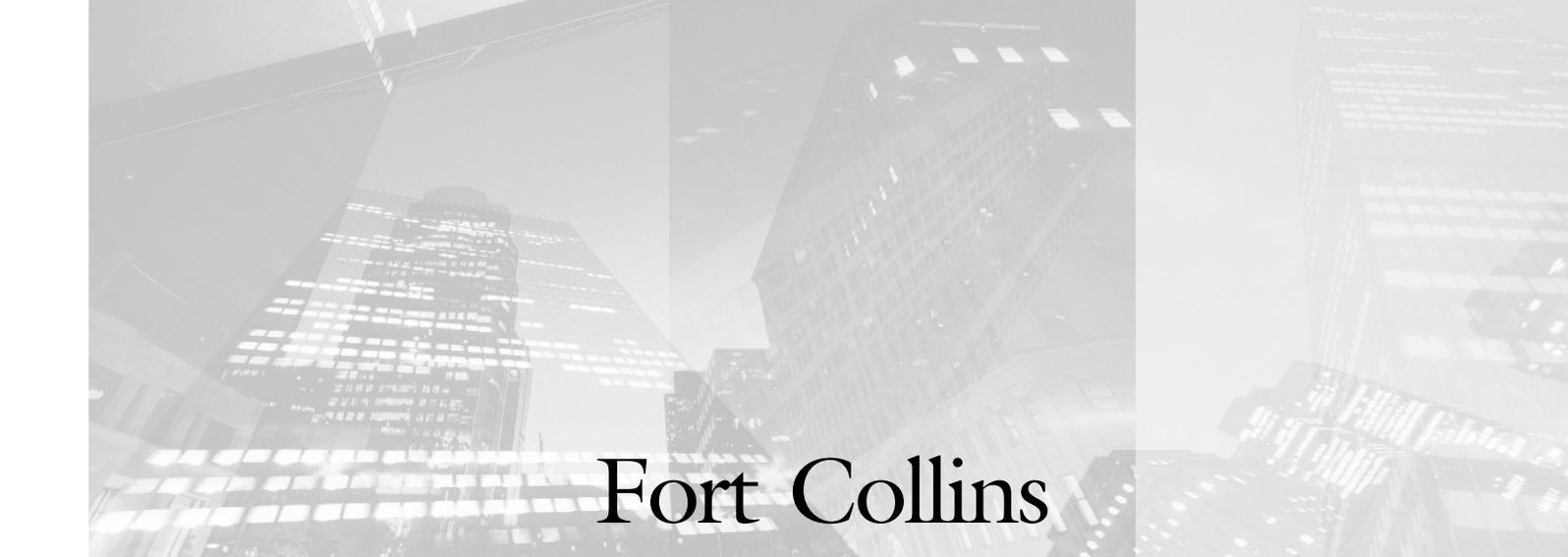
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Fort Collins

■ The City in Brief

Founded: 1862 (incorporated 1869)

Head Official: Mayor Doug Hutchinson (R) (since 2005)

City Population

1980: 64,092

1990: 87,491

2000: 118,652

2006 estimate: 129,467

Percent change, 1990–2000: 33.5%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 230th (State rank: 7th)

U.S. rank in 2000: 206th (State rank: 5th)

Metropolitan Area Population

1980: 149,184

1990: 186,136

2000: 251,494

2006 estimate: 276,253

Percent change, 1990–2000: 35.1%

U.S. rank in 1980: Not reported

U.S. rank in 1990: 166th

U.S. rank in 2000: 142nd

Area: 47 square miles (2000)

Elevation: 5,003 feet above sea level

Average Annual Temperature: 47.9° F

Average Annual Precipitation: 15 inches of rain; 55 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.3% (June 2007)

Per Capita Income: \$25,408 (2005)

2005 FBI Crime Index Property: 4,434

2005 FBI Crime Index Violent: 442

Major Colleges and Universities: Colorado State University, Front Range Community College

Daily Newspaper: *Fort Collins Coloradoan*

■ Introduction

Fort Collins is located on the Cache la Poudre River at the foot of the Rocky Mountains. The city's clean water and clean air make for a healthy environment. Fort Collins boasts a very active cultural scene, which is enhanced by events offered at Colorado State University. The surrounding countryside has breathtaking cliffs, clear skies, and beautiful lakes and waterfalls—nature at its best. The city consistently appears on lists of the best places to live in the United States, and in 2006 it was chosen as America's best small city in which to live by *Money* magazine.

■ Geography and Climate

Located at the western base of the “Front Range” of the Rocky Mountains, Fort Collins is about 65 miles north of Denver and 45 miles south of Cheyenne, Wyoming. The city lies along the banks of the Cache La Poudre River, and the Great Plains lie to the east.

Fort Collins lies in a semi-arid region and experiences four seasons. The city has 300 days per year with sunshine, and the average summer high temperature is 85 degrees. Annual snowfall averages 55 inches, and the snow generally melts within a few days.

Area: 47 square miles (2000)

Elevation: 5,003 feet above sea level

Average Temperature: 47.9° F

Average Annual Precipitation: 15 inches of rain; 55 inches of snow

■ History

Travelers crossing the country on the Overland Trail often stopped at Camp Collins, which was established on the Cache La Poudre River in 1862. The camp was named for Colonel W. O. Collins, a commander of the eleventh Ohio Cavalry at Fort Laramie, Wyoming. The fort was built to protect the important trading post from attacks by native Americans. In 1864 a community grew around the fort and became a center of trading, shipping, and manufacturing. Fort Collins was incorporated in 1869.

As farmers settled in the outlying areas, other settlers began moving to the new town, where they opened stores, livery stables, and other businesses. The first buildings of the state agricultural college, located in Fort Collins by vote of the state legislature, were erected in the 1870s. By that time the town boasted a post office, a general store, a rooming house, a mill, and its first school house.

During the first half of the 1870s the town population began to dwindle due to the failure of the town's first bank, a grasshopper infestation, and business problems. The economy was given a boost by the arrival of the Colorado Central Railroad later in the decade. Soon after, the development of irrigation canals brought water to the area, greatly expanding farming options. Barley, wheat, and oat growing were especially successful, as were the cultivation of sugar beets and alfalfa.

The 1880s saw the construction of a number of elegant homes and commercial buildings. Beet tops proved to be excellent and abundant food for local sheep, and by the early 1900s the area was being referred to as "Lamb feeding capital of the world." In 1903 the Great Western sugar processing plant was built in the city.

Fort Collins gained a reputation as a very conservative city in the twentieth century, with prohibition of alcoholic beverages being retained from the late 1890s until 1969. Although the city was affected by the Great Depression, it nevertheless experienced slow and steady growth throughout the early part of the twentieth century. During the middle of the century the population of the city doubled, and an era of economic prosperity occurred. Old buildings were razed to make way for new, modern structures. By the 1960s, though, citizens had formed a group to preserve and restore the older buildings that add such beauty and character to the city. The Fort Collins Historical Society was formed in 1974 to encourage the preservation of historic buildings and documents, and to provide educational opportunities for people to learn about the city's past.

Today's Fort Collins offers a rich mix of history with the cultural interest of a university town and an attractiveness to new, higher-tech businesses; add to that the plethora of outdoor activities and beauty offered in and around the city. Fort Collins is known above all for its small town familiarity, outdoor activities, cultural amenities, and active lifestyle.

Historical Information: Fort Collins Public Library, Local History Collection, 201 Peterson Street, Fort Collins, CO 80524; telephone (970) 221-6740

■ Population Profile

Metropolitan Area Residents

1980: 149,184
1990: 186,136
2000: 251,494
2006 estimate: 276,253
Percent change, 1990–2000: 35.1%
U.S. rank in 1980: Not reported
U.S. rank in 1990: 166th
U.S. rank in 2000: 142nd

City Residents

1980: 64,092
1990: 87,491
2000: 118,652
2006 estimate: 129,467
Percent change, 1990–2000: 33.5%
U.S. rank in 1980: Not reported
U.S. rank in 1990: 230th (State rank: 7th)
U.S. rank in 2000: 206th (State rank: 5th)

Density: 2,549.3 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 110,626
Black: 1,314
American Indian and Alaska Native: 855
Asian: 3,193
Native Hawaiian and Pacific Islander: 201
Hispanic or Latino (may be of any race): 13,792
Other: 3,035

Percent of residents born in state: 36.2% (2000)

Age characteristics (2005)

Population under 5 years old: 7,558
Population 5 to 9 years old: 6,200
Population 10 to 14 years old: 7,784
Population 15 to 19 years old: 7,691
Population 20 to 24 years old: 20,583
Population 25 to 34 years old: 23,926
Population 35 to 44 years old: 15,794



Landscape Imagery.

Population 45 to 54 years old: 14,493
 Population 55 to 59 years old: 5,576
 Population 60 to 64 years old: 3,239
 Population 65 to 74 years old: 3,730
 Population 75 to 84 years old: 4,070
 Population 85 years and older: 1,653
 Median age: 28.5 years

Births (2006, MSA)

Total number: 3,226

Deaths (2006, MSA)

Total number: 1,581

Money income (2005)

Per capita income: \$25,408
 Median household income: \$44,261
 Total households: 52,144

Number of households with income of ...

less than \$10,000: 6,199
 \$10,000 to \$14,999: 3,410
 \$15,000 to \$24,999: 7,005
 \$25,000 to \$34,999: 4,740
 \$35,000 to \$49,999: 8,100

\$50,000 to \$74,999: 8,913
 \$75,000 to \$99,999: 5,603
 \$100,000 to \$149,999: 5,863
 \$150,000 to \$199,999: 1,242
 \$200,000 or more: 1,069

Percent of families below poverty level: 11.9% (2005)

2005 FBI Crime Index Property: 4,434

2005 FBI Crime Index Violent: 442

■ **Municipal Government**

The City of Fort Collins operates within a council-manager form of government. The City Manager is the chief executive officer of the city and is responsible for the overall management of city operations. The City Council is composed of six district council members who are elected for a term of four years, and a Mayor who is elected at-large for a two-year term. The Mayor Pro Tem is chosen from among the entire council and serves a term of two years.

Head Official: Mayor Doug Hutchinson (R) (since 2005)

Total Number of City Employees: 1,800 (2007)

City Information: City of Fort Collins, 300 LaPorte Avenue, PO Box 580, Fort Collins, CO 80522-0580; telephone (970) 221-6878

■ Economy

Major Industries and Commercial Activity

Fort Collins' economy has been described as well-balanced, with a good mix of manufacturing and service-related businesses. Local business leaders claim that the city's economy is insulated from some of the ups and downs in the regional and the national economies by the "highly sophisticated and rapidly advancing technological progress" of the city's industries. Fort Collins has a strong manufacturing base and is home to such firms as Hewlett Packard, WaterPik, Woodward, In-Situ, and Anheuser-Busch; however, in the early 2000s growth in the manufacturing segment slowed dramatically due in part to the nationwide trend of outsourcing. However, during the same time period, high-tech firms, including major information technology companies like HP, Intel, Advanced Microdevices, and LSI Logic, became an integral part of the Northern Colorado economy. Many of these high-tech companies have relocated to Fort Collins because of the resources of Colorado State University and its research facilities. Clean energy is also an emerging field in the Fort Collins area, with local businesses focusing on aspects such as distributed power generation, biofuels, energy efficiency, power management and intelligent grid technologies. In 2006 Fort Collins was rated 16th among the "Best Cities for Business and Career" by *Forbes* magazine, thanks in part to its numerous business incentives and programs intended to attract high-tech firms to the area.

Items and goods produced: pharmaceuticals, electronic components and accessories, aircraft and parts, scientific instruments, measuring and controlling instruments, radio and TV equipment, industrial chemicals, engines, turbines, communications equipment

Incentive Programs—New and Existing Companies

Local programs: The city of Fort Collins has established an economic development policy that allows the rebate of use taxes paid by qualifying firms on qualifying equipment. On a case-by-case basis, the county will consider negotiating financial incentives, giving up to a 50 percent credit towards a company's personal property tax liability for up to four years. Additionally, the Northern Colorado Economic Development Corporation will work with individual firms to locate resources or assist in the development of a financial package. In 2004, the community created the Fort Collins Technology

Incubator, acquiring 6,500 square feet of office space and transforming the seven-year-old Fort Collins' "Virtual Incubator" into an incubator with walls. The technology incubator is a cluster of programs designed to nurture startup businesses. Incubator companies receive discounted business services from top-notch community resources, advisory groups, Colorado State University resources, and strategic planning counseling as well as idea sharing amongst other entrepreneurs.

The Northern Colorado Economic Development Corporation supports existing employers and recruits new employers to the region. It assists local companies to grow and expand and, in partnership with Colorado State University, encourages technology transfer to nurture local start-up companies. Fort Collins can negotiate with new business facilities an incentive payment equal to not more than the amount of the increase in property tax liability over pre-enterprise zone levels; and a refund of local sales taxes on purchases of equipment, machinery, machine tools, or supplies used in the taxpayer's business in the Enterprise Zone.

State programs: Colorado's Enterprise Zone tax benefits offer incentives for private enterprise to expand and for new businesses to locate in economically distressed areas of the state. They include a three percent investment tax credit for equipment investment, a \$500 job tax credit for hiring new employees in an enterprise zone, double job tax credits for agricultural processing, a \$200 job tax credit for employer health insurance, research and development tax credits, credits for the rehabilitation of vacant buildings, and exemptions from state sales and use tax on the purchase of manufacturing and mining equipment.

Job training programs: The Colorado FIRST customized job training program assists employers in training new or current workers in permanent, non-seasonal jobs and job-specific training programs, including the Existing Industry Customized Job Training program. FIRST provides financial assistance to eligible businesses for direct training costs including instructor wages, travel, and per diem allowances; development of curriculum and instruction materials; cost of essential training supplies, equipment and space; and training at the employer's location or at local community college or vocational schools. Front Range Community College and Colorado State University provide excellent employee training resources. Larimer County offers comprehensive, coordinated employment and training services at its WorkForce Center.

Development Projects

Development of the downtown Fort Collins area is largely spurred by the Downtown Development Authority, which uses tax increment financing to stimulate redevelopment in the central business district. In 2006 the old Sears Trostel Building was completely rebuilt,

making extensive use of green construction techniques and with the help of the Authority. The Downtown Development Authority was behind the creation of the "Beet Street" initiative which was launched in 2007 and was intended to be an entirely self-supporting arts and culture community by 2011, with plans for an outdoor civic center intended to be explored in 2008. The development features cultural, musical, and seasonal festivals and performances, in addition to academic lectures. It was also intended to spur increased activity in Old Town restaurants and shops. Another major undertaking was the revitalization of the River District, which was a joint effort of the City and Development Authority, and was completed in summer 2007. It sought to improve the streetscape, traffic circulation, parking, and overall attractiveness of the area, in addition to creating a better link to the downtown area. In 2007 plans were underway to bring a light rail or trolley service to the area.

In 2006 a private developer announced plans to transform 50 city blocks on the north side of town into a \$1 billion research campus and a mixed-use village with housing for 12,000, tentatively dubbed Airpark Village. The development was projected to generate an estimated \$16 million in annual revenues and nearly \$2 million in property taxes for the city; initial plans called for tenants to conduct research in fields including transport, robotics, conservation, renewable energy, water recycling and automation in order to lessen the nation's dependence on foreign oil.

Soapstone Natural Area was acquired by the city of Fort Collins in 2004. Covering more than 16,000 square miles, the area is known as an important archaeological site and is admired for its varied terrain. Improvements on Soapstone were begun in 2007 and it was expected to open to the public in 2009.

Economic Development Information: Northern Colorado Economic Development Corporation, 2725 Rocky Mountain Avenue #410, Loveland, CO 80538; telephone (970)667-0905; fax (970)669-4680

Commercial Shipping

Parcel service for Fort Collins is provided by companies that include Federal Express, Airport Express, Airborne, Burlington Air Express, Emery, United Parcel Service, Pony Express, and Purolator. Fort Collins has two-day rail freight access to the west coast or the east coast and has a number of motor freight carriers. Many local industrial sites have rail freight spur service. The city is served by the Union Pacific and Burlington Northern Santa Fe railroads.

Labor Force and Employment Outlook

Fort Collins' labor force has been described as young, well-educated, and energetic. Studies have indicated that many of the graduates of Colorado State University stay

in the city. The state of Colorado boasts the fifth most educated workforce in the nation, with 33.7 percent of its residents having a bachelor's degree; Northern Colorado has the second largest workforce in the state, with an especially high concentration of high tech workers. In 2005 *Expansion Management* magazine ranked Fort Collins/Loveland one of the "Top 15 Best Educated Workforces" in the nation, in addition to being one of the "Top Ten Metros for Scientists & Engineers Per Capita."

In 2007 the Fort Collins labor force was over 170,000 strong, an increase of around 40,000 in a period of ten years, according to the Bureau of Labor Statistics. In August of the same year the unemployment rate stood at 3.2 percent, down from 4.6 percent in 1997 and below the national average.

According to the 2007 Colorado Business Economic Outlook the Northern Colorado economy continued to outpace the state in growth, thanks to increases in hospitality and food services, finance and insurance, healthcare and social assistance. Those sectors, along with retail and construction accounted for 85 percent of new jobs. The manufacturing industry, though, continued to slide in 2006, and was expected to continue to do so into 2008 and beyond. The high tech sector, with the added help of the Fort Collins Business Incubator, was expected to become increasingly important to Fort Collins. The Larimer County Bioscience Initiative, a group of organizations and individuals that include CSU, Fort Collins Technology Incubator, Colorado Bioscience Association, NCEDC and several bioscience firms created a strategic plan in 2006 that they hoped would augment the growth of a bioscience cluster in Larimer County and bring new jobs to the area.

The following is a summary of data regarding the Fort Collins-Loveland metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 133,400

Number of workers employed in . . .

construction and mining: 10,800
 manufacturing: 12,000
 trade, transportation and utilities: 22,700
 information: 2,500
 financial activities: 5,900
 professional and business services: 17,400
 educational and health services: 14,100
 leisure and hospitality: 16,000
 other services: 4,700
 government: 27,500

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.3% (June 2007)

<i>Largest county employers</i>	<i>Number of employees</i>
Colorado State University	6,948
Poudre School District	3,732
Hewlett Packard	3,000
Poudre Valley Health System	2,814
Agilent Technologies	2,800
Thompson School District	2,000
City of Fort Collins	1,400
Larimer County	1,394
McKee Medical Center	950
Advanced Energy	800

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$240,980

2007 (1st quarter) ACCRA Cost of Living Index: 103.1

State income tax rate: 4.63% of Federal Taxable Income

State sales tax rate: 2.9%

Local income tax rate: None

Local sales tax rate: 3.0%

Property tax rate: 7.96% of actual value based on market values as of June 30, 2006

Economic Information: Northern Colorado Economic Development Corporation, 2725 Rocky Mountain Avenue #410, Loveland, CO 80538; telephone (970)667-0905; fax (970)669-4680; email mfoley@ncedc.com.

■ Education and Research

Elementary and Secondary Schools

The Poudre School District is led by a seven-member Board of Education committed to actively recruiting administrators and teachers displaying high standards of excellence. The school district is the second largest employer in Fort Collins. Special programs within the district include specialized non-neighborhood elementary schools that offer bilingual immersion and a multi-age, non-graded program; two charter schools; and multiple alternative secondary schools. The metro area is also served by the Loveland-based Thompson School District. The combined graduation rate for both of the area

districts is consistently above 80 percent, and both districts boast test scores above the state average.

The following is a summary of data regarding the Poudre School District as of the 2005–2006 school year.

Total enrollment: 24,629

Number of facilities

elementary schools: 31
 junior high/middle schools: 10
 senior high schools: 5
 other: 4

Student/teacher ratio: 17.2:1

Teacher salaries (2005–06)

elementary median: \$30,030–\$70,839 (all levels)
 junior high/middle median: Not available
 secondary median: Not available

Funding per pupil: \$11,689

Public Schools Information: Support Services, Poudre School District, 2407 La Porte Avenue, Fort Collins, CO 80521; telephone (970)482-7420; fax (970)490-3403

Colleges and Universities

Three doctoral-level universities and two community colleges in the greater Fort Collins area turn out approximately 14,600 newly minted graduates each year. Colorado State University (CSU), with 25,000 students, is a land-grant institution that consists of 8 colleges and more than 150 programs of study. Founded in 1870, its campuses cover 5,612 acres in Larimer County, including the main campus, a foothills campus, an agricultural campus, and the Pingree Park mountain campus, which is the summer campus for natural resources education. CSU offers eight major degree programs including agricultural sciences, applied human sciences, liberal arts, business, engineering, natural resources, veterinary medicine and biomedical sciences, and natural sciences. CSU also offers a unique major called equine science, in which prospective veterinarians or those pursuing a career in equine production learn about the behavior, nutrition, management, reproductive management, disease management, and the training of horses. The school was ranked 124th of 248 national universities in the 2007 *U.S. News and World Report's* rankings of "America's Best Colleges and Universities." The University of Northern Colorado, located in nearby Greeley, offers more than 100 undergraduate programs and 100 graduate programs, with a total enrollment of about 13,000 students in 2006.

Front Range Community College (FRCC), the largest community college in Colorado, grants associate's degrees in arts, science, general studies, and applied science at its four campuses. The college offers 12 high

school vocational programs, and more than 100 degree and certificate programs, in addition to a growing online learning program. The Larimer Campus of FRCC offers partnerships with Colorado State University, Poudre Valley Hospital, McKee Medical Center, Columbine Health Systems, Village Homes' Observatory Village, Microsoft, and Oracle.

Libraries and Research Centers

The Fort Collins Public Library was established in 1900. The library maintains the Gates Computer Learning Lab and, in partnership with Front Range Community College, the Harmony Library branch and Harmony Library Electronic Learning Center. The library also hosts a number of monthly programs and panels. The library holds around 400,000 items and has a special local history archive, now partly digitized.

Wildlife is the focus of the special library at the Colorado Division of Wildlife, which has over 24,000 items in its collection. Special collections of the Colorado State University Library include agriculture, agricultural economics, biomedical science, engineering, hydrology, and natural resources. The university has over 2 million books in its total library holdings.

Fort Collins has a great range of research institutes covering a myriad of subjects. Facilities are maintained by the Centers for Disease Control Division of Vector-Borne Infectious Diseases, the Colorado Cooperative Fish & Wildlife Research Unit, the Colorado Water Resource Research Institute, and the Cooper Institute for Research in the Atmosphere. The Rocky Mountain Research Station conducts research on experimental forests, ranges, and watersheds, and oversees research on more than 200 natural areas.

Colorado State University has a variety of research groups focusing on subjects such as animal reproduction, biotechnology, engineering, environmental toxicology, irrigation management, microscopy, nutrition, hydraulics, manufacturing, marrow transplantation, vehicle emissions, and solar energy. The University spends over \$210 million annually on research, with about 65 percent of that sum coming from the federal government.

Public Library Information: Fort Collins Public Library, 201 Peterson St., Fort Collins, CO 80524-2990; telephone (970)221-6740; fax (970)221-6398 (circulation)

Health Care

By virtue of the broad scope of medical services available, Fort Collins has become a regional health center. Poudre Valley Hospital System, a not-for-profit organization, has 417 beds, 35 operating rooms, and 55 critical care patient rooms; it is home to a regional heart center, a regional neurosciences center that cares for victims of head and back injury, stroke, spinal cord and nervous system

diseases, and a regional orthopedic program. The hospital also offers a surgery center, oncology unit, regional wound care center, a 24-hour emergency department, adult and adolescent psychiatric programs, and a breast diagnostic center. The hospital has a birthing center and Level II nursery, and offers an off-site comprehensive homecare program, home infusion therapy, and comprehensive rehabilitation programs. It was named a "Top 100 Hospital" in 2007, for the fourth year in a row, by Solucient, a national health care consulting firm.

McKee Medical Center, owned by Banner Health System, is based in Loveland and has 132 beds. It offers heart, cancer, trauma and intensive care units, rehabilitation programs, home-health services, inpatient and outpatient surgical facilities and a birthing center. Banner Health System also operates Northern Colorado Medical Center in Greeley.

Recreation

Sightseeing

More than 40 historic sites can be visited in the Fort Collins Area, with over half of them listed in or eligible for the National Register of Historic Places. Tours of Avery House, a restored Victorian residence built by one of the city's prominent citizens, are offered year round. Visitors may also tour the two-story Strauss Cabin, which was built in 1864 by George Strauss and modeled after structures found in South Carolina. The Old Federal Building is a 1912 structure that housed the post office on its main floor for 60 years. The 1881 Spruce Hall on the campus of Colorado State University is the oldest complete building still standing on the campus. Ammons Hall, also on the campus, is a 1922 Italian Renaissance building that is still being used a women's physical education facility. Many other sites worth observing are on the Historic Buildings map available through the Fort Collins Convention and Visitors Bureau.

Fort Collins boasts of being the "Napa Valley of Beer." Beer enthusiasts and those merely curious will enjoy touring the Anheuser-Busch Brewery, which includes a visit with the famous Clydesdale horses and a trip to the sampling room. Several micro-breweries in town invite visitors to enjoy their variety of offerings. A metal menagerie of mythical and real creatures are on view at farmer/sculptor Bill Swets' dairy farm, known as the Swetsville Zoo. The zoo also has a miniature live steam railroad train and a display of antique farming equipment. Young and old enjoy hopping a ride aboard the Fort Collins Municipal Railway streetcar, which runs May to September, weather permitting.

Arts and Culture

The premier facility for the performing arts in Fort Collins is Lincoln Center, with its 1,180-seat performance hall, two theaters, and four exhibit galleries. The center

hosts over 1,500 events each year, among them an annual season of Broadway shows, dance, and musical events. OpenStage Theater Company, a regional professional theater group, stages its seasons in the Lincoln Center's 220-seat Mini-Theater. Based on the tradition of eighteenth-century salons, the 48-seat Bas Bleu Theater provides an intimate setting for poetry, plays, and musical performances. Good food and theater can be combined at the Carousel Dinner Theater, which presents dramas, comedies, and popular musicals. Colorado State University presents several plays each year at the school's Johnson Hall. Other theater groups in the city include the Debut Theater Company, Fort Collins Children's Theater, and the Front Range Chamber Players. A variety of dance performances is offered by the Canyon Concert Ballet. Several performing halls are located at Colorado State University.

Musical experiences in the city come in many forms, featuring such groups as the Larimer Chorale, Opera Fort Collins, and the Fort Collins Symphony. The primary visual arts center of the city is the Fort Collins Museum of Contemporary Art, located in a renovated power plant. The Fort Collins Museum highlights the area's past, including a display of pre-Columbian Folsom points discovered at a major archaeological site in northern Larimer County. Other displays range from those of the Plains Indians to Fort Collins' beginnings as a trade and agricultural center. Experiences with hands-on science are available to youngsters at the Discovery Center Museum, with its opportunities for experimenting and testing scientific theories. Visitors can visit pioneer cabins and a one-room school house.

Festivals and Holidays

Fort Collins' festival season begins with its annual St. Patrick's Day Celebration downtown. The city's Hispanic community is honored at the Cinco De Mayo celebration, which features dancing, entertainment, and food. Patrons are invited to tap kegs of beer at June's Colorado Brewers' Festival downtown. Fireworks light the sky at City Park's annual Fourth of July Celebration. On Skookum Day, also in July, Fort Collins' history is re-enacted with demonstrations of blacksmithing, milking, quilting, branding, and weaving. August is enlivened by the Larimer County Fair & Rodeo, and by the New West Fest, featuring more than 300 booths, events, performances, evening concerts, and children's activities.

The city celebrates the harvest during Oktoberfest, and the holiday season is launched with Lincoln Center's Great Christmas Hall, with its juried art exhibit, homemade crafts, and decorated trees. In December, festivities include carolers and Christmas celebrations in Old Town, and the New Year is welcomed in with a community-wide celebration for the whole family called First Night.

Sports for the Spectator

Colorado State University students engage in a variety of sports competitions throughout the year. The CSU Rams are represented by both male and female teams in a variety of sports, including football, basketball, cross country, golf, softball, swimming and diving, tennis, track and field, volleyball, and water polo.

Sports for the Participant

Fort Collins is home to a variety of walking, running, and bicycling events and tournaments. In 2005 the city was named one of the "Top 25 Running Cities in America" by *Runner's World* magazine. The Cache La Poudre River provides some of the finest fishing in the state. The city has more than 280 miles of designated bikeways through many natural areas in the city, in addition to 800 acres of dedicated parkland at over 44 sites. It also boasts several recently revamped or built park areas: Oak Street Plaza Park in the downtown area, Stewart Case Neighborhood Park, Washington Park, and Lincoln Park. Additionally, Lory State Park offers 2,400 acres for horseback riding, boating, hiking, and picnicking. Duffers may choose from three public golf courses in Fort Collins, in addition to several area private courses. The Edora Pool and Ice Center and Mulberry Pool feature swimming and exercise programs, as well as youth and adult hockey and public ice skating. The young or young at heart will enjoy skateboarding at Northside Azatlan Community Center, Edora Skateboard Park, and Fossil Creek Skateboard. In winter, Lory State Park's trails and rolling hills attract cross country skiers; tubing and sledging are also popular. Several renowned Colorado mountain ski resorts are within a few hours of Fort Collins. Rocky Mountain National Park offers scenic drives and hikes and is only one hour's drive away.

Shopping and Dining

Shopping in Fort Collins can involve browsing antique stores and flea markets or seeing the latest fashions at one of its major malls, such as Foothills Mall or University Mall. At Historic Old Town, restored buildings filled with specialty shops, galleries, boutiques, and outdoor cafes beckon the visitor. Fort Collins boasts over 300 restaurants, with American and ethnic cuisines.

Visitor Information: Fort Collins Convention and Visitors Bureau, 19 Old Town Square, Suite 137, Ft. Collins, CO 80524; telephone (970)232-3840; fax (970)232-3841; email information@ftcollins.com

■ Convention Facilities

Fort Collins has nearly 2,000 hotel rooms, ranging from budget rooms to luxury suites. Colorado State University, in the heart of Fort Collins, has 50,000 square feet of

convention facilities at its Lory Students Center. Other convention facilities include 10 auditoriums with accommodations for up to 400 in the Clark Building, a total of 4,400 beds in the residence halls, dining facilities in each residence hall, and an arena that seats 6,000. Lory's main ballroom has 12,728 square feet of space. The Pingree Park Conference Center, 53 miles west of Fort Collins and affiliated with Colorado State University, offers seven meeting rooms, two dorms and seven cabins on its 1,200 acre campus. Campus lodging is available late May through mid-August. There are several facilities around the city that can handle small group meetings.

Convention Information: Fort Collins Convention and Visitors Bureau, 19 Old Town Square, Suite 137, Ft. Collins, CO 80524; telephone (970)232-3840; fax (970)232-3841; email information@ftcollins.com

■ Transportation

Approaching the City

Fort Collins/Loveland Airport is a small, general aviation facility with limited commercial flights and corporate service. Denver International Airport, which is 25 miles to the south, is the closest commercial/commuter airport. Fort Collins can be approached from Denver by car via Interstate 25. Greyhound offers bus service into the city.

Traveling in the City

Fort Collins' downtown streets form a grid with Interstate 25 running north and south on the east side of the city. U.S. Highway 287 runs east and west in the northwest sector of the city. Transfort, Fort Collins' local bus transportation system, operates daily. Alternative transportation is encouraged in the city; bicycle commuters benefit from city incentives and excellent bike paths through town. Maps for a walking tour of the historic downtown district can be obtained from the Downtown Business Association.

■ Communications

Newspapers and Magazines

The *Fort Collins Coloradoan*, which appears Monday through Sunday mornings, is the city's daily paper.

The *Fort Collins Weekly* serves Larimer and Weld Counties. The bimonthly *Northern Colorado Business Report*, reports on the growing business market in Northern Colorado with an increasing emphasis on high-tech and e-business. Other publications include *Fort Collins Now*, *Rocky Mountain Chronicle*, *Scene Magazine*, and *Fort Collins Forum*.

Television and Radio

There are six television stations in the greater Fort Collins area, in addition to available cable television. Ten local AM and FM stations serve the city with a variety of programming including public radio, news/talk, adult contemporary, and alternative music formats.

Media Information: The *Fort Collins Coloradoan*, PO Box 1577, Fort Collins, CO 80524; telephone (970)493-6397

Fort Collins Online

City of Fort Collins Home Page. Available fcgov.com

Colorado Department of Labor & Employment, Labor Market Information. Available www.coworkforce.com

Coloradoan. Available www.coloradoan.com

Fort Collins Convention & Visitors Bureau. Available www.ftcollins.com

Fort Collins Public Library. Available fcgov.com

Larimer County. Available www.co.larimer.co.us

Northern Colorado Economic Development Corporation. Available www.ncedc.com

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Fort Collins Friends of the Library, comp. *Talking About Fort Collins: Selections from Oral Histories* (Fort Collins, CO: City of Fort Collins, 1992)

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Hawaii

Hilo...285

Honolulu...295



The State in Brief

Nickname: Aloha State

Motto: Ua mau ke ea o ka aina i ka pono (The life of the land is perpetuated in righteousness)

Flower: Hibiscus

Bird: Hawaiian goose

Area: 10,930 square miles (2000; U.S. rank 43rd)

Elevation: Ranges from sea level to 13,796 feet above sea level

Climate: Mild, tropical

Admitted to Union: August 21, 1959

Capital: Honolulu

Head Official: Governor Linda Lingle (R) (until 2010)

Population

1980: 965,000

1990: 1,135,000

2000: 1,211,537

2006 estimate: 1,285,498

Percent change, 1990–2000: 9.3%

U.S. rank in 2006: 42nd

Percent of residents born in state: 55.16% (2006)

Density: 198.5 people per square mile (2006)

2006 FBI Crime Index Total: 57,997

Racial and Ethnic Characteristics (2006)

White: 337,507

Black or African American: 28,062

American Indian and Alaska Native: 4,153

Asian: 512,995

Native Hawaiian and Pacific Islander: 111,488

Hispanic or Latino (may be of any race): 99,664

Other: 14,513

Age Characteristics (2006)

Population under 5 years old: 87,179

Population 5 to 19 years old: 243,230

Percent of population 65 years and over: 13.9%

Median age: 37.2

Vital Statistics

Total number of births (2006): 17,782

Total number of deaths (2006): 9,189

AIDS cases reported through 2005: 2,857

Economy

Major industries: Government; services; finance, insurance, and real estate; agriculture; tourism

Unemployment rate (2006): 4.4%

Per capita income (2006): \$27,251

Median household income (2006): \$61,160

Percentage of persons below poverty level (2006): 9.3%

Income tax rate: 1.4% to 8.25%

Sales tax rate: 4.0%



Hilo

■ The City in Brief

Founded: 1822 (incorporated 1911)

Head Official: Mayor Harry Kim (since 2000)

City Population

1980: 35,269

1990: 37,808

2000: 40,759

2006 estimate: Not available

Percent change, 1990–2000: 7.8%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: Not reported

Metropolitan Area Population

1980: Not available

1990: 120,317

2000: 148,667

2006 estimate: 171,191

Percent change, 1990–2000: 23.6%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: Not reported

Area: 54 square miles (2000)

Elevation: 38 feet above sea level

Average Annual Temperatures: January, 71.4° F; July, 75.9° F; annual average, 73.9° F

Average Annual Precipitation: 126.27 inches of rain

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.0% (June 2007)

Per Capita Income: \$18,220 (Hilo CDP) (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: University of Hawaii at Hilo, Hawaii Community College

Daily Newspaper: *Hawaii Tribune-Herald*

■ Introduction

The city of Hilo is the main port of the island of Hawaii, the largest island in the chain. It is the business and government center of the island, as well as the shipping and service center of the various industries in the vicinity. With more than 100 inches of rain annually, the city is the rainiest in the United States. The rainfall encourages the city's major industries—raising tropical flowers and fruit. Tourism is growing rapidly, spurred in part by the Hawaii Volcanoes National Park, which is 30 miles away. Hilo curves around a crescent bay where the lower foothills of Mauna Loa and Mauna Kea emerge. In recent years the city has attracted retirees and escapees from the faster-paced life on other islands. The city boasts a modern, convenient airport and a deep water harbor, and serves as the transportation hub for the island. The city, whose name means “new moon,” is slowly transforming itself from a plantation town whose economy centered on sugar cane to a university town that is attracting a slew of new construction and research dollars. With the addition of the Imiloa Astronomy Center of Hawaii (formerly the Mauna Kea Astronomy Education Center) in November 2005 and the Hilo Art Museum in 2007, the city is well on its way to creating an even more enriching environment.

■ Geography and Climate

Hilo is located on Hilo Bay on the eastern side of the island of Hawaii, 216 miles southeast of Honolulu (on the island of Oahu). The area's topography is mostly

sloping, from the tops of the scenic Mauna Kea and Mauna Loa mountains to the sea. Hilo is located less than 30 miles from Kilauea, one of the most active volcanoes on earth, which has been emitting lava since 1983. Lava flows have been responsible for the destruction of nearly 200 homes since then, and they continue to menace the island. Much of the lava has reached the ocean, enlarging the island of Hawaii by about 500 acres.

The Hilo region has a warm semitropical climate and experiences abundant rainfall without the droughts and shortages that trouble other parts of the island. The rain, which generally falls during the night, keeps the area fresh and green. It also results in many waterfalls. Hilo's rich soil is conducive to the growth of a variety of diversified agricultural products. At the summit of Mauna Kea the temperature ranges from about 31 to 43 degrees. In winter there is frost above the 4,000-foot level and snow above the 10,000-foot level.

Area: 54 square miles (2000)

Elevation: 38 feet above sea level

Average Temperatures: January, 71.4° F; July, 75.9° F; annual average, 73.9° F

Average Annual Precipitation: 126.27 inches of rain

■ History

Popular Trading Post Attracts Missionaries, Scientists

The city of Hilo has been a trading place from the time Hawaiian tribes came up the Wailuku River, which separated Hilo from Hamakua, and shouted out what goods they had to offer. In the 1800s, although Honolulu reigned supreme as the principal whaling base of the Pacific, Hilo came in third behind Koloa as alternative anchorages. Foreign ships found anchorages between the coral heads of Hilo's wide bay, and thereafter the dredging of a channel permitted steamships to enter the area.

Missionaries settled Hilo in 1822. The region was first studied scientifically by Lord Byron and his men of the ship *Blonde* in 1825. Titus Cona, a missionary at Hilo, was the foremost volcanologist of his time and made frequent visits to the volcano.

The beginnings of Hilo's tourist industry date back to the 1870s when Hilo was one of a number of sites on a standard sightseeing route. Particularly popular were visits to the volcano of Kilauea east of Mauna Loa.

By the early 1900s, Hilo's sugar industry was booming and the city became the commercial center of the island. A railroad connected Hilo with other parts of the island. Hilo became the seat of Hawaii County in 1905 and was incorporated as a city in 1911.

Hilo Beset by Volcanic Eruptions and Tidal Waves

In March 1868, a volcanic eruption resulted in formidable destruction. The city experienced close calls from the eruptions of Mauna Loa in 1942 and in 1984. Two tsunamis have also caused major damage. In 1946 a tidal wave swept half the town inland and then dragged the remains out to sea. Hilo rebuilt and constructed a stone breakwater across the bay to protect the harbor. Another tidal wave destroyed a major part of the waterfront business district and the city's beachfront in 1960, sweeping 61 Hiloites out to sea. Civic leaders, vowing that such destruction would never recur, drained the lowland crescent and raised a new hill 26 feet above sea level and mounted a new government and commercial center. Today, however, the beach is still gone.

Hilo's cultural diversity adds to the city's charm. Japanese, Polynesian, Filipino, Chinese, Puerto Rican, Portuguese, and Russian residents make up the city's mixed-race culture of today. Since their arrival, Japanese people have had an important influence on the city, from serving on the city council to starting businesses. Business people of all races join the Japanese Chamber of Commerce and Industry, and the Japanese newspaper, the *Hilo Times*, is published in the city. The city still strives to preserve its presence as one of the few surviving examples of a Hawaiian plantation town, and the Hilo Downtown Improvement Association serves to provide leadership in developing a safe and attractive community.

■ Population Profile

Metropolitan Area Residents

1980: Not available
1990: 120,317
2000: 148,667
2006 estimate: 171,191
Percent change, 1990–2000: 23.6%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

City Residents

1980: 35,269
1990: 37,808
2000: 40,759
2006 estimate: Not available
Percent change, 1990–2000: 7.8%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

Density: 750.8 per square mile (2000)



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Racial and ethnic characteristics (2000)

White: 15,764
 Black: 471
 American Indian and Alaska Native: 1,078
 Asian: 25,172
 Native Hawaiian and Pacific Islander: 13,922
 Hispanic or Latino (may be of any race): 3,579
 Other: 385

Percent of residents born in state: 78.7% (2000)

Age characteristics (2000)

Population under 5 years old: 2,301
 Population 5 to 9 years old: 2,859
 Population 10 to 14 years old: 2,965
 Population 15 to 19 years old: 3,319
 Population 20 to 24 years old: 2,806
 Population 25 to 34 years old: 4,352
 Population 35 to 44 years old: 5,576
 Population 45 to 54 years old: 5,842

Population 55 to 59 years old: 2,215
 Population 60 to 64 years old: 1,701
 Population 65 to 74 years old: 3,473
 Population 75 to 84 years old: 2,471
 Population 85 years and older: 879
 Median age: 38.6 years

Births (2006, Micropolitan Statistical Area)

Total number: 2,164

Deaths (2006, Micropolitan Statistical Area)

Total number: 1,254

Money income (1999)

Per capita income: \$18,220 (Hilo CDP)
 Median household income: \$39,139
 Total households: 14,577

Number of households with income of...

less than \$10,000: 1,876

\$10,000 to \$14,999: 919
\$15,000 to \$24,999: 1,977
\$25,000 to \$34,999: 1,824
\$35,000 to \$49,999: 2,253
\$50,000 to \$74,999: 2,655
\$75,000 to \$99,999: 1,650
\$100,000 to \$149,999: 1,061
\$150,000 to \$199,999: 196
\$200,000 or more: 182

Percent of families below poverty level: 13.2% (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

■ Municipal Government

The Island of Hawaii has one governmental unit, the County of Hawaii. There is no formal government at the city or municipal level, although Hilo serves as the headquarters for all government activities on the Island. The city is governed by the county of Hawaii, which has a mayor elected for up to two four-year terms and nine council members representing each of the county's nine districts during two-year terms. Mayor Harry Kim, first elected to office in 2000, is the first mayor of Korean descent in the United States.

Head Official: Mayor Harry Kim, County of Hawaii (since 2000; current term expires 2008)

Total Number of County Employees: 2,300 (2007)

County Information: Hawaii County, 25 Aupuni Street, Hilo, HI 96720; telephone (808)961-8521

■ Economy

Major Industries and Commercial Activity

Hilo has a diversified economy that includes agriculture, tourism, aquaculture, livestock, trade, education, and government.

The Big Island was a world center for the production of raw sugar from 1876 to 1994, when the last plantation closed. Today, the tremendous rainfall produces a genuine paradise of flowers, from exotic anthuriums and orchids to tropical blooms of all sorts. The city, which is the center for the world's largest tropical flower industry, exports fresh cut flowers, sprays, and potted plants from various farmer cooperatives and flower farms. About 1 million acres of the island's total 2.4 million acres are devoted to agriculture, an over \$500 million per-year industry.

Livestock is an economic mainstay, with sales of beef, hogs, dairy and poultry products, and honey totaling more than \$25 million annually. Cattle ranches, including Parker Ranch, one of the largest in the country (150,000 acres), produce the majority of the state's beef supply. About 440 cattle farms are run on the Big Island with a value of about \$27 million; most are shipped to the U.S. mainland and Canada for processing. The Big Island is Hawaii's largest producer of honey, with its honey and queen bee industries producing more than nearly 930,000 pounds in 2006.

Aquaculture, another important industry on the island, has been a mainstay of economic life since the first Polynesian settlers came to the Big Island. Abalone, carp, catfish, clams, flounder, milkfish, moi, mullet, ornamental fish, oyster, prawns, sea cucumber, seaweed, shrimp, snails, sturgeon, tilapia, and rainbow trout are among the fish and seafood harvested. Several types of microalgae are also cultivated for pharmaceutical and nutritional products. In 2005 there were 31 aquaculture industries on the Big Island that produced over \$19 million of aquaproductions.

Despite serious agricultural problems ranging from drought to harmful bacteria, the Big Island produces almost the whole of the state's production of fruit (other than pineapples), including bananas, guavas, oranges, tangerines, and avocados; the bulk of the state's macadamia nuts and papaya; the vast majority of its coffee; crops such as ginger, Chinese cabbage, leaf lettuce, greenhouse tomatoes, and cucumbers; and orchids, anthuriums, and other nursery products for domestic and foreign markets. A recent problem for Hilo's agricultural industry has been the infestation of the coqui frog. The increasing population of this amphibian has threatened the island's ecosystem. It is a community effort to control and prevent further coqui infestations; coqui control classes are held in partnership with the State of Hawaii Department of Agriculture.

Until recently, the tourism industry had all but bypassed the town of Hilo due to its lack of a decent beach and the annual surplus of rainfall. Since Hilo had never been a tourist destination, the town retained its historic character and has not suffered from the infrastructure problems associated with high-rises and big-city development. However, it just may be that historic character that is attracting new visitors to the city. Leisure and hospitality services comprised the largest of the major industrial sectors in the area in 2003. The total number of visitors to Hilo, both domestic and international, had reached some 668,900 by 2006. In an effort to bolster tourism even more so, the Hawaii Tourism Authority (HTA) planned in their "Hawaii Strategic Plan 2005–2015" to put aside funds for each county. Rather than looking at tourism just from a state level, HTA planned to assist individual counties in creating a strategic plan tailored to specific tourism goals in that area.

Hilo's Foreign Trade Zone (FTZ) is ideally situated adjacent to Hilo Harbor and the Hilo International Airport, less than a mile from downtown Hilo. This 31-acre site is the first such zone designated by the State of Hawaii to attract manufacturers to Hawaii. The FTZ allows companies locating there to import parts for assembly and export the finished product without paying import duties. It was given a boost when NIC Americas, Inc., became its first tenant. NIC Americas manufactures a device that uses electrical arcing to destroy used needles from health care facilities. The company represented Hilo's first significant new manufacturing facility in recent times; if successful it could lead to other FTZ tenants. Hilo's FTZ's performance increased significantly in 2006; 337 firms used the zone that year, which was a 30 percent increase. Future goals included promoting the FTZ program on a statewide level as well as educating international firms about the advantages of doing business in Hawaii through the program.

Television, film and commercial production also contributes to Hilo's economy. The County of Hawaii hosted 129 film productions from ten countries in 2003-2004, an increase from the prior year. With television series such as ABC's *Lost* and Fox's *North Shore* filming on location, the state reached a record in production expenditures in 2004, totaling \$164 million.

Items and goods produced: flowers, fruit, cattle, fish, macadamia nuts, coffee

Incentive Programs—New and Existing Companies

Local programs: Hawaii's economy relies heavily on small business entrepreneurs, as they account for over 96 percent of all businesses in the state. Hawaii's Small Business Development Center Network is a partnership of the University of Hawaii at Hilo and the U.S. Small Business Administration. With the aim of helping small business become established or expand, the Network offers one-on-one counseling, seminars, workshops and conferences.

State programs: Most business incentives are offered at the state level. These include direct financial incentives such as Industrial Development Bonds, a Capital Loan Program, customized industrial training, and investment of public funds in return for equity or ownership positions in private businesses. Tax incentives are also offered along with the Hawaii Urban Enterprise Zones Program. Other tax incentives for businesses on the Big Island include no personal property taxes; no taxes on inventory, equipment, furniture and machinery; no tax on goods manufactured for export; no unincorporated business tax; and only one business tax for banks and financial institutions. High technology businesses can also take advantage of unparalleled tax breaks through legislative initiatives

(ACT 221, SLH 2001) and the State Foreign Trade Zone program and Enterprise Zone Partnership.

Job training programs: The Workforce Development Division of Hawaii's Department of Labor and Industrial Relations oversees One-Stop Workforce Assistance Centers, a job placement and training system to help people find work and employers find suitable workers, and the Employment & Training Fund (ETF), a job skills upgrade program for current workers. Employers can receive customized training grants for their workplace or they can nominate a current worker for an established training course. HireNet Hawaii was created as a "virtual one-stop employment center." The site allows individuals to post resumes online, search for available jobs in the state, and view current labor market data, among other features. Training providers can also use HireNet Hawaii as a tool to post program information.

Job Training Information: Workforce Development Division, Hawaii Department of Labor and Industrial Relations, Princess Ruth Keelikolani Building, 830 Punchbowl Street, Honolulu, HI 96813; telephone (808)586-8842; fax (808)586-9099

Development Projects

Since the fall of the Big Island's sugar plantations in the mid-1990s, "Hilo has transformed itself from a plantation town to a university town," according to Richard West, executive director of the Hawaii Island Economic Development Board, in a 2004 article in *Hawaii Business Magazine*. Hilo has seen the addition of several new science and technology developments in the early 2000s. One of the largest projects was the Imiloa Astronomy Center of Hawaii (formerly the Mauna Kea Astronomy Education Center), a \$28 million facility that showcases exhibits that focus on the connection between Hawaiian culture and astronomy. The center opened in November 2005 and is located in the University of Hawaii at Hilo's University Park of Science and Technology. The U.S. Department of Agriculture's Agricultural Research Service broke ground on a \$60 million research lab in fall 2004. In 5 stages, the Pacific Basin Agricultural Research Center (PBARC) will eventually encompass 120,000 square feet of laboratories, an administration building, greenhouse facilities, and insect rearing facilities. Additional research dollars will come to Hilo with the opening of the U.S. Forest Service Institute of Pacific Islands Forestry, a \$12 million forest research laboratory. The laboratory is one of few that studies invasive plants in native ecosystems—important to the region, as invasive exotic species of plants are a major threat to Pacific Island forests.

Economic Development Information: County of Hawaii Department of Research and Development, 25 Aupuni Street, Hilo, HI 96720; telephone (808)961-

8366. Hawaii Department of Labor and Industrial Relations; telephone (808)586-8842. Hilo Hamakua Community Development Corporation, County of Hawaii, 25 Aupuni Street, Hilo, HI 96720.

Commercial Shipping

Hilo Harbor has an entrance depth of 35 feet, and the harbor basin has a length of 2,300 feet and a width of 1,400 feet. There are 2,787 linear feet of piers, and storage area totals 122,000 square feet of shedded and 492,000 square feet of open space. Plans on the drawing board for the harbor include the separation of the commercial shipping and cruise ship activities to accommodate the increasing demand of cruise lines that would like to dock there. An expansion plan scheduled to continue through 2020 recommends more passenger terminals at Hilo Harbor to accommodate the growing number of cruise passengers.

Labor Force and Employment Outlook

Hilo's job outlook has been improving steadily. The city's economic recovery has mirrored the state's reviving economy. The County of Hawaii's unemployment rate has improved from 9.6 percent in 1995 to an estimated 2.8 percent in 2006. This is compared to an estimated 2.4 percent for the entire state—one of the lowest in the nation. According to the FDIC, every major industry in the State of Hawaii posted employment gains as of the second quarter in 2007 except for manufacturing. Solid job gains were seen in the production of non-manufactured goods and private service sectors. The Department of Business, Economic Development & Tourism reported that forecasts for solid growth in employment and income continued through 2008.

The following is a summary of data regarding the Hilo CDP metropolitan area labor force, 2000 annual averages.

Size of nonagricultural labor force: 16,766

Number of workers employed in . . .

- construction and mining: 1,104
- manufacturing: 377
- trade, transportation and utilities: 2,681
- information: 374
- financial activities: 768
- professional and business services: 1,254
- educational and health services: 4,306
- leisure and hospitality: 1,782
- other services: 797
- government: 4,904

Average hourly earnings of production workers employed in manufacturing: \$13.13

Unemployment rate: 3.0% (June 2007)

Largest non-government employers, Hawaii County (2005)

	<i>Number of employees</i>
Hilton Waikoloa Village	1,128
Hilo Medical Center	929
The Fairmount Orchid	800
Four Seasons Resort	676
Meuna Luni Bay Hotel and Bungalows	630
Kona Community Hospital	471
North Hawaii Community Hospital	469
Sheraton Keauhou Bay Resort and Spa	450

Cost of Living

Median single family home resale price in Hawaii County in 2002 was \$194,500. The following is a summary of data regarding key cost of living factors for the Hilo area.

2007 (1st quarter) ACCRA Average House Price: Not reported

2007 (1st quarter) ACCRA Cost of Living Index: Not reported

State income tax rate: 1.4% to 8.25%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$9.10 per \$1,000 assessed valuation for improved land and buildings; \$5.55 per \$1,000 valuation for owner-occupied residences

Economic Information: County of Hawaii, Department of Economic Development and Tourism, 25 Aupuni Street Room 219, Hilo, HI 96720; telephone (808)961-8366; fax (808)935-1205. Hawaii Island Chamber of Commerce, 106 Kamehameha Ave, Hilo, HI 96720; telephone (808)935-7178; fax (808)961-4435; email hicc@interpac.net

■ Education and Research

Elementary and Secondary Schools

Hawaii is the only state with a single, unified statewide school system, comprised of seven districts, one of which is the Hawaii District, which covers the island of Hawaii. An elected board of education formulates educational policy and supervises the public school system. Ten members are elected from Oahu and a total of three from

all other islands. One non-voting student member from grades 7–12 is appointed.

The following is a summary of data regarding the Hawaii District as of the 2005–2006 school year.

Total enrollment: 26,108

Number of facilities

elementary schools: 8
 junior high/middle schools: 2
 senior high schools: 2
 other: 0

Student/teacher ratio: 16.8:1 (statewide average)

Teacher salaries (2005–06)

elementary median: \$29,000–58,000 (all levels)
 junior high/middle median: Not available
 secondary median: Not available

Funding per pupil: \$7,455

There are six private schools in Hilo. They are Emakaala School; Haili Christian School; Hale Aloha Nazarene School; Kamehamaha Schools; Mauna Loa School; and St. Joseph School of Hilo.

Colleges and Universities

The city of Hilo is the home to the University of Hawaii at Hilo. The school offers two- and four-year programs in areas such as agriculture, arts and sciences, and vocational and technical training. It also currently offers five master's degrees and will offer two doctoral programs in the mid-2000s. Hawaii Community College has career, technical and academic programs. Akamai University is an alternative online graduate school designed for mid-career adult students.

Libraries and Research Centers

The Hilo Public Library, part of the Hawaii State Public Library System, contains books, periodicals, videotapes, sound recordings, and provides internet access to its patrons. It is the largest public library on the island and the second busiest in circulation statewide. Other libraries in the city include the Hilo Hospital Medical Library, which features consumer health materials; the State Supreme Court Third Circuit Court Law Library; and the University of Hawaii at Hilo Libraries, whose system holds more than 250,000 volumes, 1,650 periodical subscriptions, and 225,000 microfiche titles. Several floors of the UH Hilo's Edwin H. Mookini Library were closed temporarily starting in 2006 for extensive renovations; construction was expected to be completed by 2008.

University Park of Science and Technology on the campus of the University of Hawaii at Hilo (UH-Hilo) is home to several U.S. and international observing facilities. They include the British-Canada-Netherlands Joint

Astronomy Centre, Gemini North Telescope, Caltech Submillimeter Observatory, Subaru National Astronomical Observatory of Japan, University of Hawaii Institute for Astronomy, and Smithsonian Submillimeter Array. The Imiloa Astronomy Center of Hawaii (formerly the Mauna Kea Astronomy Education Center) is a state-of-the-art interpretive research center and planetarium, located in University Park. The U.S. Geological Survey's Hawaiian Volcano Observatory is located at the rim of Kilauea, 30 miles from Hilo; Kilauea is said to be the most studied volcano in the world.

Public Library Information: Hilo Public Library, 300 Waiuanue Avenue, PO Box 647, Hilo, HI 96720; telephone (808)933-4650

■ Health Care

Hilo Medical Center is the city's primary hospital with 264 beds offering general medical, surgical and obstetric care, as well as emergency services. Other east Hawaii medical facilities include the Hale Hoola Hamakua long-term care facility in Honokaa and the Kau Hospital in Pahala. The North Hawaii Community Hospital in Kamehaha serves the 30,000 residents in the northern region of the Big Island. These facilities have led to growth in the island's medical profession and to an expectation that the region will become the health and medical center of the Pacific Rim; this in turn could make the island attractive as a retirement center. Federal funding of \$18.4 million was approved in December 2003 to build Hawaii's first state veterans' home in Hilo. The hospital will be a 95-bed long-term care and adult day-care center and was expected to open in late 2007.

■ Recreation

Sightseeing

Hilo's quaint downtown contains wooden clapboard and stucco buildings with corrugated tin overhangs covering the sidewalks. A walk through town reveals flower and fruit stalls, fish markets, butcher shops, soda fountains, seed shops, and luncheonettes. Hilo has many magnificent gardens and parks.

At Hawaii Volcanoes National Park, a powerful active volcano can be glimpsed firsthand by car or helicopter at the fire pit crater of Kilauea. Rangers can provide maps and directions for optimum viewing of the volcano, if it is active, and for walks or hikes along 150 miles of trail. Educational programs and seminars are available to the public and include talks on topics such as endangered and unique local animal species and technology used to monitor volcanoes.

The center of the historic downtown is Kalakaua Park, a grassy square with a large banyan tree, a statue of the king, and a reflecting pool. On one side of the square

is the 1919 Federal building, which combines Neo-Classical and Spanish Mission characteristics. Opposite the Federal Building is the East Hawaii Cultural Center. Other buildings of interest are the Zen Buddhist Temple, Taishoji Soto Mission, and the Haili Church, built in 1857 by missionaries from New England.

The Naha Stone, a gigantic stone sitting in front of the Hilo Public Library, is said to have been upended by King Kamehameha with his bare hands. Legend has it that only a chief of royal blood can budge it at all and anyone who can turn it over is a potential island king.

The Panaewa Rainforest Zoo is the only natural tropical rainforest zoos in the United States. Admission is free and animals on display include pygmy hippopotamuses, rainforest monkeys, a tapir, jungle parrots, rainforest tigers, and endangered species of Hawaiian birds.

A drive down Banyan Drive offers views of tree-lined lanes with 50-year-old banyan trees planted by President Franklin D. Roosevelt and other celebrities of the times. Old Mamalahoa Highway Scenic Drive, five miles north of the city, follows the Hamakua Coast through beautiful rainforest jungles with scenic views of the coast.

Rainbow Falls provides a view of cascading water surrounded by beautiful flowers. Nearby the Boiling Pots are turbulent rapids with deep, swirling pools and falls. Coconut Island, just offshore from Liliuokalani Park, contains picnic tables and shelters and is often used for local cultural events. Leleiwi Beach Park provides another ideal picnic spot and a good place for swimming, snorkeling, surfing, and netfishing since its seawall offers easy access to the ocean. The park's Richardson Ocean Center is a free marine life interpretive center.

The Suisan Fish Market Auction is a multilingual auction, held Monday through Saturday, of tuna and other tropical fish and seafood delicacies. On Wednesdays and Saturdays the Hilo Farmers' Market features breadfruit, papaya, avocados, stalks of ginger and other tropical flowers, as well as craft and gift items from more than 100 area farmers and crafters.

The Hawaii Tropical Botanical Garden, just a little over eight miles north of Hilo, provides views of hundreds of waterfalls and numerous varieties of flowers and native animals. The Nani Mau Gardens feature 20 acres of flowers, fruit trees, walking paths, pools and waterfalls.

Arts and Culture

The East Hawaii Cultural Center features changing art exhibits and dance and musical performances. The University of Hawaii-Hilo Performing Arts Center is the primary center for performing arts in the area. The theater seats 600 and each season hosts over 150 performances including dance, mime, lectures, and children's programs.

The Lyman Mission House and Museum, built in 1839, is the oldest wooden structure in Hilo. The restored house is furnished with period antiques that reflect the

time when early Christian missionaries lived on the island. An attached museum features exhibits of Stone Age implements, feather leis, a large house made of grass, and various artifacts from Japan, Portugal, Korea, and the Philippines. The museum's Earth Heritage Gallery showcases the island's natural history including specimens of volcanic minerals and Hawaiian land shells, and the Island Heritage Gallery showcases native history and culture.

The Pacific Tsunami Museum in Downtown Hilo provides educational exhibits about tsunamis, which have caused more damage in Hilo than anywhere on all the Hawaiian Islands.

The Hilo Art Museum was a new addition in 2007. Founded in April of that year by resident Ted Coombs, the museum opened with a small permanent collection featuring original pieces by Picasso, Salvador Dali, and several local artists. With an in-house youth educational facility planned and a growing collection of artwork, the museum was expected to become a highlight not only in the Hilo community but for the state as well.

Festivals and Holidays

Hilo welcomes the Chinese New Year in February with a festival in Kalakaua Park featuring food, crafts, art, exhibitions, demonstrations, fireworks, and traditional dancers. The Kona Brewers Festival in March showcases 60 types of beer and chefs from 25 local restaurants preparing tropical culinary creations. Bluegrass, Hawaiian, and rock music, a "trash fashion show," hula and fire dancers are also part of the festivities. The Merrie Monarch Festival, held for a week each spring, is the state's biggest hula festival and draws the most publicity. Started in 1971, the festival offers parades and other attractions in addition to the three-night hula competition, which is the festival's claim to fame. The Annual Parker Ranch Horseraces & Rodeo is a Fourth of July celebration. Festivities at the rodeo include children's activities, food, and paniolo (Hawaiian cowboys) competing in traditional rodeo events.

Sports for the Spectator

The University of Hawaii at Hilo Vulcans offer intercollegiate basketball, volleyball, baseball, and softball competitions. The Hawaii Winter Baseball League (HWB) held a few games in 2007 at the Francis Wong Stadium, the former home of the Hilo Stars. Teams that year included the Waikiki Beach Boys, West Oahu Canefires, North Shore Honu, and Honolulu Sharks.

Sports for the Participant

Water sports reign supreme in Hilo and include fishing, skin diving, and sailing. Also popular are hunting, horseback riding, mountain biking, and other outdoor activities. The Big Island offers black, white, and green sand beaches; among them are Leleiwi Beach Park, a black sand beach that offers swimming, snorkeling and

fishing, and Onekahakaha Beach Park, the city's only white sand beach with a safe inlet for swimming. The best surfing is found off Lelewi and Richardson beaches. One of the oldest surf contests on the Big Island is the Quiksilver-Kamaaina Nissan Big Island Pro AM Surfing Trials. Held on the bayfront in downtown Hilo, amateur surf athletes use this open tournament as a platform toward a professional surfing career.

Two golf courses are located in the town of Hilo—the Hilo Municipal Golf Course and the Naniloa Golf Club. Several more public and semi-private courses are a short drive away. Skiing is occasionally possible atop Mauna Kea.

Shopping and Dining

Hilo offers a variety of shopping opportunities, ranging from national chain stores to bookstalls and specialty shops that carry such items as Hawaiian handicrafts, wooden bowls, jewelry, and native furniture. The major shopping centers in the city include the multimillion-dollar Prince Kuhio Plaza shopping center, Hilo Shopping Center, and Puainako Town Center, as well as the revitalized “Main Street” of downtown Hilo. Hilo's Bayfront area along Kamehameha Avenue is home to shops in historic buildings featuring native Hawaiian art and authentic Hawaiian wear. The East Hawaii Cultural Center is a good spot to find authentic, locally made Hawaiian gifts and souvenirs such as books, cards, jewelry, sculptures, and wood objects.

Hilo's residents and visitors enjoy a variety of dining spots that feature Cajun, Mexican, Italian, Japanese, Thai, Filipino, Chinese, Hawaiian, and traditional American fare. The fresh catch of the day is forever popular with visitors, especially the Aholehole, or Hawaiian flagtail, a reef fish raised in island ponds. Ahi (tuna), Mahi-Mahi and Opakapaka (pink snapper) are also served in area restaurants. Suman, a Filipino sticky-rice sweet wrapped in a banana leaf and cooked in coconut milk, is a favorite dish sold by street vendors in Hilo. Café Pesto is a popular local restaurant that features fresh local Hawaiian Regional foods. Other unique dining spots include an espresso bar featuring pure Kona coffee and various places with evening luaus.

Visitor Information: Big Island Visitors Bureau, 250 Keawe Street, Hilo, HI 96720; telephone (808)961-5797; fax (808)961-2126. Destination Hilo, 106 Kamehameha Ave, Hilo, HI 96720; telephone (808) 969-4999; fax (808)969-4999

■ Convention Facilities

The county of Hawaii's Hoolulu Park Complex provides the Afook-Chinen Civic Auditorium, with 11,342 square feet that can accommodate 3,550 people theater-style, 1,000 people classroom-style, and 500 people banquet-

style. The Conference Center at the University of Hawaii at Hilo can host groups as small as 25 and as large as 600, with reception facilities for 1,000 people. The Edith Kanakaole Multipurpose Pavilion, with 18,720 square feet of space, can seat 4,500 people theater-style, 2,000 people for a reception, and 750 people banquet-style. The Seven Seas Luau House's 5,000 square feet can seat 700 people theater- or classroom-style, and 500 people for banquets. The Hilo Hawaiian Hotel offers a 5,040-square-foot banquet room that can accommodate small and large groups. The Hawaii Naniloa Resort offers seating for up to 400 people.

Convention Information: Big Island Visitors Bureau, 250 Keawe Street, Hilo, HI 96720; telephone (808)961-5797; fax (808)961-2126

■ Transportation

Approaching the City

The county of Hawaii's airports are Hilo International and Kona International. There are frequent inter-island flights by Aloha Airlines, Island Air, Pacific Wings and Hawaiian Airlines, as well as flights to major U.S. cities; daily direct flights from Tokyo are available. Four hotels are located within a five mile radius of the Hilo airport. A major highway system encircles the island of Hawaii, and driving time from the Kona International Airport to Hilo is about two hours and 15 minutes. State Highway 19 approaches Hilo from the north and State Highway 11 approaches from the south. State Highway 200 runs west into the interior of the island.

Traveling in the City

The island of Hawaii has more than 1,450 miles of highways. Since the area surrounding the city of Hilo is large, a rental car may be preferable to depending on taxi service. Major streets in Hilo include Kinoole St. and Kilauea Avenue, which run northwest to southeast, and Waiānuenu Avenue, which runs east and west. Bayfront Highway follows the coastline and scenic Banyan Drive curves around the major resort area. County bus service is provided by “Hele-On.” The Hawaii County Mass Transit Agency offers a Shared Ride Taxi program, which provides inexpensive door to door transportation in the cities of Hilo and Kona.

■ Communications

Newspapers and Magazines

The *Hawaii Tribune-Herald* is Hilo's daily morning paper.

Television and Radio

No network television stations broadcast from Hilo, but all major networks are available for viewing from Hilo via programming from neighboring Oahu. Hawaiian Cablevision system offers a wide selection of programming. The county is served by 5 AM and 14 FM radio stations.

Media Information: *Hawaii Tribune-Herald*, 355 Kinoole Street, Box 767, Hilo, HI 96720; telephone (808)935-6621; fax (808)969-9100

Hilo Online

Destination Hilo. Available www.destinationhilo.org

Downtown Improvement Association. Available www.downtownhilo.com

Hawaii County Home Page. Available www.hawaii-county.com

Hawaii Department of Education. Available doe.k12.hi.us

Hawaii Department of Labor and Industrial

Relations. Available www.hawaii.gov/labor

Hawaii Island Chamber of Commerce. Available www.hicc.biz

Hawaii Tribune-Herald. Available www.hawaiitribune-herald.com

Hawaii Visitors and Convention Bureau. Available www.gohawaii.com/big_island

Hilo Public Library. Available www.librarieshawaii.org/locations/hawaii/hilo.htm

State of Hawaii. Available www.chawaii.gov/dakine

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Ball, Pamela, *Lava: A Novel* (New York: Henry Holt, 1998)



Honolulu

■ The City in Brief

Founded: 1100 (by Hawaiians); 1795 (incorporated 1907)

Head Official: Mayor Mufi Hannemann (since 2005)

City Population

1980: 365,048

1990: 377,059

2000: 371,657

2006 estimate: 377,357

Percent change, 1990–2000: –1.4%

U.S. rank in 1980: 36th

U.S. rank in 1990: 44th

U.S. rank in 2000: 55th

Metropolitan Area Population

1980: 763,000

1990: 836,231

2000: 876,156

2006 estimate: 909,863

Percent change, 1990–2000: 4.8%

U.S. rank in 1980: 47th

U.S. rank in 1990: 51st (State rank: 1st)

U.S. rank in 2000: 55th

Area: 86 square miles (2000)

Elevation: 15 feet above sea level

Average Annual Temperatures: January, 73.0° F; July, 80.8° F; annual average, 77.5° F

Average Annual Precipitation: 18.29 inches of rain

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment rate: 2.9% (June 2007)

Per Capita Income: \$27,661 (2005)

2005 FBI Crime Index Property: 42,383

2005 FBI Crime Index Violent: 2,570

Major Colleges and Universities: University of Hawaii at Manoa, Chaminade University of Honolulu, Hawaii Pacific University, Brigham Young University-Hawaii

Daily Newspaper: *The Honolulu Advertiser*; *Honolulu Star-Bulletin*

■ Introduction

Honolulu, the capital of Hawaii and the seat of Honolulu County, is a cosmopolitan city. Its name means “protected harbor,” and it serves as the crossroads of the Pacific Ocean with ship and air connections to the U.S. mainland, Asia, Australia, and New Zealand. The city is the principal port for the Hawaiian Islands and an important center for military defense with several bases, including Pearl Harbor Naval Base, located in the area. Millions of visitors are drawn annually to Honolulu’s mild, semitropical climate and to the beautiful beaches of Waikiki.

■ Geography and Climate

Honolulu as a city is defined by the U.S. Census Bureau as the area from Makapuu south of the Koolau Mountain range summit to the western edge of Halawa Valley. Located along the southern coast of Oahu, Honolulu is the third largest of the Hawaiian Islands, just south of the Tropic of Cancer in the Pacific Ocean. The city is situated on a narrow plain between the ocean and the Koolau mountain range; it climbs the Punchbowl, an extinct volcano. Although the climate is semitropical, the trade winds usually keep the city comfortable, until the “kona” or southerly winds blow for a few

weeks in the summer. Honolulu's weather exhibits the least seasonal change of any city in the United States, with only a few degrees difference between winter and summer.

Area: 86 square miles (2000)

Elevation: 15 feet above sea level

Average Temperatures: January, 73.0° F; July, 80.8° F; annual average, 77.5° F

Average Annual Precipitation: 18.29 inches of rain

■ History

Native Hawaiians Meet Westerners, Begin Trading Goods

Historians estimate that the first settlers, Polynesians, came to the Hawaiian Islands fifteen hundred years ago, with the last migration occurring around 750 A.D. By the time Westerners came to the islands, the Hawaiian people had developed a highly structured society composed of chiefs, who claimed the right of divine rule, and commoners, who worked the land and the sea.

British Captain James Cook first sighted Oahu in 1778, when he named the islands the Sandwich Islands after the Earl of Sandwich. William Brown was the first to enter Honolulu's harbor, in 1794. In 1795, King Kamehameha I unified the Hawaiian Islands, conquering the king of Oahu. Kamehameha settled at Waikiki, turning the harbor at Honolulu into a center of trade with the West for such goods as fur, sandalwood, and whale products. While bringing the islands into the modern world, such trade also threatened the native Hawaiian culture.

Rise of Sugar Industry Erodes Traditional Way of Life

Honolulu was such a convenient center of trade between the Orient and the West that it became the seat of a series of European occupations: Russia in 1816, England in 1843, and France in 1849. New England missionaries began arriving in 1820; some of their buildings, preserved by the Mission Houses Museum, can be seen today. The missionaries established schools and also functioned as government advisors to the royal Hawaiians. During the mid-nineteenth century the whaling industry began to decline and the sugar industry grew. The cultivation of sugar cane brought in a great influx of immigrant labor from throughout the Pacific basin; the descendants of these peoples are partially responsible for modern Honolulu's cosmopolitanism. A 1876 treaty that admitted sugar duty-free into the United States strengthened the power of this industry.

King Kamehameha III proclaimed Honolulu as the capitol city in 1850. The territorial legislature created county level governments in 1905. Incorporated that year, the County of Oahu included that island plus all the small islands beyond Niihau to, but not including, Midway Island 2,000 miles away. In 1907 the county was renamed the City and County of Honolulu.

At the time Honolulu was named the capitol city, traditional Hawaiian life was breaking down. The islands were basically ruled by the sugar interests consisting of an oligarchy of plantation owners. Native customs were declining both through the breakdown of taboos and the introduction of guns and liquor. Furthermore, the Hawaiian people were not immune to diseases brought to them by the Westerners; within a hundred years of the islands' discovery by the West, 80 percent of the native population was dead. The language and history of the Hawaiians is nevertheless preserved, partly through native dance and folklore.

In 1893 Queen Liliuokalani, the last Hawaiian monarch, was deposed by a group of American businessmen and U.S. Marines, and in 1898 the islands were annexed by the United States. In 1907 Honolulu was incorporated as a city and county. Through the efforts of Prince Jonah Kuhio Kalaniana'ole, a member of Congress from 1902 to 1922, Pearl Harbor was dredged, extending the sea power of the United States. On December 7, 1941, Pearl Harbor was bombed by the Japanese, but it survived to become the most important staging area for the United States in the Pacific during World War II. The area around Honolulu is still an important constellation of military bases.

Hawaii achieved statehood in 1959 and joined the Union as the 50th state with Honolulu as its capital. Today Honolulu is the Aloha state's center of business, culture, and politics. In recent years, Hawaiian sovereignty has become a contested political issue. In 1993 President Clinton signed an official apology acknowledging the U.S. role in the overthrow of the Hawaiian kingdom. A 2003 U.S. Supreme Court decision addressed the issue of sovereignty and the elections of government officials in Hawaii. In 2005, the Native Hawaiian Government Reorganization Act was reintroduced in the House and Senate. The legislation calls for the U.S. government to recognize Native Hawaiians as it does American Indians and Native Alaskans. The legislation would also provide a process by which the U.S. recognizes the Native Hawaiian governing entity.

As Honolulu continued to be a prime destination for travelers and developers alike, in the 21st century officials turned their focus toward preservation of the lush land. Taking initiative towards maintaining a balance between the natural setting of Hawaii and the ongoing development as a center for business and tourism, Mayor Mufi Hanemann presented the "21st Century Ahupuaa" campaign in April 2007. The campaign pushed the promotion of public



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awareness and initiative in areas concerning conservation, alternative energy use, and economic development.

Historical Information: Bernice P. Bishop Museum Library, 1525 Bernice Street, Honolulu, HI 96817; telephone (808)847-3511; fax (808)841-8968

2006 estimate: 377,357
 Percent change, 1990–2000: –1.4%
 U.S. rank in 1980: 36th
 U.S. rank in 1990: 44th
 U.S. rank in 2000: 55th

Density: 4,336.6 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 66,702
 Black: 6,787
 American Indian and Alaska Native: 456
 Asian: 212,346
 Native Hawaiian and Pacific Islander: 22,804
 Hispanic or Latino (may be of any race): 13,268
 Other: 2,912

Percent of residents born in state: 52.5% (2000)

Age characteristics (2005)

Population under 5 years old: 22,325
 Population 5 to 9 years old: 15,724
 Population 10 to 14 years old: 16,639
 Population 15 to 19 years old: 19,818

■ Population Profile

Metropolitan Area Residents

1980: 763,000
 1990: 836,231
 2000: 876,156
 2006 estimate: 909,863
 Percent change, 1990–2000: 4.8%
 U.S. rank in 1980: 47th
 U.S. rank in 1990: 51st (State rank: 1st)
 U.S. rank in 2000: 55th

City Residents

1980: 365,048
 1990: 377,059
 2000: 371,657

Population 20 to 24 years old: 23,613
Population 25 to 34 years old: 45,233
Population 35 to 44 years old: 51,280
Population 45 to 54 years old: 55,438
Population 55 to 59 years old: 27,971
Population 60 to 64 years old: 20,198
Population 65 to 74 years old: 25,901
Population 75 to 84 years old: 27,950
Population 85 years and older: 10,162
Median age: 42.7 years

Births (2006, MSA)

Total number: 12,901

Deaths (2006, MSA)

Total number: 6,515

Money income (2005)

Per capita income: \$27,661
Median household income: \$50,793
Total households: 146,070

Number of households with income of . . .

less than \$10,000: 14,457
\$10,000 to \$14,999: 7,540
\$15,000 to \$24,999: 14,545
\$25,000 to \$34,999: 13,875
\$35,000 to \$49,999: 21,635
\$50,000 to \$74,999: 27,170
\$75,000 to \$99,999: 16,513
\$100,000 to \$149,999: 18,332
\$150,000 to \$199,999: 7,370
\$200,000 or more: 4,633

Percent of families below poverty level: 9.4% (2005)

2005 FBI Crime Index Property: 42,383

2005 FBI Crime Index Violent: 2,570

■ Municipal Government

The city of Honolulu and the county of Honolulu are administered jointly by a mayor-council form of government. The mayor and nine council members serve four-year terms.

Head Official: Mayor Mufi Hannemann (since 2005; current term expires 2009)

Total Number of City Employees: 8,000 (2006)

City Information: Mayor's Office, 530 South King Street, Honolulu, HI 96813; telephone (808)523-4141; fax (808)527-5552

■ Economy

Major Industries and Commercial Activity

Honolulu began its economic life in the mid-nineteenth century as a port for whalers; it was also a trade center for nations bordering the Pacific, dealing in such goods as sandalwood, whale oil, and fur. While markets for sandalwood and whale oil decreased, sugar and pineapple markets increased dramatically. In fact, the powerful sugar industry, owned mainly by Americans, engineered the downfall of Hawaii's last monarch and the islands' annexation by the United States. One-fifth of the land in Honolulu County is zoned for agriculture, but fields are now giving way to new homes and commercial development. With the closure of sugar plantations, challenges arise to find the most productive use for these lands. Diversified agriculture has been on a steady upward trend. Aquaculture, which includes cultivated species of shellfish, finfish and algae, has grown in recent years. As reported in 2006, at latest count Honolulu County had 46 aquaculture operations, which produced approximately \$5.2 million in sales.

In addition to serving as the business and trading hub of the Hawaiian Islands, Honolulu is the transportation crossroads of the Pacific, connecting East with West. The city's recently expanded harbor facilities handle cargo for several international steamship companies, and a Foreign Trade Zone is based there. Other important elements of Honolulu's economic base include tourism, military defense, research and development, and manufacturing. With millions of visitors coming each year to enjoy Honolulu's climate and beaches, tourism contributes significantly to the local economy—in 2006 alone, the island of Oahu attracted more than 4.6 million visitors. Pearl Harbor Naval Shipyard, Marine Corps Base Hawaii in Kaneohe, and Schofield Barracks Army base provide revenues that are unaffected by the normal business cycle. As the home of the University of Hawaii at Manoa, Honolulu is a center for research and development, especially in the areas of oceanography, astrophysics, geophysics, and biomedicine. The city and county of Honolulu also contains many commercial, industrial and retail properties.

Items and goods produced: jewelry, clothing, food and beverages, rubber products, construction materials, and electronics and computer equipment

Incentive Programs—New and Existing Companies

Local programs: Honolulu's Office of Economic Development provides assistance to entrepreneurs; supports programs that stimulate business development; advocates for the removal of impediments to business;

sponsors conferences and events to attract investments; underwrites marketing outreach; provides extensive international networking; provides advice and guidance to businesses; and reinforces Honolulu's position as an important player in the global economy. Enterprise Honolulu, a non-profit economic development organization, works to retain existing businesses and assist in their expansion; encourage growth and diversification amongst existing businesses; attract and recruit new businesses; and help entrepreneurs in their business development initiatives.

State programs: State programs available include direct financial incentives such as Industrial Development Bonds, a Capital Loan Program, the Urban Honolulu Enterprise Zone Program, customized industrial training, and investment of public funds in return for equity or ownership positions in private businesses. Also at the state level, tax incentives for technology-related companies are available through 2010 with the extension of Hawaii's Act 215 relating to capital investment.

Job training programs: The Workforce Development Division of Hawaii's Department of Labor and Industrial Relations oversees One-Stop Workforce Assistance Centers, a job placement and training system to help people find work and employers find suitable workers, and the Employment & Training Fund (ETF), a job skills upgrade program for current workers. Employers can receive customized training grants for their workplace or they can nominate a current worker for an established training course. HireNet Hawaii was created as a "virtual one-stop employment center." The site allows individuals to post resumes online, search for available jobs in the state, and view current labor market data, among other features. Training providers can also use HireNet Hawaii as a tool to post program information.

Development Projects

With available research centers at the University of Hawaii as well as the area's defense contracting industry, Honolulu is looking to diversify its economy in the following areas: alternate energies, astronomy and space sciences, defense-dual use technologies, diversified agriculture, information and communication technologies, life science-biotech, and marine sciences. Mayor Mufi Hannemann presented the "21st Century Ahupuaa" campaign in April 2007, promoting public awareness and initiatives in areas concerning conservation, alternative energy use, and economic development. The film and digital media industry is growing and is supported by the City and County Honolulu Film Office.

A private and local government-supported "Second City," Kapolei, is constructed in an area 20 miles from downtown Honolulu. The Kapolei region is one of the

fastest growing areas in the state with 24,860 jobs in 2005 and a projected total reaching 46,000 by 2015. New amenities to the area included shopping centers, golf courses, parks, and the Hawaiian Waters Adventures Park. Public infrastructure was targeted in 2007 with a \$172 million agreement aimed at improving roads, drainage, water services, and sewer systems as well as constructing a transit facility.

The \$535 million Waikiki Beach Walk redevelopment project rejuvenated walkways, hotels, retail complexes and entertainment areas along one of the most visited beaches in Honolulu. Opening its doors in January 2007, the complex included 5 hotels and 47 restaurant and retail tenants. Over \$75 million was released by Governor Linda Lingle for continued renovations planned at Honolulu International Airport. Construction projects at the airport were expected to be completed by 2010.

Economic Development Information: The Office of Economic Development, 530 South King Street, Suite 305, Honolulu, HI 96813; telephone (808)527-5761; fax (808)523-4242

Commercial Shipping

Honolulu's location in the mid-Pacific makes it a major stopover for trans-Pacific sea and air shipments. Honolulu Harbor has a highly successful Foreign Trade Zone and several major shipping companies serving the port. The harbor also has terminals for commercial fishing, cruise ships, and ferries. In the "Oahu Commercial Harbors 2020 Master Plan," the development of a commercial fishing "village" was introduced. The finished "village" was expected to consolidate services scattered across the waterfront, producing more efficiency in the fishing market.

Labor Force and Employment Outlook

Honolulu County's four major industry sectors are government; trade, transportation, and utilities; leisure and hospitality; and professional and business services. These four industries account for the majority of the total employment in Honolulu County. Services and trade are considered the two largest growth industries for the County. *Inc.* magazine ranked Honolulu eighth in employment growth for the areas of information and transportation in 2007. Proving growth overall in employment, Honolulu was recognized as a "large-size city" in the magazine that same year, qualifying with at least 450,000 jobs. The previous year the city had been in the "midsize" category.

The following is a summary of data regarding the Honolulu metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 453,100

Number of workers employed in . . .

- construction and mining: 24,700
- manufacturing: 11,700
- trade, transportation and utilities: 86,300
- information: 9,100
- financial activities: 22,900
- professional and business services: 63,500
- educational and health services: 56,000
- leisure and hospitality: 62,500
- other services: 20,500
- government: 96,000

Average hourly earnings of production workers employed in manufacturing: \$16.14

Unemployment rate: 2.9% (June 2007)

Largest non-government employers (2007)

	<i>Number of employees</i>
Marriot International Inc.	6,710
Starwood Hotels and Resorts	5,357
Hawaii Pacific Health	5,313
Wal-Mart	4,594
Hawaiian Airlines Inc.	4,200
Kaiser Foundation Health Plan and Hospitals	4,004
The Queen's Health Systems	3,812
Hawaii Health Systems Corp.	3,723
Hawaiian Electric Industries Inc.	3,569
Alpha Airlines Inc.	3,375

Cost of Living

Because land is scarce and tourist development has driven up the cost of living, Hawaii is one of the top ranking states in housing costs. About 65 percent of housing in Honolulu is condominiums. The median single family home resale price in 2002 was \$335,000. Housing rentals, fuel, and food costs are among the highest in the country. These conditions force many Hawaiians to work two or three jobs to survive, ranking it second in the nation for multiple part-time employment.

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

2007 (1st quarter) ACCRA Average House Price: \$785,680

2007 (1st quarter) ACCRA Cost of Living Index: 162.6

State income tax rate: 1.4% to 8.25%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$3.75–\$5.72 per \$1,000 valuation (residential)

Economic Information: Chamber of Commerce of Hawaii, 1132 Bishop St. Suite 402, Honolulu, HI 96813; telephone (808)545-4300; fax (808)545-4369

■ **Education and Research**

Elementary and Secondary Schools

Hawaii is the only state with a single, unified statewide school system, comprised of seven districts, four on the island of Oahu and three on the neighbor islands. The four districts on Oahu are in the city and county of Honolulu; metropolitan Honolulu falls in the Honolulu District. An elected board of education formulates educational policy and supervises the public school system. Seven members are elected according to geographic region and six are elected at-large. One non-voting student member is appointed.

The following is a summary of data regarding the Honolulu District as of the 2005–2006 school year.

Total enrollment: 31,274

Number of facilities

- elementary schools: 40
- junior high/middle schools: 9
- senior high schools: 6
- other: 3

Student/teacher ratio: 16.6:1

Teacher salaries (2005–06)

- elementary median: \$37,710
- junior high/middle median: \$46,050
- secondary median: \$53,250

Funding per pupil: \$7,455

A variety of private and special education schools are licensed by the state and serve the school-age population. There are six private schools in the Downtown Honolulu area. They are Hawaii Pacific University (post-secondary), Hongwanji Mission School, Kawaiahao School, Pacific Buddhist Academy, St. Andrew's Priory School, and Word of Life Academy.

Public and Private Schools Information: Department of Education, 1390 Miller St., PO Box 2360, Honolulu, HI 96804; telephone (808)586-3230; fax (808)586-3234

Colleges and Universities

The University of Hawaii at Manoa, with an enrollment of more than 20,000 in 2006, offers both undergraduate and graduate programs. It is especially known for its programs in the marine sciences, tropical agriculture, geophysics, astronomy, and Asian and Pacific cultures. On the campus of the University of Hawaii at Manoa is the East-West Center, which is an institution of technical and cultural exchange with Asian and Pacific countries.

Chaminade University of Honolulu is a small, private institution affiliated with the Society of Mary of the Roman Catholic Church. Also located in Honolulu is Hawaii Pacific University (HPU), Hawaii's largest private university. HPU was named "Best in the West" according to *The Princeton Review's* "Best Colleges: Region by Region" list and was ranked in the 2008 edition of *U.S. News & World Report* as one of "America's Best Colleges." There are four community colleges.

Libraries and Research Centers

The Hawaii State Public Library System is based in Honolulu and operates 50 libraries throughout the state. Holdings consist of more than two million volumes (more than 1.5 million housed on Oahu) as well as newspapers, magazines, tapes, films, and special collections, including Hawaiian history and state and federal documents. The system also maintains the Library for the Blind and Physically Handicapped, located in Honolulu.

Specialized libraries are affiliated with local colleges and universities, government agencies, hospitals, and corporations. Research activities in such fields as agriculture, livestock, the environment, freshwater and marine ecology, marine biology, marine mammalogy, water resources, cancer, biomedicine, astronomy, geophysics, labor, and industrial relations are conducted primarily by the University of Hawaii and federal government agencies. A new \$150 million biomedical research and education center was built in Kakaako in partnership with the University of Hawaii at Manoa.

Public Library Information: Hawaii State Public Library System, 478 South King Street, Honolulu, HI 96813; telephone (808)586-3500

■ Health Care

The city and county of Honolulu is served by 13 hospitals. The Queen's Medical Center in downtown Honolulu is the largest private hospital in the state, with 505 acute care beds and 28 sub-acute care beds. Cardiac rehabilitation centers are maintained at Kuakini Medical Center and Tripler Army Medical Center. Gamma Knife technology became available at the St. Francis Medical Center at the Gamma Knife Center of the Pacific. In 2006 more than 44,000 people were employed by the health care and social assistance services in the Honolulu area.

■ Recreation

Sightseeing

The beauty of Honolulu's natural surroundings, its fascinating mix of cultures, and its unique layering of history offer much for the visitor to see and do. Honolulu abounds in the exotic flora and fauna of a semitropical island. The Honolulu Zoo houses an excellent collection of tropical birds as well as animals from around the world. A highlight of the zoo is the Kubuni Reserve. In this 12-acre African savanna, animals roam free within 30 different habitats. The Waikiki Aquarium has exhibits that educate visitors and promote conservation of marine life, including coral reef environments and endangered species such as the monk seal. In 2000, the Waikiki Aquarium was designated as a Coastal Ecosystem Learning Center. At Sea Life Park, visitors can watch dolphins, penguins, and sea lions perform as well as swim with stingrays and dolphins.

The University of Hawaii at Manoa maintains the 200 acre Lyon Arboretum, which offers paths and trails throughout its beautifully landscaped gardens. The Foster Botanical Garden was established in 1855 by Queen Kalama, wife of King Kamehameha III, and features a prehistoric glen planted with grasses, ferns, and palms. Other botanical gardens include Ho'omaluhia, Koko Crater, Liliuokalani, and Wahiawa. Exotic flowers can also be seen at the Queen Kapiolani Hibiscus Garden.

A number of historic buildings are located in Honolulu. The stately Iolani Palace is the only royal palace in the United States, although it was inhabited by Hawaiian royalty for only 11 years. Completed by King David Kalahaua in 1862, it served as a prison for Queen Liliuokalani. Honolulu's first church, the Kawaiahao Church, was built in 1841 from blocks of coral and was the place of worship for Hawaiian rulers. The State Capitol, resembling a volcano, is designed to reflect various facets of the state of Hawaii.

The exhibits at the Hawaii Maritime Center focus on Hawaii's whaling days, the history of the Honolulu Harbor and the *Falls of Clyde*, a four-masted sailing ship built in 1878, which carried passengers and cargo between Honolulu and San Francisco. An underwater park is located at Hanauma Bay Beach Park, where novices at snorkeling and SCUBA diving can view a coral reef. Other historical sites include Diamond Head State Monument, the U.S.S. Arizona Memorial, the Battleship Missouri Memorial, and the National Cemetery of the Pacific.

Arts and Culture

With a symphony, opera, theater groups, and numerous museums, Honolulu is the cultural center of the state of Hawaii. The Honolulu Symphony presents a classical concert series as well as a pop series at the Blaisdell Center Concert Hall. Also housed at Blaisdell Center is the

Hawaii Opera Theater, which provides a season of grand opera and operettas. The Waikiki Shell is also a part of the Blaisdell Center and is an open-air amphitheater that hosts a variety of concerts and events. Broadway performances and dramatic classics are presented at Diamond Head Theatre and Manoa Valley Theatre, while the Kennedy Theatre at the University of Hawaii at Manoa is the site of student productions. Adjacent to the Waikiki Shell is a Hula Show Area where performances take place several times a week.

Honolulu's museums offer a range of experiences. The Bishop Museum is known for its collection of Polynesian artifacts, considered to be among the best in the world. The museum also presents hands-on exhibits and a planetarium where the constellations may be viewed as they appear from the island of Hawaii. The Bishop Museum opened a new \$17 million Science Adventure Center in 2005. The center consists of 16,500 square feet of interactive displays and exhibits that feature volcanology, oceanography, and biodiversity. The Honolulu Academy of Arts houses permanent exhibits of oriental and occidental art, including the Kress collection of Italian Renaissance paintings and the Asian collection, featuring art and artifacts from throughout the Orient. In 2001, the museum opened its \$28 million Luce Pavilion Complex which added two 4,000-square-foot galleries. The Mission Houses Museum is comprised of the three oldest American buildings in Hawaii; the Frame house, the oldest, was built in 1821 and is furnished with period pieces that help show how the missionaries lived.

Festivals and Holidays

A number of holidays and festivals celebrating Honolulu's unique mix of cultures are held throughout the year. The Narcissus Festival, in January or early February, marks the Chinese New Year with lion dances and pageants. The Cherry Blossom Festival runs from January to March and is the largest running ethnic celebration in the state. A highlight of the event is the selection of a Cherry Blossom Queen and Court. Prince Kuhio Day on March 26, a state holiday, is held in honor of the prince who served in the U.S. Congress for 20 years. The Honolulu Festival takes place in March and celebrates ethnic harmony. The Hawaii Invitational International Music Festival occurs in April with high school, junior high, and college band participants. Lei Day on May 1st is one of Honolulu's most popular unofficial holidays; festivities include hula dances, contests for the best lei, and the crowning of the Lei Queen. The Hawaii State Fair occurs on weekends from mid-May through mid-June at the Aloha Stadium. The Pan Pacific-Matsuri Festival held in June promotes cultural exchange between Hawaiian and Japanese cultures. In addition to dance, art, and music, the Festival includes a golf open and a half marathon run.

The King Kamehameha Celebration, a state holiday observed on June 11, honors the king who united the Hawaiian Islands. The Hawaii International Jazz Festival held in late July celebrates jazz with international artists. The Ukulele Festival held annually in July presents a variety of ukulele players during free concerts. The Prince Lot Hula Festival in July showcases ancient and modern versions of the dance at Queen Kapiolani Bandstand. The Aloha Festival celebrates *Makabiki*, the traditional harvest time when taxes were paid, with pageants and street parties known as *Ho'olaule'a*. The Annual Orchid Show in late October shows thousands of varieties of plants and flowers, especially the exotic orchids that grow in the area. The Hawaii International Film Festival in late November and early December brings together award-winning film directors from the nations that border the Pacific Ocean.

Sports for the Spectator

Honolulu sports fans enjoy a variety of college sports, which include baseball, softball, basketball, soccer, golf, tennis, and track and field. The NFL Pro Bowl is held in February each year at the Aloha Stadium. The American Basketball Association welcomed the new Hawaii Hurricanes; the team began play in the 2007-08 season. Honolulu is also home to the Hawaii Winter Baseball League's Honolulu Sharks and Waikiki Beach Boys. Spectators can enjoy car racing at Hawaii Raceway Park.

Sports for the Participant

Honolulu's Waikiki beach draws more visitors than any other beach on the island, offering a host of water sports such as swimming, sailing, snorkeling, surfing, scuba diving, kayaking, or outrigger canoeing. Scuba equipment, surfboard and windsurf boards can be rented; lessons are also available. Charter boats for deep-sea fishing can be rented; during spring and summer there are particularly rich runs of game fish such as marlin and tuna.

Honolulu is also popular for hang gliding and parasailing. Visitors can take helicopter tours or go whale watching. Other activities include hiking, jogging, biking, horseback riding, tennis, and golf. Thousands of runners convene in Honolulu in December for the 26.2 mile Honolulu Marathon. The Honolulu Triathlon takes place every year in April.

Shopping and Dining

Shopping is a pleasurable pastime in Honolulu. Located in the city is Ala Moana, one of the largest open-air shopping centers in the world. After completion of a multi-million dollar expansion in 2008, Ala Moana will offer 290 stores, including 70 restaurants. Hotels along the beach in Waikiki are full of shops, and downtown Fort Street has been converted into a pedestrian mall. Also located within the city are the Royal Hawaiian and the

Kahala Mall Shopping Centers. The Cultural Plaza in Chinatown Historic District features a variety of ethnic shops and stores. Temari, a center for Asian and Pacific arts that is not actually a store, offers two- to three-hour workshops to visitors. The former Dole Pineapple Cannery now houses retail shops oriented toward tourists. The newly developed Aloha Tower Marketplace next to the Hawaii Maritime Center offers many shops and restaurants catering to tourists.

Honolulu cuisine is truly international. Hawaiian specialties include *mahimahi* (dolphin fish), *poi* (rounded taro root), and *puaa kalua* (a whole pig slow-roasted in a pit). One restaurant in particular that boasts authentic Hawaiian cuisine is Alan Wong's Restaurant in Honolulu. The restaurant was ranked eighth on *Gourmet* magazine's "America's Top 50 Restaurants" in 2006 and in 2007 won "Best Restaurant of the Year" in *Honolulu Magazine's* Hale Aina Awards—its eighth time receiving this award. Local restaurants offer a range of Oriental foods—Chinese, Japanese, Thai, and Korean—as well as European fare such as French, German, and Italian. Restaurants also serve popular Cajun and Creole dishes.

Visitor Information: Hawaii Visitors & Convention Bureau, 2270 Kalakaua Avenue, Suite 801, Honolulu, HI 96815; telephone (808)923-1811; toll-free (800)GO HAWAII (464-2924); fax (808)923-0290.

■ Convention Facilities

Honolulu's principal meeting facility is the beautiful four-story Hawaii Convention Center, which offers a 200,000-square-foot ground floor exhibition hall; a second floor exclusively for parking; a third floor with meeting room space totaling 149,768 square feet; and a 35,000-square-foot grand ballroom and rooftop garden on the fourth floor. Inside, a \$2 million Hawaiian art collection with paintings of volcanoes, mountains, ocean, waterfalls, taro, and fishponds are displayed alongside images of Hawaiian royalty, gods, and myths; above, soaring rooftop canopies recall images of Polynesian sailing canoes. The building is open to the outdoors and sits on landscaped grounds featuring terraces, lanais, and courtyards that occupy more than six acres of the 10-acre site.

Convention Information: Hawaii Visitors & Convention Bureau, 2270 Kalakaua Avenue, Suite 801, Honolulu, HI 96815; telephone (808)923-1811; fax (808)923-0290

■ Transportation

Approaching the City

Isolated from the mainland, Honolulu is reached primarily by plane. Honolulu International Airport, a major center for Pacific air travel, is served by over 20 domestic

and foreign airlines as well as inter-island carriers. Hawaii's Department of Transportation arranged for the airport to undergo a terminal modernization project; all construction projects at the airport are expected to be completed by 2010. Honolulu may also be reached by ship; cruise lines sail regularly between Honolulu and cities in California.

Traveling in the City

Because of the irregular shape of the city, Honolulu residents define directions according to landmarks such as the mountains and the sea rather than standard compass orientations.

TheBus, owned by the City and County of Honolulu but operated separately, provides public transportation to the entire island on a fleet of over 525 buses. Oahu Transit Service also provides a service called HandiVan that transports people with disabilities. The Waikiki Trolley Service, with a fleet of over 50 trolleys, provides transportation to shopping centers, museums, and other points of interest.

■ Communications

Newspapers and Magazines

Honolulu's daily newspapers are *The Honolulu Advertiser* and the *Honolulu Star-Bulletin*. There are also several non-English papers serving Honolulu. *Honolulu Magazine* features topics and events of local interest. Among the periodicals published in Honolulu are *Bamboo Ridge*, *The Hawaii Writers Quarterly*, a literary magazine; *Biography*, a journal acting as a forum for learned articles dealing with life-writing; *Building Management Hawaii*; and *China Review International*. Business publications include *Hawaii Business* and *Pacific Business News*.

Television and Radio

Nine television stations broadcast from Honolulu; cable service is also available. Over 35 FM and AM radio stations broadcast in Honolulu; several offer multilingual programming.

Media Information: *The Honolulu Advertiser*; telephone (808)525-8090; fax (808)525-8037. *Honolulu Star-Bulletin*, telephone (808)529-4747; fax (808)529-4750

Honolulu Online

Chamber of Commerce of Hawaii. Available www.cochawaii.com

City and County of Honolulu. Available www.co.honolulu.hi.us

Hawaii Department of Education. Available www.doe.k12.hi.us

Hawaii Department of Labor and Industrial Relations. Available www.hawaii.gov/labor
Hawaii Visitors and Convention Bureau. Available www.gohawaii.com
Honolulu Advertiser. Available www.honoluluadvertiser.com
Honolulu Star-Bulletin. Available www.starbulletin.com
Oahu Visitors Bureau. Available www.visit-oahu.com
Social and economic trends. Available www.Hawaii.gov/dbedt
State of Hawaii. Available www.chawaii.gov/dakine

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Idaho

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The State in Brief

Nickname: Gem State

Motto: Esto perpetua (Let it be perpetual)

Flower: Syringa

Bird: Mountain bluebird

Area: 83,570 square miles (2000; U.S. rank 14th)

Elevation: Ranges from 710 feet to 12,662 feet above sea level

Climate: Tempered by Pacific westerly winds, varying by altitude; hot summers in the arid south and cold, snowy winters in the central and northern mountains

Admitted to Union: July 3, 1890

Capital: Boise

Head Official: Governor C.L. “Butch” Otter (R) (until 2010)

Population

1980: 944,000

1990: 1,006,749

2000: 1,293,953

2006 estimate: 1,466,465

Percent change, 1990–2000: 28.5%

U.S. rank in 2006: 39th

Percent of residents born in state: 45.12% (2006)

Density: 17.3 people per square mile (2006)

2006 FBI Crime Index Total: 39,096

Racial and Ethnic Characteristics (2006)

White: 1,357,129

Black or African American: 6,842

American Indian and Alaska Native: 16,250

Asian: 15,335

Native Hawaiian and Pacific Islander: 2,021

Hispanic or Latino (may be of any race): 138,871

Other: 37,435

Age Characteristics (2006)

Population under 5 years old: 112,366

Population 5 to 19 years old: 326,943

Percent of population 65 years and over: 11.6%

Median age: 34.3

Vital Statistics

Total number of births (2006): 22,888

Total number of deaths (2006): 10,894

AIDS cases reported through 2005: 578

Economy

Major industries: Mining, lumbering, agriculture, high technology, tourism

Unemployment rate (2006): 5.3%

Per capita income (2006): \$21,000

Median household income (2006): \$42,865

Percentage of persons below poverty level (2006): 12.6%

Income tax rate: 1.6% to 7.8%

Sales tax rate: 6.0%



Boise

■ The City in Brief

Founded: 1834 (incorporated 1864)

Head Official: Mayor David H. Bieter (D) (since 2004)

City Population

1980: 102,451

1990: 125,685

2000: 185,787

2006 estimate: 198,638

Percent change, 1990–2000: 37.5%

U.S. rank in 1980: 162nd

U.S. rank in 1990: 145th

U.S. rank in 2000: 105th

Metropolitan Area Population

1980: 256,881

1990: 295,851

2000: 464,840

2006 estimate: 567,640

Percent change, 1990–2000: 45.4%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: 97th

Area: 63.8 square miles (2000)

Elevation: 2,842 feet above sea level

Average Annual Temperatures: January, 30.2° F; July, 74.7° F; annual average, 51.9° F

Average Annual Precipitation: 12.19 inches of rain; 20.7 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 2.1% (June 2007)

Per Capita Income: \$24,657 (2005)

2005 FBI Crime Index Property: 7,484

2005 FBI Crime Index Violent: 748

Major Colleges and Universities: Boise State University, University of Idaho-Boise Center

Daily Newspaper: *The Idaho Statesman*

■ Introduction

Boise, the capital of Idaho and the largest city in the state, is the commercial, financial, and cultural center of the northern Rockies region. Known as the “City of Trees,” Boise is among the fastest-growing metropolitan areas in the nation; according to the U.S. Census Bureau it grew by 4.1 percent between 2005 and 2006. At the same time, the city has maintained a high quality of life through cooperation between business, government, and citizens. An easy blending of historic structures and modern buildings in the downtown district attests to the fact that Boise remains close to its Western heritage while moving with the times. Noted for its mild climate, clean environment, and friendly people, Boise is set in a fertile agricultural area called “Treasure Valley.”

■ Geography and Climate

Boise is situated in a wide river valley at the foot of the Rocky Mountains. The Boise River runs out of a canyon to the south and through the center of the city, joining the Snake River about 40 miles to the north. The climate is tempered year-round by air from the Pacific Ocean. Summers are dry with hot periods that rarely last more than a few days; autumn weather is usually ideal. Winter storms produce much of the yearly precipitation; cold spells are common, but warm Chinook winds (moist air from the Pacific) bring periods of mild weather. Low humidity is raised slightly by agricultural irrigation.

Area: 63.8 square miles (2000)

Elevation: 2,842 feet above sea level

Average Temperatures: January, 30.2° F; July, 74.7° F; annual average, 51.9° F

Average Annual Precipitation: 12.19 inches of rain; 20.7 inches of snow

■ History

Gold Brings Prospectors, Settlers

In 1834 the Hudson's Bay Company founded a trading post for wagon trains along the Oregon Trail on the Snake River northwest of Boise's present site. The region that is now Boise was originally a small forested area along the Boise River, an oasis in the arid northwestern mountains. The spot was called "Les Bois," which means "wooded" in French, and thousands of emigrants passed through on their way to settle in Oregon. Gold was discovered in the area in 1862, bringing a number of prospectors, and the site became a convenient supply point for the mining camps in the mountains.

The U.S. Army constructed Fort Boise in 1863, and the town became the territorial capital in 1864, when it was also incorporated as a city. Several more gold strikes occurred in the next few years, and by 1868 the town had more than four hundred permanent structures, more than half of which were residential. The Idaho Penitentiary was built in the town in 1870 and at one time or another housed many legendary western desperadoes.

Gold Dries Up; Irrigation Systems Bring Farms

After the gold boom ended, the population declined, and Boise faced an uphill battle for survival. The town was in an isolated location, far off the major lines of transportation, and the climate was too dry to support farming. A determined core of citizens set out to make the area livable by developing irrigation systems, planting crops, and mapping out a town with shady streets running along the river.

Boise approached the twentieth century as a remote place, reachable only by the difficult wagon trails. The city became the state capital when Idaho entered the Union, and the Capitol building was erected in 1920. A long struggle to obtain railway service finally succeeded when the elegant Union Pacific Depot (now the Boise Depot) was built in 1925. A number of dams and reservoirs were constructed in the years before World War II to improve the agricultural outlook and provide a water supply and hydroelectric power for the growing city.

During World War II the military became a strong presence in the Boise area when a flying and training base was established at Gowen Field. In the 1960s, a new city

charter was drawn up, allowing the city to annex many of the suburban areas and doubling the population. The 21st century brought continued population growth due to Boise's urban renewal, job opportunities, quality of life, and favorable climate. Lending to some these positive qualities, the city was named the eighth "Best Place to Live" in the "small cities" category by *Money* magazine in 2006.

Historical Information: Idaho State Historical Society, Public Archives and Research Library, 2205 Old Penitentiary Road, Boise, ID 83712; telephone (208) 334-3356; fax (208)334-3198

■ Population Profile

Metropolitan Area Residents

1980: 256,881

1990: 295,851

2000: 464,840

2006 estimate: 567,640

Percent change, 1990–2000: 45.4%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: 97th

City Residents

1980: 102,451

1990: 125,685

2000: 185,787

2006 estimate: 198,638

Percent change, 1990–2000: 37.5%

U.S. rank in 1980: 162nd

U.S. rank in 1990: 145th

U.S. rank in 2000: 105th

Density: 2,913.1 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 177,851

Black: 1,995

American Indian and Alaska Native: 1,050

Asian: 3,801

Native Hawaiian and Pacific Islander: 43

Hispanic or Latino (may be of any race): 11,295

Other: 2,101

Percent of residents born in state: 43.2% (2000)

Age characteristics (2005)

Population under 5 years old: 12,713

Population 5 to 9 years old: 11,723

Population 10 to 14 years old: 12,614

Population 15 to 19 years old: 11,985

Population 20 to 24 years old: 16,057

Population 25 to 34 years old: 30,182

Population 35 to 44 years old: 26,842



The Idaho State Capitol building in Boise. *Image copyright Randy Allphin, 2007. Used under license from Shutterstock.com.*

Population 45 to 54 years old: 30,903
 Population 55 to 59 years old: 11,937
 Population 60 to 64 years old: 7,036
 Population 65 to 74 years old: 10,366
 Population 75 to 84 years old: 6,453
 Population 85 years and older: 2,856
 Median age: 35.2 years

\$25,000 to \$34,999: 9,912
 \$35,000 to \$49,999: 14,508
 \$50,000 to \$74,999: 18,168
 \$75,000 to \$99,999: 9,479
 \$100,000 to \$149,999: 7,370
 \$150,000 to \$199,999: 1,992
 \$200,000 or more: 1,327

Births (2006, MSA)

Total number: 9,036

Deaths (2006, MSA)

Total number: 3,649

Money income (2005)

Per capita income: \$24,657
 Median household income: \$46,342
 Total households: 82,587

Number of households with income of ...

less than \$10,000: 6,006
 \$10,000 to \$14,999: 4,450
 \$15,000 to \$24,999: 9,375

Percent of families below poverty level: 11.9% (2005)

2005 FBI Crime Index Property: 7,484

2005 FBI Crime Index Violent: 748

■ Municipal Government

Boise has been led by a mayor-council form of government since the adoption of a new city charter in 1961. The council is comprised of six part-time members, elected to four-year terms. A full-time mayor is elected every four years.

Head Official: Mayor David H. Bieter (D) (since 2004; current term expires 2008)

Total Number of City Employees: 1,539 (2007)

City Information: City of Boise Mayor's Office, PO Box 500, Boise, ID 83701; telephone (208)384-4422; fax (208)384-4420; email mayor@council@cityofboise.org

■ Economy

Major Industries and Commercial Activity

Boise began as a supply and service center for the mining camps in the nearby mountains. It continues today as an important commercial hub for smaller towns and agricultural establishments in the northern Rockies. In addition to mining, farming and timber have played important roles in the development of the Boise economy.

The economy continued to grow in 2006 and 2007 with major growth in nonfarm employment, construction, trade, and professional services. Professional and business services, leisure and hospitality, and education and health services were expected to be the next main growth drivers. State government is one of the city's main employers, since Boise is the capital of Idaho. Boise is home to over a dozen corporate headquarters; corporate headquarters in the city include Albertsons, a supermarket chain; Boise Cascade wood and paper products; Washington Group International, an engineering and construction firm; the J.R. Simplot Company with frozen foods, phosphates, and cattle; Micron Technology, which manufactures semiconductors; and TJ International, with specialty building products. Over 18,000 other businesses have major facilities in the area. Tourism is another large source of revenue for the Boise area. High technology industries were becoming an increasingly important sector, and the Army National Guard's Gowen Field also has an economic impact.

Incentive Programs—New and Existing Companies

Local programs: Boise State University provides various services for the business community through its Idaho Business and Economic Development Center's TECenter, Boise Future Foundation, Center for Professional Development, Simplot/Micron Instructional Technology Center, Small Business Development Center, and the College of Technology.

State programs: Idaho is an aggressive pro-business state. The Idaho Department of Commerce and Labor provides services to business owners to assist them in starting, relocating, running, and closing a business. The state offers several incentives to business owners, including a three percent income tax credit to qualifying new investments. A five percent research and development tax

credit is offered for qualified research performed in Idaho. The state also offers 100 percent tax exemptions on property tax, and 100 percent sales tax exemption on goods in transit, pollution control equipment, industrial fuels and raw materials, and production equipment and materials used to produce goods. Reimbursements and credits are available for employee training and the creation of new jobs. Smaller businesses can qualify for a 3.75 percent investment tax credit as well as new job credits of up to \$3,000 per job.

Job training programs: IdahoWorks is a combination of state and local workforce development groups. IdahoWorks provides career centers with over 17 programs geared toward those seeking employment or education. Programs include workshops on application and interview skills, resume and cover letter writing, and job fairs. The Boise State University Selland College of Applied Technology provides apprenticeship and job training programs to students who are enrolled in the college's Apprenticeship Programs offered by the Center for Workforce Training. Students receive on-the-job training while working as full-time, paid employees. Students also receive classroom training related to their chosen profession. The Center for Workforce Training offers career training programs for adults as well as programs to help businesses increase their productivity. In addition to training in the classroom, the Center offers online training programs and courses.

Development Projects

Boise is working on three major ongoing urban renewal projects. The oldest project, called the Central renewal project, focuses on downtown Boise's core and has resulted in the vibrant downtown Boise visitors and residents see today. Ongoing funding of the Central project was planned for use in additional infrastructure, beautification and public arts projects. The River Myrtle-Old Boise renewal project, also underway, is located south of downtown Boise. With a focus on attracting high-tech tenants, this urban renewal project is developing a technical infrastructure. The Westside renewal project encompasses 47 acres of downtown Boise. Renewal plans encompass a 25-year span with completion of all projects in 2025. The Westside project is expected to bring multi-use development to downtown, including office, residential, retail, restaurants, entertainment venues, and hotels. Both the Boise Airport and Boise Public Library were undergoing expansion as of 2006 and 2007. The Boise Airport secured an agreement to build a new control tower and the library moved towards adding four new branches.

Economic Development Information: Boise Valley Economic Partnership, 250 S. 5th St., Suite 300, Boise, ID 83702; telephone (208)472-5230, email sboyce@boisechamber.org

Commercial Shipping

A Grant Thornton *General Manufacturing Climates* study ranked Idaho the best state in the nation for transportation because of its infrastructure and strategic location in the Pacific Northwest. Rail freight carriers serve the Boise metropolitan area via the Union Pacific Railroad. A variety of motor freight lines, air freight, package express companies, and air courier services are also part of Boise's commercial transportation industry.

Labor Force and Employment Outlook

Boise's skilled work force is educated above the national average and it remains diverse because of a high percentage of immigration. Thirty-four percent of residents have a bachelor's degree or higher; the Boise metro area was ranked the fourth best place to do business in the nation by *Forbes* magazine in 2006. Employment overall continued to grow; according to the March 2006 "Idaho Employment" report the Boise Metro area increased employment by 4.4 percent from the previous year. The unemployment rate decreased to 2.8 percent. Although employment rates were on the rise, the city was experiencing difficulty finding qualified trade and skilled workers.

The following is a summary of data regarding the Boise City-Nampa metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 270,500

Number of workers employed in . . .

construction and mining:	24,600
manufacturing:	31,500
trade, transportation and utilities:	51,800
information:	4,600
financial activities:	14,900
professional and business services:	39,700
educational and health services:	31,700
leisure and hospitality:	23,400
other services:	7,600
government:	40,600

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 2.1% (June 2007)

Largest private employers (2004)

	Number of employees
Micron Technology, Inc.	9,500
Saint Luke's Regional Medical Center	4,250
Hewlett-Packard Company	4,000
J.R. Simplot Co.	3,800

Albertsons	3,800
Saint Alphonsus Regional Medical Center	3,373
Boise State University	2,895
DirecTV	1,400
Wal-Mart	1,200
Fred Meyer	1,200

Cost of Living

Boise boasts rates for residential, commercial, and industrial electricity and natural gas that are among the lowest in the country.

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

2007 (1st quarter) ACCRA Average House Price: Not reported

2007 (1st quarter) ACCRA Cost of Living Index: 97.5

State income tax rate: 1.6% to 7.8%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: average 1.7% in 2004; ranges from 1 to 2.7%

Economic Information: Idaho Department of Commerce, 700 West State Street, PO Box 83720, Boise, ID 83720-0093; telephone (208)334-2470; toll-free (800)842-5858; fax (208)334-2631. Boise Metro Chamber of Commerce, 250 South 5th Street, PO Box 2368, Boise, ID 83702; telephone (208)472-5200; fax (208)472-5201; email info@boisechamber.org

Education and Research

Elementary and Secondary Schools

The Independent School District of Boise City #1 is the city's public elementary and secondary school system. The largest district in the state, it is administered by a seven-member, nonpartisan board of trustees that appoints a superintendent. In 2004 the Boise School District received the Gold Medal Award presented by *Expansion Management* magazine. Factors weighed included graduation rates and college board scores; the community's financial commitment to its children's education; student-teacher ratios, per-pupil expenditures and teachers salaries; and level of affluence and adult education in the district. The ranking placed the Boise School District in the upper 16 percent of all districts

nationwide; Boise was the only district with this award in the state of Idaho. Adding to the school system's accolades, both Boise High School and Timberline High School were ranked on *Newsweek's* 2007 "Top High Schools" list.

The following is a summary of data regarding the Boise School District as of the 2005–2006 school year.

Total enrollment: 25,000

Number of facilities

- elementary schools: 9
- junior high/middle schools: 9
- senior high schools: 22
- other: 1

Student/teacher ratio: 18.7:1

Teacher salaries (2005–06)

- elementary median: \$31,000–64,442 (all levels)
- junior high/middle median: Not available
- secondary median: Not available

Funding per pupil: \$7,144

There are 22 private and parochial schools, with a total enrollment of nearly about 3,100 students in the Boise area.

Public Schools Information: Boise School District Services Center, 8169 W. Victory Rd., Boise ID 83709; telephone (208)854-4000; fax (208)854-4003

Colleges and Universities

Boise State University is the largest institution of higher learning in the state with an enrollment of 19,540 students in 2007, setting an all-time record for Idaho higher education schools. The university offers more than 180 degree programs, including 95 baccalaureate, 73 master's, 4 doctorate, and 12 graduate certificate programs. The Simplot/Micron Technology Center, located on the university campus, has formed a partnership with the public and private sectors designed to develop and present effective training programs. The facility contains state-of-the-art computer systems and video and audio production studios. Students in Boise may earn bachelor's, master's, and doctoral degrees in civil, electrical, and mechanical engineering from the University of Idaho while attending classes on the Boise State campus, where the College of Technology has been in operation since 1990. Boise State University and the Boise community began planning for a community college in 2004 and the Idaho State Board of Education approved a petition for the plan in March 2007; the community college district will include 11 public school districts within its proposed parameters. The metropolitan area is also served by three private colleges: Albertson College of Idaho in Caldwell, Northwest Nazarene University in Nampa, and Boise Bible College.

Libraries and Research Centers

The Boise Public Library serves the greater Boise area and circulated more than 1.4 million materials in 2006 including books, videos, CDs, cassette tapes, Kidpacks, books on tape, and computer software. A branch is located at Boise Towne Square Mall and a bookmobile and personal delivery of materials to the homebound are available. The Boise City Council approved funding in 2007 for a plan to construct four new full-service branches throughout the city. The Idaho State Library officially changed its name to the Idaho Commission for Libraries in July 2006. The name change was said to "reflect the mission to assist libraries to build the capacity to better serve their clientele." The Idaho Commission for Libraries heads LiLI (Libraries Linking Idaho), an alliance of libraries throughout the state. LiLI creates an extensive network through services such as databases and LiLI Express, a program that allows members to borrow from collections across the state, waiving borrowing fees and waiting period for interlibrary loans. Boise State University's library holds more than 560,000 books and more than 29,000 total periodicals, newspapers, and serial subscriptions. A number of smaller private, corporate, and special interest libraries are also located in the Boise metropolitan area. Research activities in such fields as technology, audio and video production, computers, and data processing are conducted at centers in the Boise area. Boise State University is home to the Raptor Research Center for research in biology and the conservation of natural resources. The university has focused on creating a stronger research core and received a record-breaking \$26.8 million for sponsored projects in 2007.

Public Library Information: Boise Public Library, 715 South Capitol Boulevard, Boise, ID 83702-7115; telephone (208)384-4076

■ **Health Care**

The Boise medical community has two major regional medical facilities: Saint Alphonsus Regional Medical Center, an acute-care facility featuring a regional trauma center; and St. Luke's Regional Medical Center. St. Luke's was the 2006 Microsoft "Hospital of the Year," awarded for use of technology in health care; the hospital provides general treatment, specialty care, and surgical services, as well as neonatal and pediatric intensive care. Both hospitals are among the city's largest employers with some 2,500 employees at St. Luke's and 1,800 at Saint Alphonsus. The Idaho Elks Rehabilitation Hospital specializes in rehabilitation services in the areas of audiology, brain injury, cardio-pulmonary, orthopedics, pediatrics and stroke/neurology. To better accommodate the growing community the hospital opened a new state of the art facility in 2001. The Veterans Administration Medical Center, a teaching hospital affiliated with the

University of Washington School of Medicine, offers general care and outpatient, mental health, and substance abuse clinics. Also located in Boise are Treasure Valley Hospital for patients needing surgery, Mountain States Tumor Institute, and several nursing homes.

■ Recreation

Sightseeing

The best way to see Boise is on the popular Tour Train, a replica of an 1890s steam-powered locomotive that originates in Julia Davis Park and takes an hour-long trip through the city's historic neighborhoods and the central business district. Other attractions in the park include Zoo Boise, the Julia Davis Park Rose Garden, and an outdoor band shell where summer concerts are performed.

The downtown area contains several historic points of interest. The Idaho State Capitol, erected in 1920, is a smaller version of the Capitol building in Washington, D.C., and is the only statehouse in America heated by natural geothermal energy. The Capitol building underwent extensive exterior renovation, completed in 2006, and funding was put in place that same year for future interior renovations. At the other end of Capitol Boulevard is the Boise Depot, constructed in 1925 and modeled after a Spanish mission. The station is surrounded by the beautiful Platt Gardens. Other historic sites in Boise include the Old Boise district and the Eighth Street Marketplace, two restored neighborhoods. The O'Farrell Cabin, the first structure built in Boise, is located in Military Reserve Park. The area surrounding Boise offers many attractions, including restored wild west towns like Idaho City and the Snake River Birds of Prey area. Other pleasurable activities are scenic mountain and canyon drives and tours of the local vineyards in Idaho's wine country.

Arts and Culture

The Morrison Center for the Performing Arts, a 2,030-seat facility located on the Boise State University campus, is the site of much of the city's cultural activity. The center hosts performances by the Boise Philharmonic Orchestra, Ballet Idaho, and Opera Idaho as well as special events that range from rock concerts to touring Broadway productions. The city holds an annual Shakespearean festival, and several area theatrical groups perform throughout the year. Among them are the Boise Little Theater, the Idaho Theater for Youth, and the Stage Coach Theater.

The city is home to a number of museums and art galleries. The Idaho Historical Museum, located in Julia Davis Park, is a unique open-air museum that features an Old West saloon, a blacksmith's shop, and western and Native American artifacts. The restored Idaho State

Penitentiary (called the "Old Pen") now houses several museums, including the Idaho Transportation Museum and the Electricity Museum. The Idaho Black History Museum relocated from the former penitentiary to St. Paul Baptist Church in Julia Davis Park; exhibits relate the importance of the African American culture to the heritage of Idaho and the nation. The Boise Art Museum, also in Julia Davis Park, contains a permanent collection of regional and national art; it also hosts a number of traveling exhibits each year. The Idaho Botanical Garden, featuring a variety of themed gardens, is adjacent to the Old Pen. Other art galleries in the city include the Art Attack Gallery, Brown's Galleries, Gallery 601, and the Art Source Gallery.

Festivals and Holidays

A number of special events are scheduled in the Boise area throughout the year. Spring is celebrated with the Apple Blossom Festival; seven days of festivities include a rodeo, parade, carnival, festival, and crowning of the Apple Blossom Queen. The National Old Time Fiddlers' Contest takes place for seven days each June in nearby Weiser, Idaho, one hour northwest of Boise. Summer also brings the Spirit of Boise Balloon Classic in late June; the Idaho Shakespeare Festival, featuring Shakespeare under the Stars; and the Western Idaho Fair, an old fashioned country fair that lasts for 10 days in August. Boise's Basque population, the largest concentration in North America, presents three days of cultural activities every July, including performances by the famous Oinkari Basque Dancers. Oktoberfest at the Idaho Botanical Garden includes music, dance, food and beverage.

Sports for the Spectator

The Boise Hawks, members of the Northwest League and affiliated with the Chicago Cubs, play baseball from mid-June through early September at Memorial Stadium. The Hawks won their sixth Northwest League Championship in 2004 and eleventh division title in 2006. The Qwest Arena (formerly the Bank of America Center) hosts hockey action from the Idaho Steelheads of the East Coast Hockey League and satisfies basketball fans by also hosting the Idaho Stampede of the Continental Basketball Association.

A complete program of collegiate sports is offered at Boise State University, featuring a championship football team and a nationally recognized basketball team. Thoroughbred and harness racing, along with parimutuel wagering, are featured at Les Bois Race Track. Championship drag racing is held at Firebird Raceway. Fans of rodeo enjoy the famous Snake River Stampede in Nampa and the Caldwell Night Rodeo in Caldwell. Meridian Speedway offers drag racing and stock car racing. In women's sports action, there is the annual St. Luke's Women's Fitness Celebration, a run/walk event that ranks among the largest of its kind in the nation. The

Albertsons Boise Open golf tournament is part of the PGA Tour.

Sports for the Participant

Boise offers an abundance of outdoor activities. The area's 107 park sites feature facilities for boating, tennis, golf, swimming, jogging, cycling, and other recreational activities. The Boise River, which runs through downtown Boise, is a popular spot for tubing, canoeing, and fishing; 16 acres on both sides of the river form the Boise River Greenbelt offering 25 miles of paved and graveled paths. Many area reservoirs offer a full range of water activities. Both day and night skiing can be enjoyed at Bogus Basin, a 45-minute drive from downtown Boise; five other ski areas are within a three-hour drive. The nearby mountains are favorite hiking, fishing, and camping locations, while the nearby Payette and Salmon rivers are known worldwide by kayakers and rafters for their exciting white water.

Shopping and Dining

Old Boise and the Eighth Street Marketplace, two distinctive historical districts in Boise, have been converted into unique shopping areas. The Hyde Park district features a number of antique shops, and State Street marketplace is a group of specialty shops in a modern complex. Several shopping malls are open in the area, including Boise Towne Square, which offers more than 175 stores, and the Boise Factory Outlet Mall.

Dining opportunities in Boise are diverse and usually inexpensive. Cuisines range from simple yet filling Western fare to exotic international specialties such as Basque, Mexican, Chinese, Indian, Egyptian, and Vietnamese. Several elegant dining places feature French, Continental, and New American dishes.

Visitor Information: Boise Convention and Visitors Bureau, PO Box 2106, Boise, ID 83701; telephone (208)344-7777; toll-free (800)635-5240; fax (208)344-6236; email info@boisechamber.org

■ Convention Facilities

The Boise Center on the Grove offers over 80,000 square feet of meeting space and features a glass-fronted lobby, a 7,600-square-foot auditorium that will seat 350 people, and an almost 25,000-square-foot central meeting space. Other facilities include Boise State University's Taco Bell Arena, which seats up to 13,000 spectators and has 17,472 square feet of open floor space. The Morrison Center for the Performing Arts, also on the Boise State campus, has a 2,000 seat main hall and two teaching/studying halls. The Nampa Civic Center in nearby Nampa offers banquet seating for up to 1,000 people, and a 648-seat auditorium. There are more than 4,600

hotel rooms in Boise; most of the major hotels provide meeting, banquet, and ballroom facilities.

Convention Information: Boise Convention and Visitors Bureau, PO Box 2106, Boise, ID 83701; telephone (208)344-7777; toll-free (800)635-5240; fax (208)344-6236; email info@boisechamber.org

■ Transportation

Approaching the City

The Boise Airport, located a few miles south of downtown, is served by eleven major national and regional airlines and seven charter airlines carrying over three million passengers in 2006.

Two major highways lead into Boise. I-84 runs east and west, connecting the metropolitan area with the West Coast and the midwestern states. U.S. 20/26 runs diagonally west to southeast through the center of the city.

Traveling in the City

Streets south of the Boise River tend to form a grid pattern; north of the river, streets follow the contours of the foothills of the Rocky Mountains and the streams that flow through town.

ValleyRide provides bus service on fixed routes as well as access services for people with disabilities.

■ Communications

Newspapers and Magazines

Boise is served by one daily newspaper, *The Idaho Statesman*, and two weekly papers. Locally-published magazines focus on religion, families, wildlife, farming, and sheep and cattle growing.

Television and Radio

Four television stations broadcast from Boise. Approximately 15 AM and FM radio stations serve the Boise area with a diverse blend of music, news, and information.

Media Information: *The Idaho Statesman*, PO Box 40, Boise, ID 83707; telephone (208)377-6200; toll-free (800)635-8934

Boise Online

- Boise Convention & Visitors Bureau home page. Available www.boise.org
- Boise Metro Chamber of Commerce home page. Available www.boisechamber.org
- Boise Public Library home page. Available www.boisepubliclibrary.org
- Boise School District home page. Available www.boiseschools.org

City of Boise home page. Available www.cityofboise.org
Idaho Commerce & Labor home page. Available www.cl.idaho.gov
Idaho Commission for Libraries home page. Available www.libraries.idaho.gov
The Idaho Statesman home page. Available www.idahostatesman.com

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Nampa

■ The City in Brief

Founded: 1891

Head Official: Mayor Tom Dale (since 2002)

City Population

1980: Not available

1990: 28,365

2000: 51,876

2006 estimate: 76,587

Percent change, 1990–2000: 73.5%

U.S. rank in 1980: Not reported

U.S. rank in 1990: Not reported

U.S. rank in 2000: 688th (State rank: 2nd)

Metropolitan Area Population

1980: Not available

1990: 295,851

2000: 432,345

2006 estimate: 567,640

Percent change, 1990–2000: 46.1%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 96th

Area: 20 square miles (2000)

Elevation: Average 2,492 feet above sea level

Average Annual Temperature: 64.4° F

Average Annual Precipitation: 11.7 inches of rain; 21.4 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 2.1% (June 2007)

Per Capita Income: \$14,491 (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: Northwest Nazarene University, Boise State University, Albertson College of Idaho

Daily Newspaper: *Idaho Press-Tribune*

■ Introduction

Nampa, the second-largest city in Idaho, was established in the late 1800s as a result of the completion of the Oregon Short Line railroad. Although the origins of the name Nampa are unknown, it is believed to be a Shoshoni Indian word meaning “moccasin,” or “footprint.” Once highly dependent on agricultural production, the city’s economy has become more diverse and now also relies on manufacturing. Nampa boasts a mild climate, excellent parks and recreation, and proximity to Idaho’s state capital, Boise. Northwest Nazarene University is located in Nampa, and the Snake River Stampede, one of the nation’s top 10 rodeos, is held every year in July. Nampa continued to thrive as the second largest city in terms of population, contributing to the over 50 percent population growth between 1996 and 2006 for Canyon County. As the population grows and diversifies, the city also benefits from a growing labor force and new economic developments.

■ Geography and Climate

Located in the heart of Idaho’s Treasure Valley, or “Banana Belt,” Nampa enjoys a mild climate year-round. Its high desert location is bordered to the north by the Front Range of the Rocky Mountains and to the south by the Owyhee Mountains. Nampa enjoys warm summers with an average temperature of 92° F, but the low humidity makes for a pleasant environment. Winter lows average 20.2° F. Nampa’s winters are mild, with minimal

snowfall. Blizzards are rare, and snow that does fall rarely stays on the ground for more than a few days. Nampa's climate is ideal for the production of agricultural goods, which make up a substantial part of the region's economy. Nampa is located just 16 miles from Boise, Idaho's state capital.

Area: 20 square miles (2000)

Elevation: Average 2,492 feet above sea level

Average Temperature: 64.4° F

Average Annual Precipitation: 11.7 inches of rain; 21.4 inches of snow

■ History

Nampa's Early Years

Although Native American tribes had settled in Idaho for hundreds of years, little human settlement occurred in the area that is now Nampa until the late 1800s. Settlement in Nampa began in 1883, a direct result of the completion of the Oregon Short Line Railroad. At that time, Caldwell resident James A. McGee and businessman Alexander Duffes decided to invest in the development of this new town. Duffes filed a claim under the Idaho Homestead Act, and in 1886 McGee and Duffes formed the Nampa Land and Improvement Company and filed the town's articles of incorporation. Initially, the Short Line bypassed Nampa, but due to increased traffic it soon became necessary to provide a connecting line between the Oregon Short Line and Boise. The Idaho Central Railway was built to make that connection, and Nampa was a stop along the way.

Nampa was incorporated in 1891. Population and business development continued to grow into the 1890s, mainly a result of irrigation made possible by the Phyllis Canal, but in 1894 Duffes mortgaged Nampa's unsold lots in an attempt to boost the slowing economy. The loan source defaulted and the town spiraled into debt. In 1896, Colonel W.H. Dewey paid the debt and received 2,000 deeds to town lots. He was crucial to the continued development of Nampa, as he began a survey of a route for the Boise, Nampa, Owyhee Railway that eventually linked Boise with the mining towns of the Owyhee Valley.

A Modern City Emerges

As the 20th century began, the Western Idaho Sugar Company and the Crescent Brewing Company were both established in Nampa. These companies utilized local farmers and created jobs at their processing plants. But a business decline was followed by a fire in 1909, which caused the destruction of more than 60 stores in downtown Nampa. By the 1920s, however, Nampa had once

again established itself as a stable community. The Northwest Nazarene School, now Northwest Nazarene University, was established in 1913 by Eugene Emerson. During World War I, Nampa's farming community benefited from high crop prices. However, when the bottom of the market fell out after the war was over, many farmers were bankrupted. The economy was revived in 1942, when the Amalgamated Sugar Company opened a sugar beet plant in Nampa, which spurred farm productivity.

In 1949, the Nampa Industrial Corporation (NIC) was formed to encourage other economic development beyond farming. By the 1970s the NIC's investment in land and facility improvements had resulted in a more diverse economy, having encouraged new businesses and industries to locate in Nampa.

Nampa has grown to become Idaho's second-largest city, boasting a thriving economy and excellent quality of life. Building a strong and progressive community, Nampa was ranked as one of the "100 Best Communities for Young People" by America's Promise Alliance in 2007. The city also won a community achievement award from the City Achievement Program for its innovative training program designed to teach all citizens how to help keep drugs and other criminal activity off of their property.

Historical Information: Canyon County Historical Museum, 1200 Front Street, Nampa, ID 83651; telephone (208)467-7611

■ Population Profile

Metropolitan Area Residents

1980: Not available
1990: 295,851
2000: 432,345
2006 estimate: 567,640
Percent change, 1990–2000: 46.1%
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: 96th

City Residents

1980: Not available
1990: 28,365
2000: 51,876
2006 estimate: 76,587
Percent change, 1990–2000: 73.5%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: 688th (State rank: 2nd)

Density: 2,612 people per square mile (2000)



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Racial and ethnic characteristics (2000)

White: 43,281
 Black: 206
 American Indian and Alaska Native: 490
 Asian: 484
 Native Hawaiian and Pacific Islander: 92
 Hispanic or Latino (may be of any race): 9,282
 Other: 5,833

Percent of residents born in state: 46.1% (2000)

Age characteristics (2000)

Population under 5 years old: 5,465
 Population 5 to 9 years old: 4,651
 Population 10 to 14 years old: 3,800
 Population 15 to 19 years old: 3,849
 Population 20 to 24 years old: 4,797
 Population 25 to 34 years old: 9,112
 Population 35 to 44 years old: 6,606
 Population 45 to 54 years old: 4,747
 Population 55 to 59 years old: 1,723
 Population 60 to 64 years old: 1,324
 Population 65 to 74 years old: 2,574
 Population 75 to 84 years old: 12,282

Population 85 years and older: 937
 Median age: 28.5 years

Births (2006, MSA)

Total number: 9,036

Deaths (2006, MSA)

Total number: 3,649

Money income (1999)

Per capita income: \$14,491
 Median household income: \$34,758
 Total households: 18,270

Number of households with income of...

less than \$10,000: 1,713
 \$10,000 to \$14,999: 1,327
 \$15,000 to \$24,999: 3,015
 \$25,000 to \$34,999: 3,141
 \$35,000 to \$49,999: 4,022
 \$50,000 to \$74,999: 3,333
 \$75,000 to \$99,999: 1,123
 \$100,000 to \$149,999: 435
 \$150,000 to \$199,999: 86
 \$200,000 or more: 75

Percent of families below poverty level: 11.9% (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

■ Municipal Government

Nampa operates under a mayor-council form of government. The mayor is elected at large every four years; the four council members serve staggered four-year terms.

Head Official: Mayor Tom Dale (since 2002; current term expires 2010)

Total Number of City Employees: 700 (2007)

City Information: City Hall, 411 3rd Street South, Nampa, ID 83651; telephone (208)465-2200

■ Economy

Major Industries and Commercial Activity

Historically, Nampa has been known as a strong agricultural base. Canyon County produces more than 90 percent of the world's sweet corn seed, and is also a leader in the production of livestock, dairy, and alfalfa. Located in the heart of Idaho's wine country, Nampa also produces its share of grapes. Vineyards in Nampa and surrounding areas grow Cabernet Sauvignon, Cabernet Franc, Roussanne, Pinot Gris, Merlot, and Syrah varietals. The climate, geography, and location along the Snake River make for ideal growing conditions. Nampa also has a strong manufacturing base with over 9,300 employees in Canyon County as of 2006, with goods produced such as furniture, boxes, wood products, and computer chips. Nampa has benefited from the technology boom: computer equipment manufacturer Plexus is headquartered in Nampa. It is among the city's top employers. Education continues to be a major source of employment in Nampa, with Nampa School District 131 and higher education institutes Northwest Nazarene University and Boise State University's Canyon County Center providing jobs. Other major employers include Woodgrain Millwork Inc, J.R. Simplot, and Mercy Medical Center.

Items and goods produced: sweet corn, livestock, alfalfa, dairy products, grapes, computer equipment, cardboard boxes, and furniture

Incentive Programs—New and Existing Companies

Local programs: Between 1995 and 2006, Nampa experienced rapid economic growth and development. Several companies make their headquarters in Nampa,

and many national retailers have opened outlets in Nampa, attracted by Nampa's explosive population growth and pro-business environment. Several entities have been established to encourage business growth and development. The Nampa Industrial Corporation was formed in 1949 to create business opportunities in Nampa through the investment in and development of industrial property. The NIC also assists with community initiatives. The Chamber of Commerce supports local businesses by providing services such as monthly luncheons, small business consultations, networking opportunities, marketing ideas, and sponsorship opportunities for its members. The Boise Valley Economic Partnership (BVEP) serves the Boise-Nampa area with the goals of creating long-term jobs and encouraging economic development in the community. The BVEP provides free, customized services to businesses relocating, expanding, or establishing themselves in the Boise Valley Area.

State programs: Idaho is an aggressive pro-business state. The Idaho Department of Commerce and Labor provides services to business owners to assist them in starting, relocating, running, and closing a business. The state offers several incentives to business owners, including a three percent income tax credit to qualifying new investments. A five percent research and development tax credit is offered for qualified research performed in Idaho. The state also offers 100 percent tax exemptions on property tax, and 100 percent sales tax exemption on goods in transit, pollution control equipment, industrial fuels and raw materials, and production equipment and materials used to produce goods. Reimbursements and credits are available for employee training and the creation of new jobs. Smaller businesses can qualify for a 3.75 percent investment tax credit as well as new job credits of up to \$3,000 per job.

Job training programs: The Boise State University Seland College of Applied Technology provides apprenticeship and job training programs to students who are enrolled in the college's Apprenticeship Programs offered by the Center for Workforce Training. Students receive on-the-job training while working as full-time, paid employees. Students also receive classroom training related to their chosen profession. The Center for Workforce Training offers career training programs for adults as well as programs to help businesses increase their productivity. In addition to training in the classroom, the Center offers online training programs and courses. IdahoWorks is a combination of state and local workforce development groups. IdahoWorks provides career centers with over 17 programs geared towards those seeking employment or education. Programs include workshops on application and interview skills, resume and cover letter writing, and job fairs.

Development Projects

As Idaho's second-largest city, Nampa continues to attract new business development. In 2004 home improvement retailer Home Depot opened a 102,000-square-foot store in Nampa. In early 2004 Costco announced plans to build a retail center adjacent to the new Karcher Interchange off of Interstate 84. A Costco opened in 2006 as one of two anchors of the new, 700,000-square-foot Treasure Valley Marketplace, which was the only retail center on the I-84 interchange to date.

In early 2005 the Nampa Industrial Corporation gave a \$1,132,000 gift to Boise State University to help construct a Center for Construction and Transportation Technology on the BSU West campus in Nampa. The technical building will train students for careers and spur workforce development in fields such as automotive repair, welding, plumbing, and automotive and diesel technology. As of 2007 additional funding was still needed to begin the project.

Nampa city officials launched a downtown redevelopment project fronted by the construction of a new urban park, public library, and City Hall building. Construction of the new 80,000-square-foot library, 60,000-square-foot Public Safety Building, and 90,000-square-foot urban park was anticipated to begin in 2008. RxElite Holdings, Inc., a generic prescription drug manufacturer, chose Nampa as its new headquarters, distribution, and future production site in 2007. The construction of the first new 76,000 foot building began in August 2007. City and state officials pledged funds towards the relocation, looking forward to new job and economic growth. That same year, the Nampa Civic Center began an expansion project that would add new stage space for larger shows, several new restroom areas, and a scene construction shop. Hosting over 700 events annually, the center is one of the busiest event locations in the entire state; the additions were planned to help accommodate the growing number of shows and patrons. Construction was expected to be complete by October 2008.

Economic Development Information: Idaho Department of Commerce, 700 West State Street, Boise, ID 83720; telephone (208)334-2470. Idaho Department of Labor, 317 West Main Street, Boise, ID 83735; telephone (208)332-3570; fax (208)334-6300. Center for Workforce Training, Seland College of Applied Technology, Boise State University, 1464 University Drive, Technical Services Building, Boise, ID 83725; toll-free (800)632-6586; fax (208)426-4487

Commercial Shipping

Nampa is served by the Union Pacific Railroad and several commercial truck lines that transport goods produced in Nampa throughout the country. Air freight is handled at Nampa Municipal Airport.

Labor Force and Employment Outlook

Nampa's economy has become less dependent on agriculture as it has become a center for business and manufacturing. Canyon County boasted a 44.1 percent increase in labor force between 1996 and 2006 and a record unemployment rate of 3.6 percent in 2006. Almost all industries saw job increases that year; the most significant increases were in manufacturing and construction, gaining 1,000 and 1,207 new jobs respectively. Professional and business services also grew somewhat significantly with new jobs totaling 845. The county expected employment numbers to continue to increase as the development of several new retail stores in Nampa late in 2006 would impact future growth.

The following is a summary of data regarding the Boise City-Nampa metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 270,500

Number of workers employed in . . .

construction and mining:	24,600
manufacturing:	31,500
trade, transportation and utilities:	51,800
information:	4,600
financial activities:	14,900
professional and business services:	39,700
educational and health services:	31,700
leisure and hospitality:	23,400
other services:	7,600
government:	40,600

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 2.1% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Nampa School District No. 131	1,300
MPC	1,000
Mercy Medical Center	650
Armour Foods	550
Amalgamated Sugar Company	500
Plexus (MCMS)	460
Nestle Brands	350
Woodgrain Millwork, Inc.	350

Cost of Living

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

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

2007 (1st quarter) ACCRA Average House Price:
Not reported

2007 (1st quarter) ACCRA Cost of Living Index: 97.5

State income tax rate: 1.6% to 7.8%

State sales tax rate: 5.0%

Local income tax rate: 1.0% (occupational)

Local sales tax rate: None

Property tax rate: 2.209% (2004)

Economic Information: Nampa Chamber of Commerce, 312 13th Avenue, Nampa, ID 83651; telephone (208)466-4641. Boise Valley Economic Partnership, 250 South 5th Street, Boise, ID 83702; telephone (208)472-5230.

■ Education and Research

Elementary and Secondary Schools

Nampa School District 131 (NSD) is the third largest school district in the state of Idaho. More than 13,000 students attend the district's elementary, middle, and high schools, as well as alternative programs. A growing district, NSD opened two new schools in 2007: Endeavor Elementary and Ridgeline High School. The new Lone Star Middle School is expected to open fall 2008. Nampa School District offers special education and gifted programs to help meet the needs of its student population.

The following is a summary of data regarding the Nampa Public Schools as of the 2005–2006 school year.

Total enrollment: 14,000

Number of facilities

elementary schools: 13
junior high/middle schools: 3
senior high schools: 3
other: 3

Student/teacher ratio: 18.7:1

Teacher salaries (2005–06)

elementary median: \$36,057
junior high/middle median: Not available
secondary median: \$38,759

Funding per pupil: \$5,134

Nampa Christian Schools and St. Paul's Catholic School are private schools that offer religious-based educations.

Public Schools Information: Nampa School District 131, 619 S. Canyon, Nampa, ID 83686; telephone (208) 468-4600; fax (208)468-4638

Colleges and Universities

Four institutions of higher learning serve the Nampa area, including Northwest Nazarene College and Boise State University Seland College of Applied Technology, both located in Nampa. Boise State University is located in Boise, and Albertson College is in nearby Caldwell. Northwest Nazarene University is a four-year, private Christian liberal arts university offering undergraduate and graduate degrees in such fields as arts, humanities, science, theology, and education. Boise State University is a public university that offers undergraduate, graduate, and technical programs. Courses are offered in eight colleges: applied technology, arts and sciences, business and economics, education, engineering, graduate studies, health sciences, and social sciences and public affairs. In 2006 the University conferred 3,129 degrees. On-campus residential colleges, based on the Oxford system, is the University's housing program; residential students are assigned to residence halls and dormitories based on common interests or fields of study. The Boise State University Seland College of Applied Technology, one of Boise State University's eight colleges, operates a campus at the Canyon County Center in Nampa. The college offers degree and certificate programs; it is the only public technical college in southwest Idaho. Boise State University and the Boise community began planning for a community college in 2004 and the Idaho State Board of Education approved a petition for the plan in March 2007; the community college district will include 11 public school districts within its proposed parameters with a proposed Nampa campus. Albertson College, in Caldwell, is the state's oldest four-year institution of higher education. The school is a private liberal arts college offering a total of 27 majors.

Libraries and Research Centers

The Nampa Public Library serves the Nampa community; non-residents may obtain a library card and utilize the library's resources for an annual fee. Nampa Public Library card holders are allowed to borrow materials from six other area consortium libraries, including the Boise Public Library. The consortium has a collection of more than 500,000 books, videos, sound recordings, and other materials. In addition to a wide selection of current books, magazines, and media materials, the library has computer terminals with Internet access available for patron use. Patrons may also access the library's database via its Internet website. The Northwest Nazarene University Riley Library is open to students and faculty, as well as members of the Nampa community. Materials at Albertsons Library at Boise State University are available to students, faculty, and staff, as well as "special borrowers" who meet certain criteria. As part of a downtown redevelopment project launched by Nampa

officials, plans to start construction of a new \$30.8 million, 80,000-square-foot library were set for 2008.

A variety of research centers, including one at the Technology and Entrepreneurial Center at Boise State University West, exist in Nampa and conduct research in the fields of biology and agriculture, among others.

Public Library Information: Nampa Public Library, 101 Eleventh Avenue South, Nampa, ID 83651; telephone (208)468-5800

■ Health Care

Mercy Medical Center, the only hospital within Nampa city limits, is a private hospital affiliated with the Catholic Church. Founded in 1917 by the Sisters of Mercy, the hospital has grown to include two medical campuses in Nampa. The hospital provides 152 beds, emergency services as well as outpatient and hospice services; cancer care, maternity care, surgery, and interventional cardiology services are among the hospital's specialties. Mercy Medical has invested in state of the art technology and equipment, including the Galileo computerized system for orthopedic surgery. In order to better serve the growing demand in emergency care, Mercy Medical celebrated a groundbreaking ceremony in August 2007 in honor of an emergency department expansion.

■ Recreation

Sightseeing

Visitors to Nampa enjoy a wealth of activities and recreational opportunities. Museums that celebrate Nampa's heritage, year-round outdoor activities, and a variety of shopping and dining experiences help make Nampa a great place to work and live.

Nampa museums celebrate the history of Nampa, Canyon County, and the United States. The Warhawk Air Museum is a 20,000-square-foot facility dedicated to preserving the country's World War II history from the home front to the war front, as well as to trace the history of flight from the advent of aviation through the space age. Its collection includes two of the few remaining Curtiss P-40 World War II fighter airplanes and a rare World War II P-510 razorback Mustang fighter plane. The museum also hosts traveling NASA space exhibits, and often hosts special events and ceremonies to honor veterans and commemorate World War II events.

The Canyon County Historical Museum, located in Canyon County's original train depot, displays both Canyon County and Union Pacific Railroad memorabilia. An authentic 1940s era caboose and model railroad are among the exhibits in the building that has

been called "Idaho's finest example of Baroque architecture." A farmer's market is held outside the museum on Saturdays during the months of May through October.

The Van Slyke Agricultural Museum, located in Caldwell Memorial Park, is an open-air museum that features log cabin replicas and antique farm equipment. Visitors to the Deer Flat National Wildlife Refuge at Lake Lowell enjoy swimming, fishing, hunting, boating, and bird watching on more than 11,000 acres of land.

Arts and Culture

With several state of the art exhibit and performance facilities, Nampa is becoming known for its arts scene. The Brandt Center at Northwest Nazarene University is a performing arts center that attracts musical and dramatic performances attended by both students and the community at large. Its Samuel Swayne theatre can accommodate up to 1,500 people, and two guest suites accommodate up to 15 guests each for private viewings and receptions. The Brandt Center's Friesen Art Galleries provide gallery space for Northwest Nazarene University's art students to exhibit their work.

The Caldwell and Nampa Alliance of Community Theatre (CAN-ACT) was started in 1991 and is housed at the Caldwell Center for the Arts. The not-for-profit troupe performs comedies, dramas, and musicals in the CAN-ACT Theater located in the Karcher Mall. Auditions for CAN-ACT's four yearly plays are open to community members.

In 2003 the Majestic Entertainment Foundation, Inc. was formed to refurbish downtown Nampa's historic Pix Theater, which was closed in 2002. Shortly after purchasing the already deteriorating building, the theater lost its roof in a severe storm. The owners and foundation received funding support from the community and as of 2006 the reconstruction of the roof was near completion. There was no projected completion date for the entire restoration project as it relies heavily on outside donations and grants. Once finished, the facility will be used for the viewing of films as well as lectures, religious services, educational programs, and community events.

Festivals and Holidays

Parade America, Idaho's largest patriotic parade, is held in May. Each July, the Snake River Dayz Festival is held in conjunction with the Snake River Stampede rodeo. The week-long festival features concerts, a parade, a pageant and golf tournament, a fun zone for children, and a "movie under the stars" to cap off the pre-rodeo festivities. Nampa Community Fun Night is held in late August or early September and includes games for children, music, and food. The Nampa Festival of the Arts is held annually in August. The festival features live music performances ranging from jazz to Celtic, over 200 artists, and a variety of food vendors.

Sports for the Spectator

Although Nampa has no professional sports teams, Boise State University's indoor track team competes at Nampa's Idaho Center. The state-of-the-art track facility has also been used for other prestigious events such as the USA Masters Indoor Track and Field Championships and the Western Athletic Conference Indoor Championships. Sports fans can also take in collegiate-level sports played by Northwest Nazarene University's teams, including baseball and softball, basketball, cross country, track and field, men's golf, and women's volleyball.

The Snake River Stampede, held annually in July, is ranked among the country's top 10 professional rodeos. The arena at the Idaho Center seats up to 10,000 people who take in bull riding, barrel racing, mutton busting (for children), bareback riding, steer wrestling, and roping events.

Sports for the Participant

Nampa residents enjoy a wealth of outdoor activities year-round. Nineteen city parks cover more than 200 acres. Available facilities include play areas, covered picnic shelters, baseball and softball fields, tennis courts, archery ranges, Little League fields, swimming pools, basketball courts, and a BMX track. A 140,000-square-foot recreation center provides residents with a climbing wall, basketball courts, an indoor track, six swimming pools, activity rooms, and a senior center.

Nampa has two public golf courses and one private golf course. Ridgcrest Golf Course has received a four-star rating from *Golf Digest* magazine. Runners can participate in a 5K fun run during July's Snake River Dayz festivities.

Shopping and Dining

Nampa retailers range from national chains to locally owned specialty stores, ensuring something for everyone. Karcher Mall's tenants include Macy's, Radio Shack, Sam Goody, and Big 5 Sporting Goods. As Karcher Mall was scheduled to undergo massive exterior remodeling, new stores such as Burlington Coat Factory and Starbucks were expected to open. Mass retailers such as Ross, Old Navy, and Bed, Bath, & Beyond can be found in the Meridian Crossroads development. Downtown Nampa is home to many unique retailers, including antique, book, jewelry, and flower stores. The Boise Factory Outlet is just a short drive away, and includes outlet stores for companies such as Reebok and Eddie Bauer. In early 2004 Costco announced plans to build a retail center adjacent to the new Karcher Interchange off of Interstate 84. A Costco opened in 2006 as one of two anchors of the new, 700,000-square-foot Treasure Valley Marketplace, which was the only retail center on the I-84 interchange to date. Other major stores at the Marketplace include Target, Kohls, and Office Max.

Nampa diners enjoy a variety of restaurants, from national chains to local establishments. The family-owned Generations restaurant offers steak and seafood, with

their French dip sandwich among the more popular menu items. Copper Canyon is an upscale eatery known for its elegant presentation and extensive wine list. Asian restaurant House of Kim, located in downtown Nampa, serves Chinese, Thai, and Malaysian cuisine. The Dutch Inn, known for its salad bar, also serves breakfast, lunch, and dinner entrees. The Mona Lisa is a fondue restaurant that has found its niche as a special occasion restaurant. Cheese fondue appetizers and chocolate dessert fondues are part of a meal package that allows diners to cook their own main courses at pots on their table. Other area eateries include chains such as Applebee's, Denny's, Sizzler, and various fast food establishments.

Visitor Information: Nampa Chamber of Commerce, 312 13th Ave. So., Nampa, ID 83651; telephone (208)466-4641; fax (208)466-4677.

■ Convention Facilities

The Nampa Civic Center is Idaho's second largest full-service convention and performing arts center. With 42,500 square feet of space, the Civic Center hosts more than 750 events each year. Meetings, conventions, banquets, receptions, trade shows, and performing arts programs are among the events hosted there. Up to 14 separate meeting spaces can accommodate groups of up to 1,000. In addition to the 30,000 square feet of meeting space, the Civic Center boasts a 12,200 square foot exhibit area and a 640 seat theatre.

The Idaho Center Complex is comprised of four venues: an amphitheatre, an arena, the Idaho Horse Park, and the Idaho Sports Center. The arena can accommodate over 12,000 people, and the amphitheatre seats 10,500 people. Events such as concerts, basketball games, and ice shows, as well as trade shows and conventions, are held at the Idaho Center. The Idaho Horse Park, opened in 2002, consists of indoor and outdoor arenas, an English riding facility, warm-up pens, stalls, and stock pens. The Idaho Sports Center Complex is the newest addition to the Idaho Center. The 100,000 square foot multi-purpose building is the indoor track facility for Boise State University and is home to the only Mondo 200-meter banked track west of Nebraska.

Convention Information: Nampa Civic Center, 311 Third Street South, Nampa, ID 83651; telephone (208) 468-5500. Idaho Center, 16114 Idaho Center Blvd., Nampa, ID 83687; telephone (208)468-1000.

■ Transportation

Approaching the City

The nearby Boise Airport is served by eleven major national and regional airlines and seven charter airlines carrying over three million passengers in 2006. The Nampa

Municipal Airport handles only charter flights. By car, Nampa is accessible via Interstate 84. Greyhound provides bus service to Nampa.

Traveling in the City

Nampa is accessible from Interstate 84 via three interchanges and is relatively easy to navigate. Highway 45 extends through downtown Nampa toward the Snake River and Owyhee County. Roads in downtown Nampa are numbered, with avenues running north-south and streets running east-west. ValleyRide provides public transportation services for the Treasure Valley. Although ValleyRide provides transit service throughout Boise, it also provides fixed-line and door-to-door bus service in Nampa and Caldwell. The Ada County Highway District offers a commuter bus from Caldwell to Boise that stops in Nampa. The Treasure Valley Metro provides commuter service between Nampa, Meridian, and Boise during peak commute times.

■ **Communications**

Newspapers and Magazines

The *Idaho Press-Tribune* is published in Nampa and serves the Canyon County market. Published daily in the morning, the paper also maintains an Internet presence on its website.

Television and Radio

Nampa has one television station and four radio stations broadcasting within city limits; the city also receives programming from nearby Boise.

Media Information: *Idaho Press-Tribune*, PO Box 9399, Nampa, ID 83652; telephone (208)467-9251

Nampa Online

Boise State University Canyon County Center. Available www.boisestate.edu/bsuwest/canyoncounty/student-services.shtml
Boise Valley Economic Partnership. Available www.bvep.org
City of Nampa Home Page. Available www.ci.nampa.id.us
Idaho Center. Available www.idahocenter.com
Idaho Department of Commerce. Available www.commerce.idaho.gov
Idaho Department of Labor. Available www.labor.idaho.gov
Idaho Press-Tribune. Available www.idahopress.com
Nampa Chamber of Commerce. Available www.nampa.com
Nampa Public Library. Available www.nampalibrary.org
Nampa Public Schools. Available www.sd131.k12.id.us
Northwest Nazarene University. Available www.nnu.edu

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Montana

Billings...333

Butte...343

Helena...353

Missoula...363



The State in Brief

Nickname: Treasure State

Motto: Oro y plata (Gold and silver)

Flower: Bitterroot

Bird: Western meadowlark

Area: 147,042 square miles (2000; U.S. rank 4th)

Elevation: Ranges from 1,800 feet to 12,799 feet above sea level

Climate: Continental; heavy snows in the west and hot, dry summers in the east

Admitted to Union: November 8, 1889

Capital: Helena

Head Official: Governor Brian Schweitzer (D) (until 2008)

Population

1980: 786,690

1990: 799,065

2000: 902,195

2006 estimate: 944,632

Percent change, 1990–2000: 12.9%

U.S. rank in 2006: 44th

Percent of residents born in state: 53.49% (2006)

Density: 6.4 people per square mile (2006)

2006 FBI Crime Index Total: 27,784

Racial and Ethnic Characteristics (2006)

White: 847,192

Black or African American: 4,470

American Indian and Alaska Native: 59,500

Asian: 5,525

Native Hawaiian and Pacific Islander: 866

Hispanic or Latino (may be of any race): 20,513

Other: 8,195

Age Characteristics (2006)

Population under 5 years old: 57,577

Population 5 to 19 years old: 188,682

Percent of population 65 years and over: 13.9%

Median age: 39.5

Vital Statistics

Total number of births (2006): 11,558

Total number of deaths (2006): 8,778

AIDS cases reported through 2005: 372

Economy

Major industries: Services, trade, government, agriculture

Unemployment rate (2006): 4.8%

Per capita income (2006): \$21,067

Median household income (2006): \$40,627

Percentage of persons below poverty level (2006): 13.6%

Income tax rate: 1.0% to 6.9%

Sales tax rate: None



Billings

■ The City in Brief

Founded: 1882 (incorporated 1885)

Head Official: Mayor Ron Tussing (D) (since 2006)

City Population

1980: 66,798

1990: 81,125

2000: 89,847

2006 estimate: 100,148

Percent change, 1990–2000: 10.7%

U.S. rank in 1980: 294th

U.S. rank in 1990: 263rd

U.S. rank in 2000: 307th

Metropolitan Area Population

1980: 108,035

1990: 113,419

2000: 129,352

2006 estimate: 148,116

Percent change, 1990–2000: 14.0%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 221st

Area: 33.82 square miles (2000)

Elevation: 3,126 feet above sea level

Average Annual Temperatures: January, 24.0° F; July, 72.0° F; annual average, 47.4° F

Average Annual Precipitation: 14.77 inches of rain; 56.7 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 2.1% (June 2007)

Per Capita Income: \$23,884 (2005)

2005 FBI Crime Index Property: 5,520

2005 FBI Crime Index Violent: 201

Major Colleges and Universities: Montana State University-Billings, Rocky Mountain College

Daily Newspaper: *The Billings Gazette*

■ Introduction

Billings is the largest city in Montana and the commercial, cultural, and industrial center of a large region of the northern Rocky Mountains. Known as the “Magic City,” Billings has grown phenomenally since its founding in 1882, until 1970 doubling in size every 30 years. The city is also the processing and distribution hub for a rich agricultural area that encompasses more than 125,000 miles. There are excellent road, rail, and air transportation networks. Many scenic attractions such as Yellowstone National Park are nearby, and the wide variety of available recreation activities make the Billings area a popular vacation spot. Such “pluses” are reasons why *U.S. News & World Report* listed Billings as one of the best places to retire in 2007.

■ Geography and Climate

Billings is located in southern Montana in the fertile Yellowstone River valley, with mountains on three sides. The Yellowstone River flows along the eastern boundary of the city. The mountains shelter the city from the most severe winter weather, but blizzard conditions are not uncommon in the spring and fall. Moist air from the Pacific Ocean, called “Chinook winds,” often brings surprisingly warm weather in the winter and cooler temperatures in the summer. Spring features the most unpredictable weather, and summers are typically dry with cool nights.

Area: 33.82 square miles (2000)

Elevation: 3,126 feet above sea level

Average Temperatures: January, 24.0° F; July, 72.0° F; annual average, 47.4° F

Average Annual Precipitation: 14.77 inches of rain; 56.7 inches of snow

■ History

Native Americans Resist Settlement

For thousands of years before the coming of European settlers, the site of present-day Billings was hunted by migratory peoples. Traces of their camps and elaborate cave drawings have been discovered and preserved at many sites in the region. By the time of America's westward expansion, the predominant tribes in the area included the Crow, Sioux, and Cheyenne.

The Lewis and Clark Expedition of 1806 passed through the present site of Billings, and just 30 miles away William Clark climbed Pompey's Pillar, a 200-foot-high natural rock formation, which he named after the son of his female Indian guide. Although many Europeans explored the area, fierce resistance from the natives prevented any settlement. This led to the so-called "Sioux War," one of the more intense struggles between the U.S. Army and the native people. The infamous Battle of the Little Bighorn, where a large group of Sioux and Cheyenne warriors killed General George Custer and his entire 7th cavalry, took place 65 miles to the southeast of the future site of Billings.

Railroad Brings Ranchers, Farmers

Billings was founded in 1882 by the Northern Pacific Railroad as a rail head for the company's western line and named for the president of the railroad, Frederick Billings. Over the next six months more than 2,000 people settled in the town, which was incorporated as a city in 1885. The wide-open prairie lands were ideal for cattle grazing, and a number of large ranches grew up around the town. During the early twentieth century, families of settlers known as "homesteaders" arrived in the area, taking advantage of the offer of free land. Typically, a family and all its possessions would arrive in one freight car and receive a 40-acre plot of land. Conditions were difficult, but many families struggled through their first years and eventually developed successful farms.

Irrigation had been introduced in the Yellowstone Valley in 1879. Sugar beet growing was thus made possible, and a sugar refinery was built in 1906. Immigrant laborers came to work the fields—first Japanese, then Russo-Germans, and finally Mexicans. The Russo-German workers were unusually industrious; soon they bought their own land at the Huntley Irrigation project

outside Billings, where they constituted a third of the population by 1940.

Abundant Natural Resources Contribute to Growth

Billings grew steadily during the 1900s, spurred on by the development of vast natural resources such as minerals, coal, natural gas, and oil. At one time Billings was the largest inland wool shipping point in the United States. In 1933 pulp-drying equipment was installed at the sugar refinery; a thriving livestock industry developed around animals fed on beet pulp. By 1938 more than 600,000 acres of land around Billings was irrigated.

A true hub city and gateway to the West, Billings has become the commercial, health care, and cultural capital of the "Midland Empire," a vast area of agricultural, mountainous, wilderness, and sometimes forbidding terrain that includes eastern Montana, the western Dakotas, and northern Wyoming. It is also an important refining and shipping center for agricultural and energy products. On its way to the 2010s, Billings remains "Star of the Big Sky Country."

Historical Information: Montana State University-Billings Library, 1500 University Dr., Billings, MT 59101; telephone (406)657-2262

■ Population Profile

Metropolitan Area Residents

1980: 108,035

1990: 113,419

2000: 129,352

2006 estimate: 148,116

Percent change, 1990–2000: 14.0%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 221st

City Residents

1980: 66,798

1990: 81,125

2000: 89,847

2006 estimate: 100,148

Percent change, 1990–2000: 10.7%

U.S. rank in 1980: 294th

U.S. rank in 1990: 263rd

U.S. rank in 2000: 307th

Density: 2,656 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 82,539

Black: 495

American Indian and Alaska Native: 3,088



Photograph by Phil Bell. Reproduced by permission.

Asian: 533
 Native Hawaiian and Pacific Islander: 38
 Hispanic or Latino (may be of any race): 3,758
 Other: 1,300

Percent of residents born in state: 57.2% (2000)

Age characteristics (2005)

Population under 5 years old: 5,725
 Population 5 to 9 years old: 5,028
 Population 10 to 14 years old: 5,481
 Population 15 to 19 years old: 5,505
 Population 20 to 24 years old: 7,901
 Population 25 to 34 years old: 11,645
 Population 35 to 44 years old: 12,145
 Population 45 to 54 years old: 14,392
 Population 55 to 59 years old: 5,707
 Population 60 to 64 years old: 5,519
 Population 65 to 74 years old: 7,073
 Population 75 to 84 years old: 5,636
 Population 85 years and older: 1,087
 Median age: 40.2 years

Births (2006, MSA)

Total number: 1,994

Deaths (2006, MSA)

Total number: 1,402

Money income (2005)

Per capita income: \$23,884
 Median household income: \$38,711
 Total households: 40,526

Number of households with income of . . .

less than \$10,000: 5,042
 \$10,000 to \$14,999: 2,201
 \$15,000 to \$24,999: 6,685
 \$25,000 to \$34,999: 4,949
 \$35,000 to \$49,999: 6,548
 \$50,000 to \$74,999: 7,752
 \$75,000 to \$99,999: 3,068
 \$100,000 to \$149,999: 3,113
 \$150,000 to \$199,999: 705
 \$200,000 or more: 463

Percent of families below poverty level: 13.6% (2005)

2005 FBI Crime Index Property: 5,520

2005 FBI Crime Index Violent: 201

■ Municipal Government

Billings has a mayor-council form of government with ten council members elected to four-year terms. Until the 1995 election the mayor was elected to a two-year term; the mayor now serves a four-year term. The mayor and city council are the city's only policy-making bodies. A city administrator is hired by the mayor and city council and may be removed by a simple majority vote of the mayor and council. Billings is the seat of Yellowstone County.

Head Official: Mayor Ron Tussing (D) (since 2006; current term expires 2010)

Total Number of City Employees: 850 (2007)

City Information: City of Billings, 210 North 27th Street, Billings, MT 59101; telephone (406)657-8200; email tussingr@ci.billings.mt.us

■ Economy

Major Industries and Commercial Activity

Agriculture has been one of the leading economic forces in Billings since its founding, and it continues to play a major role today. Because of extensive irrigation, the Yellowstone Valley and the northern Great Plains are some of the nation's most fertile agricultural regions. The city is the transportation, processing, and packaging center for this large, productive area. The main agricultural products include sugar beets, grain, and livestock such as cattle and sheep.

The energy industry (oil, natural gas, and coal) is also an important part of the economic picture in Billings. The mountains around the city and throughout eastern Montana are a rich source of coal, oil, and natural gas. A number of refineries and purification plants are located in the Billings area to process the raw materials into usable energy resources.

Billings is the retail and wholesale trade center for a vast area of land in the northern Rocky Mountain states and a primary and secondary market population of almost half a million people, reaching from Denver, Colorado to Calgary, Alberta, and from Minneapolis, Minnesota to Seattle, Washington. Billings is also the medical and educational capital of the region. The city's medical community, including two major hospitals and more than 40 clinics, provides the most advanced health care in the four-state area. Two major colleges and a highly-rated public school system provide jobs and a well-trained workforce. It is also difficult to underestimate the impact of tourism and recreational diversity on the area's economy. The proximity of nearby Yellowstone National Park, as well as a wide array of other wilderness territories, mountain trails, rivers, and streams in the area bring much-needed tourist dollars and act as a magnet to companies and workers looking to relocate.

Items and goods produced: raw and refined energy products, sugar, flour, farm machinery, electric signs, furniture, paint, metal ornaments, cereal, creamery and meat products, canned vegetables, concrete, sugar beets, wheat, beans, livestock

Incentive Programs—New and Existing Companies

Local programs: The Billings Small Business Development Center (SBDC) is part of a statewide network of resource and technical service providers that assist start-up and existing businesses. The SBDC staff provides confidential business counseling, training and information to small business leaders and entrepreneurs. Services are provided at no charge and are funded by the Small Business Administration, Montana Department of Commerce, Yellowstone County, and local organizations. Areas of assistance include technical assistance in writing business plans for new and existing businesses, financial analysis, planning and state and private capital sources; assistance with marketing research, analysis and strategy as well as advertising, packaging and promotion; business plan review and critique; pre-business workshops; and one-on-one counseling for existing and start-up business management. Additionally, the Business Development Council of the Chamber of Commerce maintains a comprehensive inventory of local and state programs. It also helps identify location alternatives, provides technical assistance, and maintains current information on Billings and its trade area.

State programs: State of Montana tax incentives include property tax reduction; no inventory, use, or sales tax; new industry income tax credits; small business investment tax credit; and tax reduction on pollution control equipment. In 2003 the Montana legislature created the Certified Regional Development Corporations (CRDC) program in the Montana Department of Commerce. The CRDC program is designed to encourage a regional approach to economic development. State law also provides for the creation of a tax increment financing (TIF) industrial district for industrial development projects. A local government can issue bonds for a wide variety of development purposes such as: financing land acquisition, industrial infrastructure, rail spurs, buildings, and personal property related to the public improvements.

Job training programs: The Primary Sector Workforce Training Grant (WTG) program is a state-funded program; \$3.9 million is available annually for this program. The WTG program is targeted to businesses that are creating at least one net, new job that pays at least the lower of the current county average wage or the state current average wage.

Development Projects

In 2004 renovations were completed on the historic Acme Hotel on North Broadway. Built in 1911 and rich with local history, the hotel was converted to residential homes, lofts, and commercial space in an area that included several more loft developments from refurbished buildings such as the Securities Building, Montana Avenue Lofts, and a proposed development at One South Broadway. Recent additions to the city's cultural and commercial growth include the \$6 million Skyfest Amphitheatre, which presents outdoor concerts alongside the Yellowstone River, a \$6.2 Yellowstone Art Museum expansion, and the conversion of several former hotels that were once stops on the Northern Pacific Railroad into coffee shops, antique stores, and restaurants.

As of 2007, the TransTech Center was in its fourth year of development. It is a high-tech business park specifically designed to support the communication, power, and workforce needs of technology-based businesses and e-commerce. A data center and Tech Plaza at the TransTech Center are two projects planned for future implementation.

Also in 2007, a new urban design neighborhood, Josephine Crossing, was being developed. The Southern Lights housing project was near completion at the end of 2007; the project was developed by the same company that developed the Acme hotel.

In the mid-1990s, an urban renewal plan for a Tax Increment Finance (TIF) District downtown was conceived. As of 2007, the East Billings Urban Renewal District was being developed into a vibrant and flourishing place of business and living opportunities.

Economic Development Information: Billings Area Chamber of Commerce, 815 South 27th Street, PO Box 31177, Billings, MT 59107-1177; telephone (406)245-4111; toll-free (800)711-2630; fax (406)245-7333; email info@billingschamber.com. Big Sky Economic Development Corporation, 222 North 32nd St., Suite 200, Billings, MT 59101; telephone (406)256-6871; fax (406)256-6877

Commercial Shipping

A number of carriers provide air freight and express mail service to the city via Billings Logan International Airport. Burlington Northern Railroad and Montana Rail Link operate rail lines from the Billings area. Burlington Northern also operates an intermodal (surface, sea, and air transportation) hub in Billings.

Labor Force and Employment Outlook

The Billings-area work force is educated above the national average, and a recent study found that one in four workers was overqualified for the jobs they were performing, creating an excellent climate for technical and higher-wage businesses looking to relocate to the area.

The Billings area economy is service-based, which includes specialized manufacturing, processing, and professional services to support the region's rural agricultural and energy economies. Billings serves as the regional hub for medical services, higher education, professional business services, retail and distribution, and travel and lodging.

The following is a summary of data regarding the Billings metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 77,500

Number of workers employed in . . .

construction and mining: Not available
 manufacturing: Not available
 trade, transportation and utilities: 19,500
 information: Not available
 financial activities: Not available
 professional and business services: 9,500
 educational and health services: 11,800
 leisure and hospitality: 9,800
 other services: Not available
 government: 9,200

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 2.1% (June 2007)

Largest county employers (2007)

	Number of employees
Billings Clinic	2,919
School District No. 2	2,200
St. Vincent Healthcare	2,020
Stillwater Mining Co.	1,575
Montana State University – Billings	1,000
City of Billings	810
Wells Fargo Bank	615
Albertsons Food and Drug	600
First Interstate Bancsystems, Inc	595
US Postal Service	531

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 1.0% to 6.9%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 3.22% per \$150,000 of assessed value

Economic Information: Billings Area Chamber of Commerce, 815 South 27th Street, PO Box 31177, Billings, MT 59107-1177; telephone (406)245-4111; toll-free (800)711-2630; fax (406)245-7333. Office of Research & Analysis, Montana Department of Labor & Industry, PO Box 1728, Helena, MT 59624; telephone (406)444-2430; fax (406)444-2638 or (800)633-0229 (within Montana) or (800)541-3904 (outside Montana)

■ Education and Research

Elementary and Secondary Schools

The Billings Public Schools District is governed by a nine-member School Board, which appoints a superintendent. With more than 15,000 students, it is the largest district in Montana. In addition to elementary, middle, and high schools, the district runs an alternative high school, a Career Center, and an Adult Education program that offers GED accreditation, basic math, English, science, and other pre-collegiate coursework. Special education, enrichment programs, education for disadvantaged children, adult education, and extracurricular activities are offered by the district. Billings Public Schools employs about 1,748 full-time equivalent positions. The 2007 budget was approximately \$110 million dollars.

The following is a summary of data regarding the Billings Public Schools as of the 2005–2006 school year.

Total enrollment: 15,321

Number of facilities

elementary schools: 21
junior high/middle schools: 4
senior high schools: 3
other: 0

Student/teacher ratio: 15.3:1

Teacher salaries (2005–06)

elementary median: \$39,910
junior high/middle median: \$31,060
secondary median: \$42,660

Funding per pupil: \$7,660

A number of private and parochial schools also serve the metropolitan area.

Public Schools Information: Billings Public Schools, 415 North 30th St., Billings, MT 59101-1298; telephone (406)247-3777; fax (406)247-3882

Colleges and Universities

There are two four-year institutions of higher education in Billings. Montana State University-Billings is a public, state-supported school with a 2007 enrollment of 4,912 students. A satellite campus of Montana State University-Bozeman, the college offers two-year associate's and four-year bachelor's degrees in more than 100 programs of study on a 112 acre-campus in Montana's largest city. The University is strongest in areas of Arts and Sciences, Allied Health, Education, Business, and Technology (including nursing); students can earn master's degrees in education and business administration. Rocky Mountain College is affiliated with the United Church of Christ, the United Methodist Church, and the United Presbyterian Church. It offers undergraduate degrees in more than 40 liberal arts and professionally-oriented majors and has an enrollment of about 1,000 students on a 60-acre Billings campus.

Libraries and Research Centers

The Parmly Billings Library contains more than 300,000 items, including 250,000 books (of these, more than 9,000 are large-print editions). There are also 190 magazine subscriptions, 7,000 music CDs, approximately 8,000 books on tape or CD, 11,000 videos, and 1,400 interactive CDs (games and other software). There are also five word processing centers and 18 Internet stations. Key collections include a full-text database research center, an Auto Repair Reference Center, Heritage Quest Online Genealogy Resources, and the NoveList Fiction Guide. There is an Outreach program and Infomobile for senior citizens. Other major libraries in the community are those of Montana State University-Billings and Rocky Mountain College.

Public Library Information: Parmly Billings Library, 510 North Broadway, Billings, MT 59101; telephone (406)657-8258; email refdesk@billings.lib.mt.us

■ Health Care

Billings provides the main medical services for a four-state area, with state-of-the-art equipment and highly skilled personnel. The community is served by nearly 500 physicians and dentists. Most of the health care facilities are concentrated in a 114-acre medical corridor that encompasses both of the city's major hospitals and 20 other health-related facilities.

Billings Clinic is a 272-bed Level II trauma center with general care and specialized services that include a cardiac care center, cancer services, an intensive care unit, the Kidney Center, a psychiatric center, pulmonary services, Women's Resource Center, occupational health and wellness, orthopedics and sports medicine, and a Research Institute. In 2004 ground was broken on a \$27 million expansion to the hospital's Regional Emergency

and Trauma Center. Off of the main campus are branch clinics which include Billings Clinic Heights and Billings Clinic West. In addition, the Aspen Meadows Retirement Community is part of Billings Clinic.

A 314-bed Level II trauma center, St. Vincent Healthcare is operated by the Sisters of Charity of Leavenworth and provides comprehensive inpatient and outpatient services, special services for women and seniors, and expertise in cardiology, orthopedics, general internal medicine, pediatrics, emergency and trauma, neurosciences, rehabilitation, neonatology, and oncology. St. Vincent Healthcare serves the medical needs of more than 400,000 people.

Other medical facilities in Billings are the Northern Rockies Radiation Oncology Center; Rimrock Foundation, which provides treatment for addictive disorders such as chemical dependency, co-dependency, compulsive gambling, and eating disorders; and several mental health facilities.

■ Recreation

Sightseeing

Downtown Billings contains the Billings Historical District, a renovated area that consists of most of the original business district. The Castle Corner is a replica of the Potter Palmer Mansion in Chicago, an interesting structure modeled after English castles. The railroad brought prosperity to Billings, and prosperity brought Preston B. Moss. In 1901, architect H.J. Hardenbergh (designer of the Waldorf-Astoria and Plaza Hotels in New York City) created the elegant Moss estate. The three-story Moss Mansion remains authentically furnished and is open year-round at 914 Division Street. The Black Otter Trail, beginning at the edge of the city, is a winding highway that follows the “rimrocks,” natural sandstone cliffs that border the city on the north and east. Boothill Cemetery, burial ground for residents of the frontier town of Colson, and the Range Rider of Yellowstone, a life-sized bronze statue by artist Charles Christadora, are both located along the Black Otter Trail, as are Sacrifice Cliff and Yellowstone Kelly’s gravesite. Pictograph Cave State Park, southeast of Billings, has cave paintings made by Indians who lived and hunted for woolly mammoth in the region some 4,500 years ago.

A number of national monuments, parks, and recreation areas are located near Billings, most within a two-hour drive. Little Bighorn Battlefield National Monument, site of Custer’s Last Stand, is 65 miles southeast of the city, and Pompey’s Pillar, a spectacular natural rock formation, is 28 miles east of Billings.

The Little Bighorn Battlefield National Monument lets visitors relive the clash between General George Custer’s 7th Cavalry and more than 3,000 warriors led by Crazy Horse. Yellowstone National Park is the world’s

first such; President Theodore Roosevelt proclaimed it so during his presidential tenure, and visitors today can see its famous geysers, painted canyons, and wildlife much as the way Roosevelt saw it. On the way from Billings to Yellowstone, Montana’s highest peak is on view from Highway 212 over the Beartooth Mountain Pass.

Arts and Culture

The main performing arts center in the region, the Alberta Bair Theater for the Performing Arts is the site of most of the cultural activity in Billings. The Fox Committee for the Performing Arts and the Billings Community Concert Association are both responsible for bringing a wide range of cultural events to the city each year, including jazz, opera, ballet, and popular music concerts. The Billings Symphony Orchestra and Chorale performs approximately ten concerts each season, including an annual free concert in the park.

The Billings Studio Theatre (BST), established in 1953, mounts a five-show Mainstage Season along with a major fall production at the Alberta Bair Theater, special events, and experimental plays in its Dark Night Series. BST also showcases two Rocky Mountain College productions annually and hosts many community events. In addition, BST operates a children’s theatre, the Growing Stage. Montana Shakespeare in the Parks is the only professional theatre program in the state producing Shakespearean plays; it offers its performances free to the public. Since its inception in 1973, Montana Shakespeare in the Parks has traveled over 400,000 miles and presented over 1,500 performances to a cumulative audience of more than a half million people. It began as an amateur 12-city tour but has become a nationally known, professional company which presents an eight-week tour of 70 performances in 50 communities every summer throughout Montana, northern Wyoming, and eastern Idaho.

The Western Heritage Center features changing exhibits pertaining to the region’s history, and the Yellowstone County Museum contains historical relics and dioramas depicting scenes from Billings’s past. The Yellowstone Art Museum holds one of the region’s best collections of contemporary and historic art, including an impressive collection of Western art particularly strong in the works of Montana artists Russell Chatham and Deborah Butterfield; it also sponsors lectures and concerts.

MetraPark fairground holds concerts, rodeos, and the annual MontanaFair. Canyon Creek and a nature trail wind through ZooMontana’s 70 acres of exotic animal exhibits.

Festivals and Holidays

Annual events in and around Billings include ArtWalk and the MSU-Billings Wine and Food Festival in May, the Moss Mansion County Fair and Strawberry Festival in

June, and July's Crazy Days downtown and the Skyfest Parade and Balloon Rally. In August the Magic City Blues Festival graces downtown, and the MontanaFair is held at the MetraPark fairgrounds. On the fourth weekend in September the traditional German harvest festival, Herbstfest, is held in nearby Laurel. German foods, dancing, and music are featured. Downtown Billings is the site of Harvest Fest each October. Late November has the Holiday Parade, and Christmas Stroll occurs each December downtown.

Sports for the Spectator

Billings supports three professional sports teams. The Billings Mustangs, a baseball farm team of the Cincinnati Reds, play at Cobb Field; the Billings Outlaws of the United Indoor Football League play at the 8,700-seat MetraPark Arena; and the Billings Bulls play junior hockey at the Centennial Ice Arena. The city features several rodeo events each year, including the Northern Rodeo Association finals, which have been held in Billings for 30 years. Auto racing takes place at Billings Motorsports Park.

Sports for the Participant

The mountains near Billings offer a complete range of year-round outdoor activity in some of America's most spectacular terrain: skiing (at nearby Red Lodge Mountain, and farther away Big Sky and the new Moonlight Basin resort); hiking; hunting; fishing (some of the world's legendary trout streams are nearby, such as Rock Creek and the Stillwater, Boulder, Musselshell, Big Horn, and Yellowstone rivers); camping; and a wide variety of water recreation. At a number of lakes and reservoirs, swimming, boating, sailing, and water skiing can be enjoyed. The city of Billings operates more than 40 parks that feature swimming pools, tennis courts, athletic fields, jogging and biking paths, and other recreational facilities. There are several public and private golf courses in the city.

Shopping and Dining

Rimrock Mall downtown is the largest shopping area, with more than 85 shops, including Dillard's, JCPenney, Eddie Bauer, Gap, and Bath and Body Works. West Park Plaza is another large enclosed shopping center, with more than 30 stores. There are at least a dozen smaller shopping areas in Billings. Western boutiques to specialty shops serve up quality merchandise and great bargains, all with no sales tax, in the historic downtown shopping district or the Billings Heights area on Main Street.

Restaurants in Billings feature traditional Western fare as well as exotic ethnic cuisine in settings ranging from casual and inexpensive to elegant and intimate. Most restaurants are clustered around the main shopping and commercial areas of downtown on Montana Avenue and North Broadway.

Visitor Information: Billings Area Chamber of Commerce, 815 South 27th St., PO Box 31177, Billings, MT 59107-1177; telephone (406)245-4111; toll-free (800)735-2635

■ Convention Facilities

The primary meeting facility in Billings is MetraPark, a multipurpose major event center located on the Rimrocks overlooking downtown. MetraPark features a 30,000-square-foot arena in addition to an exhibition space totaling more than 200,000 square feet with 10 break-out rooms. Total seating capacity is about 12,000 people. The complex contains an art pavilion and a covered grandstand for outdoor events, a half-mile track used for both horse racing and auto racing, and is surrounded by nearly 90 acres of parking. The facility is diverse enough to hold large trade shows, professional sporting events for three local franchises, national touring shows and musical acts, and Gold Wing Road Riders Wing Ding gatherings.

The Holiday Inn Grand Montana Hotel & Convention Center is the largest facility in the four-state region to be built in conjunction with a hotel; recently renovated, it contains 50,000 square feet of meeting space in 17 rooms that accommodate groups from 10 to 3,200. Located downtown is the Alberta Bair Theater, which serves as the site of business meetings and conventions as well as performances, with a theater capacity of 1,400 people.

Conference and convention facilities for large and small groups are available in several hotels, motels, and bed-and-breakfast establishments throughout the Billings metropolitan area, including the Historic Northern Hotel, Sheraton Billings Hotel, and the Billings Hotel and Convention Center. Billings offers more than 3,400 hotel rooms and nearly 350 million square feet of meeting space. Alternatives to city hotel accommodations can be found outside Billings at the Double Spear Ranch in Pryor, Montana.

Convention Information: Billings Area Chamber of Commerce, 815 South 27th Street, PO Box 31177, Billings, MT 59107-1177; telephone (406)245-4111; toll-free (800)711-2630

■ Transportation

Approaching the City

Billings Logan International Airport is only two miles from the downtown district and serves most of eastern Montana and northern Wyoming with more than 50 flights daily from major airlines and regional carriers. Allegiant Air, Atlantic Southeast Airlines, Big Sky, Delta, Frontier, Horizon, Northwest, Skywest, and United all service Billings with planes as large as 757s.

Billings is at the junction of two interstate highways: I-90, connecting the city with the Pacific Northwest and the southern Rocky Mountain states; and I-94, providing a link with the midwestern states. U.S. 87, 310, and 212 also meet in Billings.

Billings is served by Greyhound and Rimrock Trailways bus services. The nearest Amtrak stop is on the Hi-Line, 200 miles north of Billings. As of 2007 there was talk of bringing regular passenger rail service through Billings as part of a route through southern Montana.

Traveling in the City

Billings Metropolitan Transit operates 18 routes within the city and serves approximately 5,000 customers. Auto traffic on major thoroughfares is light compared to most metropolitan areas. The downtown area is laid out in a grid pattern with numbered streets.

■ Communications

Newspapers and Magazines

Billings has one major daily newspaper, *The Billings Gazette* (morning). *Montana Land Magazine* is published quarterly.

Television and Radio

Bresnan Communications provides cable television and high-speed internet service in Billings; in 2007, Bresnan teamed up with Fujitsu Network Communications to offer free high-speed broadband Wi-Fi access for Bresnan's customers in Billings. All four major television networks (ABC, CBS, NBC, Fox) broadcast to the Billings area. Fifteen AM and FM radio stations broadcast from Billings.

Media Information: *The Billings Gazette*, 401 N. Broadway, Billings, MT 59101; telephone (406)657-1200; toll-free (800)543-2505; email sprosiniski@billingsgazette.com

Billings Online

Big Sky Development Authority. Available www.bigskyedc.org
 Billings Area Chamber of Commerce. Available www.billingschamber.com
 Billings Convention and Visitors Bureau. Available billingscvb.visitmt.com
 Billings Cultural Partners. Available www.downtownbillings.org
The Billings Gazette. Available www.billingsgazette.com
 Billings Public Schools. Available www.billings.k12.mt.us
 City of Billings home page. Available www.ci.billings.mt.us
 Parmly Billings Library. Available www.billings.lib.mt.us

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Butte

■ The City in Brief

Founded: 1864 (incorporated 1879)

Head Official: Chief Executive Paul Babb (since 2005)

City Population

1980: 37,205

1990: 33,336

2000: 33,892

2006 estimate: 32,110

Percent change, 1990–2000: 1.6%

U.S. rank in 1980: 605th

U.S. rank in 1990: 806th

U.S. rank in 2000: 887th

Metropolitan Area Population

1980: 38,092

1990: 33,941

2000: 34,606

2006 estimate: 32,801

Percent change, 1990–2000: 1.9%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 1,262

Area: 716.2 square miles (2000)

Elevation: Ranges from 5,484 to 6,463 feet above sea level

Average Annual Temperatures: 53.2° F (maximum), 27.1° F (minimum)

Average Annual Precipitation: 12.75 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 6.0% (January 2005, Silver Bow County)

Per Capita Income: \$17,068 (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: Montana Tech of the University of Montana

Daily Newspaper: *The Montana Standard*

■ Introduction

Once dependent almost solely on the mining industry—in the early 1900s it was called “the richest hill on earth” because of the valuable ores that lay beneath it—Butte, like many older American cities, is in the midst of a transition toward a more diversified economy. With easy access to western and midwestern markets, Butte is one of the west’s major transportation hubs; the city is also moving into enterprises related to energy research and high-altitude sports training. Despite the changes underway, Butte retains its multiethnic heritage and its connection to the breathtaking natural beauty of the surrounding Rocky Mountains. For statistical and other purposes, Butte is traditionally linked with Silver Bow County.

■ Geography and Climate

Butte is located in Summit Valley in the heart of the Rocky Mountains on the west slope of the Continental Divide in southwestern Montana. Silver Bow Creek, part of the Columbia River system—and called Clark Fork outside the city—runs through Butte. The climate is semi-arid, with a growing season of about 80 days.

Area: 716.2 square miles (2000)

Elevation: Ranges from 5,484 to 6,463 feet above sea level

Average Temperatures: 53.2° F (maximum), 27.1° F (minimum)

Average Annual Precipitation: 12.75 inches

■ History

Discovery of Gold and Silver Brings Settlers to Region

The area surrounding Butte's present location remained uninhabited before gold was discovered in 1864 in Silver Bow Creek. Native Americans and explorers passed through the region, but found no attractions for permanent settlement until two prospectors detected placer deposits in the creek; they named the site the Missoula lode. Other prospectors came, and by 1867 the population of the mining settlement reached 500 people. Water was scarce, however, and the town began to decline; the 1870 census recorded only about 200 people.

One of the region's first prospectors, William Farlin, returned in 1874 to claim several outcrops of quartz that he had discovered previously. Before long a silver boom began, bringing a chaos of claim staking and claim jumping as prospectors overran the site. Investors William Clark and Andrew Davis constructed mills for extracting gold and silver, and by 1876, when a townsite patent was issued, the prosperous camp numbered 1,000 residents. Marcus Daly, representing Salt Lake City mining entrepreneurs, arrived that same year and bought the Alice Mine, naming it Walkerville for his employers. In 1879 Butte, which had been named for Big Butte, a volcanic cone to the northwest, was incorporated as a city.

Copper Discovered; Butte Thrives; Unions Formed

In 1880 Daly sold his interest in the Walker mining operations and bought the Anaconda Mine. As he was digging for silver, Daly struck copper, thus initiating the industry that eventually made him one of the country's wealthiest and most powerful men. Daly attracted investors from as far away as Boston and New York, and within a year the town had several mines and mining companies. In a lifelong rivalry with William Clark for control of Butte, Daly finally won out as the "boss" of a one-industry town. The arrival of the Union Pacific Railroad in 1881 ensured Butte's success as the leading producer of copper in the United States.

With a population of 14,000 people in 1885, Butte supported banks, schools, a hospital, a fire department, churches, and a water company. Copper production and the development of mining companies continued until the turn of the century, when Daly joined with the

Rockefeller family to form the Amalgamated Copper Mining Company, one of the early twentieth-century trusts. By the first decade of the twentieth century Butte was a major rail hub, with four railroads connecting in the city. Amalgamated, having bought out other mining companies in Butte, changed its name back to the Anaconda Copper Mining Company in 1915.

The labor movement was important to Butte's history. The Butte Miner's Union was formed in 1878 to protect miners from the dangers of working underground. The Butte delegation was the largest at the 1906 founding convention of the International Workers of the World (IWW) in Chicago. During the early twentieth century the union's power began to decline when mining companies were consolidated and management became indifferent to worker demands. The dynamiting of the union hall in 1914 and the lynching of an IWW organizer in 1917 led to seven years of martial law in Butte. The worst hardrock mining disaster in American history, the Spectacular Mine Fire, also took place in 1917, killing 168 miners.

Present-day Butte neighborhoods such as Dublin Gulch, Finntown, Chinatown, and Corktown attest to the city's diverse ethnic roots. Since the community's earliest days immigrants from all over the world settled in Butte to work the mines. When the placer camp was started in 1864, Chinese miners were the first to arrive. Later came Cornish, Irish, and Welsh laborers, and for a time Irish workers formed the dominant group. Then Serbs, Croats, French Canadians, Finns, Scandinavians, Jews, Lebanese, Mexicans, Austrians, Germans, and African Americans added to the ranks of miners.

Mining Declines; Economy Diversifies

Throughout the first half of the twentieth century, the mining industry continued to dominate the Butte economy. Changes began to take place, however; underground mining gave way to pit mining in the 1950s when high-grade copper-ore deposits were exhausted and above-ground exploration for low-grade ore began. In 1976 Anaconda was bought by Atlantic Richfield Company; in 1983 the mines were completely closed. Unemployment rose to more than 17 percent and Butte's survival seemed threatened. That same year a task force composed of government and business leaders was formed to ensure a future for Butte through a concerted effort to diversify the city's economy. Since then, mines have reopened, a transportation hub was built at the Port of Montana, the U.S. High Altitude Sports Center was located in the city, and several high-technology firms have established facilities in the area. These efforts at economic stability, diversification, and growth have been recognized by the Montana Ambassadors, the Pacific Institute, the U.S. Corporation for Economic Development, and *Newsweek* magazine, which commented in an article about the area's steady decline and stagnant



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economy, that “in Montana, Butte has engineered the most dramatic turnaround.” In 2002 Butte was named one of the National Trust for Historic Preservation’s “Dozen Distinctive Destinations.” In 2005 Butte gained international recognition as the location for the Hollywood film *Don’t Come Knocking* directed by Wim Wenders and starring Sam Shepard and Jessica Lange. In 2007 *U.S. News & World Report* named Butte one of the best places to retire.

Historical Information: Butte Silver-Bow Public Archives, PO Box 81, 17 W. Court St., Butte, MT 59703; telephone (406)782-3280; email info@buttearchives.org

■ Population Profile

Metropolitan Area Residents

1980: 38,092
 1990: 33,941
 2000: 34,606
 2006 estimate: 32,801
 Percent change, 1990–2000: 1.9%
 U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 1,262

City Residents

1980: 37,205
 1990: 33,336
 2000: 33,892
 2006 estimate: 32,110
 Percent change, 1990–2000: 1.6%
 U.S. rank in 1980: 605th
 U.S. rank in 1990: 806th
 U.S. rank in 2000: 887th

Density: 47.3 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 32,325
 Black: 53
 American Indian and Alaska Native: 675
 Asian: 147
 Native Hawaiian and Pacific Islander: 21
 Hispanic or Latino (may be of any race): 927
 Other: 200

Percent of residents born in state: 73.3% (2000)

Age characteristics (2000)

Population under 5 years old: 1,947
Population 5 to 9 years old: 2,250
Population 10 to 14 years old: 2,407
Population 15 to 19 years old: 2,451
Population 20 to 24 years old: 2,231
Population 25 to 34 years old: 3,796
Population 35 to 44 years old: 5,246
Population 45 to 54 years old: 4,801
Population 55 to 59 years old: 1,820
Population 60 to 64 years old: 1,491
Population 65 to 74 years old: 2,628
Population 75 to 84 years old: 2,057
Population 85 years and older: 767
Median age: 38.9 years

Births (2006, Micropolitan Statistical Area)

Total number: 369

Deaths (2006, Micropolitan Statistical Area)

Total number: 449

Money income (1999)

Per capita income: \$17,068
Median household income: \$30,516
Total households: 14,176

Number of households with income of . . .

less than \$10,000: 1,720
\$10,000 to \$14,999: 1,558
\$15,000 to \$24,999: 2,577
\$25,000 to \$34,999: 2,175
\$35,000 to \$49,999: 2,251
\$50,000 to \$74,999: 2,427
\$75,000 to \$99,999: 758
\$100,000 to \$149,999: 463
\$150,000 to \$199,999: 108
\$200,000 or more: 139

Percent of families below poverty level: 10.7% (2000)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

■ Municipal Government

The governments of the city of Butte and Silver Bow County are combined and are administered by a Chief Executive and council. The twelve council members and the Chief Executive all serve four-year terms.

Head Official: Chief Executive Paul Babb (since 2005; current term expires 2009)

Total Number of City Employees: 470 (2007)

City Information: Butte/Silver Bow Government Courthouse, 155 West Granite St., Butte, MT 59701; telephone (406)497-6200; fax (406)497-6328

■ Economy

Major Industries and Commercial Activity

Since Butte's founding during a gold boom, its principal industry has been mining. From the mid-1880s to the 1980s, Butte produced an estimated \$22 billion in minerals mined. More than 8 percent of the nation's copper continues to be produced in Butte, joining other important minerals such as lead, zinc, and magnesium. In the 1970s, when underground mines were closed, the copper industry began to decline; it reached its lowest point in 1983 when mining operations in the Butte area completely ceased for a time.

This recession began to ease in 1986 when copper mines were reopened, creating more than 300 jobs. This upsurge brought development in other areas such as transportation, tourism and recreation, small businesses, technology, energy research, medicine, and communications. Accolades have poured in during recent years, lauding Butte's economic resurgence, even earning the town a four-minute spot on the Paul Harvey radio program. Lou Tice of the Pacific Institute in Seattle hailed Butte as a "city on the move." Citing the economic re-birth of Butte, Tice attributed the successes to "its people—their tenacity, their hard work and the remarkable goals they set."

As of 2007 Montana's economy as a whole was growing, due in part to demands in Asia for precious metals. Butte's economy is tied to this performance. The reopening of Montana Resources, the stabilization of existing businesses, and the addition of new companies helped increase employment in Butte by 800 workers, or 5.4 percent from 2003-2006. Montana Resources was selected as the 2005 Business of the Year for Butte/Silver Bow. In 2005, unemployment fell to a 30-year low of 4.7 percent in Butte. The economy has become much more diversified. Major employers such as ASiMi and St. James Healthcare have reported plans for steady employment in the short-term and increases in the long-term.

Items and goods produced: motors, dairy and food products, compressed and liquefied gases, beverages, optical goods, chemicals, steel fabrications, phosphate products

Incentive Programs—New and Existing Companies

Local programs: The Butte/Silver Bow Tax Increment Financing Industrial District (Butte has two, comprising 1,300 acres) directs new tax dollars accrued from

new development within the district to assist further development within the boundaries of the district. There are four other tax incentive programs available to local businesses that qualify. The Butte Local Development Corporation (BLDC), a principal catalyst in the region's economic turnaround, is considered one of the best economic development organizations for its size in the country. Its mission is to create jobs through industrial development. BLDC accomplishes these goals through capital acquisition, land and infrastructure development, development and maintenance of informational tools, economic analysis and planning, and numerous other activities. The BLDC also administers five loan programs. In addition, property used by certain new or expanding industries is eligible for a reduced taxable valuation (up to 50 percent of its taxable valuation for the first five years) during the first nine years after construction or expansion.

State programs: State of Montana tax incentives include property tax reduction; no inventory, use, or sales tax; new industry income tax credits; small business investment tax credit; and tax reduction on pollution control equipment. In 2003 the Montana legislature created the Certified Regional Development Corporations (CRDC) program in the Montana Department of Commerce. The CRDC program is designed to encourage a regional approach to economic development. State law also provides for the creation of a tax increment financing (TIF) industrial district for industrial development projects. A local government can issue bonds for a wide variety of development purposes such as: financing land acquisition, industrial infrastructure, rail spurs, buildings, and personal property related to the public improvements.

Job training programs: The Primary Sector Workforce Training Grant (WTG) program is a state-funded program; \$3.9 million is available annually for this program. The WTG program is targeted to businesses that are creating at least one net, new job that pays at least the lower of the current county average wage or the state current average wage.

Development Projects

Government and industry leaders have organized to encourage expansion of Butte's economic base by capitalizing on the area's natural resources: agriculture, forest products, and mining. Steps have been made to reopen mines or help existing mines stay in business. The Montana Copper mine was reopened in 2003, creating 330 jobs and \$11 million in annual payroll for local workers. The BDLC in 2004 announced renewed efforts to keep the Golden Sunlight and Luzenac America mines in operation, as well as provide assistance to the Northwestern Energy Corporation as it went through bankruptcy proceedings. The recently completed Port of Montana Hub, intended to facilitate the loading and transporting of

minerals and forest products by rail and motor freight carriers, is expected to contribute significantly to the area's economic development. Other steps toward economic stabilization include the opening of a small business incubator, the establishment of Butte's Cyber Village and Silicon Mountain Technology Park where several science and technology firms have started up or relocated, and the development of the U.S. High Altitude Sports Center. Other recent development projects have included the development of an East Side Urban Renewal Area, a music and entertainment district downtown, a new community ice center and jail, and improvements to the Civic Center.

Once called an "environmental wasteland" because of the damage done to it by mining and smelting, Butte is gradually recovering. The Atlantic Richfield Corporation (ARCO) spent more than \$400 million on reclamation work to repair damage in the area by capping mine tailings with clean dirt, landscaping, and re-vegetating damaged land. In 2004 ARCO agreed to contribute an additional \$50 million to the Montana Superfund in efforts to clean up the Clark Fork Basin.

Economic Development Information: Butte Local Development Corporation, 480 East Park St. Butte, MT 59701; telephone (406)723-4349; fax (406)723-1539

Commercial Shipping

Butte is a major inland port from which imported cargo is shipped via rail and motor carrier to points throughout the Midwest. Butte is located at the only rail interline in the state of the Union Pacific and Burlington Northern railroads. Piggyback service is provided, and trains run up to twelve times weekly from Butte. Several motor freight carriers regularly transport goods through facilities in Butte, with overnight and second-day delivery to major cities in the West and Midwest; in addition, well over 1,000 motor freight carriers serving the state have access to Butte. Some of the trucking firms serving the county are Western Transport Line, Yellow Freight, Molerway Freight Lines, Consolidated Freightways, Transystems, Roadway Express, ANA Transport, Biggers Transport, Irving Trucking, Americana Expressways, Highland, S&J Trucking, Prince, Kenyon-Noble, Rob Clark, RB&C Trucking, Solberg, and Ward Trucking.

Labor Force and Employment Outlook

When the Butte Job Service surveyed 10 major employers in the Butte area, they reported rates of absenteeism from 1 to 2 percent, and turnover rates that average 3 percent. Butte's labor force in 2007 included many potential employees and other well-trained workers with skills and experience beyond their present employment. Silver Bow County has experienced ups and downs in employment levels as it has made the difficult transition to a more diversified economy. Growth in the 1990s was driven in a

large part by construction of the American Silicon Minerals corporate headquarters in Butte. Following the loss of construction jobs in 1999, employment losses were once again experienced with the shutdown of Montana Resources in mid-2000. However, in August 2003 Montana Resources' copper and molybdenum mine reopened; Montana Resources currently employs approximately 350 people residing in Butte and Anaconda and neighboring communities. By 2007 Butte and Montana's economy were growing steadily—predictions were for 4 percent growth a year until 2009. A particular bright spot has been the city's success in luring international firms to the Silicon Mountain Technology Park and Cyber Village.

The following is a summary of data regarding the Butte-Silver Bow (balance) metropolitan area labor force, 2000 annual averages.

Size of nonagricultural labor force: 15,439

Number of workers employed in...

- construction and mining: 823
- manufacturing: 616
- trade, transportation and utilities: 4,186
- information: 445
- financial activities: 606
- professional and business services: 1,091
- educational and health services: 3,696
- leisure and hospitality: 1,764
- other services: 784
- government: 2,529

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 6.0% (January 2005, Silver Bow County)

<i>Largest employers (2004)</i>	<i>Number of employees</i>
St. James Health Care	548
NorthWestern Energy	502
Wal-Mart	465
Town Pump	386
Montana Resources	335
Community Counseling and Correctional	308
Advanced Silicon	
Materials	307
MSE/MERDI	177
Kids Behavioral Health	174
Butte Convelescent Center	130

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 1.0% to 6.9%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$669.24 per \$1,000 of taxable value; assessed at 1.82% to 1.54% of the actual market value (2005)

Economic Information: Butte/Silver Bow Chamber of Commerce, 1000 George St., Butte MT 59701; telephone (406)723-3177; toll-free (800)735-6814; fax (406)723-1215; email chamber@buttechamber.org. Montana Department of Labor & Industry, PO Box 1728, Helena, MT 59624; telephone (406)444-2840

■ Education and Research

Elementary and Secondary Schools

The public elementary and secondary school system in Butte is Butte School District #1. The district is overseen by an eight-member elected school board and is administered by a superintendent appointed by the board. The district considers itself one of the most technologically advanced in Montana, with 100 percent Internet access for all students. The district offers a full range of after-school latchkey and enrichment programs, adult education, homebound services, special education, and a unique Retired Seniors Volunteer Program (R.S.V.P.) that brings local retirees together with students to form tutoring and mentoring relationships. The 21st Century Community Learning Centers (R.O.C.K.I.E.S.) program offers elementary students and their parents such services as after-school childcare; enrichment activities; reading and math instruction; and recreational activities.

The following is a summary of data regarding the Butte School District #1 as of the 2005–2006 school year.

Total enrollment: 4,604

Number of facilities

- elementary schools: 6
- junior high/middle schools: 1
- senior high schools: 1
- other: 1

Student/teacher ratio: 15.6:1

Teacher salaries (2005–06)

elementary median: \$35,058 (all levels)
 junior high/middle median: Not available
 secondary median: Not available

Funding per pupil: \$6,305

Several religious and secular parochial elementary and high schools provide alternatives to public education in the Butte metropolitan area.

Public Schools Information: Butte School District #1, 111 North Montana, Butte, MT 59701; telephone (406)496-2000

Colleges and Universities

Montana Tech of the University of Montana, originally chartered as the Montana State School of Mines, comprises the College of Humanities, Social Sciences, and Information Technology; the College of Mathematics and Sciences; the School of Mines and Engineering; the College of Technology; and the Graduate School. Montana Tech offers 6 certificate, 9 associate's, 19 bachelor's, and 11 master's programs. With a 2006 enrollment of 2,232 students, the school conducts basic and applied research and provides graduates with degrees in such fields as geophysical engineering, mineral processing, and petroleum engineering. A \$20 million dollar construction and renovation project was recently completed, which modernized laboratory, classroom, and office facilities for the biology and chemistry programs. Both Montana State University-Bozeman and the University of Montana in Missoula are within a two-hour drive of Butte.

Libraries and Research Centers

The Butte-Silver Bow Library is located in Butte. Holdings consist of 75,000 volumes and nearly 200 periodical subscriptions, with special collections relating to Montana architecture, historic preservation, and fishing. The library is the headquarters for the Montana Public Library Film Service. The Butte-Silver Bow Public Archives holds information on local families and history, plus more than 30 labor history and 70 personal collections. The Historic Hearst Free Library in Anaconda offers more than 43,000 volumes, 66 periodicals, 16 newspapers, and a repository of historic memorabilia.

The Montana Tech Library houses nearly 50,000 volumes, 80,000 maps, and 425,000 documents including paper, microform, and electronic media. The library is a depository for federal and state government documents. In addition, Montana Tech conducts research activities in such fields as water resources, earthquakes, mines, and geology. Butte is home to the National Center for Appropriate Technology Research Library. Most of the other libraries and research centers in the city also specialize in energy and technology.

Public Library Information: Butte-Silver Bow Library, 226 West Broadway Street, Butte, MT 59701; telephone (406)723-3361

■ Health Care

The chief medical provider for the Butte-Silver Bow area is the St. James Healthcare system, part of the Montana region of the Sisters of Charity of Leavenworth Health System, which also has operations in Billings and Miles City. The Butte facility employs more than 450 people, including 64 doctors, and has more than 100 beds. St. James provides medical services in the fields of cardiology, neurosciences, oncology, orthopedics, women's and children's services, emergency services, MRI, pain management, renal dialysis, and others. A number of other institutions provide mental health services, dental care, hospice care, chiropractic care, chemical dependency rehabilitation, and more.

■ Recreation**Sightseeing**

A popular Trolley Tour takes visitors to all the key sights—Old No. 1, a replica of the city's original electric trolley car system, operates four times daily from the first of June through Labor Day. Both St. Lawrence Church and the Serbian Orthodox Church have stunning frescoes that are open to public viewing. Butte's historic district also showcases several homes built during the days of the mining barons. The Copper King Mansion, built in 1888, was the Elizabethan-Victorian-style home of William S. Clark, whose battle with Marcus Daly for control in Butte has become a local legend; the mansion is now a bed and breakfast inn. Another impressive structure is the Charles Clark Mansion, also called the W.A. Clark Chateau, home of William A. Clark's son and a replica of a French chateau; completely restored and housing an arts center and gallery, it has been designated as a National Historic Structure. On the west side of the city are other fashionable, late-nineteenth-century homes.

Overlooking Butte from Montana Tech Hill is a statue of Marcus Daly by Augustus Saint-Gaudens. North of the downtown district stands the "gallows frame" of the Original Mine, which was used to raise and lower miners and ores from the underground mine. To the east of the city is the Berkeley Pit, started in 1955, and once the largest truck-operated open pit copper mine in the United States; it is an example of the process that replaced underground vein mining. The Granite Mountain Memorial commemorates the 168 miners who died during a 1917 fire at the Granite Mountain and Speculator mines. Also east of Butte, atop the Continental Divide, is Our Lady of the Rockies, a statue of the Christian religion's Virgin Mary. Standing 90 feet high and floodlighted at

night, the statue is a nondenominational monument to motherhood that was built with donated materials and labor and completed in 1985.

Among the points of interest within driving distance of Butte are ghost towns such as Alder Gulch, Cable, Granite, and Philipsburg, where legends were formed and fortunes made during the gold and silver booms.

Arts and Culture

A culturally active city, Butte supports a symphony, a community arts center, and a theater company. The Mother Lode, completed in 1923 as a Masonic Temple but never occupied by Masons, has been rehabilitated and serves as southwest Montana's premier performing arts center. The Butte Symphony Orchestra programs a four-concert season featuring a choral group and soloists. Theater is presented by Orphan Girl Theater and the Mother Lode Theater. Opera productions and appearances by national touring groups and speakers are also scheduled in the city.

Butte's principal museums are related to the mining industry. The World Museum of Mining and Hell Roarin' Gulch, a popular attraction in the area, features indoor and outdoor exhibits that replicate an early mining environment. Among the indoor displays are models of mines, minerals, fire fighting equipment, a Stanley steam engine, and an electric hoist. Outdoor exhibits include a reconstructed 1900 mining camp, with a print shop, Chinese laundry, bank, drug store, millinery shop, and other authentic structures. Also featured at the museum is a tour on the Neversweat and Washoe Railroad aboard a train drawn by an M-10 locomotive; the tour starts at the museum, traveling past mines and head frames, to nearby Kelly mine. Commentary on mine history is presented. The Dumas Brothel was the longest-running establishment of its kind in America; Butte once had as many as 2,400 ladies of the evening working in town. The Mineral Museum at Montana Tech exhibits 1,300 items from its collection of more than 15,000 mineral specimens gathered from throughout the world; a highlight is a display of fluorescent minerals. The Mai Wah preserves the history of Butte's Chinese miners.

The Piccadilly Museum of Transportation houses a fascinating array of exhibits about transportation in America, from antique cars to gas pumps to road signs. The Mother Bottego House honors Celestine Mary Bottego, who spent 15 years in Butte and has been nominated for beatification. The Butte-Silver Bow W.A. Clark Chateau, a professional art gallery, mounts changing exhibits of works by local and national artists. Several private art galleries are also located in the city.

Festivals and Holidays

The W.A. Clark Chateau holds a Wine Tasting Festival in February. The Winternational Sports Festival, a multi-sport event, begins in February and continues into

March, when St. Patrick's Day festivities such as a parade and the Friendly Sons of St. Patrick Banquet also take place. On March 16 the Finnish-American community gives thanks to St. Urho for chasing the grasshoppers out of Finland. Ghost Walks takes place in April at the Mining Museum. July is an event-filled month; included among the activities are the National Folk Festival, Evel Knievel Days, and the Freedom Festival parade and community picnic. An Ri Ra—the Montana Gaelic Cultural Festival—takes place each August. Mining Heritage Day happens in September. The year ends with the annual Christmas Stroll, Ice-Sculpting Contest, and Festival of Trees.

Sports for the Spectator

Butte's U.S. High Altitude Sports Center has three times been chosen as the site of the World Cup Speedskating competition. Other sporting events include state wrestling tournaments and rodeos.

Sports for the Participant

Butte has some 30 parks ranging from mini parks on lots to major parks such as Stodden and the recently built Copper Mountain Sports and Recreation Complex north of Timber Butte. Municipal parks located in Butte provide such facilities as a swimming pool, basketball courts, baseball and football fields, tennis courts, golf courses, an Olympic-sized skating rink, and running/walking tracks. Recreational areas outside the city include the Blacktail Creek and Alice Pit Walking Trails, the Red Mountain Highlands (a 10,000 foot peak), Humburg Spires rock climbing site, kayaking on Big Hole and Madison rivers, downhill skiing at Maverick Mountain and Discovery Basin, and a number of golf layouts that offer spectacular scenery in the Butte foothills. Golfers may particularly wish to visit town of Anaconda, 26 miles from Butte, where an \$11 million, 200-acre golf course designed by Jack Nicklaus has been built atop the ruins of a smelting plant. Butte is surrounded by lakes, streams, and reservoirs where trout fishing, boating, and waterskiing are popular pastimes.

Shopping and Dining

Historic Uptown has several unique stores that deal in antiques, toys, and tools, and art galleries that specialize in Western art. In addition to the Butte Plaza Mall, Butte's Harrison Avenue has small shops and stores with specialties ranging from locally made crafts and gifts to sporting equipment.

More than 80 restaurants in Butte provide a variety of choices that include fast food and family dining, as well as the more formal atmosphere of supper clubs. Among the cuisines offered are Chinese, Greek, Italian, and traditional American. Local favorites include The Acoma on Broadway, Gamer's Café on Park, the Gold Rush Casino and Restaurant on Galena, and Pork Chop John's (three

locations). A local specialty is pasties, which are meat pies that were originally brought to Butte by Cornish miners in the 1870s.

Visitor Information: Butte Convention and Visitors Bureau, 1000 George St., Butte MT 59701; telephone (406)723-3177; toll-free (800)735-6814; fax (406)723-1215; email chamber@buttecvb.com

■ Convention Facilities

The Butte Civic Center, accessible to about 1,300 hotel and motel rooms and bed and breakfast inns in the metropolitan area, is a prime meeting facility both in the city and in the Northwest. Located in close proximity to major population centers, the complex offers a range of facilities for large and small group functions and sporting and recreational events. Total seating capacity is approximately 7,500 people, with parking for up to 1,500 vehicles on site. Total exhibit space is 26,923 square feet.

Meeting and convention accommodations are also available at the city's two major hotels. The Copper King Park Hotel features ten multipurpose meeting rooms, including a recreation area with approximately 8,000 square feet of space; a convention center providing more than 5,000 square feet; smaller rooms with seating for small groups; and a ballroom accommodating up to 1,200 participants. The Best Western features large and small meeting rooms, indoor pool, spa, and fitness center, and the Hops Bar and Casino. The Fairmont Chalets and Fairmont Hot Springs Resort offer a more relaxed, country setting outside of Butte.

Convention Information: Butte Convention and Visitors Bureau, 1000 George St., Butte MT 59701; telephone (406)723-3177; toll-free (800)735-6814; fax (406)723-1215; email chamber@buttecvb.com

■ Transportation

Approaching the City

The Bert Mooney Airport is served by Alaska Airlines, Horizon Air, Sky West, and Delta Airlines. Most flights connect in Salt Lake City or through Bozeman/Seattle. Greyhound and Intermountain lines provide bus transportation.

The principal highways into Butte are Interstate-15, running north and south, and Interstate-90, approaching from the northwest, which intersect in the city. Two state highways also serve Butte.

Traveling in the City

Butte is laid out on a grid pattern, although some streets run diagonally to follow railroad or freeway routes. Harrison Avenue is the main north-south thoroughfare. Butte Transit System provides bus service.

■ Communications

Newspapers

Butte's daily morning newspaper is *The Montana Standard*. Students at Montana Tech publish the *Technocrat*. *Butte Weekly* is a free weekly paper.

Television and Radio

In 2003 Bresnan Communications bought the rights to Butte cable television and invested several million dollars to upgrade the number of channels available and to bring high-speed Internet to Butte citizens. Viewers have access to ABC, CBS, and NBC television broadcasts. 91.3 FM is the city's Public Radio outlet. Six other AM and FM radio stations originate their signals from Butte. A number of other radio stations can be picked up from neighboring communities.

Media Information: *The Montana Standard*, 25 W. Granite St., Butte, MT 59701; telephone (406)496-5500; toll-free (800)877-1074

Butte Online

- Butte Local Development Corporation. Available www.buttemontana.org
- Butte Public School District #1. Available www.butte.k12.mt.us
- Butte-Silver Bow Chamber of Commerce. Available www.butteinfo.org
- Butte-Silver Bow Local Government. Available www.co.silverbow.mt.us
- The Montana Standard*. Available www.mtstandard.com
- Only in Butte. History stories about Butte's past. Available www.butteamerica.com/hist.htm

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- Morris, Patrick F., *Anaconda Montana: Copper Smelting Boomtown on the Western Frontier* (Bethesda, MD: Swann Pub., 1997)



Helena

■ The City in Brief

Founded: 1864 (chartered 1881)

Head Official: Mayor James E. Smith (I) (since 2001)

City Population

1980: 23,938

1990: 24,699

2000: 25,780

2006 estimate: 27,885

Percent change, 1990–2000: 2.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Metropolitan Area Population

1980: 43,039

1990: 47,495

2000: 55,716

2006 estimate: 70,558

Percent change, 1990–2000: 17.3%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 847th (for counties; state rank 6th)

Area: 14 square miles (2000)

Elevation: 4,090 feet above sea level

Average Annual Temperatures: January, 20.2° F; July, 67.8° F; annual average, 44.0° F

Average Annual Precipitation: 11.32 inches of rain; 46.9 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.5% (January 2005)

Per Capita Income: \$20,020 (2000)

2005 FBI Crime Index Property: 1,046

2005 FBI Crime Index Violent: 99

Major Colleges and Universities: Carroll College, Helena College of Technology

Daily Newspaper: *Helena Independent Record*

■ Introduction

Helena, known as the “City of Gold,” lies at the heart of the Rocky Mountains in a fertile region with rolling hills. On the outskirts of the city lies the giant Helena National Forest, which provides spectacular scenery and many opportunities for outdoor activities. Once a mining boom town, Helena is now a major social and governmental center of the American west, offering amenities not usually found in a city of its size.

■ Geography and Climate

Helena is located in west-central Montana in the foothills of the Big Belt Mountains on the eastern slope of the Continental Divide, 48 miles north-northeast of Butte, Montana. Helena is located midway between Glacier and Yellowstone national parks and fertile valleys lie to the north and east. The Missouri River flows northward nearly 10 miles east of the city.

Helena has a modified continental climate with warm, dry summers and moderately cold winters. Mountains located to the north and east of the city sometimes deflect shallow masses of arctic air to the east, but at times cold air can be trapped in the valley for days. During the coldest period, from November through February, temperatures sometimes drop to 0° F or below. Summer temperatures are usually under 90° F and the mountains account for marked changes in temperature

from day to night. April through July is the rainy season, while late summer, fall, and winter are quite dry.

Area: 14 square miles (2000)

Elevation: 4,090 feet above sea level

Average Temperatures: January, 20.2° F; July, 67.8° F; annual average, 44.0° F

Average Annual Precipitation: 11.32 inches of rain; 46.9 inches of snow

■ History

Land of the Prickly Pear

Archaeological evidence shows that native Americans inhabited the valley in which greater Helena is situated more than 12,000 years ago. Although never serving as the permanent home of any particular tribe, the valley was a crossover area for Salish, Crow, Bannock, and Blackfoot tribal members.

In 1805, members of the Lewis and Clark expedition were the first white men to visit the valley. While investigating the area on foot, William Clark stepped on and had to remove 17 cactus spines from his feet. This caused him to name the nearby creek and valley Prickly Pear. In the early nineteenth century trappers came to the area, later to be pushed aside by groups of white settlers.

In 1862 a group of immigrants in a wagon train decided to build houses for the winter in Prickly Pear Valley, but this settlement proved temporary. In 1864, four ex-Confederate soldiers from Georgia discovered placer gold in Last Chance Gulch, the heart of Helena's present-day downtown. The gold strike attracted hundreds of miners eager to find riches. Over the next 20 years, 3.5 billion dollars worth of gold was discovered in the gulch. By 1888 Helena was home to more millionaires per capita than anywhere else in the world.

Early settlers considered naming their new boom town "Pumpkinville" or "Squashtown," but instead settled on the suggestion of John Somerville, who named the place after his hometown of Helena in Minnesota. The inhabitants chose to pronounce it HELL-uh-nuh, with the accent on the first syllable. Its original residents were mainly of English, Scottish, Irish, and German descent.

Becomes Territorial, Then State Capital

By 1870, Helena, with a population of 3,106 people, had become the most important town in the Montana Territory. Other nearby settlements turned into ghost towns after gold supplies were exhausted. But Helena's geographical location helped it become a business hub for other mining communities, such as Marysville to the west

and Rimini to the southwest. It became a vital bank, trade and farming town.

In the late 1870s the discovery of rich silver and lead deposits in nearby Wickes, Corbin, and Elkhorn further stimulated development in the area and helped Helena grow and prosper. The fact that Helena was on an important stagecoach route also spurred its growth as a hub city.

In 1875 Helena was made the capital of the Montana Territory. When Montana became a state in 1889, citizens disputed whether the capital should be Helena or Anaconda, another popular mining town. Copper rivals Marcus Daly, who supported Anaconda, and William A. Clark, who supported Helena, spent more than \$3 million as each fought to have his city chosen for the honor. Helena finally won the vote in 1894. The city soon saw a tremendous amount of new construction. In time, Helena became the center of Montana political, social, and economic life. Between 1880 and 1890, the population grew from 3,624 to 13,834 people.

City Experiences Booms and Busts

By the late 1880s, wealthy Helena citizens had erected pretentious mansions and constructed a streetcar to transport them to the outskirts of town where they lived. They also drove about town, first in coaches driven by top-hatted drivers, and later in electric cars that stalled on the hills. Their Italianate, Romanesque, baroque, and Gothic-style houses featured cupolas, turrets, and hand-carved trim. The inhabitants of the mansions were served by a small army of maids and butlers.

The good times for many of the city's more than 13,000 residents continued until 1893, when the price of silver fell and many of the nouveau riche moved away. The spacious mansions were then taken over by members of the middle class who sometimes had problems paying to heat them. Many of the Mansion District homes can still be viewed today.

Like other Montana towns, Helena experienced boom-or-bust cycles. Prosperity returned once again between 1900 and 1910 when gold mining activity geared up at nearby Marysville and with the construction of the Canyon Ferry, Hauser, and Holter dams on the Missouri River, which employed a number of Helena residents. Then came a slump that lasted until the war years of 1914-1918, when once again the mines worked to meet the demand for metals during World War I. But another slump followed.

Helena in the Twentieth Century and Beyond

In the first part of the twentieth century, Helena's population showed modest growth, rising from 12,515 people in 1910 to 15,056 by 1940. This growth occurred despite several major fires and a 1935 earthquake that caused four deaths and \$4 million in damages. Shocks of

lesser intensity occurred in 1936 and 1937 but did no further harm.

During the mid-1930s, at the time of the Great Depression, the federal government employed hundreds of Helena citizens to repair the State Capitol and the county courthouse and to landscape a city park. New federal monetary policies increased the price of gold and silver and stimulated mining, which once again regained its importance in the life of the city.

The city's population stood at 17,581 people in 1950. During the 1960s, urban renewal changed the face of downtown Helena, and a pedestrian mall was built to attract tourists. Preservation fervor and urban renewal programs in the 1970s resulted in further downtown development. In recent decades, Montana residents have begun to truly appreciate and make efforts to preserve the beautiful terrain of their state. In 1992, the Montana House of Representatives voted to protect 1.5 million acres of Montana from development, including some local Helena area sites. In 2005, the National Trust for Historic Preservation named Helena one of America's Dozen Distinctive Destinations, recognizing the city as "unique and lovingly preserved."

Today, Helena is an attractive place that retains vintage residential and commercial structures while providing modern shops, distinctive restaurants, and entertainment centers for residents and visitors alike.

Historical Information: Montana Historical Society, PO Box 201201, 225 N. Roberts, Helena, MT, 59620-1201; telephone (406)444-2694; email mhslibrary@mt.gov

■ Population Profile

Metropolitan Area Residents

1980: 43,039
 1990: 47,495
 2000: 55,716
 2006 estimate: 70,558
 Percent change, 1990–2000: 17.3%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 847th (for counties; state rank 6th)

City Residents

1980: 23,938
 1990: 24,699
 2000: 25,780
 2006 estimate: 27,885
 Percent change, 1990–2000: 2.8%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: Not available

Density: 1,840.7 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 24,434
 Black: 59
 American Indian and Alaska Native: 541
 Asian: 201
 Native Hawaiian and Pacific Islander: 18
 Hispanic or Latino (may be of any race): 430
 Other: 98

Percent of residents born in state: 55.5% (2000)

Age characteristics (2000)

Population under 5 years old: 1,501
 Population 5 to 9 years old: 1,558
 Population 10 to 14 years old: 1,628
 Population 15 to 19 years old: 1,962
 Population 20 to 24 years old: 1,999
 Population 25 to 34 years old: 2,931
 Population 35 to 44 years old: 3,919
 Population 45 to 54 years old: 4,309
 Population 55 to 59 years old: 1,414
 Population 60 to 64 years old: 975
 Population 65 to 74 years old: 1,640
 Population 75 to 84 years old: 1,403
 Population 85 years and older: 541
 Median age: 38.8 years

Births (2006, Micropolitan Statistical Area)

Total number: 805

Deaths (2006, Micropolitan Statistical Area)

Total number: 597

Money income (2000)

Per capita income: \$20,020
 Median household income: \$34,416
 Total households: 11,476

Number of households with income of...

less than \$10,000: 1,438
 \$10,000 to \$14,999: 908
 \$15,000 to \$24,999: 1,725
 \$25,000 to \$34,999: 1,767
 \$35,000 to \$49,999: 1,809
 \$50,000 to \$74,999: 2,228
 \$75,000 to \$99,999: 911
 \$100,000 to \$149,999: 464
 \$150,000 to \$199,999: 130
 \$200,000 or more: 96

Percent of families below poverty level: 12.1% (2000)

2005 FBI Crime Index Property: 1,046

2005 FBI Crime Index Violent: 99



The Montana State Capitol building in Helena. Image copyright Alan Scheer, 2007. Used under license from Shutterstock.com.

■ Municipal Government

Helena, the capital of Montana and the seat of Lewis and Clark County, has a city charter form of government. The mayor and four commissioners are elected to the city commission, each serving four-year terms. The daily affairs of the city are administered by a city manager, who is appointed by the commission.

Head Official: Mayor James E. Smith (since November 2001; current term expires 2009)

Total Number of City Employees: 275 (2005)

City Information: Mayor's Office, City of Helena, 316 N. Park Avenue, Helena, MT 59623; telephone (406)447-8410

■ Economy

Major Industries and Commercial Activity

For many years Helena has enjoyed a record of economic stability. It serves as a major governmental center for the county, state, and federal government. It is also a trading and transportation center for nearby livestock, mining, and farming enterprises. In an area rich in silver and lead

deposits, Helena maintains an interest in mineral production and processing, and the nearby city of East Helena is the site of smelters, quartz crushers, and zinc reduction works. The Helena area is also a telephone communications center, and industries such as sand, gravel, and ranching remain important. Statewide, Montana's fastest-growing industries include education and instruction, waste management, and construction. Specific occupations showing significant growth include textile machinery operation, septic and sewer maintenance, and computer software engineering.

Government positions account for 31 percent of Helena's workforce, while private sector jobs comprise 62 percent. Many of the private businesses rely on the government and its employees as their customers.

Items and goods produced: refined and smelted metals, paints, ceramics, concrete, machine parts, baking products, sheet metal, prefabricated houses, bottled beverages

Incentive Programs—New and Existing Companies

Local programs: The Montana Business Information Center (BIC) in Helena is a one-stop center that provides a multitude of planning tools as well as free onsite

counseling provided by the Service Corps of Retired Executives (SCORE), Small Business Development Center (SBDC), and other Small Business Administration resources. The Montana BIC's resources include a reference library, a video center, and a computer lab designed specifically for small business research. The Small Business Administration offers a variety of financing options for small businesses, including long-term loans for machinery and equipment, general working capital loans, revolving lines of credit, and microloans. Similarly, Gateway Economic Development Corp. offers loans and tax rebates to new or expanding businesses in Lewis and Clark County and the surrounding area. The Downtown Helena Business Improvement District offers grants up to \$2,000 for retailers opening or expanding in the downtown area.

State programs: The state of Montana offers general incentives including net operating loss carry backs and carry forwards, depreciation, and dependent care assistance. New and expanding incentives include license tax credit for new or expanded jobs and reduced property assessments for research and development. Various tax exemptions are available for qualified businesses in research and development, domestic international sales corporations, free port merchandise, and business inventories.

Job training programs: The Small Business Development Center provides training, counseling, research, and other specialized assistance through its Helena office. NxLevel Entrepreneurial Training Programs, available through the Montana Department of Commerce, are in-depth training courses for entrepreneurs and business owners. NxLevel for Entrepreneurs is a 12-session course designed to help existing business owners improve growth and profits. NxLevel for Agricultural Entrepreneurs and NxLevel for Microentrepreneurs are similar programs aimed at new ventures and the self-employed.

Development Projects

Projects currently planned for Helena focus on business development, transportation, and branding. An ongoing downtown revitalization planning process has resulted in suggestions for an outdoor market, building restoration, and increased residential space. The City Commission voted to construct a new traffic lane on the Downtown Walking Mall, and to rename the road leading from the I-90 to downtown Last Chance Gulch (currently the name of the main downtown street only) to improve accessibility for tourists. Other plans call for new or upgraded freeway interchanges and improvements in water quality and availability.

Recently completed projects include the full restoration of the State Capitol building and construction of the Great Northern Town Center, a main street business and shopping district.

Economic Development Information: Small Business Administration-Montana District Office, 10 West 15th Street, Suite 1100, Helena, Montana, 59626; telephone (406)441-1081; fax (406)441-1090. Montana Finance Information Center, 301 S. Park, Helena, MT 59601; telephone (406)841-2732; fax (406)841-2771. Downtown Helena, Inc., 225 Cruse Ave., Suite B, Helena, MT 59601; telephone (406)447-1535. Montana Department of Commerce, PO Box 200501, Helena, MT 59620-0501; telephone (406)841-2700; fax (406)841-2701

Commercial Shipping

Air freight service is provided by FedEx, Airborne Express, and UPS. Freight service is also provided by Montana Rail Link, which provides national coverage in connection with Burlington Northern & Santa Fe Railway.

Labor Force and Employment Outlook

The Helena area labor force includes a high percentage of young, educated workers. The percentage of adults in the community who have received high school and college diplomas is considerably higher than the state and national averages. Helena's stable economy is based primarily on a range of government agencies and small businesses. Skills in demand include textile machinery operation, septic and sewer maintenance, and computer software engineering. In recent years, growth has been observed in the fields of education and instruction, waste management, and construction.

The following is a summary of data regarding the Helena city metropolitan area labor force, 2000 annual averages.

Size of nonagricultural labor force: 13,291

Number of workers employed in . . .

- construction and mining: 692
- manufacturing: 349
- trade, transportation and utilities: 1,875
- information: 583
- financial activities: 902
- professional and business services: 1,290
- educational and health services: 2,840
- leisure and hospitality: 1,282
- other services: 679
- government: 4,127

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.5% (January 2005)

<i>Largest private employers</i>	<i>Number of employees</i>
St. Peter's Community Hospital	565

<i>Largest private employers</i>	<i>Number of employees</i>
Blue Cross/Blue Shield	470
Veterans Administration Hospital	375
Shodair Children's Hospital	220
Qwest	210
Dick Anderson Construction	198
Carroll College	189

Cost of Living

The cost of living for Helena residents is comparable to the national average. According to the Helena Chamber of Commerce, housing, utilities, and goods and services all have lower than average cost. The cost of health care in Helena is slightly higher than the national rate.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 1.0% to 6.9%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 647.74 mills minimum; applies to taxable value as set by the state of Montana

Economic Information: Montana Department of Commerce, Census and Economic Information Center, 301 S. Park Ave., PO Box 200505, Helena, MT 59620-0505; telephone (406)841-2740

■ Education and Research

Elementary and Secondary Schools

Helena Public Schools states that its mission is to challenge and empower each student to become a competent, productive, responsible, caring citizen. Nearly half of the teachers have a master's degree or beyond, while 42 percent have one to three years of education beyond a bachelor's degree. Students consistently score above average in national standardized testing in all academic areas.

The Helena school district enjoys one of the lowest teacher-to-pupil ratios in the state. The curriculum includes many accelerated and advanced placement courses. Nearly 60 percent of the district's graduating

seniors attend four-year colleges or universities, earning over \$3 million annually in scholarships. Another 25 percent of high school graduates move on to trade school, two-year colleges or the military.

The following is a summary of data regarding the Helena Public Schools as of the 2005–2006 school year.

Total enrollment: 7,983

Number of facilities

elementary schools: 11
 junior high/middle schools: 2
 senior high schools: 3
 other: 3

Student/teacher ratio: 15.7:1

Teacher salaries (2005–06)

elementary median: \$45,789 (all levels)
 junior high/middle median: Not available
 secondary median: Not available

Funding per pupil: Not available

Public Schools Information: Helena Public Schools, 55 South Rodney, Helena, MT 59601; telephone (406) 324-2000; fax (406)324-2022

Colleges and Universities

Helena's Carroll College, established in 1909, is a Catholic liberal arts college with an enrollment of about 1,500. Students enjoy small classes and easy access to faculty members, and half of the students go on to graduate school. In 2005 *U.S. News & World Report* ranked Carroll among the Western region's best colleges for the 11th year in a row. Carroll College offers bachelor of arts degrees in a variety of fields, as well as eight pre-professional programs and a variety of research and internship opportunities in the capital city.

Helena College of Technology is a two-year college that is part of the University of Montana. More than 700 students receive technical education in accounting, computer science, aviation, construction, nursing, machine tooling, and other fields. The college also offers associate of science and arts degrees in general studies. Montana University also provides graduate programs and continuing education classes in Helena.

Libraries and Research Centers

The Lewis & Clark County Library's main facility is in downtown Helena and the system has three branches in nearby towns. The library contains 115,000 items, including books, periodicals, vertical files, and audio-visual tapes. Built in 1976, the library serves 50,000 patrons annually.

The Research Center of the Montana Historical Society, also in Helena, contains more than 40,000 books and pamphlets relating to Montana, 2,000 bound volumes of Montana newspapers, and more than 8,000 maps, as well as initial township plots, topographical maps, music scores, and other items. Its special collections focus on the Lewis & Clark expedition, fur trading, and General Custer and the Battle of the Little Big Horn. It also has an extensive photograph collection featuring approximately 400,000 images.

The Montana State Library is the primary facility for state government as well as for the blind, physically handicapped, and learning disabled. Its focus is on Montana's natural resources. Every Montanan is entitled to borrow from the State Library, although local libraries often borrow titles on behalf of their patrons.

Other local libraries include the college libraries of Carroll College and the Helena College of Technology, and those of St. Peter's Community and Shodair hospitals, the Montana state legislature, the Montana Department of Commerce, the Montana Natural Heritage Program, the Montana Department of Special Resources, the State Law Library, and the U.S. Geological Survey Water Resources Division Library.

Research institutions include the Montana Science Institute, which explores natural history and ecology of the Missouri River and conservation of native species, and the Nature Conservancy-Montana Chapter, which identifies rare plants and animals and works to protect rare species.

Public Library Information: Lewis & Clark County Library, 120 S. Last Chance Gulch, Helena, MT 59601; telephone (406)447-1690; fax (406)447-1687

■ Health Care

Helena citizens have the service of two local hospitals. St. Peter's Community Hospital offers comprehensive inpatient, outpatient, and home care service. The facility, founded in 1883, provides obstetrics, surgery, emergency care, a cancer treatment center, and a full range of diagnostic services. In 2004 St. Peter's began an expansion project to meet the anticipated needs of Helena's growing population. Shodair Children's Hospital provides inpatient and outpatient psychiatric services, and treatment of genetic disorders. Located just outside Helena is Fort Harrison Veterans Hospital.

Health Care Information: St. Peter's Community Hospital, 2475 Broadway, Helena, MT 59601; telephone (406)442-2480. Shodair Hospital, 2755 Colonial Drive, PO Box 5539, Helena, MT 59604; telephone (406)444-7500

■ Recreation

Sightseeing

The focal point of sightseeing in Helena is the 17-block Historic Downtown District. This part of town offers a mix of retail stores, galleries, lodging, restaurants, historic buildings, and entertainment centers. The imposing State Capital Building is constructed of Montana granite and boasts a classic dome made of radiant copper. It now serves as the symbol of Montana. The interior is decorated with murals by artists E.S. Paxon, Charles M. Russell, and others. The meeting of Lewis and Clark with a group of native Americans is depicted in a large mural by Russell.

Tours are offered of several impressive local structures. The original governor's mansion, which was built in 1888 in the Queen Anne style, contains furnishings popular during the early twentieth century. Helena Civic Center, built in 1921, is a Moorish-style edifice with a 175-foot minaret, an onion dome, and intricate exterior brickwork. Just outside Helena to the north is another impressive facility, Fort Harrison, which was once an army garrison and is now a veterans' hospital.

The Montana Historical Society Museum features the C.M. Russell painting collections, as well as temporary exhibits of western art. The Montana Homeland Exhibit portrays Montana history throughout the eras.

The imposing St. Helena Cathedral, with its white marble altar, stained-glass windows, and 230-foot spires, is modeled after famous churches in Austria and Germany. Gold nuggets, gold wire, gold coins, and gold dust are on display at the Gold collection at downtown's Norwest Bank and the Federal Reserve Bank on Neill Avenue. The Guardian of the Gulch is a landmark fire tower built in 1876 and one of just five similar towers remaining in the United States.

Dotting the hillsides on Helena's west side are dozens of stately private homes, built by rich merchants and miners a century ago. The Last Chance Tour Train provides hour-long tours of the city. A guided Missouri riverboat tour follows the path taken by Lewis and Clark nearly two centuries ago. Northeast of Helena, Canyon Ferry Dam offers information and interactive displays of the region's wildlife as well as the Lewis and Clark expedition.

Arts and Culture

A major cultural facility in Helena is the Myrna Loy Center, named after the beloved Montana-born actress. It is housed in the city's 1880s-era former jailhouse and features performing arts activities, literary events, films, and art shows. The Carroll College Theatre presents live performances throughout the year. The Toadstone Theatre Company offers professional and community children's theater and Grandsteeet Theatre offers live performances of Broadway shows using community-based volunteers. The

Montana Shakespeare Company presents Shakespeare's classics in Performance Park Square, an outdoor venue.

Helena's Holster Museum of Art displays various works of art from historical to contemporary times. It also offers workshops, readings, and discussions. The Archie Bray Foundation for Ceramic Arts, which offers beautiful display pieces for sale, has attained a national reputation for training potters. The Ghost Art Gallery in Helena's old mining district features architecture and themes from nearby ghost towns, as well as western and wildlife art by fine local artists.

Music lovers attend performances of the Helena Symphony; in addition to a regular season of performances by its own chorale of 150 members, it offers community concerts. Four-part harmony is the focus of the Sweet Adelines Performing Chorus.

Festivals and Holidays

Downtown Helena is the site of many special events, including festivals, street dances, theater productions, sled dog races, car rallies, art exhibits, and street fairs. The annual Western Rendezvous of Art takes place in August, featuring art shows, seminars, an auction and a fixed price sale, and a gala awards banquet. Music fills the air in September during the Last Chance Bluegrass Festival, while October is enlivened by Bullfest and Oktoberfest celebrations. November brings the Bald Eagle Migration and Downtown Helena Fall Art Walk, while December hails the holidays with the Festival of Trees and Winter Fair.

The excitement of the Race to the Sky Sled Dog Race warms hearts in February, and children of all ages enjoy April's Railroad Fair and Kite Festival. The Governor's Cup Marathon and the Sleeping Giant Swing 'n Jazz Jubilee draw crowds in June, while July brings the excitement of the Last Chance Stampede & Rodeo and the Mt. Helena Music Festival.

Sports for the Spectator

Helena is the home of the Helena Brewers minor league baseball team of the Pioneer League; the Helena Big-horns hockey club, which plays NAHL hockey at the Helena Ice Arena; the Carroll College Fighting Saints; and high school teams that compete in tennis, baseball, football, soccer, hockey, golf, rugby, and basketball.

Sports for the Participant

Within easy access to Helena residents and visitors are millions of acres of public lands, top rated fisheries, and many lakes, rivers, and reservoirs that are used for boating, sailing, wind surfing, and other water sports. Also available are hunting, backpacking, biking, skiing, and snowmobiling. There are more than 25 area parks. Mount Helena City Park and Helena National Forest each have miles of hiking and biking trails. The local recreation department offers facilities for running, racquetball, weight training, and horseback riding.

Centennial Waterslide Park is a family-focused indoor facility with slides and swimming pools. Helena Skate Park offers ledges, quarter pipes, and banks with free access for skateboarders and in-line skaters. There are two public golf courses and one private golf course, numerous tennis courts, and several health clubs. Hikers on the Blackfoot Meadows or the Continental Divide trails may spot such wildlife as elk, moose, mountain goats, bighorn sheep, black bears, otters, beavers, and mink.

Shopping and Dining

Helena's largest shopping center is Capital Hill Mall, which is located near the Capital complex and contains 40 specialty shops and two major department stores. What was once the Last Chance Gulch mine is now Helena's main street and a pedestrian mall. Downtown Helena is dotted with specialty shops and galleries, especially throughout the Walking Mall and Reeder's Alley, a complex of red brick buildings from the 1870s that once served as miners' shanties. Principal shopping centers include Northgate Plaza and Lundy Center. Discount shopping can be found at WalMart, Shopko, Target, Big-K and Gibson's.

For a small city, Helena has a varied selection of ethnic dining spots that feature Mexican, Thai, Chinese, Mediterranean, French, German, Italian, and classic American cuisines. Beer lovers can sample local micro brews from the Sleeping Giant Brewery, Kessler Brewery, or Blackfoot River Brewing Company.

Visitor Information: Helena Convention & Visitor Bureau, 225 Cruse Ave., Helena, MT 59601; telephone (406)447-1530 or (800)743-5362

■ Convention Facilities

Most conferences in Helena are held at one of three facilities. The Best Western Helena Great Northern Hotel offers sleeping accommodations in 101 rooms and a convention capacity of 600 people. The Holiday Inn Helena Downtown has 71 sleeping rooms and can host up to 200 people in its newly remodeled meeting and banquet facilities. Jorgenson's Inn and Suites has 115 sleeping rooms and can accommodate up to 250 people for banquets or conventions.

Convention Information: Helena Convention & Visitors Bureau, 225 Cruse Ave., Suite A, Helena, MT 59601; telephone (406)447-1530 or (800)743-5362

■ Transportation

Approaching the City

Interstate 15 runs along the east side of Helena, northward toward Great Falls and southward toward Butte. It intersects with U.S. Highways 12/287 that run east and

west and extend toward East Helena. Helena Airport is located 2.5 miles from the center of the city. SkyWest, Comair, Horizon, Northwest, and Big Sky Airlines provide 14 daily flights to the city. Bus service is provided by Rimrock Trailways, which connects with Greyhound.

Traveling in the City

The major north-south routes are U.S. 12, which is known as Montana Avenue, and North Last Chance Gulch, also known as Main Street. Neill Avenue, 6th, 9th and Lyndale are major east-west streets. Transportation is provided by door-to-door bus service and a city taxi service.

■ Communications

Newspapers and Magazines

Helena's local newspapers include the *Helena Independent Record*, a daily, and the *Adit*, a shopping weekly. Magazines published locally include *Montana Magazine*, a regional interest magazine, *The Montana Catholic*, and the *Montana* historical magazine, as well as the *Montana Stockgrower*, the *Montana Food Distributor*, *Trial Trends* and *U.S. Toy Collector Magazine*.

Television and Radio

One private television station broadcasts from Helena, and there is one local cable company. The city has four local FM radio stations and three AM stations. They feature adult contemporary, easy listening, country, classic rock, and news and talk formats.

Media Information: *Independent-Record*, PO Box 4249, Helena, MT 59604; telephone (406)447-4000

Helena Online

City of Helena. Available www.ci.helena.mt.us

Helena Chamber of Commerce. Available www.helenachamber.com/index.html

Helena Convention & Visitors Bureau. Available helenacvb.visitmt.com

Helena Public Schools. Available www.helena.k12.mt.us

Independent-Record. Available www.helenair.com

Lewis & Clark County Library. Available www.lewisandclarklibrary.org

Montana Business Information Center. Available www.sbaonline.sba.gov/regions/states/mt/mtbics.html

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Petrick, Paula Evans, *No Step Backward: Women and Family on the Rocky Mountain Mining Frontier, Helena, MT: 1865-1900* (Helena, MT: Helena Montana Historical Society Press, 1987)

Rodgers, Joni, *Crazy for Trying* (Denver, CO: MacMurray & Beck, 1999)



Missoula

■ The City in Brief

Founded: 1860 (incorporated 1883)

Head Official: Mayor John Engen (since 2006)

City Population

1980: Not available

1990: 42,918

2000: 57,053

2006 estimate: 64,081

Percent change, 1990–2000: 17.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Metropolitan Area Population

1980: Not available

1990: Not available

2000: Not available

2006 estimate: 101,417

Percent change, 1990–2000: Not available

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 263rd (MSA)

Area: 24 square miles (2000)

Elevation: 3,210 feet above sea level

Average Annual Temperatures: January, 23.5° F; July, 66.9° F; annual average, 44.8° F

Average Annual Precipitation: 13.82 inches of rain; 46.3 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.2% (June 2007)

Per Capita Income: \$17,166 (1999)

2005 FBI Crime Index Property: 3,629

2005 FBI Crime Index Violent: 254

Major Colleges and Universities: University of Montana

Daily Newspaper: *Missoulian*

■ Introduction

The birthplace of Jeannette Rankin, the first woman elected to the U.S. House of Representatives (1916), Missoula has many claims to fame. Known as the “Garden City” for its dense trees and lush green landscape, Missoula is a vibrant and friendly town. Perfect for outdoorsmen, Missoula offers much to those who cherish nature and wildlife. Indeed, the International Wildlife Film Festival, the largest animal-themed film festival in the world, is held annually at Missoula’s historic Wilma Theatre. The main campus for the University of Montana, Missoula is a center of higher education. In 2006 Missoula was awarded a *Preserve America* designation based on its long-standing program in historic preservation and the broad base of community efforts dedicated to the preservation and conservation of Missoula’s place in the history of Montana. Also in 2006 Missoula was named “Tree City USA” and one of the nation’s “100 Best Communities for Young People.”

■ Geography and Climate

Missoula is situated in a deep valley surrounded by the Bitterroot and Sapphire Mountains in western Montana. It is traversed by three rivers: the Clark Fork River, the Bitterroot River, and the Blackfoot River. The city is the namesake and center of the Glacial Lake Missoula, which caused tremendous flooding across the northwest between 15,000 and 13,000 years ago.

From December to February, temperatures average in the 20 degree range, with highs in the 30s and lows in the 10s. From June to September average monthly temperatures fall to the 50s and 60s, with highs in the 70s and 80s.

Because Missoula is located in a valley, there is a significant amount of smoke, soot, and fog during the winter months. Emissions restrictions have been placed on certain industries, and on the burning of wood in wood stoves. In recent years, the pollution problem has improved.

Area: 24 square miles (2000)

Elevation: 3,210 feet above sea level

Average Temperatures: January, 23.5° F; July, 66.9° F; annual average, 44.8° F

Average Annual Precipitation: 13.82 inches of rain; 46.3 inches of snow

■ History

“Nemissoolatakoo”

Native Americans from the Salish tribe originally inhabited the Missoula area. They called the area “Nemissoolatakoo,” meaning “near the cold, chilling waters.” In 1805 the Lewis and Clark expedition passed through the Missoula Valley, and 400 members of the Salish tribe met the whites south of what is now Darby, Montana. The Indians treated Lewis and Clark and their companions well, as they did later white settlers.

An Important Trading Center

In 1860 the Washington Territorial Legislature created Missoula County. C.P. Higgins and Francis Worden opened a trading post called the Hellgate Village on the Blackfoot River near the eastern edge of the Missoula Valley; this was the first white settlement in the area. Later a sawmill and a flourmill were built, which the settlers called the “Missoula Mills.” The city began to grow and develop quickly when the Mullan Road connecting Fort Benton, Montana, with Walla Walla, Washington, was completed; the road passed through the Missoula Valley. The U.S. Army established Fort Missoula in 1877. In 1883 the Northern Pacific Railroad came through Missoula. These developments led to Missoula becoming an important trading center; produce and grain grown in the Bitterroot Valley could be easily transported. Businessmen A.B. Hammond, E.L. Bonner, and R.A. Eddy established the Missoula Mercantile Company in the early 1880s. On March 8, 1883, Missoula became an officially incorporated town under the territory of Montana. Missoula reincorporated when Montana became a state in 1889.

Twentieth Century Developments

In September 1893 the University of Montana opened to serve as the center of public higher education for western Montana. In 1908 Missoula became a regional headquarters for the Forest Service. That year, Missoula experienced its worst natural disaster, a flood that washed away the Higgins Avenue Bridge, which had first been built in 1873.

Missoula is the birthplace of Jeannette Rankin, the first woman elected (in 1916) to the U.S. House of Representatives. Rankin was the only member of Congress to vote against U.S. entry into World War II and only one of 50 to vote against U.S. entry into World War I. A lifelong pacifist, she later led resistance to the Vietnam War.

In 1954, President Dwight D. Eisenhower dedicated the Aerial Fire Depot. Big industry came to Missoula in 1956, with the groundbreaking for the first pulp mill. Logging became a major industry, with log yards throughout the city. Many ran teepee burners to dispose of waste material, creating the smoky haze that sometimes covered the city. However, by the early 1990s changes in the economic fortunes in the city had shut down all the Missoula log yards.

In 1996, Missoula adopted a charter form of government; the charter went into effect in 1997. Missoula has a thriving tourism industry based on outdoor activities, such as hunting, fishing, and skiing. Missoula is located within the so-called fly-fishing “Golden Triangle” and is a popular area for hunting mule deer, elk, bear, moose, and other game animals.

Historical Information: Historical Museum of Fort Missoula, Building 322, Fort Missoula, Missoula, MT 59804; telephone (406)728-3476; fax (406)543-6277; e-mail ftmslamuseum@montana.com

■ Population Profile

Metropolitan Area Residents

1980: Not available
1990: Not available
2000: Not available
2006 estimate: 101,417
Percent change, 1990–2000: Not available
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: 263rd (MSA)

City Residents

1980: Not available
1990: 42,918
2000: 57,053
2006 estimate: 64,081
Percent change, 1990–2000: 17.8%



Dariusz Janczewski/BigStockPhoto.com

U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: Not available

Density: 2,397 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 53,387
 Black: 207
 American Indian and Alaska Native: 1,341
 Asian: 703
 Native Hawaiian and Pacific Islander: 57
 Hispanic or Latino (may be of any race): 1,004
 Other: 290

Percent of residents born in state: 48.9% (2006)

Age characteristics (2000)

Population under 5 years old: 3,043
 Population 5 to 9 years old: 3,049
 Population 10 to 14 years old: 3,162
 Population 15 to 19 years old: 4,994
 Population 20 to 24 years old: 8,833
 Population 25 to 34 years old: 8,947
 Population 35 to 44 years old: 7,832

Population 45 to 54 years old: 7,494
 Population 55 to 59 years old: 2,213
 Population 60 to 64 years old: 1,564
 Population 65 to 74 years old: 2,703
 Population 75 to 84 years old: 2,334
 Population 85 years and older: 885
 Median age: 30.3 years

Births (2006, Missoula County)

Total number: 1,216

Deaths (2006, Missoula County)

Total number: 658

Money income (1999)

Per capita income: \$17,166
 Median household income: \$30,366
 Total households: 24,014

Number of households with income of...

less than \$10,000: 3,492
 \$10,000 to \$14,999: 2,338
 \$15,000 to \$24,999: 4,353
 \$25,000 to \$34,999: 3,518

\$35,000 to \$49,999: 3,512
\$50,000 to \$74,999: 3,833
\$75,000 to \$99,999: 1,569
\$100,000 to \$149,999: 976
\$150,000 to \$199,999: 197
\$200,000 or more: 226

Percent of families below poverty level: 11.7% (1999)

2005 FBI Crime Index Property: 3,629

2005 FBI Crime Index Violent: 254

■ Municipal Government

Missoula's mayor and city council are elected on a non-partisan basis. There are 12 city council members. Each council member is elected in odd-numbered years for staggered four-year terms. The mayor serves a term of four years.

Head Official: Mayor John Engen (since 2006; current term expires 2010)

Total Number of City Employees: approximately 500 (2007)

City Information: City Hall, 435 Ryman, Missoula, MT 59802; telephone (406)552-6000

■ Economy

Major Industries and Commercial Activity

Industries that support Missoula include: wood products, government, medical, education, small business, and tourism. Missoula has long relied upon its lumber industry for its economic well-being. However, lumber mills in Missoula have had to implement curtailments and closures in the 21st century. Plywood plants in particular have had to close operations in response to burgeoning competition from a product called oriented strand board, or OSB. As a result of the decline in the nation's housing market in the mid-2000s, housing starts fell 12 percent through 2006 and were expected to fall an additional 15 percent by the end of 2007, to about 1.5 million units. That caused a substantial decline in lumber and plywood prices—15 to 25 percent depending on the grade or species of lumber.

Tourism, the arts, and education are important industries for Missoula. Seasonal tourism in the summer months increases revenue. In 2007 it was reported that Missoula's nonprofit arts and culture industry generated \$34 million in economic activity annually, including 1,174 full-time equivalent jobs. Missoula benefits from the growth of the University of Montana, both economically and culturally. Nearly 70 percent of all of the university's graduates find jobs in Montana. The

University of Montana alone accounts for 11 percent of Missoula County's economy.

Missoula encourages sustainable development. Individuals, businesses, and organizations in the Missoula area aware of their relationship to the environment are utilizing sustainable business practices.

The largest employers in Missoula in 2007 were the Community Medical Center, Plum Creek Timber, St. Patrick's Hospital, the University of Montana, Montana Rail Link, Nightingale Nursing, and Southgate Mall.

Items and goods produced: lumber, plywood, wood panels, food

Incentive Programs—New and Existing Companies

Local programs: The Missoula Area Economic Development Corporation (MAEDC) provides three loan fund programs for job creation and business retention. Loans can range from \$20,000 to \$400,000. MAEDC works on business recruitment and relocation, and can provide demographic and statistical area information. Other financing options are a Community Reinvestment Fund and a Community Development Block Grant.

State programs: State of Montana tax incentives include property tax reduction; no inventory, use, or sales tax; new industry income tax credits; small business investment tax credits; and tax reduction on pollution control equipment. In 2003 the Montana legislature created the Certified Regional Development Corporations (CRDC) program in the Montana Department of Commerce. The CRDC program is designed to encourage a regional approach to economic development. State law also provides for the creation of a tax increment financing (TIF) industrial district for industrial development projects. A local government can issue bonds for a wide variety of development purposes, such as financing land acquisition, industrial infrastructure, rail spurs, buildings, and personal property related to the public improvements.

Job training programs: The Missoula Workforce Center provides assistance to job seekers, from resume reviews to mock interviews and other resources. The Workforce Center also has recruitment and selection services, comprehensive applicant testing capabilities, and interviewing facilities to offer employers the tools they need to attract and retain a superior workforce. Business consultants offer services that enable employers to stay abreast of changing regulatory issues, in order to avoid potential employer-related liability, and assist with management and employee training needs. Montana's JobLINC is the statewide coordination and collaboration of employment and training organizations, workforce development organizations, and other community service providers. Some of the organizations involved with JobLINC are workforce services divisions, local job

service workforce centers, Chambers of Commerce, educational entities, economic development corporations, offices of public assistance, rural employment opportunities, human resource development councils, vocational rehabilitation, and other community-based organizations.

Development Projects

In 2007 improvements were being made to the Technology District of the Missoula Development Park. The Missoula Development Park is located on 446 acres between Interstate 90 and the airport. It has a Special Zoning District, which accommodates hotel/conference centers, restaurants, convenience and specialty stores, gas stations, banks, cultural centers, research and development technical training facilities and business and technology parks, warehouses, manufacturing, parks, and trails. The Missoula Development Park is located within two Tax Increment Financing districts, one industrial and one for technology.

In 2007 the Missoula Area Chamber of Commerce was undertaking a study of the potential economic impact of the proposed Bitterroot Resort, which would be a ski area and four-season resort including Lolo Peak and the 2,900-acre Maclay & Son Ranch.

Economic Development Information: Missoula Area Chamber of Commerce, 825 E. Front St., Missoula, MT 59802; telephone (406)543-6623; fax (406)543-6625

Commercial Shipping

Common carriers use Interstate 90, U.S. Highway 10/93, and Montana State Highway 200 to access Missoula. Missoula International Airport (Johnson-Bell Field) provides service for cargo operations.

Labor Force and Employment Outlook

Missoula is a university town and it provides employers with a high-quality workforce. The civilian labor force in Missoula in September 2007 was 61,400. Approximately 1,300 workers were unemployed, for an unemployment rate of 2.1 percent, well below the national average of 4.7 percent. Missoula has seen a steady increase in wages since 1999, with an increase of more than 4 percent each year from 2002–2005. The major industry subsectors are retail trade, health care and social assistance; local, state, and federal government; and educational services. Other major subsectors include transportation and construction. The fastest growing subsectors of the economy in recent years have included mining, utilities, finance and insurance, and real estate rental and leasing.

The following is a summary of data regarding the Missoula metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 57,000

Number of workers employed in . . .

construction and mining: Not available

manufacturing: Not available
 trade, transportation and utilities: 12,700
 information: Not available
 financial activities: Not available
 professional and business services: 5,100
 educational and health services: 8,400
 leisure and hospitality: 7,300
 other services: Not available
 government: 10,700

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.2% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Community Medical Center	1,000+
Missoula County Public Schools	1,000+
Plum Creek Timber	1,000+
St. Patrick Hospital	1,000+
University of Montana	1,000+
Montana Rail Link	750-1,000
Nightingale Nursing	750-1,000
Southgate Mall	750-1,000

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$309,018

2007 (1st quarter) ACCRA Cost of Living Index: 102.5

State income tax rate: 1.0% to 6.9%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 1.3%

Economic Information: Office of Research & Analysis, Montana Department of Labor & Industry, PO Box 1728, Helena, MT 59624; telephone (406)444-2430; toll-free (800)541-3904; fax (406)444-2638

■ Education and Research

Elementary and Secondary Schools

Missoula County Public Schools (MCPS) serves 8,600 students in 17 schools in Missoula. The district also provides preschool programs and adult and continuing education. MCPS offers an innovative, multi-disciplinary

curriculum that is research-based and reflects the needs of all students. MCPS provides challenging programs to assist students with special needs and talents. These include agriculture education, bilingual education programs, a deaf education program, fine arts programs, gifted education programs, Indian education programs, special education programs, and Title I programs.

The following is a summary of data regarding the Missoula County Public Schools as of the 2005–2006 school year.

Total enrollment: 8,600

Number of facilities

- elementary schools: 9
- junior high/middle schools: 3
- senior high schools: 5
- other: 0

Student/teacher ratio: 16.2:1

Teacher salaries (2005–06)

- elementary median: \$27,240
- junior high/middle median: \$33,780
- secondary median: \$41,160

Funding per pupil: \$6,844

There are two private schools in Missoula: Valley Christian School and Loyola Sacred Heart High School.

Public Schools Information: Missoula County Public Schools, 215 South Sixth West, Missoula, MT 59801; telephone (406)728-2400

Colleges and Universities

Missoula is home to the University of Montana, which was founded in 1893. Since then students have been provided with a high-quality, well-rounded education and training for professional careers in the University's three colleges—arts and sciences, forestry and conservation, and technology—and six schools—journalism, law, business, education, pharmacy, and the fine arts. The 200-acre campus is one of the most beautiful in the nation and is home to 12,000 students.

Libraries and Research Centers

Since 1894, the Missoula Public Library has been working to provide programs, materials, and services to meet the informational, cultural, recreational, and educational needs of its patrons. As of 2007 the Missoula Public Library was in the process of expanding Internet access and electronic resources, including building a dedicated Internet Access room on the lower level. The main library and its two branches cooperate with other libraries, educational institutions, and agencies to gain information resources for residents within its

service area. The library's collection numbers 230,000 items.

Public Library Information: Missoula Public Library, 301 E. Main St, Missoula, MT 59802; telephone (406)721-2665; email mslaplib@missoula.lib.mt.us

■ **Health Care**

Missoula offers a wide range of medical services as the major medical hub between Minneapolis and Seattle. The city has over 5,200 people working in the health services industry. There are two major medical centers in Missoula: the 146-bed Community Medical Center and the 195-bed St. Patrick Hospital & Health Sciences Center.

■ **Recreation**

Sightseeing

The Missoula County Courthouse, designed by A.J. Gibson, Missoula's premier architect, was constructed between 1908 and 1910 and occupies an entire city block. The neoclassical sandstone block building has an integral iron-clad dome that is crowned externally by a clock tower, with clocks on all four sides. Within the tower is a two-ton bell that rings on the half hour and the hour. The courthouse is listed on the National Register of Historic Places. The Historical Museum at Fort Missoula was established by community effort in 1975 to save what remained of the original Fort Missoula and to interpret the area's history. The museum's collection includes 24,000 objects. Also for the history enthusiast, located downtown is the Higgins Block, one of Missoula's uniquely designed and preserved buildings.

One of Missoula's most cherished attractions is A Carousel for Missoula; it is one of the first fully hand-carved carousels to be built in the United States since the Great Depression. The carousel has 38 horses and two chariots. The carousel's band organ is the largest band organ in continuous use in the nation. Its 400 square wooden pipes make the music of 23 instruments and 45 musicians. In 2001 over 4,000 volunteers gathered to build a play area next to the carousel, called Dragon Hollow. The playground is complete with a three-headed dragon, numerous slides (one over 25 feet tall), musical instruments, an obstacle course, and a variety of child-created artwork. Also for young ones, the Children's Museum offers fun, interactive learning opportunities that allow children to explore their interests and abilities through play. The museum provides hands-on exhibits and weekly programs for infants through 10-year-old children.

The Forest Service Smokejumper Visitor Center gives tours that look at the methods used to train smokejumpers, highly skilled firefighters who parachute into forested areas to stop the spread of wildfires. The Montana Natural History Center has great displays on the local and regional geology, flora and fauna and provides guided tours of the Philip L. Wright Zoological Museum on the University of Montana campus. The Museum of Mountain Flying seeks to interpret and preserve the history of mountain flying in Montana and the northern Rockies. There are aircraft displays as well as interactive history displays. The Rocky Mountain Elk Foundation Elk Country Visitor Center is one of the best conservation education facilities in the Northwest. The Elk Country Visitor Center features hands-on conservation and hunting heritage exhibits for all ages. The center also includes a Lewis and Clark display, a collection of world record elk mounts, a western wildlife diorama, and a conservation theater.

Arts and Culture

The MCT Center for the Performing Arts opened in 1998. It is home to the internationally renowned Missoula Children's Theatre, which takes original musical theater productions on the road to nearly 1,100 communities around the world each year. The Wilma Theatre is a historical landmark theater built in 1921 by William Simons, who produced an early Wild West show. He named it after his wife, Edna Wilma Simons, a renowned light-opera star who performed on the Pantages vaudeville circuit. The building has as a centerpiece a 1,067-seat theater, which shows first-run films and presents live events. It also has two smaller theaters of 125 seats each, which show second-run movies.

The Missoula Art Museum (MAM) is dedicated to contemporary art. The MAM has grown from a summer arts festival to a thriving institution serving the Northwest. MAM develops and hosts approximately 25 exhibitions annually in six galleries located in its Carnegie building. MAM's exhibition programs encompass diverse media from local and international contemporary artists.

The Montana Museum of Art & Culture serves the University of Montana community and the Missoula public at large. The permanent collection, begun in 1894, now includes more than 10,000 original works. It is among the largest and oldest collections in Montana and the Rocky Mountain Northwest.

Art galleries in Missoula include the Dana Gallery, Gallery Saintonge, and Monte Dolack Gallery.

In the summer playgoers can enjoy Montana Shakespeare in the Parks, which is the only professional theater program in the state producing Shakespearean plays and the only company that offers its performances free to the public. Since its inception in 1973, Montana Shakespeare in the Parks has traveled over 400,000 miles and presented over 1,500 performances to a cumulative

audience of more than half a million people. What began as an amateur 12-city tour has become a nationally known, professional company that presents an eight-week tour of 70 performances in 50 communities to approximately 30,000 people every summer throughout Montana, northern Wyoming, and eastern Idaho.

The Missoula Symphony Orchestra and Chorale was organized in 1954. Today, the orchestra puts on a five-concert season. In addition to the regular concert season, the orchestra performs a free outdoor summer concert in August in downtown Missoula, performs two youth concerts each year for 2,000 fourth grade students, performs an annual family concert, and provides educational performances in Missoula schools and in outlying communities.

Festivals and Holidays

In April the University of Montana holds its annual Buddy DeFranco Jazz Festival, which is a celebration of jazz performance and education. In May the International Wildlife Film Festival is held; it is the largest animal-themed film festival in the world.

Summertime brims with activities in Missoula. At the Missoula Saturday Market each summer, the city of Missoula closes a downtown street for a Saturday craft and food market run by local artisans. From June through August at lunchtime, Out to Lunch is a weekly performing arts festival at Caras Park on the Clark Fork river, featuring musicians and over 20 varied food vendors. Downtown Tonight takes place Thursday evenings June through August, featuring live music, food vendors, and a beverage garden. The International Choral Festival is held in July.

In September Germanfest is held. It is an annual ethnic heritage celebration that highlights Missoula's Sister City relationship with Neckargemund, one of the oldest communities in Germany. In November the annual Renaissance Arts and Crafts Fair is held. This juried arts and crafts show features some of the Northwest's best artists and craftspeople. Jewelry, photography, sculpture, weaving, wooden toys, handmade furniture, stained glass, glass beads, and pottery are displayed.

First Night Missoula is an all-day, alcohol-free celebration of the arts taking place on New Years Eve. More than 100 music, theater, dance, children's programs, and visual arts performances and activities in more than 30 venues throughout downtown Missoula, the University of Montana campus, and Southgate Mall are held from noon until midnight.

Sports for the Spectator

The Missoula Osprey is a minor league baseball team affiliated with the Arizona Diamondbacks. They play at Ogren Park at Allegiance Field. The Montana Grizzlies are the sports teams of the University of Montana. Men's teams include basketball, football, cross country, track

and field, and tennis. Women's teams include basketball, tennis, soccer, volleyball, golf, cross country, and track and field.

Sports for the Participant

Recreational opportunities abound in the Missoula area; there are 50 parks, 21 health clubs, 11 golf courses, three rivers, four ski areas, and miles of hiking and biking. In addition to hiking, biking, and skiing, outdoor activities include snowmobiling and ice skating, fishing, hunting, mountain climbing, river rafting, and wildlife viewing. The millions of acres of wilderness surrounding Missoula are home to a rich variety of trees, plants, flowers, and wildlife for the nature enthusiast.

Mount Sentinel, embellished by a huge concrete letter "M," offers a great view of the area, especially the rugged Hellgate River Canyon. Trails explore the Rattlesnake Wilderness, which, nonetheless, is free of snakes. The most developed of the city's ski areas is Montana Snowbowl, 12 miles northwest, which has a good range of slopes for all abilities and boasts a summer chairlift. Marshall Mountain, seven miles east of Missoula, is geared toward the novice.

Shopping and Dining

Missoula is home to western Montana's largest indoor shopping mall, national discount and department stores, and dozens of interesting and unique downtown stores and boutiques. The downtown area is Missoula's newest and fastest growing shopping district, and is also an excellent place to dine in a number of ethnic and traditional restaurants.

Visitor Information: Missoula Convention & Visitors Bureau, 1121 E. Broadway, Number 103, Missoula, MT 59802; telephone (406)532-3250; fax (406)532-3252; toll-free (800)526-3465

■ Convention Facilities

The University of Montana's Adams Center offers 42,846 square feet of conference space and can seat 7,290 in theater- and classroom-capacity. The University Center has 37,000 square feet and 17 conference rooms; the University Center can seat 1,000 in theater-capacity and 400 in classroom-capacity.

The Doubletree Hotel Missoula Edgewater, the Hilton Garden Inn Missoula, the Holiday Inn Parkside, Ruby's Inn and Convention Center, and the Wingate Inn are some of the larger hotels and inns with both conference facilities and lodging.

Convention Information: Missoula Convention & Visitors Bureau, 1121 E. Broadway, Number 103, Missoula, MT 59802; telephone (406)532-3250; fax (406)532-3252; toll-free (800)526-3465

■ Transportation

Approaching the City

Interstate 90, U.S. Highway 10/93, and Montana State Highway 200 intersect in Missoula.

Missoula International Airport (Johnson-Bell Field) is a primary commercial service airport with scheduled airline and air taxi service, military operations, U.S. Forest Service operations, cargo operations, and recreational flying services. Delta Airlines, Horizon, Northwest Airlines, United Express, Big Sky Airlines, and Allegiant Airlines serve the Missoula International Airport.

Buses serving Missoula are Greyhound and Rimrock Trailways.

Traveling in the City

Missoula Urban Transportation District does business as Mountain Line. Mountain Line operates regular route bus transit services within the Missoula urban area. In addition to a number of established bus stops around Missoula, a wave of the hand at any safe intersection along the bus routes will allow you to board.

■ Communications

Newspapers and Magazines

Missoulian is the city's daily newspaper. The *Missoula Independent* is western Montana's weekly alternative newspaper featuring political and arts coverage. The *Montana Kaimin* is the student daily of the University of Montana at Missoula. *Western Montana InBusiness Monthly* focuses on business news around the region.

Television and Radio

Affiliates of ABC, CBS, NBC, and PBS television broadcast in Missoula. Eleven AM and FM radio stations broadcast everything from National Public Radio, talk radio, and sports, to country, classic rock, Christian, oldies, adult contemporary, and alternative music.

Media Information: *Missoulian*, 500 S. Higgins, Missoula, MT 59807; telephone (406)523-5200; toll-free (800)366-7102; fax (406)523-5221

Missoula Online

City of Missoula home page. Available www.ci.missoula.mt.us

Missoula Area Chamber of Commerce. Available www.missoulachamber.com

Missoula Convention and Visitors Bureau. Available www.missoulacvb.org

Missoula County Public Schools. Available www.mcps.k12.mt.us/portal

Missoula Public Library. Available www.missoulapubliclibrary.org
Missoula.com Magazine. Available www.missoula.com
Missoulian. Available www.missoulian.com
Montana Community Development Corporation.
Available www.mtcdc.org

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Nevada

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The State in Brief

Nickname: Silver State

Motto: All for our country

Flower: Sagebrush

Bird: Mountain bluebird

Area: 110,560 square miles (2000; U.S. rank 7th)

Elevation: 479 feet to 13,140 feet above sea level

Climate: Semi-arid, with temperatures that vary with altitude as well as season; extremely cold winters in the north and west, ovenlike summer heat in parts of the south

Admitted to Union: October 31, 1864

Capital: Carson City

Head Official: Governor Jim Gibbons (R) (until 2010)

Population

1980: 800,493

1990: 1,201,833

2000: 1,998,257

2006 estimate: 2,495,529

Percent change, 1990–2000: 66.3%

U.S. rank in 2006: 35th

Percent of residents born in state: 23.06% (2006)

Density: 22.0 people per square mile (2006)

2006 FBI Crime Index Total: 120,544

Racial and Ethnic Characteristics (2006)

White: 1,837,860

Black or African American: 183,064

American Indian and Alaska Native: 30,413

Asian: 147,363

Native Hawaiian and Pacific Islander: 11,169

Hispanic or Latino (may be of any race): 610,051

Other: 206,079

Age Characteristics (2006)

Population under 5 years old: 183,437

Population 5 to 19 years old: 509,972

Percent of population 65 years and over: 11.0%

Median age: 35.6

Vital Statistics

Total number of births (2006): 37,290

Total number of deaths (2006): 18,974

AIDS cases reported through 2005: 5,481

Economy

Major industries: Services; finance, insurance, and real estate; trade; government

Unemployment rate (2006): 5.2%

Per capita income (2006): \$26,340

Median household income (2006): \$52,998

Percentage of persons below poverty level (2006): 10.3%

Income tax rate: None

Sales tax rate: 6.5%



Carson City

■ The City in Brief

Founded: 1858 (incorporated 1875)

Head Official: Mayor Marv Teixeira (R) (since 2005)

City Population

1980: 32,022

1990: 40,443

2000: 42,457

2006 estimate: 55,289

Percent change, 1990–2000: 29.7%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 680th (State rank: 9th)

Metropolitan Area Population

1980: 32,022

1990: 40,443

2000: 52,457

2006 estimate: 55,289

Percent change, 1990–2000: 29.7%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 680th (State rank: 9th)

Area: 155.66 square miles (2000)

Elevation: 4,600 feet above sea level

Average Annual Temperatures: January, 33.6° F; July, 69.9° F

Average Annual Precipitation: 11.8 inches of rain, 22 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.0% (June 2007)

Per Capita Income: \$20,943 (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: Western Nevada Community College

Daily Newspaper: *The Nevada Appeal—Carson City Edition*

■ Introduction

Carson City, Nevada's state capital, is also a year-round vacation destination offering a wide variety of recreational activities. Long called the "hub of the Sierras," the city's distinct character was molded by the industries that dominated the area in the late 1800s—logging, mining, and the railroad. Carson City is now mainly a center of government, but entertainment, shopping, skiing, golf, and fishing keep the thriving capital alive with a sense of its own unique culture, charm, and Wild West adventure. In recent times, the city has seen a migration of people seeking an improved quality of life, many of them from California. Today, the city boasts a beautiful historic district amid an actively growing business environment that provides ample opportunities for companies and workers alike. Lively casinos continue to flourish and complement the small-town feel of the community.

■ Geography and Climate

Carson City is located in northwestern Nevada in the foothills of the Sierra Nevada range. It lies 30 miles south of Reno, Nevada in the Carson River Valley near Lake Tahoe, which is 14 miles to the west. Carson City includes an area that stretches across the Carson Range of the Sierra Mountains to Eagle Valley and the Pine Nut Mountains. It is bordered on the north by Washoe and

Storey counties, and on the west by the state of California.

Carson City has a pleasant, semi-desert climate, and boasts an average of over 260 sunny days annually. Summers are warm and dry with peak temperatures reaching into the 90° F range, while temperatures can drop into the 50° F range during the evenings. Winters are cold and dry with snow, but not in the amounts of nearby areas that are at a much higher elevation. The temperatures range from the high teens to the 40° F range. Annual snowfall in the city averages about 22 inches.

Area: 155.66 square miles (2000)

Elevation: 4,600 feet above sea level

Average Temperatures: January, 33.6° F; July, 69.9° F

Average Annual Precipitation: 11.8 inches of rain, 22 inches of snow

■ History

Gold Leads the Way

For nearly 4,000 years before the coming of white settlers, the Washoe Indians occupied the land along the Sierra Nevada Mountain Range that borders Nevada and California. In 1851 a group of prospectors decided to look for gold in the area that is now Carson City. Unsuccessful in that attempt, they opened up a trading post called Eagle Station on the Overland Stagecoach route. It was used by wagon trains of people moving westward. The surrounding area came to be called Eagle Ranch, and the surrounding meadows as Eagle Valley. In time, a number of scattered settlements grew up in the area and the Eagle Ranch became its social center.

As a growing number of white settlers came to the area and began to develop the valleys and mountains of the Sierra Nevada, the Washoe people who for so long had occupied the area were overwhelmed. Although lands were allotted to individual Indians by the federal government starting in the 1880s, they did not offer sufficient water. As a result, the Washoe tended to set up camp at the edges of white settlements and ranches in order to work for food. It would not be until the twentieth century that parcels of reservation land were established for them.

Many of the earliest settlers in the Carson City area were Mormons led to Eagle Valley by Colonel John Reese. When the Mormons were summoned to Salt Lake City, Utah, by their leader, Brigham Young, many sold their land for a small amount to area resident John Mankin, who later laid claim to the entire Eagle Valley. In time he subdivided the land and sold tracts of it.

Birth of Carson City

In 1858, an ambitious New Yorker named Abraham Curry, along with three partners, bought most of Eagle Valley, including the ranch and trading post. Curry was correct in his prophecy that the western part of Utah Territory was soon to become a state, and he had the present-day site of Carson City surveyed. He promoted Eagle Valley, a fertile though rather deserted place, as the site of the future state capital.

Soon Major William M. Ormsby also became an enthusiastic promoter of a town that did not yet exist. He named it in honor of legendary mountain man Kit Carson, whose name was also borne by a nearby river. The town was laid out with wide streets and had a four-square city area that he named Capitol Square, but that later came to be called the Plaza.

In 1859 the rich Comstock Lode (chiefly silver) was discovered mere miles from the site of Carson City, setting off a rush to the area. Curry sold his claim to the Comstock for a few thousand dollars, but those who bought it became millionaires. Still, Curry is remembered in the name of the mine, the Gould and Curry.

By 1860 the town's population stood at 500 people. Soon Abe Curry took steps to have Carson City named territorial capital. He argued that it was close to the main lines of travel in the region. On November 25, 1861, Carson City was named the permanent capital of Nevada Territory and the Ormsby County seat. A plaza was established at the site for future public buildings.

Carson Named Capital of New State

Just one year later, the population of the town had nearly doubled. The year 1862 saw Carson become a station on the Pony Express and the eastern end of a telegraph line from San Francisco. Soon the town became a freighting and supply point for many mining and ranching communities in the central and southern part of Nevada.

About this time, both Carson and the entire surrounding area were having problems with cattle rustlers, claim jumpers, and other outlaws. As a result, the legislature passed laws designed to establish order. When the new legislature could not find a site large enough to accommodate its numbers, Abe Curry offered it the use of his Warm Springs Hotel, a rather primitive building located near the Carson River. In the early days a canvas curtain was used to divide the Nevada senate from the state assembly.

In October 1864, Nevada became a state, and Carson City was chosen to serve as the state capital. By then, Curry owned a sandstone quarry, a brickyard, a saloon, and the Great Basin Hotel. When a courthouse was needed, Curry again came to the rescue. He sold his Great Basin Hotel to the State of Nevada and it was used as a courthouse and legislature building into the 1870s. Because it was two miles out of town, Curry transported the legislators in Carson's first horse-drawn streetcar.

The Early Years of a Capital City

A few years later the Warm Springs building was converted into a territorial prison and Curry became its first warden. Prison labor used local sandstone to construct many of Carson City's early buildings. In 1870, a branch of the U.S. Mint was built in Carson and Curry was appointed its first superintendent. The mint processed the rich ore found in nearby mines. In rapid succession, Curry resigned that position, lost a bid to become Nevada's lieutenant governor, and built the huge stone roundhouse and shops for the Virginia & Truckee Railroad. This became America's richest short-line railroad, connecting the Comstock mines with mills on the Carson River. In 1873 Curry died of a stroke.

During those early years, Nevada's legislative business was punctuated by fistfights, vote-buying, and other acts of political corruption. In 1872, a State Capitol building, a large square stone structure with rafters made of hewn logs, was completed. That same year saw the completion of a 52-mile railroad linking Carson City to Virginia City, and other lines were to follow. In 1880, the population stood at about 8,000 people.

As a New Century Dawned

During the last decades of the nineteenth century, Carson City experienced boom and bust cycles common to the area. With the decline of the nearby mines, the population too began to decline. Railroad traffic through Carson City came to a halt when the Southern Pacific Railroad built a branch rail line that bypassed the city. That, and the departure of the rootless, restless miners, resulted in Carson City's settling down into a quiet community. In the late 1800s Carson City became home to the Stewart Indian School, which educated thousands of native American children between 1890 and 1980, teaching them English and the ways of the white people.

In 1897, Carson City became the focus of worldwide attention when it became the site of a world heavyweight championship fight in which Britain Bob Fitzsimmons won over "Gentleman Jim" Corbett. A motion picture of the fight, the first of its kind, thrilled audiences, despite its bluish tint and flickering images. But soon after, between 1890 and 1900, the population of Carson City dropped from nearly 4,000 to just over 2,000 people.

Carson City in the Twentieth Century

Carson City's fortunes gradually declined through World War I and with the coming of the worldwide economic downturn known as the Great Depression. By 1930, the population had declined to only about 1,500 citizens, a quarter of what it had been 50 years earlier. Then in 1931 state legislation was enacted that permitted gambling in the area and provided for speedy divorce and simple marriage procedures. These moves brought more tourists into the area.

Soon the population began to grow again, reaching 2,478 in 1940, doubling to 5,163 by 1960, then tripling that figure by 1970, when the population stood at 15,468 people. In 1969, Ormsby County was merged with Carson City, and government services were consolidated. The population doubled again in 1980 to 32,022, then jumped by 20,000 more in 2000.

Today, as the site of a state prison, the Nevada Gaming Commission, and a variety of state department headquarters and federal agencies, the small city is economically thriving and serves as the power center of Nevada. The business climate is diverse, expansive and driven by a highly educated workforce and prime open land for future development. Pleasant weather conditions throughout the year draw visitors to outdoor activities in addition to the wide array of entertainment options, and Carson City has been rated among the most pleasant small metropolitan areas in which to live.

Historical Information: Nevada State Library and Archives, 716 N. Carson Street, Suite B, Carson City, NV 89701; telephone (775)687-8393; fax (775)684-5446; email nsoref@clan.lib.nv.us. State of Nevada, Department of Cultural Affairs, Division of Museums and History Office, 716 N. Carson Street, Suite B, Carson City, NV 89701; telephone (775)687-8393; fax (775)684-5446; email lmlliby@clan.lib.nv.us

■ Population Profile

Metropolitan Area Residents

1980: 32,022
 1990: 40,443
 2000: 52,457
 2006 estimate: 55,289
 Percent change, 1990–2000: 29.7%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 680th (State rank: 9th)

City Residents

1980: 32,022
 1990: 40,443
 2000: 42,457
 2006 estimate: 55,289
 Percent change, 1990–2000: 29.7%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 680th (State rank: 9th)

Density: 365.9 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 44,744



AP Images

Black: 946
American Indian and Alaska Native: 1,259
Asian: 930
Native Hawaiian and Pacific Islander: 76
Hispanic or Latino (may be of any race): 7,466
Other: 3,391

Percent of residents born in state: 23.8% (2000)

Age characteristics (2000)

Population under 5 years old: 3,289
Population 5 to 9 years old: 3,495
Population 10 to 14 years old: 3,473
Population 15 to 19 years old: 3,196
Population 20 to 24 years old: 2,946
Population 25 to 34 years old: 6,766
Population 35 to 44 years old: 8,370
Population 45 to 54 years old: 7,724
Population 55 to 59 years old: 2,949
Population 60 to 64 years old: 2,412
Population 65 to 74 years old: 4,096
Population 75 to 84 years old: 2,950
Population 85 years and older: 791
Median age: 38.8 years

Births (2006, County)

Total number: 751

Deaths (2006, County)

Total number: 710

Money income (1999)

Per capita income: \$20,943
Median household income: \$41,809
Total households: 20,237

Number of households with income of . . .

less than \$10,000: 554
\$10,000 to \$14,999: 499
\$15,000 to \$24,999: 1,473
\$25,000 to \$34,999: 1,689
\$35,000 to \$49,999: 2,560
\$50,000 to \$74,999: 3,299
\$75,000 to \$99,999: 1,728
\$100,000 to \$149,999: 1,129
\$150,000 to \$199,999: 257
\$200,000 or more: 245

Percent of families below poverty level: 6.9% (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

■ Municipal Government

The city and county of Carson, Nevada, have been co-extensive since 1969, when the city merged with what was formerly Ormsby County to form a consolidated municipality. The city is governed by a council-manager form of government. Carson City has a mayor and a four-member board of supervisors, all elected to serve overlapping four-year terms. An appointed city manager performs administrative functions for the city's board of supervisors and oversees city staff and departments.

Head Official: Mayor Marv Teixeira (R) (since 2005; current term expires 2008)

Total Number of City Employees: 830 (2007)

City Information: City Hall, Carson City, 201 N. Carson St., Suite 1, Carson City, NV 89701; telephone (775)887-2100; fax (775)887-2286

■ Economy

Major Industries and Commercial Activity

Carson City has a growing and diverse economy, with a population that increased by 64 percent between 1980 and 2000. It is the regional retail and commercial center for northwestern Nevada, which is devoted to irrigated farming, livestock raising, and mining of silver and other minerals. It draws from a trade area of about a quarter of a million people, with 15 percent of the city's employees working in the manufacturing industry, compared to the state average of just 4 percent.

Since gambling was legalized in 1931, tourism has also been important to the Carson City economy, and the resort city is drawing increasingly more visitors to its casinos and hot springs. The service industry is by far the largest in the city, representing 30 percent of the local workforce, which includes hotel, gaming, and tourism workers. In an effort to bolster the arts sector alongside tourism, the Carson City Arts and Culture Coalition (CCACC) provides advocacy for arts with the explicit goal of becoming the region's cultural hub.

As the seat of state government, which meets in the city for two months every two years, and a center for federal government, the government sector accounts for 53 percent of the contributory earnings of Carson City's economy. The state of Nevada is the area's largest employer, the Carson City School District the second, and the City of Carson City is the fourth-largest.

The cost of doing business in Carson City is about 10 percent less than in Nevada's larger metropolitan areas, and land and labor costs are also lower. Carson City serves as one of the health care hubs for the region, providing hospitals and multispecialty clinics.

Items and goods produced: calculators and computers, refurbished aircraft turbines, retail display furniture, plastic moldings, plumbing supplies, fiberglass light poles, aerospace components, and welding accessories

Incentive Programs—New and Existing Companies

Local programs: Carson City is able to save employers time and money through the major project review process, and a local one-stop shop that issues building permits. Additionally, new and expanding businesses can defer sales and use taxes interest free for up to five years on certain capital goods purchased. Both Nevada and Carson City rely largely on having very few taxes to make its cities very competitive in business. In addition, accessible government, a thriving business climate, and sensible regulations also draw business.

State programs: The State of Nevada administers Small Business Administration loans. The Nevada Development Capital Corporation (NDCC) provides more than \$3 million from Nevada banks, utilities, and mining companies and other firms to help finance growth opportunities for new and existing businesses. It provides flexible financing to small Nevada businesses that do not qualify for more conventional financing. The state has no personal state income tax, no unitary tax, no corporate income tax, no inventory tax, no estate and/or gift tax, no franchise tax, no inheritance tax, and no special intangible tax.

The Nevada Revolving Loan Fund (NRLF) offers loans of up to \$100,000 to for-profit businesses in need of gap financing to complete business projects. The Nevada Industrial Development Revenue Bond Program makes loans available to qualified manufacturers who are buying land, building new facilities, and purchasing new equipment. It creates an estimated 4,000 new jobs annually statewide. The Micro Enterprise Loan Fund works with the Community Business Resource Center (CBRC) to help provide economic self-sufficiency for entrepreneurs through training, technical assistance, and access to credit.

Job training programs: Western Nevada Community College works closely with area businesses in providing specialized training courses for employees. Nevada's "Train Employees Now" (TEN) program has customized industrial training programs to assist new and expanding businesses in training new or potential employees. Eligible businesses contribute 25 percent of the total training

costs. Working to ensure that companies have an adequate workforce is Job Opportunities in Nevada (JOIN), which offers training and educational opportunities for job seekers; Nevadaworks assists employers in developing employees' skills. Manufacturers Assistance Partnership (MAP) is an industrial outreach program affiliated with local community colleges and is dedicated to training employees to meet the hiring goals of specific companies.

Development Projects

In 2003 the city held a groundbreaking for the new Carson City Freeway that was intended to provide another north-south option for local travelers. It was estimated that the challenging and long-discussed project would cost over \$70 million by its full completion in late 2010; the 4.8-mile northern half opened in 2006.

In 2005 work began on the restoration and expansion of the historic Virginia and Truckee Railroad Line, and the Nevada Department of Transportation awarded a \$3.8 million contract to extend the railroad south from Gold Hill. Work on the \$30 million first leg of the project was expected to be complete by 2009, with long-term plans calling for 20 years of work on the railroad. It was hoped that the completed railway would be a tourist attraction drawing 140,000 visitors per year and bringing 885 new jobs to the area.

Also in 2005 the Carson City Board of Supervisors approved a "Master Plan" for the city, which called for a new focus on better utilization of land through vertical development of properties and mixed-use developments, and also included plans to create a historic retail zoning district. Plans extending into the 2010s called for an overhaul of a new Parks, Recreation and Trails project. In 2005 the Casino Fandango announced plans for a \$60 million expansion that could include a hotel with up to 200 rooms, but completion dates for the project were not finalized.

Economic Development Information: Carson City Economic Development, 201 North Carson Street, Carson City, NV 89701; phone (775)887-2101; fax (775) 887-2286; email information@carsoncityecondev.com

Commercial Shipping

With a strategic location on three major highway corridors, including Interstate 80, more than 60 local, regional, and national carriers provide trucking services in nearby Reno. Shipments from Carson City are able to reach nine western states on a next-day basis. The Union Pacific Railroad provides regional freight service through Reno.

Labor Force and Employment Outlook

Nevada and Carson City's abundant availability of skilled workers and the area's moderate salaries have made the area attractive to new businesses. A 2007 projection

showed that the Carson City population was expected to grow to 63,515, or an influx of around 100 new workers per month, by the year 2010. Despite the rapid growth of the region, the cost of living was expected to remain fairly reasonable. Nineteen percent of the local residents hold college degrees, and 82 percent have earned high school diplomas.

In August 2007 the unemployment rate in Carson City stood at 5.1 percent, reflecting a drastic decrease since the 1997 rate of over 9 percent but remaining in line with the general unemployment trend of the region since 2002. Despite the strong manufacturing base in Carson City, analysts in 2007 did not expect to see growth in that sector, in keeping with the national trend of slowed manufacturing. Growth in Carson City was expected to come from the tourism and government sectors, with low Nevada taxes continuing to attract new businesses and spur continued population increases. In particular, the announced expansion of Casino Fandango was interpreted as a strong indicator for the continued growth of the gambling and tourism industries.

The following is a summary of data regarding the Carson City metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 32,800

Number of workers employed in . . .

- construction and mining: Not available
- manufacturing: 3,200
- trade, transportation and utilities: 4,700
- information: Not available
- financial activities: Not available
- professional and business services: 2,400
- educational and health services: Not available
- leisure and hospitality: 4,000
- other services: Not available
- government: 11,200

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.0% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
State of Nevada	5,000–5,499
Carson City School District	1,000–1,499
Carson-Tahoe Hospital	800–899
City of Carson City	700–799
Nevada Department of Transportation	700–799
Western Nevada Community College	500–599
Carson City Nugget	500–599
Casino Fandango	400–499

Chromalloy Nevada
Legislative Counsel
Bureau

300–399

300–399

junior high/middle median: Not available

secondary median: Not available

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: None

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$2.63 per \$100 assessed value

Economic Information: Carson City Area Chamber of Commerce, 1900 S. Carson St., Carson City, NV 89701; telephone (775)882-1565; fax (775)882-4179; email ccchamber@carsoncitychamber.com. Nevada Department of Business & Industry, Office of the Labor Commissioner, 675 Fairview Dr., Ste. 226, Carson City, NV 89701; telephone (775)687-4850; fax (775)687-6409

■ Education and Research

Elementary and Secondary Schools

Carson High School is one of the top-rated schools in Nevada. Since 1999 it has shared a \$5 million joint-use project—the Jim Randolph High-tech Center—with Western Nevada Community College. It assists students in preparing for careers in electronics, automated technology, drafting, business, and allied health.

The following is a summary of data regarding the Carson City School District as of the 2005–2006 school year.

Total enrollment: 9,613

Number of facilities

elementary schools: 6
junior high/middle schools: 2
senior high schools: 3
other: 1

Student/teacher ratio: 18.6:1

Teacher salaries (2005–06)

elementary median: \$26,220–\$51,242 (all levels)

Funding per pupil: \$6,953

Five schools provide private, religion-based education in the city.

Public Schools Information: Carson City Schools, 1402 W. King St., Carson City, NV 89703; telephone (775)283-2110; fax (775)283-2092

Colleges and Universities

Western Nevada Community College is a two-year public institution that offers about 50 associate degree programs, as well as basic education and job development skills programs. It enrolls more than 6,000 students at its campuses in Carson City and in Fallon and Douglas counties, totaling an 18,000-square-foot service area. The college offers diverse degree and certificate programs, schedules evening and weekend as well as daytime classes, and provides small class sizes and one-on-one counseling opportunities for students.

The University of Nevada, Reno, is located 30 miles north of Carson City and enrolls over 16,000 students per semester. It is ranked among the top 150 national research universities, according to the Carnegie Foundation's listing of colleges and universities, and receives more than \$130 million in external grants and contracts annually.

Other area schools include Truckee Meadows Community College and Sierra Nevada College, which was named among the top 50 regional colleges and universities for entrepreneurial study in the May 2004 issue of *Entrepreneur* magazine.

Libraries and Research Centers

Carson City Library, built in 1966, offers over 116,000 volumes, 200 periodical subscriptions, and 3,200 audio tapes. The library has a collection on Nevada history and a large print section.

Western Nevada Community College opened the 34,000-square-foot Library & Student Center on its Carson City campus in January 2004. The university's total holdings number 46,000 books, 185 magazines, 12 newspaper subscriptions, over 1,000 maps, and other materials. The University of Nebraska, Reno, is a major research center, with strong programs in Great Basin Studies, Basque Studies, and Genomics and Proteomics. Its library holdings include the Basque Library, the Keck Earth Sciences and Mining Research Information Center, and the Nevada Inventors Database.

Other libraries in the city include the Nevada State Library & Archives, the library of the Nevada State Museum, and the Nevada Supreme Court Library.

Public Library Information: Carson City Library, 900 N. Roop St., Carson City, NV 89701; telephone (775)887-2244

■ Health Care

The Carson-Tahoe Hospital is the city's not-for-profit community hospital and largest area hospital, which employs over 200 physicians spread throughout 6 total facilities. The hospital system includes a Life Stress Center featuring in- and out-patient psychiatric and addiction services, a 24-hour emergency room that is northern Nevada's designated trauma center, state-of-the-art diagnostic facilities, nutritional counseling, wellness programs, and a cardiac care center along with a separate rehabilitation and physical therapy facility. In December 2005 the hospital opened the new Carson-Tahoe Regional Medical Center with 352,000 square feet, over double the capacity of the previous building.

Other nearby hospitals include St. Mary's Reno, Renown Health, which operates a series of hospitals throughout Northern Nevada, and Nevada Health Centers, Inc., which operates a community clinic in Carson City.

Health Care Information: Carson City Government, Health and Human Services, 900 East Long Street, Carson City, NV 89706; telephone (775)887-2190; fax (775)887-2248

■ Recreation

Sightseeing

The Carson City Chamber of Commerce provides an illustrated map with details about various local historic sites. Tours in a horse-drawn surrey are available. The Governor's Mansion, a 1909 example of classic southern Colonial design, is on the 2.5-mile Kit Carson Trail, a blue line painted on the sidewalk that takes visitors past a variety of historic sites. The route passes 60 historical homes, churches, and buildings featuring Victorian architecture. Also along the route are several museums. Visitors to the State Library and Archives Building can peruse its rich collection on Nevada history and view the original Nevada Constitution.

Historical homes that highlight the tour include the Bliss Mansion, an 1879 15-room mansion with seven marble fireplaces; the 1859 Roberts House, a Gothic revival structure that was moved to the city from its first site in Washoe City; and the 1876 Chartz House.

The silver-domed State Capitol, rebuilt during the 1970s, features portraits of Nevada governors, Nevada artifacts, and old Nevada Supreme Court and legislative chambers that are open to the public when not in use. The Federal Building, once the federal courthouse, a post office, and a state library, and now the Paul Laxalt State Office Building in honor of a popular Nevada politician, houses the state Tourism Commission.

The Nevada State Museum, inside the old Carson City U.S. mint, has displays on the history of the area, an exhibit that illustrates the process of making coins, a

realistic mock underground mine, and an exhibit showing bears, bobcats, and other animals native to the area. The Fire Museum displays a century's worth of fire-related memorabilia, including goggles, helmets, hose carts, and Currier & Ives prints of New York fires. The Children's Museum of Northern Nevada offers displays and activities for the younger set, such as 25 hands-on exhibits and a walk-in kaleidoscope.

The Stewart Indian School Museum houses the Casinelli arrowhead collection, traditional basketry, grinding rocks, Great Basin artifacts, and the Indian School collection, as well as a gift shop. The Dat-So-La-Lee House features memorabilia of the famed Nevada basket weaver of the same name. Her original baskets, worth up to \$250,000 each, remain on display at the Nevada State Museum and in other museums throughout the country.

Focusing on Nevada's rich railroad heritage, the Nevada State Railroad Museum's collection contains more than 60 pieces of rolling stock, including 6 steam locomotives, and more than 50 passenger and freight cars, many of which once operated on the famous Virginia and Truckee line. The museum also contains an assortment of exhibits relating to railroading in Nevada.

A short drive from Carson City is Virginia City, site of the legendary Virginia City mining operation, which produced both gold and silver. Virginia City provides a glimpse into the days of the Old West. The booming mines there spurred the construction of quartz reduction mills along the Carson River and helped Carson City become a thriving commercial center beginning in the 1860s. Today's shops, saloons, museums, and rides on the Virginia & Truckee Railroad are fun for visitors old or young. Major sites in Virginia City include the Comstock State Fire Museum, with memorabilia from the Comstock Era; the mining and silver artifacts displayed at the MacKay Mansion; and the Territorial Enterprise, a newspaper office that gave famous writer Mark Twain his start in journalism.

Carson City draws visitors with its major gambling casinos, including Best Western Carson Station Hotel-Casino, Best Western Pinon Plaza Hotel Resort, Cactus Jack's, Carson City Nugget, the Carson Horseshoe Club, Casino Fandango, Comstock Casino, Ormsby House Hotel & Casino, Silver Dollar Casino, Slotworld, and Slotworld's Cabaret.

Arts and Culture

The King Street Gallery, a showcase of the Nevada Artists Association, displays the works of over 75 local artists. Western Nevada Community College Art Gallery features works by local and regional artists. The Great Basin Gallery features fine contemporary art from Nevada and the region.

The Proscenium Players, Nevada's second-oldest year-round theater company, present dramas and comedies at the Brewery Arts Center, which also features

other performing groups. Affiliated with Western Nevada Community College, the Western Nevada Musical Theatre Company stages plays and musicals on campus.

The Carson City Symphony presents five annual classical concerts. Residents also enjoy the music of the Carson Chamber Singers, who perform occasional concerts.

Festivals and Holidays

September calls for a trip to nearby Virginia City for the annual International Camel Races. Begun as a hoax, the event is now one of the most popular in the state. Since 1997 September has also been the time for the three-day *Salsa y Salsas* family celebration with food, entertainment, and dancing. October's special events in Carson City include the Nevada Day Parade and four-day celebration, the La Ka Le'l Be Pow Wow, filled with arts, crafts, dancing, the Chili Cook-Off, and the Ghost Walk tour of homes decorated for Halloween. The December holidays are ushered in by the Silver & Snowflake Holiday Tree Lighting ceremony, which includes caroling, and the Victorian Christmas Tour of houses on the Kit Carson Trail.

March is the month for the Mother Earth Pow Wow and the Cowboy Jubilee & Poetry Evening, which features cowboy poets and barbecues. March also features a traditional St. Patrick's Day parade. April brings the Eagle Valley Muzzle Loaders Spring Rendezvous. June's big events are the Downtown A-Fair, and the Stewart Indian Museum Pow Wow, as well as A Taste of Downtown, which features a food tasting from the city's restaurants along with live music and dancing. The Kit Carson Rendezvous and Wagon Train event, also in June, features a mountain man encampment, trader's row, an Indian pow wow, and mock gunfights, all in celebration of Nevada's history. Independence Day in July is hailed by a four-day celebration with the traditional fireworks and the Silver Dollar Car Classic, a street dance, and music concerts.

Sports for the Spectator

While no professional sports teams play in Carson City, nearby Reno offers viewing opportunities of several athletic programs. Reno is making a name for itself as the mountain golf capital of the world. Since 1999 the PGA Tour's Reno-Tahoe Open has taken place at Montreux Golf and Country Club in August, where some of the world's best professional golfers compete. A celebrity-packed golfing event, the American Century Celebrity Championship, is also held annually at Edgewood-Tahoe in July. Two of the country's largest bowling organizations, the American Bowling Congress (ABC) and the Women's International Bowling Congress (WIBC), hold tournaments at the National Bowling Stadium. Dubbed

"Pin Palace" by *USA Today*, it draws thousands of bowlers to its high-technology facility on a regular basis.

The University of Nevada, Reno, offers spectators the chance to cheer on teams playing football, basketball, softball, volleyball, and other popular sports. The collegiate sports program, dubbed "Wolf Pack Athletics," was declared "best in the nation" in terms of sports opportunities offered to female students in a 2005 study orchestrated by a Penn State University-York professor.

Sports for the Participant

Included within about 600 acres of city parks is Mills Park, which offers tennis courts, indoor and outdoor pools, a mini-golf course, and a children's one-mile train ride. The park is also the home of the Carson City Skateboard Park, which provides a skateboard area with platforms, ramps, and spectator seating. Centennial Park has several soccer and softball fields, tennis courts, a public golf course, and shady picnic sites. Residents and visitors can make use of the "Divine Nine" golf courses within the city limits. Horseback riding is also popular in the area, especially on the Mount Rose Wilderness trails. At the edge of town is an old hot springs where bathers can soak in a 100° F spring water pool, and make use of hot tubs, massage facilities, and an adjoining restaurant and motel.

Sports enthusiasts enjoy hunting for birds and big game such as elk, deer, antelope, and bighorn sheep. In addition, the city is only 45 minutes from several prime skiing areas at nearby Lake Tahoe.

Shopping and Dining

The once shabby block that houses the landmark St. Charles Hotel has been transformed into a delightful collection of shops and restaurants. Other major shopping areas include various downtown blocks, as well as Eagle Station Shopping Center, Carson Valley Plaza shopping center, and Silver City.

Diners in Carson City can choose from among over 40 restaurants with American and ethnic cuisines, including Basque, Asian, Southwestern, and Italian. The Carlson House is a popular modern restaurant set in the wonderfully restored 1876 Rinckel Mansion, the city's second-oldest residence, with service offered in the garden during the summer months. Adele's French restaurant is set in a lovely Victorian house near the town center, while nearby Silvana's features Italian dishes. Breakfast lovers enjoy the hearty omelets at the Cracker Box or Heidi's Dutch Mill Restaurant.

Visitor Information: Carson City Convention & Visitors Bureau, 1900 S. Carson St., Ste. 100, Carson City, NV 89701; telephone (775)687-7410 or (800) NEVADA-1; fax (775)687-7416

■ Convention Facilities

Carson City has a variety of meeting and convention facilities. The 31,020-square-foot Pony Express Pavilion can accommodate up to 3,000 people and offers table, theater, or bleacher-style seating. The Carson City Community Center can seat 803 people theater-style, and the Carson City Nugget has facilities for about 500 people on 8,600 square feet. The Best Western Pinon Plaza Resort can handle groups of 30 to 250 people in its 3,000-square-foot facilities. The meeting room at the Plaza Hotel offers an outstanding panoramic view of the city. Historic Brewery Arts Center offers its art gallery for smaller groups while its restored meeting room has space for up to 300 guests.

Convention Information: Carson City Convention & Visitors Bureau, 1900 S. Carson St., Ste. 100, Carson City, NV 89701; telephone (775)687-7410; toll-free (800)NEVADA-1; fax (775)687-7416

■ Transportation

Approaching the City

The Carson City Airport does not provide commercial services, but Reno-Cannon International Airport, just 30 miles to the north of Carson City, is served by many major airlines and offers over 170 flights daily. Carson City is located at the intersection of U.S. Highway 395, which links cities from Canada to Mexico, and U.S. Highway 50, a direct route from west to east. Amtrak provides rail service to the Reno/Sparks area, 30 miles north of Carson City. The RTC Intercity provides express weekday intercity bus service among Carson City, Reno, North Douglas County, and the Reno/Tahoe International Airport. Greyhound bus lines offer daily service to Los Angeles, Sacramento, Las Vegas, Reno, and other destinations.

Traveling in the City

Because the city has no freeway off-ramps, U.S. 395 and U.S. 50 serve as the main north-south and east-west highways, as well as the main streets in the city. However, the 9.7-mile Carson City Freeway project that began in 2003 is expected to be fully complete in 2010 and provide an alternate north-south route. The city began its bus service, Jump Around Carson (JAC) in 2004, and a dial-a-ride service is available to residents.

■ Communications

Newspapers and Magazines

The *Nevada Appeal*—Carson City Edition is the daily newspaper. *Nevada Magazine*, a bimonthly that carries feature stories on events and people in the state, is also published in Carson City. Other locally published magazines include *The Wine Trader* and *Range Magazine*, a consumer magazine covering cowboys and people who work the land in the western United States.

Television and Radio

Carson City receives its television coverage from nearby Reno's network and public stations but has its own cable company. The city has several AM and FM radio stations broadcasting religious, county, and oldies formats.

Media Information: *Nevada Appeal* PO Box 2288, Carson City, NV 89702; telephone (775)882-2111 or (800)221-8013

Carson City Online

Carson City Area Chamber of Commerce. Available www.carsoncitychamber.com

Carson City Convention & Visitors Bureau. Available www.carson-city.org

Carson City Economic Development. Available www.carsoncityecondev.com

Carson City Library. Available www.carson-city.nv.us/library

Carson City School District. Available www.carsoncityschools.com

City of Carson City home page. Available www.carson-city.nv.us

Nevada State Library and Archives. Available dmla.clan.lib.nv.us

State of Nevada, Department of Cultural Affairs, Division of Museums and History. Available dmla.clan.lib.nv.us

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Twain, Mark, *Roughing It* (Berkeley, CA: University of California Press, 1996)



Henderson

■ The City in Brief

Founded: 1941 (incorporated 1953)

Head Official: Mayor Jim Gibson (D) (since 1997)

City Population

1980: 24,363

1990: 62,942

2000: 175,381

2006 estimate: 240,614

Percent change, 1990–2000: 169.4%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 118th (State rank: 2nd)

Metropolitan Area Population

1980: 528,000

1990: 852,737

2000: 1,563,282

2006 estimate: Not available

Percent change, 1990–2000: 83.3%

U.S. rank in 1980: 72nd

U.S. rank in 1990: 53rd

U.S. rank in 2000: 32nd

Area: 80 square miles (2000)

Elevation: 1,940 feet above sea level

Average Annual Temperature: 68.0° F

Average Annual Precipitation: 4.5 inches of rain

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5% (August 2007)

Per Capita Income: \$32,335 (2005)

2005 FBI Crime Index Property: 6,654

2005 FBI Crime Index Violent: 432

Major Colleges and Universities: Nevada State College; University of Nevada, Las Vegas; Community College of Southern Nevada

Daily Newspaper: *Las Vegas Review-Journal*

■ Introduction

Henderson, Nevada was pronounced a “city of destiny” by then-president John F. Kennedy while on a visit to Southern Nevada during his brief time in office. Incorporated during World War II, Henderson had become known only 10 years prior when it sprung up from the desert floor as the home of the Basic Magnesium Plant, which supplied the U.S. forces with magnesium for munitions and airplane parts during the war. Post-war, Henderson quieted as the plant closed and out-of-work residents sought greener pastures. Quick thinking and creativity by city leaders and developers brought money and new residents back to Henderson, saving it from “ghost town” status. Now a bustling metropolis making its own name in the shadow of a glittering Las Vegas, Henderson is the second largest city in Nevada.

■ Geography and Climate

Henderson sits at the southern rim of the Las Vegas Valley. At an elevation of 1,940 feet above sea level, the city is only 7 miles southeast of Las Vegas and about midway between Las Vegas and Boulder City (home of the Hoover Dam). Residents and visitors enjoy warm weather, with an average temperature of just under 70 degrees most months of the year, low humidity, and very little rain. Winter snows are visible in the mountains, but snow is rare in the city.

Area: 80 square miles (2000)

Elevation: 1,940 feet above sea level

Average Temperature: 68.0° F

Average Annual Precipitation: 4.5 inches of rain

■ History

Spanish Move Through Area

Spanish explorers moved through Southern Nevada in the early 1800s, discovering and naming Las Vegas as a stop on their way to California. Mormon missionaries established a settlement and built a fort in 1855 in Las Vegas but didn't stay long. In the latter half of the century, Las Vegas, and with it the area that is now Henderson, was detached from Arizona territory to become part of Nevada. Small farming communities developed, but things were quiet in the area until construction on the Boulder Dam was begun in 1931, bringing thousands to the area for work.

A City Born Overnight

Southern Nevada had but a handful of residents in the early decades of the twentieth century. Henderson, quite literally, was created almost overnight in 1941, as building began on a plant that was, at the time, a massive undertaking in the middle of desert land. Magnesium and its importance in munitions and to the brewing war were the key to the city's beginning.

In 1941 a Cleveland, Ohio manufacturer named Howard Eells and his newly formed Basic Magnesium Inc. (BMI) company signed a contract with the U.S. Defense Plant Corp. to build the Basic Magnesium Plant. Only days after signing, the government asked Eells to expand the planned site to 10 times its original size, making it 1.75 miles long and .75 miles wide, the largest such magnesium plant in the world. More than 13,000 workers—which was 10 percent of the entire state's population at the time—lived in ramshackle housing or "tent cities" until construction began on a company town in 1942. Under scrutiny for attempting to profit from the war, Eells sold BMI to Anaconda Copper Mining Co. that year. Anaconda was charged with finishing the plant, and the burgeoning city was named not after Eells, but for former senator Charles P. Henderson for his role in helping to get the plant financed and built.

For the next few years, BMI exceeded its planned production rates and employees numbered 14,000 at peak production. However, by 1947 magnesium was no longer needed for defense, the plant closed, and more than half of the employees left. Almost as quickly as the city was built, it all but disappeared. Henderson stood in danger of becoming a ghost town, and in 1947 the U.S. War Asset Administration offered the entire city for sale as

war surplus property. In a brochure created to help sell the city, a description was provided that outlined the housing, streets, alleys, sanitary systems, schools, general buildings, shops, churches, and other city amenities.

Last Ditch Effort Saves City

In an effort to save Henderson, the Chamber of Commerce convinced the Las Vegas Chamber of Commerce to issue an invitation to the entire Nevada Legislature to come visit Boulder Dam (now Hoover Dam). They were asked to evaluate the Basic Magnesium site and explore the possibility of construction of a power generator at the dam, which would bring new workers and provide work for those Henderson residents that remained. The plan worked—a bill was unanimously approved, giving the Colorado River Commission of Nevada authority to purchase the plant. By 1953 signs of improvement were well underway and the city was officially incorporated, with a population of 7,410 residents.

Modern Henderson Emerges

Throughout the 1960s and 1970s, Henderson remained a relatively small factory town. In the early 1980s, the first master planned community, Green Valley, was plotted. Henderson's population in 1980 was 24,363; by 1990 it had more than doubled, and by the end of the twentieth century Henderson had reached 175,381. By 1999 Henderson overtook Reno as Nevada's second largest city, and by 2007 estimates showed that Henderson had grown over 195 percent since 1990, with an average of 1,000 new residents moving into the city per month since 1997.

The city celebrated its 50 year birthday in 2003. Henderson's unparalleled growth in the past two decades shows little signs of slowing. As Nevada's second largest city, with a thriving economy, master-planned communities, world-class recreation, and proximity to several of the country's national and man-made treasures, it's no wonder that Henderson remains one of the fastest-growing cities in the nation.

Historical Information: City of Henderson, City Hall, 240 Water Street, Henderson, NV 89009. Nevada State Museum & Historical Society, 700 Twin Lakes Drive, Las Vegas, NV 89107; telephone (702)486-5205

■ Population Profile

Metropolitan Area Residents

1980: 528,000

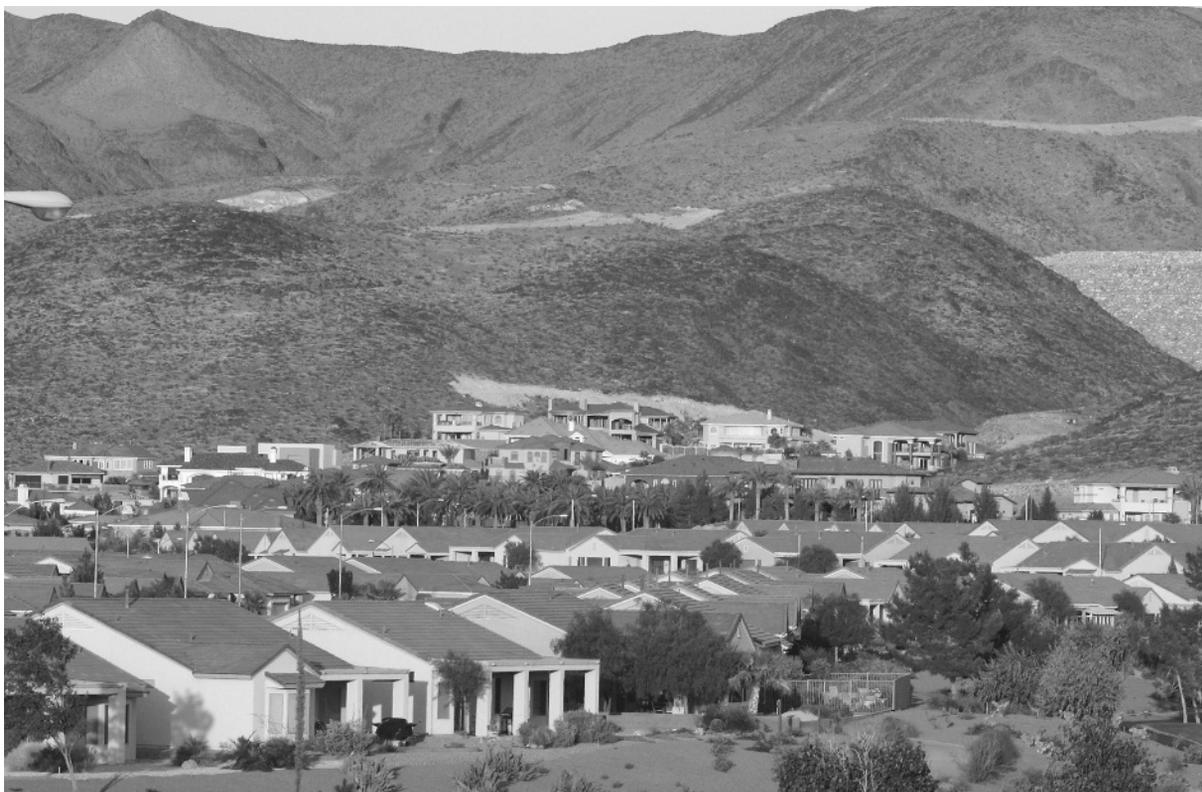
1990: 852,737

2000: 1,563,282

2006 estimate: Not available

Percent change, 1990–2000: 83.3%

U.S. rank in 1980: 72nd



Ethan Miller/Getty Images

U.S. rank in 1990: 53rd
U.S. rank in 2000: 32nd

City Residents

1980: 24,363
1990: 62,942
2000: 175,381
2006 estimate: 240,614
Percent change, 1990–2000: 169.4%
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: 118th (State rank: 2nd)

Density: 2,200.8 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 181,638
Black: 11,017
American Indian and Alaska Native: 1,850
Asian: 9,476
Native Hawaiian and Pacific Islander: 2,560
Hispanic or Latino (may be of any race): 26,071
Other: 10,042

Percent of residents born in state: 18.7% (2000)

Age characteristics (2005)

Population under 5 years old: 12,603
Population 5 to 9 years old: 15,325
Population 10 to 14 years old: 15,166
Population 15 to 19 years old: 15,928
Population 20 to 24 years old: 14,201
Population 25 to 34 years old: 28,949
Population 35 to 44 years old: 34,692
Population 45 to 54 years old: 33,603
Population 55 to 59 years old: 14,063
Population 60 to 64 years old: 13,684
Population 65 to 74 years old: 16,832
Population 75 to 84 years old: 7,336
Population 85 years and older: 1,394
Median age: 37.3 years

Births (2002, Clark County)

Total number: 23,756

Deaths (2003, Clark County)

Total number: 12,751

Money income (2005)

Per capita income: \$32,335

Median household income: \$61,483

Total households: 86,924

Number of households with income of . . .

less than \$10,000: 4,071

\$10,000 to \$14,999: 2,545

\$15,000 to \$24,999: 5,710

\$25,000 to \$34,999: 8,151

\$35,000 to \$49,999: 14,013

\$50,000 to \$74,999: 16,910

\$75,000 to \$99,999: 13,560

\$100,000 to \$149,999: 15,149

\$150,000 to \$199,999: 3,322

\$200,000 or more: 3,493

Percent of families below poverty level: 3.9% (2000)

2005 FBI Crime Index Property: 6,654

2005 FBI Crime Index Violent: 432

■ Municipal Government

The city of Henderson received its charter only relatively recently, in 1965. The mayor and city council have legislative power of the city through the charter; the city manager is charged with executive duties and general administration of the city. The mayor and four city councilmen are elected at large on a nonpartisan basis, and councilmen must be from different wards of the city's four wards. Majority vote by the mayor and city council decides all issues, including land use, business licensing, city ordinances, and city fund expenditures.

Head Official: Mayor Jim Gibson (D) (since 1997; current term expires 2009)

Total Number of City Employees: 3,000 (2007)

City Information: City Hall, 240 Water St., Henderson, NV 89009; telephone (mayor and council) (702) 267-2085

■ Economy

Major Industries and Commercial Activity

For most of Henderson's short history, the city has been a manufacturing center. Though its beginnings were fast and furious as a magnesium producer for World War II efforts, Henderson's economy today has diversified. The city is still a manufacturing center and a producer of metals and industrial chemicals, but its diversification includes a competitive marketplace for communications technology.

In the past two decades, city leaders, businesses, and the community have been working together to diversify the city's economy with aggressive programs to attract modern industries. The top industries showing growth in Henderson are education services, medical and biomedical technology, the supplier industry, and computer and electronic transfer. In addition, businesses that service senior citizens are sprouting up in the area as more seniors relocate there.

A modern "boom town," Henderson's growth shows no signs of slowing. Major corporations with large offices or headquarters in Henderson include Levi Strauss & Company, Ocean Spray Cranberries, Ford Credit, and Good Humor-Breyers. Henderson's growing community and highly favorable business climate continues to attract businesses to the area. The ever-growing population provides a built-in customer base for Las Vegas' World Market Center, opened in 2005, which is the largest new home and hospitality contract furnishings showroom complex in the Western United States. Real estate continues to be an important part of Henderson's expanding economy as well.

Due only in part to Henderson's proximity to Las Vegas, it goes without saying that a large portion of economic gain stems from the tourism and services industry. The military also maintains a presence near Henderson; Nellis Air Force base, located about twenty miles northeast of the city of Henderson, has an average of 9,500 civilian and military personnel at any given time.

Items and goods produced: baked goods, clothing, food products, metal and chemical products

Incentive Programs—New and Existing Companies

Several city and state programs are available to assist new, current, or expanding businesses in the City of Henderson.

Local programs: The City of Henderson can offer partial exemption from public utilities license or franchise fees for gas or electricity; businesses must meet stringent requirements to take advantage of this program. The city's department of economic development staff, along with community resource partners, work together to provide relocating or expanding businesses with needed resources. The city's Redevelopment Agency, as part of the Downtown Investment Strategy plan, offers development incentives via grants, low-interest loans, and other financing to businesses for building improvements, equipment, start-up capital, and other expenses; one of the most successful programs is the Facade Improvement Program.

State programs: The State of Nevada administers Small Business Administration loans, in addition to the Modified Business Tax Abatement Program, which provides a partial abatement of taxes to qualified new

businesses and local businesses that are expanding. The Nevada Development Capital Corporation (NDCC) provides more than \$3 million from Nevada banks, utilities, and mining companies and other firms to help finance growth opportunities for new and existing businesses. It provides flexible financing to small Nevada businesses that do not qualify for more conventional financing. The state has no personal state income tax, no unitary tax, no corporate income tax, no inventory tax, no estate and/or gift tax, no franchise tax, no inheritance tax, and no special intangible tax.

Job training programs: The Nevada Department of Employment, Training, and Rehabilitation offers a variety of job training services to both employers and job seekers, including applicant recruitment and screening, tax credit benefits, training programs and career enhancement programs, and labor market information. The Train Employees Now (TEN) program, administered by the State of Nevada Commission on Economic Development, helps new and expanding firms by providing intensive skills-based training programs tailored to the company's needs. The TEN program utilizes training providers such as local businesses and community colleges. The Family Support Center at Nellis Air Force Base offers job information and employer connections to spouses and family members of base personnel. A variety of programs exist through the area's educational institutions, including the College of Southern Nevada, which makes job training an explicitly stated part of its educational goals.

Development Projects

The Henderson Redevelopment Agency was created in 1995 and utilizes tax increment financing funds for projects in three designated areas of Henderson: downtown, Tuscany, and Cornerstone. In 2005 a variety of projects began construction in the Water Street District, totaling more than 230,000 square feet of residential, retail, and office space, alongside sidewalk expansions and beautification of pedestrian areas. Many of the projects were designed to fit into the emerging "Art Deco" theme city planners selected for the downtown area. There was no comprehensive completion date reported in 2007.

In 2006 the Eastside Redevelopment Area was officially adopted, encompassing over 4,500 square acres, including Pittman, the Sunset Industrial Corridor, Valley View and Landwell. The city of Henderson pledged to provide financial support for homes and businesses requiring substantive improvements; the goal of the project was to attract more building projects in the area.

As one of the fastest-growing cities in the U.S., Henderson is also home to a number of new private, residential developments.

Economic Development Information: City of Henderson Economic Development, 240 Water Street, Henderson, NV 89009; telephone (702)267-1650.

Commercial Shipping

Southern Clark County is the hub of an extensive transportation network serviced by three highway corridors: Interstate 15, U.S. Highway 95, and U.S. Highway 93. More than 50 motor freight carriers serve the area. In addition, a variety of warehousing and support services are available in Clark County, including foreign trade zone accommodations, packaging support, and U.S. customs service. McCarran International Airport handles in excess of 600,000 pounds of arriving and departing cargo, and has an annual economic impact of more than \$29.8 billion in Clark County. Additionally, the McCarran International Air Cargo Center offers cargo storage and handling and operates in a designated Foreign Trade Zone (FTZ). Union Pacific Railroad runs northeast/southwest through Clark County, linking the area to markets in most states.

Labor Force and Employment Outlook

Henderson's rapid population expansion in the last several decades especially means that local businesses experience no shortages of labor supply. Area businesses draw from a southern Nevada workforce of more than 800,000 people. Additionally, the array of vocational and technical trade schools, higher education institutions, and opportunities for customized training programs enhance both business and employment prospects.

The Las Vegas-Henderson rate of unemployment stood at five percent in August 2007, remaining fairly consistent with its 10-year trend. Analysts expected that rate to remain fairly steady. Henderson's population boom showed no signs of slowing in 2007, and it was expected that the economy would keep pace. The only question mark was whether new residential building would continue at the same rate in the wake of the summer 2007 mortgage crisis; in early 2007 home prices already showed a drop over the previous year's highs.

The following is a summary of data regarding the Henderson city metropolitan area labor force, 2005 annual averages.

Size of nonagricultural labor force: 118,448

Number of workers employed in . . .

- construction and mining: 9,861
- manufacturing: 5,364
- trade, transportation and utilities: 23,946
- information: 2,155
- financial activities: 9,116
- professional and business services: 12,208
- educational and health services: 16,645
- leisure and hospitality: 28,753
- other services: 3,979
- government: 15,292

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5% (August 2007)

<i>Largest county employers</i>	<i>Number of employees</i>
Clark County School District	20,000+
Clark County	9,000-9,999
Bellagio Hotel & Casino	8,000-8,999
MGM Grand Hotel & Casino	7,000-7,999
Mandalay Bay Resort & Casino	7,000-7,999
Mirage Hotel & Casino	5,000-5,999
State of Nevada	5,000-5,999
Caesars Palace Hotel & Casino	4,000-4,999
Las Vegas Metropolitan Police	4,000-4,999
University of Nevada, Las Vegas	4,000-4,999

Cost of Living

Henderson’s cost of living, as well as its housing prices, are somewhat above the national average.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: None

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: 7.5%

Property tax rate: 2.9027-2.9468 (depending on tax district) per \$100 assessed value (2005)

Economic Information: Sierra Pacific Power Company Economic Development; Grant Sims, Economic Development Manager; phone (775)834-3716; fax (775)834-3384; email gsims@sppc.com. City of Henderson Economic Development, 240 Water Street, Henderson, NV 89009; telephone (702)267-1650

■ **Education and Research**

Elementary and Secondary Schools

The Clark County School District serves about 306,000 students in all of Clark County—a 7,910 square mile section of Nevada—which includes the city of Henderson,

and serves nearly three quarters of all students in the state. The large system, which celebrated its 50th anniversary in 2006, is divided into five regions; the population of Henderson is served by the Southeast Region. A variety of magnet schools exist throughout the district, in addition to English as a second language programs, vocational training, language immersion, and fine arts specialties. The school district is constantly expanding along with the region; in 2002 the district reported a “typical year” as including 14,000 new students, 12-14 new schools, and 1,300 new employees. There were 317 schools operating in the system in 2007, with several in the planning stages. In 2007 the school district was the region’s largest employer, with more than 26,000 people on its payroll. Nearly \$100 million dollars in college scholarships were awarded to members of the district’s class of 2006; that same year the district reported significant gains in students taking Advanced Placement classes, schools with high rankings on the Nevada state proficiency tests, and percentage of students enrolling in college.

The following is a summary of data regarding the Clark County School District (Southeast Region) as of the 2006–2007 school year.

Total enrollment: 59,221

Number of facilities

- elementary schools: 41
- junior high/middle schools: 13
- senior high schools: 8
- other: 0

Student/teacher ratio: 18:1 elementary; 30:1 secondary

Teacher salaries (2005–06)

- elementary median: \$30,299–63,544
- junior high/middle median: Not available
- secondary median: Not available

Funding per pupil: \$5,501

Public Schools Information: Clark County School District, 2832 East Flamingo Road, Las Vegas, NV 89121; telephone (702)799-5011

Colleges and Universities

Henderson offers residents several major institutions of higher learning. The College of Southern Nevada (CSN) system, with a campus in Henderson, educates more than 70,000 students as the fourth-largest community college in the nation. It operates in over 50 locations and offers 100 fields of study and more than 200 degrees and certificates. CSN’s top disciplines include dental hygiene, culinary arts, computing and information technologies, resorts and gaming, nursing and other health professions, automotive technology, air conditioning, and criminal justice. The Nevada State College at Henderson was

founded in 2002, and places a particular focus on training in the nursing and healthcare industries.

The University of Nevada, Las Vegas (UNLV) in nearby Las Vegas enrolls more than 28,000 students and confers 220 undergrad, graduate, and doctoral degrees, with a total staff of more than 3,300. In 2006 UNLV received more than \$94 million in funding from outside sources, with \$68 million of that going to support research. UNLV also has a School of Dental Medicine and a School of Medicine; both educate students as well as provide low-cost health care to residents. Also in Las Vegas, the International Academy of Design & Technology offers two- and four-year programs in Fashion Design, Interior Design, and Visual Communications.

Libraries and Research Centers

The Henderson District Public Libraries operate four branches throughout the city and served nearly 700,000 visitors in 2004, with holdings of about 289,000 items in all branches. The newest of the branches, the Paseo Verde Library, was constructed in 2002 and houses a Genealogy Collection, a Government Documents Collection, library administrative offices, and a Friends of Henderson Libraries Bookstore and Coffee Shop. Friends of the Henderson Libraries actively advocates for increased private donations, since growth in the area is far outpacing the growth of the library system; in 2007 the state legislature allocated \$1.2 million dollars for the Nevada Public Libraries Collection Development fund, or just over a dollar per person.

The Las Vegas-Clark County Library District serves all of Clark County with 24 branches and a comprehensive resource of informational materials. The district's Green Valley branch resides in Henderson. Its holdings include special collections on African-American history, Asian history, health and medicine, international language, gaming/local history, grants, government Documents, and patents. The Community College of Southern Nevada library system, as well as the University of Nevada Las Vegas libraries, are available for public use as well.

The Desert Research Institute's (DRI) main research campus in Las Vegas carries out about 300 scientific research projects at any given time. It is a stand-alone institution that falls under the umbrella of the Nevada System of Higher Education (NSHE), thanks to generous outside research funding. In 2007 the institute had grown 85 percent since 1999 while using only 1 percent of NSHE's annual budget. Environmental research programs focus on three core divisions of atmospheric sciences, earth and ecosystems sciences, and hydrologic sciences. DRI maintains a library that is available to researchers and scholars. A variety of other specialized libraries and research centers are located in the area.

Public Library Information: Henderson District Public Libraries, 280 S. Green Valley, Henderson, NV 89012; telephone (702)492-7252

■ Health Care

St. Rose Dominican Hospitals operates three medical campuses, with the Rose de Lima Campus and the Siena Campus both in Henderson. The third facility, the San Martín Campus in Warm Springs, opened in November 2006. It has 111 private rooms, with space for an additional 90 in the future. Rose de Lima, with 138 beds, offers emergency and surgical services, rehabilitation, obstetrical services, community outreach, and kidney stone treatment services, among others. Siena opened in 2000 and is a 214-bed acute care facility with pediatrics services, neurosurgery, an open-heart surgery center, emergency department, obstetrics and surgical services, diagnostic imaging, and others. The hospital system also operates two Womens Care centers, one in Las Vegas and one in Henderson, which offer treatment and guidance on health and wellness to area women. A variety of hospitals and clinics exist in nearby Las Vegas.

■ Recreation

Sightseeing

Less than 20 miles southeast of Henderson is the Hoover Dam. A National Historic Landmark, and recognized as one of America's Seven Modern Civil Engineering Wonders by the American Society of Civil Engineers, the dam entertains more than a million visitors and tourgoers annually. Lake Mead National Recreation Area in nearby Boulder City offers opportunities for a leisurely afternoon outdoors or multi-day, multi-activity trips, and dinner or dinner-and-dance cruises are available on a Mississippi-style paddlewheeler.

Ghost towns of the Old West are popular tourist destinations; several exist within an hour's drive of the city. Ethel M. Chocolates, a mainstay in Henderson though originating in Tacoma, Washington, offers tours of the chocolate factory (samples included) and the botanical cactus gardens on its grounds.

Arts and Culture

Henderson's Veterans Memorial Wall on Water Street honors not only those who have fought for their country, but those who played a part in Henderson's heritage. The wall was dedicated in 2004 and is inscribed with more than 1,500 names.

The Clark County Museum tells the story of southern Nevada in a variety of exhibits, including prehistoric dioramas, Native American collections, a walk-in mine, and a pueblo. Heritage Street, an outdoor exhibit of the museum, offers a look at the structures and homes of the early 1900s, including a replicated newspaper print shop, historic homes, and the 1932 Boulder City Depot. The Howard W. Cannon Aviation Museum at the airport tells of the history of aviation in the region.

The Arts Council of Henderson, a nonprofit group, works to bring arts programming to Henderson residents. One of the Council's ventures is the annual Nevada Shakespeare in the Park, presented in cooperation with the city of Henderson, American Nevada Corporation, and the Clark County School District. Shakespeare in the Park, which celebrated its twentieth anniversary in 2006, presents one play per season over one October weekend, with a performance each day. An Elizabethan Festival precedes each daily performance. Theatre in the Valley presents community theater in a season of four to five shows per year.

Festivals and Holidays

The St. Patrick's Day Parade and Block Party, which celebrated 40 years in 2006, takes place each March in downtown Henderson. For nearly a week in late March or early April the FLW Outdoors EverStart Series offers fishing competition action at Lake Mead. In early May at the Lake Las Vegas Resort, crews compete in the Dragon Boat Race and Festival. ArtFest happens over Mother's Day weekend in May in downtown Henderson's Water Street district, featuring more than 200 artists, music, food, and fun kids' events. Also in May, *Bon Appetit* magazine spends the weekend at several area hotels and resorts, offering culinary demonstrations, wine tastings, brunches, and dinners during the Annual Bon Appetit Wine & Spirits Focus. Fourth of July events and fireworks happen citywide. September features the Super Run Car Show, with car cruises and drag racing, concerts, and food at Water Street and various locations throughout the city. The Nevada Silverman, an iron-distance triathlon event in November, offers spectators and participants views of the Lake Mead National Recreation Area.

Sports for the Spectator

While no sports teams reside in the city of Henderson, nearby Las Vegas offers enthusiasts many opportunities to cheer for their favorite sports. The Las Vegas 51s, triple A affiliate of the Los Angeles Dodgers, play minor league baseball at Cashman Field in Las Vegas. The AFL's Las Vegas Gladiators play professional indoor football at the Orleans Arena. The Las Vegas Wranglers, members of the ECHL Division, also play at the Orleans Arena. The Las Vegas Strikers of the National Premier Soccer League play at the Bettye Wilson Soccer Complex, but the team announced a hiatus for the 2007-2008 season. The University of Las Vegas Rebels' most popular sports include baseball, soccer, football, and basketball. The Las Vegas Motor Speedway offers NASCAR and other motor sports events. High-profile boxing matches are often scheduled in Las Vegas.

Sports for the Participant

Henderson and nearby areas are an outdoor lover's paradise. In 2007 Henderson was named one of the top 10 walking cities in America by *Prevention Magazine's*

annual "Best Walking Cities" list. The city of Henderson offers visitors more than 1,200 acres of outdoor opportunities in 44 developed parks—Henderson's parks and recreation system is nationally recognized. Among Henderson's outdoor amenities in the park system and beyond are 65 athletic fields, 42 tennis courts, nine pools, six recreation centers, more than 57 miles of trails, and 12 golf courses. The city of Henderson's bird viewing preserve is a 147-acre migratory bird and wetland area featuring basins, ponds, and lagoons; signs, kiosks and nature trails guide visitors.

The Lake Mead National Recreation Area consists of a man-made lake in a massive crater created during the building of the Hoover Dam, offering opportunities for boating, swimming, kayaking, hiking, horseback riding, and fishing. Bootleg Canyon, in nearby Boulder City, is heralded as one of the best mountain biking spots in the U.S. and offers more than 20 miles of challenging terrain. Red Rock Canyon, a 197,000-acre National Conservation Area, presents a variety of outdoor opportunities, including hiking and biking trails, rock climbing, a visitor's center with interpretive programs, and Spring Mountain State Park.

Shopping and Dining

The Galleria at Sunset mall, which was the first enclosed mall in the city, is anchored by Dillard's, Robinsons May, JCPenney, and Mervyn's, and has two levels with fountains, skylights, and desert flowers in its indoor landscaping. The District at Green Valley Ranch, part residential development and part stylish shopping mecca, offers a "main street" shopping experience for its loft residents and visitors alike, with over 40 upscale shops and restaurants on the development's street level. Shoppers looking for bargains can head to the Las Vegas Outlet Center, featuring 130 outlet shops. Shoppers in Henderson's Water Street District area will find a variety of unique shops, boutiques, galleries, and restaurants. The Country Fresh Farmers Market operates throughout the spring and summer on Fridays in the Water Street District. Henderson's variety of restaurants satisfy urges for area favorites like steak and Mexican food; other tastes tempted include French, Chinese, Italian, Japanese, Greek, and Thai.

Visitor Information: Henderson Convention and Visitors Bureau, 200 Water Street, Henderson, NV 89009; telephone (702)267-2171; toll-free (877)775-5252; fax (702)267-2177; email info@visithenderson.com

■ Convention Facilities

The Henderson Convention Center offers over 10,000 feet of meeting space, and can accommodate wedding receptions, corporate and civic functions, class and family reunions, dances, and charity events. The Ritz-Carlton

Lake Las Vegas opened in 2003 in the new resort development area of Lake Las Vegas in Henderson, offering 32,000 square feet of flexible indoor meeting space, in addition to its outdoor space. Other hotels with convention facilities in Henderson include The Fiesta-Henderson Hotel Casino, Green Valley Ranch Resort, Hyatt Regency Lake Las Vegas Resort, and Sunset Station Hotel Casino. By the end of 2007, there were expected to be over 5,000 hotel rooms available in the city of Henderson, alongside a grand total of 253,000 square feet of meeting space.

Convention Information: Henderson Convention and Visitors Bureau, 200 Water Street, Henderson, NV 89009; telephone (702)267-2171; toll-free (877)775-5252; fax (702)267-2177; email info@visithenderson.com

■ Transportation

Approaching the City

McCarran International Airport serves Henderson, Las Vegas, and all of Clark County and southern Nevada. In April 2005 the airport debuted its \$125 million expansion, consisting of a new gate wing that allows the airport to handle an additional estimated 3.1 million passengers annually. The fifth busiest airport in the nation, McCarran has 95 total gates, and averaged 121,280 passengers per day in 2005. The Henderson Executive Airport accommodates private and general aviation aircraft.

Four major highways bring travelers into and out of Henderson: I-15, US 93/95, Highway 146, and the Southern Nevada Beltway (I-215). North-south I-15 links travelers west to California and east to the East Coast via I-80, I-70, and I-40.

Traveling in the City

Amtrak Thruway provides bus service between Los Angeles, California, and Las Vegas. Greyhound provides bus service to and from nearby Las Vegas with connections throughout the west; in 2005, an additional stop was added in Henderson itself. The Citizens Area Transit (CAT) provides local bus service throughout Clark County; in 2005 the system had over 55 million riders, with 51 routes served by 365 vehicles.

■ Communications

Newspapers and Magazines

Henderson residents are served by the daily *Las Vegas Review-Journal*, the alternative weekly the *Las Vegas Weekly*, the *Showbiz Weekly* covering local entertainment in Las Vegas, and a variety of other publications coming from Las Vegas.

Television and Radio

Henderson's one commercial television station is a Fox network; the area is served by Las Vegas' nine total television stations. No radio stations broadcast from Henderson proper, although residents enjoy programming from Las Vegas' numerous AM and FM channels.

Media Information: *Las Vegas Review-Journal*, PO Box 70, Las Vegas, NV 89125; telephone (702)383-0211

Henderson Online

Center for Business and Economic Research at the University of Nevada, Las Vegas. Available www.unlv.edu/Research_Centers/cber

City of Henderson. Available www.cityofhenderson.com

Clark County School District. Available ccsd.net

Henderson Chamber of Commerce. Available www.hendersonchamber.com

Las Vegas-Clark County Library District. Available www.lvccld.org

Las Vegas Review-Journal. Available www.reviewjournal.com

Las Vegas Sun. Available www.lasvegassun.com

Nevada State Museum and Historical Society.

Available dmla.clan.lib.nv.us

This Was Nevada (internet column on Nevada History from the State of Nevada Department of Culture, originally printed in the Henderson Home News). Available dmla.clan.lib.nv.us

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Las Vegas

■ The City in Brief

Founded: 1905 (incorporated 1911)

Head Official: Mayor Oscar B. Goodman (D) (since 1999)

City Population

1980: 164,674

1990: 258,877

2000: 478,434

2006 estimate: 552,539

Percent change, 1990–2000: 84.1%

U.S. rank in 1980: 89th

U.S. rank in 1990: 63rd

U.S. rank in 2000: 39th (State rank: 1st)

Metropolitan Area Population

1980: 528,000

1990: 852,737

2000: 1,563,282

2006 estimate: 1,777,539

Percent change, 1990–2000: 83.3%

U.S. rank in 1980: 72nd

U.S. rank in 1990: 53rd

U.S. rank in 2000: 32nd

Area: 113 square miles (2000)

Elevation: 2,180 feet above sea level

Average Annual Temperatures: January, 47.0° F; July, 91.2° F; annual average, 68.1° F

Average Annual Precipitation: 4.49 inches of rain; 1.2 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment rate: 4.7% (June 2007)

Per Capita Income: \$24,887 (2005)

2005 FBI Crime Index Property: 62,013

2005 FBI Crime Index Violent: 9,530

Major Colleges and Universities: Nevada State College, University of Nevada at Las Vegas, Community College of Southern Nevada

Daily Newspaper: *Las Vegas Review-Journal*

■ Introduction

Las Vegas is unique among U.S. cities. Famous for luxury casinos and show palaces offering non-stop recreation on the “Strip” and in downtown Casino Center, the city has over the years become synonymous with glitter and glamour. Las Vegas since the late 1980s has acquired another identity as a center for business, finance, transportation, and services; still the “Entertainment Capital of the World,” it has actively and successfully cultivated a diversified economy. The Las Vegas resident can enjoy legalized gaming, yet may more often take advantage of the diverse range of cultural and recreational opportunities offered in the city and in the surrounding area.

■ Geography and Climate

Las Vegas is located in the center of Vegas Valley, a desert region of about 600 square miles, which is surrounded by the Sierra Nevada Mountains and the Spring Mountains. The seasons are hot, windy, and dry, with desert conditions and maximum temperatures of 100° F during the summer; because of the mountains, however, summer nights are cool. Winters are mild. The mountains around Las Vegas reach elevations of over 10,000 feet, acting as barriers to moisture from the Pacific Ocean. Rainfall is

minimal and there are approximately 215 clear days during the year. Snowfall is rare.

Area: 113 square miles (2000)

Elevation: 2,180 feet above sea level

Average Temperatures: January, 47.0° F; July, 91.2° F; annual average, 68.1° F

Average Annual Precipitation: 4.49 inches of rain; 1.2 inches of snow

■ History

Forts Built; Farmers Settle; Hoover Dam Built

Las Vegas was discovered by Spanish explorers, who gave the site its name—meaning “meadows”—because of the verdant grassland fed by natural aquifers. Las Vegas served as a watering place on the Spanish trail to California. In 1855 Mormon missionaries established a settlement, cultivating the land and building a fort to provide protection to travelers on the Salt Lake—Los Angeles Trail. They abandoned the place two years later when the enterprise became unprofitable, but their fort is still standing and is the oldest historical site in Las Vegas. In 1864 Fort Baker, a U.S. Army post, was built nearby; in 1867 Las Vegas was detached from the Arizona territory and became part of the Nevada territory.

Around that time Las Vegas began to expand as a series of farmers cultivated the land. The area encompassed 1,800 acres when it was sold to William Clark, a Montana senator. In 1905 Clark auctioned off parcels of land for the building of the Union Pacific Railroad link between Salt Lake City and Los Angeles. The town was incorporated in 1911. Construction on the Hoover Dam—originally the Boulder Dam—on the Colorado River was begun in 1931, bringing to the area thousands of men seeking employment. The 70-story dam, which is regarded as one of the wonders of the modern world, still supplies affordable power to parts of California, Arizona, and Nevada.

Gaming, Lenient Laws, Climate Attract Visitors, Settlers

Another significant event occurred in 1931: the legalization of casino gambling in Nevada. The gaming and entertainment industries boomed in Las Vegas after World War II. A street lined with large, glittering casino hotels came to be known as the “Strip”; downtown, in Casino Center, lavish palaces featured the country’s top entertainers. By the 1950s Las Vegas, dubbed the “Entertainment Capital of the World,” had become synonymous with the unique form of recreation it had created. Because of lenient state laws, Las Vegas also became popular as a wedding site; eventually wedding

chapels were operating around the clock, and each year thousands of couples were coming to the city to be married.

Since the 1930s Las Vegas’s population has steadily increased, jumping from slightly under 8,500 people in 1940 to nearly 25,000 people in 1950. By 1960 almost 65,000 people lived in Las Vegas, and in 1980 the census figure was 164,674 people. Between 1980 and 1990 there was a more than 60 percent increase, or a total of 278,000 people. Newcomers, primarily from California, are attracted by the favorable climate, the high standard of living, low tax rate, and jobs produced by a boom in business and the entertainment and gaming industries. In the 1990s an average of 6,000 to 7,000 people moved into Clark County each month; in the mid 2000’s, a quick rate of growth appeared to be a permanent fixture.

On May 15, 2005, Las Vegas celebrated its centennial birthday with citywide parties and events on the day and throughout the year—one such celebration included a 130,000-pound cake registered with the Guinness Book of World Records.

Historical Information: Nevada State Museum & Historical Society, 700 Twin Lakes Drive, Las Vegas, NV 89107; telephone (702)486-5205

■ Population Profile

Metropolitan Area Residents

1980: 528,000
1990: 852,737
2000: 1,563,282
2006 estimate: 1,777,539
Percent change, 1990–2000: 83.3%
U.S. rank in 1980: 72nd
U.S. rank in 1990: 53rd
U.S. rank in 2000: 32nd

City Residents

1980: 164,674
1990: 258,877
2000: 478,434
2006 estimate: 552,539
Percent change, 1990–2000: 84.1%
U.S. rank in 1980: 89th
U.S. rank in 1990: 63rd
U.S. rank in 2000: 39th (State rank: 1st)

Density: 4,222.5 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 400,007
Black: 60,602
American Indian and Alaska Native: 3,845
Asian: 25,779



©Joseph Sohm/drr.net

Native Hawaiian and Pacific Islander: 2,206
 Hispanic or Latino (may be of any race): 153,813
 Other: 29,916

Percent of residents born in state: 19.7% (2000)

Age characteristics (2005)

Population under 5 years old: 42,540
 Population 5 to 9 years old: 41,537
 Population 10 to 14 years old: 39,976
 Population 15 to 19 years old: 33,569
 Population 20 to 24 years old: 29,733
 Population 25 to 34 years old: 84,418
 Population 35 to 44 years old: 85,401
 Population 45 to 54 years old: 64,654
 Population 55 to 59 years old: 28,432
 Population 60 to 64 years old: 26,244
 Population 65 to 74 years old: 36,901
 Population 75 to 84 years old: 19,704
 Population 85 years and older: 5,544
 Median age: 34.8 years

Births (2006, Las Vegas-Paradise MSA)

Total number: 27,916

Deaths (2006, Las Vegas-Paradise MSA)

Total number: 12,789

Money income (2005)

Per capita income: \$24,887
 Median household income: \$47,863
 Total households: 204,688

Number of households with income of...

less than \$10,000: 15,360
 \$10,000 to \$14,999: 10,134
 \$15,000 to \$24,999: 23,930
 \$25,000 to \$34,999: 22,984
 \$35,000 to \$49,999: 33,431
 \$50,000 to \$74,999: 39,176
 \$75,000 to \$99,999: 25,358
 \$100,000 to \$149,999: 24,169
 \$150,000 to \$199,999: 5,224
 \$200,000 or more: 4,922

Percent of families below poverty level: 11.2% (2005)

2005 FBI Crime Index Property: 62,013

2005 FBI Crime Index Violent: 9,530

■ Municipal Government

Las Vegas has a council-manager form of government. The five council members and the mayor are elected to four-year terms. The city's foremost spending priority is public safety.

Head Official: Mayor Oscar B. Goodman (D) (since 1999; current term expires 2011)

Total Number of City Employees: 3,000 (2007)

City Information: City of Las Vegas, 400 East Stewart Avenue, Las Vegas, NV 89101; telephone (702) 229-6241; fax (702)385-7960

■ Economy

Major Industries and Commercial Activity

Tourism drives the economy in Las Vegas, with 38.9 million people visiting the city each year. According to the Las Vegas Convention and Visitors Authority, Research Department, the figure for visitor spending in 2006 was a staggering \$39.4 billion, up over \$2 billion from the previous year. Around 20 percent of all jobs are gaming-related, and the gambling industry accounts for \$8.2 billion in annual revenues.

Though many miles away, the terrorist attacks of September 11, 2001, had a devastating effect on the Las Vegas economy, costing thousands who worked in the entertainment and service industries their jobs in the weeks following. By 2007 revenues had risen steadily, thanks in part to the focus of the city's economic development department on the downtown area (including the promotion of the Fremont Street Experience entertainment area and mall) in addition to a nationwide marketing campaign. In fact, since 2005 large building projects on the Strip have increased dramatically.

Constant population growth means that the housing construction industry is vitally important. In 2005 more than one third of Las Vegas homes were only five years old or less.

While the entertainment and service industries are, collectively, the largest employers in Las Vegas, the major single employer is the Clark County School District.

Incentive Programs—New and Existing Companies

Local programs: To encourage industrial development, the Las Vegas business community works in cooperation with the state of Nevada to provide various incentives through minimal taxation, vocational training programs, no-cost site location services, special loan plans, and limited liability protection. The city is a foreign

trade zone, making it an attractive foreign business destination.

State programs: The State of Nevada administers Small Business Administration loans, in addition to the Modified Business Tax Abatement Program, which provides a partial abatement of taxes to qualified new businesses and local businesses that are expanding. The Nevada Development Capital Corporation (NDCC) provides more than \$3 million from Nevada banks, utilities, and mining companies and other firms to help finance growth opportunities for new and existing businesses. It provides flexible financing to small Nevada businesses that do not qualify for more conventional financing. The state has no personal state income tax, no unitary tax, no corporate income tax, no inventory tax, no estate and/or gift tax, no franchise tax, no inheritance tax, and no special intangible tax.

Job training programs: The Nevada Department of Employment, Training, and Rehabilitation offers a variety of job training services to both employers and job seekers, including applicant recruitment and screening, tax credit benefits, training programs and career enhancement programs, and labor market information. The Train Employees Now (TEN) program, administered by the State of Nevada Commission on Economic Development, helps new and expanding firms by providing intensive skills-based training programs tailored to the company's needs. The TEN program utilizes training providers such as local businesses and community colleges. The Family Support Center at Nellis Air Force Base offers job information and employer connections to spouses and family members of base personnel. A variety of programs exist through the area's educational institutions, including the College of Southern Nevada, which makes job training an explicitly stated part of its educational goals.

Development Projects

The 1990s saw major developments in the casino/resort area, with 18 new venues alone built in the last two years of the century, many themed after famous cities throughout the world. The race to build the most outrageous casino/resort in Las Vegas may be never-ending, but the area's more established resorts are quick to follow suit with expansions to match. The 2000-2005 expansion at Caesars Palace included a 949-room, 26-story tower that brought the resort's number of hotel rooms to more than 3,300. In 2006 even more expansion projects were announced by Caesar's Palace: three new pools; the Octavius Tower, a 350-foot, 23-story tower; and a 263,000-square-foot ballroom added to the Convention Center, all to be completed by 2009. The Cosmopolitan Resort and Casino on the Strip, expected to be complete by 2010, is a \$3 billion undertaking featuring 3,000 condo-hotel and hotel rooms managed by Grand Hyatt.

Also slated for completion by 2010 is the \$4.8 billion Echelon on the Strip, with 4,713 rooms to be divided among five towers.

Wynn Las Vegas opened in spring 2005, topping out as the world's most expensive casino resort with a price tag of \$2.7 billion. On 217 acres and with 2,716 rooms—each at a minimum of 630 square feet and built at a price tag of \$1 million per room—the hotel is extravagantly appointed. Wynn Las Vegas features an 18-hole golf course; its own Ferrari-Maserati dealership; an art gallery featuring the likes of Picasso, Vermeer, Cezanne, Gauguin, and Rembrandt; and 18 restaurants.

In 2007 work began on MGM Mirage's CityCenter Las Vegas, a \$7.4 billion, 68 acre project on the Las Vegas Strip between Bellagio and Monte Carlo. It represents the largest building project in U.S. history. The first phase of the project was tentatively scheduled to be completed by 2009.

At any given time in Las Vegas, planned community developments are in various construction phases. In fact, in 2007, over 110 high-rise, condo, hotel, mixed-use and other major projects in the Las Vegas area were in various stages of development. Summerlin, one such community along the western rim of the Las Vegas Valley, is the fastest growing master planned community in the country. At 22,500 acres and with 16 separate villages, each with its own major park, golf course, and schools, Summerlin had growth planned until approximately 2020.

In 2007 work began on the Downtown Connector rapid transit project, which was intended to connect Downtown Las Vegas with the Sahara Monorail Station, the Las Vegas Strip and McCarran International Airport.

Economic Development Information: Office of Business Development, City of Las Vegas, 400 Las Vegas Boulevard South, Las Vegas, NV 89101; telephone (702) 229-6551; fax (702) 385-3128. City of Las Vegas Economic Development Division; telephone (702) 229-6551. Las Vegas Chamber of Commerce, 3720 Howard Hughes Pkwy., Las Vegas, NV, 89109-0320; telephone (702) 735-1616; fax (702) 735-2011; email info@lvchamber.com

Commercial Shipping

Southern Clark County is the hub of an extensive transportation network serviced by three highway corridors: Interstate 15, U.S. Highway 95, and U.S. Highway 93. More than 50 motor freight carriers serve the area. In addition, a variety of warehousing and support services are available in Clark County, including foreign trade zone accommodations, packaging support, and U.S. customs service. McCarran International Airport handles in excess of 600,000 pounds of arriving and departing cargo, and has an annual economic impact of more than \$29.8 billion in Clark County. Additionally, the McCarran International Air Cargo Center offers cargo storage and handling and operates in a designated

Foreign Trade Zone (FTZ). Union Pacific Railroad runs northeast/southwest through Clark County, linking the area to markets in most states.

Labor Force and Employment Outlook

The labor force in Las Vegas continues to expand as people move into the region in record numbers (estimated at as many as 6,000 each month). Las Vegas boasts one of the highest rates of new job growth in the country. The gaming and hospitality industries in Las Vegas are expected to continue to improve. The Las Vegas-Henderson rate of unemployment stood at five percent in August 2007, remaining fairly consistent with its 10-year trend.

Though the forecast was generally rosy for Las Vegas' economic future, in 2007 analysts were concerned with the trend in the Las Vegas housing construction industry. The prices of new and existing homes had fallen by over 13 percent in Las Vegas from mid-2006 to mid-2007, and were expected to continue to fall into 2008 and possibly beyond, slowing the previously steady expansion of the region. Some forecasters predicted that home prices could drop as much as 15 to 20 percent from their 2007 values by 2010.

The following is a summary of data regarding the Las Vegas-Paradise metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 918,800

Number of workers employed in . . .

construction and mining:	400
manufacturing:	27,100
trade, transportation and utilities:	156,200
information:	11,100
financial activities:	50,400
professional and business services:	115,300
educational and health services:	60,000
leisure and hospitality:	271,900
other services:	25,200
government:	92,000

Average hourly earnings of production workers employed in manufacturing: \$15.02

Unemployment rate: 4.7% (June 2007)

Largest county employers (2006)

	<i>Number of employees</i>
Clark County School District	26,700
Bellagio Hotel	8,300
Clark County Government	8,200
MGM Grand Hotel	7,200
Mirage Hotel	5,800
Mandalay Bay	5,000

Largest county employers (2006)

	<i>Number of employees</i>
State of Nevada	4,900
UNLV	4,800
Caesars Palace Hotel	4,400
Las Vegas Metro Police	4,300

Cost of Living

Nevada’s low taxes make everything else cheaper: wages, rent, and energy costs.

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

2007 (1st quarter) ACCRA Average House Price:
\$421,667

2007 (1st quarter) ACCRA Cost of Living Index:
108.8

State income tax rate: None

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: 1.25%

Property tax rate: 3.0815% of assessed value

Economic Information: Las Vegas Chamber of Commerce, 3720 Howard Hughes Pkwy., Las Vegas, NV 89109-0320; telephone (702) 735-1616; fax (702) 735-2011; email info@lvchamber.com. Nevada Department of Employment, Training and Rehabilitation, Information Development and Processing, Research and Analysis Bureau, 500 E. Third St., Carson City, NV 89713-0001; telephone (775)684-0450; email lmi@govmail.state.nv.us.

■ **Education and Research**

Elementary and Secondary Schools

The Clark County School District serves about 306,000 students in all of Clark County—a 7,910 square mile section of Nevada—which includes the city of Las Vegas, and serves nearly three quarters of all students in the state. The large system, which celebrated its 50th anniversary in 2006, is divided into five regions; the population of Las Vegas is served by the Southeast Region. A variety of magnet schools exist throughout the district, in addition to English as a second language programs, vocational training, language immersion, and fine arts specialties. The school district is constantly expanding along with the region; in 2002 the district reported a “typical year” as including 14,000 new students, 12-14 new schools, and 1,300 new employees. There were 317 schools operating in the system in 2007, with several in the planning stages.

In 2007 the school district was the region’s largest employer, with more than 26,000 people on its payroll. Nearly \$100 million dollars in college scholarships were awarded to members of the district’s class of 2006; that same year the district reported significant gains in students taking Advanced Placement classes, schools with high rankings on the Nevada state proficiency tests, and percentage of students enrolling in college.

The following is a summary of data regarding the Clark County School District (Southeast Region) as of the 2006–2007 school year.

Total enrollment: 59,221

Number of facilities

- elementary schools: 41
- junior high/middle schools: 13
- senior high schools: 8
- other: 0

Student/teacher ratio: 13.4:1

Teacher salaries (2005–06)

- elementary median: \$33,570
- junior high/middle median: \$40,890
- secondary median: \$41,260

Funding per pupil: \$6,108

More than thirty private and parochial elementary and secondary schools serve the Las Vegas metropolitan area. There are also more than 90 preschools and day care centers.

Public Schools Information: Clark County School District, 2832 East Flamingo Road, Las Vegas, NV 89121; telephone (702)799-5011

Colleges and Universities

Officially opened in 1957 and occupying 337 acres in the metropolitan area, the University of Nevada at Las Vegas (UNLV) enrolls more than 28,000 students and confers 220 undergrad, graduate, and doctoral degrees, with a total staff of more than 3,300. In 2006 UNLV received more than \$94 million in funding from outside sources, with \$68 million of that going to support research. UNLV also has a School of Dental Medicine and a School of Medicine; both educate students as well as provide low-cost health care to residents. Also in Las Vegas, the International Academy of Design & Technology offers two- and four-year programs in Fashion Design, Interior Design, and Visual Communications.

Located in the Las Vegas area are three campuses of the College of Southern Nevada (CSN) system, which educates more than 70,000 students as the fourth-largest community college in the nation. It operates in over 50 locations and offers 100 fields of study and more than 200 degrees and certificates. CSN’s top disciplines

include dental hygiene, culinary arts, computing and information technologies, resorts and gaming, nursing and other health professions, automotive technology, air conditioning, and criminal justice. The Nevada State College at nearby Henderson was founded in 2002, and places a particular focus on training in the nursing and healthcare industries.

Libraries and Research Centers

The Las Vegas-Clark County Library District serves all of Clark County with 24 branches and a comprehensive resource of informational materials. Its holdings include special collections on African-American history, Asian history, health and medicine, international language, gaming/local history, grants, government documents, and patents. The Community Colleges of Southern Nevada library system, as well as the University of Nevada Las Vegas libraries, are available for public use as well.

The Desert Research Institute's (DRI) main research campus in Las Vegas carries out about 300 scientific research projects at any given time. It is a stand-alone institution that falls under the umbrella of the Nevada System of Higher Education, thanks to generous outside research funding. In 2007 the institute had grown 85 percent since 1999 while using only one percent of NSHE's annual budget. Environmental research programs focus on three core divisions of atmospheric sciences, earth and ecosystems sciences, and hydrologic sciences. DRI maintains a library that is available to researchers and scholars. The Church of Jesus Christ of Latter-Day Saints maintains a branch of its genealogical library in Las Vegas. A variety of other specialized libraries and research centers are located in the area.

Public Library Information: Las Vegas-Clark County Library District, 833 Las Vegas Boulevard North, Las Vegas, NV 89101; telephone (702)382-3493

■ Health Care

Among the 11 major hospitals serving the area is the Sunrise Hospital and Medical Center. With over 700 beds and 1,500 physicians, it also maintains centers for renal transplants, breast cancer, sleep disorders, and epilepsy. Affiliated with the University of Nevada School of Medicine, the University Medical Center (UMC) was named in 2005-2006 as being among the top 10 percent of hospitals nationwide in women's health, cardiology, spine surgery, and pulmonary services by HealthGrades. It also is home to Nevada's only children's hospital. UMC's Lions Burn Care Center, the only such facility in Nevada, has gained national recognition; the center also maintains a free-standing trauma center and the state's first pediatric emergency department. Mountain View Hospital features 1,100 physicians and a popular weight loss center, while the Desert Springs Hospital Medical

Center has 286 beds and is the only diabetes treatment center in the area accredited by the American Diabetes Association. In addition to its approximately 400 beds and more than 2,800 staff members, Valley Hospital Medical Center also operates "Flight for Life," an emergency helicopter service for a wide area surrounding Las Vegas. It is one of only 47 hospitals in the nation to be designated as an "Accredited Chest Pain Center with PCI" by the Society of Chest Pain Centers. The University of Nevada School of Medicine's Genetics Program, based in Las Vegas, offers counseling to prospective parents about inherited diseases and provides clinical care to children with birth defects.

■ Recreation

Sightseeing

Most people visit Las Vegas to see shows featuring world-famous entertainers and to try their luck at the gaming tables. But the city offers much more to see and do. The streets of Las Vegas, with neon and glittering lights, are themselves a popular attraction. Also within the city limits is the Old Mormon Fort; built in 1855, it is the oldest structure in the area and tours are offered daily.

East of the city, Lake Mead National Recreation area boasts 500 miles of scenic shoreline created when the Hoover Dam was constructed. Located 30 miles southeast of the city is Hoover Dam, the tallest concrete dam in the Western Hemisphere. The popular site draws about one million visitors annually to its tourist center while millions more drive over it. Only 15 miles west of Las Vegas is Red Rock Canyon, where a 13-mile scenic route winds through a natural landscape inhabited by wild burros and bighorn sheep; hikers and bicyclists can also enjoy 30 miles of trails in the 197,000-acre National Conservation Area. Some 50 miles north, the Valley of Fire State Park contains beautiful desert land, rock formations, and rock drawings surviving from ancient civilizations. Tour buses travel from Las Vegas to Grand Canyon National Park in northern Arizona, where visitors can choose from hiking, camping, biking, fishing, and boating. Several ghost towns are within an hour's drive of Las Vegas; Bonnie Springs Old Nevada, southwest of the city, is a recreated town that evokes the lawless days of the Old West.

Arts and Culture

World famous for entertainment, Las Vegas is a city where nightlife lasts 24 hours a day and spectacular casino resorts and venues feature international stars. There is also an active and acclaimed arts community in Las Vegas; theater, dance, and concert performances as well as lectures are staged at the Reed Whipple Cultural Arts Center. The center is home to the Las Vegas Youth Orchestra and the Rainbow Company Youth Theatre.

The Charleston Heights Arts Center presents theater and musical performances as well as exhibits by local and regional artists. The College of Southern Nevada offers dance, theater, and musical performances.

The University of Nevada at Las Vegas, with three performing arts venues, is the heart of the cultural community. The university hosts performances by Nevada Ballet Theatre, Nevada Symphony Orchestra, Chamber Music Southwest, and the Charles Vanda Master Series.

The Las Vegas Clark County Library District kicked off a partnership with the Nevada Chamber Symphony in the 2004-2005 season, with concerts scheduled in the main theater of the Clark County Library on Flamingo Road. The Library District also hosts theatrical, dance, and other musical performances.

Several museums are located in the city. The Liberace Museum exhibits a collection of rare pianos, including pianos owned by Frederic Chopin and George Gershwin. The Nevada State Museum and Historical Society specializes in the natural history of Southern Nevada, while the Las Vegas Natural History Museum focuses on the region's wildlife and natural environment, both past and present. The Lied Discovery Children's Museum offers hands-on exhibits that let children explore science, arts, and humanities in a fun and educational way.

The Bellagio Gallery of Fine Art in the Bellagio Resort features two to three exhibitions annually, with works from top art museums and private collections. The Las Vegas Art Museum, situated on 30,000 square feet, offers works from a variety of mediums, with a focus on contemporary art. The University of Nevada at Las Vegas maintains an art gallery in the Ham Fine Arts Building on campus, featuring the work of faculty members, touring artists, and students. Las Vegas area commercial galleries show the work of local and nationally known artists.

Festivals and Holidays

Las Vegas hosts the Antiquarian and Used Book Fair in January. The entire month of May is designated Jazz Month, showcasing local and national artists. HellDorado Days in May celebrate the Old West era with rodeos and parades. The Greek Festival in September features authentic food and dancing. National Finals Rodeo is held in December at the Thomas & Mack Center.

Sports for the Spectator

Las Vegas offers enthusiasts many opportunities to cheer for their favorite sports. The Las Vegas 51s, triple A affiliate of the Los Angeles Dodgers, play minor league baseball at Cashman Field in Las Vegas. The AFL's Las Vegas Gladiators play professional indoor football at the Orleans Arena. The Las Vegas Wranglers, members of the ECHL Division, also play at the Orleans Arena. The Las Vegas Strikers of the National Premier Soccer League play at the Bettye Wilson Soccer Complex, but the team announced a hiatus for the 2007-8 season. The

University of Las Vegas Rebels' most popular sports include baseball, soccer, football, and basketball. The Las Vegas Motor Speedway offers NASCAR and other motor sports events. High-profile boxing matches are often scheduled in Las Vegas.

Sports for the Participant

Although Las Vegas is in the desert, there are facilities for a number of water sports, including fishing, boating, waterskiing, and canoeing at nearby Lake Mead and on the Colorado River. Nearby Henderson is nationally renowned for its recreational facilities. Las Vegas City parks and Clark County parks continue to be developed to meet the needs of an expanding population; both provide a variety of athletic programming, tennis courts and ballfields, swimming pools, golf courses, community centers, activities, classes, and workshops. The Clark County Wetlands Nature Preserve, which includes two miles of walking trails, is a habitat for numerous species of wildlife and seeks to create a cleaner natural water system in Southern Nevada. More than 30 golf courses exist in the area as well.

Shopping and Dining

Shopping center construction is constantly taking place in the city. A major attraction is the \$100 million Forum Shops at Caesars Palace, which opened in 1992 and expanded to 675,000 square feet (an increase of 175,000 square feet) in 2004. Described as combining the opulence of Rodeo Drive with the glitter of the Las Vegas Strip, the Roman-inspired complex houses about 160 upscale shops, art galleries, and a \$5 million animated fountain. The Galleria at Sunset Mall in nearby Henderson features one million square feet of enclosed mall space. Boulevard Mall has about 140 shops and eateries. The Fashion Show has seven anchor department stores: Saks Fifth Avenue, Dillard's, Neiman Marcus, Macy's, Nevada's only Nordstrom, and Bloomingdale's Home. It also features "The Cloud," a canopy that is suspended 20 stories over the mall and serves the dual purpose of sunshade during the day and movie projection screen at night. An unusual shopping experience can be found at the Rue de la Paix center, featuring all that is French.

More than 750 restaurants with choices ranging from haute cuisine to inexpensive fare are located in Las Vegas. One such place is Spago, run by internationally-known chef Wolfgang Puck, who uses French cooking techniques to create an eclectic menu. Puck also features a more casual bar and grill within the city bearing his name. In 2004 Bobby Flay, successful chef and star of a popular television show on the Food Network, opened the Mesa Grill at Caesars Palace. Major resort hotels all feature gourmet menus; most hotels on "the Strip" and downtown offer buffet dining. Some examples of the culinary variety available include: AJ's Steakhouse, located in the Hard Rock Hotel; Hard Rock Cafe, residing

just outside of the hotel; Planet Hollywood, at Caesars Palace; and the Eiffel Tower Restaurant, inside the Paris Las Vegas Hotel that is shaped to resemble the famous French structure.

Visitor Information: Las Vegas Visitor Information Center, 3150 Paradise Rd., Las Vegas, NV 89109-9096; telephone (702)892-7575; toll-free (877)VISITLV

■ Convention Facilities

Las Vegas is among the nation's foremost meeting destinations, with convention trade being one of the city's major industries. Las Vegas hosted more than 23,825 conventions in 2006, bringing in 6,307,961 convention delegates who have a non-gaming economic impact of \$8.2 billion. Along with entertainment and recreation, well-appointed meeting facilities and luxury hotels and resorts are the attractions that consistently draw large and small groups to the city. There are about 133,000 hotel rooms in Las Vegas alone and a total of 9.5 million square feet of meeting and exhibit space citywide.

The Las Vegas Convention Center, after expansions in the late 1990s and then further expansion in the early 2000s, encompasses 3.2 million square feet. Nearly 2 million square feet are available for exhibit space in 16 exhibit halls, while 144 meeting rooms (more than 241,000 square feet) handle seating capacities ranging from 20 to 5,500 people. A grand lobby and concourse area of 225,000 square feet, catering services, state-of-the-art technological service, and ample parking round out the offerings.

Cashman Center in downtown Las Vegas contains 98,100 square feet of exhibit space, 12 meeting rooms, a 1,922 seat state-of-the-art theatre, over 2,500 spaces for parking, and a 10,000 seat baseball stadium. Many of the hotels and motels in the city provide facilities for large and small group functions.

Convention Information: LVCVA Meetings Division, 3150 Paradise Road, Las Vegas, NV 89109; telephone (702)892-0711; fax (702)892-2824 (ask for the Meetings Division)

■ Transportation

Approaching the City

Seemingly isolated in the middle of the desert, Las Vegas is, in fact, easily accessible. McCarran International Airport, located five miles south of the business district, serves Henderson, Las Vegas, and all of Clark County and southern Nevada. In April 2005 the airport debuted its \$125 million expansion, consisting of a new-gate wing that allows the airport to handle an additional estimated 3.1 million passengers annually. The 5th busiest airport in

the nation, McCarran has 95 total gates and averaged 121,280 passengers per day in 2005.

The city is served by three major highways. I-15 connects Las Vegas with Los Angeles and Salt Lake City. U.S. 95 leads into the city from the northwest and U.S. 93/95 enters from the southeast.

Amtrak Thruway provides bus service between Los Angeles, California, and Las Vegas. Greyhound provides bus service to and from nearby Las Vegas with connections throughout the west.

Traveling in the City

The streets of Las Vegas are laid out in a grid system. The primary north-south routes are Main Street and Las Vegas Boulevard—locally known as the “Strip”—which runs parallel to I-15. Main east-west thoroughfares are Flamingo Road, Tropicana Avenue, and Sahara Avenue. Within the city U.S. 95 is known as the Las Vegas Expressway.

Citizens Area Transit (CAT) operates routes to points throughout the city and metropolitan area, with buses and trolleys serving the Strip every 15 minutes. CAT services extend throughout Clark County; in 2005 the system had over 55 million riders, with 51 routes served by 365 vehicles. The MAX project, or Metropolitan Area Express, is the first transportation system in the United States to operate the Civiis vehicle to provide an environmentally-friendly transit alternative to rail service. The Las Vegas Monorail, the only privately owned public transportation system, runs along a four mile route along the Strip, linking major resorts, hotels, attractions, and the convention center along its seven stops.

■ Communications

Newspapers and Magazines

The major daily newspaper is the *Las Vegas Review-Journal*, a morning paper. *Las Vegas Sentinel-Voice* is a weekly African American community newspaper, and the *Sun* is a general weekly community newspaper. *Nevada Senior World* is a monthly newspaper focusing on active seniors. Several small, special interest journals and magazines are also published in the city; among them are *Nevada Business Journal*, which focuses on the Nevada business climate, and *What's On In Las Vegas Magazine*, published every other week. Other publications include scholarly journals, Jewish publications, and those focused on art, foodservice, and business.

Television and Radio

There are nine total television stations broadcasting from the greater Las Vegas region. Cable television service is available by subscription.

Sixteen AM and FM radio stations broadcast from Las Vegas, featuring diverse programming, including news, information, and music ranging from jazz to classical. Additional stations are received from surrounding communities.

Media Information: *Las Vegas Review-Journal*, PO Box 70, Las Vegas, NV 89125; telephone (702)383-0211

Las Vegas Online

Center for Business and Economic Research at the University of Nevada, Las Vegas. Available www.unlv.edu/Research_Centers/cber
City of Las Vegas home page. Available www.lasvegasnevada.gov
Clark County home page. Available www.co.clark.nv.us
Clark County School District. Available ccsd.net
Las Vegas Chamber of Commerce. Available www.lvchamber.com
Las Vegas-Clark County Library District. Available www.lvcclld.lib.nv.us

Las Vegas Convention and Visitors Authority.
Available www.visitlasvegas.com

Las Vegas Review-Journal. Available www.reviewjournal.com

Las Vegas Sun. Available www.lasvegassun.com

Nevada State Museum and Historical Society.
Available dmla.clan.lib.nv.us

“One City One Site.” Available www.lasvegas.com
Vegas.com (entertainment, dining, attractions, book a room, travel tips). Available www.vegas.com

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Kranes, David, *Low Tide in the Desert: Nevada Stories* (Las Vegas, NV: University of Nevada, 1996)
Vinson, Barney, *Las Vegas Behind the Tables* (Grand Rapids, MI: Gollehon, 1986)



Reno

■ The City in Brief

Founded: 1868 (incorporated 1903)

Head Official: Mayor Robert Cashell (R) (since 2002)

City Population

1980: 100,756

1990: 133,850

2000: 180,480

2006 estimate: 210,255

Percent change, 1990–2000: 34.5%

U.S. rank in 1980: 169th

U.S. rank in 1990: 132nd

U.S. rank in 2000: 130th

Metropolitan Area Population

1980: 193,623

1990: 254,667

2000: 339,486

2006 estimate: 400,560

Percent change, 1990–2000: 33.3%

U.S. rank in 1980: Not available

U.S. rank in 1990: 132nd

U.S. rank in 2000: 119th

Area: 69.34 square miles (2000)

Elevation: 4,400 feet above sea level

Average Annual Temperatures: January, 33.6° F; July, 71.3° F; annual average, 51.3° F

Average Annual Precipitation: 7.48 inches of rain; 24.3 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment rate: 4.4% (June 2007)

Per Capita Income: \$24,801 (2005)

2005 FBI Crime Index Property: 10,989

2005 FBI Crime Index Violent: 1,518

Major Colleges and Universities: University of Nevada, Reno, Truckee Meadows Community College, Morrison University, Sierra Nevada College

Daily Newspaper: *Reno Gazette-Journal*

■ Introduction

Reno is known as “The Biggest Little City in the World” because of its outstanding western hospitality, fine dining, entertaining stage shows, top-name performers, history, culture, and 24-hour gaming excitement. The region also offers a wide variety of outdoor recreation including golf and skiing. Golfers can choose from courses in lake, high desert, and mountain settings. Lake Tahoe, located less than an hour’s drive from downtown Reno, boasts the largest concentration of ski resorts in North America. Nevada’s liberal tax structures, along with Reno’s free port status and central location in the West, also make the area an important regional warehouse and distribution center.

■ Geography and Climate

Reno is located at the western border of Nevada—in a valley known as the Truckee Meadows—about 20 miles east of the Sierra Nevada mountains and Lake Tahoe, the second largest alpine lake in the world. The Truckee River passes between Reno and its sister city, Sparks. Temperatures in the region are mild, but can fluctuate as much as 45 degrees between day and night. The temperature at night during the summer rarely rises above 60 degrees. More than half the annual precipitation falls from December to March, in the form of mixed snow and rain, with snow accumulation seldom lasting longer than

three or four days. Low humidity and sunny skies are prevalent throughout the year.

Area: 69.34 square miles (2000)

Elevation: 4,400 feet above sea level

Average Temperatures: January, 33.6° F; July, 71.3° F; annual average, 51.3° F

Average Annual Precipitation: 7.48 inches of rain; 24.3 inches of snow

■ History

Reno's Beginnings

Reno's history began when Charles William Fuller arrived in the Truckee Meadows in 1859 and occupied a piece of land on the south bank of the Truckee River. By early 1860, he had constructed a bridge and small hotel, and the place was known as Fuller's Crossing. In the following year, Fuller sold his bridge and hotel to Myron C. Lake, who renamed the spot Lake's Crossing and soon was charging a toll on the bridge. The Crossing became an important station on one of the main routes between northern California and the silver mines of Virginia City and the Comstock Lode.

Lake was the crossing's only property owner until the Central Pacific Railroad (later renamed Union Railroad) crossed the Sierra Nevada in 1868 and pushed its tracks into the Truckee Meadows. Under terms of an agreement between Myron Lake and Central Pacific, a new town was laid out at the crossing; ownership was divided between Lake and the railroad. Almost overnight, buildings began to appear on the town site and the new settlement was named Reno in honor of General Jesse Lee Reno (1823–1862), a Union army officer who was killed during the Civil War.

In 1871, the Nevada State Legislature moved the Washoe County seat to Reno, where one year later the Virginia & Truckee Railroad extended its line. The town soon became an important commercial center on the transcontinental railroad and a transfer point for the immense wealth coming out of the Comstock Lode. The University of Nevada was moved from Elko to Reno in 1885.

Gaming Gains Prominence; Modern Times

At the beginning of the twentieth century, Reno gained national notoriety after a number of famous people obtained divorces in the city under Nevada's lenient laws. Newspapers sensationalized the incidents, dubbing Reno the "divorce capital." Reno's sister city, Sparks, was established in 1904 as a division point on the Southern Pacific Railroad. After the legalization of casino gambling by the state legislature in 1931, Reno filled with gambling

establishments—marking the start of a tourist industry that flourishes today.

In the shadow of the casinos, Reno has quietly grown into an important transportation hub for the western United States and has developed a diverse economic base. The city leaders have recognized this and responded by creating aggressive expansion plans including a railroad system that will eventually bolster travel in the area along with the boom the construction brings. Modern Reno boasts a thriving cultural scene, a refurbished downtown area, and an expanding tourist industry fueled not only by the casinos, but by the many year-round resorts in the nearby mountains. The area's mix of recreational opportunities—from outdoor activities to gambling to plush accommodations—coupled with a warm climate that features more than 300 sunny days every year, has been the backbone to the success of the city. The effects are evident in its population and business growth, so much so that *Inc. Magazine* named Reno the "No. 1 Place for Doing Business in America 2005."

Historical Information: Nevada Historical Society-Research Library, 1650 N. Virginia St., Reno, NV 89503; telephone (775)688-1190; fax (775)688-2917

■ Population Profile

Metropolitan Area Residents

1980: 193,623

1990: 254,667

2000: 339,486

2006 estimate: 400,560

Percent change, 1990–2000: 33.3%

U.S. rank in 1980: Not available

U.S. rank in 1990: 132nd

U.S. rank in 2000: 119th

City Residents

1980: 100,756

1990: 133,850

2000: 180,480

2006 estimate: 210,255

Percent change, 1990–2000: 34.5%

U.S. rank in 1980: 169th

U.S. rank in 1990: 132nd

U.S. rank in 2000: 130th

Density: 2,611.4 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 155,991

Black: 6,025

American Indian and Alaska Native: 2,997

Asian: 12,067

Image not available for copyright reasons

Native Hawaiian and Pacific Islander: 1,783
 Hispanic or Latino (may be of any race): 45,665
 Other: 20,696

Percent of residents born in state: 24.1%
 (2006)

Age characteristics (2005)

Population under 5 years old: 15,131
 Population 5 to 9 years old: 12,190
 Population 10 to 14 years old: 12,737
 Population 15 to 19 years old: 12,968
 Population 20 to 24 years old: 20,270
 Population 25 to 34 years old: 31,894
 Population 35 to 44 years old: 28,745
 Population 45 to 54 years old: 27,373
 Population 55 to 59 years old: 11,192
 Population 60 to 64 years old: 9,348
 Population 65 to 74 years old: 12,523
 Population 75 to 84 years old: 7,692
 Population 85 years and older: 2,415
 Median age: 34.3 years

Births (2006, MSA)

Total number: 5,721

Deaths (2006, MSA)

Total number: 3,076

Money income (2005)

Per capita income: \$24,801
 Median household income: \$42,214
 Total households: 88,118

Number of households with income of...

less than \$10,000: 7,716
 \$10,000 to \$14,999: 6,294
 \$15,000 to \$24,999: 12,379
 \$25,000 to \$34,999: 10,604
 \$35,000 to \$49,999: 13,916
 \$50,000 to \$74,999: 15,453
 \$75,000 to \$99,999: 9,956
 \$100,000 to \$149,999: 7,728
 \$150,000 to \$199,999: 2,290
 \$200,000 or more: 1,782

Percent of families below poverty level: 10.3% (2005)

2005 FBI Crime Index Property: 10,989

2005 FBI Crime Index Violent: 1,518

■ Municipal Government

Reno operates under a mayor-city council-city manager form of government. The seven council members and the mayor, who appoint a city manager, all serve four-year terms.

Head Official: Mayor Robert Cashell (R) (since 2002; current term expires 2010)

Total Number of City Employees: 1,500 full-time (2007)

City Information: City of Reno, PO Box 1900, Reno, NV 89505; telephone (702)334-INFO; fax (702) 334-3110; email renodirect@cityofreno.com

■ Economy

Major Industries and Commercial Activity

Tourism is the major industry in the Reno area. The hotel and casino industry attracts more than five million visitors annually and adds over \$4 billion to the local economy each year. The business climate also has a strong presence in manufacturing and logistics in industries such as computers, electronics, financial services, and communications. Thirty-five *Fortune* 500 companies and nine Top 20 *Fortune* “America’s Most Admired Companies” have major offices in the Reno area. This diversity supports the thriving local economy and includes a wide range of restaurants and retail options. The nearby mountains draw many tourists to the highest concentration of ski resorts in America, and contribute to the unlimited year-round recreational opportunities.

Items and goods produced: cement, labeling devices, suntan lotion, valves, dairy and food products, pet food, microwaves, electronic equipment, livestock, agricultural produce

Incentive Programs—New and Existing Companies

Local programs: To encourage industrial development, Reno offers tax deferral, exemption, and abatement programs, further reducing the already-low tax rates in the state. Reno is part of northern Nevada’s foreign trade zone, which, at nearly 7,500 acres, is one of the largest in the nation.

State programs: The State of Nevada administers Small Business Administration loans, in addition to the Modified Business Tax Abatement Program, which provides a partial abatement of taxes to qualified new businesses and local businesses that are expanding. The Nevada Development Capital Corporation (NDCC) provides more than \$3 million from Nevada banks,

utilities, and mining companies and other firms to help finance growth opportunities for new and existing businesses. It provides flexible financing to small Nevada businesses that do not qualify for more conventional financing. Because a majority of tax revenues in Nevada are generated from the tourism and gaming industries, Nevada’s tax burden is one of the lightest in the nation. The state has no personal state income tax, no unitary tax, no corporate income tax, no inventory tax, no estate and/or gift tax, no franchise tax, no inheritance tax, and no special intangible tax.

Job training programs: The Nevada Department of Employment, Training, and Rehabilitation offers job training services to both employers and job seekers, including applicant recruitment and screening, tax credit benefits, training programs and career enhancement programs, and labor market information. The Train Employees Now (TEN) program, administered by the State of Nevada Commission on Economic Development, helps new and expanding firms by providing intensive skills-based training programs tailored to the company’s needs. The TEN program utilizes training providers such as local businesses and community colleges. Job Opportunities in Nevada (JOIN) works to ensure that companies have an adequate workforce while offering training and educational opportunities for job seekers; Nevadaworks assists employers in developing employees’ skills. The public school district’s Glenn Hare Occupational Center provides training in areas identified by local employers. Training, recruiting, and continuing education resources in Reno also include Truckee Meadows Community College and the University of Nevada, Reno. Several other educational programs are geared toward meeting the needs of employers such as the Nevada Prepaid Tuition Program and the Millennium Scholarship Plan.

Development Projects

The city of Reno is bustling with economic development in the downtown area, and the local government actively creates plans to ensure progress continues. Over thirty million dollars of city and one billion dollars in private/other public investment has been made to modernize downtown Reno in recent years. Also critical to the success of the area has been the fulfillment of a long-anticipated \$282 million plan to build depressed railroad tracks, named ReTRAC, to facilitate travel. Discussed for many decades, the construction, completed in 2006, was estimated to have an overall \$360 million economic impact and won an “Aon Build America” award for its design in 2007.

In 2007 more than 2,000 luxury condominiums were under construction, in addition to a 127-room Hyatt Hotel underway at the Reno-Tahoe International Airport. Expected to be complete by early 2008 was a 28,000-square-foot ballroom built by the City of Reno to

host meetings and conventions, located across from the National Bowling Museum. Station Casinos, a Las Vegas-based company, announced plans to complete four casino/hotels in the Reno area by 2010-2011. In 2007 the Reno City Council approved plans to bring a Triple A ballpark to the area, as well as funding for a "Ballpark District," featuring shopping, dining, and entertainment; no completion date was yet finalized but start-up costs were estimated at \$81 million.

Economic Development Information: Economic Development Authority of Western Nevada (EDAWN), 5190 Neil Rd., Ste. 111, Reno, NV 89502; telephone (702)829-3700; fax (702)829-3710; email info@edawn.org

Commercial Shipping

Reno/Sparks is situated at the hub of an extensive transportation network. Nevada borders five western states and provides overnight ground service to ten of the eleven West Coast major markets.

The area is also located on two major highway corridors: Interstate 80 and US 395. Over 60 local, regional and national carriers provide trucking service in the Reno/Sparks area including the United Parcel Service (UPS) regional package-sorting hub in Sparks. Rail freight service is provided by Burlington Northern Santa Fe and Union Pacific Railroads.

The Reno/Tahoe International Airport is the nation's 45th busiest airport, with 170 daily departures/arrivals. Air Cargo in the Reno/Sparks area handled 55,551 metric tons of cargo in 2006.

The Reno/Sparks foreign trade zones are popular to business, as they provide economically favorable conditions and operational flexibility. Reno/Sparks has eight sites with more than 7,500 acres of building space.

Labor Force and Employment Outlook

The availability of skilled workers and competitive compensation levels makes the Reno/Sparks area especially attractive to new businesses. More than 20,000 students attend the five colleges in the area, many of whom remain in the region following graduation. State-supported training programs and pro-business policies have helped make Nevada the fastest growing state in the nation. As a right-to-work state, Nevada's law states that no person shall be denied the opportunity to obtain or retain employment because of non-membership in a labor organization.

In August 2007 the unemployment rate stood at 4.4 percent, down from 5.8 in 1997, but fairly consistent with the overall 10-year trend. There was an annual job growth rate of around 1.7 percent. Approximately 65 percent of workers in the Reno area are employed in the trade and services sectors (including casino and hospitality jobs), while 25 percent are employed in

construction, manufacturing, transportation, communications, public utilities, and finance related services.

The following is a summary of data regarding the Reno-Sparks metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 223,500

Number of workers employed in . . .

construction and mining: 24,100
 manufacturing: 14,500
 trade, transportation and utilities: 47,200
 information: 2,800
 financial activities: 10,700
 professional and business services: 28,800
 educational and health services: 19,900
 leisure and hospitality: 39,500
 other services: 7,300
 government: 28,600

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.4% (June 2007)

Largest county employers (2007)

	Number of employees
University of Nevada International Game	4,000-4,499
Technology	2,500-2,999
Washoe Medical Center	2,000-2,499
Silver Legacy	2,000-2,499
Peppermill Hotel	
Casino	1,500-1,999
City of Reno	1,500-1,999
Reno Hilton	1,500-1,999
Atlantis Casino Resort	1,500-1,999
Eldorado Hotel & Casino	1,500-1,999
Sparks Nugget, Inc.	1,500-1,999
Circus Circus Casinos, Inc.	1,500-1,999
St. Mary's	1,500-1,999
Harrah's Reno	1,000-1,499
Hire Dynamics LLC	1,000-1,499
United Parcel Service	1,000-1,499

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$359,100

2007 (1st quarter) ACCRA Cost of Living Index: 108.5

State income tax rate: None

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: 0.875%

Property tax rate: \$3.64 per \$100 assessed value

Economic Information: Economic Development Authority of Western Nevada (EDAWN), 5190 Neil Rd., Ste. 111, Reno, NV 89502; telephone (702)829-3700; fax (702)829-3710; email info@edawn.org. Nevada Department of Employment, Training & Rehabilitation, Information Development and Processing, Research and Analysis Bureau, 500 E. Third St., Carson City, NV 89713; telephone (775) 684-0450; email detradmn@nvdetr.org

■ Education and Research

Elementary and Secondary Schools

Reno is part of the Washoe County School District, the second-largest district in the state. The district is governed by a board of trustees that consists of seven non-partisan members. The superintendent is appointed by the board. Total district enrollment is more than 63,000.

Reno public school students consistently score above state and national averages on standardized tests, including the Iowa Test of Basic Skills/Iowa Test of Educational Development (ITBS/ITED) and, for high school students, the ACT and SAT college entrance exams. Five Reno public high schools have been named by *Newsweek* as among the best in the country. Of 16 Nevada public schools recognized as “exemplary” in 2006, twelve were in Washoe County. Special programs include the Parent/School Partnership training, co-sponsored by the Mexican American Legal Defense and Educational Fund, as well as charter and magnet schools at the primary and secondary levels.

The following is a summary of data regarding the Washoe County School District as of the 2005–2006 school year.

Total enrollment: 64,696

Number of facilities

- elementary schools: 64
- junior high/middle schools: 15
- senior high schools: 12
- other: 3

Student/teacher ratio: 21:1

Teacher salaries (2005–06)

- elementary median: \$27,907–57,292

junior high/middle median: Not available

secondary median: Not available

Funding per pupil: \$6,430

Public Schools Information: Washoe County School District, 425 E. Ninth St., PO Box 30425, Reno, NV 89520-3425; telephone (775)348-0200

Colleges and Universities

The University of Nevada, Reno, founded in 1864, enrolled 16,336 degree-seeking students in fall 2005 at both the undergraduate and postgraduate levels. It has a total budget of \$500 million, and offers 75 bachelor's degree programs in addition to 100 at the master's and doctorate level. The university includes schools of medicine, journalism, and education; a college for training judges (National Judicial College); and the only program in Basque studies in the country (many Nevadans trace their ancestry to Basque shepherders from Spain). The Truckee Meadows Community College offers two-year associate's degrees as well as adult education programs in more than 50 different fields of study. A number of business, vocational, and professional schools are also located in the Reno area. Morrison University focuses on business degrees while the Sierra Nevada College in Lake Tahoe takes advantage of its location by presenting many science and environmental programs, in addition to hosting nationally recognized speakers on various topics—from poetry to politics—from time to time.

Libraries and Research Centers

The Washoe County Library System consists of 14 library branches strategically placed around the county with the newest branch, Spanish Springs, which opened in early 2005. In addition, there is a Mobile Branch and an “Internet Branch.” Six of the branches are “Partnership Libraries,” which are housed in public school libraries but serve the entire public in their neighborhoods. The library has nearly 950,000 items including books, videos, audios, and materials in microformat, CD-ROMs, database access, and several hundred periodical subscriptions. Special collections focus on gambling, Nevada history, and U.S. and Nevada documents.

The University of Nevada, Reno Libraries offer resources in paper and electronic formats, including over one million texts and journals available in-house, as well as electronic access to the full-text articles of over 8,000 journals. Films, audio and video tapes, maps, and government documents are also available. Special collections include Basque materials (50,000 volumes and 1,500 journals), Nevada and the Great Basin collection (which includes over 200,000 photographs), rare books and prints, and a collection of contemporary arts books.

The Desert Research Institute (DRI) maintains facilities in Reno (the 470-acre Dandini Research Park) and oversees about 300 separate projects throughout the

state, conducting studies in areas such as air quality and climactic changes in the western United States over the last two million years. The University of Nevada is a hotbed for research activities and spent over \$80 million on research in 2006.

Public Library Information: Washoe County Library, 301 S. Center St., Reno, NV 89501; telephone (775) 327-8300; fax (775)327-8393; email internet@washoe.lib.nv.us

■ Health Care

Twelve hospitals and clinics serve Reno, including Renown Health, known as Washoe Medical Center until 2006. The system, which serves a 17-county area, features institutes for cancer, cardiac health, and neurosciences. Its hospitals provide 24-hour emergency room facilities and various specialized treatment programs. The medical community consists of about 800 physicians and approximately 3,000 registered and licensed practical nurses. Renown Health planned to open Tahoe Towers in late fall 2007, which was billed as “the most advanced health care facility in the region,” with 190 private rooms. Other health-related facilities include West Hills Hospital, Tahoe Pacific Hospital, St. Mary’s At Galena Urgent, and the Surgical Arts Surgery Center. The University of Nevada School of Medicine, with a campus in Reno, is the state’s only public medical school.

■ Recreation

Sightseeing

Downtown Reno glitters with brightly-lit casinos and 24-hour entertainment. In the middle of it all stands the city’s best-known symbol, the Reno Arch. The arch welcomes visitors with its slogan, “The Biggest Little City In The World.” There have been four arches since the original was erected in 1929; the current disco ball version has been there since 1987. The arch that welcomed visitors from 1934 to 1963 can now be seen on Lake Street, in front of the National Automobile Museum.

One of the country’s finest and most extensive collections of antique cars is on display at the National Automobile Museum (The Harrah Collection). Opened in 1989, more than 220 vehicles are featured, including horseless carriages, cars owned by celebrities, and experimental cars of the future.

Described by the *Los Angeles Times* as the “Taj Mahal of Tenpins,” the National Bowling Stadium is the only facility of its kind in the world. The stadium features 78-championship lanes, Paul Revere’s Kick’s Diner & Dance Club, and an IWERKS theater where giant screen movies

are shown daily. In 2005 the facility began a \$1.3 million renovation, which involved the installation of a massive, state of the art scoring system.

The Wilbur D. May Center features a museum, an indoor arboretum, and a botanical garden surrounded by a beautiful park. During summer months, the center’s Great Basin Adventure provides children with a full day of activities including pony rides, a “hands-on” discovery room, a log flume ride, a petting zoo, and a playground complete with dinosaurs.

Daytrip excursions also provide visitors with a number of sightseeing options. Reno serves as a base camp to some of the most unique attractions on the West Coast. Pyramid Lake, just east of Reno, is shrouded in the mysteries of Indian legend and prehistoric past; Virginia City, still the liveliest ghost town in the West, is only a 35-mile drive from Reno; Carson City, Nevada’s State Capital, is only 30 miles from Reno; and nearby Lake Tahoe was described by Mark Twain as “surely the fairest picture the whole earth affords.”

Arts and Culture

Reno offers a flourishing and diverse community of artistic talent. The 1,500-seat Pioneer Center for the Performing Arts is the home of the Reno Philharmonic Orchestra, the Sierra Nevada Master Chorale, and the Reno Dance Company. A chamber orchestra, opera company, and two ballet troupes round out the Reno experience. The University of Nevada, Reno, presents a variety of art galleries, music, and performing arts.

The Nevada Museum of Art, originally called the Nevada Art Gallery in 1931, debuted its new four-level, 55,000 square foot location in May 2003 and features a permanent collection along with video and experimental exhibitions. A library, cafe, sculpture garden, and store are among the other modern amenities offered.

Reno’s own summer arts festival, Uptown Downtown ARTown, was named one of the top 100 Events in North America by the American Bus Association. The festival takes place every July, when more than 150 events at three dozen locations are featured throughout the month.

Festivals and Holidays

Special events are plentiful and varied in Reno. The Reno Rodeo, the “wildest, richest rodeo in the west,” takes place over nine days in June and infuses nearly \$35 million into the local economy. In August, the Reno area celebrates America’s love affair with cars and rock ‘n’ roll during the five-day Hot August Nights. The celebration features more than 5,000 classic cars, vintage music, parades, and drag racing. September is full of celebrations, which include the Great Reno Balloon Race, the National Championship Air Races and Air Show, and Street Vibrations (which attracts more than 30,000 motorcycle enthusiasts annually). October

brings the Eldorado's Great Italian Festival and the Celtic Festival.

Sports for the Spectator

Reno is making a name for itself as the mountain golf capital of the world. Since 1999 the PGA Tour's Reno-Tahoe Open has taken place at Montreux Golf and Country Club in August, where some of the world's best professional golfers compete. A celebrity-packed golfing event, the American Century Celebrity Championship, is also held annually at Edgewood-Tahoe in July.

Two of the country's largest bowling organizations, the American Bowling Congress (ABC) and the Women's International Bowling Congress (WIBC), hold tournaments at the National Bowling Stadium. Dubbed "Pin Palace" by *USA Today*, it draws thousands of bowlers to its high-technology facility on a regular basis.

Sports for the Participant

Reno offers a seemingly limitless variety of indoor and outdoor activities. Snow-packed mountains, less than an hour from Reno, feature the largest concentration of world-class ski/snowboard resorts in North America. In the summer months, the same mountains, as well as the valley below, offer hiking and mountain biking. Since 1994 the three-day annual Mighty Tour De Nez Classic has featured different levels of regional bicyclers. Lake Tahoe, "the Jewel of the Sierra," is the perfect place for a day of canoeing, water skiing, swimming, and more.

High desert, rolling hills and mountainous alpine terrain make for some of the greatest golf courses found anywhere. The Reno-Tahoe area boasts more than 40 courses, 4,000 feet above sea level so golfers can watch their balls fly further through the thin air. The Reno area also offers great fishing in a variety of streams, rivers, and lakes. Non-resident fishing licenses are available at most sporting goods stores.

Shopping and Dining

More than 90 area shopping centers sell items ranging from the usual designer apparel to Native American handicrafts and Western art and clothing. Popular centers in Reno include Arlington Gardens Mall, Franktown Corners, Southwest Pavilion, Meadowood Mall, Park Lane Mall, and Indian Colony Corners. Sparks is home to Victorian Square Plaza.

Restaurants in Reno range from simple to extravagant. A local specialty is family-style Basque dinners.

Visitor Information: Reno-Sparks Convention & Visitors Authority, PO Box 837, Reno, NV 89504-0837; general information number telephone (800)FOR-RENO; email info@visitrenotahoe.com

■ Convention Facilities

In the heart of downtown is the two-floor Reno Events Center, which has a capacity of 7,000 and hosts everything from business conventions to rock concerts. In July 2002 the Reno-Sparks Convention Center completed an extensive expansion costing more than \$100 million that provides convention and meeting planners with a modern, high-tech facility. The convention center's space increased to nearly 500,000 square feet and includes 53 meeting rooms and exhibit space totaling 381,000 square feet.

Meeting attendees can visit the National Bowling Stadium in Reno, where customized tournaments on its 78 championship lanes can be arranged for groups of anywhere between 50 and 2,000 people in the four-story facility that boasts a 172-seat theater.

The Motel 6 Reno Livestock Events Center provides space for livestock and equestrian events, as well as meetings. It includes 35,000 square feet of exhibit space, a climate-controlled indoor arena seating 6,200 and a lighted, 9,000-seat outdoor arena.

Theater-style seating for more than 1,500 people is available at the Pioneer Center for the Performing Arts in downtown Reno. The Lawlor Events Center, a large multipurpose arena on the campus of the University of Nevada, Reno is also available for conventions and can seat around 1,200.

Reno has more than 20,000 first-class guestrooms all within minutes of the Reno-Sparks Convention Center and Reno-Tahoe International Airport. Eighteen local properties also offer facilities for meetings and conventions.

Convention Information: Reno-Sparks Convention & Visitors Authority, PO Box 837, Reno, NV 89405-0837; telephone (800)FOR-RENO; email info@visitrenotahoe.com

■ Transportation

Approaching the City

The Reno/Tahoe International Airport (RTIA) is located three miles south of downtown Reno. The airport handles about 14,000 arriving and departing passengers on about 170 flights per day, and is an international Port of Entry. In 2006 five million passengers travelled through RTIA. Reno Stead Airport is a small general aviation airport located north of Reno, with two runways located on 5,000 acres. Passenger rail service is available from Amtrak via the "California Zephyr," described as the most scenic train ride in the United States, with daily service from San Francisco and Chicago. The city is also served by commercial bus lines.

Interstate highway 80 runs through Reno's downtown region, west to San Francisco, and east to Salt Lake city. The US 395 freeway passes just to the east of the city, connecting Reno with Portland and Seattle to the north and Los Angeles to the south.

Traveling in the City

Washoe County's Regional Transportation Commission (RTC) runs the Reno Citifare, which provides continuous travel throughout the metropolitan area; most of its buses have wheelchair accessibility. RTC's CitiLift offers bus service to those with special transportation needs. The Sierra Spirit bus line gives free rides to passengers in the downtown area. Citifare also offers commuter bus service, PRIDE, between Reno and Carson City. Major thoroughfares in the city include Virginia Street, Plumb Lane, Kietzke Lane, and Mill Street.

■ Communications

Newspapers and Magazines

The *Reno Gazette-Journal* is the city's daily and Sunday newspaper, published in the morning. The *Daily Sparks Tribune* is a daily newspaper published in neighboring Sparks since 1910. *Ahora Spanish News* is a semi-monthly Hispanic community newspaper. Also published in Reno are *Sagebrush* (a collegiate newspaper), *Reno News and Review*, and *Showtime Magazine*.

Television and Radio

Five commercial television stations are based in the greater Reno area; a variety of channels are available from the local cable system. Over 20 radio stations broadcast from the Reno/Tahoe area.

Media Information: *Reno Gazette Journal*, PO Box 22000, Reno, NV 89520; telephone (775)788-6200

Reno Online

City of Reno. Available www.cityofreno.com
 Economic Development Authority of Western Nevada. Available www.edawn.org
 Nevada Department of Employment, Training & Rehabilitation. Available detr.state.nv.us
Reno Gazette Journal. Available www.rgj.com
 Reno-Sparks Chamber of Commerce. Available www.reno-sparkschamber.org
 Reno-Sparks Convention & Visitors Authority. Available www.visitrenotahoe.com
 Reno Visitor's Center. Available www.visitrenotahoe.com
 Truckee Meadows Community College. Available www.tmcc.edu
 Washoe County Library. Available www.washoe.lib.nv.us
 Washoe County School District. Available www.washoe.k12.nv.us

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New Mexico

Albuquerque...421

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The State in Brief

Nickname: Land of Enchantment

Motto: Crescit eundo (It grows as it goes)

Flower: Yucca

Bird: Roadrunner

Area: 121,589 square miles (2000; U.S. rank 5th)

Elevation: Ranges from 2,842 feet to 13,161 feet above sea level

Climate: Semi-arid and sunny, with temperatures varying according to elevation

Admitted to Union: January 6, 1912

Capital: Santa Fe

Head Official: Governor Bill Richardson (D) (until 2010)

Population

1980: 1,302,894

1990: 1,515,069

2000: 1,819,046

2006 estimate: 1,954,599

Percent change, 1990–2000: 20.1%

U.S. rank in 2006: 36th

Percent of residents born in state: 50.86% (2006)

Density: 15.9 people per square mile (2006)

2006 FBI Crime Index Total: 89,528

Racial and Ethnic Characteristics (2006)

White: 1,325,762

Black or African American: 39,654

American Indian and Alaska Native: 189,152

Asian: 25,983

Native Hawaiian and Pacific Islander: 1,396

Hispanic or Latino (may be of any race): 860,687

Other: 309,772

Age Characteristics (2006)

Population under 5 years old: 141,732

Population 5 to 19 years old: 427,441

Percent of population 65 years and over: 12.3%

Median age: 35.2

Vital Statistics

Total number of births (2006): 28,946

Total number of deaths (2006): 14,655

AIDS cases reported through 2005: 2,526

Economy

Major industries: Government; manufacturing; services; finance, insurance, and real estate; trade

Unemployment rate (2006): 6.4%

Per capita income (2006): \$20,913

Median household income (2006): \$40,629

Percentage of persons below poverty level (2006): 18.5%

Income tax rate: 1.7% to 5.3%

Sales tax rate: 5.0%



Albuquerque

■ The City in Brief

Founded: 1706 (incorporated 1891)

Head Official: Mayor Martin Chavez (since 2001)

City Population

1980: 332,920

1990: 384,915

2000: 448,607

2006 estimate: 504,949

Percent change, 1990–2000: 15.9%

U.S. rank in 1980: 44th

U.S. rank in 1990: 38th (State rank: 1st)

U.S. rank in 2000: 42nd (State rank: 1st)

Metropolitan Area Population

1980: 485,430

1990: 589,131

2000: 712,738

2006 estimate: 816,811

Percent change, 1990–2000: 21.0%

U.S. rank in 1980: 80th

U.S. rank in 1990: 77th

U.S. rank in 2000: 62nd

Area: 180.64 square miles (2000)

Elevation: 5,311 feet above sea level

Average Annual Temperatures: January, 35.7° F; July, 78.5° F; annual average, 56.8° F

Average Annual Precipitation: 9.47 inches of rain; 11.0 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.7% (June 2007)

Per Capita Income: \$24,576 (2005)

2005 FBI Crime Index Property: 30,243

2005 FBI Crime Index Violent: 4,670

Major Colleges and Universities: University of New Mexico, University of Phoenix, Central New Mexico Community College, College of Santa Fe at Albuquerque

Daily Newspaper: *Albuquerque Journal*; *The Albuquerque Tribune*

■ Introduction

Surrounded by natural beauty, Albuquerque is at the center of Native American pueblo country in New Mexico, the “Land of Enchantment.” The state’s largest city, Albuquerque retains deep roots in the past and simultaneously stands on the cutting edge of the future. The original Spanish town was built on the site of the oldest farming civilization in North America; modern Albuquerque is the focal point of the “Rio Grande Research Corridor,” one of the nation’s primary space-research complexes. The city’s residents have maintained ethnic traditions and preserved a high quality of life while at the same time fostering modern growth and economic development. Boasting a balance between natural settings and a thriving economy, Albuquerque was named as one of the “Top 50 Best Places to Live and Play” by *National Geographic Adventure* magazine in 2007.

■ Geography and Climate

Albuquerque is situated in the middle of the Rio Grande valley. To the east of the city are the Sandia and Manzano mountains; to the west are five volcanic cones that mark the beginning of high plateau country. The climate in

Albuquerque, termed “arid-continental,” is sunny and dry with very low humidity. Half of the annual precipitation falls between July and September in heavy afternoon thundershowers. During the winter one can ski on Sandia Peak and play a round of golf on the same day.

Area: 180.64 square miles (2000)

Elevation: 5,311 feet above sea level

Average Temperatures: January, 35.7° F; July, 78.5° F; annual average, 56.8° F

Average Annual Precipitation: 9.47 inches of rain; 11.0 inches of snow

■ History

Early Native American and Spanish Influences

The region surrounding present-day Albuquerque was home to several groups of Native American peoples, including “Sandia Man,” who lived there and hunted mastodon during the ice age 25,000 years ago. Albuquerque was later inhabited by the ancient Anasazi Indians. Their huge apartment-like buildings, constructed 3,000 years ago of stone and adobe, are still standing. The city continues to be a center of Native American culture; most of New Mexico’s 19 pueblos—including the thousand-year-old, still-inhabited Acoma Pueblo—are within an hour’s drive. To the north is Sandia Pueblo Indian Reservation. Albuquerque’s modern architecture, particularly buildings on the University of New Mexico campus, combines modern design elements with Native American and Hispanic motifs.

Albuquerque was founded as a villa in 1706 by Spanish colonists, who were attracted to the banks of the Rio Grande by the green pastures they needed to graze their sheep. The city is named for a Spanish Duke, the tenth Duke of Alburquerque (over time the first “r” in his name was dropped). The first structure built in Albuquerque was a church named for the city’s patron saint, San Felipe de Neri. The original adobe walls remain standing in the part of the city known as Old Town.

City Becomes Distribution Center

Although the topography of the land—the mountains to the east and the Rio Grande to the west—afforded the settlement natural protection, Albuquerque was regularly threatened during the nineteenth century by hostile attacks, particularly from the Navajo and Apache. In the meantime, the town assumed a role as purveyor of goods to the West and served as a link in trade with Mexico. Situated on the Old Chihuahua trail, an extension of the Santa Fe Trail, Albuquerque’s stores and warehouses were perfectly positioned to supply forts that were established in the Southwest to protect westward-moving

settlers. Albuquerque became a U.S. Army post in 1846 and was occupied by the Confederacy for two months during the Civil War.

In 1880 rail travel arrived in Albuquerque. The town’s strength as a transportation and trade center grew as manufactured goods were shipped in from the East and raw materials and livestock were transported from the West. A bustling new town quickly sprang up around the railroad, then grew to take in historic Old Town. In 1883 Albuquerque became the seat of Bernalillo County, and in 1891 it was incorporated as a city. Already an established oasis of civilization, Albuquerque, unlike other southwestern towns, never suffered from the boisterousness of the Old West.

Development of Atomic Bomb Brings High Technology

Until World War II, Albuquerque remained a small, quiet city. Then the development of the atomic bomb at nearby Los Alamos brought the town into the nuclear age. Now an important part of the Rio Grande Research Corridor, Albuquerque has undergone record population growth. It is a center of large high-technology industries that have evolved around the research and development of atomic energy and space exploration, drawing as well hundreds of smaller research firms. The city celebrated its tricentennial in 2006 with events and exhibits honoring Albuquerque’s art, history, and culture. With the passing of the tricentennial, city officials focused on continued success in economic development, particularly in the technology industry. In 2007 significant advances were made in aviation, with the beginning of an aviation campus at Eclipse Aviation; and film, as Sony Pictures Imageworks announced the opening of a new branch in Albuquerque.

■ Population Profile

Metropolitan Area Residents

1980: 485,430
1990: 589,131
2000: 712,738
2006 estimate: 816,811
Percent change, 1990–2000: 21.0%
U.S. rank in 1980: 80th
U.S. rank in 1990: 77th
U.S. rank in 2000: 62nd

City Residents

1980: 332,920
1990: 384,915
2000: 448,607
2006 estimate: 504,949
Percent change, 1990–2000: 15.9%



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U.S. rank in 1980: 44th
 U.S. rank in 1990: 38th (State rank: 1st)
 U.S. rank in 2000: 42nd (State rank: 1st)

Density: 2,483.4 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 352,257
 Black: 15,368
 American Indian and Alaska Native: 21,327
 Asian: 10,976
 Native Hawaiian and Pacific Islander: 873
 Hispanic or Latino (may be of any race): 213,289
 Other: 70,604

Percent of residents born in state: 46.7% (2000)

Age characteristics (2005)

Population under 5 years old: 35,037
 Population 5 to 9 years old: 30,866
 Population 10 to 14 years old: 31,241
 Population 15 to 19 years old: 33,544
 Population 20 to 24 years old: 38,867
 Population 25 to 34 years old: 66,925
 Population 35 to 44 years old: 71,011

Population 45 to 54 years old: 71,746
 Population 55 to 59 years old: 31,333
 Population 60 to 64 years old: 19,424
 Population 65 to 74 years old: 31,070
 Population 75 to 84 years old: 20,455
 Population 85 years and older: 6,614
 Median age: 35.8 years

Births (2006, MSA)

Total number: 11,732

Deaths (2006, MSA)

Total number: 5,912

Money income (2005)

Per capita income: \$24,576
 Median household income: \$41,820
 Total households: 208,824

Number of households with income of...

less than \$10,000: 18,489
 \$10,000 to \$14,999: 14,713
 \$15,000 to \$24,999: 30,102
 \$25,000 to \$34,999: 22,551
 \$35,000 to \$49,999: 32,594

\$50,000 to \$74,999: 39,611
\$75,000 to \$99,999: 20,536
\$100,000 to \$149,999: 20,246
\$150,000 to \$199,999: 5,124
\$200,000 or more: 4,858

Percent of families below poverty level: 14.5%
(2005)

2005 FBI Crime Index Property: 30,243

2005 FBI Crime Index Violent: 4,670

■ Municipal Government

Albuquerque operates under a mayor-council form of government, with a full-time mayor, nine council members—all of whom serve staggered four-year terms—and a chief administrative officer, who is appointed by the mayor. The city is the seat of Bernalillo County.

Head Official: Mayor Martin Chavez (since 2001; current term expires 2009)

Total Number of City Employees: more than 7,000
(2007)

City Information: City of Albuquerque, PO Box 1293, Albuquerque, NM 87103; telephone (505)768-3000

■ Economy

Major Industries and Commercial Activity

The largest city in New Mexico, Albuquerque is also its economic center; it accounts for nearly half of the state's economic activity. Part of its success can be attributed to a diverse economic base consisting of government, services, trade, agriculture, tourism, manufacturing, and technology research and development. In 2006 *Forbes* magazine ranked Albuquerque the best city in the nation for business and careers.

The Rio Grande River valley contains rich farm and pasture lands that support a sizable food industry, based mainly on fruit and produce, in the Albuquerque area. Since its early years as a stop on the Santa Fe Trail, the city has been a transportation and service center. Albuquerque is also home to hundreds of manufacturing firms—many of them located in well-planned industrial parks—that produce such goods as trailers, food products, electronic components, neon and electric signs, hardware, and machine tools. Among the major manufacturing firms that call Albuquerque home are Intel, GE, and General Mills.

The Rio Grande Research Corridor, a constellation of high-technology industries, sprang up in the wake of the development of nuclear research during and after World

War II. Each year, more than \$4 billion is spent on research and development in the region. The area's major employers are part of this complex. Sandia National Laboratories, a government research and development lab, is involved in laser technology and solar energy, and employs about 8,500 workers. Kirtland U.S. Air Force Base, the area's largest employer with some 25,500 employees and the sixth-largest military base in the world, is a weapons research center. In 2006 the value of the base's economic impact to the local area was \$8.2 billion and over 51,000 jobs. The technology field continued to grow in the city with business clusters in areas such as aerospace and aviation, alternative energy, biotechnology and biomedicine, film and multimedia, and information technology and software. With technology on the rise in Albuquerque, it reflected on a state level; according to the American Electronic Association, New Mexico had the sixth highest concentration of technology workers in the nation as of 2006.

For nearly a century people have valued Albuquerque for its dry air, which is especially beneficial to those with respiratory problems. Today the city's medical services and facilities are a vital part of the local economy. The biotechnology and biomedicine industry has more than 100 companies located in the area. Major medical based companies in Albuquerque include Johnson & Johnson's Ethicon Endosurgery (medical instruments) and Cardinal Health (pharmaceuticals). The year-round sunny weather attracts pleasure seekers as well; almost three million tourists visit Albuquerque each year spending more than \$2 billion in Bernalillo County and supporting more than 30,000 local jobs.

Items and goods produced: machine tools, fabricated structural steel, furniture, hardware, textiles, paints, varnishes, fertilizers, scientific instruments, electronic equipment, neon and electric signs, Native American jewelry and curios

Incentive Programs—New and Existing Companies

Among the factors that draw businesses to Albuquerque are the city's affordable cost of living (based on cost of labor, energy, taxes, and office space) and its highly-educated workforce.

Local programs: Albuquerque Economic Development, Inc. (AED), is a private, nonprofit organization that recruits companies to the Albuquerque area. AED provides site-selection assistance, labor market analysis, business incentive analysis, workforce recruitment and job-training assistance, and coordination of state and local assistance, among other services. Many high technology activities are carried out in Albuquerque; Technology Ventures Corporation, a non-profit organization, serves as a bridge between the public and private sectors for the commercialization of technologies developed at the national labs

and research universities, and assists in the expansion of existing businesses. The city of Albuquerque also issues industrial revenue bonds (IRBs) to companies looking to fund construction and renovation of manufacturing plants, research and development facilities, and corporate headquarters. Projects using IRBs may be exempt for up to 20 years from property taxes on land, buildings, and equipment.

State programs: New Mexico offers a variety of incentives to all new and expanding businesses. Its Build to Suit program facilitates building construction, and ePort New Mexico is a one-stop information source offering permitting and licensing. The state's financial incentives include: no inventory taxes; tax credits for high-wage jobs, technology jobs, and childcare; a tax deduction for research and development services; a job training incentive program (allowing New Mexico to pay half the salary for new hires for up to half a year, and 100 percent of classroom training costs and on-the-job training by state institutes); exemptions for qualified businesses from property taxes on land, buildings, and equipment, and from personal property tax on equipment; and laboratory partnerships with small businesses. The Angel Investment Tax Credit is available to those invested in New Mexico companies pursuing high-technology research or manufacturing. Qualified investors can receive a tax credit of up to \$25,000 each year on up to two qualified investments. Further incentives are available for manufacturers, customer support centers, aerospace and aircraft industries, producers of agriculture or energy, and filmmakers. In addition, the state enacted a major personal income tax reduction in 2003, and New Mexico's property taxes are among the lowest in the nation.

Job training programs: In July 2007 the Governor's Office of Workforce Training & Development merged with the New Mexico Department of Labor to create a new branch called the New Mexico Department of Workforce Solutions. The new department focuses on preparing job seekers to meet current standards in the labor market as well as effectively matching citizens with businesses in need of help. Services available include job fairs, local workforce development centers, online job searches, and online registration for employment services. Through the Job Training Incentive Program (JTIP) companies can utilize features that include training customized to individual companies' needs and the freedom to select training candidates. JTIP is not limited to economically disadvantaged people.

Economic Development Information: Albuquerque Economic Development, University Center Research Park, 851 University Boulevard SE, Suite 203, Albuquerque, NM 87106; telephone (505)246-6200; toll-free (800)451-2933; fax (505)246-6219

Development Projects

Among the many businesses that have located or expanded in Albuquerque in the early 2000s are: Gap, Inc., which opened a corporate shared services center in 2001; Victoria's Secret Catalog, which expanded its support center in 2001, adding 380 jobs; Blue Cross/Blue Shield, which expanded in 2002, adding 500 jobs; ClientLogic, a customer service and technical support center for high-technology companies, which expanded in 2002-2003, adding 500 jobs; and Tempur-Pedic Mattress, which broke ground on a \$56 million manufacturing plant in 2004. Verizon Wireless began business in a new customer service and wireless data technical support center in November 2006. The support center began with 800 employees and by August 2007 that number had grown to 1,100 with company officials looking to hire 300 more. Eclipse Aviation, a personal jet manufacturer, opened a Customer Training Center in 2007 approximating 100 workers when in full operation. The new training center was the company's first step towards creating an Eclipse Aviation campus and boasts flight training devices as well as full motion simulators. Boosting the city's film industry, in 2007 Sony Pictures Imageworks announced plans to open a new branch in Albuquerque. The company planned to employ up to 300 people. The \$73 million Alvarado Transportation Center Project was partially completed and operational as of 2005; in 2006 the center was successful in linking commercial and city/state bus and rail services. New routes included services between Rio Rancho and Albuquerque.

Commercial Shipping

Since the days of the Santa Fe Trail, Albuquerque has been an important center for the transportation of goods. The city's economy benefits from the Burlington Northern Santa Fe Railroad. The railroad carries 90 percent of freight originating in the state, linking Albuquerque with major markets throughout the country.

New Mexico is a Freeport State, meaning that business inventories for resale, raw materials, and interstate commerce products stored there temporarily are not subject to state or local property taxes. Albuquerque offers an international airport, Albuquerque International Sunport, with a port of entry from Mexico; the airport moved approximately 32,879 tons of freight cargo in 2006. Foreign trade zones operate in Albuquerque and nearby Rio Rancho.

Labor Force and Employment Outlook

Non-agricultural employment growth in Albuquerque as of July 2007 was 1.8 percent compared to the national growth of 1.3 percent. That same year the unemployment rate was at 3.3 percent and Albuquerque's employment made up 40 percent of the state's total employment. The city's labor force is relatively young,

skilled, and educated; Albuquerque is notable for its high percentage of advanced degree holders thanks to the large student population affiliated with the University of New Mexico, Central New Mexico Community College, and the Albuquerque Public School District. Albuquerque's work force is routinely cited for its productivity. Analyzing employment trends across the nation, *Washington Business Journal (Bizjournals)* named Albuquerque 25th among America's "Hottest Job Markets" in 2007.

The following is a summary of data regarding the Albuquerque metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 391,700

Number of workers employed in . . .

- construction and mining: 31,200
- manufacturing: 24,000
- trade, transportation and utilities: 67,600
- information: 9,400
- financial activities: 19,300
- professional and business services: 63,200
- educational and health services: 47,900
- leisure and hospitality: 38,400
- other services: 78,600
- government: 12,200

Average hourly earnings of production workers employed in manufacturing: \$15.30

Unemployment rate: 3.7% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Kirtland Air Force Base	16,360
Albuquerque Public Schools	14,480
University of New Mexico	14,300
City of Albuquerque	6,680
Presbyterian Health Services	6,670
State of New Mexico	5,490
Lovelace	5,200
Kirtland Air Force Base (Military Active Duty)	5,100
Intel Corporation	4,700
UNM Hospital	4,600

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$325,310

2007 (1st quarter) ACCRA Cost of Living Index: 101.6

State income tax rate: 1.7% to 5.3%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 0.5625% (city); 1.1875% (county)

Property tax rate: 27.027 to 43.860 mills (residential); 32.857 to 51.724 mills (non-residential)(2004)

Economic Information: Greater Albuquerque Chamber of Commerce, PO Box 25100, Albuquerque, NM 87125; telephone (505)764-3700; fax (505)764-3714.

■ Education and Research

Elementary and Secondary Schools

The Albuquerque Public Schools (APS) system, one of the largest in the nation, is administered by a nonpartisan, seven-member school board and a superintendency team.

The following is a summary of data regarding the Albuquerque Public Schools as of the 2005–2006 school year.

Total enrollment: 87,000

Number of facilities

- elementary schools: 84
- junior high/middle schools: 26
- senior high schools: 11
- other: 10

Student/teacher ratio: 15.5:1

Teacher salaries (2005–06)

- elementary median: \$40,960
- junior high/middle median: \$42,260
- secondary median: \$44,340

Funding per pupil: \$6,814

The Albuquerque area has more than 70 private or parochial schools. Among these schools, Albuquerque Academy is regarded as one of the top private schools in the nation.

Public Schools Information: Albuquerque Public Schools, PO Box 25704, Albuquerque, NM 87125; telephone (505)880-3700

Colleges and Universities

The University of New Mexico (UNM), the state's largest institution of higher learning and part of the Rio Grande Research Corridor complex, is based in Albuquerque, with

branch campuses in Gallup, Los Alamos, Taos, Los Lunas, and west Albuquerque. The main campus had an enrollment of more than 25,000 students in fall 2007; the enrollment of all campuses totaled more than 32,000 students. UNM is particularly strong in Latin American studies, flamenco dance, anthropology, and medicine—its rural medicine and family medicine programs rank second and sixth in the nation respectively according to *U.S. News & World Report*. Other four-year institutions in Albuquerque include the New Mexico campus of the University of Phoenix, offering bachelor's and advanced degrees in business and nursing; a campus of ITT Technical Institute, which offers degrees in information technology, electronics technology, drafting and design, business, and criminal justice; and National American University, which offers degrees in accounting, business administration and management, and computer and information sciences. The city is also home to Central New Mexico Community College (CNM) (formerly Albuquerque Technical-Vocational Institute), the largest community college in New Mexico. The community college offers associate's degrees in occupational fields as well as liberal arts. Central New Mexico Community College and the University of New Mexico passed a joint agreement in 2007 to collaborate together, giving students access to several services at both schools. Plans for this new collaboration included dual enrollment, easier transition for CNM students to finish a four-year degree at UNM, and allowing CNM students to access UNM dorms and recreational services.

Libraries and Research Centers

The Rio Grande Valley Library System, the largest public library system in New Mexico, is a Consortium of the City of Albuquerque, Bernalillo County and the City of Rio Rancho. Public library service is available through a large Main Library and 16 branches throughout the Albuquerque area (including a Special Collections Library specializing in genealogy and regional history and the Erne Pyle Branch, former home of the famed World War II correspondent, displaying a collection of his memorabilia), and the nearby Rio Rancho Public Library. The library system has a collection of more than 1.4 million items, including periodicals and audio-visual materials.

The University of New Mexico has six branches and maintains more than 2.2 million volumes. The branches include the Health Sciences Library and Informatics, the Law School Library, Centennial Science and Engineering Library, Fine Arts Library, Parish Business and Economics Library, and the Zimmerman Library. Collection strengths include Latin American history, regional photography, music and architecture, American Indian affairs, and maps. The Health Sciences Library serves the Medical School and the health professions statewide. The Law School Library is the primary legal library in the state and has special collections in American Indian and Latin American Law.

Research activities in such fields as water resources, Southwestern biology, power systems, alternative energy, artificial intelligence, robotics, anthropology, satellite data analysis, business and economics, Native American law, aging and health policy issues, Latin America, and Hispanic and Chicano studies are conducted at centers in the Albuquerque area. The University of New Mexico (UNM) is the state's primary research university. Among its research units are the Center for Advanced Studies (quantum optics, laser physics, etc.), the Center of Biomedical Engineering, the New Mexico Engineering Research Institute, the Center for High Technology Materials, the High Performance Computing Educational Research Center, the Center for Micro-Engineered Materials, and the Latin American Institute. Many of UNM's research centers work in alliance with industry partners such as 3M Corporation, Toyota Motor Company, Intel, and Sandia National Laboratories. The school's Health Sciences Center for treatment, research, and education is the state's largest organization of its kind. Other research centers based in Albuquerque include the Behavioral Health Research Center of the Southwest, which conducts research on substance abuse and other behavioral health issues, and the Air Force Research Lab at Kirtland Air Force Base, where space- and missile-related research is performed. Sandia National Laboratories, based in nearby Sandia, performs national security research.

Public Library Information: Main Library, 501 Copper NW, Albuquerque, NM 87102; telephone (505) 768-5141

■ Health Care

In the 1920s Albuquerque, like many other cities in the Southwest, became a mecca for people suffering from respiratory diseases and allergies who seek relief in the warm, dry climate. Today, advanced medical care is available at the University of New Mexico Health Sciences Center, which encompasses the following patient facilities: UNM Hospital, New Mexico's only Level 1 Trauma Center; Carrie Tingley Hospital for pediatric rehabilitation and orthopedics; UNM Cancer Research & Treatment Center, New Mexico's only academic center for cancer treatment; UNM Psychiatric Center; and UNM Children's Psychiatric Hospital. The UNM Hospital began constructing the new UNM Children's Hospital and Critical Care Pavilion in 2004. The \$233.8 million, 476,555-square-foot expansion opened its doors in June 2007, but final completion of the project was not expected until November of that year.

Albuquerque's other major hospitals are the 453-bed Presbyterian Hospital, New Mexico's largest acute care hospital and the 254-bed Lovelace Medical Center, which specializes in orthopedics, ophthalmology, neurology and

neurosurgery, oncology, and cardiology. In 1959 the first Americans in space underwent a newly developed test series at the Lovelace Clinic in preparation for their mission.

■ Recreation

Sightseeing

Albuquerque's unique mixture of Native American, Hispanic, and Anglo heritages provides visitors with a variety of activities. Albuquerque's spiritual heart is Old Town, dating to the city's founding in 1706, where an arts community flourishes. Old Town is an atmospheric area of quaint adobe-style buildings with flat roofs and rounded edges, with windows frequently decorated with strings of dried chili peppers for good luck, and winding cobblestone or brick walkways leading to tucked-away patios and gardens. Old Town's Plaza features an outdoor Native American market offering traditional arts and crafts such as textiles, jewelry, and pottery. Also located in Old Town is San Felipe de Neri church, the city's oldest building, enclosing the adobe walls of the original presidio (fort).

The landscape surrounding the city is particularly scenic and provides some of the area's principal attractions. To the west are a high mesa and five extinct volcanos; to the east are the magnificent Sandia and Manzano mountains. Sandia Crest in the Cibola National Forest, 30 miles from Albuquerque, offers a breathtaking view that encompasses 11,000 square miles. A skylift operates there throughout the year, carrying skiers and hikers up the mountain. The Aerial Tramway, 2.7 miles in length and the longest tramway in the world, runs to the top of 10,378-foot Sandia Peak.

Evidence of Albuquerque's Native American roots can be found in the numerous pueblos around the city, many of them at least a thousand years old and some still inhabited. Active pueblos within an hour's drive of Albuquerque include Acoma, Cochiti, Isleta, Jemez, Laguna, Sandia, San Felipe, Santa Ana, Santo Domingo, and Zia. Acoma is perhaps the most spectacular; a walled adobe village atop a sheer rock mesa, the community dates to the 11th century or earlier and is thought to be the longest continuously-occupied community in the country. Reminders of the ancient native civilization also exist in dozens of ruins and archaeological sites, among them Petroglyph State Monument, where some 17,000 petroglyphs (images carved in rock) dating back as far as 1300, can be found.

The Rio Grande Nature Center State Park, located a few miles north of Old Town, already offers several miles of nature trails through the Southwest *bosque* (the grove of cottonwood growing along the Rio Grande) but in 2004 a statewide plan was set in place to extend the Rio Grande Trail by almost 40 miles. The Albuquerque Biological Park consists of four separate facilities: Rio

Grande Zoo, Albuquerque Aquarium, Rio Grande Botanic Garden, and Tingley Beach. The zoo sits on 64 acres and is an oasis for both exotic and native species, such as seals and sea lions, gorillas, orangutans, elephants, polar bears, giraffes, camels, tamarins, koalas, Mexican wolves, mountain lions, monkeys, jaguars, zebras, and rhinoceros; one of the missions of the zoo is the breeding of endangered species. The zoo's Africa wing, opened in 2004, has 17 separate exhibits and 23 species of mammals and birds, including chimpanzees, warthogs, red river hogs, cheetahs, hippopotamus, DeBrazza's monkeys, spotted hyenas, African wild dogs, Marabou storks, Cape griffon vultures, lappet-faced vultures, wattled cranes, white-faced whistling ducks, Lady Ross's turacos, and golden-breasted starlings. At the Albuquerque Aquarium visitors can follow the story of a drop of water as it enters the upper Rio Grande high in the San Juan Mountains of Colorado and flows past canyons, deserts, and valleys in New Mexico, Texas, and Mexico, before reaching the Gulf of Mexico. The aquarium features exhibits of Gulf of Mexico saltwater species. A highlight is the 285,000-gallon tank housing brown, sandtiger, blacktip, and nurse sharks; brightly-colored reef fish; eels; and sea turtles. The Botanic Garden is 36 acres of developed land that includes a 10,000-square-foot conservatory divided into a Desert Pavilion and a Mediterranean Pavilion. New at the botanic garden in 2004 was the Rio Grande Heritage Farm, a 1930s-style farm with an adobe farmhouse, barn, farm animals, orchard, grape vineyard, flowers, and vegetable crops; a new Japanese garden was added in 2007 reflecting Japanese traditions that are similar to the Southwest. The Heritage Farm won an award for excellence in programming by the American Public Gardens Association in 2007 and received a chance to place an exhibit at the U.S. Botanic Garden in Washington, D.C.

Glancing skyward in Albuquerque, spectators frequently see the colorful spectacle of hang-gliders and hot-air balloons drifting slowly past. A combination of sunshine and topography produces steady geothermal winds, making the area ideal for wind sports and earning for the city the nickname of "Hot Air Balloon Capital of the World."

Albuquerque's Central Avenue, which runs east-west through the city, is considered one of the best-preserved sections of historic Route 66 in the state. Along the avenue are more than 100 classic structures, including diners, motor courts, and theaters, in architectural styles ranging from Streamline Moderne to Pueblo Deco.

Arts and Culture

Albuquerque actively promotes its rich cultural community. In 1979 City Council created an ordinance that assigns 1 percent of monies generated by revenue bonds and general obligation bonds to public construction and public art. Consequently, Albuquerque abounds with sculptures and murals attesting to the city's artistic

energies. Along Central Avenue, from historic Old Town on the east through downtown and the university area to Nob Hill on the west, is Albuquerque's "cultural corridor." In the numerous theaters, museums, galleries, and cafes, and at other sites along this route, the stimulating and diverse cultural life of Albuquerque is on view.

Albuquerque has more than 30 performing arts centers and groups. The KiMo Theater, an ornate 1927 Pueblo Deco-style landmark downtown, is on the National Register of Historic Places; it serves as a performing arts theater, hosting a number of groups, with seating for 700. The Albuquerque Little Theatre presents comedies, mysteries, and light classics in its own playhouse near Old Town. La Compañía de Teatro de Albuquerque—one of the few major Hispanic companies in the United States and Puerto Rico—stages a series of bilingual productions including comedies, dramas, and musicals. Vortex Theatre offers off-Broadway original and classic plays. A new African American Performing Arts Center opened in fall 2007. The new 23,000-square-foot facility planned to host several permanent and traveling art exhibits, music, theater, and dance performances, as well as educational programs about the history, culture, and arts of people of African descent.

Albuquerque is home to the New Mexico Ballet Company, founded in 1972, which performs classic dances in the KiMo Theatre and in Popejoy Hall on the University of New Mexico campus. Dance performances by visiting artists and groups can also be seen at KiMo Theatre. Popejoy Hall, the primary facility in the city for the performance of orchestral music and opera, is home to the Ovation Series—which offers a variety of events including drama and comedy, and ballet and modern dance—and the New Mexico Symphony. Based in the city and one of the southwest's most prestigious orchestras, the symphony presents classical, baroque, and pops, as well as Symphony Under the Stars and other special concerts. Musical Theatre Southwest, formerly the Civic Light Opera, performs classical and new musicals and is one of the largest producers of community theater in the country. Chamber Music Albuquerque, established in 1942, brings chamber ensembles from around the world to Albuquerque.

Many of Albuquerque's museums concentrate on area history and culture. The New Mexico Museum of Natural History and Science features exhibits exploring the geological and anthropological history of New Mexico, through Paleozoic-era fossils, full-scale dinosaur models, a walk-through volcano, and a replica of an ice-age cave. The Indian Pueblo Cultural Center specializes in the authentic history and culture of the Pueblo peoples. The center includes exhibits tracing the history, artifacts, and contemporary art of New Mexico's 19 pueblos; the Pueblo House Children's Museum; a restaurant serving Native American foods; and an

outdoor arena where Native American dancers perform on weekends. The National Hispanic Cultural Center, opened in 2000, explores Hispanic history and literature as well as visual, performing, media, and culinary arts. Located on the University of New Mexico campus, the Maxwell Museum of Anthropology displays ethnic, anthropological, and archaeological artifacts. Some date back 10,000 years, with especially strong collections from Southwestern cultures. The National Atomic Museum exhibits the history of atomic energy, including the Manhattan Project that produced the first atomic bomb, as well as non-military applications of nuclear energy. The museum is set for relocation to a new 30,000-square-foot building in 2009. The new museum, to be renamed the National Museum of Nuclear Science and History, also plans to have an outdoor park for aircrafts and large artifacts.

The Albuquerque Museum of Art and History displays southwest art and explores 400 years of Albuquerque history. The museum features works by New Mexican artists from the early 20th century to the present, and numerous artifacts from the area's Spanish-American period, such as swords, helmets, and horse armor. A 40,000-square-foot expansion, completed in 2005, allowed the museum to display more of its permanent collection. With an emphasis on the early modernist period, the University of New Mexico Art Museum houses a collection of nineteenth- and twentieth-century American and European art, including one of the largest university-owned photography collections in the nation. The Jonson Gallery, located on the University of New Mexico campus, is the home of the late New Mexico modernist painter Raymond Jonson and exhibits more than 2,000 of his works. The National Hispanic Cultural Center's 11,000-square-foot gallery space displays contemporary and traditional Hispanic art. The KiMo Gallery at KiMo Theatre presents the work of local artists. The South Broadway Cultural Center Gallery mounts exhibitions by local and regional artists; workshops are available for emerging artists of all ages.

Festivals and Holidays

In 2006 Albuquerque turned 300 years old. The city celebrated its tricentennial for 18 months, from April 2005 to October 2006, with events and exhibits honoring Albuquerque's art, history, and culture. Many of Albuquerque's yearly events celebrate the city's ethnic heritage. At the National Fiery Foods and Barbeque Show, held in early March, attendees can sample spicy sauces, salsas, candies, and more. The Rio Grande Arts and Crafts Festival, held in mid-March, features some 200 artists and crafters from across the country. Native American dancing and feast-day observances take place at numerous pueblos located within an hour's drive of the city. In April, the Gathering of Nations Pow Wow, held on the University of New Mexico campus, features more than 3,000 Native American dancers and singers

representing some 500 tribes; more than 800 artists, crafters, and traders at its Indian Traders Market; and a Miss Indian World pageant. The New Mexico Arts and Crafts Fair, in June, showcases the works of some 200 New Mexican artisans. Each Saturday during the summer, Summerfest at Civic Plaza celebrates the food and culture of the city's various ethnic groups, and presents live music and entertainment. In September, the New Mexico Wine Festival in nearby Bernalillo offers wine tastings, an art show, and entertainment. Also in September, the 17-day New Mexico State Fair, regarded as one of the top fairs in the United States, presents a professional rodeo, concerts, livestock shows, and other events. The annual Albuquerque International Balloon Fiesta is one of the most-photographed events in the world. A 9-day festival in October, it features the mass ascension of some 700 hot air balloons; at night, balloons filled with luminous gas light the sky. The Weems Artfest, in November, is billed as New Mexico's number one arts and crafts festival; a three-day event, the Artfest shows the works of approximately 260 artisans from around the world. Albuquerque is known as the "City of Little Lights" during the annual Luminaria festival in December. Luminaria bus tours are available as well as maps of noted luminarias neighborhoods for self walking tours.

Sports for the Spectator

The Albuquerque Isotopes, part of the Pacific Coast League, bring minor league baseball to Albuquerque at the new Isotopes Park (a \$25 million renovation of Albuquerque Sports Stadium), which has seating for 11,124. The city is famous for the University of New Mexico Lobos, especially the football and basketball teams; the football team plays a September to November season at the 37,370 seat University Stadium, and the basketball team plays from November to March at "The Pit," the university's Arena. The New Mexico Scorpions, part of the Western Professional Hockey League, play at Tingley Coliseum. Rodeos and horse racing are other popular spectator sports in Albuquerque.

Sports for the Participant

With 360 park sites, 12 public swimming pools, over 130 tennis courts, 5 public golf courses, 24 community centers, and 85 miles of urban and soft trails, Albuquerque has much to offer the outdoor enthusiast. Los Altos Park, the city's largest park, offers baseball and softball diamonds, an enclosed heated pool, tennis courts, a lighted golf course, and a children's recreational area. The Los Altos Skate Park is designed for BMX bikers, skateboarders, and in-line skaters. The city opened a covered BMX track in 2007 as part of the new Albuquerque VeloPort. The VeloPort will be an indoor center for cycling training and competition; construction of the next phase, building a 250-meter velodrome, was expected to begin by 2008. Biking trails can be found at Sandia Peak

and the Rio Grande Nature Center. Fishing is available in irrigation and drainage ditches, stocked with trout by the state, and in nearby mountain streams. Among other favorite outdoor adventures are hiking the trails in Cibola National Forest, camping, horseback riding, and downhill and cross-country skiing at Sandia Peak Ski area. Albuquerque's calm, steady winds also provide perfect conditions for hang gliding and hot-air ballooning.

Shopping and Dining

Albuquerque is a shopper's paradise. Numerous shops and galleries in Old Town specialize in art items and crafts produced by local artisans, such as textiles and the turquoise and silver jewelry for which the region is famous. Authentic pre-historic, historic, and contemporary Native American pottery, paintings, photography, and furniture are also for sale in Albuquerque. Sandia Pueblo, just north of Albuquerque, runs its own crafts market, Bien Mur Indian Market Center.

Other shopping needs can be met at Coronado Center and Cottonwood Mall, two of New Mexico's largest shopping centers; the historic Nob Hill district, offering some 130 shops, galleries, and restaurants; the underground First Plaza Galleria in the historic downtown district; and the flea market held every weekend at the New Mexico State Fairgrounds. The Winrock Center was slated for major redevelopment as of 2006; plans for the redevelopment included tearing down the old center to create an outdoor shopping center and building 66 multifamily housing units, 174 hotel rooms, and a new movie theater and office space.

For dining pleasure Albuquerque offers a diverse range of restaurants, from family to fancy. Many feature regional specialties, including authentic Native American food, Hispanic and Mexican cuisine, and western barbecue. The core ingredients of what is known as Northern New Mexican Cuisine—a blending of Hispanic and Pueblo cuisines—are beans, corn, and chili. Several restaurants in Old Town are housed in picturesque adobe buildings.

Visitor Information: Albuquerque Convention and Visitors Bureau, 20 First Plaza NW, Suite 601, Albuquerque, NM 87102; telephone (505)842-9918; toll-free (800)284-2282

■ **Convention Facilities**

As the economic and industrial heart of New Mexico, and as a city known for its commitment to the past and to the future, Albuquerque is an ideal meeting place for conferences and conventions. Albuquerque's unique ethnic heritage and spectacular setting, plus its generous meeting facilities and hotel guest rooms, promote the mixing of business with pleasure.

The city's primary meeting place is the Albuquerque Convention Center, located in the heart of downtown. The 600,000-square-foot complex offers over 167,562 square feet of exhibition space, a 31,000-square-foot ballroom, and a 2,350-seat auditorium. It can accommodate more than 9,000 attendees and has banquet space for up to 6,000 people. The convention center is within walking distance of more than 900 guest rooms, as well as restaurants and clubs offering a variety of entertainment. Facilities for large groups are also available at Expo New Mexico at the State Fairgrounds, which offers flexible indoor and outdoor space, with an indoor capacity of 12,000 and outdoor capacity of 20,000 people.

Convention Information: Albuquerque Convention and Visitors Bureau, 20 First Plaza NW, Suite 601, Albuquerque, NM 87102; telephone (505)842-9918; toll-free (800)284-2282

■ Transportation

Approaching the City

Albuquerque is a designated Port of Entry into the United States. When arriving in Albuquerque by plane, visitors are greeted by the Albuquerque International Sunport terminal, which introduces them to local art and pueblo architecture. Located within the city limits, the airport is served by 8 major commercial airlines and 4 commuter airlines. The airport offers nonstop service to 39 cities across the country, plus nonstop service to in-state cities. The airport served over 6.4 million passengers on 192,520 flights in 2006.

Albuquerque is at the crossroads of two major highway routes: Interstate 25, running from Canada to Mexico, and Interstate 40 (formerly Route 66), intersecting the city from east to west.

Passenger bus transportation into Albuquerque is available through commercial bus companies. Train service is provided by Amtrak; Albuquerque is a stop along its Southwest Chief route, a daily line between Los Angeles and Chicago.

Traveling in the City

The landscape surrounding Albuquerque—the Sandia Mountains to the east and mesas to the west—provides convenient landmarks for finding direction in the city. Dividing Albuquerque into quadrants are Interstate 40, which runs east to west, and Interstate 25, known as the Pan American Freeway, which runs north to south. The streets form a grid accommodating this intersection.

Albuquerque's mass transit service is provided by ABQ Ride. During the major festivals held in the city—such as the International Balloon Fiesta, the State Fair,

and Luminaria—ABQ Ride supplies special service to and from the event venues. A trolley serves shoppers and tourists, running between Old Town, the zoo, and downtown. The New Mexico Rail Runner Express, a commuter rail system, started operation in 2006 with stations in Sandoval, Los Ranchos, and Downtown Albuquerque. Service extending to Santa Fe was expected to be completed by 2008.

The city also maintains a number of well-lit and well-paved paths for bicycle travel, including 70 miles of on-street bike lanes.

■ Communications

Newspapers and Magazines

Albuquerque is served by two daily newspapers, the morning *Albuquerque Journal* and the evening *Albuquerque Tribune*, and by the weekly newspapers *New Mexico Business Weekly*, which covers business media, and *El Hispano News*, a Spanish-language newspaper. Magazines published there include *albuquerqueARTS*, *New Mexico Business Journal*, and *New Mexico Woman*.

Television and Radio

Ten television stations, including affiliates for the major commercial networks and public television, serve metropolitan Albuquerque. Cable television is available by subscription. Approximately 55 AM and FM radio stations broadcast to Albuquerque-area listeners, offering a wide variety of programming, including Spanish- and Navajo-language features. Albuquerque Public Schools operates an instructional radio station that features educational programming as well as jazz and Latin music.

Media Information: *Albuquerque Journal*, 7777 Jefferson Street NE, Albuquerque, NM, 87109; telephone (505)823-3800. *The Albuquerque Tribune*, PO Drawer T, Albuquerque, NM, 87103; telephone (505) 823-3653

Albuquerque Online

Albuquerque Convention & Visitors Bureau.

Available www.itsatrip.org

Albuquerque Journal. Available www.abqjournal.com

Albuquerque Public Schools. Available www.

Albuquerque Tribune. Available www.abqtrib.com

Bernalillo County home page. Available www.bernco.gov

City of Albuquerque home page. Available www.cabq.gov

Greater Albuquerque Chamber of Commerce.

Available www.abqchamber.com

New Mexico Department of Workforce Solutions.

Available www.dws.state.nm.us

Rio Grande Valley Library System. Available www.cabq.gov/library

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Las Cruces

■ The City in Brief

Founded: 1848 (incorporated 1907)

Head Official: Mayor Ken Miyagishima (D) (since 2007)

City Population

1980: 45,086

1990: 62,648

2000: 74,267

2006 estimate: 86,268

Percent change, 1990–2000: 19.5%

U.S. rank in 1980: 475th

U.S. rank in 1990: 396th (State rank: 2nd)

U.S. rank in 2000: 408th (State rank: 2nd)

Metropolitan Area Population

1980: 96,340

1990: 135,510

2000: 174,682

2006 estimate: 193,888

Percent change, 1990–2000: 28.9%

U.S. rank in 1980: Not available

U.S. rank in 1990: 208th

U.S. rank in 2000: 181st

Area: 52.22 square miles

Elevation: 3,909 feet above sea level

Average Annual Temperature: 64.0° F

Average Annual Precipitation: 8.5 inches of rain, 3.2 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.2% (June 2007)

Per Capita Income: \$17,059 (2005)

2005 FBI Crime Index Property: 3,949

2005 FBI Crime Index Violent: 465

Major Colleges and Universities: New Mexico State University, Dona Ana Community College

Daily Newspaper: *Las Cruces Sun-News*

■ Introduction

Las Cruces, Spanish for “city of crosses,” is located in the Mesilla Valley, a wonderfully varied area of forests, river valley, and vast desert. The seat of Dona Ana County, the city is near White Sands Missile Range, where the first atomic bomb was tested. The city’s spectacular setting boasts the Organ Mountains to the east and the surrounding Chihuahuan Desert, with the Rio Grande running through the middle. Since the end of the nineteenth century, the city has been the political, social, and business hub for southern New Mexico. *Forbes* ranked Las Cruces second in 2006 for “Best Small Places for Business and Careers,” and in 2005 *Money* magazine dubbed it one of the top eight places to retire, based on factors such as weather, crime, and economy.

■ Geography and Climate

Las Cruces is located 45 miles from the Mexican border and 40 miles northwest of El Paso, Texas. Bordered by the Organ Mountains in the east and the legendary Rio Grande on the west, Las Cruces is located in the heart of the fertile Mesilla Valley.

Las Cruces enjoys 350 days of sunshine annually, with less than 9 inches of average annual rainfall, which happens mostly at night, and only 3.2 inches of snowfall. Because it is situated over a natural underground aquifer, it does not suffer the water problems of a number of southwestern cities. Also, unlike many desert cities, Las

Cruces experiences four mildly distinct seasons, with the harder part of the winter occurring during December and January, when the average daytime temperature is 57 degrees. Light snow does fall in the winter but seldom lasts longer than one day. June is generally the hottest month, with an average temperature of 94 degrees. The monsoon season, when heavy thunderstorms can occur daily, takes place in July and August.

Area: 52.22 square miles

Elevation: 3,909 feet above sea level

Average Temperature: 64.0° F

Average Annual Precipitation: 8.5 inches of rain, 3.2 inches of snow

■ History

Long Before Humans

Before the first human inhabitants, the area around Las Cruces was populated by a teeming variety of reptiles and amphibians, who left many fossils when the great inland sea that once covered southern New Mexico retreated 600 million years ago. The Smithsonian has stated that the area holds “the world’s best-fossilized footprints from the Permian Period.”

Early Paleolithic Indians traversed the area about 20,000 years ago, and Anasazi tribes built cliff dwellings over most of New Mexico 10,000 years ago. The Mogollon tribe thrived in the Las Cruces region until they mysteriously disappeared around 1450 A.D. They left many petroglyphs, or rock drawings, scattered around the vicinity for scientists to gain a glimpse into their way of life.

Blazing a Trail

The first European visitors came to the Las Cruces area in 1535 when Spanish explorers, led by Cabeza de Vaca, passed through. In 1589, the first colonists arrived, led by Don Juan Oñate, motivated by legends of seven ancient cities of gold. The group’s livestock were driven in front of them, blazing a trail called El Camino Real, which led from Chihuahua, Mexico to Santa Fe. Another trail blazed by this same group was dubbed Jornada del Muerto, or Journey of Death. As they attempted to forge a path more direct than the one which followed the meandering Rio Grande, the brutal desert conditions claimed the lives of many men and the Apaches claimed more.

Control of the region changed hands often from the 1600s to about 1850. The Pueblo Indians rebelled against their Spanish conquerors in the late seventeenth century and enjoyed self-rule for a time. In 1821 the Mexican Revolution overthrew the Spanish and created

the Republic of Mexico. Soon after that, U.S. westward expansion caused friction and an eventual war with Mexico. This was resolved with the 1848 Treaty of Guadalupe Hidalgo, followed by the 1854 Gadsden Purchase, which claimed much of northern Mexico’s land as U.S. territory. The region was even briefly under Confederate rule when Texas troops marched on it in 1862. They were later defeated by Union soldiers near Santa Fe.

After the Civil War ended, the Army installed Fort Selden to help guard travelers against attacks by the Apache. The Buffalo Soldiers of the 125th Infantry, African Americans, were among the first to man the fort. With the coming of the railroad and more and more new immigrants, the Apache threat abated and the fort officially closed in 1891.

The small town of Mesilla is intertwined with the history of Las Cruces. Mesilla was founded by residents who were not happy with the Treaty of Guadalupe Hidalgo and wished to remain Mexican citizens, hence moving across the Rio Grande. Ironically, the Gadsden Purchase a few years later placed them back under U.S. rule.

A Glimpse of Modern Las Cruces

In 1849 the first blocks of the city were laid out with rawhide ropes and stakes. Plots were quickly claimed by settlers and gold miners hoping to find their fortune in the Organ Mountains. The coming of the railroad increased growth of the town quickly. The Santa Fe Railroad had planned to lay track through Mesilla, which had been a depot of the Butterfield Stage Coach, but someone in Las Cruces offered them free land. From then on, Las Cruces grew rapidly while Mesilla remained a sleepy little border town.

Las Cruces continued to grow quickly yet rather quietly into the 1900s as New Mexico became the 47th state in 1912. The quiet was suddenly disturbed when the first atomic bomb was tested north of Las Cruces on July 16, 1945. The area used for the test site, fittingly, was the Jornada del Muerto area. The following year World War II ended and Las Cruces was officially incorporated as a city.

Las Cruces celebrated its 150th birthday in 1998 with festivities that carried on into the millennium. Today, Las Cruces remains one of the fastest growing metro areas in the nation, and the second largest city in New Mexico. In addition to thriving business in trade, government, and agriculture, the unique and stunning scenery of the region has made it an attractive place to film movies and music videos. Attractive to industry development, Las Cruces was labeled a “boomtown” by *Inc.* magazine and ranked ninth on the “Top 20 Small Cities for Doing Business” list in 2007. It remains a true crossroads, not only of highways but of cultures and



Airphoto-Jim Wark

customs, which blend together amiably to become a very pleasant place to live.

Historical Information: Rio Grande Historical Collections, New Mexico State University Library, PO Box 30006 Las Cruces, NM 88003-3006; telephone (505)646-3839; fax (505)646-7477; email archives@lib.nmsu.edu

■ Population Profile

Metropolitan Area Residents

1980: 96,340
 1990: 135,510
 2000: 174,682
 2006 estimate: 193,888
 Percent change, 1990–2000: 28.9%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 208th
 U.S. rank in 2000: 181st

City Residents

1980: 45,086
 1990: 62,648
 2000: 74,267

2006 estimate: 86,268
 Percent change, 1990–2000: 19.5%
 U.S. rank in 1980: 475th
 U.S. rank in 1990: 396th (State rank: 2nd)
 U.S. rank in 2000: 408th (State rank: 2nd)

Density: 1,425.7 people per square mile

Racial and ethnic characteristics (2005)

White: 70,412
 Black: 1,555
 American Indian and Alaska Native: 1,240
 Asian: 1,413
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 48,333
 Other: 7,843

Percent of residents born in state: 46.7% (2000)

Age characteristics (2005)

Population under 5 years old: 6,556
 Population 5 to 9 years old: 4,747
 Population 10 to 14 years old: 6,191
 Population 15 to 19 years old: 6,687
 Population 20 to 24 years old: 11,755
 Population 25 to 34 years old: 11,827

Population 35 to 44 years old: 10,638
Population 45 to 54 years old: 8,471
Population 55 to 59 years old: 3,281
Population 60 to 64 years old: 3,176
Population 65 to 74 years old: 5,457
Population 75 to 84 years old: 4,212
Population 85 years and older: 1,031
Median age: 30.1 years

Births (2006, MSA)

Total number: 3,560

Deaths (2006, MSA)

Total number: 1,243

Money income (2005)

Per capita income: \$17,059
Median household income: \$29,363
Total households: 34,005

Number of households with income of . . .

less than \$10,000: 5,246
\$10,000 to \$14,999: 3,921
\$15,000 to \$24,999: 5,291
\$25,000 to \$34,999: 5,707
\$35,000 to \$49,999: 5,216
\$50,000 to \$74,999: 3,365
\$75,000 to \$99,999: 2,325
\$100,000 to \$149,999: 2,166
\$150,000 to \$199,999: 425
\$200,000 or more: 343

Percent of families below poverty level: 27.4%
(2005)

2005 FBI Crime Index Property: 3,949

2005 FBI Crime Index Violent: 465

■ Municipal Government

Las Cruces has a council-manager form of government with six council members, elected by district, serving staggered terms. Both the mayor and the council members serve four-year terms.

Head Official: Mayor Ken Miyagishima (D) (since 2007; current term expires 2011)

Total Number of City Employees: approximately 1,236
(2007)

City Information: City of Las Cruces; PO Box 20000, Las Cruces, NM 88004; telephone (505)541-2000

■ Economy

Major Industries and Commercial Activity

Like many other sunbelt communities, Las Cruces' economy is booming. The city is the fastest-growing metro area in New Mexico and was ranked ninth by *Inc.* magazine on the "Top 20 Small Cities for Doing Business" list in 2007. Private and public sectors continue to fuel the economy, whereas the conditions in other parts of the country, such as climate, cost of living, and quality of life, are less attractive to people and companies looking to relocate.

Mainstays of the local economy are agriculture, construction, government, retail trade, tourism, and services. Since World War II, federal, state, and local government have become the main source of jobs in the area, due to the proximity of New Mexico State University (NMSU) and White Sands Missile Range. NMSU is one of the city's largest employers with over 4,400 people on faculty and staff in 2006. The university also provides training and education for research facilities at White Sands. White Sands Missile Range is the Army's largest installation and the largest military installation in the Western Hemisphere, covering more than 2.2 million acres, and is used by the Navy, Air Force, and NASA. Other government agencies, universities, private industries, and even foreign militaries conduct research there as well. About 56 percent of White Sands' employees live in the Las Cruces area.

Although Las Cruces was never primarily an industrial town, manufacturing and commerce has been growing in importance. The North American Free Trade Agreement, or NAFTA, passed in 1994, has influenced this trend, as has the opening in 1991 of the border crossing at Santa Teresa, just 40 miles south of Las Cruces. Many companies are finding it advantageous to relocate in the Mesilla Valley area in order to do business with maquiladoras (factories) in Mexico. NAFTA and the Mexican government's maquiladora program enacted in the 1960s encourage this type of trade by lowering or completely eliminating tariffs. For example, a U.S. company may send automobile parts to be assembled in Mexico; when the assembled car is shipped back, duties are paid only on the value added in Mexico. As of 2006 the manufacturing sector was still seen as a small part of the overall economic development, but had grown to employ about five percent of the city's labor force.

On the U.S. side of the border, there are an abundance of established industrial and research parks in Dona Ana County. Parks in the county include the Arrowhead Research Park on the New Mexico State University campus, the 1,820-acre West Mesa Industrial Park, Santa Teresa Logistics Park, and the 230-acre Bi-National Park. As of 2007 existing and planned industrial research facilities occupied over three million square feet.

Las Cruces is definitely a land of peppers. Chile, cayenne, jalapeno, and bell peppers in every color imaginable are all raised locally. The pungent aroma of roasting peppers and the sight of strings of red peppers drying on rooftops enliven the local scene. Stahmann Farms on Highway 28, which originally focused on cotton and tomatoes, is now one of the world's largest producers of pecans. Dona Ana County led the state in pecan production in 2005 with \$82 million of the state's total production of \$110 million. Other agricultural products include cotton, onions and various other vegetables, and dairy products. Research into preserving species of chiles and developing new strains takes place at New Mexico State University at the Chile Pepper Institute Center for Chile Education.

Despite the lack of adequate convention space, the convention sales industry still saw growth in 2005-06, as did the tour sector of the tourism industry with an economic impact of over \$73,500. That year future tours were booked with an estimated economic impact of over \$79,400. Although tourism slowed in mid-2006 due to record high gas prices, by fall Las Cruces as well as other cities contributed to a rebound in the industry. By November 2006, New Mexico had drawn over one million visitors that year compared to just over 994,000 reported in November 2005.

Items and goods produced: peppers, pecans, cotton and other agricultural products, electronics parts and molded plastics, repair parts for machines, packaging materials, and chemicals.

Incentive Programs—New and Existing Companies

Local programs: The County may issue Industrial Development Bonds (IDBs) for new businesses and industries, and will work with private bond counsel of the company and the State Investment Council to have the bonds purchased by the State Investment Pool or through a private placement. These IDBs can be used for construction, site costs, equipment, and training. A less expensive alternative to IDBs is the Community Development Incentive Act that allows new businesses to be exempt from property taxes for up to 20 years. The Community Development Department assists in expediting all permit applications. Las Cruces' foreign trade zone exists in three sub-areas adjacent to the Las Cruces airport and West Mesa Industrial Park.

State programs: The city of Las Cruces participates in all of New Mexico's incentives for new and expanding businesses. Its Build to Suit program facilitates building construction, and ePort New Mexico is a one-stop information source offering permitting and licensing. The state's financial incentives include: no inventory taxes; tax credits for high-wage jobs, technology jobs, and

childcare; a tax deduction for research and development services; a job training incentive program (the cornerstone of the state's incentives, allowing New Mexico to pay half the salary for new hires for up to half a year and 100 percent of classroom training costs and on the job training by state institutes); exemptions for qualified businesses from property taxes on land, buildings, and equipment, and from personal property tax on equipment; and laboratory partnerships with small businesses. The Angel Investment Tax Credit is available to those invested in New Mexico companies pursuing high-technology research or manufacturing. Qualified investors can receive a tax credit of up to \$25,000 each year on up to two qualified investments that must be in two different businesses. Further incentives are available for manufacturers, customer support centers, aerospace and aircraft industries, producers of agriculture or energy, and filmmakers. In addition, the state enacted a major personal income tax reduction in 2003, and New Mexico's property taxes are among the lowest in the nation.

Job training programs: In July 2007 the Governor's Office of Workforce Training & Development merged with the New Mexico Department of Labor to create a new branch called the New Mexico Department of Workforce Solutions. The new department focuses on preparing job seekers to meet current standards in the labor market, as well as, effectively matching citizens with businesses in need of help. Services available include job fairs, local workforce development centers, online job searches, and online registration for employment services. Through the Job Training Incentive Program (JTIP) (formerly the Industrial Development Training Program) companies can utilize features that include training customized to individual companies' needs and the freedom to select training candidates. It is not limited to economically disadvantaged people.

Development Projects

Housing needs are on the minds of developers and planners in Las Cruces and any fast growing city. Las Cruces issued over 4,073 permits in 2006 for construction of all types of commercial and residential buildings. The Community Development Department has cooperated with some 16 agencies to obtain over \$1.1 billion for services for low income families, including helping 36 families through its Home Rehabilitation Program between 2003 and 2005. As the productivity of the program began to decrease, helping only 5 families in 2005, plans to revise and analyze its structure were expected to be completed between 2006 and 2010. This city department has also helped rewrite zoning codes according to citizen's requests and has designed the Mesquite Neighborhood Plan, approved in July 2007. The Mesquite Neighborhood Plan focuses on expanding and revitalizing the oldest district in Las Cruces. Design goals for the plan included preserving the Mesquite

St. Original Townsite Historic District, encouraging relocation of small and new businesses with expanded street parking, creating and maintaining affordable housing, and implementing urban design concepts to create a physically safe environment. Priority projects are expected to be completed or at least started by 2012.

The importance of water and wastewater management to the region was not overlooked. A two million gallon capacity Telshor water tank was restored and nearly \$1 million was spent for various upkeep projects on Las Cruces's more than 390 miles of water lines and 50 wells. With over 50 new and expanding industries in the city and surrounding area, economic development in Las Cruces continued to grow at an accelerated rate in 2007. One of the newest and largest additions that year was Spaceport America, the first purpose-built commercial spaceport in the nation. Located about 45 miles north of the city and controlled by White Sands Missile Range, Spaceport America completed its first successful commercial launch in April 2007. Continued construction of the facility includes a 100,000-square-foot hangar scheduled to begin in 2008. The economic impact of this state-of-the-art spaceport was projected to reach over \$1 billion in total revenues by 2020 and create more than 5,000 new jobs.

Economic Development Information: Mesilla Valley Economic Development Alliance, 505 S. Main, Suite 134, PO Box 1299, Las Cruces, NM 88004; telephone (505)525-2852; fax (505)523-5707.

Commercial Shipping

Overnight shipping is available to most major western cities, including Dallas, Houston, San Antonio, Phoenix, San Diego, Los Angeles, and Denver. Two railroads provide direct rail services: Burlington Northern-Santa Fe and Union Pacific-Southern Pacific, and the newer border crossing at Santa Teresa's Intermodal Park is set to be a future site where truck, rail, and air modes can converge on the United States-Mexico border. Air freight service is provided by all major companies. Several major commercial trucking firms offer freight service for the area.

Labor Force and Employment Outlook

The city is within close proximity to 11 post-secondary institutions that create an abundant, strong, and technically-skilled workforce. In 2006 the Las Cruces metro area employed over 82,000, with an employment rate of 4.7 percent. By March 2007 the unemployment rate had already decreased slightly to 4.3 percent. Another source for skilled workers is the Technical Bridge Apprenticeship Program. This program prepares students for challenging careers in the technical industry and also provides low-wage workers with additional education to help them move up in their field. Degrees that workers can earn include a Manufacturing Technology Associate Degree and Engineering Technology Bachelor's Degree. Citing the city's

positive job growth, affordable cost of living, and low cost of doing business, *Forbes* ranked Las Cruces second on the "Best Small Metros for Business and Careers" list in 2006.

The following is a summary of data regarding the Las Cruces metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 67,000

Number of workers employed in . . .

- construction and mining: 5,000
- manufacturing: 3,400
- trade, transportation and utilities: 10,200
- information: 1,200
- financial activities: 2,400
- professional and business services: 5,600
- educational and health services: 10,100
- leisure and hospitality: 6,900
- other services: 1,500
- government: 20,800

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.2% (June 2007)

<i>Largest county employers</i>	<i>Number of employees</i>
New Mexico State University	6,980
White Sands Missile Range	4,357
Las Cruces Public Schools	3,316
NASA	1,500
City of Las Cruces Memorial Medical Center	1,198
Wal-Mart	700
Allied Signal Aerospace	667
Excel Agent Services	300

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$324,380

2007 (1st quarter) ACCRA Cost of Living Index: 100.3

State income tax rate: 1.7% to 5.3%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 7.0%

Property tax rate: \$27.53 per \$1,000 of 33.3% of assessed value

Economic Information: Greater Las Cruces Chamber of Commerce, 760 W. Picacho, Las Cruces, NM 88005; telephone (505)524-1968. Mesilla Valley Economic Development Alliance, 505 S. Main, Suite 134, PO Box 1299, Las Cruces, NM 88004; telephone (505) 525-2852.

■ Education and Research

Elementary and Secondary Schools

Las Cruces Public Schools is the state's second largest school district and the third-largest employer in Dona Ana County. Specialized programs include a Bilingual Education Program geared towards English proficiency in academics and ultimately career success. There is also a preschool program for toddlers younger than kindergarten age, an in-school program for pregnant teens, and a drug abuse prevention program. A new "Drop Back In" mentorship program matches at-risk students with adult mentors. There are also special vocational/technical programs featuring nontraditional, nonacademic training for fields such as construction. Programs for special education students and for the gifted or talented are strong.

The following is a summary of data regarding the Las Cruces Public School District as of the 2005–2006 school year.

Total enrollment: 24,000

Number of facilities

elementary schools: 24
junior high/middle schools: 7
senior high schools: 4
other: 1

Student/teacher ratio: 15.2:1

Teacher salaries (2005–06)

elementary median: \$35,310
junior high/middle median: \$36,050
secondary median: \$37,860

Funding per pupil: \$6,907

Public Schools Information: Las Cruces Public Schools, 505 S. Main, Suite 249, Las Cruces, NM 88001; telephone (505)527-5800

Colleges and Universities

New Mexico State University (NMSU), with 16,415 students in fall 2006 is home to six colleges: Agriculture and Home Economics, Business Administration,

Education, Engineering, Arts and Sciences, and Health and Social Service. NMSU offers 77 baccalaureate, 50 masters, and 22 doctoral programs, plus a specialist in education in two study areas. The university employs over 1,000 faculty members and approximately 3,300 staff members. NMSU offers Ph.D. degrees in agriculture, education, engineering, and the sciences. With 13 state-wide research facilities, NMSU is regarded among the top 110 national institutions in federal research expenditures. Funding of \$1.5 million was given to the College of Engineering in October 2007 for the development of a new water quality laboratory. When completed, the Freeport-McMoRan Copper & Gold Water Quality Laboratory will house cutting-edge research technology and will be the first of its kind within the state. A groundbreaking ceremony was also held that year for a Native American Cultural Center (NACC). The center includes new offices, classrooms, computer rooms, and multipurpose spaces in an effort "to recruit, retain, and educate American Indian students."

Dona Ana Branch Community College (DABCC), actually a branch of New Mexico State University and located on NMSU's campus, was instituted in 1973 to meet the needs of students who wish to achieve one year certificates and two year associate's degrees in medical, technical, and business fields. The college's Adult Basic Education Outreach Program and Community Education Program have been noted by the U.S. Department of Education for promoting literacy and preparing individuals for high school equivalency exams. DABCC also has programs for high school students in Dona Ana County. Enrollment is at nearly 7,000, with 37 academic and degree programs offered.

Libraries and Research Centers

The Las Cruces public library, called Thomas Branigan Memorial Library, has more than 200,000 items which include audio, video, and microform media as well as print items. The library provides free internet access seven days a week, a Bookmobile, a Spanish Language Collection, and a genealogy collection. The Thomas Branigan Memorial Library received \$550,000 from the New Mexico State Legislature in 2007 to begin an expansion project. Finding solutions to acquire additional funding was the main goal that year; it was estimated that the expansion would take \$15 million to complete. The New Mexico State University Library holds over a million volumes housed in two buildings on the Las Cruces main campus. The Branson Library houses items pertaining to engineering, agriculture, business, government publications, and special collections, while the Zuhl Library houses the arts, humanities, and sciences collections.

Major research centers at New Mexico State University include the Engineering Research Center, which coordinates research functions in many engineering disciplines; the Physical Science Laboratory, which performs

research, development, testing, and evaluation for NASA; The Rio Grande Corridor, which includes the NMSU High Performance Computing Center, focusing on artificial intelligence and genetic engineering; and Arrowhead Research Park and Genesis Center, specializing in research and development and providing affordable incubator space for small technology based start-up companies. The Rocket Racing League, an aerospace sports and entertainment organization, opened development operations in 2006 at Arrowhead Research Park. The new addition sparked focus on attracting more aerospace industries in an effort to make Arrowhead a premiere hub for space-related research. The Carnegie Foundation ranked New Mexico State as a Level One research facility; it receives more than \$150 million in total research contracts. Waste Management Education and Research Consortium helps develop environmental management resources; New Mexico Water Resource Research Institute explores water issues; New Mexico Border Research Institute plays an integral role in promoting international trade and cultural exchange; and the Advanced Manufacturing Center has a mission to enhance education, research, and business in the manufacturing industry. The College of Engineering received \$1.5 million in October 2007 for the development of a new water quality laboratory. The Freeport-McMoRan Copper & Gold Water Quality Laboratory will house cutting-edge research technology and will be the first of its kind within the state. There are also the Arts and Sciences Research Center and an agricultural experiment station, and the university interacts with outside military and industrial research facilities in the area.

Public Library Information: Thomas Branigan Memorial Library, 200 E. Picacho, Las Cruces, NM 88001; telephone (575)528-4000

■ Health Care

Las Cruces has three main medical facilities serving its health care needs. Memorial Medical Center (MMC) signed a 40-year, \$150 million agreement with Province Healthcare, which will enable it to add 99 private rooms to its 286-bed acute care facility. MMC offers emergency and urgent care, comprehensive cancer care at Icard Cancer Treatment Center, imaging services, maternal/infant care, lab services, Memorial Heart Center for Heart and Vascular Care, outpatient surgery, Women's Health and Wellness, pediatrics, a neonatal care center, behavioral services, and various rehabilitation services among others. Additional services are offered at its freestanding annex, Memorial HealthPlex, an outpatient surgery center with diagnostic imaging, lab services, and endoscopy. The Mesilla Valley Hospital, with 86 beds, offers adult and child psychiatric care, and chemical dependency treatment. One of the newest

choices in health care in Las Cruces is the 172-bed MountainView Regional Medical Center, which opened in 2002. It boasts a state-of-the art, full service emergency room and all private inpatient rooms. Among other key services at MountainView are the Comprehensive Women's Center, cardiology services, surgery services, diagnostic imaging, inpatient rehabilitation, a pain management center, and an ADA certified diabetes program. The MountainView Surgical Center allows patients to have gastrointestinal, orthopedic, and pediatric surgeries in a relaxed out-patient setting. The Southern New Mexico Cancer Center also opened in 2002, providing patients with services including radiation therapy, medical oncology, and diagnostic radiology.

■ Recreation

Sightseeing

A popular attraction is the monument and white crosses that mark the graves of the travelers from Taos who were ambushed and killed by Apaches in 1830, and for which the city is purported to be named. White Sands Missile Range displays missiles and weapons at its visitor's center. Its museum traces the origins of space and nuclear research. Separate and distinct from the missile range is White Sands National Monument, an area of over 275 square miles of pure gypsum. Nature tours, including tours of Lake Lucero, are given. Visitors can explore the world's largest pecan farms at Stahmann Farms, about 7 miles south of the city. History buffs of the Old West will enjoy San Albino Church in old Mesilla, one of the oldest missions in the region; the Fort Selden State Monument on the site of the former cavalry fort; and the Historical Museum of Lawmen, located at the Dona Ana County Sheriff's Department, which displays law enforcement memorabilia. The only federally funded monument to the Bataan Death March heroes can be found in Veterans Park in Las Cruces along Roadrunner Parkway. It was sculpted by local artist Kelly Hester and dedicated in 2001.

Arts and Culture

Founded by Tony-award-winning playwright Mark Medoff, The American Southwest Theatre Company performs five or six regular season productions a year plus a children's show at New Mexico State University. Professional actors are hired each season through the Guest Artist Program and work alongside the resident company and New Mexico State University actors. The Las Cruces Community Theatre group produces five shows annually and holds a one-act festival of experimental plays in the winter. Opportunities for Creative Theater Students offers student performances at the NMSU Attic Theater.

Las Cruces boasts a number of interesting museums. Four are run by the city itself: the Branigan Cultural Center, the Museum of Natural History, The Museum of Art, and The Railroad Museum. The Bicentennial Log Cabin was a cabin originally in the Black Mountain range in Grafton, New Mexico in Sierra County until the mining industry ended and Grafton became a ghost town. The log cabin was given as a gift to Las Cruces in 1976 for its bicentennial celebration. It was then transported and completely rebuilt by Las Cruces Association of Home Builders, and featured original furnishings and artifacts from the 1880s. It was used as a museum and educational venue for many years, but public interest decreased and city revitalization plans included moving the cabin and expanding a highway intersection on the cabin's site. After a formal request by the Sierra County Board of County Commissioners, Las Cruces transferred the cabin back to its home county in 2006. The Branigan Cultural Center displays both historical and fine arts items in a building that was constructed as the city's main library during the Great Depression. The Museum of Art was completed in spring of 1999. The Las Cruces Railroad and Transportation Museum holds artifacts from New Mexico's railroading past. The museum was closed throughout most of 2007 for building renovations, but was expected to reopen in late fall 2007 with expanded hours and new exhibits. The museum of Natural History displays plants and animals from the Chihuahuan Desert region and has programs running the gamut from dinosaurs to astronomy. The New Mexico Farm and Ranch Heritage Museum is the largest of its kind in the world and educates the public on everything in the 3,000-year history of agriculture in New Mexico. New Mexico State University has its own University Museum in Kent Hall on the main campus, which holds mostly anthropological artifacts including historic and prehistoric art objects. Space Murals, Inc. is a combination giant water tower mural and museum honoring space exploration and astronauts. Visitors to the Gadsden Museum get a taste of the life and times of the Albert Jennings Fountain family, who played a crucial role in Las Cruces history. The museum exhibits Indian artifacts and objects from the Civil War, paintings and china, and outlines the history of the Gadsden Purchase.

Festivals and Holidays

Las Cruces hosts holidays and fiestas year round, many of them celebrating the city's Hispanic culture. Starting in mid-January is the Mesilla Valley Balloon Rally, when 70 or more colorful hot air balloons fill the sky. April offers four happenings: the La Vina Blues and Jazz Thing features cool music sponsored by New Mexico's oldest winery; the Trinity Site Tour in White Sands Missile Range, where the first atomic explosion was set off; the Border Book Festival, featuring renowned visiting authors, food, fun, and live acts; and the annual Frontier

Days at Fort Selden. Cinco de Mayo festivities take place in May, with Mexican food, dancing, and music in old Mesilla. Also in May, the Fiesta de San Ysidro celebrates agriculture and Hispanic traditions, and ends with a Blessing of the Fields and the hot GLASS Fly-In, showcasing the latest in flight technology. The Southern New Mexico Wine Festival is held at the end of May.

Fourth of July is celebrated with the Electric Light Parade and fireworks. In September and October, kids and grown ups alike enjoy the Mesilla Valley Maze, which includes hay rides to a pumpkin patch and finding one's way through twists and turns cut into a corn field. In early September is the Hatch Chile Festival, honoring the Mesilla Valley as the chile capital of the world with food, crafts, an auction, and more. An hour north of Las Cruces, Hillsboro holds its apple festival the first week of September. Diez y Seis de Septiembre commemorates Mexican Independence day with folk dances, mariachi music, and traditional Mexican foods. The world's largest enchilada is constructed each year at the Whole Enchilada Fiesta, with an accompanying parade and other festivities. The end of September and the beginning of October bring the Southern New Mexico State Fair, with food, music, an auction, livestock shows, and a rodeo. La Vina, New Mexico's oldest winery, holds its namesake festival in October. The Annual Mesilla Jazz Happening holds court in two places—the old Historic Plaza and the Mercado Plaza—with horse drawn shuttles giving free rides between the two plazas.

While the Anglo world celebrates Halloween, in Las Cruces there is Dia de los Muertos, or Day of the Dead, with candlelit processions, homemade altars in the streets, and a giant piñata. November brings the Annual Renaissance ArtsFaire where artisans present their works in a juried art show and exhibition. In mid-November the International Mariachi Conference and Concert arrives to New Mexico State University and Young Park. Finally, in December, Christmas Carols and Luminarias set historic old Mesilla aglow.

Sports for the Spectator

New Mexico State University offers Division I NCAA college sports with six men's and nine women's teams. Many games are held at Aggie Memorial Football Stadium with a capacity of more than 30,000 people. The city is home to over 25 sport facilities that host a variety of games. Las Cruces also hosts sporting events such as the American Bicycle Association National BMX Tournament, the American Junior Golf Association Nike All Stars Tournament, and a number of NCAA Collegiate games.

Sports for the Participant

Las Cruces is home to more than 60 parks, many of which have playgrounds, picnic tables, and special events throughout the year. The city's six recreation centers have

weight rooms and racquetball and basketball courts. Therapeutic recreation is offered at Mesilla Park Recreation Center. Summer programs include swimming, tennis, track and field, and computer camp. Other city recreation department offerings are soccer, football, softball, basketball, BMX, track and field, swimming lessons, volleyball, and boxing.

Shopping and Dining

Shopping in Las Cruces can be a delightfully varied experience. Mesilla Valley Mall houses 115 stores, including both national chain stores and small boutiques. Rated one of the top 10 open-air markets in the country, the Las Cruces Farmers & Crafts Market presents more than 200 local artisans and farmers twice a week, year round. Visitors to Las Cruces are drawn to Old Mesilla, a picturesque village of galleries, unique stores and restaurants built around the town plaza, with buildings dating back to the 1850s. Mesilla is only five minutes from downtown Las Cruces.

Besides the wonderful Southwestern cuisine featuring dishes of local peppers and other produce, Las Cruces has more than 70 restaurants running the gamut from fast food and deli fare to Chinese, Japanese, continental, Italian, and, of course, Mexican fare.

Visitor Information: Las Cruces Convention and Visitors Bureau, 211 N. Water St., Las Cruces, NM 88001; telephone (575)541-2444; fax (575)541-2164.

■ Convention Facilities

The city of Las Cruces has more than 2,200 hotel rooms, 98,000 square feet of meeting space, and can accommodate groups from 10 to 1,000. The Las Cruces Hilton has 203 rooms and nearly 6,500 square feet of convention and meeting facilities, including a 5,000-square-foot Grand Ballroom and smaller executive conference rooms. The Best Western Mesilla Valley Inn is the second largest hotel with 160 rooms and 8,500 square feet of meeting space that can accommodate from 10 to 600 people.

Convention Information: Las Cruces Convention and Visitors Bureau, 211 N. Water St., Las Cruces, NM 88001; telephone (575)541-2444; fax (575)541-2142.

■ Transportation

Approaching the City

Interstate 10, which is a direct route to Phoenix, Los Angeles, Houston, and Dallas; and Interstate 25, which is the direct route to Albuquerque and Denver, traverse the city's south end. U.S. Highway 70 presents a direct route to Interstate Highway 40 at Amarillo. The Las Cruces

International Airport, eight miles west of the city, no longer offers commercial services; the last commercial flight was in July 2005. Air travel takes place at the El Paso International Airport in Texas, about 52 miles to the south of Las Cruces. American, Continental, Delta, United, Frontier, U.S., ExpressJet, and Southwest airlines fly to over 70 cities from El Paso.

Bus and shuttle service is offered by Greyhound-Trailways, Enchanted Lands Enterprise Tours, and the Las Cruces Shuttle Service.

Traveling in the City

Local bus service is offered by Roadrunner Transit and taxis are available from the Checker/Yellow Cab Company.

■ Communications

Newspapers and Magazines

The city is served by the *Las Cruces Sun-News*, which is published every morning, and *The Las Cruces Bulletin*, a community newspaper that comes out each Thursday. Locally published magazines include *New Mexico Farm and Ranch*, a monthly covering equipment, techniques, and laws affecting the farming industry in New Mexico. The scholarly journal *Tamara* covers organization science and is published out of New Mexico State University's Department of Management.

Television and Radio

Las Cruces has approximately 32 AM and FM radio stations that broadcast within close listening range. The stations have a variety of formats including country, Hispanic news/talk, adult contemporary, and public radio programming. The city has one public television station and one cable station.

Media Information: *Las Cruces Sun-News* 256 West Las Cruces Avenue, Las Cruces, NM 88005; telephone (505)541-5400; fax (505)541-5498. *The Las Cruces Bulletin*, 840 N. Telshor Boulevard Suite E, Las Cruces, NM 88011; telephone (505)524-8061; fax (505)526-4621.

Las Cruces Online

City of Las Cruces home page. Available www.las-cruces.org

Greater Las Cruces Chamber of Commerce. Available www.lascruces.org

Las Cruces Convention and Visitors Bureau. Available www.lascrucescvb.org

Las Cruces Sun-News. Available www.lcsun-news.com

Mesilla Valley Economic Development Alliance.
Available www.mveda.com
New Mexico Department of Workforce Solutions.
Available www.dws.state.nm.us
New Mexico Magazine. Available www.nmmagazine.com

New Mexico State University Library. Available lib.nmsu.edu

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Harris, Linda G., *Las Cruces: An Illustrated History* (Las Cruces, NM: Arroyo Press, 1993)



Santa Fe

■ The City in Brief

Founded: 1607 (incorporated 1846)

Head Official: Mayor David Coss (since 2006)

City Population

1980: 48,953

1990: 56,537

2000: 62,203

2006 estimate: 72,056

Percent change, 1990–2000: 8.0%

U.S. rank in 1980: 431st

U.S. rank in 1990: 428th

U.S. rank in 2000: 508th (State rank: 3rd)

Metropolitan Area Population

1980: 93,118

1990: 117,043

2000: 147,635

2006 estimate: 142,407

Percent change, 1990–2000: 26.1%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 205th (MSA)

Area: 37.33 square miles (2000)

Elevation: 7,000 feet above sea level

Average Annual Temperature: 49.3° F

Average Annual Precipitation: 14 inches of rain, 32 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.1% (June 2007)

Per Capita Income: \$34,095 (2005)

2005 FBI Crime Index Property: 4,022

2005 FBI Crime Index Violent: 379

Major Colleges and Universities: The College of Santa Fe, St. John's College, Santa Fe Community College

Daily Newspaper: *The Santa Fe New Mexican*

■ Introduction

Founded before Massachusetts's Plymouth Colony and the second oldest city in the United States, Santa Fe is a cultural center for the Southwest. The Santa Fe Opera is known throughout the world, and the city is a gathering place for writers and artists. The capital of the state of New Mexico, Santa Fe is a blend of Native American, Spanish, New Mexican, and Anglo (English) cultures. The architectural integrity of the city's high-walled adobe structures and narrow, winding streets has been preserved through careful planning, attracting travelers world-wide and gaining recognition as the fifth "Top City in the U.S. and Canada" by *Travel + Leisure* magazine in 2006. At the same time Santa Fe is a center for commerce, light industry, and science, making advances in environmental conservation, digital technology, and medical services.

■ Geography and Climate

Santa Fe is located in the northern Rio Grande Valley at the southern end of the Rocky Mountains. Situated in the foothills of the Sangre de Cristo mountain range, the city has a nearby pine forest. Because of the mountain setting, Santa Fe enjoys a semi-arid continental climate, with moderate summers and winters. Humidity is low and the sun shines approximately 300 days per year. Snowfall averages 32 inches annually in the city; deep snow does remain at higher altitudes during the winter.

Area: 37.33 square miles (2000)

Elevation: 7,000 feet above sea level

Average Temperature: 49.3° F

Average Annual Precipitation: 14 inches of rain,
32 inches of snow

■ History

Native American and Spanish Influences

During prehistoric times a village built by the Tano tribe stood on the site now occupied by Santa Fe. Evidence from the Tano culture, uncovered in the few ruins left by Spanish settlers, indicates that civilization existed on the site as far back as 1050 to 1150 A.D. The settlement was abandoned around 200 years before the arrival of the Spanish. The spot was called Kuapoga—"place of the shell beads near the water"—by the Pueblos. Santa Fe was founded in either 1607 or 1609 (there is some confusion about the year) by Don Pedre de Peralta, the third governor of the Province of New Mexico, who built the Palace of Governors and the Plaza and planned a walled city. The palace was occupied by a succession of sixty Spanish governors for more than 200 years, and Santa Fe has been a seat of government since its founding.

Throughout Spanish rule of the territory Santa Fe was a center for exploration and mission work. Franciscan friars built eleven churches and by 1617 had converted more than 14,000 Native Americans to their form of Christianity. Conflict arose, however, when the Native Americans continued to practice their own religion. In 1680 a number of the Spanish settlers were killed in a conflict with natives; the survivors fled to El Paso del Norte, abandoning the town. The Native Americans established their own community in Santa Fe; occupying the palace and appointing a governor, they held the town for twelve years until the arrival of De Vargas, Spanish governor of the province. He made peace and returned the following year with a statue of the Christian New Testament's Virgin Mary. Making his entry on the site of present day Rosario Chapel, he vowed to pay yearly homage to "Our Lady of Victory." Since that time, in fulfillment of this vow the De Vargas Procession has been held in Santa Fe.

Mexico and United States Claim Santa Fe

When Mexico won independence from Spain in 1821, Santa Fe came under the control of Mexico. Trade was then opened between Santa Fe and the United States over a route that came to be known as the Santa Fe Trail. In 1846 the United States claimed Santa Fe; the city has been under U.S. jurisdiction ever since, except for two weeks during the Civil War when the Confederates seized control after

the Battle of Valverde. The Santa Fe Trail eventually fell into disuse when rail travel advanced to the region. Santa Fe flourished, however, benefiting from the new trade connections that were made possible by the railroad.

City Becomes Art Colony, Capital of State

Around the turn of the century, artists, attracted by the climate and the beauty of the area, moved to Santa Fe, and the city soon became popular as an art colony. When New Mexico attained statehood in 1912, Santa Fe, as the capital, entered a period of prosperity; government workers arrived to live in the city and federal and state buildings were constructed around the Plaza. By 1920 the population had grown from 5,000 to more than 7,000 people, and by the 1940s it was over 20,000 people.

In 1957 the city established zoning codes designed to maintain a uniform architectural style. Two types of architecture are permitted: Pueblo, characterized by rounded parapets and rough-hewn woodwork, and Territorial, featuring brick coping and milled, often decorative woodwork.

Santa Fe's populace reflects the city's Native American, Spanish, and Anglo heritage, and the cultural traditions of these groups have been retained. However, after an influx of new residents in the 1980s, the 1990 census reported that for the first time since the city's founding, Hispanic residents were a minority. During the 1990s the city experienced some tensions between locals—many of them poor—and newcomers, who are driving up the cost of housing and otherwise altering the landscape. Economic frustrations continue into the early 2000s, as wages linger at almost 20 percent below the national average, while the cost of living remained well above the national average. The city has taken steps to remedy the issue; a "living wage" city ordinance was passed in 2003 to raise minimum wages and as of January 2007 the minimum wage had increased to \$9.50 per hour for employers with 25 or more employees.

Historical Information: Fra Angelico Chavez Memorial History Library and Photographic Archive, 110 Washington Ave., Santa Fe, NM 87504; telephone (505) 476-5090. Special Collections, Santa Fe Community College Library; telephone (505)428-1341

■ Population Profile

Metropolitan Area Residents

1980: 93,118

1990: 117,043

2000: 147,635

2006 estimate: 142,407

Percent change, 1990–2000: 26.1%

U.S. rank in 1980: Not available



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U.S. rank in 1990: Not available
U.S. rank in 2000: 205th (MSA)

City Residents

1980: 48,953
1990: 56,537
2000: 62,203
2006 estimate: 72,056
Percent change, 1990–2000: 8.0%
U.S. rank in 1980: 431st
U.S. rank in 1990: 428th
U.S. rank in 2000: 508th (State rank: 3rd)

Density: 1,666.1 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 47,459
Black: 409
American Indian and Alaska Native: 1,373
Asian: 791
Native Hawaiian and Pacific Islander: 49
Hispanic or Latino (may be of any race): 29,744
Other: 12,122

Percent of residents born in state: 44.8% (2000)

Age characteristics (2005)

Population under 5 years old: 2,944
Population 5 to 9 years old: 3,243
Population 10 to 14 years old: 3,583
Population 15 to 19 years old: 4,027
Population 20 to 24 years old: 5,053
Population 25 to 34 years old: 8,077
Population 35 to 44 years old: 9,484
Population 45 to 54 years old: 10,052
Population 55 to 59 years old: 6,055
Population 60 to 64 years old: 4,374
Population 65 to 74 years old: 5,007
Population 75 to 84 years old: 3,658
Population 85 years and older: 896
Median age: 41 years

Births (2006, County)

Total number: 1,588

Deaths (2006, County)

Total number: 828

Money income (2005)

Per capita income: \$34,095

Median household income: \$45,177

Total households: 27,481

Number of households with income of . . .

less than \$10,000: 2,433

\$10,000 to \$14,999: 1,798

\$15,000 to \$24,999: 3,521

\$25,000 to \$34,999: 3,803

\$35,000 to \$49,999: 3,332

\$50,000 to \$74,999: 4,283

\$75,000 to \$99,999: 2,834

\$100,000 to \$149,999: 3,032

\$150,000 to \$199,999: 979

\$200,000 or more: 1,466

Percent of families below poverty level: 13.1% (2005)

2005 FBI Crime Index Property: 4,022

2005 FBI Crime Index Violent: 379

■ Municipal Government

Santa Fe operates under a council-mayor, city-manager form of government, administered by an eight-member council and a mayor who are elected to four-year terms. Santa Fe is the seat of Santa Fe County and, as the state capital, the site of meetings of the State Legislature.

Head Official: Mayor David Coss (since 2006; current term expires 2010)

Total Number of City Employees: 1,489 (2007)

City Information: City of Santa Fe, PO Box 909, 200 Lincoln Avenue, Santa Fe, NM 87504-0909; telephone (505)955-6590

■ Economy

Major Industries and Commercial Activity

Santa Fe's economy has been based largely on government and tourism. As capital of New Mexico, the government is the largest employer in the area employing some 18,600 people in 2007 (29 percent of the total workforce). Santa Fe receives an average of more than one million visitors annually; *Outside Magazine* named Santa Fe as one of the "Best Towns" in 2007, noting that it is "fit, fun, and packed with adventure." Tourism boosts the city's retail industry, which employed approximately 9,800 people that year.

Because of the city's proximity to Los Alamos National Laboratory (LANL), 45 miles away, scientific research has also become a factor. Operated by the University of California for the U.S. Department of Energy, LANL is one of the largest research laboratories in

the nation. It is an important center for work on defense-related projects, conducting research on technology associated with nuclear weapons and deterrence, as well as energy production and health, safety, and environmental concerns, among other areas. Several LANL employees live in Santa Fe, and several new research-related firms and high-technology spinoff companies have located in Santa Fe.

Health care and light manufacturing are other significant economic sectors. Santa Fe has emerged as a regional medical center; St. Vincent Regional Medical Center is one of the city's largest employers and serves a 19,000-square-mile area in seven counties. Products manufactured by local companies include electronic instruments and textiles.

Santa Fe has become a leading city in the Art, Design, and Cultural Industry. The United Nations Educational Scientific and Cultural Organization (UNESCO) designated Santa Fe as a "Creative City" in 2005 as part of the "Creative Cities Network." It was the first U.S. city to receive the honor and was appointed a "City of Crafts and Folk Art." UNESCO bestows this title to global cities that demonstrate superior development in the creative industries. The title has seven subcategories including literature, cinema, music, craft and folk art, design, media arts, and gastronomy.

Items and goods produced: art, pumice products, weavings, Native American arts and crafts, textiles, electronic instruments, aluminum ware

Incentive Programs—New and Existing Companies

Local programs: The Santa Fe Business Incubator, considered one of the best of its kind in the nation, assists new businesses with all aspects of start-up. The Small Business Development Center provides one-on-one business advising, encourages and instructs entrepreneurs, and is a strong advocate for local business growth and development. SCORE (Service Corps of Retired Executives) provides business counseling and support. Santa Fe Economic Development, Inc. (SFEDI) supports entrepreneurs and works with businesses interested in relocating to the area.

State programs: New Mexico offers a variety of incentives to all new and expanding businesses. Its Build to Suit program facilitates building construction, and ePort New Mexico is a "one-stop" information source offering permitting and licensing. The state's financial incentives include: no inventory taxes; tax credits for high-wage jobs, technology jobs, and childcare; a tax deduction for research and development services; a job training incentive program (New Mexico can pay half the salary for new hires for up to half a year); exemptions for qualified businesses from property taxes on land,

buildings, and equipment and from personal property tax on equipment; and laboratory partnerships with small businesses. The Angel Investment Tax Credit is available to those invested in New Mexico companies pursuing high-technology research or manufacturing. Qualified investors can receive a tax credit of up to \$25,000 each year on up to two qualified investments. Further incentives are available for manufacturers, customer support centers, aerospace and aircraft industries, producers of agriculture or energy, and filmmakers. In addition, the state enacted a major personal income tax reduction in 2003, and New Mexico's property taxes are among the lowest in the nation.

Job training programs: In July 2007 the Governor's Office of Workforce Training & Development merged with the New Mexico Department of Labor to create a new branch called the New Mexico Department of Workforce Solutions. The new department focuses on preparing job seekers to meet current standards in the labor market, as well as effectively matching citizens with businesses in need of help. Services available include job fairs, local workforce development centers, online job searches, and online registration for employment services. Through the Job Training Incentive Program (JTIP) (formerly the Industrial Development Training Program) companies can utilize features that include training customized to individual companies' needs and the freedom to select training candidates. It is not limited to economically disadvantaged people.

Development Projects

To attract businesses that rely on high-speed technology, Santa Fe is constructing a "Santa Fe Light Trail" system of digital microwave and fiber facilities; it will be a hybrid network available to the business community as well as educational facilities and local and state government agencies. Construction and implementation were still underway as of 2007. Construction began in November 2006 on the Santa Fe Convention Center. The new 72,500-square-foot venue will replace the Sweeney Convention Center with more than 40,000 square feet of exhibit space; the center is scheduled to open in October 2008. The U.S. Department of the Interior's Bureau of Land Management released a Final Environmental Impact Statement (FEIS) in 2007 for the future Buckman Water Diversion Project. The project seeks a solution to the continuation of water shortages in the city and county of Santa Fe. If authorized, a water diversion would be implemented in the Buckman area pulling additional water supply from the Rio Grande.

Commercial Shipping

Santa Fe is linked with major western and midwestern markets via rail freight service provided by the Santa Fe Southern Railroad, which maintains a main line through

nearby Lamy. Several rail sidings are conveniently located in the city's industrial areas. Several interstate motor freight carriers connect Santa Fe with markets on both the East and West Coasts; major parcel express lines also serve the city. Air cargo service is available at Santa Fe Municipal Airport.

Labor Force and Employment Outlook

Santa Fe's economy is lead by government and tourism, and as of 2006, 29 percent of people were employed by the government, 15 percent by the retail/wholesale sector, and 13 percent by accommodation and food services. Corporations of substantial size are absent from the economy with over 60 percent of all local businesses having fewer than five employees. In response, recruitment efforts encourage entrepreneurship and small business development. Unemployment dropped in 2006 to 3.5 percent, a whole percentage point decrease compared to 2005. A "living wage" ordinance, passed in 2003, attempts to raise minimum wages to remedy the imbalance of low wages with a high cost of living index. As of January 2007 the minimum wage in the City of Santa Fe had increased to \$9.50 per hour for employers with 25 or more employees.

The following is a summary of data regarding the Santa Fe metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 62,800

Number of workers employed in . . .

construction and mining:	4,900
manufacturing:	1,100
trade, transportation and utilities:	10,600
information:	1,100
financial activities:	3,100
professional and business services:	5,100
educational and health services:	8,400
leisure and hospitality:	9,100
other services:	3,000
government:	16,400

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.1% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
State Government	18,600
Los Alamos National Laboratory	10,364
Santa Fe School District	1,850
U.S. Government	1,750
City of Santa Fe	1,719
St. Vincent Regional Medical Center	1,600
County of Santa Fe	808

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Santa Fe Community College	717
Santa Fe Opera	640
College of Santa Fe	564
Albertson's Food Centers	510

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index:
Not available

State income tax rate: 1.7% to 5.3%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 1.0625% (city); 1.25% (county)

Property tax rate: 0.017494 multiplied by one-third of full market value (2004)

Economic Information: Santa Fe County Chamber of Commerce, 8380 Cerrillos Rd #302, Santa Fe, NM 87507; telephone (505)988-3279; fax (505)984-2205; email trish@santafechamber.com. University of New Mexico, Bureau of Business and Economic Research, 1 University of New Mexico, Albuquerque, NM 87131; telephone (505)277-6626; fax (505)277-2773

■ Education and Research

Elementary and Secondary Schools

The Santa Fe Public Schools system is one of the largest districts in the state of New Mexico. It is administered by a five-member, executive team that includes a superintendent, deputy superintendent, two associate superintendents, and a chief financial officer. The executive team establishes educational policies and appoints a superintendent.

The following is a summary of data regarding the Santa Fe Public Schools as of the 2005–2006 school year.

Total enrollment: 13,336

Number of facilities

- elementary schools: 14
- junior high/middle schools: 3
- senior high schools: 1
- other: 0

Student/teacher ratio: 14.9:1

Teacher salaries (2005–06)

- elementary median: \$34,356 (all levels)
- junior high/middle median: Not available
- secondary median: Not available

Funding per pupil: \$6,512

Additionally, Santa Fe has a large network of private schools, consisting of over 30 schools ranging from pre-Kindergarten through 12th grade, one of which—the Santa Fe Indian School—is a federally funded boarding school for Native Americans, run by the All Indian Pueblo Council.

Public Schools Information: Santa Fe Public Schools, 610 Alta Vista Street, Santa Fe, NM 87501; telephone (505)467-2003; fax (505)995-3300

Colleges and Universities

Santa Fe has several institutes of higher learning, all of which have an enrollment of less than 2,000. The College of Santa Fe is a private college offering associate and baccalaureate degrees; it is particularly known for its programs in the performing, visual, moving image, and creative writing arts, and also has strong programs in the humanities, education, business, conservation science, and social science. Students have the ability to design their own majors by working with faculty and advisors if they choose. The College of Santa Fe was ranked by *U.S. News & World Report* as one of the top schools in the West for Master's programs in 2008. St. John's College, which has a campus in Annapolis, Maryland as well as in Santa Fe, offers baccalaureate and advanced degrees. St. John's is distinctive for its "great books" curriculum; learning is based upon the study of important books of the Western tradition, and no textbooks are used. There are no majors or departments; all students follow the same path of study including four years of language, four years of math, four years of interdisciplinary study, three years of laboratory science, and one year of music. The Institute of American Indian Arts, a fine arts college, offers associate and baccalaureate degrees in creative writing, studio arts, new media arts, and museum studies. Southwestern College, devoted to the study of mental health, offers master's degrees in counseling; counseling with a concentration in grief, loss, and trauma; and art therapy. Southwest Acupuncture College offers a Master of Science in Oriental Medicine. Santa Fe Community College serves area residents with two-year college preparatory and technical and vocational curricula.

Libraries and Research Centers

The Santa Fe Public Library operates two branches in addition to its main facility downtown. Holdings include over 198,000 titles and 337,797 separate items that include

videos, DVDs, tapes, and CDs. The New Mexico State Library, with over two million items, is a federal and state documents depository. Research libraries located in Santa Fe house special collections pertaining to such diverse topics as Southwestern culture, comparative religion, and Sherlock Holmes; other libraries are affiliated with local colleges and government agencies. The Santa Fe Institute conducts research activities in the physical, biological, computational, and social sciences, in areas such as cognitive neuroscience, computation in physical and biological systems, economic and social interactions, evolutionary dynamics, network dynamics, and robustness. The National Center for Genome Resources examines the influence of genetic variability on infectious disease progression. The Georgia O'Keefe Museum Research Center, in downtown Santa Fe, provides a research library and archived materials supporting research in American Modernism. The Indian Arts Research Center (IARC) holds one of the most prominent collections of authentic Southwest Indian arts and artifacts in the world; most research focuses on the existing collection.

Public Library Information: Santa Fe Public Library, 145 Washington Avenue, Santa Fe, NM 87501; telephone (505)955-6780; fax (505)955-6676

■ Health Care

Santa Fe's St. Vincent Regional Medical Center is the largest medical center in Northern New Mexico, and has the region's only Level III Trauma Center. It is the major regional medical center for a 19,000-square-mile area covering seven counties. St. Vincent has 268 licensed beds, and employs some 300 physicians representing 22 medical specialties. Non-profit and non-affiliated, it was established in 1865 and is the oldest hospital in the state. The medical center is known for its heart and vascular center, which has the first rural EKG network in the nation; it allows rural EMS personnel to transmit an electrocardiogram directly to the medical center. The Cancer Institute of New Mexico, the combination of the New Mexico Cancer Care Associates and Radiation Oncology Associates, opened in 2003 in Santa Fe. Cancer patients are able to access doctors specializing in medical oncology, radiation oncology, diagnostic imaging, clinical research, and administrative support all in one facility.

■ Recreation

Sightseeing

Santa Fe's historic downtown plaza, once the terminus of the Santa Fe Trail, has been a center of activity in Santa Fe since the city's founding. The plaza area is full of restaurants, shops, art galleries, and museums. Also here is St. Francis Cathedral, a grand structure built in the French Romanesque style, unusual in this city of Spanish-Pueblo architecture. Santa Fe's first Roman

Catholic archbishop, Jean Baptiste Lamy, started the cathedral; both the bishop and the building were the inspiration for Willa Cather's novel, *Death Comes to the Archbishop*. A wooden icon in the cathedral's north chapel is the oldest representation of the Madonna in the United States.

Other historical buildings include Santuario de Guadalupe, the nation's oldest shrine dedicated to Our Lady of Guadalupe; built in the late 1700s, its adobe walls are three feet thick. Our Lady of Light Chapel, also known as Loretto Chapel, was built between 1873 and 1878 and is the oldest stone masonry building in the city; it is known for its spiral wooden Miraculous Staircase, apparently made without nails or a support beam. San Miguel Mission, one of the oldest mission churches in the nation, was built in 1610 by the Tlaxcala natives, who were servants of Spanish soldiers and missionaries; on display is a bell that was cast in Spain in 1356 and brought to Santa Fe in the early 19th century. The New Mexico State Capitol building, the only round capitol building in the United States, was built in the shape of a Southwestern Indian *zija*, which represents the circle of life. The Palace of the Governors has been home to 60 Spanish, Mexican, and American governors, among them Lew Wallace, who wrote the novel *Ben Hur* there during his 1877-1881 tenure. Built in 1610, it became a history museum in 1909.

Canyon Road, just north of the capitol building, was once a Native American trail and defines one of the oldest districts in the city. Just west of Canyon Road is Barrio de Analco, now called East de Vargas Street, among the oldest continuously inhabited streets in the nation; many historic homes are located here. The Cross of the Martyrs, overlooking the city, is a large white cross built in 1920 to commemorate the Franciscans killed by native Pueblos in 1680. The Commemorative Walkway leading to the monument has been the route for various religious processions, particularly in September during Fiesta, the celebration of the return of the Spanish to Santa Fe in 1692.

Santa Fe is surrounded by twelve Pueblo villages, each of which retains its own distinct culture and holds special events relating to its unique traditions; all are located within an hour's drive of the city.

Arts and Culture

Home of more than 20 music groups, theater companies, and dance groups, Santa Fe supports one of the best and most active arts communities in the country. The famous Santa Fe Opera, which attracts audiences from throughout the world, presents its performances in a partially open-air amphitheater located on a wooded hill north of the city. It is known for its performances of the classics, obscure works by classical composers, and American premiers of modern works. Its eight-week season runs from June to August. The Santa Fe Symphony Orchestra

and Chorus performs classical and popular works at the Lentic Performing Arts Center; the center's lavish Lentic Theater, built in 1931 as a film and vaudeville house, received an \$8.2 million restoration, which was completed in 2001. The Desert Chorale choral group performs at venues throughout the city and is known for blending Renaissance melodies and avant-garde compositions. The Desert Chorale also has a children's chorus. Children ages 8 to 14 can participate and take part in several public performances each season.

Students at the College of Santa Fe stage their productions in the Greer Garson Theatre. Their season, which runs from October to May, consists of several presentations of four plays. Santa Fe Playhouse, established in the 1920s, performs dramas, avant-garde works, and musical comedy in a historic adobe theater.

The María Benitez Teatro Flamenco performs flamenco music and dance in a summer season at the María Benitez Theatre at the Radisson Hotel. The company is comprised of Benitez, who has been named the best flamenco dancer of her generation by *Dance* magazine, and flamenco dancers and musicians from throughout the United States and Spain.

Santa Fe is home to several museums specializing in a variety of fields. The Museum of New Mexico, described as the most important modern cultural institution in the state, houses the Palace of Governors, Museum of Indian Arts and Culture/Laboratory of Anthropology, New Mexico Museum of Art, and Museum of International Folk Art. The Palace of the Governors, the nation's oldest continually used building, houses exhibits relating to Native American, Spanish, Mexican, and American frontier history. Its governor offices have been restored and preserved. The Museum of Indian Arts and Culture showcases exhibits pertaining to the history and contemporary culture of the Pueblo, Navajo, and Apache peoples, including pottery, basketry, woven fabrics, jewelry, and contemporary crafts. Opened in 1987, its massive collection has been built over the course of nearly 80 years of research and acquisition by the Laboratory of Anthropology. The New Mexico Museum of Art, built in 1917, is the oldest art museum in the state; it was built in the style of the mission church at nearby Acoma Pueblo. The museum maintains a collection of more than 23,000 works, with a specialty in regional art from throughout the 20th century to the present. The Museum of International Folk Art, the largest of its kind in the world, has more than 135,000 items of folk art from around the world, including dolls and puppets, masks, textiles, ceramics, furniture, clothing, and Spanish colonial artworks.

The Georgia O'Keeffe Museum houses the largest collection of the artist's work in the world. The museum features revolving exhibits of O'Keeffe's paintings, watercolors, pastels, charcoals, and sculptures, and also hosts exhibitions of works by some of O'Keeffe's

contemporaries. In July 2001 the Georgia O'Keeffe Research Center opened as the only museum-related, American Modernism-dedicated research facility in the world. The Wheelwright Museum of the American Indian, housed in a building shaped like a Navajo hogan, features rotating single-subject displays of jewelry, tapestry, pottery, baskets, and paintings crafted by Native Americans throughout the Southwest. The Institute of American Indian Arts Museum focuses on works by students and faculty members; with more than 7,000 works, it is one of the largest collections of contemporary American Indian art in the world. The Santa Fe Children's Museum was developed to offer hands-on exhibits for the whole family. One of Santa Fe's newest museums is the Museum of Spanish Colonial Art, which presents a variety of Hispanic media—including santos (painted and sculpted images of saints), textiles, tinwork, silverwork, goldwork, ironwork, straw appliqué, ceramics, furniture, and books—dating from the Middle Ages through the present.

Festivals and Holidays

Many of Santa Fe's events reflect the cultural diversity of the city. During the Chimayo Pilgrimage, on Good Friday, thousands walk on foot to the Santuario de Chimayo, a small church believed to aid in miracles. The Rodeo de Santa Fe, a popular regional competition, is held in June; the four-night rodeo features entrants from several states competing in such events as bareback bronco riding, calf roping, steer wrestling, and barrel racing. The annual Traditional Spanish Market is held in July; it is the oldest and largest market in the country for Spanish Colonial artists. More than 300 Hispanic artisans offer traditional artforms including santos, textiles, tinwork, furniture, straw appliqué, and metalwork. The market also presents live music, art demonstrations, and regional foods. The Santa Fe Indian Market, held in August, is the country's largest and most prestigious Native American art show. More than 1,000 artisans offer basketry, blankets, jewelry, pottery, woodcarvings, rugs, sandpaintings, and sculptures. Tribal dancing and craft demonstrations are also presented. Santa Fe Fiesta in September, which dates to 1712, is the oldest community celebration in the country. Highlights include Spanish dancing, mariachi music, food and craft booths, and parades and ceremonies including a pet parade, a historical/hysterical parade, and a fiesta mass of thanksgiving held at St. Francis Cathedral, followed by a candle-lit procession from the cathedral to the Cross of the Martyrs. The Santa Fe Wine and Chile Fiesta, a five-day event, is also held in September. The Winter Spanish Market, in December, is a smaller version of July's market; more than 100 artisans offer their wares.

Drawing on the traditions of three cultures—Native American, Spanish, and Anglo—Christmas celebrations in Santa Fe take on a special flair. As part of the festivities,

farolitos—luminaries made of paper bags, sand, and candles—set the town aglow on Christmas Eve. The city also celebrates Las Posadas, the traditional Spanish play depicting the Christmas Eve plight of Mary and Joseph. Indian pueblos schedule winter dances, bonfires, and processions in late December and January.

Sports for the Spectator

Polo teams sponsored by local merchants compete in Sunday games from June through Labor Day at the Santa Fe Polo Club. For those interested in college sports, the College of Santa Fe plans to reintroduce an intercollegiate athletics program in fall 2008. Competition sports at the college were set to include women's and men's soccer, golf, tennis, women's softball, and men's baseball.

Sports for the Participant

Outdoor activities can be pursued throughout most of the year in Santa Fe. Outdoor enthusiasts can mountain-bike through the area's high-desert terrain, hike in the area's 1,002 miles of national forest trails, golf at one of Santa Fe's six golf courses, or play tennis at one of several tennis courts. Within the Santa Fe National Forest are wilderness areas—Pecos, Dome, and San Pedro parks, and the Chama River Canyon—that are ideal for hiking, camping, fishing, and hunting. Resorts at Ojo Caliente and Jemez Springs furnish bath houses for the enjoyment of the natural hot springs for which northern New Mexico is famous. Skiing is a flourishing sport in Santa Fe. Seven ski areas within a two-hour drive provide facilities for every level of skiing expertise. Ski Santa Fe, a 30-minute drive through the Sangre De Cristo Mountains from Santa Fe, is an especially popular spot. Cross-country skiing areas are also nearby.

Shopping and Dining

Santa Fe has been described as a shopper's "Shangri-La." With hundreds of stores in the downtown area alone, the city offers boutiques and specialty shops, art galleries, and several large shopping centers. Locally designed and crafted items such as clothing, jewelry, pottery, and furniture are featured.

Prime shopping areas include the historic Canyon Road area, home to a large, eclectic mix of small shops and galleries; the plaza area, which features the greatest concentration of Native American crafts; and the Santa Fe Arcade, a three-story shopping center that opened in 2004. The Guadalupe district, a redeveloped area close to the railroad, features numerous specialty stores and cafés. Located in this area is the Sanbusco Market Center, a remodeled warehouse occupied by unique shops and restaurants. Other Santa Fe shopping highlights include the local treats at the Santa Fe Farmer's Market and the variety of wares at the Tesuque Flea Market.

A specialty of Santa Fe is northern New Mexico cuisine, which is a mixture of Pueblo Indian, Spanish Colonial, and Anglo frontier cooking. It differs from "Tex-Mex" food in that northern New Mexican cooks use heavy meats for such dishes as *carne adovada*, or marinated pork. Green chiles, pinto beans, and blue corn tortillas are also used in local dishes. *Sopaipillas*, deep-fried puff pastries drizzled with honey, are especially popular. Among other dining options are Western-style steak and barbecue, vegetarian cuisine, and Italian, Chinese, Sushi, Thai, Indian, Korean, Mediterranean, French, and Native American restaurants. Trattoria Nostrani, located in downtown Santa Fe, was listed in *Gourmet* magazine as one of "America's Top 50 Restaurants" in 2006.

Visitor Information: Santa Fe Convention and Visitors Bureau, 201 West Marcy, PO Box 909, Santa Fe, NM 87504; telephone (505)955-6200; toll-free (800) 777-CITY

■ Convention Facilities

The principal meeting facility in Santa Fe is Sweeney Convention Center, located downtown within easy access of the historical district, cultural attractions, shopping, restaurants, and more than 1,500 hotel and motel rooms. Sweeney Convention Center has 22,000 square feet of space for exhibitions, banquets, and meetings. The center features flexible seating and exhibition arrangements in its 10,000-square-foot main floor area; up to 80 booths, banquets for 700 people, and theater-style seating for 1,200 people can be accommodated in this space. Six additional meeting rooms each provide 1,300 square feet with a seating capacity of approximately 150 people. Construction began in November 2006 on the Santa Fe Convention Center. The new 72,500-square-foot venue will replace the Sweeney Convention Center with more than 40,000 square feet of exhibit space; the new convention center is scheduled to open in October 2008.

Convention Information: Santa Fe Convention and Visitors Bureau, 201 West Marcy, PO Box 909, Santa Fe, NM 87504; telephone (505)955-6200; toll-free (800) 777-CITY

■ Transportation

Approaching the City

The major airport closest to Santa Fe is Albuquerque International Sunport, 65 minutes away. Shuttle companies offer transportation between the airport and Santa Fe. Santa Fe Municipal Airport, located nine miles southwest of the city's central business district, accommodates commuter flights and private aircraft. The

Roadrunner Shuttle meets every flight to transport travelers to any Santa Fe location.

The principal highway routes into Santa Fe are I-25, running east and west along the southern perimeter of the city, and I-84/285, which bisects the city from north to south.

Amtrak's Southwest Chief, a line running between Chicago and Los Angeles, schedules twice-daily arrivals and departures at Lamy, about 20 miles south of Santa Fe; regular shuttle service is provided from the village to Santa Fe.

Intercity commercial bus transportation is available through two bus lines.

Traveling in the City

Santa Fe Trails Bus System provides affordable public transportation on nine routes throughout the city. The New Mexico Rail Runner Express, a commuter rail system, started operation in 2006 with stations in Sandoval, Los Ranchos, and Downtown Albuquerque. Service extending to Santa Fe is expected to be completed by 2008. The closest Rail Runner Express entrance for Santa Fe as of late 2007 was the Sandoval County/US 550 Station, about 45 minutes away.

■ Communications

Newspapers and Magazines

Santa Fe's major daily newspaper is *The Santa Fe New Mexican*, the oldest newspaper in the West. The weekly *Santa Fe Reporter* is published on Wednesdays. Magazines published in Santa Fe include the *Santa Fean*, featuring articles on New Mexico history and travel, restaurants, events, and attractions; and *New Mexico Magazine*, founded in 1923, which covers such topics as the state's multicultural heritage, arts, climate, environment and diverse people.

Television and Radio

Two television stations broadcast from Santa Fe; several others, including network affiliates, are broadcast from nearby Albuquerque. Cable service is available by subscription. Eight FM and three AM radio stations broadcast in Santa Fe, one of which plays Spanish music. Santa Fe also receives programming from Albuquerque and other nearby cities.

Media Information: *The Santa Fe New Mexican*, 202 E Marcy Street, Santa Fe, NM 87501; telephone (505)983-3303; email info@sfnewmexican.com

Santa Fe Online

Bureau of Business and Economic Research,
University of New Mexico. Available www.unm.edu/~bber
City of Santa Fe home page. Available www.santafenm.gov
New Mexico Department of Workforce Solutions.
Available www.dws.state.nm.us
Santa Fe Economic Development, Inc. Available
www.sfed.org
The Santa Fe New Mexican. Available www.santafenewmexican.com
Santa Fe Public Library. Available www.santafelibrary.org
Santa Fe Public Schools. Available www.sfps.k12.nm.us

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Oregon

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The State in Brief

Nickname: Beaver State

Motto: Alis Volat Propriis (She flies with her own wings)

Flower: Oregon grape

Bird: Western meadowlark

Area: 98,380 square miles (2000; U.S. rank 9th)

Elevation: Ranges from sea level to 11,239 feet above sea level

Climate: Mild and humid with frequent rainfall in western third; dry with extremes of temperature in the interior two-thirds

Admitted to Union: February 14, 1859

Capital: Salem

Head Official: Governor Ted Kulongoski (D) (until 2010)

Population

1980: 2,633,105

1990: 2,842,321

2000: 3,421,399

2006 estimate: 3,700,758

Percent change, 1990–2000: 20.4%

U.S. rank in 2006: 27th

Percent of residents born in state: 45.03% (2006)

Density: 37.9 people per square mile (2006)

2006 FBI Crime Index Total: 146,268

Racial and Ethnic Characteristics (2006)

White: 3,186,177

Black or African American: 63,631

American Indian and Alaska Native: 67,269

Asian: 135,746

Native Hawaiian and Pacific Islander: 8,250

Hispanic or Latino (may be of any race): 379,034

Other: 128,670

Age Characteristics (2006)

Population under 5 years old: 229,956

Population 5 to 19 years old: 723,174

Percent of population 65 years and over: 12.9%

Median age: 37.6

Vital Statistics

Total number of births (2006): 45,287

Total number of deaths (2006): 31,349

AIDS cases reported through 2005: 5,740

Economy

Major industries: Manufacturing; finance, insurance, and real estate; trade

Unemployment rate (2006): 6.3%

Per capita income (2006): \$24,418

Median household income (2006): \$46,230

Percentage of persons below poverty level (2006): 13.3%

Income tax rate: 5.0% to 9.0%

Sales tax rate: None



Eugene

■ The City in Brief

Founded: 1846 (incorporated 1862)

Head Official: Mayor Kitty Piercy (D) (since 2005)

City Population

1980: 105,624

1990: 112,733

2000: 137,893

2006 estimate: 146,356

Percent change, 1990–2000: 21.1%

U.S. rank in 1980: 151st

U.S. rank in 1990: 159th (2nd in State)

U.S. rank in 2000: 160th (2nd in State)

Metropolitan Area Population

1980: 275,000

1990: 282,912

2000: 322,959

2006 estimate: 337,870

Percent change, 1990–2000: 14.2%

U.S. rank in 1980: 115th

U.S. rank in 1990: 119th

U.S. rank in 2000: 123rd

Area: 41.0 square miles (2000)

Elevation: 369 feet above sea level

Average Annual Temperatures: January, 39.8° F; July, 66.2° F; annual average, 52.1° F

Average Annual Precipitation: 50.9 inches of rain; 6.4 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.1% (June 2007)

Per Capita Income: \$21,685 (2005)

2005 FBI Crime Index Property: 9,902

2005 FBI Crime Index Violent: 328

Major Colleges and Universities: University of Oregon, Lane Community College, Northwest Christian College, Gutenberg College, Eugene Bible College

Daily Newspaper: *The Register-Guard*

■ Introduction

Eugene is Oregon's second largest city and the seat of Lane County. Together with Springfield it is also the second largest metropolitan area in the state. It is the commercial and cultural center for a large agricultural and timber region, as well as an important retail trade and transportation hub in the state of Oregon. Situated halfway between the ocean and the mountains, Eugene offers many recreational possibilities year round.

■ Geography and Climate

Eugene is located in the center of western Oregon, about 100 miles south of Portland and halfway between the Pacific Ocean and the Cascade Mountains in the broad Willamette River valley. Temperatures are usually moderate throughout the year, with most rainfall occurring from October to May. Winters are warmed by prevailing winds from the southwest, and summers are kept mild and dry by cooling northwestern winds.

Area: 41.0 square miles (2000)

Elevation: 369 feet above sea level

Average Temperatures: January, 39.8° F; July, 66.2° F; annual average, 52.1° F

Average Annual Precipitation: 50.9 inches of rain; 6.4 inches of snow

■ History

A site near present-day Eugene was settled in 1846 by Eugene F. Skinner at the base of a mountain peak called Ya-po-ah by the Calapooya tribe. The settlement was named Skinner's, and in 1852 a townsite was laid out by Skinner and Judge D. M. Risdon, who erected the first house within the corporate limits. Attempts to establish the town were foiled by heavy rains, however, and it was given the nickname "Skinner's Mudhole." The settlers moved to higher ground, construction succeeded, and in 1853 the town, taking its founder's given name, was chosen as the seat of newly created Lane County. The first post office in the region was built there the same year; Eugene was incorporated in 1862. The University of Oregon was established in Eugene in 1876.

Agriculture, milling, and transportation were the principal industries during Eugene's early years. A steady steamship trade was conducted between the town and Portland from the late 1850s until 1871, when construction of the Oregon & California Railroad brought an end to water transportation. By the end of the Civil War, Eugene's population had reached 1,200 residents and the city was becoming highly industrialized. With lumbering as a principal industry, the city was the site of sawmills, shingle mills, planing mills, and box factories. Cottonwood and balm trees indigenous to the area were used to produce excelsior. Mining was also an important part of the economy. Agriculture continued to expand; wheat had been the major crop, and many farmers soon turned to fruit growing and dairy farming as well. Creameries, canneries, and flour mills were built for the processing of agricultural products. A major influence on the city as a cultural and education center began in 1872, when the University of Oregon was founded.

Along with industrial development, however, Eugene maintained a livable environment for its residents. By the 1940s the city was noted for its parklike appearance: comfortable, well-kept homes were set in landscaped lawns and shade trees lined the streets. Business districts occupied impressive brick and concrete buildings. With a major university, the city had also become the cultural center for the region. Eugene's population expanded steadily throughout the first half of the twentieth century, reaching nearly 51,000 people in 1967. By 1980, the population had nearly doubled. A slowdown in the timber industry during the early 1980s halted expansion.

Eugene is thriving in the mid 2000s. The city continues to be a lumber and wood-products center, where a high percentage of the nation's plywood is produced. It is also an increasingly important hub for Oregon high tech businesses and industries. With retail, industrial,

educational, and professional institutions and enterprises serving a metropolitan population of nearly 338,000 people, Eugene remains one of the largest markets in the Pacific Northwest.

Historical Information: Lane County Museum Library Archives, P.O. Box 5407, Eugene, OR 97405-3819; telephone (541)687-4239

■ Population Profile

Metropolitan Area Residents

1980: 275,000
1990: 282,912
2000: 322,959
2006 estimate: 337,870
Percent change, 1990–2000: 14.2%
U.S. rank in 1980: 115th
U.S. rank in 1990: 119th
U.S. rank in 2000: 123rd

City Residents

1980: 105,624
1990: 112,733
2000: 137,893
2006 estimate: 146,356
Percent change, 1990–2000: 21.1%
U.S. rank in 1980: 151st
U.S. rank in 1990: 159th (2nd in State)
U.S. rank in 2000: 160th (2nd in State)

Density: 3,403.2 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 122,042
Black: 1,376
American Indian and Alaska Native: 1,345
Asian: 8,472
Native Hawaiian and Pacific Islander: 178
Hispanic or Latino (may be of any race): 9,025
Other: 5,445

Percent of residents born in state: 40.8% (2000)

Age characteristics (2005)

Population under 5 years old: 7,797
Population 5 to 9 years old: 7,084
Population 10 to 14 years old: 9,336
Population 15 to 19 years old: 7,830
Population 20 to 24 years old: 19,584
Population 25 to 34 years old: 22,782
Population 35 to 44 years old: 19,542
Population 45 to 54 years old: 18,750
Population 55 to 59 years old: 8,186
Population 60 to 64 years old: 5,125



Photograph by Len Stolfo/Upshotz.com. Reproduced by permission.

Population 65 to 74 years old: 6,589
 Population 75 to 84 years old: 6,693
 Population 85 years and older: 3,418
 Median age: 33.5 years

Births (2006, MSA)

Total number: 3,416

Deaths (2006, MSA)

Total number: 2,986

Money income (2005)

Per capita income: \$21,685
 Median household income: \$33,070
 Total households: 63,312

Number of households with income of ...

less than \$10,000: 8,618
 \$10,000 to \$14,999: 6,248
 \$15,000 to \$24,999: 10,663
 \$25,000 to \$34,999: 7,160
 \$35,000 to \$49,999: 9,156
 \$50,000 to \$74,999: 10,373
 \$75,000 to \$99,999: 5,012
 \$100,000 to \$149,999: 4,128

\$150,000 to \$199,999: 900

\$200,000 or more: 1,054

Percent of families below poverty level: 16.1% (2005)

2005 FBI Crime Index Property: 9,902

2005 FBI Crime Index Violent: 328

■ Municipal Government

Eugene operates under a council-manager form of government with a mayor and eight council members elected in non-partisan elections for four-year terms. Half the council is elected every two years. The council hires the city manager.

Head Official: Mayor Kitty Piercy (D) (since 2005; current term expires January 2009)

Total Number of City Employees: 1,550 (2007)

City Information: Eugene City Hall, 777 Pearl Street, Eugene, OR 97401; telephone (541)682-5010; email webweaver@ci.eugene.or.us

■ Economy

Major Industries and Commercial Activity

Lumber is the largest industry in the Eugene area, where a number of manufacturing concerns produce lumber and wood products. The region is the nation's largest producer of softwood lumber and plywood products, although weak prices in the early 2000s, coupled with higher fuel costs, have hurt the industry somewhat. Since 2000 the high-tech industry has been increasingly important to the economic well-being of the area. Agriculture ranks second to the wood industry in the local economy, with a wide variety of crops grown. A sizable food processing industry has grown up around the agricultural activity, and the area is also known for its RV coach production. The top manufacturers in Lane County include Monaco Coach Corporation, Country Coach, Symantec Corporation, and Hynix Semiconductor America. Combined, government and education account for more than 20,000 jobs, while the health care industry adds another 5,000 jobs. Small business form the core of the Lane County economy.

Eugene serves central and southern Oregon as a retail and wholesale trade center. Services, government, and tourism are also contributors to the overall economy.

Items and goods produced: lumber, recreational vehicles, canned fruits and vegetables, dairy and meat products, chickens and chicken fryers, sheep, grass seed, metals, machinery, compact discs, computer software, plastics, electronic instruments, computer memory disks, sport and pleasure boats.

Incentive Programs—New and Existing Companies

Local programs: In recent years the emphasis in the Willamette Valley has switched from business recruitment to business retention and expansion programs designed to help resident companies “stay put and stay healthy.” Among the many incentives available to businesses in Eugene are financial programs offered at the local level, such as the Eugene Business Development Funds. Cascades West Microloan Program provides new or existing businesses in Lane County with up to \$25,000 for any purpose with a twenty percent match from owner equity, while the Cascades West Revolving Loans finance land and buildings, equipment and machinery, and working capital. Other incentives include enterprise zones, new construction exemptions, and tax credits. Workforce incentive programs include employee recruiting, screening, and evaluating; customized training at Lane Community College; on-the-job training reimbursement; and certification services.

State programs: The state of Oregon offers a number of incentive programs to attract new and expanding businesses to the state. State funding programs include the Oregon Research & Technology Development Accounts, the Brownfield Redevelopment Fund, the Business Development Fund, the Capital Access Program, the Entrepreneurial Development Loan Fund, and several others. Oregon's Department of Energy administers a Small Scale Energy Loan, which offers low-interest loans to businesses that save energy or produce energy from renewable resources.

Job training programs: The state of Oregon's education program includes a statewide apprenticeship program and has students choose between job training or a college preparatory program after the tenth grade. The program was to be installed in stages in schools through the year 2010. The Employer Workforce Training Fund is an Oregon grant program for employers wanting to upgrade the skills of their employees in the trade or health-care sectors. The Lane Workforce Partnership oversees programs based on those grants, while the state runs the JOBS For Oregon's Future program. WorkSource Oregon centers not only help match employees and their skills with employers, but also help bring workers to training programs, such as those at Lane Community College.

Development Projects

Aggressive efforts to diversify the local economy have resulted in several industrial expansions in the area; software development, RV manufacturing, and environmental technology-related fields are especially high-growth businesses. Construction began in 2006 on the new research center for the Oregon Nanoscience and Microtechnologies Institute by the University of Oregon campus. Peace Health Medical Systems intended to open two new branches in the greater Eugene area; the first, a comprehensive regional medical center and Level II trauma center at RiverBend, was slated to open by 2008, while the second facility is scheduled to open at Springfield in 2010.

The Eugene Downtown Plan was adopted in 2004, and outlines as its broad goal the revitalization of the downtown area and eliminating blight by expanding housing, cultural and recreational opportunities within the boundaries of an appointed 70 acres of central Eugene.

Economic Development Information: Eugene Area Chamber of Commerce, 1401 Willamette Street, Eugene, OR 97401; telephone (541)484-1314; fax (541)484-4942. Lane Metro Partnership, PO Box 10398, Eugene, OR 97440; telephone (541)686-2741; fax (541)686-2325; email business@lanemetro.com. Oregon Employment Department, 875 Union Street N.E., Salem, OR 97301; telephone (800)237-3710; fax (503)947-1472; email info@emp.state.or.us

Commercial Shipping

A number of air-freight services operate out of Eugene Airport, notably Alaska/Horizon. A new air cargo facility at the airport was expected to be complete by late 2007 or early 2008. More than 50 interstate truck carriers serve metropolitan Eugene and the West Coast via Interstate 5. Eugene is close to three deep-water ports, including the Port of Portland and the International Port of Coos Bay, for shipping to Asia. The Union Pacific and Burlington Northern railroads run through the area for shipping goods throughout North America.

Labor Force and Employment Outlook

Eugene boasts a skilled labor force with a good work ethic and low turnover rates. Over 35 percent of Eugene residents have completed four or more years of college. The city is the hub of one of the country's top 100 industrial areas. Continued growth is forecast in non-lumber manufacturing sectors, such as electronic and biotech technologies. By 2010 the Eugene population was projected to hit 377,341, or an increase of around 10,000 people per year. In August 2007 the unemployment rate in the Eugene-Springfield region stood at 5.3 percent, down dramatically from ten year highs in 2003 that topped out at nearly nine percent.

The following is a summary of data regarding the Eugene-Springfield metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 153,400

Number of workers employed in . . .

construction and mining:	8,900
manufacturing:	20,300
trade, transportation and utilities:	28,900
information:	3,700
financial activities:	8,300
professional and business services:	16,100
educational and health services:	19,600
leisure and hospitality:	14,200
other services:	5,100
government:	28,400

Average hourly earnings of production workers employed in manufacturing: \$14.64

Unemployment rate: 5.1% (June 2007)

Largest county employers (2007)

	Number of employees
PeaceHealth Oregon	4,300
University of Oregon	3,676
Lane Community College	2,531
Eugene School District	2,025
U.S. Government	1,800

Lane County	1,786
City of Eugene	1,452
Springfield School District	1,162
State of Oregon	1,100
McKenzie-Willamette Medical Center	750

Cost of Living

The Chamber of Commerce describes Eugene housing as "plentiful, varied and built to last." Eugene is the center of many environmentally friendly housing construction projects and developments.

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

2007 (1st quarter) ACCRA Average House Price: \$458,000

2007 (1st quarter) ACCRA Cost of Living Index: 108.4

State income tax rate: 5.0% to 9.0%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: Real property tax rate for the city of Eugene is \$5 to \$10 per \$1,000 assessed valuation (2005)

Economic Information: Eugene Area Chamber of Commerce, 1401 Willamette Street, Eugene, OR 97401; telephone (541)484-1314; fax (541)484-4942. Lane Metro Partnership, PO Box 10398, Eugene, OR 97440; telephone (541) 686-2741; fax 686-2325; email business@lanemetro.com. Oregon Employment Department, 875 Union Street N.E., Salem, OR 97301; telephone (503)378-4824 or (800) 237-3710; email info@emp.state.or.us

Education and Research

Elementary and Secondary Schools

Eugene is home to three school districts, with the largest being Eugene School District 4J, the fourth largest in Oregon. A seven-member board, elected at large, governs the district. The board employs the superintendent. Parents residing within the Eugene District may choose any 4J school for their child, provided that space is available.

Alternative public schools include International High School, three foreign language immersion schools (French, Spanish and Japanese), and an arts magnet school. Eugene's public school students consistently score higher

on standardized tests than the state and national averages. Oregon state standards were projected to be the highest in the world by 2010.

The following is a summary of data regarding the Eugene School District 4J as of the 2005–2006 school year.

Total enrollment: 17,279

Number of facilities

- elementary schools: 27
- junior high/middle schools: 13
- senior high schools: 9
- other: 0

Student/teacher ratio: 19.8:1

Teacher salaries (2005–06)

- elementary median: \$45,670
- junior high/middle median: \$45,510
- secondary median: \$43,930

Funding per pupil: \$6,969

Eugene is also served by three private high schools and 15 other private schools from Pre-K to grade 8, including religious and special education centers, as well as schools for the gifted and the physically and mentally challenged.

Public Schools Information: School District 4J, Eugene Public Schools, 200 North Monroe, Eugene, OR 97402; telephone (541)687-3123; fax (541)687-3691

Colleges and Universities

The University of Oregon, a major research and educational institution with an enrollment of about 20,000 students, is located in Eugene. The university has schools in the arts and sciences, in addition to professional schools in architecture, arts, business, education, journalism, law, music and dance. It generates an estimated \$653 million worth of economic activity in the area, and faculty annually obtain more than \$90 million annually in research funding. Lane Community College offers two-year associate and vocational degrees, serving more than 36,000 students in both credit and non-credit course study. It has the third-largest enrollment of Oregon's community colleges. Gutenberg College, with an enrollment of around fifty total students each year, offers liberal arts education from a Protestant Christian base and follows a "great books" program. Other educational institutions in Eugene are Northwest Christian College, Eugene Bible College, Oregon Business College, and the National Academy of Artistic Gymnastics.

Libraries and Research Centers

The Eugene Public Library consists of three locations: the Downtown Library, the Bethel Branch, and the Sheldon Branch. The system contains more than 375,000 items including books, CDs, DVDs, audio and video tapes, and

art reproductions, in addition to 600 magazine and 55 newspaper subscriptions. The library's special collections include fine children's literature and a state documents department. The University of Oregon's Knight Library holds 2.5 million volumes, nearly 17,000 periodical subscriptions, and special collections on the American West, American missions and missionaries, Esperanto, Oriental literature and art, politics, and zeppelins. It is the largest library facility in Oregon. Other libraries at the university specialize in law, architecture, science, and mathematics. Northwest Christian College's Kellenberger library holds 74,000 volumes and Lane Community College holds 62,000 books.

Research activities in such fields as the environment, botany of the Pacific Northwest, molecular biology, marine biology, cellular biology, neuroscience, materials science, solar energy, chemical physics, applied materials, forest industries, labor, industrial relations, work organizations, ocean and coastal law, women and gender roles, human development, communication, recreation, mental retardation, and mass communications are conducted at centers in the Eugene area primarily through the University of Oregon. Technicians at Eugene's Riverfront Research Park engage in industrial research and development, data processing, and computer software development.

Public Library Information: Eugene Public Library, 100 West 10th Avenue, Eugene, OR 97401; telephone (541)682-5450

■ **Health Care**

Two major hospitals serve Eugene. The largest is Sacred Heart General Hospital, with 432 beds and a 32 bed intensive care neonatal unit. The largest hospital between Portland and San Francisco, it is a general-care facility that features a cancer care unit, a state-of-the-art heart center, and orthopedics and rehabilitation services. Sacred Heart intended to open another branch, a comprehensive regional medical center and Level II trauma center at RiverBend, by the end of 2008, and yet another branch at nearby Springfield by 2010, this one featuring 104 inpatient beds and costing over \$97 million. All three branches fall under the umbrella of the PeaceHealth Medical Group, which has a total of 120 physicians and more than 600 staff members with clinic locations in Eugene-Springfield and Junction City.

The McKenzie-Willamette Medical Center is a full-care hospital and Level III Trauma Center containing 114 beds and 13 mother/newborn units; it offers short-stay surgery and home care services with nearly 200 physicians on staff. Traditional and alternative physical and mental health care services are offered at area clinics. The area boasts nearly 800 area physicians and surgeons covering 46 different fields and 12 surgical specialties.

Health Care Information: Sacred Heart Medical Center, 1255 Hilyard St., Eugene, OR 97401-3718; telephone (541) 686-7300. McKenzie-Willamette Medical Center, 1460 G Street, Springfield, OR 97477; telephone (541) 726-4400

■ Recreation

Sightseeing

Eugene's Willamette River banks are lined with miles of paths and a number of picnic areas and scenic parks, including the 5-acre Owen Memorial Rose Garden. The Hendricks Park Rhododendron Garden features more than 6,000 rhododendrons and azaleas. Culminating at Spencer Butte, the city's highest point, the South Hills Ridgeline Trail showcases a variety of plants and wildlife. The Mount Pisgah Arboretum has trails throughout its 209 acres and multiple habitats. Tours of many historic homes and buildings, such as the Shelton McMURPHEY Johnson House from 1888, are also available in Eugene.

The surrounding area offers a number of attractions, such as scenic drives, a national park, wildlife and natural areas, mine and winery tours, and historic sites.

Arts and Culture

Eugene has a large and varied arts community. Companies that perform music include the Eugene Symphony, the Eugene Opera Company, the Oregon Mozart Players, and the Eugene Youth Symphony/Arts Umbrella; all these groups call the Hult Center for the Performing Arts home. The Shedd Institute is home to the Oregon Festival of American Music, which runs year round and features an eclectic variety of performers. Summer music concerts are held at the Cuthbert Amphitheatre in Alton Baker Park. The McDonald Theater, a historic restored movie house, presents touring and local musicians and performers.

The Eugene Ballet performs several times during the year at the Hult Center. The Actor's Cabaret of Eugene has been presenting plays and musicals since 1979. The Very Little Theatre is a volunteer community theater group that dates back to 1929. The Lord Leebrick Theatre Company presents five plays a year. The Hult Center is also home to the Willamette Repertory Theatre.

The University of Oregon Natural History Museum contains exhibits in archeology, paleontology, and zoology. The Science Factory Children's Museum and Planetarium, formerly the Willamette Science and Technology Center, re-opened in 2002 with interactive exhibits and planetarium shows. Relics and memorabilia pertaining to the history of the Eugene area can be viewed at the Lane County Historical Museum. The Maude Kerns Art Center displays a number of works by local artists as well as traveling exhibits. The University of Oregon's Jordan Schnitzer Museum of Art reopened in 2005 with a new

addition that doubled the size of the museum. It houses a famous collection of Asian art and hosts numerous special exhibits each year.

Festivals and Holidays

The Oregon Bach Festival is an annual highlight of Eugene's special events calendar. Held for two weeks in late June and early July, the festival is hosted on the University of Oregon campus and at the Hult Center. It features performances by internationally acclaimed soloists and orchestral, choral, and chamber music groups interpreting the compositions of eighteenth-century German composer Johann Sebastian Bach. Eugene also celebrates with the Willamette Valley Folk Festival in May, a Country Fair in July, and Eugene Celebration, taking place for three days beginning in late September.

Sports for the Spectator

Professional baseball is represented in Eugene by the minor league Eugene Emeralds, a Class A farm club for the San Diego Padres that plays at Civic Stadium. The University of Oregon fields teams in every major sport, competing at the National Collegiate Athletic Association (NCAA) Division I level; games are played at the 10,000-seat MacArthur Court and at the 54,000-seat Autzen Stadium, while track and field events take place at Hayward Field. Eugene is also a major center of track and field events, hosting the National Track and Field Championships on a regular basis.

Sports for the Participant

A wide range of outdoor recreation activities are available in and around Eugene, located only 60 miles away from either the mountains or the ocean. The Cascade Mountains offer opportunities for winter skiing and summer hiking, camping, and rafting. The glacier-fed McKenzie and Willamette rivers offer water sports such as fishing, boating, and kayaking. The city maintains more than 3,000 acres of park land, with jogging trails, bike paths, pools, athletic fields, tennis courts, bowling alleys, a roller rink, an outdoor skateboard facility, and a major lighted softball complex. Emerald KIDSPORTS provides approximately 24,000 young people with organized sports programs such as soccer, baseball, softball, football, basketball, and volleyball. In 2006 Eugene was named one of the top 21 cities for bicycling by "Bicycling Magazine."

Shopping and Dining

Valley River Center is an enclosed mall with 130 retail, food, and specialty businesses. The Fifth Street Public Market is a collection of specialty and craft shops and restaurants, and hosts musicians, artists, and special events. Boutiques can be found in downtown Eugene. Saturday Market, an open-air market featuring fresh produce, handcrafted goods, and ethnic foods, is open from April to Christmas. Gateway Mall, in nearby

Springfield, has 80 stores and a 29-screen movie complex. Hundreds of area restaurants present fresh Oregon salmon, lamb, wines, apples, pears, and berries among their offerings. Coffee shops and cafes abound.

Visitor Information: Convention and Visitors Association of Lane County Oregon, 754 Olive St., Eugene OR 97401; telephone (541)484-5307; toll-free (800) 547- 5445; fax (541)343-6335; email info@cvalco.org

■ Convention Facilities

The Lane County Events Center/Fairgrounds in Eugene offers a convention center, an equestrian and livestock pavilion, a state-of-the-art ice arena, 2,500 parking spaces, and full catering service. Other Eugene venues include the Hult Center for the Performing Arts, the Florence Events Center in Florence, Oregon, the Valley River Inn and Convention Center, and the McKenzie River Conference Center. In addition, there are numerous hotels, motels, resorts, lodges, and conference facilities throughout Lane County, including the Hilton Eugene & Conference Center, one of the largest convention centers between San Francisco and Portland. It offers 30,000 square feet of meeting and exhibit space ranging from intimate boardrooms to convention halls and ballrooms.

Convention Information: Convention and Visitors Association of Lane County Oregon, 754 Olive St., Eugene OR 97401; telephone (541)484-5307; toll-free (800)547- 5445; fax (541)343-6335; email info@cvalco.org

■ Transportation

Approaching the City

Eugene Airport is located 9 miles north of Eugene by Interstate 5, and is served by 5 major air carriers. It is the second busiest airport in the state and fifth largest in the Pacific Northwest. Amtrak provides passenger rail service north to Vancouver on the Amtrak Cascades Line, and south to Los Angeles on the Coast Starlight.

The major north-south route from Canada to Mexico along the West Coast, I-5, runs through Eugene. U.S. 126 connects the city with the Pacific coast and eastern Oregon.

Traveling in the City

Public transportation is provided by Lane Transit District buses to all parts of the city and to some rural areas. The system provides convenient stops at schools and downtown, and is 100 percent wheelchair accessible. The city maintains nearly 130 total miles of off-street bike paths and on-street bike lanes.

■ Communications

Newspaper and Magazines

Eugene is served by one daily morning newspaper, *The Register-Guard* (Oregon's second-largest daily), *Eugene Weekly*, a Thursday paper presenting arts and entertainment information along with news, and by several smaller neighborhood and special-interest weekly newspapers. The University of Oregon publishes the *Oregon Daily Emerald*. Magazines published in Eugene include *Skipping Stones*, an international, multicultural magazine for children; *Alternatives*, an environmental and political quarterly; *Oregon Voice*, a general interest magazine by students from the University of Oregon; and several scholarly journals.

Television and Radio

Television stations broadcasting from Eugene include ABC, NBC and CBS, as well as commercial/religious programming. Five AM and eight FM radio stations broadcast music, information, Christian and sports programs from Eugene, and many other stations are received from other communities in the metropolitan area.

Media Information: *The Register-Guard*, 3500 Chad Drive, PO Box 10188, Eugene, OR 97440-2188; telephone (541)485-1234

Eugene Online

- City of Eugene home page. Available www.eugene-or.gov
- Convention & Visitors Association of Lane County Oregon. Available www.cvalco.org
- Eugene Area Chamber of Commerce. Available www.eugenechamber.com
- Eugene School District 4J. Available www.4j.lane.edu
- Lane Metro Partnership. Available www.lanemetro.com
- Oregon Economic Development Department. Available www.econ.oregon.gov
- The Register-Guard*. Available www.registerguard.com

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- Eugene 1945–2000: Decisions that Made a Community* (Eugene, OR: The City Club of Eugene, 2000)
- Moore, Lucia W., *The Story of Eugene* (Eugene, OR: Lane County Historical Society, 1995)



Portland

■ The City in Brief

Founded: 1845 (incorporated 1851)

Head Official: Mayor Tom Potter (D) (since 2005)

City Population

1980: 366,383

1990: 485,975

2000: 529,121

2006 estimate: 537,081

Percent change, 1990–2000: 8.9%

U.S. rank in 1980: 35th

U.S. rank in 1990: 30th

U.S. rank in 2000: 35th

Metropolitan Area Population

1980: 1,106,000

1990: 1,515,452

2000: 1,874,449

2006 estimate: 2,137,565

Percent change, 1990–2000: 23.7%

U.S. rank in 1980: 26th (CMSA)

U.S. rank in 1990: 27th (CMSA)

U.S. rank in 2000: 23rd (CMSA)

Area: 130 square miles

Elevation: Averages 173 feet above sea level

Average Annual Temperatures: January, 39.9° F; July, 68.1° F; annual average, 53.5° F

Average Annual Precipitation: 37.07 inches of rain; 6.5 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment rate: 4.8% (June 2007)

Per Capita Income: \$26,677 (2005)

2005 FBI Crime Index Property: 37,645

2005 FBI Crime Index Violent: 3,858

Major Colleges and Universities: Portland State University, Oregon Health & Science University, Reed College, Lewis & Clark College, University of Portland, Marylhurst University

Daily Newspaper: *The Oregonian*

■ Introduction

Portland, known as the “City of Roses,” is the result of both chance and planning. Having obtained its name by the flip of a coin, the city is today the model of a metropolitan area that has been effectively integrated with its environment through controlled growth and development. Set in the natural beauty of northwest Oregon and lacking such big-city problems as traffic congestion, pollution, and litter, Portland is laced with parks, gardens, and fountains. A deep-water port, international airport, and a diverse economy make Portland a thriving commercial center, but the primary commitment is to preserving the city’s individuality, its healthful environment, and its friendly atmosphere.

■ Geography and Climate

Located 110 miles from the Pacific Ocean, Portland lies between two mountain ranges, the Cascade Range to the east and the lower Coast Range to the west, in the Willamette River valley, one of the world’s most fertile river valleys. The city is divided by the Willamette River, which flows into the Columbia River just to the north. Winters are rainy in Portland, with 55 percent of the annual rainfall occurring between the months of November and February, but the marine air keeps temperatures moderate, and the summers are mild, with temperatures rarely over 90 degrees.

Area: 130 square miles

Elevation: Averages 173 feet above sea level

Average Temperatures: January, 39.9° F; July, 68.1° F; annual average, 53.5° F

Average Annual Precipitation: 37.07 inches of rain; 6.5 inches of snow

■ History

The area surrounding present-day Portland was originally inhabited by the Multnomah and Clackamas tribes, who had established several villages by the 1830s. Most of these people died from smallpox epidemics and other diseases. Meriwether Lewis and William Clark were the first settlers of European descent to travel through the Portland area during their 1806 expedition. Clark named the Willamette River after the Multnomah village he found on Sauvie Island.

The future site of Portland was originally a clearing in the woods, appropriately known as “The Clearing,” where Native Americans and traders stopped to rest on trips between Oregon City and Fort Vancouver. The land underwent a series of ownerships until Amos Lovejoy and Francis Pettygrove bought it and mapped out a town called “Stumptown” in 1845. Four years later the two men, Lovejoy from Boston and Pettygrove from Portland, Maine, decided to flip a coin to determine the town’s new name. Pettygrove won and the town became Portland.

Portland grew steadily through the California gold rush, reporting a population of 821 residents, a post office, and a newspaper—the *Weekly Oregonian*—in the 1850 census. Portland was incorporated in 1851 and became the seat of newly created Washington County (later renamed Multnomah County) in 1854. That same year the town advanced toward becoming a major trade center when its harbor was selected as the West Coast terminal for *The Petonia*, the U.S. mail steamer. Prior to the Civil War the salmon industry began to grow, enhancing Portland’s economic status. The city experienced catastrophe when, in 1872 and 1873, the downtown area was heavily damaged by fire; civic leaders subsequently decided to rebuild only with cast iron, brick, and stone. The construction of the first transcontinental railroad in 1883, linking Portland with the East Coast, brought renewed prosperity. By the turn of the century the population had grown to 90,000 people.

Portland continued to expand steadily through the early decades of the twentieth century; the Alaska gold rush, the 1905 Lewis and Clark Centennial Exposition, and the construction of the Bonneville Dam in the

1930s were important factors in its growth. During World War II the city was a ship-building and manufacturing center.

In the 1960s and 1970s Portland’s city leaders were able to avoid problems experienced by other large metropolitan areas through economic diversification, controlled growth, and environmental planning. A precedent had already been set by early planners who had integrated parks and green spaces into the city’s lay-out; later, city planners instituted an ordinance to protect scenic views. Local government continues to work on the Region 2040 growth plan to manage all aspects of growth in the metropolitan area to the year 2040. The city has been nationally recognized for its unique character and attention to the quality of life of its residents; in 2005 *Reader’s Digest* honored Portland as “America’s Cleanest City” and in 2007 it was named one of America’s “Greenest Cities” by MSN City Guide. In the 2007 CNN survey of “Favorite American Cities,” Portland rated among the top three in the quality of its flea markets, farmer’s markets, access to the outdoors, cleanliness, and public parks.

Historical Information: Oregon Historical Society Regional Research Library, 1200 SW Park Avenue, Portland, OR 97204; telephone (503)222-1741

■ Population Profile

Metropolitan Area Residents

1980: 1,106,000
1990: 1,515,452
2000: 1,874,449
2006 estimate: 2,137,565
Percent change, 1990–2000: 23.7%
U.S. rank in 1980: 26th (CMSA)
U.S. rank in 1990: 27th (CMSA)
U.S. rank in 2000: 23rd (CMSA)

City Residents

1980: 366,383
1990: 485,975
2000: 529,121
2006 estimate: 537,081
Percent change, 1990–2000: 8.9%
U.S. rank in 1980: 35th
U.S. rank in 1990: 30th
U.S. rank in 2000: 35th

Density: 3,932.2 people per square mile (in 2000)

Racial and ethnic characteristics (2005)

White: 408,462
Black: 32,009
American Indian and Alaska Native: 4,342



©James Blank.

Asian: 36,536
 Native Hawaiian and Pacific Islander: 1,890
 Hispanic or Latino (may be of any race): 43,324
 Other: 9,806

Percent of residents born in state: 44.0% (2000)

Age characteristics (2005)

Population under 5 years old: 33,946
 Population 5 to 9 years old: 33,139
 Population 10 to 14 years old: 27,739
 Population 15 to 19 years old: 27,128
 Population 20 to 24 years old: 30,424
 Population 25 to 34 years old: 90,023
 Population 35 to 44 years old: 84,148
 Population 45 to 54 years old: 80,007
 Population 55 to 59 years old: 33,827
 Population 60 to 64 years old: 19,714
 Population 65 to 74 years old: 25,784
 Population 75 to 84 years old: 19,276
 Population 85 years and older: 8,472
 Median age: 36.4 years

Births (2006, MSA)

Total number: 27,916

Deaths (2006, MSA)

Total number: 15,394

Money income (2005)

Per capita income: \$26,677
 Median household income: \$42,287
 Total households: 228,167

Number of households with income of ...

less than \$10,000: 24,329
 \$10,000 to \$14,999: 15,025
 \$15,000 to \$24,999: 28,551
 \$25,000 to \$34,999: 27,235
 \$35,000 to \$49,999: 35,141
 \$50,000 to \$74,999: 40,231
 \$75,000 to \$99,999: 22,977
 \$100,000 to \$149,999: 21,432
 \$150,000 to \$199,999: 7,295
 \$200,000 or more: 5,951

Percent of families below poverty level: 12.8% (2005)

2005 FBI Crime Index Property: 37,645

2005 FBI Crime Index Violent: 3,858

■ Municipal Government

Portland is the last large city in the United States to operate under a commission form of government, with four commissioners, an auditor, and the mayor elected to staggered four-year terms. Each member casts an equal vote in council and each undertakes administrative responsibilities for a group of city bureaus. The mayor receives the authority to make budget assignments and traditionally proposes the annual budget for council approval; otherwise, governing power is invested in the council as a whole.

Portland is also home to the nation's only directly elected regional government. The body, known as Metro, controls growth by wielding authority over land use, transportation, and environment.

Head Official: Mayor Tom Potter (D) (since 2005; current term expires 2009)

Total Number of City Employees: 7,659 (2005)

City Information: Portland City Hall, 1221 SW 4th Avenue, Portland, OR 97204; telephone (503)823-3588; email cityinfo@ci.portland.or.us

■ Economy

Major Industries and Commercial Activity

Early in its history, Portland's economy was based on the Columbia and Willamette rivers and their access to the Pacific Ocean. The town was a supply hub for area farming communities and a regional shipping center. The deep, fresh-water port helped the city grow into an important part of the lumber industry, and a number of manufacturing concerns settled there because of the ease of transportation.

Today, Portland is the fifth largest export tonnage port on the West Coast and the 17th largest container port in the nation. Easy access to the north-south and east-west interstate freeway system, international air service, and both west coast intercontinental railroads make Portland an important distribution center.

Portland enjoys a long history of association with high-technology industries, beginning with Tektronix in 1946. There are now more than 1,200 technology companies currently operating in Portland. However, since its peak in 2005, high-tech investment in the Portland area has been down slightly, with real estate replacing it as the fastest-growing sector. Although manufacturing is down in recent years, the service, retail, and health care industries have grown. Portland has also become a center of intellectual property, with Intel filing more patents originating in its Oregon office than from anywhere else. Local analysts trumpet the diverse nature

of Portland's economy, with plenty of small businesses, as contributing to its overall health.

Items and goods produced: electronics, machinery, food products, transportation equipment

Incentive Programs—New and Existing Companies

Local programs: World Trade Center Portland assists businesses involved in international trade. Business in Portland allows area businesses to access valuable information to help them succeed, including site location assistance, storefront improvement grants, contract opportunities, and economic and demographic data. The Port of Portland, working with other local and state departments, offers a variety of businesses development and incentive programs, including a Small Business Development Program, a Disadvantaged Business Enterprise Program, and a Mentor Program. The Portland Development Commission administers a variety of programs to assist new, existing, and expanding businesses, such as the Economic Opportunity Fund and the Enterprise Zone, E-Commerce Zone, Storefront Improvement Program, Quality Jobs Program, and other assistance programs.

State programs: Among the incentives available to businesses in Portland are several financial programs offered at the state level, together with tax incentives, new construction exemptions, and tax credits. These include the Brownfield Redevelopment Fund, Business Development Fund, Capital Access Program, Entrepreneurial Development Loan Fund, and several others. The State's Department of Energy administers a Small Scale Energy Loan, which offers low-interest loans to businesses that save energy or produce energy from renewable resources.

Job training programs: The state of Oregon administers an educational program, the first such in the nation, that establishes a statewide apprenticeship program and allows students to choose between job training or a college preparatory program after the tenth grade. The state's JOBS Plus program allows employers who hire a JOBS Plus-eligible worker to receive benefits that include reimbursements, the opportunity to train and evaluate the worker during the contract period, and the opportunity to treat the employee as a temporary employee.

Worksystems, Inc., funds providers of career placement and training services. The WorkSource Portland Metro network offers job-seekers assistance with their career planning and job search activities. Due to an increase in the non-native English speaking population, services are also provided in Spanish, Russian, Vietnamese, and Chinese.

Development Projects

In 1999 the North Macadam Urban Renewal Plan was adopted by the City Council. The plan seeks to develop vacant and underdeveloped land in the North Macadam area. Technical, environmental, and transportation difficulties had prevented previous efforts to develop the land. Redevelopment efforts have focused on providing transportation connections, space for housing and businesses, and greenway and open space connections. The city has since designated a number of other neighborhoods as Urban Renewal Areas, which are targeted for improvement projects by the Portland Development Commission. The URAs include Airport Way, Central Eastside, Downtown Waterfront, Gateway Regional Center, Interstate Corridor, Lents Town Center, Inner Northeast, River District, South Park Blocks, and Willamette Industrial. In 2007 development efforts were ongoing at all sites, and the stated goal is to stimulate further private investment.

In 2005 construction began to make improvements on NW Third and Fourth avenues between Burnside and Glisan streets, which encompass the Old Town/Chinatown area. The project is a partnership between the Portland Development Commission and the Portland Office of Transportation. The \$5.35 million project includes improvements to streets and sidewalks, installation of trees and streetlights, and public art.

A new MAX light rail project, expected to open in 2009, runs the length of the Portland Mall and connects Union Station and Portland State University. Along with the construction of the tracks, the project was expected to bring refurbished streets and sidewalks, new transit shelters, better lighting and unique public art installations.

In 2005 phase one of construction was begun on the Oregon Entertainment Center, built on the site of what was formerly the Multnomah Kennel Club. The facility is to include a 1,500-seat live theater, restaurants, spa, bowling alley, retail shops, driving range, resort-style hotel and gaming center. In 2007 no completion date had been announced and the Center's gambling license was still pending approval; projections estimated that the casinos would generate over \$100 million annually to be earmarked for the Oregon Public Schools.

Economic Development Information: Portland Business Alliance, 520 SW Yamhill Street, Portland, OR 97204; telephone (503)224-8684; fax (503)323-9186; email info@portlandalliance.com

Commercial Shipping

Portland's comprehensive transportation system comprises ocean shipping, transcontinental railways and highways, river barging, and a major international airport. The shipping industry is keyed to a lifeline of ship, rail, air, and truck services. Both West Coast transcontinental railroads and 110 trucking lines provide shippers with options for moving cargo. At the Port of Portland's five

marine terminals, container ships, grain ships, bulk and breakbulk carriers, and auto carriers work around the clock. The Port of Portland leads the nation in wheat exports and is ranked fourth in the nation for auto imports. In addition, barges ply the Columbia/Snake river system, the second largest waterway in the nation, feeding the Port's Terminal 6 from as far upriver as Lewiston, Idaho, more than 300 river miles away. Foreign Trade Zone #45, administered by the Port of Portland, provides an additional incentive for international trade activity. Portland International Airport handles more than a quarter million tons of cargo a year.

Labor Force and Employment Outlook

The work force in Portland is well-educated and very stable; in recent years the city has been among the top in the nation at attracting college-educated 24-35 year olds. The job turnover rate is low and productivity is high, compared with other metropolitan areas. The unemployment rate has remained below the national average for several years. In August 2007 the unemployment rate stood at 5.0 percent, a sharp drop from its ten year high of over nine percent in 2003, despite an ever-growing workforce and population in the metropolitan area. In 2007 economic forecasters were concerned about the impact a negatively growing real estate market might have on Portland's economic growth, since in recent years real estate has become an increasingly important part of the city's broader economy.

The following is a summary of data regarding the Portland-Vancouver-Beaverton metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,015,00

Number of workers employed in . . .

- construction and mining: 65,100
- manufacturing: 126,900
- trade, transportation and utilities: 203,100
- information: 23,800
- financial activities: 70,300
- professional and business services: 134,100
- educational and health services: 123,600
- leisure and hospitality: 93,700
- other services: 35,600
- government: 139,100

Average hourly earnings of production workers employed in manufacturing: \$16.24

Unemployment rate: 4.8% (June 2007)

Largest metropolitan area employers (2007)

	<i>Number of employees</i>
PeaceHealth Oregon	4,300
University of Oregon	3,676

Largest metropolitan area employers (2007)

Number of employees

Lane Community College	2,531
Eugene School District	2,025
U.S. Government	1,800
Lane County	1,786
City of Eugene	1,452
Springfield School District	1,162
State of Oregon	1,100
McKenzie-Willamette Medical Center	750

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index:
98.5

State income tax rate: 5.0% to 9.0%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: ranges from \$14.00 to \$20.30 per \$1,000 of assessed value (Multnomah County, 2004–2005)

Economic Information: Portland Business Alliance, 200 S.W. Market Street, Suite 1770, Portland, OR 97201; telephone (503)224-8684; fax (503)323-9186. Oregon Employment Department, 875 Union Street NE, Salem, OR 97301; telephone (800)237-3710; email info@emp.state.or.us

■ **Education and Research**

Elementary and Secondary Schools

The Portland Public School District, the largest in the state of Oregon, is governed by a nonpartisan, seven-member board that appoints a superintendent. Special programs offered by the district include a gifted and talented program, summer school remedial and enrichment classes, special education, and career education. In fall 2007 nearly 47,000 students were enrolled in the district at 85 school buildings. Magnet schools in the district offer dual language immersion programs in Spanish, Japanese, and Chinese; a living history curriculum; schools for the performing arts; and early intervention programs.

Students can also apply to attend any school in the district outside of their geographically-assigned one, including the alternative schools listed previously.

The following is a summary of data regarding the Portland Public Schools as of the 2005–2006 school year.

Total enrollment: 47,000

Number of facilities

- elementary schools: 27
- junior high/middle schools: 16
- senior high schools: 15
- other: 30 (K-8; in transition)

Student/teacher ratio: 20.4:1

Teacher salaries (2005–06)

- elementary median: \$46,430
- junior high/middle median: \$46,790
- secondary median: \$48,380

Funding per pupil: \$8,573

A variety of private education options exist in the Portland metro area, including the well-known Oregon Episcopal School and The Catlin Gabel School. Three Catholic high schools, several Montessori and Waldorf schools, and arts-centered schools serve the area's students.

Public Schools Information: Portland Public Schools, 501 North Dixon, Portland, OR 97227; telephone (503) 916-2000; email pubinfo@pps.k12.or.us

Colleges and Universities

Portland is home to several accredited institutions of higher education. Concordia College is a private four-year college affiliated with the Lutheran Church-Missouri Synod offering bachelor's degrees in business administration, education, health and social sciences, liberal arts, theological studies, and environmental remediation. It has a total enrollment of 1,600 students. Lewis & Clark College, founded by Presbyterian pioneers and set on 137 wooded acres, offers 26 majors and 23 minor programs. It was ranked among the 100 best liberal arts colleges in America in the 2008 listing by *U.S. News & World Report*. Marylhurst University is a private Catholic institution offering coursework leading to master's and bachelor's degrees to students of all ages. Oregon Health & Science University houses schools of medicine, nursing, and dentistry, and is Oregon's only academic health center.

Portland State University offers strong liberal arts and sciences programs to augment its concentration on engineering, computer science, international trade, and business. The schools also boasts Oregon's most diverse college campus. Reed College is an independent liberal arts and sciences college, and was ranked 54th among the

100 best liberal arts colleges in America in the 2008 listing by *U.S. News & World Report*. The college enrolls around 1,400 students and boasts 22 departmental majors and 12 interdisciplinary majors. The University of Portland, a Catholic university, offers 60 majors and 11 graduate degrees in its College of Arts and Sciences and four professional schools (Business, Education, Engineering, and Nursing). Based in the Portland metropolitan area is the Oregon Graduate Institute of Science and Technology.

Libraries and Research Centers

The Multnomah County Library, the oldest public library west of the Mississippi, maintains a Central Library and 16 other branches throughout the metropolitan area. Total holdings include more than 2 million items including books, periodicals, videos, audio cassettes, compact discs, films, records, and maps. The County Library and its branches together host more than 480 computer work stations. The Multnomah County Library is Oregon's largest public library system, and serves nearly a fifth of the total state population.

Area universities also offer extensive library services, and there are a number of special interest and research libraries in the area, serving science, industry, and business interests. Oregon Health & Science University is where both the artificial heart valve and cardiac angioplasty were developed; research there continues to be the catalyst for clinical and educational advancements in heart treatment. Cancer research in the areas of cancer biology, hematologic malignancies, solid tumors, and cancer prevention and control is also performed at Oregon Health & Science University. The Vollum Institute for Advanced Biomedical Research studies brain function at the molecular level, in addition to sponsoring a new center for the study of weight loss. At Oregon Medical Laser Center, researchers study the use of lasers in medicine. Other areas of medical research include cancer research at the Robert W. Franz Cancer Research Center and multidisciplinary research at the Earl A. Chiles Research Institute. Research activities in such fields as public health, computing and information systems, nuclear science, urban studies, population and census, sociology, psychology, aging, human services, and the Middle East are conducted at other centers in the Portland area.

Public Library Information: Multnomah County Library, 801 SW Tenth Avenue, Portland, OR 97205; telephone (503)988-5123

■ Health Care

Portland is the center for health care in the state of Oregon, with major hospitals collaborating to offer quality care at a moderate cost. Playing a prominent role is the Oregon Health & Science University (OHSU), which includes the

University Hospital and Doernbecher Children's Hospital as well as the Casey Eye Institute, the Child Development and Rehabilitation Center, 9 primary care clinics, and numerous specialty and dental clinics. Its hospitals offer 560 beds and saw a total of nearly 700,000 visits in 2006. OHSU also operates four interdisciplinary centers that focus on aging, women's health, cancer, and interventional therapy. OHSU shares technology, personnel, and training with the Portland Veterans Affairs Medical Center to help keep health care costs down. Residents who seek nontraditional medical treatment have access to licensed acupuncturists and to practitioners trained at a local naturopathic college. Senior services are coordinated by the Multnomah County Aging Services Division to help senior citizens remain active in the community. Providence Health Services operates seven hospitals and medical centers in the Portland metro area. In 2005 Providence St. Vincent Medical Center was named among the top 100 hospitals in the nation by research company Solucient, a distinction it has received eight times. The facility has 523 licensed beds. One of the Portland area's top employers, Providence hospitals specialize in cancer care, rehabilitation, cardiac care, children's emergency care, surgical services, sports medicine, and maternity care.

■ Recreation

Sightseeing

Portland offers sightseeing attractions both in the city itself and in the surrounding area. A walking tour of downtown encompasses two separate national historical districts, including the largest preserved example of nineteenth-century cast iron architecture in the West, and a number of other nineteenth-century landmarks intermixed with distinctive modern buildings. The controversial Portland Building was the first major post-modern architectural structure in the country. The award-winning Pioneer Courthouse Square, which hosts over 300 events a year, bustles with activity from outdoor art exhibits, concerts, and sidewalk vendors.

Portland is proud of its outdoor public art and fountains, including Portlandia, a 35-foot tall hammered copper sculpture of a kneeling woman, and Ira's Fountain, a cascading water sculpture dotted with islands and terraces across from the Civic Auditorium. Other attractions include The Grotto, a 60-acre shrine; the Japanese Garden, the most authentic example of Japanese gardens outside of Japan; the International Rose Test Garden; and the Classical Chinese Garden in the Old Town/Chinatown district.

Many other attractions can be found just outside of the city. Vineyards in the Willamette Valley are open to the public for tours and wine tastings. Some of the nation's most beautiful natural scenery can be found around nearby Mount Hood and the Columbia Gorge. Portland is 110 miles away from the Pacific Ocean.

Arts and Culture

The Portland Center for the Performing Arts is the center of art activity in the city, presenting more than 900 annual events and featuring the Arlene Schnitzer Concert Hall, Newmark Theatre, Dolores Winningstad Theatre, and Keller Auditorium. Portland's performing arts groups include Oregon Symphony, Portland Opera, Oregon Ballet Theatre, Portland Center Stage, Portland Youth Philharmonic, Portland Gay Men's Chorus, and Chamber Music Northwest.

The Oregon Historical Society's History Center houses exhibits tracing the history of the Pacific Northwest from prehistoric times to the present. The Oregon Maritime Center and Museum features ship models, navigational instruments, hardware, and historical exhibits. The Oregon Museum of Science and Industry (OMSI), one of the nation's largest, offers hands-on displays pertaining to science, including a walk-in replica of a space station, a planetarium, and a computer center.

Displaying exhibits of commercial memorabilia, the American Advertising Museum specializes in the history of American marketing since 1683. The World Forestry Center has recreational and educational exhibits relating to the forestry industry; a special attraction is a 70-foot talking tree.

The Portland Art Museum houses collections of 35 centuries of world art, including European works from the Renaissance to the present, nineteenth- and twentieth-century American art, and Native American, Asian, and West African art. In 2000 the museum unveiled three new centers in its Millennium Project expansion: the Center for Native American Art, Center for Northwest Art, and the outdoor public sculpture gardens. A 2005 renovation of the Mark Building left it with a new Center for Modern and Contemporary Art, two ballrooms, a 33,000-volume Art Study Center and Library, and headquarters for the Northwest Film and Video Center, which features traditional, historical, and experimental exhibits in the media of film and video. One of the oldest nonprofit art galleries in the nation, the Contemporary Crafts Gallery displays artworks in clay, fiber, glass, wood, and metal.

Washington Park is home to many children's attractions, including the Portland Children's Museum. It features hands-on exhibits for children through 10 years of age. The Oregon Zoo, which opened in 1887, houses animals from around the world. Also of interest to children and book-lovers alike is the Beverly Cleary Sculpture Garden in Grant Park, which showcases bronze statues of Ramona Quimby and Henry Huggins and his dog Ribsby—characters made famous in the Portland author's classic children's books.

Festivals and Holidays

The centerpiece of Portland's special events schedule is the annual Portland Rose Festival, which lasts for 25 days each June and celebrated its 100th anniversary in 2007. The festival features more than 70 events, including the

Grand Floral Parade (second largest all-floral parade in the nation), a waterfront carnival, a juried fine arts festival, and an Indycar race.

Spring and summer bring several area jazz festivals, including the Mt. Hood Jazz Festival in August, which brings renowned jazz musicians from all over the country to the Portland area. In August, "The Bite: A Taste of Portland" presents a three-day extravaganza of music while Portland's finest restaurants and cafes demonstrate their specialties. The Oregon Brewers Festival is held in July. The Christmas holidays are highlighted by the spectacular Holiday Parade of Christmas Ships. A variety of festivals and events throughout the year celebrate the region's microbreweries and wineries.

Sports for the Spectator

Professional sports in Portland are led by the National Basketball Association's Portland Trail Blazers, a frequent playoff contender, who play at the Rose Garden arena. Professional minor league baseball is represented by the Portland Beavers, a Triple-A affiliate of the San Diego Padres. The Portland Timbers are Portland's professional soccer franchise and members of the First Division of United Soccer Leagues. Both the Beavers and the Timbers play their home games at Portland's PGE Park. Hockey action is brought to fans by the Portland Winter Hawks of the Western Hockey League, which is a major source of talent for the National Hockey League. A wide range of other sports activities can be viewed at several of the area's universities.

Portland Meadows features quarterhorse and thoroughbred racing from October through April. Stock and Indycar racing take place at the Portland International Raceway.

Sports for the Participant

Portland offers a variety of ways to satisfy the sporting urge. The mountains provide opportunities for outdoor sports such as rock climbing and hiking. Timberline Lodge, a National Historic Landmark, serves one of Mt. Hood's five ski areas and offers the only lift-serviced summer skiing in the country. Local rivers feature all water sports; the Portland area is a fishing paradise, offering everything from fly fishing for trout in mountain streams and salmon-fishing in the rivers to all-day deep-sea excursions on charter boats. Hood River, Oregon, is a windsurfing mecca on the Columbia Gorge. The Portland Marathon, held in early October, has been ranked as one of the premier marathon events in the country; its 26.2-mile course is open to walkers as well as runners.

The Portland Parks & Recreation department maintains 10,000 acres at more than 250 locations throughout the city. Parks range in size from the 4,700-acre Forest Park to Mill Ends Park, the world's smallest park at 36 inches by 36 inches in diameter. Facilities include two amphitheaters; a skateboard park; tennis

courts; sports fields; playgrounds; arts, music, and dance centers; and sports, fitness, and arts programming. There are over 220 miles of regional trails.

Shopping and Dining

Lloyd Center, Portland's first and largest shopping center, is located in the downtown core in the city's north-east section. Here, more than 200 stores surround an indoor ice rink. Washington Square, Jantzen Beach Super Center, and Clackamas Town Center are all located within a 20-minute drive of downtown. The Galleria includes several floors of unique urban shopping and dining. Pioneer Place in the heart of downtown features four city blocks of dining, shopping, entertainment, and the first-ever Sundance Film Center for Independent Film. Powell's City of Books, the world's largest new and used independent bookstore, is located in downtown Portland and stocks more than a million books.

The Skidmore/Old Town National Historic District at the north end of downtown offers many shopping possibilities. The New Market Theatre, renovated in 2002, also houses shops and restaurants. Saturday Market, which attracts an estimated 750,000 visitors to the area each year, is open Saturday and Sunday, March through December, and features more than 300 vendors. The Water Tower at John's Landing is the home of a unique blend of shops and restaurants. The Sellwood and Hawthorne Boulevard Districts in southeast Portland and the Multnomah District in southwest Portland are favorites of antique hunters.

Portland features a number of restaurants specializing in fresh, grown-in-Oregon foods, as well as spots to sample famous Pacific seafood. The Chinatown district offers regional Chinese cuisine; a large number of other restaurants specialize in many ethnic foods. More than a dozen nationally ranked restaurants emphasize elegance and formal dining, and there are many informal bistros and other places to mix dining with nightlife. In 2007 Portland was featured in the *New York Times* for its up-and-coming fine dining scene.

Visitor Information: Portland Oregon Visitors Association, 1000 SW Broadway, Suite 2300, Portland, OR 97205; telephone (503)275-9750; toll-free (800)962-3700; email info@pova.com

■ Convention Facilities

The Oregon Convention Center, located in the center of downtown along the Willamette River, contains a total of nearly one million square feet of enclosed space, with 250,000 square feet of exhibit space, 50 meeting rooms, two grand ballrooms, and an 800-space parking garage. The facility can accommodate groups of up to 10,000. In 2003, the Oregon Convention Center completed a major expansion that doubled the center's size. Offering greater

flexibility and more options than ever before, the Oregon Convention Center is the largest meeting facility in the Pacific Northwest.

The Portland Memorial Coliseum Complex, in the Rose Quarter, features 108,000 square feet of exhibit space. In 2007 the City of Portland outlined a number of improvements to the coliseum, including new large-screen televisions and beer gardens.

Portland offers several convention complexes that are all within a few minutes of more than 11,000 hotel rooms. Montgomery Park is a unique trade center located five minutes northwest of downtown Portland. It contains 19,000 square feet of exhibition and meeting space complemented by a 135-foot-high glass atrium.

The Portland Center for the Performing Arts's Brunish Hall offers space for 200 people for meetings, conferences, or other events. Other meeting and exhibition facilities include the Portland Metropolitan Expo Center and the Washington County FairPlex. Most major hotels in the city offer extensive meeting, banquet, and ballroom facilities.

Convention Information: Portland Oregon Visitors Association, 1000 SW Broadway, Suite 2300, Portland, OR 97205; telephone (503)275-9750 or (800)962-3700; fax (503)275-9284

■ Transportation

Approaching the City

Portland's airport, Portland International Airport (PDX), is one of the fastest-growing major airports on the West Coast, with 16 commercial carriers offering daily nonstop flights from Portland to various destinations; there were over half a million flights into and out of the airport in 2006. Serving 13 million passengers annually, PDX offers more than 500 passenger flights daily. The airport is 9 miles east of the central city, a 15-minute car ride. The Portland International Airport is owned and operated by the Port of Portland.

Two major interstate highways intersect in Portland: I-5, running north-south from southern California into Canada, and I-84, running east-west. U.S. highways 26 and 30 are other east-west routes. Portland is bypassed by I-405, on the western edge of the downtown area, and I-205, running through the eastern suburbs.

Amtrak serves the Portland area with daily train service; commercial bus service is also available.

Traveling in the City

Portland is divided into five areas—southwest, southeast, north, northeast and northwest—with the Willamette River bisecting the city. Street addresses match the location of these areas. A total of eleven bridges cross the river. The major streets are Grand Avenue, Martin Luther

King Jr. Blvd., Sandy Boulevard, and SE Eighty-second Street. Downtown, streets are mostly one way, with adjacent streets flowing in opposite directions.

TriMet, Portland's mass transit system, is ultra-modern and efficient, highlighted by MAX, a 44-mile light-rail system that connects the downtown area with three counties. Westside MAX serves commuters in suburbs west of town as far west as Hillsboro. This line boasts the deepest subterranean transit station in North America, and public artwork decorates all Westside MAX stations. A 330-block area in the heart of downtown has been designated as the Fareless Square, where trips beginning and ending within the area are free. TriMet also has over 90 bus lines that serve Multnomah, Clackamas, and Washington counties, in addition to the Portland Street Car, which connects the Cultural District, the Pearl District and the Nob Hill/Northwest Neighborhood.

■ Communications

Newspapers and Magazines

Portland's major daily newspaper, *The Oregonian*, has been in publication since the 1850s. The paper's affiliated website provides news and local coverage online as well as archives to past stories. *Willamette Week* and many smaller neighborhood weeklies, as well as *The Skanner* and *Portland Observer*, both serving the African American community, are among the other Portland area newspapers. *The Portland Business Journal* provides news pertaining to the Portland business community. Local magazines include *Oregon Business Magazine* and a quarterly publication of the Oregon Historical Society.

Television and Radio

Six television stations in the area represent the commercial networks and public television; other channels are available on cable and from neighboring communities.

Over 20 AM and FM radio stations serve the Portland area with a variety of musical and other programming.

Media Information: *The Oregonian*, 1320 SW Broadway, Portland, OR 97201; telephone (503)221-8327

Portland Online

City of Portland home page. Available www.portlandonline.com

Multnomah County Library. Available www.multcolib.org

Oregon Economic Development Department. Available www.econ.oregon.gov

The Oregonian. Available www.oregonlive.com

Portland Art Museum. Available www.portlandartmuseum.org

Portland Business Alliance. Available www.portlandalliance.com

Portland Oregon Visitors Association. Available www.travelportland.com

Portland Public Schools. Available www.pps.k12.or.us

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Salem

■ The City in Brief

Founded: 1848 (incorporated 1860)

Head Official: Mayor Janet Taylor (since 2003)

City Population

1980: 89,091

1990: 107,793

2000: 136,924

2006 estimate: 152,239

Percent change, 1990–2000: 25.8%

U.S. rank in 1980: 195th

U.S. rank in 1990: 178th

U.S. rank in 2000: 162nd

Metropolitan Area Population

1980: 250,000

1990: 278,024

2000: 347,214

2006 estimate: 384,600

Percent change, 1990–2000: 24.9%

U.S. rank in 1980: 126th

U.S. rank in 1990: 122nd

U.S. rank in 2000: 129th (CMSA)

Area: 46.37 square miles (2000)

Elevation: 171 feet above sea level at State Capitol

Average Annual Temperatures: January, 40.3° F; July, 66.8° F; annual average, 52.6° F

Average Annual Precipitation: 40 inches of rain; 6.6 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 5.2% (June 2007)

Per Capita Income: \$21,671 (2005)

2005 FBI Crime Index Property: 9,004

2005 FBI Crime Index Violent: 706

Major Colleges and Universities: Willamette University, Chemeketa Community College, Corban College, Tokyo International University (branch)

Daily Newspaper: *Statesman Journal*

■ Introduction

Salem is the capital of Oregon and the third largest city in the state. Situated in the middle of a large, fertile agricultural region and known as the “Cherry City,” Salem is the processing and transportation center for the surrounding area. A clean environment, the natural scenic beauty of its location, and the recreational activities afforded by the nearby mountains contribute to the high quality of life for which Salem is noted. In addition, careful planning and intelligent zoning have made the city attractive to new business and industry.

■ Geography and Climate

Salem is located about 60 miles inland from the Pacific Ocean in the Willamette Valley and about halfway between Portland and Eugene. The Willamette River flows on the western edge of the central city. The city is bounded by the Coast Range of mountains on the west and the Cascade Range on the east. Moist Pacific air is the dominant weather feature, moderating temperatures year round. The city and especially the nearby mountains receive a large amount of rainfall; more than 70 percent occurs between November and March and only

about 6 percent during the summer. Severe storms and extreme temperatures are uncommon.

Area: 46.37 square miles (2000)

Elevation: 171 feet above sea level at State Capitol

Average Temperatures: January, 40.3° F; July, 66.8° F; annual average, 52.6° F

Average Annual Precipitation: 40 inches of rain; 6.6 inches of snow

■ History

The site of present-day Salem was called “Chemeketa” by the Calapooya tribe. The word means “meeting” or “resting place,” and the tribe used the region for many years in that capacity. In 1840, Jason Lee, a Methodist-Episcopal missionary, moved his mission to the area and called it “Chemeketa,” but most settlers referred to it as “The Mill,” because of its proximity to Mill Creek. Two years later, the mission established the Oregon Institute, a training school for the local Native Americans that eventually became Willamette University.

The mission was closed in 1844, but in 1848, a town was laid out on the site and called Salem. Some controversy remains over who actually named the town Salem, but historians agree that it was either David Leslie or W. H. Wilson. A fierce battle over where to locate the capital of the Oregon Territory began when the capital was moved from Oregon City to Salem in 1851. In 1853 the Oregon State Legislature began debate on whether to change the town’s name to Thurston, Valena, or Corvallis, but a vote in 1855 retained the town’s original name. The capital was moved again in 1855, but it returned to Salem later that same year. A suspicious fire that destroyed the Capitol building in late 1855 added to the controversy. When Oregon became a state in 1859, Salem was named the tentative capital, but it was not until 1864 that the city was officially chosen as the capital by election. Salem was incorporated as a city in 1860, and the present Capitol building was built in 1938, after the previous building was destroyed by fire in 1935. Beginning as a wool processing center, Salem has grown to be an important center for the processing of agricultural products and lumber, as well as a hothouse for technology and information companies. The city’s historic buildings, surrounding natural beauty, and modern amenities make it a draw for new residents and businesses alike.

Historical Information: Marion County Historical Society Museum, 260 Twelfth St., SE, Salem, Oregon 97301-4101; telephone (503)364-2128; Fax (503)391-5356; email mchs@open.org

■ Population Profile

Metropolitan Area Residents

1980: 250,000
1990: 278,024
2000: 347,214
2006 estimate: 384,600
Percent change, 1990–2000: 24.9%
U.S. rank in 1980: 126th
U.S. rank in 1990: 122nd
U.S. rank in 2000: 129th (CMSA)

City Residents

1980: 89,091
1990: 107,793
2000: 136,924
2006 estimate: 152,239
Percent change, 1990–2000: 25.8%
U.S. rank in 1980: 195th
U.S. rank in 1990: 178th
U.S. rank in 2000: 162nd

Density: 2,994.0 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 113,956
Black: 1,397
American Indian and Alaska Native: 2,310
Asian: 4,892
Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 30,734
Other: 15,694

Percent of residents born in state: 45.0% (2000)

Age characteristics (2005)

Population under 5 years old: 10,702
Population 5 to 9 years old: 10,935
Population 10 to 14 years old: 11,069
Population 15 to 19 years old: 7,939
Population 20 to 24 years old: 10,761
Population 25 to 34 years old: 22,656
Population 35 to 44 years old: 21,464
Population 45 to 54 years old: 17,664
Population 55 to 59 years old: 8,256
Population 60 to 64 years old: 5,079
Population 65 to 74 years old: 7,479
Population 75 to 84 years old: 5,786
Population 85 years and older: 2,216
Median age: 33.7 years

Births (2006, MSA)

Total number: 5,410



The State Capitol building in Salem. *Jim Corwin/Stone/Getty Images*

Deaths (2006, MSA)

Total number: 3,047

Money income (2005)

Per capita income: \$21,671

Median household income: \$39,259

Total households: 55,425

Number of households with income of . . .

less than \$10,000: 4,644

\$10,000 to \$14,999: 3,615

\$15,000 to \$24,999: 7,772

\$25,000 to \$34,999: 8,614

\$35,000 to \$49,999: 9,371

\$50,000 to \$74,999: 10,594

\$75,000 to \$99,999: 5,391

\$100,000 to \$149,999: 3,382

\$150,000 to \$199,999: 1,029

\$200,000 or more: 1,013

Percent of families below poverty level: 16.1% (2005)

2005 FBI Crime Index Property: 9,004

2005 FBI Crime Index Violent: 706

■ Municipal Government

Salem operates under a council-manager form of government with eight council members elected to four-year terms by wards; the mayor serves for two years and is elected at-large. The council hires the city manager. Salem is the seat of Marion County.

Head Officials: Mayor Janet Taylor (since 2003; current term expires 2008); City Manager Robert Wells

Total Number of City Employees: 1,200+ (2007)

City Information: City of Salem, 555 Liberty Street SE, Salem, OR 97301; telephone (503)588-6255; email Manager@open.org

■ Economy

Major Industries and Commercial Activity

Salem was named to the *Forbes* 2006 top 10 “Best Places for Business and Careers” list in the “Cost of Doing Business” category. The major industry in Salem, as the state’s capital and county seat of Marion County, is government, where state, local, and federal governments employ 28 percent of Salem’s workers. The service

industry makes up 26 percent, and trade comprises 21 percent.

Agriculture and livestock, which is a highly diversified industry in the Salem area, has a total estimated economic impact of \$1.2 billion dollars annually. Over 150 different cash crops are produced in the area. Vegetables and fruits, nursery and greenhouse crops, grass seed, and dairy products account for more than 50 percent of the total agricultural value.

Manufacturing in the Salem area has become increasingly diverse. The food product industry is the largest single manufacturing sector, employing 3,500 people on average each year and up to 10,000 during the peak of the processing season. Major manufacturing employers also include those that produce fabricated metal products and high-tech equipment such as cell phones, snow boards, and area newspapers. Most employment pertaining to lumber and wood products is actually in the manufactured building industry making pre-fabricated structures.

Items and goods produced: high-tech components, vegetable and fruit products, wood and paper products, grass seed, ornamental plants, dairy products, manufactured homes, and metal products

Incentive Programs—New and Existing Companies

Local programs: In recent years the emphasis in the Willamette Valley has switched from business recruitment to business retention and expansion programs designed to help resident companies “stay put and stay healthy.” Most incentive programs are state loan, worker-training, and tax credit packages provided by the Oregon Economic Development Department and arranged through the Mid-Willamette Valley Council of Governments or the Salem Economic Development Corp. (SEDCOR). One such incentive program is the “Toolbox” loan and grant program, created to address vacancy in downtown Salem by providing grant and loan funds for rehabilitation and restoration of buildings. The Salem area has three enterprise zones for qualified manufacturing and wholesale distribution firms that allow a three- to five-year property tax exemption on improvements.

State programs: Among the incentives available to businesses in Portland are several financial programs offered at the state level, together with tax incentives, new construction exemptions, and tax credits. These include the Brownfield Redevelopment Fund, Business Development Fund, Capital Access Program, Entrepreneurial Development Loan Fund, and several others. The state’s Department of Energy administers a Small Scale Energy Loan, which offers low-interest loans to businesses that save energy or produce energy from renewable resources.

Job training programs: The state of Oregon has approved an education program, the first such in the nation, that establishes a statewide apprenticeship program and has students choose between job training or a college preparatory program after the tenth grade. The program is to be installed in stages in schools through the year 2010. The state’s JOBS Plus program allows employers who hire a JOBS Plus-eligible worker to receive benefits that include reimbursements, the opportunity to train and evaluate the worker during the contract period, and the opportunity to treat the employee as a temporary employee. Chemeketa Community College’s Training & Economic Development Center in downtown Salem has a variety of programs to help small businesses develop and to assist existing businesses to expand. SEDCOR has partnered with Chemeketa and the Oregon Manufacturers Extension Partnership (OMEP) to run the Oregon Gateway Project for Business and Education, a program for training businesses and workers in state-of-the-art manufacturing processes at the Advanced Manufacturing and Technology Institute (AMTI) at the college.

Development Projects

In 2005 the new Salem Conference Center and attached Phoenix Grand Hotel opened in the heart of downtown Salem, just a few blocks from the state capitol building. The Meridian, a 130,000-square-foot mixed-use development of luxury condominiums and medical offices, began construction in 2005 near Salem Hospital. The largest development project to be started in the mid-2000s was the development of the Mill Creek area labeled as “Salem Regional Employment Center.” This 646-acre parcel began development in 2005 as an industrial area with business and industry parks, with 100 acres set aside as open space and wildlife habitat. Phased development of the area is expected to continue for 20 years, and it is hoped that the center will create 5,000 new jobs.

Salem Hospital’s new seven-story patient tower is expected to be complete by 2009. Plans called for 30 patient rooms on each of the building’s top three floors, in addition to operating rooms, a cardiac cath lab, surgery recovery, satellite pharmacy, and frozen-section lab.

Economic Development Information: SEDCOR, 350 Commercial St. NE, Salem, OR 97301; telephone (503)588-6225; fax (503)588-6240; email sedcor@sedcor.org. Salem Area Chamber of Commerce, 1110 Commercial Street NE, Salem, OR 97301; telephone (503)581-1466; fax (503)581-0972; email info@salemchamber.org.

Commercial Shipping

Salem is located on the main lines of the Union Pacific and Burlington Northern Santa Fe railroads. Located in Salem are 28 long haul truck lines with seven terminals.

Interstate 5, the primary north-south highway of the West Coast, passes through the east side of Salem, and Interstate 84 connects to states in the east. Nearby Portland has marine terminals and deep water ports, and is one of the busiest ports on the West Coast in cargo shipped. The Salem Municipal Airport at McNary Field is a 750-acre facility with a 5,800-foot ILS, precision runway that has full facilities for corporate and general aviation aircraft.

Labor Force and Employment Outlook

The Salem area labor force is diversified, with skilled and semi-skilled components including metal workers, assemblers, electrical/electronic technicians, machine operators, computer operators, and programmers. In August 2007 the unemployment rate stood at 5.2 percent, down from its ten-year high of nearly eight percent in 2004.

The Salem area economy in the mid-2000s was very healthy. Salem's workforce has expanded in recent years, and has grown by about 3,000 residents each year since the 2000 U.S. Census. The state Employment Department's industry and occupational projections for 2004-2014 show the greater Salem area growing at the same rate as the state, about 15 percent, over the ten year period. The high percentage of government workers has shown to have a stabilizing effect on the area's economy. There are projections that population growth will slow, but as baby boomers retire, more job openings should become available.

The following is a summary of data regarding the Salem metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 149,400

Number of workers employed in . . .

construction and mining:	10,700
manufacturing:	15,400
trade, transportation and utilities:	25,500
information:	1,500
financial activities:	7,500
professional and business services:	12,300
educational and health services:	19,100
leisure and hospitality:	12,200
other services:	5,200
government:	40,100

Average hourly earnings of production workers employed in manufacturing: \$11.92

Unemployment rate: 5.2% (June 2007)

Largest private employers (2007)

	Number of employees
Salem Hospital	2,700
Spirit Mountain Casino	1,500
T-Mobile	1,100

Norpac Foods	1,000
Roth's-Your Family Market	1,000
Wal-Mart	1,000
Fred Meyer	700
Wachovia	690
Willamette University	627
Rainsweet	600

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index:
Not available

State income tax rate: 5.0% to 9.0%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$19.32 per \$1,000 assessed valuation

Economic Information: SEDCOR, 745 Commercial St. NE, Salem, OR 97301; telephone (503)588-6225; fax (503)588-6240. Oregon Employment Department, 875 Union Street, Salem, OR 97311; telephone (800) 237-3710

■ Education and Research

Elementary and Secondary Schools

Salem-Keizer Public Schools comprises the second largest school district in the state. It is governed by a seven-member, nonpartisan school board that appoints the superintendent. In 2006-2007 district-wide enrollment stood at 39,740, and the system was one of the largest employers in the metropolitan area, employing nearly 4,000 full-time staff. The district includes four charter schools and two alternative high schools.

The following is a summary of data regarding the Salem-Keizer Public Schools as of the 2005-2006 school year.

Total enrollment: 39,000

Number of facilities

elementary schools:	45
junior high/middle schools:	10
senior high schools:	6
other:	5

Student/teacher ratio: 18.9:1

Teacher salaries (2005–06)

elementary median: \$45,760
junior high/middle median: \$45,620
secondary median: \$44,030

Funding per pupil: \$6,979

Salem is also served by over twenty parochial and private schools spanning pre-K to 12th grade.

Public Schools Information: Salem-Keizer Public Schools, 2450 Lancaster Dr. NE, Salem, OR 97305; telephone (503)399-3000

Colleges and Universities

Salem is home to Willamette University, a private school affiliated with the Methodist Church that traces its roots back to 1842 and calls itself the first university in the West. With an enrollment of more than 1,800, the university offers a wide range of undergraduate degrees in many fields and a number of postgraduate programs, including law (the first program in the Pacific Northwest), teaching, and management. Recent additions to the campus include the F.W. Olin Science Center, the Hallie Ford Museum of Art, and the Mary Stuart Rogers Music Center, and the \$14 million Kaneko Commons residence hall. Chemeketa Community College enrolled more than 64,000 students in 2006-2007, and offers one- and two-year associates degrees. The school also boasts nearly 500 staff members. A branch of Tokyo International University opened in Salem in 1989 to meet Japanese corporations' increased demand for a culturally adapted workforce. The branch is located directly across from Willamette University. Other area colleges and universities are Corban College (formerly Western Baptist College), George Fox University, and Western Oregon State College in Monmouth.

Libraries and Research Centers

The Oregon State Library provides quality information service to Oregon state government, provides reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve local library service for all Oregonians. Among its more than one million items are in-depth collections in business, history, political and social sciences, federal and state government publications, genealogy, and a comprehensive collection of materials about Oregon. In addition, its Library for the Blind and Physically Handicapped collection consists of more than 60,000 cassette, large print, Braille, and talking book titles.

The Salem Public Library maintains a main library, one branch, and a bookmobile with a total of more than 350,000 items, including more than 800 periodical titles. The library features a special photographic history collection. Around 1.2 million items circulate annually from

the library. At Willamette University the Mark O. Hatfield Library houses more than 400,000 volumes and about 5,000 periodical subscriptions; the J.W. Long Law Library houses collections of Oregonian, national, and international law titles.

Public Library Information: Salem Public Library, 585 Liberty Street SE, Salem, OR 97301; telephone (503)588-6315

■ **Health Care**

Salem Hospital, with 464 physicians and 454 acute-care beds, is the major health-care facility in the city, providing a wide range of services in several locations. Salem Hospital's service area includes Marion, Polk, and portions of Yamhill counties. Salem Hospital is one of the largest of Oregon's 63 acute care hospitals, and is home to the state's busiest Emergency Room. The hospital's Center for Outpatient Medicine, just east of the hospital, houses outpatient programs, outpatient surgery, imaging, a Sleep Disorders Center, a SHAPES clinic, and other programs. In 2003, a \$50 million Family Birth Center facility was added, and a brand-new patient tower is slated to open in 2009. The Salem Hospital Regional Rehabilitation Center, at 2561 Center Street NE, provides comprehensive inpatient and outpatient rehabilitation services as well as home care. Other Salem Hospital facilities include a Psychiatric Medicine Center, an Outpatient Mammography and MRI Center, and an Urgent Care Center.

Additional community health care providers are the Willamette Valley Hospice, Northbank Surgical Center, skilled nursing and adult foster care providers, and a number of physician clinics also furnishing care to Salem residents. Kaiser Permanente runs two medical office buildings in the city, and the company's Northwest Division was ranked fifth of Oregon's "100 Best Companies to Work For" by *Oregon Business*.

Health Care Information: Salem Hospital, Community Relations Office, 665 Winter St. SE, Salem, OR 97301-3919; telephone (503)370-5269; toll-free (800) 876-1718

■ **Recreation**

Sightseeing

The State Capitol building in downtown Salem is constructed of white marble and features a 22-foot bronze and gold leaf statue, "The Oregon Pioneer." Willson Park, next to the Capitol, contains the Waite Fountain, a replica of the Liberty Bell, and a gazebo for open-air concerts. Bush's Pasture Park is a large park near the

Willamette River and downtown Salem that features the Bush House, a Victorian mansion; historic Deepwood House and Gardens, a 5.5-acre estate built in the Queen Anne style; Bush Barn Art Center; and Bush Conservatory. The Salem Municipal Rose Garden is also located in the park. Riverfront Park on the Willamette River has an amphitheatre, a playground and picnic areas, and is home to Salem's Riverfront Carousel, featuring hand-carved horses. The A.C. Gilbert Discovery Village, a children's museum, is also in Riverfront Park. Salem Saturday Market brings local farmers and artisans to the corner of Marion and Summers streets May through October. The Reed Opera House, built in 1869, has been renovated and now contains a number of shops and restaurants.

Attractions at Enchanted Forest, a family-run amusement park, include Storybook Lane in a woodland setting, a Western mining town, summer comedy theater, a haunted house, the Ice Mountain roller coaster, and bobsled and log flume rides. The Salem area features more than 20 wineries within an hour's drive.

Arts and Culture

Theatrical performances are held year-round by the Pentacle Theatre, a community theater group. The Elsinore Theatre presents international and national tours of musicians and theatrical performances, hosts a children's play series, and presents films on Wednesdays. The Willamette Playhouse is where theatre majors from the Willamette University perform, along with the university's Distinguished Artists Series that brings speakers, concerts, and plays to the venue. Musical performances by local groups include classical and pops concerts backed by the Oregon Symphony Association of Salem. The Willamette Falls Symphony presents three concerts a year. Salem is also home to concert and jazz bands, a chamber music group, and men's and women's barbershop choirs. The Hallie Ford Museum of Art, the state's largest art museum, opened in 1998. It houses Willamette University's collection of Indian baskets, Northwest paintings, prints, photographs, sculptures, and European, Asian, and American art. The A.C. Gilbert Discovery Village is the largest children's museum in the Northwest and includes the National Toy Hall of Fame. Half of the museum is housed in a Victorian home once occupied by Gilbert's uncle and the other half is in a Victorian building separated from the first by a charming outdoor activity center.

Mission Mill Museum is a 5-acre site that is home to the Thomas Kay Woolen Mill, the historic buildings of the Jason Lee House, the Parsonage, the John D. Boon House, and Pleasant Grove Church. The modern PGE Waterpower Interpretive Center showcases the importance of waterpower to Salem's textile industry.

Arts and Culture Information: Mid-Valley Arts Council, 401 Center Street, Suite 1156, Salem, OR 97301; telephone 503-364-7474

Festivals and Holidays

The Oregon Wine and Food Festival, billed as "The first taste of the wine season," is held at the Oregon State Fairgrounds in January. In April, the Oregon Agricultural Fest at the State Fairgrounds brings over 20,000 visitors a year to enjoy the Trade, Garden and Craft Show, live entertainment, food, and petting zoo. In June, Riverfront Park hosts the Salem World Beat Festival, with music, dance, crafts, and food from around the world. The Salem Art Fair and Festival occurs annually in the third weekend in July and exhibits the works of artists from throughout the Northwest. Also in July is Salem Hoopla, an all-ages 3-on-3 basketball tournament held right on Court Street, and the Marion County Fair takes place at the State Fairgrounds. The Oregon State Fair is a 12-day celebration each August that features floral and art exhibits, agricultural displays, a midway, and live entertainment. The nearby Bavarian-style community of Mt. Angel holds a popular Oktoberfest each fall. The Festival of Lights Parade in December features floats and marching bands on a route through downtown at night.

Sports for the Participant

More than 1,874 acres within 101 park and open space areas and 29.53 miles of trails in Salem offer a variety of outdoor recreational activities. Water sports include fishing, swimming, and boating. Nearly thirty parks maintain ball fields, and there are also over twenty public tennis courts and 7 public golf courses; some provide accommodations for the handicapped. Minto Brown Island Park, the largest park at 900 acres, is located along the river about a mile from Salem's center city and contains picnic grounds, jogging and bike paths, and a wildlife refuge. Within 50 miles of Salem are coastal beaches and state and federal recreational areas and parks.

Shopping and Dining

The downtown Salem Center Mall, Lancaster Mall, and Woodburn Company Stores Outlet Mall are the three main shopping areas in Salem. A system of skywalks connects the four major department stores downtown. A number of other specialty stores and smaller shops, such as Mission Mill Village, featuring antiques and crafts in a historic village setting, are scattered throughout the area.

Salem restaurants specialize in fresh, grown-in-Oregon foods and famous Pacific seafood along with cuisine from around the world. The Willamette Valley's vineyards produce a variety of fine wines that area restaurants proudly feature.

Visitor Information: Salem Convention and Visitors Association, 1313 Mill Street SE, Salem, OR 97301; telephone (503)581-4325; toll-free (800)874-7012; fax (503)581-4540

■ Convention Facilities

There are numerous options when pondering where to meet and stay in Oregon's capital city. The Salem Convention Center, which opened in 2005, has 29,400 square feet of meeting and exhibition space in 14 rooms, and is attached to the all-suite, 193-room Phoenix Grand Hotel. The Pavilion at the Oregon State Fair & Exhibition Center offers more than 110,000 square feet of meeting and exhibit space for groups of 30 to 4,000 persons. There are eight other buildings available at the Fairgrounds, including a horse barn, a livestock building, and an amphitheater, all available for events or meetings. The historic Reed Opera House in downtown Salem has two ballrooms with catering facilities for elegant receptions for up to 300 people, and the Elsinore Theatre can be rented for events. In total, the city offers over 450,000 square feet of meeting and exhibit space and can accommodate groups of up to 7,000.

Convention Information: Salem Convention and Visitors Association, 1313 Mill Street SE, Salem, OR 97301; telephone (503)581-4325; toll-free (800)874-7012; fax (503)581-4540

■ Transportation

Approaching the City

Airport shuttles make round trips from Portland International Airport, 61 miles from Salem. Salem Municipal Airport, also known as McNulty Field, is located two miles outside the city. It is a general aviation facility, largely serving private flights and the Oregon Army National Guard. Interstate 5, the major West Coast interstate highway, and Interstate 84, for destinations to the east, run through Salem. Passenger rail service is available from Amtrak with two trains daily. The city is also served by Greyhound bus line.

Traveling in the City

The downtown area and much of the rest of Salem is laid out in a grid pattern. Major thoroughfares include State Street, Center Street, Commercial Street, and River Road. Salem-Keizer Transit, also known as Cherriots, operates a fleet of more than 50 buses throughout the metropolitan area, in addition to a Rideshares program. By 2008 Cherriot planned to begin replacing older and pollution-heavy diesel buses with a new fleet of "Clean Diesel Buses," 10 at a time.

■ Communications

Newspaper and Magazines

Salem readers support one major daily morning newspaper, the *Statesman Journal*, and a number of weekly papers that provide business, agricultural, government, and general news, including Willamette University's *Collegian*. Among the magazines published in Salem are *Dialogue*, a magazine for the visually impaired, and *The Capital Press*, a farming newspaper for the Pacific Northwest.

Television and Radio

Two television stations broadcast from Salem: PAX and CW affiliates. Salem is also served by a number of stations broadcasting from Portland, Oregon, as well as cable television. Seven FM and AM radio stations are located in Salem, and along with broadcasters from the surrounding communities, serve the area with an assortment of music, news, and informational programming.

Media Information: *Statesman Journal*, 280 Church St. NE, Salem, OR 97309; telephone (503)399-6611; toll-free (800)874-7012

Salem Online

City of Salem home page. Available www.cityofsalem.net

Oregon Economic Development Department. Available www.econ.oregon.gov

Salem Area Chamber of Commerce. Available www.salemchamber.org

Salem Convention & Visitors Association. Available www.travelsalem.com

Salem Economic Development Corporation. Available www.sedcor.org

Salem-Keizer Public Schools. Available www.salkeiz.k12.or.us

Salem Public Library. Available www.salemlibrary.org

Statesman Journal. Available www.statesmanjournal.com

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Utah

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The State in Brief

Nickname: Beehive State

Motto: Industry

Flower: Sego lily

Bird: California gull

Area: 84,898 square miles (2000; U.S. rank 13th)

Elevation: Ranges from 2,000 feet to 13,528 feet above sea level

Climate: Generally arid with abundant sunshine; higher temperatures in the southwestern desert, cooler weather and lower temperatures in high plateaus and mountains

Admitted to Union: January 4, 1896

Capital: Salt Lake City

Head Official: Governor Jon Huntsman Jr. (R) (until 2008)

Population

1980: 1,461,000

1990: 1,722,850

2000: 2,233,169

2006 estimate: 2,550,063

Percent change, 1990–2000: 29.6%

U.S. rank in 2006: 34th

Percent of residents born in state: 63.02% (2006)

Density: 30.1 people per square mile (2006)

2006 FBI Crime Index Total: 95,393

Racial and Ethnic Characteristics (2006)

White: 2,271,604

Black or African American: 22,742

American Indian and Alaska Native: 28,901

Asian: 49,079

Native Hawaiian and Pacific Islander: 18,958

Hispanic or Latino (may be of any race): 286,113

Other: 113,961

Age Characteristics (2006)

Population under 5 years old: 247,167

Population 5 to 19 years old: 628,967

Percent of population 65 years and over: 8.8%

Median age: 28.4

Vital Statistics

Total number of births (2006): 48,953

Total number of deaths (2006): 13,693

AIDS cases reported through 2005: 2,261

Economy

Major industries: Manufacturing; trade; government; finance, insurance, and real estate; services; mining; agriculture; tourism

Unemployment rate (2006): 4.4%

Per capita income (2006): \$21,016

Median household income (2006): \$51,309

Percentage of persons below poverty level (2006): 10.6%

Income tax rate: 2.30% to 6.98%

Sales tax rate: 4.75%



Provo

■ The City in Brief

Founded: 1849 (incorporated 1851)

Head Official: Mayor Lewis K. Billings (R) (since 1998)

City Population

1980: 74,111

1990: 86,835

2000: 105,166

2006 estimate: 113,984

Percent change, 1990–2000: 20.7%

U.S. rank in 1980: Not available

U.S. rank in 1990: 239th

U.S. rank in 2000: 244th (State rank: 3rd)

Metropolitan Area Population

1980: 218,000

1990: 263,590

2000: 368,536

2006 estimate: 474,180

Percent change, 1990–2000: 39.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: 129th

U.S. rank in 2000: 111th

Area: 41.79 square miles (2000)

Elevation: 4,540 feet above sea level

Average Annual Temperature: 53.3° F

Average Annual Precipitation: 20.13 inches of rain;
60.40 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 2.8% (June 2007)

Per Capita Income: \$15,072 (2005)

2005 FBI Crime Index Property: 3,298

2005 FBI Crime Index Violent: 182

Major Colleges and Universities: Brigham Young University, Utah Valley State College

Daily Newspaper: *The Daily Herald*

■ Introduction

Provo is the commercial center and county seat of Utah County, and one of the fastest growing areas in the nation. A high-technology mecca, the Provo area is home to one of the largest concentrations of computer software in the nation after California's Silicon Valley. The city is one of the top iron and steel producers in the West, as well as an agricultural center producing berries and orchard fruit. Many ski areas, campgrounds, state parks, lakes, and rivers are located within Utah County. Fishing, camping, hiking, and hunting facilities are nearby. Brigham Young University is the center for many local activities in the city, which is the headquarters of the Uinta National Forest with its many scenic drives through the Wasatch Mountains and Provo Canyon. The city has a very well-educated population—more than 90 percent of its residents have graduated from high school. Housing is affordable and the crime rate is two to three times lower than in most comparable cities. In 2007 Provo was ranked second in the “Best Places for Business and Careers” survey by *Forbes* magazine, which considered job and income growth, cost of doing business, and workforce qualification in its rankings.

■ Geography and Climate

Provo is located in Utah Valley, 38 miles south of Salt Lake City, 263 miles northeast of St. George, and 80 miles south of Ogden. It is situated on the Provo River

between Utah Lake to the west and the Wasatch Mountain Range to the east. It sits on a shelf along the famous shoreline of prehistoric Lake Bonneville and is nurtured by the Provo River.

The area experiences four seasons with low humidity that makes the air cool rapidly after sunset, resulting in comfortably cool evenings. The temperature dips below zero on only three days per year on average. Generally 57 days of the year are above 90 degrees and 15 days are below freezing. The wettest month of the year is usually May while June is the driest month.

Area: 41.79 square miles (2000)

Elevation: 4,540 feet above sea level

Average Temperature: 53.3° F

Average Annual Precipitation: 20.13 inches of rain;
60.40 inches of snow

■ History

Two Franciscan friars, Francisco Dominguez and Silvestre de Escalante, were the first Spaniards to visit the area that makes up present-day Utah County. They arrived in the area from Santa Fe, New Mexico, in search of a direct route to Monterey, California. Arriving in 1776, Father Escalante described the Provo/Orem Valley as having comfortable weather both day and night. "This place is the most pleasant, beautiful, and fertile land in all New Spain," he wrote. The two priests instructed the native Americans in Christian teachings, and though they promised to return, no further record of them remains.

Etienne Provost, a French Canadian trapper, was the next recorded European visitor. He arrived in the area in 1825 with a band of men in search of fur-bearing animals. The trappers were visited by 20 or 30 natives, whose leader told them that they could not smoke peace pipes together because there was iron in the vicinity. Provost and his men moved their knives and guns further away, and subsequently the natives attacked them with hidden knives and tomahawks, killing 17 of the 22 men. Provost and four other men escaped and made their way to the mountains.

The Mormon pioneers, fleeing religious persecution in Illinois, were the next European visitors to the area. Brigham Young led his followers to Salt Lake Valley in 1847, where they immediately began planting crops and constructing houses. In 1849 a permanent settlement in Provo was established by Mormon pioneers.

Provo was founded in 1849 as Fort Utah, named after the Ute tribe that inhabited the region. Later, the name was changed to Fort Provo in honor of Provost, the French trapper.

A war between the settlers and the native tribes took place in 1850, and the Walker War followed in 1853. The Mormons built a fort that they called Fort Utah as a

protection against their native enemies. Shortly after, settlers began building houses around the fort. By 1852 hotels and businesses had been established.

By 1861 all of the Utah Valley was being settled. Even though lack of water remained a problem, many of the earlier settlers from nearby valleys began living on the lands that now comprise the city of Orem. When railroad connections were built from Salt Lake City (1873) and Scofield (1878), Provo became a shipping point for the region's mines. Provo is the seat of Brigham Young University (founded in 1875) and Utah Valley State College. Nearby are the Uinta National Forest, with headquarters in Provo; a state fish hatchery; a wild bird refuge; and Provo Peak.

Today, Provo is one of the fastest growing metropolitan areas in the nation, with population gains of nearly 40 percent in the 1990s and into the new millennium. The area boasts a high quality of life due in part to its proximity to an abundance of recreational and leisure options in the nearby Wasatch Mountains and Utah Lake. Provo is a family-friendly city, too; in 2007, *Kiplinger's Personal Finance* magazine ranked the city fifth on its list of "Best Cities for Families."

Historical Information: Department of History, Brigham Young University, 2130 JFSB, Provo, UT 84602; telephone (801)422-4335

■ Population Profile

Metropolitan Area Residents

1980: 218,000

1990: 263,590

2000: 368,536

2006 estimate: 474,180

Percent change, 1990–2000: 39.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: 129th

U.S. rank in 2000: 111th

City Residents

1980: 74,111

1990: 86,835

2000: 105,166

2006 estimate: 113,984

Percent change, 1990–2000: 20.7%

U.S. rank in 1980: Not available

U.S. rank in 1990: 239th

U.S. rank in 2000: 244th (State rank: 3rd)

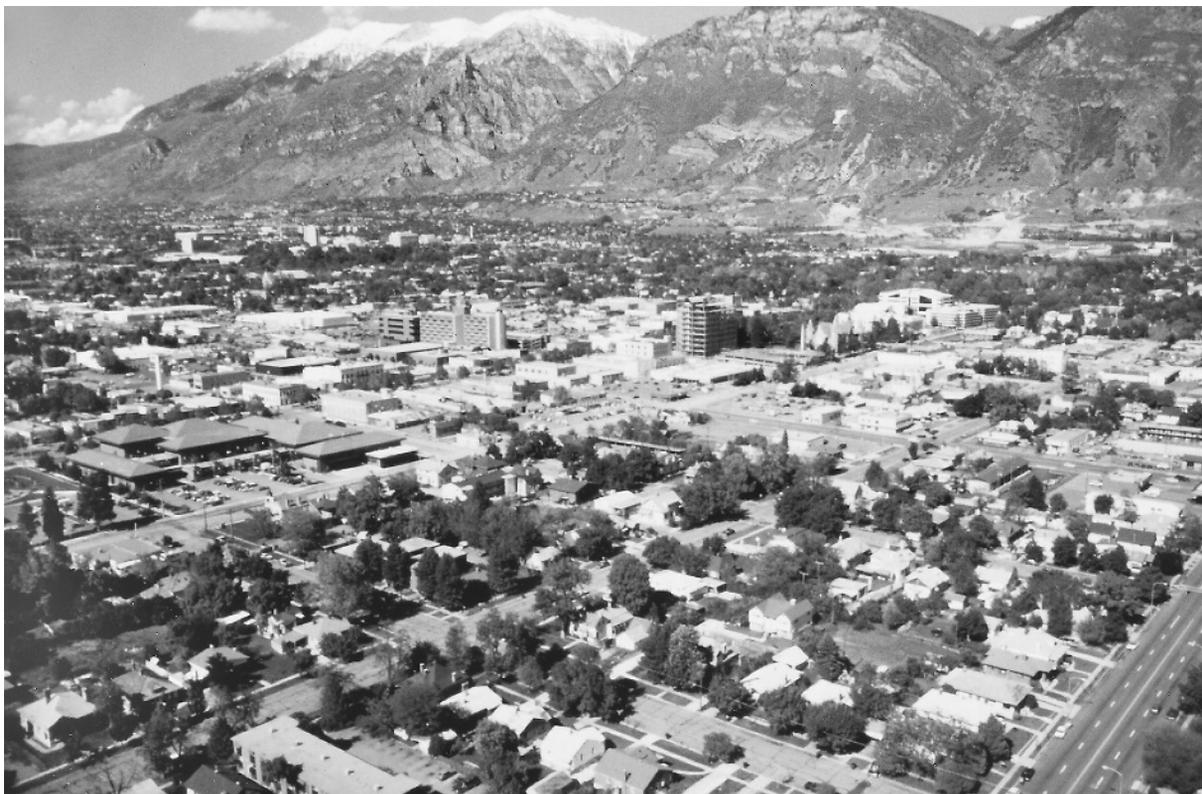
Density: 2,653.2 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 93,094

Black: 486

American Indian and Alaska Native: 846



Photograph by Ron H. MacDonald. Provo City Corporation, Economic Development Office. Reproduced by permission.

Asian: 1,924
 Native Hawaiian and Pacific Islander: 882
 Hispanic or Latino (may be of any race): 11,013
 Other: 5,368

Percent of residents born in state: 46.3% (2000)

Age characteristics (2005)

Population under 5 years old: 10,535
 Population 5 to 9 years old: 5,386
 Population 10 to 14 years old: 3,357
 Population 15 to 19 years old: 7,244
 Population 20 to 24 years old: 27,404
 Population 25 to 34 years old: 24,513
 Population 35 to 44 years old: 6,291
 Population 45 to 54 years old: 5,564
 Population 55 to 59 years old: 2,951
 Population 60 to 64 years old: 2,497
 Population 65 to 74 years old: 2,342
 Population 75 to 84 years old: 2,187
 Population 85 years and older: 893
 Median age: 24.5 years

Births (2006, MSA)

Total number: 10,674

Deaths (2006, MSA)

Total number: 1,765

Money income (2005)

Per capita income: \$15,072
 Median household income: \$31,603
 Total households: 31,795

Number of households with income of ...

less than \$10,000: 2,546
 \$10,000 to \$14,999: 3,633
 \$15,000 to \$24,999: 6,629
 \$25,000 to \$34,999: 4,366
 \$35,000 to \$49,999: 5,010
 \$50,000 to \$74,999: 5,225
 \$75,000 to \$99,999: 1,891
 \$100,000 to \$149,999: 1,721
 \$150,000 to \$199,999: 549
 \$200,000 or more: 225

Percent of families below poverty level: 12.1% (2005)

2005 FBI Crime Index Property: 3,298

2005 FBI Crime Index Violent: 182

■ Municipal Government

Provo has a council-mayor form of government with a mandatory chief administrative officer. Seven members make up the Provo Municipal Council—five representing municipal districts and two city-wide representatives.

Head Official: Mayor Lewis K. Billings (R) (since 1998; current term expires 2010)

Total Number of City Employees: 740 (2004)

City Information: Provo City Mayor's Office, 351 West Center St., Provo, UT 84603; telephone (801) 852- 6100

■ Economy

Major Industries and Commercial Activity

According to a 2005 article in *Inc.* magazine, "Utah has become the epicenter of the *Inc.* 500 Fastest-Growing Private Companies in recent years, specifically Provo." The Provo-Orem area has a diverse economy with every employment sector well represented. The area is home to one of the largest concentrations of high-tech and software technologies companies in the United States. There is also a large concentration of biotech companies located in the area.

Some of the world's major software companies are located in the area, including Novell, Inc., Symantec and Corel, creating opportunities for more than 400 small to mid-range high-technology companies. Provo is also home to such giants as Nestle Frozen Foods and Nu Skin Enterprises Inc. High-technology companies in the Provo/Orem area include Micron Technology, Ameritech Library Services, Convergys, Folio Corporation, Viewsoft, and Nimbus Manufacturing, among others.

The notable work ethic of local employees and the appeal of a serene mountain community have made Provo ideal for a wide variety of manufacturers, communications firms, and marketing and retail organizations, including Banta Press, Nature's Sunshine, PowerQuest Corp., and Powder River Manufacturing. Many industrial parks offer a variety of settings for light to heavy industry with abundant, low-cost utilities.

Tourism is also an important industry, especially as the Sundance Film Festival's international profile has become more prominent in recent years. As other sectors of the economy have prospered in recent years, retailers have seen dramatic increases as well. Provo is a magnet for many of the surrounding counties and the major shopping areas are easily accessible from I-15 and other main routes.

Items and goods produced: iron, steel, software, fruit, electronics, apparel

Incentive Programs—New and Existing Companies

Local programs: Most incentive programs are at the state level. Provo City's Redevelopment Agency provides support for starting a new business by offering assistance in preparing a business plan and demographic information necessary for decision making. The city's Revolving Loan Fund offers new or existing businesses loans of up to \$100,000 dollars. Provo also offers a city-wide broadband high speed internet capacity fiber network in an effort to entice new businesses.

State programs: Utah's Centers of Excellence Program funds viable research at the college and university level, bridging the gap between technological innovation and marketplace success. Since its creation in 1986 the program has resulted in thousands of new high-tech jobs and significant growth for many of the state's tech companies. In 2006 there were 2,000 tech jobs that had resulted from the CEP program. The Economic Development Corporation of Utah plays a dual role in the state's commercial success, promoting expansion of local companies as well as relocation for out-of-state firms. EDCUTAH offers a considerable network of public- and private-sector contacts, as well as support for site selection, media relations, and industry research. The Utah Small Business Development Center (USBDC) helps established and start-up companies prepare business plans, set sales goals, identify customers and the competition, analyze the market, and research financing sources. The USBDC operates in partnership with the U.S. Small Business Administration, the Utah Department of Community and Economic Development, and Salt Lake Community College. It offers training and resources in the areas of entrepreneurship, business development, the law, international business, financial management, e-commerce, and computer technology. The Salt Lake Chamber of Commerce represents businesses across the state, lobbying the government and providing networking opportunities to benefit its member companies.

Job training programs: The Small Business Development Center in Orem/Provo provides free personal consulting services and low-cost skill-based training to owners and managers of small businesses and to prospective entrepreneurs. State funding is also provided for Short Term Intensive Training programs across Utah. Training is offered at the state college level at a 66 percent discount to potential employers or employees. The program is customized to match full-time job seekers with the needs of specific companies.

Development Projects

One of the largest redevelopment projects Provo City has undertaken has been the Ironton Redevelopment Project. Plans for the 338-acre former Ironton Steel mill,

abandoned since 1962, include the 200,000-square-foot Mountain Vista Business Park, the largest undeveloped tract of land in the area, owned by the city and available for rent. Environmental clean-up to remove contaminants from the coke and iron-making operations were underway in 2007 and the city had completed part of the construction of South Mountain Vista Parkway at Ironton.

In 2007 plans were announced for three new buildings downtown, to be located near the Wells Fargo Tower and tentatively occupied by an unnamed Fortune 100 company. The project, called University Towers, is slated to include both commercial and residential space. Highlights of the plan include a 10-story high-rise, new parking garage, and sky bridge between buildings.

Economic Development Information: Provo City Economic Development, 425 West Center St., Provo, UT 84603; telephone (801)852-6160

Commercial Shipping

Provo is served by the Union Pacific railroad, which offers second-morning service to the majority of the Western markets. The Provo area is served by approximately 40 major trucking lines. The expanding Provo Municipal Airport can serve and handle most aircraft and is equipped with an instrument-landing system and a weather-reporting capability. The nearby Salt Lake International Airport handled more than \$148 million pounds of cargo in 2006.

Labor Force and Employment Outlook

The Provo-Orem area boasts low unemployment; favorable taxes; a young, educated, "internationally skilled" work force; and a growing population. Utah's labor market is made up of a large percentage of young people. The Provo work force not only has a high education level. Among its other qualities are foreign language ability, foreign service experience, and a strong work ethic; over 45 percent of Provo's work force is between 20 and 34 years old, while 35 percent of the population over 25 has a bachelor's degree or higher. Utah Valley remains one of the hottest high-tech areas in the nation, which continues to bring in entrepreneurs, big business, and new and higher-paying jobs.

In August 2007 the unemployment rate in Provo stood at 2.6 percent, well below the national average, and down from ten-year highs in 2002 that topped six percent. Between 1997 and 2007 the workforce in the Provo MSA grew from approximately 160,000 to over 220,000 workers. This steady influx of new workers, coupled with consistently low unemployment and the city's investment in the high-tech sector, indicated that Provo was on pace to continue its steady growth into the 2010s.

The following is a summary of data regarding the Provo-Orem metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 180,300

Number of workers employed in . . .

construction and mining: 16,400
 manufacturing: 18,700
 trade, transportation and utilities: 29,200
 information: 8,100
 financial activities: 6,400
 professional and business services: 22,100
 educational and health services: 37,200
 leisure and hospitality: 13,500
 other services: 4,100
 government: 24,600

Average hourly earnings of production workers employed in manufacturing: \$12.85

Unemployment rate: 2.8% (June 2007)

Largest employers, Utah County (2002)

	Number of employees
Brigham Young University	14,500
Alpine School District	6,213
IHC Health Care Services	3,650
Utah Valley State College	3,165
Nebo School District	2,371
Convergys	2,000
Provo School District	1,900
Nestle USA Food Group Inc.	1,899
Novell, Inc.	1,800
Modus Media International	1,200

Cost of Living

Overall cost of living in the Salt Lake City area, which includes Provo, ranks close to the national average.

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

2007 (1st quarter) ACCRA Average House Price: \$310,631 (Salt Lake City metro)

2007 (1st quarter) ACCRA Cost of Living Index: 99.9 (Salt Lake City metro)

State income tax rate: 2.3% to 7.0%

State sales tax rate: 4.75%

Local income tax rate: None

Local sales tax rate: 6.25%

Property tax rate: Property tax assessment rate: .002787 applied to 55% of assessed value for residential property and 100% of assessed value for commercial property (2005)

Economic Information: The Provo Orem Chamber of Commerce, 51 South University Avenue, Suite 215, Provo, UT 84601; telephone (801)851-2555

■ Education and Research

Elementary and Secondary Schools

In addition to educating students from kindergarten to grade twelve, the Provo School District assists students in preschool and latch-key programs, as well as through programs for the physically challenged. In addition to the traditional schools, Provo has one school for children with physical and emotional challenges too severe for mainstreaming. For 18 percent of Provo students, English is their second language; Provo students speak 43 different languages, and the district offers a strong English for Speakers of Other Languages (ESOL) program. Scores on college entrance exams are above state and national averages. The system is home to several charter schools; one, the Walden School of Liberal Arts, was ranked the third-best high school in the state in 2007 by utahschools.org.

The following is a summary of data regarding the Provo City School District as of the 2005–2006 school year.

Total enrollment: 13,039

Number of facilities

elementary schools: 13
junior high/middle schools: 2
senior high schools: 3
other: 1

Student/teacher ratio: 20.9:1

Teacher salaries (2005–06)

elementary median: \$37,870
junior high/middle median: Not available
secondary median: \$44,730

Funding per pupil: \$5,776

Because public education in the Utah Valley is highly regarded, there are few private schools. Among the private schools are Challenger School, a K-12 school based on a structured learning environment; Provo Canyon School, an alternative school; and several Montessori Schools.

Public Schools Information: Provo City School District, 280 West 940 North, Provo, UT 84604-3394; telephone (801)374-4800. Utah State Office of Edu-

cation, 250 East 500 South, Salt Lake City, UT 84111-4200; telephone (801)538-7500

Colleges and Universities

Brigham Young University (BYU) is located in the city at the base of the Wasatch Mountains. Founded in 1875 by Brigham Young, BYU is the largest private university in the United States. Owned by the Mormon Church, the university enrolled over 26,000 full-time day students in 2006. The vast majority of its students are members of the Church of the Latter Day Saints. Particularly notable are its business administration programs, broadcast journalism program, and law and engineering schools. The 2007 *U.S. News and World Report* "America's Best Colleges" issue singled BYU out for several honors, including 70th in the category of "Best National Universities," 19th in the "Great Schools, Great Prices" category, and 12th for least student-incurred debt.

Utah Valley State College enrolled more than 23,000 students in fall 2006 and awards bachelor's degrees in accounting, behavioral science, biology, business management, business/marketing education, chemistry, computer science, early childhood and elementary education, environmental tech, criminal justice, integrated and paralegal studies, fire science, history, hospitality management, mathematics, nursing, information technology, and technology management. Other Provo institutions of higher learning include Provo College (with Schools of Healthcare, Business, Health & Wellness, Justice, and Design & Technology) and Stevens Henager College of Business, which train students in special and entry-level skills.

Libraries and Research Centers

The Provo City Library at Academy Square, opened in 2001, holds 176,496 volumes, 350 periodicals, and more than 10,000 records and audio tapes, video tapes, and compact discs. Its special collections center on Utah and Utah County history. Other libraries in the city include the Utah State Hospital's Patient Library and Brigham Young University's Harold B. Lee Library, which houses more than 3.5 million volumes and features special collections on linguistics, poetry, children's literature, Victorian literature, and oral history. The rapidly growing library serves well over three million patrons per year.

Provo has many research centers affiliated with Brigham Young University. They encompass such areas as engineering, computers, cancer, sociology, literature, thermodynamics, Western studies, communications, international studies, earth science, agriculture, psychology, religion, life science, anthropology, business, religion, and women's studies. BYU maintains an Office of Research and Creative Activities that apportions grants annually. The U.S. Forest Service has a Shrub Sciences Laboratory maintained in cooperation with Brigham Young University. Utah State University supports 16 undergraduate research projects

each term, in addition to its faculty research. The University houses the Ross A. Smart Veterinary Diagnostic Laboratory, engaging in animal disease diagnosis.

Public Library Information: Provo City Library at Academy Square, 550 North University Ave., Provo, UT 84601; telephone (801)852-6650

■ Health Care

The Provo/Orem area is served by three major hospitals—Utah Valley Regional Medical Center (UVRMC) in Provo, Orem Community Hospital in Orem, and Timpanogos Regional Hospital in Orem. UVRMC is a 330-bed tertiary and acute care facility. Special features at UVRMC include magnetic resonance imaging and computerized tomographic scanning capabilities, laser technology, intensive care and coronary care units, the Newborn ICU and Cancer Services, Emergency and Trauma Services, Critical Care, Women's and Children's Services, and Behavioral Health. The majority of health care facilities in the area are run by Intermountain Health Care (IHC), the regional health care provider that operates UVRMC and Orem Community Hospital, in addition to nineteen other facilities. OCH specializes in same-day surgery and obstetrics. MountainStar Health Care operates Timpanogos Regional Hospital in Orem, built in 1999; services include open heart surgery, obstetrics, and a variety of health and wellness centers. Other IHC facilities in Provo are the Utah Valley Heart Center and the Utah Valley Rehabilitation Center. Surgical facilities in Provo include the Central Utah Surgical Center. Mental health care services are available at Utah State Hospital and Wasatch Mental Health Center.

■ Recreation

Sightseeing

The Provo/Orem area is one of the most scenic in the country. Visitors can view the breathtaking Bridal Veil Falls from the Provo Canyon floor. The falls can be seen from Highway 189, which curves alongside the Provo River up the beautiful Provo Canyon Scenic Byway. A turn onto the Alpine Loop Scenic Backway (Highway 92) goes past the Sundance Resort and the Timpanogos Cave National Monument. Located in American Fork Canyon, the cave is actually three highly decorated limestone caverns that can be observed on a 1.5-mile hike.

Built in 1972, Provo Latter Day Saints Temple is located on a hillside above the Brigham Young University campus. It is an architecturally striking building faced with white cast stone and topped with a segmented spire. The Provo Latter Day Saints Tabernacle is a historic structure built in 1898 that is still in active use, hosting many religious and cultural events.

The award-winning McCurdy Historical Doll Museum has more than 4,000 dolls, 47 miniature rooms, toys, and a toy shop. The Monte L. Bean Life Science Museum on the Brigham Young University campus contains a large collection of trophy animals and displays of animal habitats. The Brigham Young University Earth Science Museum features animals large and small from dinosaurs to ancient forms of sea life.

The Sundance Resort, 15 miles northeast of Provo, provides fine dining, a spa, plays, art workshops, and nature experiences throughout the summer in addition to excellent skiing in winter.

The Trafalga Family Fun Center in Orem contains a 400-foot waterslide, indoor and outdoor miniature golf courses, and a game room. Thanksgiving Point in nearby Lehi is a 700-acre oasis featuring restaurants, a visitor center and giftshop, a professional golf course, academy driving range, clubhouse, tennis ranch, animal farm, equestrian center, shopping village, North American Museum of Ancient Life, and acres and acres of awe-inspiring gardens. Recent additions to Thanksgiving Point are a dinner theater seating more than 1,000 and Electric Park for parties, reunions, and fairs.

Arts and Culture

Hundreds of cultural events are sponsored annually in Provo, including concerts, symposiums, plays, lectures, classes, art exhibits, and museum displays. The Museum of Art at Brigham Young University (BYU) is one of the largest of its kind in the intermountain West and houses an impressive permanent collection of fine art. The B. F. Larson Gallery at BYU exhibits works by contemporary artists. Fine art is on display at the Brownstone Gallery. The Springville Museum of Art in nearby Springville houses an extensive collection of the works of Utah artists, highlighted by the month-long National Art Exhibit in April.

The Sundance Institute, an arts community near Provo, fosters creativity in film and visual and performing arts, and presents arts events throughout the year, including children's theater.

The historic Latter Day Saints Tabernacle hosts a roster of internationally known performers as well as the Utah Valley Symphony, an 80-member community orchestra. Brigham Young University is a major source of music, dance, and drama events at its Harris Fine Arts Center. Utah Regional Ballet is the resident ballet company at Utah Valley State College in Orem. The Center Street Musical Theater presents dinner theater in downtown Provo. The Provo Theatre Company stages five to six musical, comedy, and dramatic productions from September through July.

Festivals and Holidays

Provo kicks off the New Year with its First Night community celebration of the arts in an alcohol-free setting. Utah Pioneer Days in May features the Miss Orem

Pageant. America's Freedom Festival in Provo on July 4 is the largest Independence Day celebration in the country. This grand three-week event begins with balloon festivals; gala balls; clogging competitions; 10K, 5K, and one mile runs; and explodes with an enormous parade and a "Stadium of Fire" concert and fireworks display. More than 700 folkdancers from many countries gather at the Springville World Folkfest in July for the largest event of its kind in the country. From May through September, many cities in Utah County hold individual city festivals. WinterFest in downtown Provo during the month of December celebrates the holiday season with concerts, a parade, living nativity, decorated storefronts and a "Lights On" celebration.

Sports for the Spectator

Brigham Young University's (BYU) basketball team plays its games throughout the winter at the 23,000-seat Marriott Center arena. The BYU Cougars hold home football games at their 65,000-seat stadium on campus. The Utah Valley State Wolverines play basketball at the McKay Events Center in Orem. Some of the other sports presented at BYU and Utah Valley State College are basketball, baseball, track, volleyball, gymnastics, rugby, wrestling, and swimming.

Sports for the Participant

The city of Provo has ten golf courses, 37 public tennis courts, 32 public parks, five softball complexes, and two ice rinks. The city maintains a rifle and pistol shooting range year-round for public use. Within an hour's drive from Provo are 7 downhill ski resorts, including Park City and Snowbird. Sundance Resort, which offers mountain biking trails as well as skiing, is 20 minutes from the city of Provo Canyon. Nearby Utah Lake State Park and Deer Creek Reservoir in Heber Valley provide water skiing, fishing, boating, camping, canoeing, and other water sports, in addition to being popular spots for hiking. Fly-fishing in the Provo River is popular, and hunting of elk, deer, moose, and bighorn sheep is also possible. Maps and trail guides to the area can be obtained at the U.S. Forest Service's main office in Provo. Climbers have access to both indoor and outdoor ropes courses at the CLAS (Challenging Leadership Adventure Systems, Inc.) Ropes Course facility. The High Uintas Mountain Range is a challenge for climbers and home to the highest Boy Scout Camp in the country.

Seven Peaks Resort, located at the foot of Maple Mountain in Provo, is a waterpark with a variety of water amusements including the world's tallest water slides, a wave pool, and children's activity areas. The park's acres of lush lawns and pavilions make it a favorite site for picnics and parties. Thanksgiving Point in nearby Lehi is a 700-acre oasis featuring a variety of outdoor activities.

Shopping and Dining

Provo boasts two newer malls: the modern Provo Towne Center and The Shops at Riverwoods. Provo Town Center Mall is anchored by Dillard's, JCPenney, and Sears department stores. The Shops at Riverwoods features modern, upscale shops in a nostalgic Main Street USA setting. Provo Town Square is a specialty theme mall in the heart of the city. All the buildings are restored historic structures housing restaurants, shops, and entertainment facilities. Provo University Parkway has recently developed into a major shopping area with large department stores and small specialty shops. University Mall in the University Parkway corridor in Orem contains 185 stores and restaurants.

The city of Provo has more than 200 eating places. The Provo/Orem area hosts a variety of ethnic restaurants including American, Chinese, Japanese, Indian, Italian, and Mexican establishments. Vegetarian fare, bars/nightclubs, and fast foods of all kinds are also popular. Allie's American Grill at the Provo Marriott, Los Hermanos, and Magelby's are local favorites for dining. At Sundance Resort, The Tree Room offers elegant dining by candlelight; the Foundry Grill Room features lighter, bistro-style dining; and the Owl Bar offers spirits, local brews, and a bistro-style menu for the benefit of private club members (temporary memberships are available); all rooms are known for their exceptional fare.

Visitor Information: The Utah County Convention & Visitors Bureau, 111 S. University Ave., Provo, UT 84601; telephone (801)851-2100

■ Convention Facilities

The cities of Provo and Orem have two major conference facilities and one special events center. The Provo Marriott Hotel and Conference Center has 21 meeting rooms for a total of more than 28,000 square feet, and 330 sleeping rooms, including more than 100 suites. The Brigham Young University Conference Center is a full-service facility featuring 34 conference rooms. It can be scheduled for programs that are consistent with BYU's educational mission and is a smoke- and alcohol-free facility.

Provo hotels with conference facilities are: Best Western CottonTree Inn, Courtyard by Marriott, Hampton Inn, and Holiday Inn. Other nearby hotel conference facilities are located in Orem, American Fork, and Payson.

In addition to the conference centers, the Provo area offers many options for hosting large groups, including the Provo City Library at Academy Square, Historic County Courthouse, Springville Museum of Art, Thanksgiving Point, Alpine Art Center, and Scera Theater in Orem, among others.

The David O. McKay Events Center at Utah Valley State College features an 8,500-seat arena, four multi-purpose athletic courts of 5,000 square feet each, two 2,500-square-foot meeting spaces, four concession stands, six locker rooms, in-house catering, full equipment rental, and ticketing services. Sundance Resort's facilities include more than 11,000 square feet of meeting space and 102 sleeping units in a rustic, alpine atmosphere. The fairground facilities at Spanish Fork include a 7,000-seat main arena, plus two additional arenas totaling more than 60,000 square feet.

Convention Information: The Utah County Convention & Visitors Bureau, 111 S. University Ave., Provo, UT 84601; telephone (801)851-2100

■ Transportation

Approaching the City

Provo/Orem is intersected by U.S. Highways 50, 89, 91, and 189, as well as by Interstate 15. Provo is located within an hour's drive of Salt Lake International Airport, which offers over 900 daily flights on 15 airlines. In 2006 the airport served 21.5 million customers as the 22nd busiest airport in the United States. Bus service to the city is also available.

Traveling in the City

The Utah Transit Authority provides daily mass transit service to both the Provo/Orem and Salt Lake City metropolitan areas. It offers complete routes serving all of the major business areas in Provo. The metropolitan area is served by one taxi company.

■ Communications

Newspapers and Magazines

The Daily Herald is Provo's daily newspaper. The *Daily Universe* newspaper is published by the students at Brigham Young University. Magazines published in

Provo include *BYU Studies*, *BYU Magazine*, *Al-Arabiyya* (a scholarly journal for Arabic language teachers), *The Western North American Naturalist*, and *Scandinavian Studies*.

Television and Radio

Provo has five AM and FM radio stations that encompass religion, music, talk, and public broadcasting, and three television stations, including one that broadcasts from the campus of Brigham Young University.

Media Information: *The Daily Herald*, 1555 North Freedom Blvd., PO Box 717, Provo, UT 84603; telephone (801)375-5050; toll-free (800)880-8075.

Provo Online

City of Provo home page. Available www.provo.org
The Daily Herald. Available www.harktheherald.com

Provo City Economic Development. Available www.provo.org/econdev/econdev_main.html

Provo City Library. Available www.provo.lib.ut.us

Provo City School District. Available www.provo.edu

Provo Orem Chamber of Commerce. Available www.thechamber.org

Utah County Convention & Visitors Bureau.
Available www.utahvalley.org/p_home.asp

Utah State Office of Education. Available www.usoe.k12.ut.us

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Salt Lake City

■ The City in Brief

Founded: 1847 (incorporated 1851)

Head Official: Mayor Ralph Becker (D) (since 2007)

City Population

1980: 163,033

1990: 159,928

2000: 181,743

2006 estimate: 178,858

Percent change, 1990–2000: 13.6%

U.S. rank in 1980: 90th

U.S. rank in 1990: 108th

U.S. rank in 2000: 129th

Metropolitan Area Population

1980: 910,000

1990: 1,072,227

2000: 1,333,914

2006 estimate: 1,067,722

Percent change, 1990–2000: 24.4%

U.S. rank in 1980: 41st

U.S. rank in 1990: 38th

U.S. rank in 2000: 35th

Area: 109 square miles (2000)

Elevation: 4,330 feet above sea level

Average Annual Temperatures: January, 29.2° F; July, 77.0° F; annual average, 52.0° F

Average Annual Precipitation: 16.50 inches of rain; 58.5 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 2.8% (June 2007)

Per Capita Income: \$23,286 (2005)

2005 FBI Crime Index Property: 15,859

2005 FBI Crime Index Violent: 1,283

Major Colleges and Universities: University of Utah, Westminster College, Salt Lake Community College-South City Campus, LDS Business College

Daily Newspaper: *The Salt Lake Tribune*; *Deseret News*

■ Introduction

Salt Lake City is the state capital and largest city in Utah. Founded in 1847 by religious leader Brigham Young, the city is the world headquarters of the Church of Jesus Christ of Latter-day Saints (Mormons). From its early days as a mining and railroad town, Salt Lake City has emerged as the commercial and cultural hub for a large area of the western mountain region. The city played host to the 2002 Winter Olympics, which proved to be an economic boon to the area and raised the international profile of the city. The nearby mountains, historical and religious landmarks, and the uniqueness of the Great Salt Lake also make the city a prominent tourist attraction.

■ Geography and Climate

Salt Lake City is bounded on three sides by mountain ranges and on the northwest by the Great Salt Lake. The Jordan River flows just to the west of the downtown district. Mountains shield the city from much of the severe winter weather common to the area, and the lake also serves to moderate the temperatures. Summer days are typically hot and dry, with cool nights and little precipitation. The winters are cold but not severe, with snow remaining on the ground through most of the season.

Spring, especially in March, is the season of heavy rain and high winds from Pacific storms.

Area: 109 square miles (2000)

Elevation: 4,330 feet above sea level

Average Temperatures: January, 29.2° F; July, 77.0° F; annual average, 52.0° F

Average Annual Precipitation: 16.50 inches of rain; 58.5 inches of snow

■ History

European Explorers Replace Native Americans

For thousands of years, the inhabitants of the northern Utah region were hunter-gatherers. Artifacts dating as far back as 12,000 years have been found in caves near the Great Salt Lake. About 500 B.C. the Fremont tribe, a less nomadic, agricultural society, settled in the area, building impressive cliff dwellings and drawing elaborate rock paintings, many of which can still be viewed today. Changing environmental conditions eventually made primitive farming impossible, and by the twelfth century, the area was populated mainly by the Ute, Paiute, and Shoshone tribes of nomadic hunters.

The first Europeans to travel through the area were the Spanish, coming from New Mexico in search of a direct route to Monterey, California, in 1776. In the early 1800s, fur trappers and “mountain men” explored the region, discovering the Great Salt Lake and mapping the mountain passes. A number of government expeditions explored the area, and a steady stream of settlers bound for California began to pass through.

Mormons Settle, Lay Out Town; Religious Beliefs Questioned

A group of Mormon pioneers led by Brigham Young settled in the Salt Lake Valley in 1847, laying out a town they called Great Salt Lake City. From the beginning the city was well planned, with a grid of ten-acre plots separated by streets 132 feet wide. The industrious settlers began planting crops and developing intricate irrigation systems, eventually forming more than 500 settlements in the Utah area. Disaster was averted in 1848 when, as drought and plagues of insects threatened the crops, flocks of seagulls arrived to consume the insects, thereby saving the harvest.

In 1848 the settlers organized the State of Deseret and applied for statehood with a government headed by the Mormon Church. Congress denied the petition and instead created Utah Territory in 1850. Salt Lake City was incorporated in 1851, and in 1856 it replaced Fillmore as the territorial capital. Misunderstandings about

Mormon religious beliefs and political outrage at the Mormon practice of polygamy led to the so-called “Utah War” in 1857 between the Mormon settlers and the U.S. government. Although the dispute was settled peacefully in 1858, relations between the church and the territorial government were strained for many years.

City Becomes State Capital; Regional Mines, Industry Thrive

The two ends of the transcontinental railroad met just 40 miles north of Salt Lake City in 1869, tying Utah with the outside world. Over the next 20 years, hundreds of copper, silver, and lead mines were developed in the region, bringing a large number of non-Mormon settlers. Under continued pressure, the practice of polygamy was officially stopped by the church in 1890. This paved the way for women’s suffrage in Utah, which had been a political lever in the national polygamy debate. The majestic Mormon Temple, begun in 1853, was completed in 1892, and Utah entered the Union in 1896 as the third suffrage state, with Salt Lake City as the capital.

During the early twentieth century Salt Lake City assumed the look of a modern city. The State Capitol building and a number of other impressive structures were built, electric trolley cars began service on the city’s streets, and large residential sections developed around the city. Like most cities, Salt Lake City suffered during the Great Depression, but prosperity returned during World War II amidst a construction boom and increased demand for metals. Industrial expansion continued postwar with downtown development and beautification projects becoming a focus in the 1970s and 1980s.

In 2002 Salt Lake City hosted the “best attended” Olympic Winter Games in history, with 1.6 billion tickets sold and another 4 billion television viewers. The city continues to reap the benefits of improved infrastructure and a significant increase in tourism, and in 2007 was experiencing a post-Olympic downtown building boom.

In recent years Salt Lake City has been consistently recognized for its prosperity and quality of life. In 2006 *Fortune* magazine ranked the state fourth-best in America for business, and it is recognized annually on lists of the healthiest cities.

Historical Information: Utah State Historical Society Library, 300 South Rio Grande Street, Salt Lake City, UT 84101; telephone (801)533-3500; fax (801)533-3503

■ Population Profile

Metropolitan Area Residents

1980: 910,000
1990: 1,072,227
2000: 1,333,914
2006 estimate: 1,067,722



©Joseph Sohm; ChromaSohm Inc./Corbis.

Percent change, 1990–2000: 24.4%
 U.S. rank in 1980: 41st
 U.S. rank in 1990: 38th
 U.S. rank in 2000: 35th

City Residents

1980: 163,033
 1990: 159,928
 2000: 181,743
 2006 estimate: 178,858
 Percent change, 1990–2000: 13.6%
 U.S. rank in 1980: 90th
 U.S. rank in 1990: 108th
 U.S. rank in 2000: 129th

Density: 1,666.1 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 142,877
 Black: 5,413
 American Indian and Alaska Native: 2,636
 Asian: 7,235
 Native Hawaiian and Pacific Islander: 1,388
 Hispanic or Latino (may be of any race): 41,745
 Other: 20,245

Percent of residents born in state: 49.1%
 (2000)

Age characteristics (2005)

Population under 5 years old: 16,278
 Population 5 to 9 years old: 11,097
 Population 10 to 14 years old: 9,206
 Population 15 to 19 years old: 8,842
 Population 20 to 24 years old: 18,932
 Population 25 to 34 years old: 41,400
 Population 35 to 44 years old: 23,557
 Population 45 to 54 years old: 18,880
 Population 55 to 59 years old: 9,986
 Population 60 to 64 years old: 5,472
 Population 65 to 74 years old: 9,237
 Population 75 to 84 years old: 7,090
 Population 85 years and older: 2,693
 Median age: 30.8 years

Births (2006, MSA)

Total number: 19,213

Deaths (2006, MSA)

Total number: 5,866

Money income (2005)

Per capita income: \$23,286
Median household income: \$37,287
Total households: 75,028

Number of households with income of . . .

less than \$10,000: 7,907
\$10,000 to \$14,999: 5,283
\$15,000 to \$24,999: 11,379
\$25,000 to \$34,999: 10,550
\$35,000 to \$49,999: 13,193
\$50,000 to \$74,999: 13,002
\$75,000 to \$99,999: 4,241
\$100,000 to \$149,999: 5,892
\$150,000 to \$199,999: 1,969
\$200,000 or more: 1,612

Percent of families below poverty level: 9.4% (2005)

2005 FBI Crime Index Property: 15,859

2005 FBI Crime Index Violent: 1,283

■ Municipal Government

Salt Lake City has a council-mayor form of government with the mayor elected at large. The mayor and seven council members serve four-year terms. The city is also the seat of Salt Lake County and the capital of Utah.

Head Official: Mayor Ralph Becker (D) (since 2007; current term expires 2011)

Total Number of City Employees: 3,000 (2007)

City Information: Salt Lake City Corporation, 451 South State Street, Salt Lake City, UT 84111; telephone (801)535-6333

■ Economy

Major Industries and Commercial Activity

Salt Lake City was originally a farming community; it also depended on mining until the early 1980s when foreign competition began to erode profits from that industry. Today it has grown into a diverse economic region. As the state capital, county seat of Salt Lake County, and the largest city in the four-county Wasatch Front metropolitan area, the city is a government, commercial, and industrial center for Utah and much of the Intermountain West.

The service sector produces the most jobs in the city, especially computer and health care services. Government employment is considerable, with the State of Utah, University of Utah, and Salt Lake County among the city's top employers. A number of national financial

institutions have established branch offices in Salt Lake City, making it the center of banking and finance for the region; there are 56 financial organizations in the county, employing over 20,000 workers. The city boasts a lower-than-the-national average cost of doing business. Manufacturing is the third-largest industry in the area, with over 51,000 workers. Salt Lake City is the largest retail and wholesale market in Utah. The construction industry remains significant, and bioscience is a growing sector, with over 300 firms in the Salt Lake City area. The city supports a thriving tourism industry, especially in the wake of the 2002 Olympics, which brought in over \$2 billion dollars of directly related spending; the industry continues to benefit from the city's increased international profile. Salt Lake City is the international headquarters of the Church of Jesus Christ of Latter-day Saints.

Items and goods produced: petroleum products, electronics, missiles, pharmaceuticals, medical products

Incentive Programs—New and Existing Companies

Local programs: The Salt Lake County Office of Business Economic Development offers incentives to new and existing companies in the form of loans, grants, and on-the-job training. Most incentives are targeted toward the unincorporated areas of the county. It also provides no-cost monthly workshops. The Salt Lake City Department of Economic Development offers similar incentives as well as assistance with site selection, financial planning, and permit applications.

State programs: Utah's Centers of Excellence Program funds viable research at the college and university level, bridging the gap between technological innovation and marketplace success. Since its creation in 1986 the program has resulted in thousands of new high-tech jobs and significant growth for many of the state's tech companies. In 2006 there were 2,000 tech jobs that had resulted from the CEP program. The Economic Development Corporation of Utah plays a dual role in the state's commercial success, promoting expansion of local companies as well as relocation for out-of-state firms. EDCUTAH offers a considerable network of public- and private-sector contacts, as well as support for site selection, media relations, and industry research. The Utah Small Business Development Center (USBDC) helps established and start-up companies prepare business plans, set sales goals, identify customers and the competition, analyze the market, and research financing sources. The USBDC operates in partnership with the U.S. Small Business Administration, the Utah Department of Community and Economic Development, and Salt Lake Community College. It offers training and resources in the areas of entrepreneurship, business development, the

law, international business, financial management, e-commerce, and computer technology. The Salt Lake Chamber of Commerce represents businesses across the state, lobbying the government and providing networking opportunities to benefit its member companies.

Job training programs: Custom Fit is an employee training program offered through the Utah College of Applied Technology, state colleges, and the local business community. It provides training in specific technologies, computer skills, safety certification, leadership, management and team-building. The Utah State Legislature allocates annual funding to Custom Fit, covering a substantial portion of the cost to employers.

State funding is also provided for Short Term Intensive Training programs across Utah. Training is offered at the state college level at a 66 percent discount to potential employers or employees. The program is customized to match full-time job seekers with the needs of specific companies.

Development Projects

In 2007 it was estimated that total investment in downtown Salt Lake City would exceed \$1.5 billion by 2012, representing the most concentrated period of investment in Salt Lake City's history, according to the city's Downtown Alliance.

Among the new constructions expected to be complete by the end of 2007 was Intermountain Health Care's \$362 million, 468-bed flagship hospital in the Salt Lake Valley. A commuter railway from Weber County to downtown Salt Lake City, run by the Utah Transit Authority, was expected to open in 2008. The Salt Palace Convention Center completed its latest expansion in 2006. City Creek Center, a major office and residential development on twenty acres in downtown Salt Lake City, was expected to be finished by 2012. The new Frank E. Moss Courthouse, covering 367,188 square feet, was expected to open in 2011. A new light rail line stemming from the Intermodal Hub began construction in 2006 and was slated to begin service by fall 2008.

Other projects in the planning phase or under construction include the Marmalade, a \$47 million commercial and residential development; Gateway Olympic Plaza, a \$10 million dollar commercial and retail center; and The Leonardo, an arts, culture, and science center co-sponsored by Global Artways, the Center for Documentary Arts, and the Utah Science Center.

Economic Development Information: Economic Development Corporation of Utah, 201 South Main Street, Suite 2010, Salt Lake City, UT 84111; telephone (801)328-8824; fax (801)531-1460. Salt Lake Chamber and Downtown Alliance, 175 East 400 South, Suite 600, Salt Lake City, Utah 84111; telephone (801) 328-5073; fax (801)328-5093; email downtownrising@saltlakechamber.org

Commercial Shipping

Utah's free port law makes it an ideal location for the import and export of goods. Salt Lake City is a full-service customs port city with a foreign trade zone. The Salt Lake International Airport handled more than \$148 million pounds of cargo in 2006.

Southern Pacific and Union Pacific railways offer freight service throughout Utah. The state's railroad lines all converge in the Salt Lake-Ogden area, making it a convenient interline switching route for destinations across the country. About 2,000 interstate and intrastate motor freight carriers operate in Utah.

Major distribution operations in Salt Lake County include RC Willey Furnishings, Nicholas & Company, Inc., Costco Western Distribution Center, and Schiff Nutrition International, Inc.

Labor Force and Employment Outlook

The services sector is Salt Lake City's largest employment division, with over a thousand new jobs added on average each year. Health care and computer technology are two dominant subsections. Construction remains important to the local economy, especially in the midst of the downtown building boom. Trade employment also remains high.

In 2007 the unemployment rate in Salt Lake City stood at 2.8 percent, well below the national average and down dramatically from its 10-year high in 2002 of over six percent unemployment. Between 1997 and 2007 the labor force grew by nearly 100,000 workers. Analysts expected steady growth and employment to continue, thanks to an influx of capital investment in downtown Salt Lake City and a diversified economy.

The following is a summary of data regarding the Salt Lake City metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 614,700

Number of workers employed in . . .

- construction and mining: 44,900
- manufacturing: 55,300
- trade, transportation and utilities: 126,500
- information: 18,900
- financial activities: 48,900
- professional and business services: 98,100
- educational and health services: 56,600
- leisure and hospitality: 54,700
- other services: 19,100
- government: 91,700

Average hourly earnings of production workers employed in manufacturing: \$16.13

Unemployment rate: 2.8% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
University of Utah	15,000-19,999
State of Utah	10,000-14,999
Intermountain Health Care	10,000-14,999
Granite School District	7,000-9,999
Jordan School District	7,000-9,999
Salt Lake County	5,000-6,999
Wal-Mart	3,000-3,999
Discover Financial Services Inc.	3,000-3,999
Delta Airlines	3,000-3,999
U.S. Post Office	3,000-3,999

Cost of Living

Overall cost of living in the Salt Lake City area ranks close to the national average.

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

2007 (1st quarter) ACCRA Average House Price: \$310,631

2007 (1st quarter) ACCRA Cost of Living Index: 99.9

State income tax rate: 2.3% to 7.0%

State sales tax rate: 4.75%

Local income tax rate: None

Local sales tax rate: 6.6%

Property tax rate: Levied at the state and local level, based on assessed valuation; rate in 2005, .015288%

Economic Information: Economic Development Corporation of Utah, 201 South Main Street, Suite 2010, Salt Lake City, UT 84111; telephone (801)328-8824; fax (801)531-1460. Governor’s Office of Planning and Budget, Demographic and Economic Analysis, 116 State Capitol, Salt Lake City, UT 84114; telephone (801)538-1036; fax (801)538-1547. Utah Department of Workforce Services, PO Box 45249, Salt Lake City, UT 84145-0249; telephone (801)526-9675; fax (801)526-9211; email dwscontactus@utah.gov. Bureau of Economic and Business Research, University of Utah, David Eccles School of Business, 1645 E Campus Center Dr., Rm 401, Salt Lake City, UT 84112-9302; telephone (801)581-6333; fax (801)581-3354; email bureau@business.utah.edu

Education and Research

Elementary and Secondary Schools

The Salt Lake City School District is sixth-largest in Utah, serving approximately 24,000 total students from diverse socioeconomic backgrounds. Its stated mission is to

advocate for all students, provide education of the highest quality, and prepare students for opportunities in the future. In 2004 the Board of Education instituted a five-year “Student Achievement Plan,” which was to be evaluated in 2009; a key component of the program is school choice. The district operates several charter, magnet, and alternative schools. New options for the 2006-7 school year included Salt Lake School for the Performing Arts, the Health Professions Academy, and Open Classroom Expansion.

The following is a summary of data regarding the Salt Lake City School District as of the 2005–2006 school year.

Total enrollment: 23,595

Number of facilities

elementary schools: 27
 junior high/middle schools: 5
 senior high schools: 4
 other: 4

Student/teacher ratio: 20.8:1

Teacher salaries (2005–06)

elementary median: \$42,620
 junior high/middle median: \$48,730
 secondary median: \$47,970

Funding per pupil: \$5,822

Public Schools Information: Salt Lake City School District, 440 East 100 South, Salt Lake City, Utah 84111-1891; telephone (801)578-8599; fax (801)578-8248. Utah State Office of Education, 250 East 500 South, PO Box 144200, Salt Lake City, UT 84114-4200; telephone (801)538-7500

Colleges and Universities

Salt Lake City is home to the University of Utah, the oldest university in the West. Founded in 1850, the university covers more than 1,000 acres and includes the Red Butte Garden and Arboretum. One of the country’s top 30 public research universities, the University of Utah is known for its technology transfer program to move research into practical applications in the business world; it also has a medical school. In fall 2006 the University’s enrollment stood at 24,558, and there are over 2,000 graduate degrees awarded each year. The College of Social and Behavioral Sciences has the largest total enrollment of the University’s 16 different academic divisions, and Economics, Political Science, Mass Communication, Psychology and Sociology are the most popular concentrations.

Salt Lake City is also home to prestigious Westminster College, a private non-denominational institution founded in 1875, offering 24 undergraduate majors and a

range of post-graduate degree and certificate programs. It enrolls approximately 2,000 students each year in its four colleges: the School of Arts and Sciences, Bill and Vieve Gore School of Business, School of Education, and the School of Nursing and Health Sciences. Other local colleges include the Salt Lake Community College and LDS Business College. Adult education is available through the Salt Lake City campus of the University of Phoenix.

Libraries and Research Centers

The Salt Lake City Public Library System consists of a main library and 5 branch locations, with a total of more than 750,000 volumes and 600 periodical subscriptions, as well as films, audio tapes, maps, and art reproductions. The library also contains special collections of old and rare material from the region's past. A new Main Library was unveiled in 2003, featuring a six-story curving, climbable wall, spiraling fireplaces, a multi-level reading area and a rooftop garden. The 240,000-square-foot space is double the size of the previous library, and houses over 500,000 volumes. Several other branches were also remodeled or expanded in 2003.

The Salt Lake County Library System consists of a main library and 18 branches offering a variety of exhibits, events and collections. Salt Lake City is also home to the Utah State Library Program for the Blind and Disabled, which serves visually impaired, physically disabled, and reading disabled patrons on cassette, and large-print books. The University of Utah maintains a large library system. A number of private, research, and special interest libraries also serve the city.

The Church of Jesus Christ of Latter-Day Saints Library houses a genealogical library, considered to be the largest of its kind in the world. Open to the public free of charge, the collection contains family history, local history, and vital records. The library is visited by approximately 1,900 patrons each day.

Centers in the Salt Lake City area conduct research activities in such fields as the environment, entomology, engineering design, biomedical engineering, toxicology, lasers, radiobiology, occupational and environmental health, astrophysics, astronomy, communications, nuclear engineering, physical electronics, remote sensing and cartography, mineral technology, isotope geology, seismology, mining, business and economics, finance, public affairs, politics, energy law, gerontology, the American West, the Middle East, and archaeology.

Public Library Information: Salt Lake City Public Library, 210 East 400 South, Salt Lake City, UT 84111; telephone (801)524-8200. Salt Lake County Library System, 2197 Fort Union Blvd, Salt Lake City, UT 84121-3139; telephone (801)943-4636; fax (801)942-6323

■ Health Care

Utah boasts some of the healthiest people in the country. In 2006 the state was ranked sixth-healthiest in the U.S. by the United Health Foundation. Utah has the lowest smoking rate in the nation (the only state with a smoking rate under 10 percent), and also records some of the lowest cancer, heart disease, and infant mortality rates.

A major focus for health care in Salt Lake City is the University Health Services Center, the teaching and research hospital for the University of Utah Medical School. The system consists of 850 physicians and health-care professionals, inpatient and outpatient services, same-day surgery, a 90-bed psychiatric hospital, and 24-hour assessment and referral services. In 2006 University Health Services Center was named to the *U.S. News & World Report* list of "America's Best Hospitals" for the thirteenth time. In 2005 the hospital was named to Solucient's list of the "One Hundred Most Improved Hospitals." Intermountain Health Care is a non-profit organization based in Salt Lake City. It includes 21 hospitals and has a mandate to provide quality care regardless of a patients' abilities to pay. In 2006 *Information Week* ranked Intermountain Healthcare as one of the nation's top 50 innovative users of information technology; in that same year, *Verispan* and *Modern Healthcare* ranked Intermountain Healthcare second in the nation in a study of more than 550 integrated health systems. It has been cited as an example of a well-run hospital system on ABC News and in *Newsweek*. The Intermountain Shriners Hospital for Children provides no-cost care and services for children with disorders of the bones, muscles and joints.

■ Recreation

Sightseeing

Downtown Salt Lake City boasts a number of popular attractions. The State Capitol with its spectacular copper-clad dome is located on Capitol Hill, which offers a view of the city and surrounding area. At Temple Square, the headquarters of the Mormon Church, the Salt Lake Temple displays six spires, 15-foot-thick granite walls, and a golden statue of the Angel Moroni. Also on the square are the famous Mormon Tabernacle, built in 1867 with no interior supports, and the Seagull Monument, honoring the birds that saved the settlers' first crops.

Other sights in the city include Beehive House, the restored residence of Brigham Young, who gave it the name because he wanted his followers to be as industrious as bees. Fort Douglas, a 9,000-acre historical fort, is filled with interesting military architecture dating from 1862. Utah's Hogle Zoo contains a collection of exotic birds

and animals in a natural setting, including an elephant habitat and an Asian Highlands exhibit. This Is The Place Heritage Park contains an operational pioneer community as it was in 1847, as well as the “This Is The Place” Monument, marking the spot where Brigham Young chose the area as a home for the Mormons.

The Great Salt Lake, over 90 miles long and 48 miles wide, is the second most salty body of water in the world. The high salinity makes it a unique swimming experience: it is almost impossible for a person to sink in the water. A different type of aquatic entertainment is found at Raging Waters, a family-oriented theme park with more than 30 different water rides and a picnic area. Clark Planetarium presents daily star shows and images from the Hubble Telescope. Olympic Cauldron Park is a stunning addition to the city, featuring the 72-foot Olympic Cauldron, which housed the Olympic Flame; the Hoberman Arch, where athletes stood to receive their medals; a visitor center; and a theatre dedicated to the memory of the 2002 Olympic Winter Games.

Arts and Culture

Salt Lake City is home to a number of acclaimed cultural organizations. The world-famous Mormon Tabernacle Choir, an American institution for many years, is based in Salt Lake City. The Utah Symphony performs over 260 concerts nationally and internationally each year; the orchestra performs locally in Maurice Abravanel Hall, a world-class acoustic space. The historic Capitol Theatre is home to the Utah Opera and Ballet West, one of the nation’s leading companies. The Rose Wagner Performing Arts Center includes an art gallery and several performance spaces for new and established artists.

Theatrical performances are scheduled at Desert Star Playhouse, featuring live musical comedy melodrama, honky-tonk piano, and audience participation; Hale Center Theater, offering comedies and musicals for the whole family to enjoy; Off Broadway Theatre, staging comedy and improvisation; Promised Valley Playhouse, presenting theater in a restored turn-of-the-century showplace; and Salt Lake Community College Grand Theatre, featuring Broadway musicals.

Several interesting museums are located in Salt Lake City. The Daughters of the Utah Pioneers Museum houses a collection of dolls, textiles, and frontier furniture in a replica of the famous Salt Palace. Located in a restored nineteenth century railroad station, the Utah Historical Society features exhibits on the history of Utah’s various ethnic groups. The Fort Douglas Military Museum inside the restored fort displays items relating to the military history of the state. Hill Air Force Base Aerospace Museum maintains a collection of military aircraft, missiles, vehicles and uniforms. The Utah Museum of Natural History contains a large collection of dinosaur skeletons excavated from many local sites, as well as exhibits on animals and minerals of the region.

The Salt Lake Art Center houses traveling art exhibits from around the world as well as a permanent collection and a sculpture garden. On the campus of the University of Utah, the Utah Museum of Fine Arts contains paintings by artists such as Rubens, antique tapestries, and Louis XIV furniture. The Museum of Church History and Art chronicles the early development of the Church of Jesus Christ of Latter-day Saints. The Chase Home Museum of Utah Folk Arts is dedicated to the work of Utah’s ethnic, native, and rural artists.

Festivals and Holidays

The Utah Arts Festival, the nation’s first statewide arts festival, takes place in June and provides exciting performances and visual art, crafts, and ethnic foods. June is also the time for the prestigious Gina Bachauer International Piano Foundation Festival and Competition. In 2006, the American West Heritage Center inaugurated the reformatted Festivals of the American West, a change from the previous format of a single, large festival held each year in August to several smaller festivals held throughout the year. These include Baby Animal Days, Spirit of ’47 Pioneer Jubilee, Tellabration!, and Frontier Christmas. Pioneer Harvest Days happens every September in Pioneer Trail State Park, featuring authentic examples of historic craftwork, including butter making, weaving, blacksmithing, adobe brick making, and pioneer games. September is a busy month in Salt Lake City, with the Salt Lake City Jazz Festival and the Utah State Fair, which features midway rides, livestock and art exhibits, and special entertainment nightly. The Christmas season begins the day after Thanksgiving, when more than 300,000 lights are turned on in Temple Square. The Sundance Film Festival takes place in the Salt Lake area every January. The Madeleine Festival takes place at the Cathedral of the Madeleine each spring, offering free cultural performances to the community. The annual Great Salt Lake Bird Festival takes place in May, as well as Living Traditions, a three-day festival honoring folk artists of the Salt Lake Valley.

Sports for the Spectator

Salt Lake City is home to one professional basketball team: the NBA’s Utah Jazz, which plays in the \$90 million, state-of-the-art EnergySolutions Arena. Hockey is represented by the Utah Grizzlies, who are an affiliate of the New York Islanders. The Salt Lake Bees, a Triple A affiliate of the Anaheim Angels, play baseball at Franklin Covey Field from April through mid-September. The University of Utah fields competitive teams in most major collegiate sports. Salt Lake City is also host to Major League Soccer’s Real Salt Lake, the Utah Blaze arena football team, and a number of rodeo events on the national rodeo circuit. The nearby Bonneville Salt Flats is the site of numerous auto races and frequent attempts to set the land speed record.

Sports for the Participant

The Salt Lake City area offers an abundance of outdoor activities. The nearby mountains provide year-round recreation: hiking, fishing, camping, and winter skiing. Some of the nation's most popular ski resorts such as Snowbird, Park City, Deer Valley, Sundance, Alta, and Solitude are within a 40-minute drive of the city. Non-traditional sports such as ski-jumping and luge are offered at new facilities constructed for the 2002 Olympic Winter Games. The area's rivers offer white-water rafting, canoeing, and innertubing. Many area lakes are ideal spots for all forms of water activity—boating, sailing, water skiing, and swimming.

Gallivan Utah Center Plaza, a four-acre public plaza in downtown Salt Lake, has a skating rink. Salt Lake City operates a number of parks that feature swimming pools, jogging trails, playing fields, tennis courts, and other recreational facilities. Several championship-grade golf courses are located in the city as well.

Shopping and Dining

America's first department store, the Zions Cooperative Mercantile Institution, opened in Salt Lake City in 1868 and continues to operate today in ZCMI Center Mall. A number of major shopping centers are located in the city, including Crossroads Plaza and Trolley Square, a theme mall located in a group of restored trolley barns. The Gateway, Salt Lake's only open-air entertainment, dining, and shopping venue, was completed in 2001. Set on thirty acres, it features 90 shops and restaurants, a restored 1908 Union Pacific Depot and the Olympic Legacy Plaza. Many small shops and boutiques are scattered throughout the metropolitan area.

Because of its diverse ethnic population, Salt Lake City features a variety of international restaurants; many are prominent nationally. Everything from inexpensive fast food to elegant, intimate dining can be found in the more than 300 restaurants located in the valley.

Visitor Information: Salt Lake City Convention & Visitors Bureau, 90 South West Temple, Salt Lake City, Utah 84101; telephone (801)521-2822; fax (801)534-4927

■ Convention Facilities

The Salt Palace Convention Center, located in the center of the downtown district, is the city's major convention facility. After an extensive renovation completed in 2006, the Palace features over half a million square feet of continuous exhibition space, catering services, and a business center.

There are more than 4,200 hotel rooms and 90 restaurants within walking distance of the Salt Palace Convention Center and another 7,000 hotel rooms in the city. Several of the major hotels also contain extensive

meeting, banquet, and ballroom accommodations. The EnergySolutions Arena offers meeting rooms ranging in size from 400 to 10,000 square feet.

Convention Information: Salt Lake City Convention & Visitors Bureau, 90 South West Temple, Salt Lake City, Utah 84101; telephone (801)521-2822; fax (801)534-4927

■ Transportation

Approaching the City

The Salt Lake International Airport offers over 900 daily flights on 15 airlines, and is located just minutes from downtown Salt Lake City. In 2006 the airport served 21.5 million customers as the 22nd busiest airport in the United States. The Utah Transit Authority provides transportation to and from the airport; taxis are available, and many area hotels provide complimentary shuttle service.

Salt Lake City is at the junction of two major interstate highways, Interstate 15 running north-south and Interstate 80 running east-west. Interstate 215 forms a commuter loop and by-pass around the inner city.

Amtrak provides national passenger rail service from Salt Lake City's Gateway area. The TRAX light rail system serves Salt Lake County.

Traveling in the City

Walking is perhaps the best way to see the city's sights. Salt Lake City was laid out in a grid pattern with exceptionally wide streets by the early Mormon pioneers, which makes automobile travel easy and pleasurable compared to most larger metropolitan areas. Streets are named according to their distance and relationship to Temple Square. Salt Lake City recently implemented an intelligent CommuterLink system to decrease traffic congestion.

The Utah Transit Authority (UTA) operates 69 light rail vehicles, 30 commuter rail cars and more than 600 buses. Free fare zones operate downtown. UTA also provides service to ski resorts in winter and door-to-door transportation for the disabled.

■ Communications

Newspapers and Magazines

Salt Lake City is served by two major daily newspapers, *The Salt Lake Tribune* and *Deseret News*. The Latter-Day Saints publish three titles: *Church News*, a weekly newspaper; *The Friend*, a magazine for children aged three to eleven; and *New Era*, a magazine for teens. Other magazines published in the city include *Salt Lake*

Magazine and several scholarly, medical, and industry magazines.

Television and Radio

Salt Lake City's 10 television stations represent the commercial networks and independent and instructional channels. The city is also served by a variety of cable channels. Nearly two dozen AM and FM radio stations broadcast from Salt Lake City, providing a wide range of music, news, and informational programming.

Media Information: *The Salt Lake Tribune*, 143 S. Main Street, Salt Lake City, UT 84111; telephone (801) 257-8742. *Deseret News*, 30 E 100 South, PO Box 1257, Salt Lake City, UT 84110; telephone (801)237-2100

Salt Lake City Online

City of Salt Lake City home page. Available www.ci.sl.ut.us

Deseret News. Available www.deseretnews.com/dn
Discover Southern Utah! Available www.infowest.com/Utah

Salt Lake City Public Library. Available www.slcppl.lib.ut.us

Salt Lake City Public Schools. Available www.slk12.ut.us

Salt Lake Convention and Visitors Bureau. Available www.saltlake.org

The Salt Lake Tribune. Available www.sltrib.com

Utah State Office of Education. Available www.usoe.k12.ut.us

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Miller, Marjorie, *Salt Lake City: Jewel of the Wasatch* (Yellow Cat Flats, UT: Yellow Cat Publishing, 2000)

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Seattle...535

Spokane...545

Tacoma...555

Vancouver...565



The State in Brief

Nickname: Evergreen State

Motto: Al-Ki (By and by)

Flower: Coast rhododendron

Bird: Willow goldfinch

Area: 71,299 square miles (2000; U.S. rank 18th)

Elevation: Ranges from sea level to 14,410 feet above sea level

Climate: Generally mild and humid in the western region dominated by the Pacific Ocean; semi-arid in the eastern region; heavy snows in higher elevations

Admitted to Union: November 11, 1889

Capital: Olympia

Head Official: Governor Chris Gregoire (D) (until 2008)

Population

1980: 4,132,000

1990: 4,866,692

2000: 5,894,121

2006 estimate: 6,395,798

Percent change, 1990–2000: 21.1%

U.S. rank in 2006: 14th

Percent of residents born in state: 47.21% (2006)

Density: 94.5 people per square mile (2006)

2006 FBI Crime Index Total: 308,653

Racial and Ethnic Characteristics (2006)

White: 5,148,130

Black or African American: 217,868

American Indian and Alaska Native: 92,791

Asian: 423,976

Native Hawaiian and Pacific Islander: 27,186

Hispanic or Latino (may be of any race): 580,027

Other: 276,396

Age Characteristics (2006)

Population under 5 years old: 406,816

Population 5 to 19 years old: 1,301,428

Percent of population 65 years and over: 11.5%

Median age: 36.7

Vital Statistics

Total number of births (2006): 80,334

Total number of deaths (2006): 46,377

AIDS cases reported through 2005: 11,438

Economy

Major industries: Trade; manufacturing; finance, insurance, and real estate; government; services; agriculture

Unemployment rate (2006): 6.4%

Per capita income (2006): \$27,346

Median household income (2006): \$52,583

Percentage of persons below poverty level (2006): 11.8%

Income tax rate: None

Sales tax rate: 6.5%



Bellingham

■ The City in Brief

Founded: as Whatcom, 1852; renamed Bellingham, 1903

Head Official: Mayor Dan Pike (NP) (since 2007)

City Population

1980: 45,794

1990: 52,179

2000: 67,171

2006 estimate: 75,150

Percent change, 1990–2000: 28.7%

U.S. rank in 1980: 466th

U.S. rank in 1990: 477th (State rank: 9th)

U.S. rank in 2000: 461st (State rank: 10th)

Metropolitan Area Population

1980: 107,000

1990: 127,780

2000: 166,814

2006 estimate: 185,953

Percent change, 1990–2000: 30.5%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 185th

Area: 31.74 square miles (2000)

Elevation: 68 feet above sea level

Average Annual Temperature: 51.5° F

Average Annual Precipitation: 58 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.0% (June 2007)

Per Capita Income: \$22,801 (2005)

2005 FBI Crime Index Property: 5,573

2005 FBI Crime Index Violent: 174

Major Colleges and Universities: Western Washington University, Whatcom Community College, Northwest Indian College

Daily Newspaper: *The Bellingham Herald*

■ Introduction

Bellingham, a coastal city built around the deep water harbor of Bellingham Bay, is set against the backdrop of the Cascade Mountains. Bellingham is the last major city before the coast of Washington state meets the border of Canada. It was named in honor of Sir William Bellingham, who was director of stores for the British Admiralty. The renovated old, historic buildings, views of the water and the mountains, and gorgeous sunsets make for a picture-postcard setting. In 2006 Bellingham made the American Lung Association's list of top twenty cities for clean air for the sixth year in a row.

■ Geography and Climate

Bellingham is the seat of Whatcom County, the most northwestern county in the United States. The city is located 90 miles north of Seattle, 50 miles south of Vancouver, British Columbia, and 20 miles from the Canadian border at Baline. Bellingham, situated at the foot of 10,788-foot Mount Baker, is set on several hills overlooking the 172 San Juan Islands.

Bellingham has a mild, maritime climate with temperatures ranging from 45 to 60 degrees in spring and fall, 30 to 50 degrees in winter, and 60 to 80 degrees in summer. Most days have at least partial sunshine and snow; sleet and hail occur only about 15 days per year.

Area: 31.74 square miles (2000)

Elevation: 68 feet above sea level

Average Temperature: 51.5° F

Average Annual Precipitation: 58 inches

■ History

European Contact with Natives Minimal at First

Long before the coming of Europeans, ancestors of local Bellingham tribes—the Lummi, the Nooksack, and the Semiahmoo—established camps along the bay as part of the great migration over the land bridge that once extended from Asia to North America. Salmon from the surrounding waters was their dietary mainstay, supplemented by roots, berries, and shellfish. The tribes engaged in both warfare and trade at various times. Some historians contend that Spanish explorers were the first white men to visit the area; if so, little evidence of them remains. The Lummi and Semiahmoo still live in the area and salmon remains their chief source of sustenance.

British Captain George Vancouver weighed anchor in nearby Birch Bay during his explorations of the Puget Sound in 1792, and Lt. Joseph Widbey charted Vancouver Bay. Widbey and his men may have seen a community of more than 3,000 natives living near the bay. Vancouver is said to have named the site of present-day Bellingham after the British admiralty controller who outfitted his ships.

As a result of reports carried back to Europe about the bounty of the region, traders began to arrive and a fur industry burgeoned in the early 1800s. From 1825 to 1846 the Hudson's Bay Company held domain over the region, but in the latter year the United States and Great Britain established a boundary at the 49th Parallel, and the Hudson's Bay Company relocated to Vancouver.

Industries Emerge; A Rush for Gold

In 1852, assisted by Lummi tribesmen, Henry Roeder built a sawmill on what is now Whatcom Creek. This initiated a period of coal mining and milling that continued for many decades. Whatcom County was established in 1854. Although the area of Bellingham remained untouched during the Indian War of 1855–1856, an infantry group was sent to Bellingham Bay in 1856 to establish Fort Bellingham.

More than 10,000 people were drawn to Bellingham during the Fraser River Gold Rush of 1858. A tent city mushroomed, until would-be prospectors were advised by Canadian officials that before starting digging they had to report to Victoria, British Columbia.

Eventually, fire and fatalities brought difficult times to the mining industry, and Roeder's mill site was sold to a company from Kansas City. Soon after, a boom was initiated by the building of a railroad that connected Bellingham to the trans-Canada railroad line. Other major segments of the economy at that time were farming, fishing, and canning. In the late 1880s the town of Fairhaven, now part of Bellingham, was promoted as the "next Chicago" by entrepreneur Nelson Bennett, and hundreds of workers were hired to build hotels, homes, and office buildings. People began arriving at the rate of 300 per month, among them gamblers and prostitutes. A vigilante group tried to keep the peace until a police force was finally formed in 1890. In 1902 a brewery was founded in Bellingham that at its height produced more than 100,000 barrels of beer annually. However, the Bellingham Bay Brewery disappeared forever with the beginning of prohibition in 1917.

Bellingham was formed in 1903 with the consolidation of four towns—Whatcom, New Whatcom, Fairhaven, and Bellingham—into one town with the name Bellingham. During the late 1800s tall ships could be seen loading coal, salmon, and timber for transport to cities around the globe. Prosperous businessmen began building impressive homes in the Sehome Hill section of the city, many of which are now used for student housing. The Whatcom Normal School opened in 1899, later to become Western Washington College of Education in 1937, Western Washington State College in 1961, and finally Western Washington University within the following decade.

Bellingham in the New Millennium

In June 1999 a fuel pipeline exploded along Whatcom Creek, killing three people along with thousands of fish and other wildlife. The tragedy resulted in major changes to federal pipeline laws and the creation of a Washington State Office of Pipeline Safety. After a rocky economical start to the twenty-first century, today's Bellingham is a growing and vibrant community set to the scenic backdrop of majestic Mt. Baker.

Plans to develop Bellingham's waterfront were underway in 2007. The waterfront is home to the 137-acre site of Georgia Pacific's former pulp and chemical plant and tissue mill, the latter scheduled to stop operating in December 2007. Efforts to redevelop the site are controversial, particularly regarding the issue of the disposal of mercury-contaminated sediments and soils.

As of 2007 the city had made the protection of Lake Whatcom a high priority. The Lake Whatcom Reservoir is the source of drinking water for about 95,000 people in Whatcom County, including the 82,000 served in Bellingham. The health of the reservoir is declining, as algae growth is requiring more expensive treatment to keep the water safe. Steps to be taken to



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protect the lake include protecting more undeveloped land in the watershed, improving stormwater treatment, and helping watershed residents become better stewards of the lake.

Historical Information: Center for Pacific Northwest Studies, Goltz-Murray Archives Building, Western Washington University, Bellingham, WA 98225-9123; telephone (360)650-7747; fax (360)650-3323; email cpnws@wwu.edu

■ Population Profile

Metropolitan Area Residents

1980: 107,000
 1990: 127,780
 2000: 166,814
 2006 estimate: 185,953
 Percent change, 1990–2000: 30.5%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 185th

City Residents

1980: 45,794

1990: 52,179
 2000: 67,171
 2006 estimate: 75,150
 Percent change, 1990–2000: 28.7%
 U.S. rank in 1980: 466th
 U.S. rank in 1990: 477th (State rank: 9th)
 U.S. rank in 2000: 461st (State rank: 10th)

Density: 2,619.3 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 60,149
 Black: 526
 American Indian and Alaska Native: 802
 Asian: 2,280
 Native Hawaiian and Pacific Islander: 492
 Hispanic or Latino (may be of any race): 3,646
 Other: 2,586

Percent of residents born in state: 49.4% (2000)

Age characteristics (2005)

Population under 5 years old: 3,165
 Population 5 to 9 years old: 3,398
 Population 10 to 14 years old: 2,361
 Population 15 to 19 years old: 4,066

Population 20 to 24 years old: 14,303
Population 25 to 34 years old: 11,552
Population 35 to 44 years old: 6,691
Population 45 to 54 years old: 8,993
Population 55 to 59 years old: 4,580
Population 60 to 64 years old: 2,086
Population 65 to 74 years old: 3,387
Population 75 to 84 years old: 3,796
Population 85 years and older: 679
Median age: 30.1 years

Births (2006, MSA)

Total number: 2,009

Deaths (2006, MSA)

Total number: 1,380

Money income (2005)

Per capita income: \$22,801
Median household income: \$35,612
Total households: 32,385

Number of households with income of . . .

less than \$10,000: 3,944
\$10,000 to \$14,999: 3,016
\$15,000 to \$24,999: 5,071
\$25,000 to \$34,999: 3,901
\$35,000 to \$49,999: 5,253
\$50,000 to \$74,999: 5,406
\$75,000 to \$99,999: 2,910
\$100,000 to \$149,999: 1,936
\$150,000 to \$199,999: 609
\$200,000 or more: 339

Percent of families below poverty level: 13.7% (2005)

2005 FBI Crime Index Property: 5,573

2005 FBI Crime Index Violent: 174

■ Municipal Government

Bellingham has a mayor-council form of government. Six council members serve four-year terms and a seventh council member serves a two-year term as a council person-at-large. The mayor serves a four-year term.

Head Official: Mayor Dan Pike (NP) (since 2007; current term expires 2011)

Total Number of City Employees: 841 (2007)

City Information: City of Bellingham, Bellingham City Hall, 210 Lottie St., Bellingham, WA 98225; telephone (360)676-6900; email info@cob.org

■ Economy

Major Industries and Commercial activity

The year 2001 delivered a number of blows to Bellingham's economy. Georgia-Pacific Corp. closed its pulp and paper mill, resulting in the loss of 420 high-paying jobs and nearly \$1 million to the local economy each year since. Alcoa's Intalco Works aluminum plant also shut down part of its Bellingham operations, further trimming the local workforce. Heightened border security after the September 11th terrorist strikes significantly reduced the number of visitors from Canada that spent their retail and entertainment dollars in Whatcom County.

Local officials realized that the area's dependence on resource-based industries made it particularly susceptible to such events, and that diversification was necessary to ensure future stability and growth. The downfall of diversification is that tourism- and other service-related jobs tend to pay far less than manufacturing jobs. While hospitality jobs paid an average of \$26,000 per employee per year in Whatcom County, the jobs lost at Georgia-Pacific paid about \$52,000 a year.

Still, jobs in service industries are increasingly important, not just to Bellingham's economy but to that of the nation as a whole. This is due in large part to the emergence of technology-driven sectors in the 1990s. Whatcom County employment in services increased from 18.9 percent in 1981 to 25.6 percent in 2000, while manufacturing employment shrunk from 20.8 percent to 14.3 percent over the same period.

Bellingham's economy had been traditionally based on agriculture, fishing, and timber. Today, these segments are still vital components of the local economy, though of less importance than they once had been. The bulk of Whatcom County's agricultural activity involves berry and dairy farming. Although the number and size of farms has been steadily declining, production has been climbing. In 2001 the county's 201 dairy farms produced milk valued at \$185 million, compared to the 480 farms and \$130 million in production in 1985. During 2000, workers in Whatcom County's berry farms produced more blueberries and raspberries than any other county in the state, and ranked second in strawberries. Seed potatoes and apples are also important crops.

Commercial fishing, one of the area's oldest industries, has taken a drastic downturn due to overfishing, shortened seasons, and falling prices. Once home to one of the largest commercial fishing fleets, Whatcom County had 740 commercial vessels in 1985; by 2002 the Port of Bellingham reported only 177 such vessels. The forestry industry tends to be more stable, as loggers in Whatcom County rely more on private lands than on public timberlands, making them more impervious to federal environmental restrictions on public resources.

Despite the losses in paper and aluminum segments, manufacturing remains an important industry in Whatcom County. Manufacturing of wood products and transportation equipment has seen gains in recent years. Boatbuilding is a crucial segment of the transportation equipment sector, as its focus has shifted from fishing vessels to the production of luxury yachts and military boats. Whatcom County in 2007 was home to over 245 manufacturing companies.

Healthcare is becoming increasingly vital to the local economy. Comprised of such areas as hospitals, nursing and residential care, ambulatory clinics, and social assistance, the healthcare field employs some 7,600 residents of Whatcom County.

The top ten employers in Whatcom County in 2007 were: St. Joseph Hospital; Haggen Inc.; BP Cherry Point Refinery; Brown and Cole; Sodexo; T Mobile; Fred Meyer; Alcoa Intalco Works; Madrona Medical Group; and Silver Reef Casino.

Items and goods produced: boats, lumber and wood products, tissue paper, refined oil and petroleum products, blueberries, strawberries, raspberries, seed potatoes, apples, processed frozen foods, baked goods

Incentive Programs—New and Existing Companies

Local programs: The Bellingham Whatcom Economic Development Council promotes local businesses, products, and services, and helps firms in interfacing with regional, national, and international markets. It assists businesses by providing information on expansion and investment decisions, and by providing liaison with government officials and community leaders. It also offers a revolving loan program and a public infrastructure program. Additionally, the Port of Bellingham, a municipal corporation, offers an industrial revenue bond program and a foreign trade zone program to benefit local businesses.

State programs: The state of Washington offers a number of incentive programs to attract new and expanding businesses to the state. Among them are B & O tax credits; sales/use tax deferrals for technology and manufacturing companies as well as for firms relocating or expanding in distressed areas; and loan programs that apply to rural areas and the redevelopment of brownfields.

Job training programs: Job training programs are offered by the state of Washington, and the Bellingham Whatcom Economic Development Council facilitates the implementation of workforce development programs. Training programs for a variety of industries, including healthcare and manufacturing, are offered by such institutions of higher learning as Bellingham Technical College, Northwest Indian College, Western Washington University, and Whatcom Community

College. The WorkSource Partnership also provides start-up services to recruit, screen, test, and refer potential employees. Federal tax credits are available for targeted new jobs.

Development Projects

Funding for the Depot Market Square was secured in 2004, and the new square was dedicated on July 6, 2006. The development serves as the permanent home of the Bellingham Farmers Market, which attracted approximately 10,000 visitors a day in 2007. Depot Market Square also serves as a community gathering place for public and private events. Elsewhere in Bellingham, Bellwether on the Bay is a mixed-use complex occupying 15 acres of waterfront property. As of 2007, Phase I was complete: there were two office buildings, the four-star Hotel Bellwether, a fitness center and spa, and a variety of restaurants and shops. Planning for Phase II was underway that year, and is expected to include two or three additional mixed use buildings with residential areas on upper floors.

Aside from commercial developments, Bellingham has devoted considerable resources to improving culture, recreation, and the general quality of life. The Taylor Avenue Dock and Boardwalk was completed in 2004; this \$2.9 million project restored and improved the historic dock and includes a new boardwalk connecting the dock to Boulevard Park. September 2004 hailed the grand opening of the Studio Theatre, a 3,000-square-foot room within the historic Mt. Baker Theatre built to host small-scale musical and theatrical productions. Also in 2004, a clean-up and restoration project was initiated at the Holly Street Landfill. Reconstruction of portions of the Civic Field Complex, including its grandstands, football field and track, stadium, and skate park, was completed by 2007 at a cost of \$9.9 million.

Plans to develop Bellingham's waterfront were underway in 2007. The waterfront is home to the 137-acre site of Georgia Pacific's former pulp and chemical plant and tissue mill. The disposal of mercury-contaminated sediments and soils will have to be addressed as development begins.

Economic Development Information: Bellingham/Whatcom Chamber of Commerce & Industry, 1201 Cornwall Ave., Ste. 100, Bellingham, WA 98225; telephone (360)734-1330; fax (360)734-1332; email chamber@bellingham.com. Bellingham Whatcom Economic Development Council, 105 E Holly St., PO Box 2803, Bellingham, WA 98227; telephone (360)676-4255; toll-free (800)810-4255; fax (360)647-9413; email info@bwedc.org

Commercial Shipping

Whatcom County has four major locations for U.S.-Canada border crossings: two in Blaine, one in Lynden, and one in Sumas. Freight rail service is offered

in Bellingham by the Burlington Northern Santa Fe, Canadian Rail, and Canadian Pacific railroads. Among its motor freight companies are Puget Sound Truck Lines, Roadway Express, Yellow Transportation, LTI Inc., Machine Transport, Inc., AES Transportation, JIT Transport, Oak Harbor Freight Lines, and Peninsula Truck Lines. The area is also home to 11 local freight brokers. Bellingham International Airport (BIA) serves as a base for charter airlines and is a port of entry for general aviation aircraft. The airport is home to Foreign Trade Zone #129, an area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty. BIA also offers customs brokerage and air cargo services, and houses a U.S. Customs office.

The Port of Bellingham, a municipal corporation dedicated to fulfilling the essential transportation needs of the region, operates a cargo terminal with three ship berths, backed up by two warehouses. Among its exports are wood pulp and aluminum ingots from local factories; its primary import is cottonseed pulp for cattle feed. The port administers five federally designated foreign trade zones to promote manufacturing, warehousing, and trade in the region.

Labor Force and Employment Outlook

As of 2006, Whatcom County had more than 68,000 private wage and salaried workers, 15,700 government workers, and 6,580 self-employed workers. Bellingham's workforce is highly educated. Approximately 90.8 percent of Whatcom County's population over 25 years of age had graduated from high school, and 32.2 percent of 25-year-olds and above had earned a bachelor's degree or higher; both figures are above state averages. Washington is a "right to work" state. Unions are primarily active in the public sector, health care, and construction trades. Whatcom County employers are mostly small business operations and experience little union activity. Most Whatcom County businesses are non-union shops.

The following is a summary of data regarding the Bellingham metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 82,100

Number of workers employed in . . .

- construction and mining: 8,100
- manufacturing: 8,800
- trade, transportation and utilities: 15,600
- information: Not available
- financial activities: 3,100
- professional and business services: 6,800
- educational and health services: Not available
- leisure and hospitality: 9,600
- other services: Not available
- government: 15,700

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.0% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Bellingham School District	Not available
Bellis Fair Mall	Not available
BP Cherry Point Refinery	Not available
Brown & Cole	Not available
City of Bellingham	Not available
County of Whatcom	Not available
Fred Meyer	Not available
Georgia Pacific	Not available
Haggens, Inc.	Not available
St. Joseph Hospital	Not available
Western Washington University	Not available
Whatcom Community College	Not available

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$435,000

2007 (1st quarter) ACCRA Cost of Living Index: 109.3

State income tax rate: None

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: 1.7%

Property tax rate: \$11.40 per \$1,000 of assessed value (2005)

Economic Information: Bellingham/Whatcom Chamber of Commerce & Industry, 1201 Cornwall Ave., Ste. 100, Bellingham, WA 98225; telephone (360)734-1330; fax (360)734-1332; email chamber@bellingham.com

■ Education and Research

Elementary and Secondary Schools

The Bellingham School District offers special programs for disabled students, those with learning disabilities, and exceptionally capable students. The schools have computers and related technology in every classroom. An

early childhood preschool program and Head Start classes are offered. In 2000 the Bellingham School District was one of only 10 districts in the state to be recognized as a “model of achievement” and receive a five-year, \$4.49 million Bill & Melinda Gates Foundation Grant. In October 2007 Bellingham’s Columbia Elementary and Sunnyland Elementary received School of Distinction awards from the state Office of Superintendent of Public Instruction. Only 86 schools, or the top 5 percent of Washington’s 2,500 schools, earned this honor for learning improvement in reading and math over the previous six years.

The following is a summary of data regarding the Bellingham Public School District as of the 2005–2006 school year.

Total enrollment: 9,000

Number of facilities

elementary schools: 13
 junior high/middle schools: 4
 senior high schools: 5
 other: 0

Student/teacher ratio: 19:1

Teacher salaries (2005–06)

elementary median: \$46,690
 junior high/middle median: \$47,300
 secondary median: \$45,610

Funding per pupil: \$7,175

Bellingham has 12 private schools, including two Montessori schools, five religious schools, three alternative schools, a day-care center, and the Whatcom Day Academy.

Public Schools Information: Bellingham Public Schools, 1306 Dupont St., Bellingham, WA 98225-3198; telephone (360)676-6400; fax (360)676-2793; email mgude@bham.wednet.edu

Colleges and Universities

Western Washington University, with nearly 12,500 students, overlooks the city on Sehome Hill. Founded in 1893, the school became a regional university in 1977. College programs include business and economics, fine and performing arts, humanities and social sciences, science and technology, the Huxley College of the Environment, the Woodring College of Education, and Fairhaven College, an interdisciplinary liberal arts college. Western Washington University’s graduate school offers master’s degrees in art, business administration, accounting, education, music, science, and teaching.

More than 7,000 students are enrolled in Whatcom Community College, which offers a variety of two-year programs in such areas as accounting, computer

information sciences, education, English, graphic design, library and information science, massage, paralegal studies, and visual and performing arts; a program in nursing was added in the fall of 2005. Northwest Indian College, one of the fastest-growing Native American colleges in the country, offers its more than 1,200 students associate degrees in Native American Studies, Oksale Native Education, Chemical Dependency Studies, and Life Sciences, as well as a certificate program in Native American Studies; additional programs in a variety of areas of professional development and vocational training are offered through the Training Institute. Degree and certificate programs in more than 50 fields, from culinary arts to radiologic technology, are offered at Bellingham Technical College. Washington State University, based in Pullman, has a Whatcom County Extension that offers non-credit education and degree programs in the fields of gardening and agriculture, family living, and environment and natural resources.

Libraries and Research Centers

The Bellingham Public Library’s main building was built in 1949 and was remodeled and expanded in 1985. Its Fairhaven branch, which celebrated its centennial in December 2004, occupies an original 1912 Carnegie building on the south side of the city. The library system has a collection of more than 400,000 items that range from original manuscripts to the latest CDs, videos, and books on tape. The library maintains current subscriptions to more than 50 newspapers. The library offers free Internet access to patrons, quality programs for children, reference services for adults, and an online local newspaper index and catalogue, as well as a complete database of community resources. The library has a special collection on local history and is a U.S. and state documents depository. In 2006, nearly 750,000 people used the library’s resources, and checked out more than 1.2 million items, record-breaking figures that put Bellingham’s library among the top circulating libraries in the nation for communities of Bellingham’s size. On an annual basis, 16.4 items per person are checked out in Bellingham’s library, compared to the state of Washington’s average of 10.9 items, and the nation’s average of 7.1 items.

Bellingham’s colleges and universities maintain a number of libraries, many of which are open to the public. Western Washington University has a number of research institutes and libraries, including those focusing on such areas as Canadian-American studies, Pacific Northwest studies, demographics, watershed studies, economic education and research, environmental toxicology, and vehicle research. Its special collections include the Ford Fly Fishing Collection, Northwest Collection, Rare Books Collection, and the Western Collection. The Whatcom County Law Library houses more than 15,000 books and CDs covering Washington laws and practice guides, federal laws, U.S. Supreme

Court reports, and regional case law, as well as legal reference materials. Bellingham Technical College maintains an Information Technology Resource Center.

Public Library Information: Bellingham Public Library, 210 Central Ave., Bellingham, WA 98225; telephone (360)676-6860

■ Health Care

The people of Bellingham are served by St. Joseph's Hospital, which has 253 beds across two campuses. The hospital has a staff of 270 physicians, a medical surgical intensive care unit, a trauma center, and emergency, obstetrics, and oncology departments. Services offered include open heart surgery, outpatient surgery, psychiatric and addiction care for children and adults, and geriatric services. St. Joseph's Cardiovascular Center has a brand-new facility. The Cardiovascular Center is award-winning and nationally recognized. The city is also home to more than 80 dentists, some 15 naturopathic physicians, and 80 chiropractors.

■ Recreation

Sightseeing

Bellingham's museums are devoted to an array of topics. The Whatcom Museum of History & Art, located in downtown Bellingham, is comprised of four buildings, each with its own theme: the 1892 Old City Hall, Whatcom Children's Museum, Syre Education Center, and Arco Exhibits Building. The American Museum of Radio and Electricity is the only one of its kind in North America. This museum, which completed an expansion in 2001, houses artifacts and interactive exhibits spanning from the onset of the scientific exploration of electricity in the 17th century to the evolution of broadcast radio and its impact on American culture. The Bellingham Railway Museum chronicles the heritage and operation of railroads in Whatcom and Skagit counties. Mindport Exhibits is a collection of interactive and fine arts exhibits designed to encourage exploration, discovery, and thought. Nearby, the Lynden Pioneer Museum focuses on the heritage of Whatcom County prior to World War II, with exhibits covering Front Street, agriculture, rural Victorian lifestyles, transportation, natural resources, veterans, and the military.

The International Peace Arch, located about 20 miles north of Bellingham, is one of the world's few landmarks to be listed on the national historic registries of two countries. The 67-foot-tall arch has one foot in Canada and the other in the United States, and represents the longest undefended boundary—3,000 miles—in the world. It commemorates the signing of the Treaty of the Ghent, which ended the war between Britain and the

United States. A number of celebrations take place there each year. From May to September a sculpture exhibition of both Canadian and American artists includes festivities each weekend. The Peace Arch Celebration, also known as Hands Across the Border, is held in June. September brings the annual Peace Arch Dedication Days, or "Sam Hill Days," that reenact the anniversary of the arch.

Arts and Culture

The Mt. Baker Theatre has been offering theatrical entertainment since 1927. The Moorish-Spanish style former vaudeville movie palace, which is on the National Historic Register, seats 1,500 people. The theater boasts a 100-foot Moorish tower, open-beamed lobby, 80-foot interior dome, an original 215-pipe organ, state-of-the-art staging capabilities, and, some speculate, a resident ghost. The theater hosts more than 100 live events annually, including touring Broadway shows. The Studio Theatre, a 2004 addition to the Mt. Baker Theatre, stages performances in an intimate setting. Mt. Baker Theatre is also the site for performances by the Whatcom Symphony Orchestra, Mt. Baker Youth Symphony, and Mt. Baker Organ Society.

The oldest community theater company in the Northwest, the Bellingham Theatre Guild, presents a year-round venue of comedies, dramas, and musicals. Western Washington University offers a wide range of performances, including its summer stock season, a theatre arts series of dramas and comedies, and a performing arts series featuring world-renowned musicians and dance companies. Other theaters include the iDiOM Theater and the Upfront Theatre.

The Art of Jazz Series takes place on the last Sunday of each month from January through November (11 shows), featuring trio and quartet performances by Northwest Regional players from Vancouver, Seattle, Portland, and beyond.

Arts and Culture Information: Bellingham/Whatcom County Convention & Visitors Bureau, 904 Potter St., Bellingham, WA 98229; telephone (360)671-3990; fax (360)647-7873; email tourism@bellingham.org

Festivals and Holidays

The highlight of Memorial Day weekend is Bellingham's annual Sea to Ski Race, an athletic contest dating from the 1800s that is accompanied by parades, carnivals, art and garden shows, house tours, and street fairs. The Bellingham Scottish Highland Games take place in early June. Later that month in nearby Fairhaven is the annual Bowler Hat Bocce Ball Tournament, in which teams are encouraged to dress in 1890s period attire. Aerial acrobatics and fireworks turn the eyes toward the skies above the Port of Bellingham in June for AirFest. The Fourth of July is celebrated with the Viewing of the Blast Over Bellingham Bay. Later that month brings the Raspberry

Festival at the Bellingham Farmers Market, and cowboys turn out for the International Bull-A-Rama. The Mount Baker Blues Festival in July has been voted the Best Blues Event in the state. The Bellingham Festival of Music, held in July, features classical, chamber, jazz, and world music. Families flock to downtown's Chalk Art Festival in August.

For hundreds if not thousands of years, Native Americans in the Pacific Northwest have held ceremonies in honor of the salmon. This tradition is carried on at the Salmon and Corn Festival/Oktobefest. Also in autumn is the Eldridge Area Historical Home Tour. Mount Baker is the site for the Mount Baker Country Christmas and the Western Washington University Department of Music's *Messiah* production. In December the Lights of Love is celebrated at Bellingham Public Library. Also in December the Holiday Port Festival and Holiday Festival of the Arts are held.

Sports for the Spectator

The Bellingham Bells, with a season that runs from June through August, is a part of the West Coast Collegiate Baseball League. The Western Washington University Vikings compete in cross country, football, softball, track and field, volleyball, rowing, golf, soccer and men's and women's basketball. Students of Whatcom Community College participate in men's and women's basketball and soccer, and women's volleyball.

Sports for the Participant

In 2001 *Outside* magazine named Bellingham one of its top 10 "Dream Towns" for outdoor recreation. The city has an extensive network of hiking and biking trails, swimming pools and beaches, picnic grounds, fishing sites, softball and soccer fields, and beautiful gardens. At 10,788 feet, Mt. Baker is the highest peak in the North Cascade mountain range. It not only offers some spectacular views, it has the longest ski season in the state, with runs that curve below Mt. Shuksan. Bellingham ranked number seven of the "Best Golf Cities" by *Golf Digest* in 2002, and with 14 courses, Whatcom County boasts the largest concentration of public golf courses in the Pacific Northwest. Water sports abound, with sailing, kayaking, rafting, and whale watching among the favorites. Charter trips are available to the San Juan Islands or Victoria, B.C.

More than 110,000 athletes from around the world participate in the annual Sea to Ski Race, an 82.5-mile relay for teams of eight. The race begins with cross-country skiing at Mount Baker, followed by downhill skiing, running, road cycling, canoeing, mountain biking, and kayaking to the finish at Bellingham Bay. The Human Race, held each June, is a 5K/10K walk-run event in which participants raise money for their favorite charities. The course of the Baker's Healthy Start Foundation Triathlon, held each August, begins from the

banks of Lake Whatcom and ends at Bloedel Donovan Park. September brings the Bellingham Traverse, a team event involving running, mountain and road biking, and canoeing/kayaking around downtown Bellingham, as well as the Discover Bellingham VolksFest, a three-day event comprised of a variety of walks.

Shopping and Dining

Shopping opportunities in Bellingham encompass both large regional malls and charming boutiques. Downtown Bellingham boasts two million square feet of businesses and shops. The Victorian buildings in the city's Fairhaven District hold a variety of specialty shops and eateries. Bellis Fair, the regional shopping mall, has Macy's, Mervyn's, Target, JCPenney, Sears, and 140 specialty stores plus a six-screen cinema. Outlet centers just a few miles from the town center draw bargain hunters. The Sunset Square Shopping Center houses more than 40 stores and restaurants, as well as a movie theater. Unique shops can be found at the new Bellwether on the Bay development on Squalicum Harbor.

Beer-lovers enjoy the fare at the Boundary Bay Brewery Company, where hand-crafted ales and lagers are served in a historic warehouse. Local eateries range from casual cafes and burger joints to restaurants offering Italian, Mexican, and Chinese cuisine, to an upscale steak house with scenic views. The Silver Reef Casino, located in Ferndale, offers food and drink, live entertainment, and gaming, as does the Skagit Valley Casino Resort.

Visitor Information: Bellingham/Whatcom County Tourism, 904 Potter St., Bellingham, WA 98229; telephone (360)671-3990; fax (360)647-7873; email tourism@bellingham.org

■ Convention Facilities

The Bellingham/Mt. Baker region offers more than 2,200 guest rooms and 175,000 square feet of meeting space. Northwest Washington Fairgrounds, located in nearby Lynden, offers more than 70,000 square feet of meeting space in eight rooms, the largest of which can seat 5,000 people. Within the city of Bellingham, the Mt. Baker Theatre offers three meetings rooms that can accommodate 120-1,500 people. The Bellingham unit of the Boys & Girls Clubs of Whatcom County provides more than 13,000 square feet of meeting space, and Western Washington University offers 24 separate rooms that can each seat up to 750 attendees.

A number of area facilities provide both meeting space and lodging. Semiahmoo Resort offers 7,200 square feet in the largest of its 17 meeting rooms. The Best Western Lakeway Inn & Conference Center has 12 meeting rooms that can seat from 504 to 700 people. The Homestead Farms Golf Resort & Convention Center, located 20 miles north of Bellingham in Lynden,

has 6 meeting rooms, the largest of which is 2,400 square feet in size.

Convention Information: Bellingham/Whatcom County Tourism, 904 Potter St., Bellingham, WA 98229; telephone (360)671-3990; fax (360)647-7873; email tourism@bellingham.org

■ Transportation

Approaching the City

Bellingham is located along western America's Interstate-5 corridor, nearly equidistant from Seattle and Vancouver, British Columbia. State routes 11, 539, 542, and 544 form a highway grid that covers most of the interior of western Whatcom County, linking with I-5 near Bellingham. Bellingham International Airport provides service to more than 250,000 passengers annually. Delta Air Lines offers two flights daily from Bellingham to Salt Lake City. Horizon Airlines flies passengers to the Seattle-Tacoma International Airport. Allegiant Air provides direct service to Las Vegas and Reno, NV, and to Phoenix and Mesa, AZ; it is also slated to provide service to Palm Springs, CA. San Juan Airlines runs daily to Friday Harbor and San Juan Island. Skybus Airlines offers daily non-stop flights to Columbus, OH. The Airporter Shuttle delivers passengers to local points. At the Port of Bellingham, the Bellingham Cruise Terminal and Fairhaven Station launch cruises by ferry to Alaska, the San Juan Islands, and Victoria, British Columbia. Amtrak provides passenger rail service to Seattle and Vancouver, B.C., and Canadian Pacific and Rail Canada travel east through Canada. Regional bus service is offered by Greyhound Bus Lines.

Traveling in the City

Interstate 5 runs north and south through the center of Bellingham. State Highway 11 runs north and south down the coast of Bellingham Bay at the south end of town. The Whatcom Transportation Authority (WTA) provides local bus service around Bellingham and to Blaine, Ferndale, and Lynden. In 2007 WTA was remodeling its downtown Bellingham Station; passengers at that time were being served by a temporary station. The remodeled station was scheduled to reopen in fall 2007 to provide a more spacious passenger lobby, enlarged restrooms, and improved facilities for riders' customer service needs.

■ Communications

Newspapers and Magazines

Bellingham's daily paper is *The Bellingham Herald*, which appears every morning. *The Western Front* is published twice-weekly from fall to spring by students of Western Washington University. The *Bellingham Business Journal* and the *Northwest Business Monthly* focus on local business news and features each month. Other papers published in Bellingham include *Cascadia Weekly*, *Whatcom Watch*, and the *Whatcom Independent*.

Television and Radio

One independent television station broadcasts out of Bellingham, which has two cable TV stations. Bellingham has three AM and five FM radio stations, covering classical music, jazz, rock, news, talk, and public radio.

Media Information: *The Bellingham Herald*, 1155 N. State St., Bellingham, WA 98225; telephone (360) 676-2600

Bellingham Online

The Bellingham Herald. Available www.bellinghamherald.com
Bellingham Public Library. Available www.bellinghampubliclibrary.org
Bellingham Public Schools. Available www.bham.wednet.edu
Bellingham/Whatcom Chamber of Commerce and Industry. Available www.bellingham.com
Bellingham/Whatcom County Tourism. Available www.bellingham.org
Bellingham Whatcom Economic Development Council. Available www.bwedc.org
City of Bellingham home page. Available www.cob.org

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Olympia

■ The City in Brief

Founded: 1846 (incorporated 1859)

Head Official: Mayor Mark Fouch (NP) (since 2004)

City Population

1980: 27,447

1990: 33,729

2000: 42,514

2006 estimate: 44,645

Percent change, 1990–2000: 26.0%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available (State rank: 17th)

Metropolitan Area Population

1980: 124,264

1990: 161,238

2000: 207,355

2006 estimate: 234,670

Percent change, 1990–2000: 28.6%

U.S. rank in 1980: Not available

U.S. rank in 1990: 12th (CMSA)

U.S. rank in 2000: 13th (CMSA)

Area: 18.52 square miles (2000)

Elevation: 221 feet above sea level

Average Annual Temperatures: January, 38.1° F; July, 62.8° F; annual average, 49.6° F

Average Annual Precipitation: 50.79 inches of rain; 16.7 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.2% (June 2007)

Per Capita Income: \$22,590 (1999)

2005 FBI Crime Index Property: 2,549

2005 FBI Crime Index Violent: 115

Major Colleges and Universities: The Evergreen State College, South Puget Sound Community College, Saint Martin's University

Daily Newspaper: *The Olympian*

■ Introduction

Olympia, Washington's capital, is a city rich in history and natural beauty. Known for its spectacular view of the Olympic Mountains, the city serves as the gateway to Olympic National Park and headquarters for the Olympic National Forest. Local residents enjoy quiet neighborhoods with lovely tree-lined streets, an abundance of parks, good schools, and a high overall quality of life.

■ Geography and Climate

Olympia sits on a low flat at the southern end of Puget Sound on the shores of Budd Inlet's two bays, between Seattle and the Olympic Mountains to the north, Mt. Rainier to the northeast, and Mt. Saint Helens to the south. The city is further divided by Capitol Lake.

The city and the surrounding area experience fair-weather summers and the gray, wet overcast winters of the Pacific Northwest. Tempered by the Japanese trade current, the mild northwest climate favors lushly forested landscapes replete with ferns and mosses. Rainfall tends to be spread out over a large number of days. With about 52 clear days out of every 365, Thurston County residents live under some form of cloud cover 86 percent of the year, with more than a trace of rain falling on almost half of the days of the year.

Area: 18.52 square miles (2000)

Elevation: 221 feet above sea level

Average Temperatures: January, 38.1° F; July, 62.8° F; annual average, 49.6° F

Average Annual Precipitation: 50.79 inches of rain; 16.7 inches of snow

■ History

Territorial Days

Before British Captain George Vancouver sailed into Puget Sound Bay in 1791 and made the first known European contact with the native tribes, the Nisqually, Duwamish, Suquamish, and Puyallup Indians hunted, gathered, and fished in the region where Olympia now stands. The United States and Great Britain jointly controlled the region until the boundary between U.S. territory and Canada was established in 1846. The Pacific Northwest Region was then called Oregon Territory.

White settlement of what later became Olympia began in 1846 with a joint claim filed under a homestead law by partners Edmund Sylvester, a Maine fisherman, and Levi Lathrop Smith, an easterner who wanted to be a minister but was prevented by epilepsy from pursuing that career. Smith called his portion of the claim Smithfield. For two years, Smith and Sylvester were the only white residents in Smithfield (then Oregon Territory); the area was covered with virgin forest. When Smith drowned in Puget Sound in 1848, Sylvester took over his partner's claim. By the end of 1848, a trail had been cleared between Smithfield and New Market to the south (now Tumwater), and four families, about fifteen single men, and Father Pascal Ricard and his small band of Oblate missionaries had settled in Smithfield. In 1850 a city was laid out and Smithfield was renamed Olympia after the Olympic Mountains that can be seen in the distance. In 1853 Washington Territory became separate from Oregon Territory. Olympia (population 150), the largest settlement in Washington Territory, was named its capital and Isaac Stevens arrived to serve as Washington's first territorial governor.

Governor Stevens predicted a golden future for Washington Territory. He moved quickly to open up the area to white settlement, promising to survey a route for a transcontinental railway and to convince the natives to cede their land and move to reservations. By 1854 most of the tribes had done so, but intermittent outbreaks of hostility throughout the 1850s deterred extensive settlement. Delays in constructing a transcontinental railroad and the 1849 discovery of gold in California drew prospective settlers from the Northwest. The outbreak of the Civil War in 1861 nearly halted the westward migration of settlers.

City's Desire for Prominence Thwarted

Blessed with abundant natural resources, Olympia remained small but prospered. The year 1852 marked many firsts for the town. Coal was discovered, saw mills were built, a fledgling trade industry was started with California, road and school districts were established, and Washington's first newspaper, the weekly *Columbian*, published its first issue. In 1853 a Methodist minister took up residence and began to build a church, classes began at the Olympia Public School, and the city's first theatrical performance was held. Olympia's population grew from fewer than 1,000 people in 1860 to 1,203 residents in 1870. By 1872 Olympia seemed on its way to becoming Washington's great city; that year, however, a severe earthquake shook Olympia, as did the decision by the Northern Pacific railroad not to end the line at Olympia. Instead, the railway went to Tacoma, taking with it much of Olympia's trade and industry.

Meanwhile, people began moving to Seattle instead of Olympia. Still, with its strategic location near virgin forestland and the waterfalls at Tumwater, Olympia flourished as a sawmill town. Furniture, shingles, timber, pilings, and coal were loaded aboard ships bound from Olympia Harbor to California. Olympia served as a social center for isolated settlers throughout Washington, who traveled by steamboat to attend picnics and fairs there. By 1890 Olympia's population stood at 4,698 inhabitants. A year earlier, in 1889, Washington had become a state; Olympia fought bids by several other cities for the right to remain state capital and won in a statewide vote. At the time, state government was housed in a single frame building.

The decade of the 1890s was marked by progress and disappointments. The Olympia Brewing Company, which would become one of Olympia's greatest claims to fame, was founded in 1896 in Tumwater. Telephone lines and electric light poles were erected, dredging began for a modern port, a street railway system was built, and the elegant Olympia Hotel was completed (but destroyed by fire in 1904); however, an economic depression left citizens complaining that their diet consisted of nothing but clams, and Olympia's population fell to 3,863 residents by 1900. By this time, Seattle and Tacoma had surpassed Olympia as the big cities of the Puget Sound area.

Twentieth-Century Advances

In 1901 the state bought Olympia's Thurston County Court House to serve as the Capitol building, but Olympians could not rest easy with their title of state capital until the present Capitol complex was finally completed in 1935, after delays due to the 1890 and 1930 depressions.

Olympia had escaped the worst of the Indian wars of the 1850s, and in the twentieth century managed to escape the labor troubles and various upheavals that beset other Washington cities. The city benefited when World

War I brought a huge demand for Olympic peninsula spruce to make airplanes. Waterborne trade lost by 1920 to other Puget Sound ports picked up after a 1925 revitalization of the Port of Olympia, and ships once again began loading lumber bound for the Orient.

Olympia suffered a severe earthquake in 1949. A year later the city celebrated its centennial, 100 years from the date Olympia was laid out. By then Olympia ranked twelfth among Washington's cities in population and boasted one high school, one radio station, a "video" station, and two newspapers. With a population in 1953 of 16,800 people, Olympia was a typical small town where the sidewalks were "rolled up" each evening. One by one, state government offices were moving from Olympia to Seattle, and the city feared it would lose its capital status. Finally, four local businessmen filed a lawsuit against the state to stop the exodus; the eighteen state agencies were ordered back to Olympia in a decision that opined: "it was not the intention of the framers of the constitution that the state capital should be composed of empty buildings to collect cobwebs and stand in disuse."

Then began a flurry of construction of government buildings on what had once been residential streets. Despite decades of effort, Olympia was less successful in luring industry, thus managing to escape the attendant smog and pollution. In the 1960s and 1970s Olympia lost many of its downtown retail businesses to shopping malls in the then-rural towns of Lacey and Tumwater.

Efforts to preserve the downtown emphasized people-friendly projects while discouraging skyscrapers. Olympia served as a west coast port of entry and exit from which agricultural products and oysters were shipped. However, government had become the leading source of local employment and has a strong influence on most aspects of life in the city.

Challenges in the New Century

The turn of the century brought several challenges to Olympia. Some, like a national recession and the terrorist attacks of 2001, affected the entire United States and beyond. Others were more specific to the region. On February 28, 2001, the 6.8-magnitude Nisqually Earthquake occurred, with an epicenter only 10 miles from Olympia. A gradual yet significant loss of manufacturing jobs spurred the goal of diversification, particularly into technology—a segment in which Olympia was lagging behind the state's other regions. The question of the new resident of Olympia's Executive Mansion hung in the balance for two months. The gubernatorial race between Democrat Christine O. Gregoire and Republican Dino Rossi was finally settled, after several recounts, in Gregoire's favor in January 2005.

Olympia was listed in tenth place on *Forbes* magazine's 2007 list of Best Places for Business and Careers; number 16 on *Sperling's* 2007 ranking of Best

U.S. cities; number 10 on the *Men's Journal* 2005 list of Top 50 Best Places to Live; number 27 on *Kiplinger's* 2006 list of 50 Smart Places to Live; featured in the 2006 edition of *50 Fabulous Places to Raise Your Family!*; and ranked number 36 on the 2007 *Country Home Magazine* list of Best Green Cities in America.

Olympia's Evergreen State College is the alma mater of two of the nation's top television icons: Matt Groening, creator of "The Simpsons"; and Michael Richards, who played Kramer on "Seinfeld."

Historical Information: Washington State Capital Museum, 211 W. 21st Ave., Olympia, WA 98501; telephone (360)753-2580

■ Population Profile

Metropolitan Area Residents

1980: 124,264
 1990: 161,238
 2000: 207,355
 2006 estimate: 234,670
 Percent change, 1990–2000: 28.6%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 12th (CMSA)
 U.S. rank in 2000: 13th (CMSA)

City Residents

1980: 27,447
 1990: 33,729
 2000: 42,514
 2006 estimate: 44,645
 Percent change, 1990–2000: 26.0%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: Not available (State rank: 17th)

Density: 2,544.4 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 36,246
 Black: 805
 American Indian and Alaska Native: 553
 Asian: 2,473
 Native Hawaiian and Pacific Islander: 125
 Hispanic or Latino (may be of any race): 1,863
 Other: 713

Percent of residents born in state: 45.3% (2000)

Age characteristics (2000)

Population under 5 years old: 2,307
 Population 5 to 9 years old: 2,449
 Population 10 to 14 years old: 2,664
 Population 15 to 19 years old: 2,859



The State Capitol building in Olympia. ©James Blank.

Population 20 to 24 years old: 3,914
Population 25 to 34 years old: 6,471
Population 35 to 44 years old: 6,436
Population 45 to 54 years old: 6,434
Population 55 to 59 years old: 2,029
Population 60 to 64 years old: 1,279
Population 65 to 74 years old: 2,449
Population 75 to 84 years old: 2,261
Population 85 years and older: 962
Median age: 36.0 years

Births (2006, MSA)

Total number: 2,548

Deaths (2006, MSA)

Total number: 1,698

Money income (1999)

Per capita income: \$22,590
Median household income: \$40,846
Total households: 18,673

Number of households with income of . . .

less than \$10,000: 1,923
\$10,000 to \$14,999: 1,340

\$15,000 to \$24,999: 2,511
\$25,000 to \$34,999: 2,519
\$35,000 to \$49,999: 2,931
\$50,000 to \$74,999: 3,826
\$75,000 to \$99,999: 1,835
\$100,000 to \$149,999: 1,370
\$150,000 to \$199,999: 226
\$200,000 or more: 192

Percent of families below poverty level: 11% (1999)

2005 FBI Crime Index Property: 2,549

2005 FBI Crime Index Violent: 115

■ **Municipal Government**

Olympia has a council-manager form of government. Power lies with the council, which sets policy and makes budgetary decisions. Seven elected, non-partisan council members representing the community at-large, not individual districts, serve staggered four-year terms, with Position 1 designated as the Mayor's position. A city manager is hired by the council to advise and administer all city affairs.

Head Officials: Mayor Mark Foutch (NP) (since 2004; current term expires 2008); City Manager Steve Hall (since 2003)

Total Number of City Employees: approximately 600 (2007)

City Information: City of Olympia, 900 Plum St. SE, PO Box 1967, Olympia, WA 98507-1967; telephone (360)753-8447; email cityhall@ci.olympia.wa.us

■ Economy

Major Industries and Commercial Activity

The city's early development was based on its port facilities and lumber-based industries, and later oyster farming and dairying. Following World War II, Olympia served as a major service center for lumber communities west of Thurston County, while the Port of Olympia remained a major transportation center for shipping logs and finished lumber. But during the mid-twentieth century, the decline of the local timber industry resulted in the loss of many of the local associated milling and secondary operations.

During the 1970s, Olympia expanded as a center of offices and homes for state employees, military personnel, and their respective families. This further diminished Thurston County's already modest farm sector as housing development pushed into the remaining fertile prairies. Dairy and truck (mostly berry) farming continued in the south county, interspersed with small hobby farms.

In the late 1960s and early 1970s, the state legislature approved and financed construction of the Evergreen State College. The four-year public institution became an economic and cultural fixture in Thurston County with faculty, staff, and students contributing to the local housing and retail sectors. On a smaller scale, South Puget Sound Community College and Saint Martin's University in nearby Lacey also drove the housing demand. In the late 1980s the Olympia waterfront and downtown were revitalized, and an effort began to draw new businesses to the area.

Manufacturing continued to be a major economical segment in the early 2000s, though a setback was experienced with the closure of the famous Olympia Brewing Company (then owned by Miller) in June 2003. The company had been in business since 1896. Wood and food processing segments were stagnating, while plastics, industrial supplies, and machinery were experiencing growth. Area companies in these growth segments include Dart Containers, Inc.; Albany International Corp.; Big Toys, Inc.; and Amtech Corp. Overall, though, the number of manufacturing jobs was projected to decrease slightly until the late 2000s, when

it is expected to regain the employment level it had in 1990.

Agriculture, another industry traditional to Olympia, also waned, although production is still higher than in nearby counties. Although the size of farms continues to decrease, the number of farms has actually increased. As with agriculture, the timber industry is dominated by smaller, family-owned operations.

As the capital of the state of Washington, Olympia relies on the state government to be a stabilizing factor for the local economy. In addition to the jobs it supports directly, state government also supports the economy by attracting tourists, as does the region's gambling industry. The annual sessions of the state legislature in the winter and spring mark the first tourist season of the year, with summertime recreation and attractions, including tours of state buildings, following.

Compared to other regions in the state, Olympia and Thurston County are home to a relatively small number of technology companies. To attract them, economic development officials promoted the area's telecommunication infrastructure, low property price, and educated workforce. In 2004 Univera Inc., a biotechnology firm, relocated to Thurston County from Colorado. Other recent additions to the area are Reach One, an Internet service provider, and Fast Transact, a processor of credit card transactions.

Among Thurston County's largest employers in 2006 were St. Peter's Hospital, Safeway Stores, Group Health Cooperative, Red Wind Casino, Capital Medical Center, and Panorama Corp.

Items and goods produced: wood products, processed foods, metal and paper containers

Incentive Programs—New and Existing Companies

Local programs: Olympia has no corporate or personal income tax, and no inventory tax. Thurston County offers exemptions on sales and use tax for manufacturing equipment, repair and replacement parts, and labor; for manufacturing machinery and equipment used for research and development; and for warehouse/distribution facilities and equipment. A tax credit of up to \$2 million is available for research and development in the high technology industry. Tax exempt revenue bonds for manufacturing, ranging from \$1 million to \$10 million, are also available.

State programs: The state of Washington offers a number of incentive programs to attract new and expanding businesses to the state. Among them are B & O tax credits; sales/use tax deferrals for technology and manufacturing companies as well as for firms relocating or expanding in distressed areas; and loan programs that apply to rural areas and the redevelopment of brownfields.

Job training programs: South Puget Sound Community College provides specialized job training for public and private employees, contracts with businesses to provide specialized job training, and operates a comprehensive Cooperative Work Experience program. The Washington state Job Skills Training Program offers employers a 50 percent match for training costs. The federal Workforce Investment Act (WIA), formerly Job Training Partnership Act (JTPA), may match up to 50 percent of wages for on-the-job training of dislocated workers.

Development Projects

Faced with a higher cost of living, residents of such large cities as Seattle were migrating to Thurston County by the beginning of the twenty-first century. According to the Thurston Regional Planning Council, 77 percent of the county's increase in population between 1990 and 2000 was attributed to in-migration. This influx, combined with relatively low interest rates, drove development projects. In 2004 the Red Wind Casino completed a \$31 million expansion, and the area's other tribal casinos completed similar upgrades. The Westfield Shoppingtown Capital mall expanded and renovated, and a 16-screen movie complex was added. Elsewhere in Thurston County, construction of new office buildings for the state government has been in progress, including the 160,000-square-foot, \$35-million Cherry Street Plaza in Tumwater, which was dedicated in 2006.

In February 2007 the Olympia City Council identified a site at the corner of State Avenue and Jefferson Street (East Bay site) in downtown Olympia as the preferred location for a new City Hall/Police Station. The City Hall project will cost approximately \$35 million. The site satisfies one of the Council's four primary goals, which is to invest in downtown. The city will collaborate with the Hands on Children's Museum (HOCM), LOTT Alliance, and Port of Olympia to clean up and redevelop this prime piece of downtown Olympia waterfront. The LOTT and HOCM have each announced their plans to build projects adjacent to the new City Hall site. The Port is planning for additional future mixed-use redevelopment of the 14 acres on the west side of Marine Drive at East Bay.

Economic Development Information: Economic Development Council of Thurston County, 665 Woodland Square Loop SE, Ste. 201, Lacey, WA 98503; telephone (360)754-6320; fax (360)407-3980; email busdev@thurstonedc.com. Thurston Regional Planning Council, 2404 Heritage Ct. SW, Ste. B, Olympia, WA 98502; telephone (360)786-5480; fax (360)754-4413; email info@trpc.org

Commercial Shipping

After years of struggling with an identity as a failing bastion of log exporting, the Port of Olympia reported its first profitable year in nearly a decade with a surplus of \$400,000

in 2004. The turnaround was primarily due to diversification into such bulk commodities as metals and limestone, and the controversial move into military shipments to support the war in Iraq. The 60-acre, deepwater port offers three berths, a U.S. Customs bonded warehouse, and a cargo yard for breakbulk, bulk, rolling stock, and containerized cargoes. The Port of Olympia is also the site of Foreign Trade Zone #216, an area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty. As of 2007 the Port of Olympia generated some 2,600 jobs in Thurston County and indirectly more than 5,000 in the state of Washington.

The Port of Olympia owns and operates Olympia Regional Airport, a general aviation-transport facility for corporate, commercial, and recreational users. The airport is 20 minutes by air to the Seattle-Tacoma International Airport and 50 minutes away from Vancouver, B.C. Nearly 90 miles of active rail lines lie in Thurston County. Burlington Northern Santa Fe, Union Pacific, and the Puget Sound & Pacific Railroad serve the area, with the Tri-City & Olympia Railroad also serving the Port of Olympia.

Labor Force and Employment Outlook

Olympia's workforce surpasses much of the nation in educational attainment. Of adults aged 25 years or older in 2000, 91.6 percent of Olympians had obtained a high school diploma, compared to the national average of 80.4 percent. That discrepancy is even greater in terms of college education, with 40.3 percent of Olympia's residents earning a bachelor's degree or higher, while only 24.4 percent did so across the United States as a whole. In September 2007 the civilian labor force in Olympia numbered 127,300. Approximately 5,400 workers were unemployed, leading to a 4.2 percent unemployment rate, which was below the national average of 4.7 percent for that month.

The following is a summary of data regarding the Olympia metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 98,600

Number of workers employed in . . .

- construction and mining: 6,000
- manufacturing: 3,200
- trade, transportation and utilities: 15,900
- information: Not available
- financial activities: 4,000
- professional and business services: 7,600
- educational and health services: Not available
- leisure and hospitality: 8,300
- other services: Not available
- government: 36,600

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.2% (June 2007)

Largest Thurston County employers (2006)

	<i>Number of employees</i>
St. Peter's Hospital	2,300
North Thurston Public Schools	1,600
Olympia School District	1,336
Safeway Stores	825
Tumwater School District	815
South Puget Sound Community College	725
Group Health Cooperative	700
Red Wind Casino	610
Lucky Eagle Casino	534
Capital Medical Center	450
Panorama Corporation	360

Cost of Living

Rising real estate prices in the area are driven by people migrating from more crowded and costly counties to the north.

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

2007 (1st quarter) ACCRA Average House Price: \$300,991

2007 (1st quarter) ACCRA Cost of Living Index: 104.0

State income tax rate: None

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: 1.9%

Property tax rate: 13.119 per \$1,000 of assessed value (2005)

Economic Information: Thurston County Chamber, 809 Legion Way SE, Olympia, WA 98501; telephone (360)357-3362; fax (360)357-3376; email info@thurstonchamber.com

■ Education and Research

Elementary and Secondary Schools

One of the oldest districts in the state of Washington, the Olympia School District was founded in 1852, nearly 40 years before Washington statehood. The district offers five alternative programs for students in elementary,

middle, or high school grades. It also offers an Early Childhood Program for children under five years with developmental disabilities and the Program for Academically Talented Students, which serves students in grades two through five. The district has strong programs in Advanced Placement, the International Baccalaureate, fine arts, technology, and athletics.

Olympia High School, one of the oldest public secondary schools in Washington, was built in 1906. The building was completely renovated in the late 1990s, and rededicated in October 2000. Taxpayers in February 2004 approved additional funds to renovate and update the district's other facilities.

Beginning with the graduating class of 2008, all students enrolled in the Olympia School District must meet new graduation requirements that include the earning of 22 credits, completion of the "High School and Beyond" plan, the attainment of a Certificate of Academic Achievement, and the completion of a culminating project.

The following is a summary of data regarding the Olympia School District as of the 2005–2006 school year.

Total enrollment: 40,019

Number of facilities

elementary schools: 11
junior high/middle schools: 4
senior high schools: 3
other: 0

Student/teacher ratio: 20.3:1

Teacher salaries (2005–06)

elementary median: \$51,200
junior high/middle median: \$49,460
secondary median: \$50,180

Funding per pupil: \$7,115

Olympia is home to a number of private and religious schools.

Public Schools Information: Olympia School District, 1113 Legion Way SE, Olympia, WA 98501; telephone (360)596-6100; fax (360)596-6111

Colleges and Universities

The Evergreen State College, a public liberal arts and sciences institution founded in 1969, enrolled approximately 4,500 students in 2007. The Olympia campus accounted for 93 percent of enrollment, with Grays Harbor, Tacoma, and Tribal Reservations sharing the remainder. Emphasizing interdisciplinary studies rather than traditional majors, Evergreen offers a Bachelor's of Arts and a Bachelor's of Science in Liberal Arts and Sciences, with the opportunity to concentrate in biology, communications,

computer science, energy systems, environmental studies, health and human services, humanities, language, management and business, marine studies, mathematics, Native American studies, performing arts, physical science, politics and economics, pre-law, pre-medicine, and visual arts. Master's degree programs are offered in environmental studies, public administration, and teaching. In 2005 the *Princeton Review* listed Evergreen as "Best in the West" and a "Best-Value College."

South Puget Sound Community College is a two-year, public institution that serves all adults regardless of their previous education. More than 6,300 students each semester pursue associate's degrees in arts, general studies, technical arts, and nursing. The college also offers non-credit community education classes, adult literacy, and high school completion programs.

U.S. News & World Report ranked Saint Martin's University 44th among the best Western universities for Master's programs in its "America's Best Colleges 2005." St. Martin's, located in nearby Lacey, is a four-year, co-educational college with a strong liberal arts foundation that also encompasses business, education, and engineering. Known as Saint Martin's College until changing its name in August 2005, the school offers 21 undergraduate programs, six graduate programs, and numerous pre-professional and certification programs. St. Martin's, one of 18 U.S. Benedictine Catholic colleges, has more than 1,250 full- and part-time students enrolled at its main campus and 650 at its five extension campuses at the Fort Lewis Army Post, McChord Air Force Base, Centralia Community College, Tacoma Community College, and Olympic College at Bremerton.

Libraries and Research Centers

The Timberland Regional Library system has 27 community libraries, including the Olympia branch, and five cooperative library centers across the counties of Grays Harbor, Lewis, Mason, Pacific, and Thurston. The system encompasses some 1.6 million items, including books, electronic books, magazines, online reference databases, and numerous videos, CDs/records/cassettes, audio books, pamphlets, CD-ROMs, and DVDs. The Olympia Timberland Library was founded in 1909 with a collection of 900 books. In 2003 the Timberland Regional Library system became the state's first public library system to join with the Library of Congress as a partner in the national Veterans History Project.

Other local libraries include the college libraries at the Evergreen State College, whose special collections include a Rare Books room and the Chicano/Latino Archive, South Puget Sound Community College, Providence St. Peter Hospital, and the Washington State Capital Museum. The college's Daniel J. Evans Library re-opened after a renovation in Fall 2006, with improved study spaces, integrated technology, and world-class stained glass art by Evergreen alumnus Cappy Thompson.

The Washington State Library has more than half a million volumes and periodicals, with special collections on Washington newspapers, Washington authors, and Washington state documents. It is a U.S. government and Washington State depository library.

State of Washington governmental libraries include those of the Attorney General's Office, the Department of Information Services, the Department of Natural Resources, the Office of the Secretary of State, the State Superintendent of Public Instruction, and the Washington State Law Library.

Local research institutes include the Cascadia Research Collective, the Evergreen Freedom Foundation, The Evergreen State College Labor Education and Research Center, the Washington State Institute for Public Policy, and the Washington Department of Fish and Wildlife Fish Program.

Public Library Information: Olympia Timberland Library, 313 8th Ave. SE, Olympia, WA 98501; telephone (360)352-0595. Washington State Library, PO Box 42460, Olympia, WA 98504-2460; telephone (360)704-5200

■ Health Care

Olympia has two hospitals and functions as the regional medical center for five surrounding counties. The Providence Health System operates the 390-bed Providence St. Peter Hospital and the 191-bed Providence Centralia Hospital, each of which have served the community's health care needs for a century. Providence St. Peter is the largest hospital in the region, offering a full spectrum of acute care, specialty and outpatient services, including cardiac surgery, obstetrics, medical rehabilitation, emergency care, and outpatient surgery. Providence St. Peter has been named one of the 100 Top Hospitals in the nation for cardiology, orthopedics, and stroke care.

Capital Medical Center, established in 1985, has 119 beds and 238 physicians. The full-service hospital includes emergency care, private birthing suites, a same-day private-room surgery center, pain management services, a lymphedema program, senior programs, and a sleep disorder center.

Health Care Information: Providence St. Peter Hospital, 413 Lilly Rd NE, Olympia, WA 98506; telephone (360)491-9480; toll-free (888)492-9480. Capital Medical Center, 3900 Capital Mall Dr. SW, Olympia, WA 98502; telephone (360)754-5858; fax (360)956-2574

■ Recreation

Sightseeing

Located on the Olympic Peninsula, nearby Olympic National Park encompasses the Olympic Mountains and Pacific Ocean beaches. Beautiful Olympic National

Forest, which surrounds the park, is the site of three rain forests.

Capitol Lake Park provides a spectacular view of the state capitol buildings, the lake, and surrounding wooded bluffs. The Capitol grounds feature the Executive Mansion, the campus gardens, war memorials, and a conservatory. The Capitol group of buildings, completed in 1935, consists of six white sandstone structures located on a hill in the city's southern section. The marble interior Legislative Building at the center of the cluster has a 287-foot high dome, similar to that of the U.S. Capitol, and one of the highest of its kind in the world.

Heritage Fountain invites children and adults to don a swimsuit and splash among its 47 waterspouts. The fountain is part of the Heritage Park, a scenic pedestrian district stretching from the Capitol Grounds to Percival Landing. Percival Landing, on the city's waterfront, has a 1.5-mile boardwalk featuring works of art and interpretive displays outlining the history of the harbor. A walk along the Port Plaza provides mountain views from the working waterfront and a visit to the nationally recognized Batdorf and Bronson Coffee roasters shop.

Yashiro Japanese Garden, a traditional Asian garden designed in the ancient hill and pond style, honors Olympia's sister city of Yashiro, Japan. The walled garden features classic gates built without nails. The City of Yashiro presented two cutstone lanterns and a 13-tier pagoda as gifts to the garden.

Chief William Shelton's Story Pole, located on the Washington State Capitol Campus, was dedicated in 1940 to commemorate the relationship between Northwest Native tribal governments and the State of Washington. The American Revolution is remembered in downtown Sylvester Park with a monument to the End of the Oregon Trail, a leg of a pioneer trail that ran to the shores of Puget Sound.

The Nisqually Wildlife Refuge has 3,000 acres of land and waters to provide refuge and nesting places for migratory waterfowl, songbirds, raptors, and wading birds. The Woodard Bay Natural Resource Conservation Area is a wildlife sanctuary for bald eagles, seals, otters, and bats, and is one of the most important heron rookeries in Washington.

Four tribal casinos operate in Thurston County. Located in Olympia, the Red Wind Casino features slot machines, table games, dining, and live entertainment. The area's other casinos are Hawk's Prairie, Little Creek, and Lucky Eagle.

Arts and Culture

Olympia residents enjoy a variety of arts and cultural facilities and events. Each year, the Capitol Campus draws more than half a million visitors who tour the Legislature as well as the stately buildings, grounds, gardens, and artwork. The State Capital Museum, adjacent to the Capitol Campus, houses exhibits that document the story

and political and cultural life of the city and state. Built in the 1850s, the Bigelow House Museum, one of the oldest homes in the Pacific Northwest, offers tours of the house's original furnishings. The exhibits at the Hands-On Children's Museum, across from the Capitol Campus, allow children to enjoy a first-hand experience of science and art. At the east side of the Olympia Airport, the Olympic Flight Museum features historic aircraft from around the world.

The Washington Center for the Performing Arts presents a full season of performances by resident and touring groups, offering music, dance, theater, and family entertainment. Groups in residence at the center include Ballet Northwest, Youth Symphonies, the Olympia Chamber Orchestra, the Olympia Symphony Orchestra, and Opera Pacifica. The Masterworks Choral Ensemble is a southwest Washington chorus based in Olympia. The Capital Playhouse, a semi-professional theater company, presents five musical performances in its season. The State Theater is the venue for Harlequin Productions, whose eclectic performances include both new works and innovative treatments of classics. The Olympia Film Society shows independent, international, and classic film year-round at the Capital Theater, offers special live performances, and annually produces a nationally recognized film festival.

The city's popular Music in the Park program takes place at noon each Friday from mid-July through August; its sister program, Music in the Dark, offers evening concerts on Wednesdays. The largest Art Walk in the state occurs in Olympia in April and October, with businesses featuring visual arts, performances, and poetry of local artists.

Olympia's downtown art galleries include the Childhood's End Gallery, Side Door Studio, Studio-FOUR18, Van Tuinen Art, and State of the Arts Gallery. The Evergreen Galleries on that college's campus feature changing exhibits.

Olympia is known as a center for independent rock and punk music produced and performed locally. Cover charges are generally low or non-existent, venues are often no-frills, and shows are frequently all-ages events. Folk, jazz, and bluegrass are traditionally strong draws as well. The Capitol Theater Backstage offers all-ages shows.

Festivals and Holidays

Olympia's first celebration of the year is April's Procession of the Species, a celebration of arts and the natural world that culminates in a procession of residents in masks and costumes. Percival Landing is the site of May's annual Wooden Boat Fair, which features wooden boats, international foods, and craft booths. Also in May is the annual Swantown Boatswap & Chowder Challenge, a day dedicated to boats, marine equipment, and clam chowder. Nearby that same month are the annual Harbor Shorebird Festival at the Grays Harbor National Wildlife

Refuge, and the Lacey Grand Prix Electric Car Race & Alternative Fuel Fair.

Summer begins with Duck Dash & Bite of Olympia, a June event featuring entertainment, children's activities, and a rubber duck race. Evergreen State College sponsors Super Saturday, a free festival for all ages, that same month. Also in June is the annual Olympic Air Show, held at the Olympic Flight Museum. July brings the Dixieland Jazz Festival, a four-day event, and Capital Lakefair, one of the largest community festivals in the state. The Thurston County Fair is held over the first weekend of August. For more than 60 years, the Pet Parade has invited the children of the city to parade the downtown streets with their favorite pets or toys, costumes, or creations of their own. Sand in the City, Washington's largest sand sculpting competition, takes place at the Olympia Waterfront Port Plaza each August.

Olympia Harbor Days is held over Labor Day weekend, and features the Tugboat Races & Festival. In September the Percival Play Day features activities and attractions for families. Octoberfest at the Farmers Market highlights the month, which also includes the Arts-Walk and the Children's Halloween Party at Olympia Center. In December, the spotlight is on the Parade of Lighted Boats at the city's waterfront.

Sports for the Spectator

The Geoducks, the sports teams of Evergreen State College, compete in cross country, track and field, volleyball, and men's and women's basketball and soccer. St. Martin's University teams, nicknamed the Saints, participate in baseball and softball, cross country, track and field, volleyball, and men's and women's basketball and golf. Nearby Tacoma is home to the Tacoma Rainiers baseball team, a Triple-A affiliate of the Seattle Mariners.

Sports for the Participant

Olympia's location on the Puget Sound and nearby mountains make outdoor recreation very popular, especially hiking, kayaking, skiing, and sailboating. Thurston County boasts a number of golf courses, including Vicwood, one of Washington's newest championship-rated courses. An abundance of parks and forests nearby and in the city include the very popular Tolmie State Park and Millersylvania State Park. Burfoot Park, which covers 50 acres of property with 1,100 feet of saltwater beach frontage on Budd Inlet, offers nature trails and beach access that feature beautiful views of the State Capitol and the Olympic Mountains.

The Capital City Marathon winds through various parts of town each May. Nearby Rochester is the site for June's Swede Day 5K Fun Run/Walk. The following month the Washington State Senior Games take place throughout Thurston County, with a series of athletic

competitions in 20 sports for men and women aged 50 and older.

Shopping and Dining

The Westfield Shoppingtown Capital mall encompasses more than 100 stores and restaurants, and is anchored by JCPenney and Macy's. Olympia's Farmers Market, the second largest in the state, offers the finest in handicrafts, baked goods, and fresh produce. It is located on Budd Inlet, the southernmost reach of the Puget Sound.

Naturally, the stars of Olympia's cuisine are the wonderful fish and seafood that have made the area famous. In addition to Northwest fare, diners may choose from ethnic cuisine, oven fired pizza, or family dining spots. Jean-Pierre's Garden Room in Tumwater is known for fine dining.

Visitor Information: State Capital Visitor Center, 14th Ave. and Capitol Way, Olympia, WA 98504; telephone (360)586-3460; fax (360)586-4636. Olympia-Thurston County Visitor & Convention Bureau, PO Box 7338, Olympia, WA 98507; telephone (360)704-7544; toll-free (877)704-7500; fax (360)704-7533; email info@visitolympia.com

■ Convention Facilities

Thurston County offers more than 2,500 hotel rooms and over 100,000 square feet of meeting space. The Thurston County Fairgrounds, located in Olympia, feature three buildings including the Thurston Expo Center. The Olympia Center and the Washington Center for the Performing Arts each offer facilities for a variety of meeting and exhibition events. The Washington State Capital Museum houses several venues for conferences, among them the Coach House and the Conference Room. The Norman Worthington Conference Center on the St. Martin's University campus in nearby Lacey has 4,752 square feet of open area that can be partitioned into four smaller rooms of approximately 1,100 square feet each. Other meeting venues include the Heritage Room at Capital Lake, the Jacob Smith House, Lucky Eagle Casino, Lacey Community Center, facilities at Evergreen State College, the Indian Summer Golf and Country Club, the Masonic Center and New Masonic Center, the Olympic Flight Museum, Squaxin Island Museum Library and Research Center, Stampfer Center, the State Theater, Tugboat Annie's, Mercato Ristorante, Olympia Tumwater Foundation Schmidt House, the Pavilion at American Heritage Campground, Ramblin' Jacks, and Tumwater Valley Lodge.

Convention Information: Olympia-Thurston County Visitor & Convention Bureau, PO Box 7338, Olympia, WA 98507; telephone (360)704-7544; toll-free (877)704-7500; fax (360)704-7533; email info@visitolympia.com

■ Transportation

Approaching the City

Olympia can be approached from the east by Interstate 5. In the center of the city, Interstate 5 turns southward. State highway 12 runs westward beginning at the center of the city. State highway 101 runs northward from the west side of Olympia.

Olympia is served by Seattle-Tacoma International Airport. Located 45 miles northwest of downtown Olympia, "Sea-Tac Airport" handled almost 30 million passengers in 2006. The Olympia Regional Airport, situated in Tumwater, is home to aircraft service operations, hangars, corporate offices, and a modern public terminal. The airport provides tower-controlled and full-instrument approach access for a variety of recreational, commercial, and corporate users.

Traveling in the City

Olympia's downtown streets are arranged in a grid to the east of Budd Inlet. Local bus transportation is available on the free Capitol Shuttle. The Intercity Transit has routes to nearby cities. Amtrak provides rail transportation, and bus service is provided by Greyhound.

■ Communications

Newspapers and Magazines

The Olympian is the city's daily newspaper. Three monthly newspapers published locally are *The Thurston-Mason Senior News*; *Washington State Grange News*, an agricultural paper; and *Works in Progress*, a community newspaper.

Television and Radio

Olympia has one cable television station, as well as two FM and two AM radio stations with nostalgia, country music, classical, soft rock, and eclectic programming.

Media Information: *The Olympian*, 111 Bethel St. NE, PO Box 407, Olympia, WA; 98507; telephone (360) 754-5400; fax (360)754-5408; email service@theolympian.com

Olympia Online

City of Olympia. Available www.ci.olympia.wa.us

Olympia-Thurston County Visitor & Convention Bureau. Available www.visitolympia.com

The Olympian. Available www.theolympian.com

Thurston County Chamber. Available www.thurstonchamber.com

Thurston County Economic Development Council. Available www.thurstonedc.com

Thurston Regional Planning Council. Available www.trpc.org

Timberland Regional Library. Available www.timberland.lib.wa.us

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Newell, Gordon, *So Fair a Dwelling Place: A History of Olympia and Thurston County, Washington* (Olympia, WA: Gordon Newell and F. George Warren, 1984)



Seattle

■ The City in Brief

Founded: 1851 (incorporated 1869)

Head Official: Mayor Greg Nickels (D) (since 2001)

City Population

1980: 493,846

1990: 516,259

2000: 563,374

2006 estimate: 582,454

Percent change, 1990–2000: 9.1%

U.S. rank in 1980: 23rd

U.S. rank in 1990: 21st

U.S. rank in 2000: 30th

Metropolitan Area Population

1980: 1,607,000

1990: 2,033,108

2000: 2,414,616

2006 estimate: 3,263,497

Percent change, 1990–2000: 18.76%

U.S. rank in 1980: 18th (CMSA)

U.S. rank in 1990: 14th (CMSA)

U.S. rank in 2000: 13th (CMSA)

Area: 83.9 square miles (2000)

Elevation: Ranges from sea level to 450 feet above sea level

Average Annual Temperatures: January, 41.5° F; July, 65.5° F; annual average, 52.9° F

Average Annual Precipitation: 38.25 inches of rain; 7.3 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.2% (June 2007)

Per Capita Income: \$36,392 (2005)

2005 FBI Crime Index Property: 43,471

2005 FBI Crime Index Violent: 4,109

Major Colleges and Universities: University of Washington, Seattle Pacific University, Seattle University

Daily Newspaper: *The Seattle Times*; *Seattle Post-Intelligencer*

■ Introduction

Little more than a century ago, Seattle—nicknamed “The Emerald City”—was a pioneer outpost and a quiet lumbering town. Transformed by the Yukon gold rush into a thriving metropolis, Seattle has become the transportation, manufacturing, commercial, and services hub for the Pacific Northwest as well as the largest urban area north of San Francisco, California. The city’s arts community has gained an international reputation, annually drawing audiences from throughout the United States and abroad. Nestled between two magnificent mountain ranges, with a breathtaking view of a lake and bay, Seattle enjoys a climate one observer has likened to “an airborne ocean bath.”

■ Geography and Climate

Seattle is situated on a series of hills in a lowland area on Puget Sound’s eastern shore between the Olympic Mountains to the west and the Cascade Mountains to the east. Westerly air currents from the ocean and the shielding effects of the Cascade range produce a mild and moderately moist climate, with warm winters and cool summers. Extremes in temperature are rare and of short duration, and the daily fluctuation is slight. While Seattle

is known for its pronounced rainy season and frequent cloudy weather, the average annual rainfall is actually less than that of many other cities in the United States, including New York and Atlanta.

Area: 83.9 square miles (2000)

Elevation: Ranges from sea level to 450 feet above sea level

Average Temperatures: January, 41.5° F; July, 65.5° F; annual average, 52.9° F

Average Annual Precipitation: 38.25 inches of rain; 7.3 inches of snow

■ History

Illinois Farmers Build Sawmills in Seattle

The original inhabitants of the region surrounding the site of present-day Seattle were the Suquamish tribe. Their chief, Sealth, befriended a group of Illinois farmers who settled in the area in 1851. These settlers, the first people of European descent to arrive north of the Columbia River, had established a town at Alki Point on Elliott Bay then moved to the location of present-day Pioneer Square. They named their new town Seattle in gratitude to Chief Sealth.

Finding an abundant lumber resource in the rich forests, the settlers set up sawmills for the preparation of logs for export to San Francisco, where the 1849 gold rush had generated a building boom. By 1853 the lumber industry was thriving in the area, and for several years it provided the sole economic base of Seattle, which was incorporated in 1869.

City Rebuilds After Fire; Becomes Commercial Center

In 1889 a great fire, ignited by a flaming glue pot in a print shop, destroyed the entire business district, consuming sixty blocks. Damaged wood-frame buildings were replaced by masonry structures on a higher elevation than the original storefronts, resulting in the creation of an underground city that is a popular tourist attraction in modern Seattle. The city recovered fairly quickly from the setback caused by the fire.

During the last decade of the nineteenth century Seattle became a rail and maritime commercial center when the Great Northern Railroad reached town and the city was selected by a major shipping line as the port of entry for trade with the Orient. The Alaska gold rush brought further growth and development, and Seattle, dubbed the “gateway to the Klondike,” increased in population from 56,842 people in 1897 to 80,600 people in 1900. Prosperity continued and within the next decade the population grew to 240,000 residents.

Rise of Aerospace Industry; World’s Fair Brings Tourists

Seattle’s aerospace industry began when a small local firm that became the Boeing Company—now the world’s foremost manufacturer of jet aircraft and spacecraft—started making two-seater biplanes in 1916. The shipping and aircraft industries continued to play an important role in the city’s economy during both world wars and into the 1960s. Boeing moved its corporate headquarters from Seattle to Chicago in 2001.

The Seattle World’s Fair in 1962 brought new economic dimensions to the region, establishing Seattle as a tourist and entertainment center. As a result of the reduction of federal support for aerospace projects in the 1970s, the city’s reliance on the aircraft industry shifted to development of its position as a transportation hub in the international market. Since 1975 Seattle has undergone renewed economic expansion to become the financial, industrial, and trade center for the Pacific Northwest.

Seattle made international headlines in 1999 when the city played host to the World Trade Organization meeting. Forty thousand demonstrators gathered to protest globalization; city leaders had hoped that the summit would showcase Seattle as a world-class friend to free trade. The event highlighted the tension between those who liked the new high-tech, high-wealth Seattle and those who believed that Seattle is losing its small-town charm.

Today, Seattle is a hotbed of activity in the Pacific Northwest. Located just two hours south of Vancouver, Canada, the city of Seattle is an international port that boasts several professional sports teams, hundreds of restaurants, a myriad of cultural venues, and a lifestyle that is unique to the Pacific Northwest.

■ Population Profile

Metropolitan Area Residents

1980: 1,607,000
1990: 2,033,108
2000: 2,414,616
2006 estimate: 3,263,497
Percent change, 1990–2000: 18.76%
U.S. rank in 1980: 18th (CMSA)
U.S. rank in 1990: 14th (CMSA)
U.S. rank in 2000: 13th (CMSA)

City Residents

1980: 493,846
1990: 516,259
2000: 563,374
2006 estimate: 582,454
Percent change, 1990–2000: 9.1%



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U.S. rank in 1980: 23rd
 U.S. rank in 1990: 21st
 U.S. rank in 2000: 30th

Density: 6,717.0 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 369,689
 Black: 43,914
 American Indian and Alaska Native: 6,336
 Asian: 77,363
 Native Hawaiian and Pacific Islander: 1,666
 Hispanic or Latino (may be of any race): 33,707
 Other: 16,940

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

Age characteristics (2005)

Population under 5 years old: 31,852
 Population 5 to 9 years old: 22,672
 Population 10 to 14 years old: 21,424
 Population 15 to 19 years old: 20,805
 Population 20 to 24 years old: 41,462
 Population 25 to 34 years old: 108,525
 Population 35 to 44 years old: 95,502

Population 45 to 54 years old: 75,485
 Population 55 to 59 years old: 35,744
 Population 60 to 64 years old: 24,959
 Population 65 to 74 years old: 25,309
 Population 75 to 84 years old: 22,297
 Population 85 years and older: 10,910
 Median age: 36.8 years

Births (2006, MSA)

Total number: 40,948

Deaths (2006, MSA)

Total number: 21,253

Money income (2005)

Per capita income: \$36,392
 Median household income: \$49,297
 Total households: 261,433

Number of households with income of...

less than \$10,000: 24,932
 \$10,000 to \$14,999: 15,525
 \$15,000 to \$24,999: 27,521
 \$25,000 to \$34,999: 26,124
 \$35,000 to \$49,999: 38,061

\$50,000 to \$74,999: 44,504
\$75,000 to \$99,999: 27,491
\$100,000 to \$149,999: 30,810
\$150,000 to \$199,999: 14,191
\$200,000 or more: 12,274

Percent of families below poverty level: 9.6% (2005)

2005 FBI Crime Index Property: 43,471

2005 FBI Crime Index Violent: 4,109

■ Municipal Government

Seattle operates under a mayor-council form of government. The mayor is elected to a four-year term; the nine council members, elected at large, serve staggered four-year terms. Seattle is the seat of King County.

Head Official: Mayor Greg Nickels (D) (since 2001; current term expires December 31, 2009)

Total Number of City Employees: 14,297 (2006)

City Information: City Hall, 600 4th Avenue Floor 1, PO Box 94726, Seattle, WA 98124; telephone (206) 684-2489

■ Economy

Major Industries and Commercial Activity

While Seattle had in the past been largely dependent on the aerospace industry (until 2001 it was the corporate headquarters of the Boeing Company, the world's largest aerospace firm), the city's diverse economy is also based on the manufacture of transportation equipment and forest products as well as food processing and advanced technology in computer software, biotechnology, electronics, medical equipment, and environmental engineering. In 2003 Corbis, one of the world's leading providers of digital images, moved its headquarters to downtown Seattle. Nonmanufacturing activities, however, comprise more than 85 percent of the Seattle economy; international trade, for instance, is a leading industry, accounting for a large portion of jobs statewide.

The Port of Seattle, the second largest handler of container cargo in the country, provides a direct connection to the Orient and serves as a major link in trade with markets in Alaska, on the Gulf of Mexico, and on the Atlantic Coast. With its multifaceted transportation network of freeways, railroads, an airport, a ferry system, and port facilities, Seattle is the principal trade, distribution, financial, and services center for the Northwest. Tourism continues to be a vital part of the city's economy.

Five companies on the 2006 *Fortune* 500 list are headquartered in Seattle: financial services company Washington Mutual, Internet retailer Amazon.com, department store Nordstrom, coffee chain Starbucks, and insurance company Safeco Corporation. Although Boeing moved its headquarters to Chicago in 2001, Boeing remains the Seattle area's largest private employer. In 2006 *Expansion Magazine* ranked Seattle among the top 10 metropolitan areas in the nation for climates favorable to business expansion.

Items and goods produced: food products, textiles, aluminum, iron and steel products, lumber, flour, clothing, airplanes, canned fish and fruit

Incentive Programs—New and Existing Companies

Local programs: There are many incentives available to businesses in Seattle/King County. These include aerospace industry incentives, a manufacturing machinery sales and use tax exemption, tax deferrals, a research and development business and occupation credit, and international services tax credits.

State programs: The state of Washington offers a number of incentive programs to attract new and expanding businesses to the state. Among them are B & O tax credits; sales/use tax deferrals for technology and manufacturing companies as well as for firms relocating or expanding in distressed areas; and loan programs that apply to rural areas and the redevelopment of brownfields.

Job training programs: The Washington state Job Skills Training Program offers employers a 50 percent match for training costs. The federal Workforce Investment Act (WIA), formerly Job Training Partnership Act (JTPA), may match up to 50 percent of wages for on-the-job training of dislocated workers. Washington also offers a credit for Job Training Services, which is a credit of 20 percent of the cost spent on job training by firms eligible for an Empowerment Zone sales tax deferral/exemption. This may be taken as a business and occupation tax credit. The amount of credit for a particular firm is limited to \$5,000 annually.

Development Projects

With Seattle mired in a recession in the aftermath of the September 11, 2001, terrorist attacks on the United States, Mayor Greg Nickels created the Economic Opportunity Task Force to revitalize distressed neighborhood business districts and work on policies that benefit the University of Washington. Also at the top of the mayor's economic development agenda were transportation issues, including replacement of the Alaskan Way

Viaduct, the expansion of the Seattle monorail, and the improvement of Sound Transit's light rail line.

Perhaps one of the area's most ambitious projects is the replacement of the Alaskan Way Viaduct with a tunnel. Because the adjacent seawall is deteriorating and the viaduct itself was severely damaged in the 2001 Nisqually earthquake, both structures need to be rebuilt in order to remove a threat to public safety and the economy. The viaduct is one of the state's most important transportation corridors, carrying 110,000 vehicles a day. Since 2001, millions of dollars have been spent to secure it. Construction on the viaduct's first Moving Forward project began in 2007. All of the Moving Forward projects are expected to be completed by 2012, when the viaduct along the central waterfront will be removed.

Numerous apartments, condominiums, hotels, and retail spaces are under construction or renovation in the downtown area. The 362,987-square-foot Downtown Central Library opened in May 2004. Construction to transform nine acres of waterfront property adjoining Myrtle Edwards Park into an open space began in June 2004. The park has a two-story pavilion, parking for 54 vehicles, and pedestrian walkways as well as a pedestrian overpass. The Olympic Sculpture Park is also included in the green space.

In addition to a massive, \$300 million expansion of Terminal 18, the Port of Seattle has been carrying out other projects as a part of the Seattle Seaport Terminal Project. The plan consists of numerous smaller projects that are expected to improve the port's terminals for businesses, tourists, and passengers. In past decades, the Port has invested \$2.1 billion in facilities improvements and plans to invest an additional \$2.9 billion over the next decade. Dredging the east waterway of the Duwamish River is expected to cost \$7.5 million and will help make several more of the Port's container berths deep enough to accommodate the next generation of container ships. This will also create jobs both on the waterfront and throughout the region. The first phase of a \$12.7 million cruise terminal began in 2000; Norwegian cruise Line and Royal Caribbean International use the port for new cruise services. In 2007 the Port completed construction of a new concrete bridge between Terminals 25 and 30. With the bridge, the area can now be used as one contiguous 70-acre container terminal. The second of three project phases of Terminal 18 was completed in September 2007. When construction on Terminal 18 is complete, the facility will have four active container berths. Completion is scheduled for September 2008.

Economic Development Information: City of Seattle Office of Economic Development, 700 Fifth Avenue, Suite 5752, PO Box 94708, Seattle, WA 98124-4708; telephone (206)684-8090; fax (206)684-0379. Trade Development Alliance of Greater Seattle, 1301 Fifth

Avenue, Suite 2500, Seattle, WA 98101; telephone (206) 389-7301; fax (206)624-5689

Commercial Shipping

Seattle's economy benefits from Seattle-Tacoma International Airport (Sea-Tac); total air cargo for 2006 was 341,952 metric tons. Sea-Tac is the nineteenth busiest U.S. cargo airport. The city's most important commercial asset is Elliott Bay, one of the finest deep-water ports in the world. The Port of Seattle can accommodate ships up to 1,400 feet in length and provides generous warehouse space. In 2006 the total tonnage of sea cargo handled was 20,769,134. Two transcontinental railroads and more than 170 motor freight carriers transport goods to and from Seattle.

Labor Force and Employment Outlook

Seattle offers an educated, skilled, productive, and stable work force, and workers are attracted to the area by the quality of life. Local analysts expect continued growth in the Seattle area, especially in manufacturing industries (mainly aircraft and biotechnology) and services. The total labor force of the Seattle metropolitan region in September 2007 was 1,823,711. That month 74,769 workers were unemployed, for an unemployment rate of 4.1 percent, below the national average of 4.7 percent.

The following is a summary of data regarding the Seattle-Tacoma-Bellevue metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,688,700

Number of workers employed in . . .

construction and mining: 115,800
 manufacturing: 181,100
 trade, transportation and utilities: 319,500
 information: 81,500
 financial activities: 105,300
 professional and business services: 226,900
 educational and health services: 186,300
 leisure and hospitality: 156,900
 other services: 62,400
 government: 253,100

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.2% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
The Boeing Company	62,000
Port of Seattle	11,225
Alaska Air Group Inc.	11,150
Microsoft Corporation	11,000

<i>Largest employers (2007)</i>	<i>Number of employees</i>
University of Washington	10,000
Safeway Stores	9,293
VA Puget Sound Health Care System	8,500
Virginia Mason	7,957
Amazon.com Inc.	7,500
AT&T	7,328

Cost of Living

The cost of living in Seattle is not inexpensive, given the relatively high price of housing. According to the Northwest Multiple Listing Service, the median price of condominiums and houses in King County, which includes Seattle, was \$365,000 in March 2006, a 12.3 percent jump from the same period in 2005.

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

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index:
115.9

State income tax rate: None

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: \$10.21-12.18 per \$1,000 assessed value (2004)

Economic Information: The Greater Seattle Data-sheet, City of Seattle, Office of Intergovernmental Relations, 600 Fourth Ave., 5th Floor, Seattle, WA 98124; telephone (206)684-8055; fax (206)684-8267

■ Education and Research

Elementary and Secondary Schools

Seattle Public Schools is the largest district in the state and the 44th largest in the nation. The system is administered by a nonpartisan, seven-member school board that appoints a superintendent. Six Seattle schools were named "Washington State 2007 Schools of Distinction." The award is given to only 86 schools in the state, and is based on steady improvement in student achievement in reading and mathematics over a six-year period.

The following is a summary of data regarding the Seattle Public Schools as of the 2005–2006 school year.

Total enrollment: 45,800

Number of facilities

elementary schools: 59
junior high/middle schools: 10
senior high schools: 12
other: 16

Student/teacher ratio: 20.5:1

Teacher salaries (2005–06)

elementary median: \$49,180
junior high/middle median: \$49,000
secondary median: \$51,150

Funding per pupil: \$8,655

More than 300 private and parochial schools, pre-schools, and special schools also operate in the Seattle metropolitan area.

Public Schools Information: Seattle Public Schools, PO Box 34165, Seattle, WA 98124-1165; telephone (206)252-0000

Colleges and Universities

The University of Washington (which enrolls nearly 40,000 students), Seattle Pacific University (which enrolls 3,800), and Seattle University (which enrolls 4,100) are the major four-year accredited institutions of higher learning in Seattle. They offer baccalaureate degrees in a wide range of disciplines and graduate degrees in such fields as education, law, software engineering, and medicine. A number of community colleges, vocational schools, and adult-education centers serve Seattle residents.

Libraries and Research Centers

In addition to its main branch downtown, the Seattle Public Library system operates 26 branches throughout the city. Its collection consists of nearly 2.3 million items. Total patron visits in 2006 (including the Central Library, branches, website visits, and TeleCirc) was 10,889,752. Special collections focus on aeronautics, African Americans, and Northwest history. In 1998 Seattle voters approved a \$196.4 million bond measure to upgrade the Seattle Public Library system with new facilities, technology, and books. The 362,987-square-foot facility, which opened in 2004, includes a 275-seat auditorium and parking for 143 vehicles.

The University of Washington's library, said to be the largest and most comprehensive in the Northwest, holds more than six million volumes. Special libraries there are affiliated with universities, government agencies, hospitals, and local corporations, concentrating on such fields as medicine, business, banking, law, and science.

The University of Washington is the heart of research study in Seattle, including the areas of microcomputer architecture, digital systems theory, speech and image

processing, artificial intelligence, and metallurgical and ceramic engineering. Other major research facilities are the Fred Hutchinson Cancer Research Center and the Battelle Memorial Institute.

Public Library Information: Seattle Public Library, 1000 Fourth Avenue, Seattle, WA 98104-1109; telephone (206)386-4636

■ Health Care

With a national reputation for its diagnostic and treatment facilities, which include more free clinics than in any other West Coast city, Seattle-King County is the health care center for the Pacific Northwest. The metropolitan area offers more than 25 general acute-care and five special purpose centers providing thousands of beds and physicians. University of Washington Hospital is the teaching hospital for the University of Washington. Among Seattle's other leading health care institutions are Children's Hospital and Regional Medical Center, the Fred Hutchinson Cancer Research Center, Virginia Mason Medical Center, and Swedish Medical Center. Bailey-Boushay House, a residence where people with HIV can be treated less expensively than at traditional centers, has provided over a decade of life-changing care. The Seattle Cancer Treatment and Wellness Center is the only cancer center in the Pacific Northwest where medical oncologists work side by side with practitioners of alternative medicine.

■ Recreation

Sightseeing

Seattle is consistently ranked among the top U.S. tourist destinations. Many attractions are located in the pedestrian-scale downtown area or within easy access by bus and monorail. Tourists can choose from several diversions, including historical sites, internationally acclaimed cultural events, and outdoor activities in the spectacular mountains, forests, and waters surrounding the city.

A popular Seattle landmark is the Space Needle, focal point of the Seattle Center, the 74-acre park and building complex constructed for the 1962 World's Fair. The 605-foot Space Needle features an observation deck for viewing the city, Puget Sound, and adjacent Cascade and Olympic mountains. At its base is the \$100 million Experience Music Project, a nonprofit interactive museum tracing the history of American music, which was funded entirely by Microsoft co-founder Paul Allen. The Seattle Center, linked to the central business district by free bus service and the high-speed Monorail, contains an amusement park and sponsors outdoor concerts as well as other events.

Pioneer Square, near the waterfront downtown, is the city's historic district. This area offers a trip back to late-1800s Seattle via cobblestone streets, the original Skid Road (an expression that later evolved into Skid Row), and restored brick and sandstone buildings, many of them housing shops and restaurants. A unique point of interest beneath Pioneer Square is the "underground city," five blocks of sidewalks and storefronts that were left standing after the 1889 fire, when the street levels were raised.

Seattle offers an abundance of attractions related to the maritime industry. Harbor traffic on Elliott Bay can be observed from Waterfront Park, located in the pier area just off Alaskan Way. South of the park at Pier 53, the Seattle Fire Department boats *Alki* and *Chief Seattle* are berthed; a favorite local event is practice day, when the fireboats shoot high water arcs into the bay. As of 2007 the *Chief Seattle* was being upgraded, and the *Alki* was due to be retired from service. Two new fireboats, *Engine One*, built in 2006, and the *Leschi*, built in 2007, are based at Elliott Bay. At Fishermen's Terminal, a working commercial fishing port, residents and visitors enjoy watching fishermen mend nets and tend their boats. Hiram M. Chittenden Locks (Ballard Locks), among the busiest locks in the world, furnish diversion for navigation enthusiasts as scores of large and small vessels are transferred daily between salt and fresh water. The Seattle Aquarium on the downtown waterfront links the waterfront to First Avenue, which lies just above. For those wanting to go out onto the water, ferries provide rides along the coast and across the sound; tour boats offer longer cruises and excursions to points of interest in the area.

Seattle is known for the Woodland Park Zoo, which contains about 1,000 animals in their natural habitats with minimal fencing and barriers; special features are 50 endangered species and the world's largest group of liontail macaques. Washington Park on the University of Washington campus is the setting for the Arboretum, 200 acres of public gardens, including a Japanese tea garden, with especially striking displays of blossoms and foliage during spring and fall.

Arts and Culture

Seattle is the cultural and entertainment hub of the Pacific Northwest as well as one of the nation's leading cities for theater and opera. Rivalled only by New York in the number of equity theaters based in the area and considered one of the leading U.S. cities for opera performances, Seattle is the only place in the Western Hemisphere where Richard Wagner's *Ring* cycle is performed annually. Attaining wide recognition has in fact become a Seattle tradition, yet cultural events also emphasize regional artists and performers.

The arts scene includes the Seattle Symphony, located in the world-class Benaroya Hall; Seattle Opera; the Pacific Northwest Ballet; numerous art galleries; the

Seattle Art Museum; the Seattle Asian Art Museum; the Seattle Repertory Theatre; Intiman Theatre; and the Experience Music Project rock and roll museum.

The city is rich in theater arts with 80 companies, 13 of which are professional. The Seattle Opera, recognized internationally for its compelling and accomplished performances, moved into its new state-of-the-art home, Marion Oliver McCaw Hall, in 2003. The Seattle Repertory Theatre Company, the city's principal and nationally acclaimed professional theater company, stages its annual productions at the Bagley Wright Theater at Seattle Center. Downtown's Paramount Theatre houses both the Fifth Avenue Theatre and visiting Broadway shows. Live theater is presented by area companies, including A Contemporary Theater (ACT), now housed at the renovated Eagle's Auditorium; Empty Space; and Intiman. Several small theaters are also active in the Seattle metropolitan area. Dramatic and musical performances are regularly scheduled at the University of Washington. Seattle hosts large-scale musical concerts and has gained international attention as the place of origin of many trend-setting rock and pop groups.

Seattle supports a number of museums and galleries specializing in a wide range of areas. The Seattle Art Museum displays a large collection of Oriental, Asian, African, and modern art; of special interest is a collection of paintings by the Northwest Mystics school. The Charles and Emma Frye Art Museum downtown features exhibits of eighteenth- and nineteenth-century and contemporary paintings. The Bellevue Art Museum in Bellevue Square specializes in works by regional artists. The Henry Art Gallery at the University of Washington is one of the oldest art museums in the state. Commercial galleries, most of them clustered around Pioneer Square, regularly schedule shows.

The Museum of Flight traces the history of flight from Leonardo da Vinci to the present with such exhibits as "Apollo," which chronicles manned space exploration and displays more than forty aircraft. The Suquamish Museum is devoted to the preservation of Puget Sound native culture; artifacts, photographs, and oral histories are featured. Daybreak Star Arts and Cultural Center in Discovery Park pays homage to Northwest Coast tribes through indoor and outdoor displays of paintings and carvings. The Burke Museum of Natural History and Culture displays artifacts and geological materials relating to Northwest Coast native and Pacific Rim cultures; dinosaur exhibits are a highlight. The Museum of History and Industry concentrates on the heritage of Seattle, King County, and the Pacific Northwest. The Pacific Science Center, located at Seattle Center, presents exhibits pertaining to science; laser shows and films are shown at the Eames/IMAX Theater. The Science Center also is home to the Boeing 3D IMAX Theatre. The Seattle Children's Museum, also at Seattle Center, offers such hands-on

activities as a child-size neighborhood for both adults and children.

Festivals and Holidays

Seattle and its environs, a major attraction for the television and film industry, support an annual, world-famous international film festival. Other festival celebrations include the Seattle International Children's Festival and the Bite of Seattle food festival. The Northwest Folklife Festival is held at Seattle Center on Memorial Day weekend in May; this annual event features traditional folk music, folk dances, and the culture of the people of the Pacific Northwest. Held annually for 23 days from mid-July to early August, the Seattle Seafair includes boat races and exhibitions, parades, a queen coronation and pageant, fishing derbies, food, and entertainment. Also in July and August is the famous Pacific Northwest Wagner Festival, presenting performances of the composer's complete *Ring* cycle, staged at Marion Oliver McCaw Hall. Seattle Center is the site on Labor Day weekend of the Seattle Arts Festival, popularly known as "Bumbershoot"; rated as one of the five top festivals in the nation, it is a celebration of the city's arts community with more than 400 performances ranging from grunge bands to Russian tightrope walkers. The year closes with the Harvest Festival in November and the Christmas Cruise in December.

Sports for the Spectator

Seattle is the only city in the Northwest to support professional teams in all three major sports. The Seattle Seahawks of the American Football Conference play at Qwest Field, a 72,000-seat, open-air stadium. The Seattle Mariners play American League baseball at Safeco Field, which has a retractable roof. The SuperSonics, a National Basketball Association team, hold their games in the Key Arena in the Seattle Center, which is also the scene of hockey action from the Seattle Thunderbirds of the Western Hockey League. Soccer fans enjoy matches featuring the Seattle Sounders at Qwest Field. WNBA women's basketball is played by the Seattle Storm. Area colleges and universities field teams in all primary sports. There is also horse racing at Emerald Downs, minor league baseball with the Everett Aquasox and Tacoma Rainiers, the Professional Rodeo Cowboys Association (PRCA) Rodeo, and numerous other spectator and participatory sports.

Sports for the Participant

Considered one of the best recreational cities in the United States, Seattle offers a variety of outdoor activities. Especially popular are water sports such as fresh- and salt-water fishing, boating, swimming, scuba diving, and whitewater rafting on lakes and waterways within an hour of downtown. Hiking and horseback riding can be enjoyed on miles of forest trails maintained in area parks and mountains; skiing and mountain climbing, including

guided climbs to the top of Mount Rainier, can be pursued at several locations in the mountains surrounding Seattle. Five golf courses, more than 150 tennis courts, 12 beaches, 10 swimming pools, and more than 30 play fields can be found in the area's nearly 400 parks and open spaces.

Shopping and Dining

Shopping can be a unique experience in Seattle, where high-fashion merchandise and recreational gear coexist on shop counters. Major department stores and designer boutiques are located downtown within walking distance of hotels and in suburban shopping centers throughout the area. Seattle is the nation's primary manufacturing and retail center for recreational and outdoor equipment. Northwest Native American handicrafts and art items are available at local artisan centers, specialty shops, and galleries and museums; goods imported from the Orient are featured at shops in Seattle's International District, where Chinatown is located. Historic Pike Place Market near Pioneer Square is one of the few remaining authentic farmer's markets in the nation. A terraced walkway leads from the market to Alaskan Way, a colorful waterfront streetcar route lined with piers, marine equipment shops, and seafood restaurants.

Seafood is a Seattle specialty, and seafood stands and restaurants featuring dishes prepared from daily catches abound. The city has also gained a national reputation as the center for "Northwest cuisine": Olympia oysters, geoduck clams, wild mushrooms, fresh produce, whole-grain breads, and local cheeses and wines. Many restaurants feature scenic locations that enhance dining pleasure, and opportunities for alfresco dining are plentiful. Asian food is found on many local menus, and citizens have gone wild for coffee—coffee shops and espresso carts can be found in the usual locations and even in gas stations and hardware stores.

Visitor Information: Seattle/King County Convention & Visitors Bureau, 701 Pike Street, Suite 800, Seattle, WA 98101; telephone (206)461-5800; fax (206)461-5855; email admin@visitseattle.org

■ Convention Facilities

The Washington State Convention and Trade Center is the city's major meeting and conference facility. The facility currently offers up to 61 meeting rooms and ballrooms totaling approximately 105,000 square feet of space, and exhibit space totaling 205,700 square feet. The Convention Center expansion, which was completed in 2001, includes a magnificent new arch spanning Pike Street, along with an office tower at the northeast corner of 7th and Pike. The center sits on top of Interstate 5, within walking distance of more than 9,000 hotel rooms. Just north of downtown, the 831,000-square-foot Seattle Center also hosts conventions and meetings. Lynnwood

Convention Center, Meydenbauer Center (which completed a \$1.92 million renovation of its 36,000-square-foot Center Hall in April 2007), and Bell Harbor International Conference Center are among other locations used for trade shows and meetings. Hotels and motels throughout the metropolitan area provide a total of some 25,000 rooms as well as additional convention and meeting accommodations.

Convention Information: Seattle/King County Convention & Visitors Bureau, 701 Pike Street, Suite 800, Seattle, WA 98101; telephone (206)461-5800; fax (206)461-5855; email conventions@visitseattle.org

■ Transportation

Approaching the City

Air travelers to Seattle are served by the Seattle-Tacoma International Airport (Sea-Tac), the seventeenth busiest commercial airport in the United States. The airport is currently being upgraded with a new runway that will enable aircraft to land in any weather conditions. A new South Terminal and new Central Terminal and Pacific Marketplace were completed in 2004. Plans are also underway for a multi-year capital improvement project slated for completion by 2010 that will add needed capacity.

Two interstate highways serve Seattle: I-5 (north-south) and I-90 (east-west). Seattle is the southern terminus of the Alaska Marine Highway System; ferries transporting passengers and motor vehicles operate year round from points in southeast Alaska. Passenger rail service to major U.S. destinations is provided by Amtrak, and buses connect Seattle with U.S. and Canadian cities and with Tijuana, Mexico.

Traveling in the City

Avenues in Seattle run north and south and streets run east and west. The city center is perhaps best explored on foot. Seattle's bus- and trolley-based mass transit system, Metro Transit, operates routes throughout the Seattle-King County area, with service in downtown Seattle provided free of charge from 6 a.m. to 7 p.m. Metro Transit operates a fleet of about 1,300 vehicles that serves an annual ridership of 100 million within a 2,134 square mile area. Metro Transit operates the largest publicly owned vanpool program in the country, with more than 600 vans making more than 2.9 million trips per year.

■ Communications

Newspapers and Magazines

Seattle's major daily newspapers are the evening *The Seattle Times* and the morning *Seattle Post-Intelligencer*. Seattle is also the headquarters for several weekly,

biweekly, or monthly publications appealing to ethnic groups, such as *Northwest Asian Weekly*, and *Korea Central Daily News. Slate*, an online publication developed by Microsoft, was started in Seattle.

Television and Radio

All major television networks have affiliates in Seattle, and cable service is available. More than 30 AM and FM radio stations are based in Seattle, providing music, news, and features; other stations broadcast from neighboring communities.

Media Information: *The Seattle Times*, 1120 John St., Seattle, WA 98109; telephone (206)464-2111. *Seattle Post-Intelligencer*, 101 Elliott Ave. W, Seattle, WA 98119; telephone (206)448-8000

Seattle Online

City of Seattle home page. Available www.pan.ci.seattle.wa.us
EnterpriseSeattle. Available www.enterpriseseattle.org
Greater Seattle Chamber of Commerce. Available www.seattlechamber.com
Seattle Daily Journal of Commerce. Available www.djc.com

Seattle-King County Convention & Visitors Bureau. Available www.visitseattle.org
Seattle Post-Intelligencer. Available www.seattlepi.nwsourc.com
Seattle Public Library. Available www.spl.org
Seattle Public Schools. Available www.seattleschools.org
The Seattle Times. Available www.seattletimes.nwsourc.com
Washington State Tourism home page. Available www.tourism.wa.gov

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Spokane

■ The City in Brief

Founded: 1878 (incorporated 1881)

Head Official: Mayor Mary Verner (since 2007)

City Population

1980: 171,300

1990: 177,196

2000: 195,629

2006 estimate: 198,081

Percent change, 1990–2000: 9.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: 94th

U.S. rank in 2000: 110th

Metropolitan Area Population

1980: 341,835

1990: 361,333

2000: 417,939

2006 estimate: 446,706

Percent change, 1990–2000: 15.7%

U.S. rank in 1980: 96th

U.S. rank in 1990: 101st

U.S. rank in 2000: 98th

Area: 58 square miles (2000)

Elevation: Ranges from 1,898 to 2,356 feet above sea level

Average Annual Temperatures: January, 27.3° F; July, 68.6° F; annual average, 47.3° F

Average Annual Precipitation: 16.67 inches of rain; 48.8 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.0% (December 2007)

Per Capita Income: \$20,914 (2005)

2005 FBI Crime Index Property: 12,170

2005 FBI Crime Index Violent: 1,120

Major Colleges and Universities: Eastern Washington University, Gonzaga University, Whitworth College, Washington State University-Spokane, Community Colleges of Spokane, City University

Daily Newspaper: *The Spokesman-Review*

■ Introduction

Spokane is the commercial and cultural hub of a large area known as the “Inland Empire” or the “Inland Northwest,” a rich agricultural region. The picturesque beauty of its surroundings makes the city an attractive vacation spot, and population and economic growth have brought many metropolitan amenities to the once quiet, out-of-the-way town. Although the city suffered from decay during the late 1980s and early 1990s, Spokane has undergone an impressive \$1 billion urban renaissance and, through its many development projects, has ensured its status as a hub of economics, recreation, and culture in the Pacific Northwest.

■ Geography and Climate

Spokane is located near the eastern border of Washington, about 20 miles from Idaho and 110 miles south of the Canadian border. The city lies on the eastern edge of the Columbia Basin, a wide sloping plain that rises sharply to the east toward the Rocky Mountains. The Spokane River and its waterfalls bisect the city. Summers are typically dry and mild, and winters can bring periods of cold, wet weather. Snowfall rarely accumulates to depths greater than one foot.

Area: 58 square miles (2000)

Elevation: Ranges from 1,898 to 2,356 feet above sea level

Average Temperatures: January, 27.3° F; July, 68.6° F; annual average, 47.3° F

Average Annual Precipitation: 16.67 inches of rain; 48.8 inches of snow

■ History

Spokane Area Popular with Traders

For years before the coming of European explorers, the land around the present-day city was settled by the Spokane tribe. Explorers and trappers passed through the area, but no settlements were built until 1810, when Finan McDonald and Joco Finlay built a trading post called Spokane House at the junction of the Spokane and Little Spokane rivers. In 1812, John Clarke of the Pacific Fur Company built Fort Spokane not far from the trading post. The house and fort soon became a popular meeting place for traders, trappers, and Native Americans, and the buildings were sold to the North West Company in 1813.

The Hudson's Bay Company bought the North West Company in 1821 and dismantled Spokane House. The area was once again left to local tribes. Chief Garry, the leader of the Middle and Upper Spokane tribes, had been educated at the Red River Mission school and converted to Presbyterianism. He built a school for his people and taught them English and religion, as well as modern agricultural methods. At about the same time, the first missionaries arrived in the area, establishing a mission on Walker's Prairie, 25 miles north of Spokane Falls.

The great westward expansion of the 1840s attracted a number of settlers to the area, but a clash with local tribes, culminating in the Whitman Massacre, led to the closing of eastern Oregon (the Spokane area was then part of the Oregon Territory) to settlement in the 1850s. In 1871 J. J. Downing and his family located a claim on the banks of the Spokane River. Within a year, the small settlement included a sawmill, a post office, and a general store. In 1873, James N. Glover, who is called the "father of Spokane," rode through the area on horseback. He was, he wrote, "enchanted... overwhelmed... with the beauty and grandeur of everything." Glover bought the rights to Downing's land and sawmill and opened a store and stable. His early trade was with the Spokane and Coeur d'Alene Indians who lived in the region. The town was registered as Spokane Falls in 1878. By 1880, the town had a population of 75 people, a weekly newspaper, and several baseball teams. In 1881 it was incorporated.

Rapid Population Growth Builds Sophisticated City

Spokane Falls grew steadily throughout the ensuing decades, changing from a rough frontier community into a solid city, complete with all the trappings of Eastern culture: a college, a library, and a number of theaters. The transcontinental railroad reached Spokane Falls in 1883, ensuring the town's success. Fire destroyed much of the town in 1889, but residents quickly rebuilt. By 1890, the city had a population of 30,000 people and changed its name to Spokane when Oregon entered the Union. By 1910, the population had jumped to over 100,000 people.

In 1974 the city was host to the World's Fair, Expo '74, which focused the world's attention on Spokane. Development of Expo '74 buildings and other improvements at the fair site in downtown Spokane created a modern city center with an extensive system of enclosed skywalks. Expansion and development continued through the 1990s and into the new century. Faced with the possibility of losing important downtown retailers, Spokane embarked upon an ambitious and large-scale effort at renewing the city center. These efforts have been enormously successful, as Spokane has continued to attract new retailers and businesses as well as residents who are fleeing high prices in California and in Seattle. In 2004 Spokane was one of just ten cities nationwide to be named an "All-American City."

Historical Information: Eastern Washington State Historical Society/Northwest Museum of Arts and Culture, Research Library and Archives, 2316 W. First Avenue, Spokane, WA 99204; telephone (509)456-3931; fax (509)456-2770

■ Population Profile

Metropolitan Area Residents

1980: 341,835

1990: 361,333

2000: 417,939

2006 estimate: 446,706

Percent change, 1990–2000: 15.7%

U.S. rank in 1980: 96th

U.S. rank in 1990: 101st

U.S. rank in 2000: 98th

City Residents

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1990: 177,196

2000: 195,629

2006 estimate: 198,081

Percent change, 1990–2000: 9.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: 94th

U.S. rank in 2000: 110th

Density: 3,343.36 people per square mile (2000)



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Racial and ethnic characteristics (2005)

White: 171,312
 Black: 3,861
 American Indian and Alaska Native: 2,899
 Asian: 4,815
 Native Hawaiian and Pacific Islander: 367
 Hispanic or Latino (may be of any race): 6,732
 Other: 1,112

Percent of residents born in state: 52.7%
 (2000)

Age characteristics (2005)

Population under 5 years old: 11,141
 Population 5 to 9 years old: 11,599
 Population 10 to 14 years old: 12,132
 Population 15 to 19 years old: 14,468
 Population 20 to 24 years old: 17,743
 Population 25 to 34 years old: 28,371
 Population 35 to 44 years old: 25,224
 Population 45 to 54 years old: 27,914
 Population 55 to 59 years old: 10,819
 Population 60 to 64 years old: 7,789
 Population 65 to 74 years old: 11,932
 Population 75 to 84 years old: 10,036

Population 85 years and older: 3,609
 Median age: 35.4 years

Births (2006, County)

Total number: 5,372

Deaths (2006, County)

Total number: 3,834

Money income (2005)

Per capita income: \$20,914
 Median household income: \$34,752
 Total households: 85,594

Number of households with income of...

less than \$10,000: 10,262
 \$10,000 to \$14,999: 6,490
 \$15,000 to \$24,999: 14,453
 \$25,000 to \$34,999: 11,932
 \$35,000 to \$49,999: 14,242
 \$50,000 to \$74,999: 15,044
 \$75,000 to \$99,999: 6,050
 \$100,000 to \$149,999: 4,408
 \$150,000 to \$199,999: 1,299
 \$200,000 or more: 1,414

Percent of families below poverty level: 14.5% (2005)

2005 FBI Crime Index Property: 12,170

2005 FBI Crime Index Violent: 1,120

■ Municipal Government

Spokane's mayor-council form of government formerly elected a mayor and six other council members to four-year terms; the council employed a city manager for the day-to-day operation of the city. In 1999 Spokane voters adopted a strong-mayor form of government, eliminating the city manager position. The city council still has seven members; a council president now presides over meetings instead of the mayor, so there are eight elected city officials instead of seven.

Head Official: Mayor Mary Verner (since 2007; current term expires December 2011)

Total Number of City Employees: 1,943 (2007)

City Information: City Hall, West 808 Spokane Falls Boulevard, Spokane, WA 99201; telephone (509)625-6250; email jwest@spokanecity.org

■ Economy

Major Industries and Commercial Activity

Natural resources have traditionally provided much of the economic activity for the Spokane area, a major center for the timber, agriculture, and mining industries in the region. A number of manufacturing companies have located in Spokane, drawn by the easy access to raw materials. Finished wood products, metal refinery and fabrication, and food processing are among the leaders in manufacturing. The outlying areas are part of an abundant agricultural system, providing a large amount of the nation's apples, peas, hops, pears, asparagus, lentils, soft wheat, and sweet cherries. A number of wineries and breweries also operate in the area. These industries continue to be important elements in the local economy, but in recent years the economy has diversified to encompass high-technology and service companies. Health-related industries employ more people than any other industry in Spokane; health care accounts for over 13 percent of the local employment base. The city provides specialized care to many patients from the surrounding areas, as far north as the Canadian border. The city is also the wholesale and retail trade and service center of the 80,000-square-mile Inland Northwest region.

All branches of the U.S. armed forces are represented in Spokane County. The largest military facility is Fairchild Air Force Base, which employed 4,992 personnel in 2007. The military units and their personnel combine to

have an economic impact on the regional economy of over \$400 million annually. Tourism is one of the top industries in the state, and Spokane is a center for tourist activity. Spokane has also seen the recent development of economic activity in the lucrative high-tech and biotech sectors. The city is the site of a 100-block wireless network (the Spokane Hot Zone), among the largest of its kind in the country, which is seen as symbolic of its dedication to the development of technological opportunities and resources. The recently built Sirti Technology Center has been a hub for attracting high-tech companies; in 2007 there were 10 high-tech and nine life-sciences companies and organizations headquartered at Sirti.

In 2002 Kaiser Aluminum, a major employer with a 60-year presence in the region, filed for bankruptcy. Despite the loss of jobs and revenue, Spokane has rebounded by working to make the city attractive to retail and small businesses.

Items and goods produced: silver, lead, zinc, timber, poultry, dairy, vegetable, fruit, meat products, aluminum, magnesium, clay and cement products, machinery and metal products, flour, feed, cereal, petroleum products, paper, electrical fixtures

Incentive Programs—New and Existing Businesses

Local programs: The Spokane Area Economic Development Council works with businesses to locate and utilize local and state business incentives. The Spokane Neighborhood Economic Development Alliance offers two revolving loans to businesses and nonprofits expanding or creating new jobs in Spokane.

State programs: The state of Washington offers a number of incentive programs to attract new and expanding businesses to the state. Among them are B & O tax credits; sales/use tax deferrals for technology and manufacturing companies as well as for firms relocating or expanding in distressed areas; and loan programs that apply to rural areas and the redevelopment of brownfields.

Job training programs: Spokane businesses are assisted largely by working with the higher education community, including such organizations as Applied Technology Center, part of the Community Colleges of Spokane; ITT Technical Institute, which focuses on preparing graduates for careers in technology; and the Spokane Intercollegiate Research and Technology Institute, which uses the collective resources of local colleges to accelerate the development of technology companies. The Spokane Area Workforce Development Council administers employment and training programs for local economically disadvantaged youths and adults through the Spokane City-County Employment and Training Consortium. The Council also supports local economic growth by working to improve the workforce

development system. The Washington state Job Skills Training Program offers employers a 50 percent match for training costs. The federal Workforce Investment Act (WIA), formerly Job Training Partnership Act (JTPA), may match up to 50 percent of wages for on-the-job training of dislocated workers. Washington also offers a credit for Job Training Services, which is a credit of 20 percent of the cost spent on job training by firms eligible for an Empowerment Zone sales tax deferral/exemption. This may be taken as a business and occupation tax credit. The amount of credit for a particular firm is limited to \$5,000 annually.

Development Projects

In 2000, the Spokane Symphony purchased the 1931 Art Deco Fox Theater and conducted a \$28.4 million renovation and restoration of the building. The new 1,600-seat home for the Spokane Symphony celebrated its grand opening in November 2007. Development was ongoing in 2007 in the Davenport Arts District, a 10-block area adjacent to the Davenport Hotel (which was reopened in 2002 after renovations). Renovations were underway on various small businesses, Steam Plant Square, and the Big Easy nightclub.

Also begun in 2003 and completed in 2007 was a major expansion of the Spokane Convention Center. Budgeted at \$80 million total, the renovation and construction consisted of new amenities in the existing areas, and a new 100,000-square-foot exhibition hall. Developers were committed to employing environmentally-friendly building techniques throughout the project, including non-toxic materials and the utilization of efficient energy, natural light, and water conservation.

The city of Spokane set aside \$117 million for street improvements over a 10-year period, work which began in 2005. The project was expected to repair about 110 miles of residential streets and arterials throughout Spokane. In 2007 renovations and modernizations were underway at John R. Rogers High School and Shadle Park High School. A new Sirti Technology Center was opened in 2006, which includes 30,000 square feet of space housing wet labs, offices and light manufacturing areas. Also in 2006, WSU-Spokane opened a new \$33.85 million Academic Center on its Riverpoint Campus, and broke ground on a new nursing building at Riverpoint. The 80,000-foot nursing building was expected to open by 2008.

Economic Development Information: Economic Development Council, 801 West Riverside, Suite 302, Spokane, WA 99201; telephone (800)SPOKANE; email edc@EDC.Spokane.net.

Commercial Shipping

Four air cargo carriers fly out of Spokane International Airport: DHL Express 800, UPS Worldwide, Federal Express, and United Parcel Service. The Burlington

Northern & Sante Fe and Union Pacific railroads also serve the city. Many motor freight concerns operate regularly scheduled trucks in and out of Spokane.

Labor Force and Employment Outlook

A large, experienced work force is available in Spokane; about 80 percent of workers are native Washingtonians. The health and service industries enjoy strong employment outlooks. Seasonal employment at harvest time is always available.

In September 2007 the unemployment rate in Spokane was 4.3 percent, representing a fairly steady decline in the rate since its 10-year peak above 8 percent in early 2003. Between 1997 and 2007 the greater Spokane work force grew by nearly 30,000 workers.

The following is a summary of data regarding the Spokane metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 213,000

Number of workers employed in . . .

construction and mining:	13,400
manufacturing:	18,500
trade, transportation and utilities:	43,200
information:	3,200
financial activities:	13,500
professional and business services:	23,300
educational and health services:	34,300
leisure and hospitality:	20,100
other services:	9,200
government:	34,200

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.0% (December 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Fairchild AFB	4,992
Spokane Public Schools	3,231
Sacred Heart Medical Center	3,040
State of Washington	3,020
U.S. Government	2,790
Spokane County	2,083
City of Spokane	1,943
Empire Health Services	1,700
Community Colleges of Spokane	1,368
Eastern Washington University	1,280

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
\$278,033

2007 (1st quarter) ACCRA Cost of Living Index:
97.7

State income tax rate: None

State sales tax rate: 6.55%

Local income tax rate: None

Local sales tax rate: 2.0%

Property tax rate: Averages \$14.94 in city, \$14.21 in county, per \$1,000 of assessed value (2005)

Economic Information: Economic Development Council, 801 West Riverside, Suite 302, Spokane, WA 99201; telephone (800)SPOKANE; email edc@EDC.Spokane.net. Spokane Area Chamber of Commerce, 801 West Riverside Avenue, Spokane, WA 99201; telephone (509)624-1393; fax (509)747-0077; email info@chamber.spokane.net

■ Education and Research

Elementary and Secondary Schools

Spokane School District Number 81, representing all city schools, is the second largest in the state. Students' test scores are consistently above the national average, and over 70 percent of teachers hold master's degrees. The district boasts a number of alternative schools, including a homeless education program, school-parent partnerships, and a Montessori school. The district received a \$16.4 million gift from the Bill and Melinda Gates Foundation, which was used to create a program encouraging professional development and individualized learning programs, known as SHAPeS, or Spokane High Achieving and Performing Schools.

In 2007 renovations and modernizations were underway at John R. Rogers High School and Shadle Park High School.

The following is a summary of data regarding the Spokane Public Schools as of the 2005–2006 school year.

Total enrollment: 30,945

Number of facilities

- elementary schools: 35
- junior high/middle schools: 6
- senior high schools: 8
- other: 30

Student/teacher ratio: 19.6:1

Teacher salaries (2005–06)

elementary median: \$51,340

junior high/middle median: \$51,570
secondary median: \$50,990

Funding per pupil: \$7,771

A variety of state-approved private elementary and secondary schools augment the public school system, including parochial schools, special schools such as the Lilac Blind Foundation, Montessori programs, and the Spokane Guild's School and Neuromuscular Center. The Spokane Art School offers classes, workshops, and master classes.

Public Schools Information: Spokane Public Schools, 200 North Bernard, Spokane, WA 99201; telephone (509)354-5900

Colleges and Universities

Eastern Washington University (EWU), a state-operated school located 17 miles from Spokane in Cheney, Washington, offers four-year undergraduate degrees in more than 100 academic majors, 10 master's degrees, and 55 graduate programs of study. The university operates a branch in downtown Spokane and enrolls more than 10,000 students. The school boasts a student-teacher ratio of 20:1. Two-thirds of its alumni live and work in the state of Washington.

Gonzaga University, founded by the Jesuits in 1887, offers 92 undergraduate degree programs and 21 graduate programs. The school enrolls around 6,700 students. Washington State University at Spokane, a multi-campus research university, enrolls more than 23,000 students throughout the university system, 1,580 of whom study at the Spokane campus. There are 150 majors, 70 master's degree programs, and 44 doctoral programs. The school offers 100 study-abroad programs in more than 70 countries. These three institutions, together with Whitworth College and the Spokane Community Colleges, operate as a collaborative project the Spokane Intercollegiate Research and Technology Institute, which uses the collective resources of the institutions to improve the economic vitality of the region. Community Colleges of Spokane serves students in a six-county region, awarding more than 4,400 two-year degrees each year in 120 professional and technical programs. There are 6,710 enrolled at its downtown Spokane location.

Libraries and Research Centers

Founded in 1904, the Spokane Public Library system comprises a Downtown Library overlooking Spokane Falls and five branch libraries. Total holdings include approximately 600,000 volumes; more than 35,000 video, music, and audiotapes and CDs; and a periodicals collection numbering more than 700 titles. Special collections include Northwest history; history of the book; genealogy; oral history; an African American collection; and U.S., Washington state, and Spokane County government documents. The downtown library features a gallery, three works of permanent public art, a skywalk

connection to downtown shopping and restaurants, and wireless Internet service. The library system also sponsors community programs for residents of all ages.

Special libraries in Spokane include the Crosby Library at Gonzaga University, which contains a collection of Bing Crosby records and other memorabilia. Research at the Spokane Intercollegiate Research and Technology Institute at Riverpoint focuses on technology transfer for commercial uses. Sirti, as it is called, is the headquarters for ten high-tech and nine life-sciences companies and organizations. A new Sirti Technology Center was opened in 2006, made possible by a \$3 million grant from the U.S. Department of Commerce, as well as private funds. The Health Research and Education Center at Washington State University Spokane develops clinical and applied research in biomedical and social health areas. The Washington Institute for Mental Illness Research and Training recruits and retrains qualified professionals at state hospitals in the use of modern treatments.

Public Library Information: Spokane Public Library, 906 West Main Avenue, Spokane, WA 99201; telephone (509)444-5300

■ Health Care

Six major hospitals are located in Spokane, four of which are full service facilities. The city is the center of specialized care for the entire Inland Northwest area, offering an expert team of cardiac surgeons and more than 18,500 health care professionals, including more than 900 physicians. Sacred Heart Medical Center, a 623-bed facility, is a leader in heart, lung, and kidney transplant services. Sacred Heart, which is a non-profit Catholic institution, has 4,000 employees, 800 of whom are medical specialists. In 2003, the hospital opened the region's first full-service children's hospital; a Women's Health Center was added in 2004. In 2007 Sacred Heart was named a Bariatric Surgery Center of Excellence by the American Society for Bariatric Surgery, and in 2006-2007 it was selected by the National Foundation for Trauma Care as one of five "best preparedness practice trauma centers" in the nation. The Shriners Hospital for Children is also based in Spokane; in 2006, it approved 38,984 new patient applications. The Community Mental Health Center, which provides mental health services to children, adults, and the elderly, is nationally recognized and the largest and most comprehensive community mental health center in Washington.

■ Recreation

Sightseeing

Riverfront Park, the site of Expo '74, is a 100-acre urban park that has been developed into a collection of cultural and recreational attractions including an IMAX theater,

art gallery, a skating rink, an antique carousel composed of 54 hand-carved horses, a train, and an exciting gondola ride over Spokane Falls. Historic Fort George Wright, a 1,500-acre complex, was established in 1894 on a plateau overlooking the river. Other points of interest in the city include Manito Park, with its beautiful Rose Hill and Japanese garden, and Cliff Park, site of Review Rock, a large formation with steps cut into the sides that offers a beautiful view of the city.

The area around Spokane offers a number of attractions, including several ghost towns, the Spokane Plains Battlefield, and the Turnbull National Wildlife Refuge. A variety of historic homes, churches, and architecture are available for touring in the Spokane area. Spokane's local wineries have won prestigious awards and offer tours, tastings, and sales.

Arts and Culture

Spokane's 12,500-seat Veteran's Memorial Arena is a focal point for special events. In addition, the 2,700-seat Opera House and the more intimate The Met Performing Arts Center host national and international touring companies and entertainers. Music is provided by the Spokane Symphony, housed in the Opera House, which presents a full season of classical music, including special children's performances and Super Pops! by the Spokane Jazz Orchestra; and by Allegro-Baroque and Beyond, Connoisseur Concerts, the Spokane Chamber Music Association, and Uptown Opera. Theater is represented by the region's only resident professional company, Interplayer's Ensemble, whose seven-play season runs from September to June; by Spokane Civic Theatre; and by several amateur community theaters and smaller groups. The Big Easy Concert House, home to a concert hall and dance club, has opened in a renovated office block adjacent to the arts district. Area colleges and universities also contribute to the cultural scene.

The new Northwest Museum of Arts and Culture (formerly the Cheney Cowles Museum) reopened after a major \$26 million expansion. The museum houses permanent collections of regional history and American Indian artifacts, as well as five art galleries and educational facilities. The historic Campbell House, a museum since 1925, is now a part of the Northwest Museum complex, with tours of the home available by reservation. Additionally, the Jundt Art Museum on the campus of Gonzaga University includes two large gallery spaces and an exhibition lounge.

Festivals and Holidays

Bloomsday, the country's largest timed road race, is held on the first Sunday in May. Later that month, the Spokane Lilac Festival runs for 10 days and features such activities as a flower show, parades, concerts, games, entertainment. Begun in 1938, the festival also showcases local foods and crowns a lilac queen. In June, Spokane

plays host to Hoopfest, the world's largest three-on-three basketball tournament. The Spokane County Fair, a tradition since the late 1800s, happens in September. The Northwest Bach Festival celebrates the music of J.S. Bach in venues throughout the city for one week at the end of January or early February.

Sports for the Spectator

The remodeled Spokane Arena hosts the Spokane Chiefs of the Western Hockey Association. The Spokane Indians, a minor league farm team of professional baseball's Texas Rangers, play at Avista Stadium. The Gonzaga Bulldogs athletic teams, members of the National Collegiate Athletic Association (NCAA) Division I, engage in intercollegiate competition at Gonzaga University. Spokane Raceway Park offers stock car and drag racing, while Playfair offers thoroughbred horse races during the summer and fall.

Sports for the Participant

Seventy-six lakes and four major rivers within a 50-mile radius of Spokane offer a wide variety of water activity. For hikers and nature lovers, a 70-mile pathway called Centennial Trail begins near the old Spokane House fur trading post and winds through Riverside State Park, Riverfront Park in downtown Spokane, and eastward past Coeur d'Alene, Idaho. The Trail was expanded to include 37 paved miles on the Spokane River. The city and county maintain more than 75 parks, many of which feature athletic fields, tennis courts, swimming pools, skating rinks, recreational programming, and other facilities. In total, the city boasts 3,488 acres of protected green space. More than 30 public and private golf courses exist in the county. The nearby mountains offer year-round recreation: skiing in the winter and fishing, hunting, camping, canoeing, hiking, and other outdoor activities in the warmer months. In the summer months, floating excursions are available on the Spokane River, while several nearby rivers provide whitewater rafting opportunities. Rock climbing is available just outside of Spokane, and seven ski areas are within a two hour drive.

Shopping and Dining

Spokane shoppers are served by several major shopping centers in the city and a number of smaller plazas and specialty shopping districts. Retail establishments in downtown Spokane are connected by a 16-block system of enclosed skywalks. The shopping opportunities at River Park Square and in the retail district are unmatched in the Inland Northwest. Spokane's restaurants offer fine international and traditional American dishes. Specialties include fresh salmon and locally-produced wines. More than 500 dining establishments can be found in the Spokane area.

Visitor Information: Spokane Area Visitor Information Center, 201 W. Main, Spokane, WA 99201; telephone (509)747-3230; toll-free (888)SPOKANE

■ Convention Facilities

The Spokane Convention Center is located on the banks of the Spokane River in the downtown district. As of 2007 a renovation of the Convention Center was nearing completion; the plan called for 164,307 square feet of meeting space, with a 25,310-square-foot, fully finished ballroom. A roof deck holds up to 500 people, and the new addition also features Group Health Exhibit Hall. The adjoining 28,000-square-foot Washington State International Agricultural Trade Center, with a 300-seat theater, expands the capacity, offering space to more than 8,000 people. The Spokane Veterans Memorial Arena provides 173,100 square feet of exhibit space and festival seating for 12,500 people. The Joe A. Albi Stadium is a large outdoor arena that seats 28,500 people.

More than 2,000 hotel rooms are available within walking distance of the major convention sites in Spokane; nearly 7,000 hotel rooms total exist in the surrounding area. Most of the larger hotels maintain ample facilities for conventions, such as banquet space, conference rooms, and ballrooms.

Convention Information: Spokane Convention and Visitors Bureau, 801 W. Riverside, Spokane, WA 99201; telephone (509)624-1341

■ Transportation

Approaching the City

The Spokane International Airport is a multimillion-dollar complex located a few minutes from the downtown area and served by ten major airlines and four air cargo carriers. In the first six months of 2007 the airport served 1,643,855 passengers. The city is also served by three commercial bus lines and by Amtrak.

Interstate 90 passes through Spokane, connecting the city with Seattle to the west and with points east. U.S. Highway 2 also runs east and west through the city. U.S. 395 continues north out of Spokane into Canada, and U.S. 195 leads south from the city.

Traveling in the City

Generally in Spokane, the east-west roads are designated as avenues, and the north-south roads are referred to as streets. Major east-west thoroughfares in the city include Francis, Wellesley, Mission, Sprague, and 29th avenues. North-south arteries include Maple, Monroe, Division, Hamilton, Greene-Market, Argonne, and Sullivan streets.

■ Communications

Newspaper and Magazines

Spokane readers are served by one daily newspaper, *The Spokesman-Review*, which presents a special entertainment section on Friday. *Journal of Business* is among the biweekly business journals published in the city. *The Pacific Northwest Inlander*, a weekly newspaper, has an extensive arts and entertainment section. Other newspapers focus on senior living, the outdoors, and collegiate interests.

Television and Radio

Spokane has six television stations representing the major commercial networks and public television. The area is also served by a cable system that provides a wide variety of viewing options. Nearly thirty AM and FM radio stations broadcast in Spokane, which also receives programming from neighboring communities.

Media Information: *The Spokesman-Review*, West 999 Riverside Avenue, PO Box 2160, Spokane, WA 99210; telephone 509(459-5068); email danc@spokesman.com

Spokane Online

City of Spokane home page. Available www.spokanecity.org

Spokane Area Chamber of Commerce. Available www.spokanechamber.org

Spokane Area Convention & Visitors Bureau. Available www.visitspokane.com

Spokane Public Library. Available www.spokanelibrary.org/

Spokane Public Schools. Available www.spokaneschools.org

Spokane Veterans Memorial Arena. Available www.spokanearena.com

The Spokesman-Review. Available www.spokane.net

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Tacoma

■ The City in Brief

Founded: 1852 (incorporated 1884)

Head Official: Mayor Bill Baarsma (D) (since 2002)

City Population

1980: 158,501

1990: 176,664

2000: 193,556

2006 estimate: 196,532

Percent change, 1990–2000: 9.1%

U.S. rank in 1980: 97th

U.S. rank in 1990: 95th

U.S. rank in 2000: 114th

Metropolitan Area Population

1980: 486,000

1990: 586,203

2000: 700,820

2006 estimate: Not available

Percent change, 1990–2000: 19.5%

U.S. rank in 1980: 18th (CMSA; includes Seattle)

U.S. rank in 1990: 14th (CMSA; includes Seattle)

U.S. rank in 2000: 13th (CMSA; includes Seattle)

Area: 50 square miles (2000)

Elevation: 380 feet above sea level

Average Annual Temperature: 53.1° F

Average Annual Precipitation: 39.2 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.0% (December 2007)

Per Capita Income: \$22,854 (2005)

2005 FBI Crime Index Property: 16,802

2005 FBI Crime Index Violent: 2,014

Major Colleges and Universities: Pacific Lutheran University, University of Puget Sound, University of Washington Tacoma

Daily Newspaper: *The News Tribune*

■ Introduction

Tacoma's name is derived from the Native American word "Tahoma," meaning "Mother of the Waters," referring to Mt. Tacoma, which is now known as Mt. Rainier. Tacoma's beautiful natural setting affords views of the nearby Cascade Range and the more distant Olympic Mountains. Tacoma is home to a deep-water harbor that is among the busiest in the nation and has played an important role in the city's economic development. Nationally recognized for careful municipal planning, Tacoma has been nicknamed the "City of Destiny." In 2004 Partners for Livable Communities named the Tacoma and Pierce County area one of "America's Most Livable Communities."

■ Geography and Climate

Situated on Commencement Bay, an inlet of Puget Sound, Tacoma lies at the foot of Mt. Rainier in the Puyallup River valley, bordered by mountains. The Tacoma Narrows Bridge links the city to the Olympic Peninsula. Tacoma is about 36 miles south of Seattle. The climate is quite mild throughout the year. Although the area has the reputation of being rainy, Tacoma actually receives less rain than New York City. Most of the precipitation falls in the winter, when snow blankets the mountains. Tacoma is the seat of Pierce County. The city lies near active fault lines making the area susceptible to earthquakes; however, very few damaging quakes have occurred in the recent past.

Area: 50 square miles (2000)

Elevation: 380 feet above sea level

Average Temperature: 53.1° F

Average Annual Precipitation: 39.2 inches

■ History

Slow Rise of Lumber Industry; Arrival of Settlers

The first people to live in the Puyallup Valley on the shore of Commencement Bay were the Nisqually and Puyallup Native American tribes. Captain George Vancouver was the first person of European descent to explore the area when, in 1792, he sailed his ship up Puget Sound and named Mt. Rainier for Peter Rainier, an officer in the British Navy. Commencement Bay was charted and named in 1841 by a member of the Charles Wilkes Expedition. Permanent European settlement was achieved in the region in 1852 when a Swedish immigrant, Nicholas De Lin, built a sawmill at the junction of two creeks and soon conducted a thriving lumber business.

Settlers fled the area in 1855 after hearing rumors of native hostilities; they returned when the Commencement Bay tribe was relocated to a nearby reservation, leaving the area free for other settlers. General Morton Matthew McCarver, who named the settlement Tacoma, was responsible for promoting extensive development by buying tracts of land and bringing in other settlers.

When the Hanson & Ackerman Mill was built in 1869 by a group of San Francisco investors, Tacoma became established in the lumber industry. The mill started a boom, as laborers, artisans, and shopkeepers arrived with their families to settle in Tacoma; with a population of 200 people, the town soon boasted mail service, electric lights, and a telegraph. In 1873 Tacoma was selected as the terminus for the Northern Pacific Railroad; construction was stopped 20 miles short of Tacoma, however, when an economic crash forced the railroad's investors to pull out of the project. The government recalled the workers, who insisted upon being paid thousands of dollars in back wages before they completed the line.

Railroad Assists Industrial Development

The railroad increased Tacoma's industrial development. Coal mines were opened and Tacoma became the major coaling station on the Pacific Coast. The lumber industry expanded while new industries included a flour mill, a salmon cannery, and machine shops. The town continued to grow, and with a population of 4,400 residents, Tacoma was incorporated in 1884. During the following year a group of residents, who blamed Chinese workers for an employment recession that came with the com-

pletion of the railroad, formed the Law and Order League and forcibly deported the Chinese. The insurgents were tried in court but were later acquitted.

Transcontinental rail service to Tacoma was completed in 1887, bringing further development; the completion of the Stamford Pass Tunnel and the establishment of the Northern Pacific Railroad general offices in Tacoma gave an even greater boost to the lumber and coal industries. Record numbers of settlers arrived and the town flourished. Since Tacoma's economy was closely tied to the railroad industry, however, more than half of the city's banks closed when the Reading Railroad went bankrupt. The economy recovered to some degree with the creation of the Weyerhaeuser Timber Company in 1900. During World War I the shipping industry boomed, and the city profited from its proximity to Camp Lewis (later renamed Fort Lewis). Commencement Bay was declared an official U.S. Port of Entry in 1918.

Although the Great Depression of the 1930s brought hard times to Tacoma, World War II stimulated industrial growth and prosperity because of the city's location near Fort Lewis and McChord U.S. Air Force Base. During the 1950s Tacoma underwent extensive city planning. Voters adopted a progressive council-manager form of government, and massive renovation of the city's infrastructure was implemented.

While the presence of the military has long had a stabilizing effect on the city economy, economic diversification into the early 2000s has offered the promise of continued growth. In particular, the health care and financial services industries have gained importance to the local economy. Educational institutions have expanded in the area, most notably through the University of Washington Tacoma, which opened its campus in 1990 as a degree completion site and expanded to a four-year institution by 2006. The City of Tacoma, along with investors from the private sector, spent over \$300 million on the city's telecommunications infrastructure through Click! Network. Becoming a "wired" city has helped attract new industries while balancing environmental and quality-of-life concerns. In 2004 the city was named one of "America's Most Livable Communities" by the national nonprofit organization Partners for Livable Communities. City and county development officials have been hard at work to continue on this success, particularly through major redevelopments in the downtown areas. From 2000 to 2007 over 74 new projects were completed or under construction in downtown Tacoma. These included expansion and development of the Foss Waterway, with many residential, retail, and business locations; construction of a new convention and trade center; and hundreds of new residential units.

Historical Information: Washington State History Museum, 1911 Pacific Avenue, Tacoma, WA 98402; telephone (253)272-3500; www.wshs.org



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■ Population Profile

Metropolitan Area Residents

1980: 486,000
 1990: 586,203
 2000: 700,820
 2006 estimate: Not available
 Percent change, 1990–2000: 19.5%
 U.S. rank in 1980: 18th (CMSA; includes Seattle)
 U.S. rank in 1990: 14th (CMSA; includes Seattle)
 U.S. rank in 2000: 13th (CMSA; includes Seattle)

City Residents

1980: 158,501
 1990: 176,664
 2000: 193,556
 2006 estimate: 196,532
 Percent change, 1990–2000: 9.1%
 U.S. rank in 1980: 97th

U.S. rank in 1990: 95th
 U.S. rank in 2000: 114th

Density: 3,864.9 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 125,620
 Black: 22,920
 American Indian and Alaska Native: 2,498
 Asian: 19,936
 Native Hawaiian and Pacific Islander: 2,904
 Hispanic or Latino (may be of any race): 16,238
 Other: 8,018

Percent of residents born in state: 48.6% (2000)

Age characteristics (2005)

Population under 5 years old: 13,474
 Population 5 to 9 years old: 13,484
 Population 10 to 14 years old: 15,826

Population 15 to 19 years old: 12,189
Population 20 to 24 years old: 14,251
Population 25 to 34 years old: 30,207
Population 35 to 44 years old: 31,720
Population 45 to 54 years old: 24,577
Population 55 to 59 years old: 8,981
Population 60 to 64 years old: 6,934
Population 65 to 74 years old: 9,301
Population 75 to 84 years old: 8,253
Population 85 years and older: 2,737
Median age: 33.7 years

Births (2006, Metropolitan Division)

Total number: 9,939

Deaths (2006, Metropolitan Division)

Total number: 5,326

Money income (2005)

Per capita income: \$22,854
Median household income: \$40,290
Total households: 78,806

Number of households with income of . . .

less than \$10,000: 9,308
\$10,000 to \$14,999: 4,192
\$15,000 to \$24,999: 10,106
\$25,000 to \$34,999: 10,281
\$35,000 to \$49,999: 14,695
\$50,000 to \$74,999: 15,529
\$75,000 to \$99,999: 6,736
\$100,000 to \$149,999: 5,597
\$150,000 to \$199,999: 995
\$200,000 or more: 1,367

Percent of families below poverty level: 11% (2005)

2005 FBI Crime Index Property: 16,802

2005 FBI Crime Index Violent: 2,014

■ Municipal Government

Tacoma's council-manager form of government provides for the election of nine city council members—a mayor, five members serving districts, and three at-large members. All serve four-year terms. The council hires a city manager.

Head Official: Mayor Bill Baarsma (D) (since 2002; current term expires 2009)

Total Number of City Employees: 2,044 (2006)

City Information: City Hall, 747 Market Street, Tacoma, WA 98402; telephone (253)591-5000; www.cityoftacoma.org

■ Economy

Major Industries and Commercial Activity

Tacoma has attracted companies of all sizes and is making every effort to build on past achievements in continuing to grow a diverse economy. Into the 2000s, the health-care industry has quickly gained ground in Tacoma. Franciscan Health System (with headquarters in Tacoma) and MultiCare Health System both operate hospitals and health clinics in the city and have become top employers for both the city and the county. InVivo Health Partners, offering support services to hospitals and physician groups, has also made Tacoma the site of regional headquarters. The financial sector has also seen growth in the new century. Columbia Bank and Rainier Pacific Bank opened headquarters in the city in 2001 and 2004 respectively. KeyBank (2001) and Union Bank of California (2005) opened major offices in downtown.

The Port of Tacoma continues to have a major impact on the local economy. It is home to the sixth largest container handling port in the United States. Top imports include machinery, toys, sports equipment, footwear, and furniture. Top exports include grains, machinery, automobiles, auto parts, meat, and plastics. A major gateway port for international trade, the Port of Tacoma covers more than 2,400 acres of land. Port activities generate more than 43,000 jobs in Pierce County. Port activities generate over \$637 million in annual wages.

The military also holds a strong foothold in the local economy through the presence of McChord U.S. Air Force Base and Fort Lewis Army Post. There are nearly 35,000 military and civilian personnel on the bases with the total annual payroll at about \$2 billion. On-base retail spending has been estimated at over \$200 million annually. The U.S. Department of Defense has sponsored approximately \$20 million in contracts in Pierce County.

Significant work in satellite imaging, automated fingerprint and radio frequency identification systems, and Internet and computer services continues because of multiple broadband telecommunications systems, including the city's fiber-optic Click! Network, launched in November 1998. Over the past several years, the City of Tacoma, along with investors from the private sector, has spent over \$300 million on the city's telecommunications infrastructure through Click! Network, which continues expansion with new construction and additional services for customers.

Tacoma's economy is still heavily involved with timber. Regional enterprises produce more flower bulbs than the Netherlands, as well as crops, such as berries and rhubarb, which require heavy seasonal employment. Tourism is also important to Tacoma's economy. Visitors are attracted to the waters of Commencement Bay and the state and national parks surrounding Tacoma.

Items and goods produced: lumber products, pulp, paper, clothing, chemicals, furniture, flour, furnaces, railroad car wheels, candy, food products, meat and fish

Incentive Programs—New and Existing Companies

Local programs: The City of Tacoma offers a variety of business loan programs, tax credits for new job creation, industrial revenue bonds, sales and use tax exemption on machinery and equipment, a variety of housing-related programs, financial incentives for historic properties, and others.

State programs: Part of Tacoma is a designated state Empowerment Zone; employers located within this area who meet certain hiring requirements are eligible for tax credits, special financing, and contracting programs. The state of Washington offers a number of incentive programs to attract new and expanding businesses to the state. Among them are B & O tax credits; sales/use tax deferrals for technology and manufacturing companies as well as for firms relocating or expanding in distressed areas; and loan programs that apply to rural areas and the redevelopment of brownfields.

Job training programs: The Washington state Job Skills Training Program offers employers a 50 percent match for training costs. The federal Workforce Investment Act (WIA), formerly Job Training Partnership Act (JTPA), may match up to 50 percent of wages for on-the-job training of dislocated workers. Washington also offers a credit for Job Training Services, which is a credit of 20 percent of the cost spent on job training by firms eligible for an Empowerment Zone sales tax deferral/exemption. This may be taken as a business and occupation tax credit. The amount of credit for a particular firm is limited to \$5,000 annually. The Local Employment and Apprenticeship Training Program (LEAP) provides Tacoma residents with opportunities to access training, enter apprenticeship programs, acquire skills, and perform work on city public works projects that provide living wages.

Development Projects

Development of the downtown waterfront has been ongoing since about 2000 through the efforts of the Foss Waterway Development Authority. The Foss Waterway Marina was renovated in 2003. Foss Harbor, a mixed-use development nearby, includes plans for 350 condominiums and retail space to be developed in phases. Thea Foss Esplanade has been expanded and private development efforts have begun. The \$63 million Museum of Glass at the waterfront has become a prime attraction. A new set of condominiums is under construction as Nineteen Thirty-Three at Dock Street, scheduled for completion in 2008.

The University of Washington Tacoma has grown considerably since it opened as a degree completion center in 1990. The school added its Science and Keystone buildings in 2001 and the Institute of Technology in 2002. Additional classrooms, offices, and retail space were added in 2003. In 2006 the school was able to welcome its first freshman class into a comprehensive, four-year institution. Court 17, an apartment complex for students was completed in 2006. However, the university is looking toward the private sector to develop additional student housing off-campus.

New residential units have been added to the downtown area through the redevelopment of the old city hall into Renaissance at Old City Hall (completed in 2007) and of the former Spring Air Mattress building (to be completed in 2008). Several other apartment, loft, and condo units have been added since 2000 and a number of projects were still in planning and construction phases as of 2007.

The \$89.7 million Greater Tacoma Convention and Trade Center, anchored in the heart of downtown Tacoma, opened in 2004. Developments surrounding and supporting the Convention Center include Courtyard by Marriott, a 162-room hotel with additional meeting facilities, an upscale restaurant, and a day spa. Tollefson Plaza, one of the newest urban parks in the city, opened in 2006 with an investment of \$3.5 million. The \$11 million Tacoma Dome Best Western opened the same year.

In 2007 construction was completed on the Tacoma Narrows Bridge, a suspension bridge across Puget Sound. At a final cost of about \$1 billion, the bridge deck is 5,400 feet long. The new bridge was built parallel to the existing bridge, the latter of which will be repaired and reconstructed with seismic improvements through 2008.

Economic Development Information: Tacoma-Pierce County Chamber, 950 Pacific Ave., Ste. 300, P.O. Box 1933, Tacoma, WA 98401-1933; telephone (253) 627-2175; www.tacomachamber.org. Community and Economic Development, City of Tacoma, 747 Market Street, 9th Floor, Tacoma, WA 98402; telephone (253) 591-5364; www.cityoftacoma.org

Commercial Shipping

The Port of Tacoma is the 6th largest container port in North America and the 25th largest worldwide. It serves as one of the country's primary gateways for trade with Japan, China, Taiwan, and Thailand. Tacoma is also strongly tied to Alaska's economy, with the port handling more than 75 percent of all waterborne commerce going from the lower 48 states to Alaska. A 171-acre mega-container terminal opened in January 2005, part of a \$34.1 million plan to meet the needs of the Port's existing customers and to attract additional customers. The Port services over 15 steamship lines.

The city is also an important rail shipping hub and is served by two major transcontinental railroads: Burlington Northern–Santa Fe and Union Pacific. These two railroads link Tacoma to major markets in the Midwest and East Coast. Rail is also used to move a variety of export commodities through Tacoma—everything from Midwest corn to John Deere tractors. More than 200 trucking companies work to move goods through the city and major air freight carriers serve Seattle-Tacoma International Airport (Sea-Tac), which is located about 30 minutes from Tacoma. Sea-Tac is one of the top 20 busiest air cargo airports in the nation.

Labor Force and Employment Outlook

Tacoma draws from a stable work force of skilled and unskilled workers that has steadily attracted new business and industry. Local firms can rely on more than one million workers who live within an hour’s commute of the city. Pierce County is expected to gain 143,400 new jobs between 2002 and 2012. The highest demand is expected in labor, freight and stock handling, maintenance, and skilled trades. Retail sales jobs are also expected to increase.

The following is a summary of data regarding the Seattle-Tacoma-Bellevue metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,688,700

Number of workers employed in . . .

- construction and mining: 115,800
- manufacturing: 181,100
- trade, transportation and utilities: 319,500
- information: 81,500
- financial activities: 105,300
- professional and business services: 226,900
- educational and health services: 186,300
- leisure and hospitality: 156,900
- other services: 62,400
- government: 253,100

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.0% (December 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
U.S. Army, Fort Lewis	39,204
Public school districts	13,275
U.S. Air Force, McChord	10,772
Washington state Franciscan Health System	7,649
MultiCare Health System	3,896
	3,874

Madigan Hospital	3,231
Pierce County	3,160
State higher education	2,958
City of Tacoma	2,044

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$357,943

2007 (1st quarter) ACCRA Cost of Living Index: 108.0

State income tax rate: None

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: 8.4 to 8.8%

Property tax rate: \$3.23 per \$1,000 assessed value (2004; assessed yearly)

Economic Information: Tacoma-Pierce County Chamber, 950 Pacific Ave., Ste. 300, P.O. Box 1933, Tacoma, WA 98401-1933; telephone (253)627-2175; www.tacomachamber.org. Washington State Workforce Explorer, P.O. Box 9046, Mail Stop: 46000, Olympia, WA; telephone (360)438-4800; www.workforceexplorer.com

■ Education and Research

Elementary and Secondary Schools

Tacoma Public Schools offer a wide range of academic services for students of all ages. High school students may participate in dual credit programs through which they may gain up to two years of college credits while completing their graduation requirements. Foss High School offers an International Baccalaureate program. Through a program called Great Start, the school system has been attempting to reduce the class sizes in first grade classrooms to 17 or fewer students in order to ensure that all children begin their first year of classes with the one-on-one attention they may need to succeed. Magnet schools are also available. Oakland Alternative High School assists children with learning differences. The Tacoma School of the Arts offers a focus on arts education for eligible high school students. Special education programs for developmentally disabled students are also available.

The following is a summary of data regarding the Tacoma Public Schools as of the 2005–2006 school year.

Total enrollment: 29,785

Number of facilities

elementary schools: 37
 junior high/middle schools: 12
 senior high schools: 7
 other: 0

Student/teacher ratio: 20.5:1

Teacher salaries (2005–06)

elementary median: \$51,680
 junior high/middle median: \$49,860
 secondary median: \$53,810

Funding per pupil: \$7,783

Many private and parochial schools in Tacoma offer alternative and religious curricula.

Public Schools Information: Tacoma Public Schools, Central Administration, PO Box 1357, Tacoma, WA 98401-1357; telephone (253)571-1000; www.tacoma.k12.wa.us

Colleges and Universities

The University of Washington Tacoma opened in 1990 to offer bachelor's and master's degree completion programs for students with two or four years of college. The school welcomed its first freshman class in 2006 with a total enrollment of about 2,292 students. Bachelor's and master's degrees are available through seven academic divisions: the Milgard School of Business, the Institute of Technology, Interdisciplinary Arts and Sciences, Nursing, Social Work, Urban Studies, and Education. The school also sponsors the KeyBank Professional Development Center, offering continuing and executive education programs.

The University of Puget Sound is a private liberal arts college with an enrollment of about 2,576. The school offers three bachelor's degrees, four master's degrees, and a doctorate in physical therapy. Pacific Lutheran University is affiliated with the Evangelical Lutheran Church in America. The school has an enrollment of about 3,500 students and offers bachelor's degrees in a wide variety of majors through eight academic divisions. The school sponsors five graduate programs.

Tacoma Community College, Bates Technical College, and Pierce College provide occupational training and college preparatory curricula, as well as two-year degree programs and certificates. The Tacoma Campus of Evergreen State College offers bachelor's degree completion programs with flexible class schedules. Evergreen has a bridge program with Tacoma Community College.

Libraries and Research Centers

Tacoma is served by two public library systems. The Tacoma Public Library, with a downtown Main Library housed in a renovated 1903 Carnegie Library building, plus nine branches, maintains holdings of nearly 1 million

items including books, periodical subscriptions, records, slides, tapes, films, maps, and art reproductions. Special collections include city archives and World War I books and posters; the library is a depository for federal and state government documents. The Pierce County Library System operates 17 branches and two bookmobiles; holdings consist of more than 1.3 million items. Several specialized libraries in the city are affiliated with government agencies, universities, corporations, churches, and a local newspaper.

The UW Tacoma Library is part of the University of Washington Library System, which is ranked 15th largest by the Association of Research Libraries. Students and researchers with borrowing privileges through the library have access to over 6 million items available through 33 regional consortium libraries. The Collins Memorial Library at the University of Puget Sound has a stock of 538,488 books, 1,658 periodical subscriptions, and over 344,409 microfilms.

Research activities in such fields as invertebrate zoology, herpetology, and ornithology are conducted at the University of Puget Sound's James R. Slater Museum of Natural History in Tacoma. The Franciscan Health System Research Center at St. Joseph Medical Center conducts clinical trials.

Public Library Information: Tacoma Public Library, 1102 Tacoma Avenue South, Tacoma, WA 98402-2098; telephone (253)591-5666; www.tpl.lib.wa.us. Pierce County Library System, 3005 112th Street East, Tacoma, WA 98446; telephone (253)536-6500; www.piercecountylibrary.org

■ Health Care

Franciscan Health System (FHS) operates the 320-bed St. Joseph Medical Center in Tacoma. St. Joseph Medical Center offers a comprehensive range of medical and surgical services including a burn clinic, endoscopy center, the Franciscan Spine Center, the St. Joseph Heart and Vascular Center, a Wound Care Center, Hyperbaric Oxygen Center, and a cancer treatment center that is affiliated with the Fred Hutchinson Cancer Research Center in Seattle. An outpatient clinic and mental health services are available, as is a hospice program. Other FHS facilities in the city include the Day Surgery Center, the St. Joseph Medical Clinic, the St. Joseph Women's Clinic, the Port Clinic (for occupational therapy and health), the Orthopaedic Center, Tacoma South Medical Center, and Neurosurgery Northwest.

MultiCare Health System (MHS) is the largest provider of medical services in Pierce County. MultiCare sponsors the Mary Bridge Children's Hospital and Health Center, which is the only dedicated pediatric hospital in southwest Washington. The MHS Tacoma General Hospital is a 391-bed facility that features a Level II adult

trauma center and a Level III neonatal intensive care unit. Tacoma General has a special Family Birth Center. Allenmore Hospital is a 130-bed facility that features the Kelley Eye Center, a regional cancer center, orthopedic services, and a pulmonary conditioning department. The Allenmore Medical Center, Frank S. Barker Center, Jackson Hall, Westgate MultiCare Clinic, and University Place MultiCare Clinic all offer primary care services in Tacoma.

Governmental agencies provide a number of programs that assist in substance abuse care, mental health, preventive medicine, and family planning.

■ Recreation

Sightseeing

Tacoma offers the sightseer a variety of diversions. The city is bordered by miles of waterfront parks and beaches. One of several parks located in the city is the 702-acre Point Defiance Park, which includes miles of walking trails through the wilderness and along the waterfront. Its Point Defiance Zoo and Aquarium includes animals native to the Puget Sound area as well as such exotic animals as Sumatran tigers and polar bears. Other attractions within Point Defiance Park include the Fort Nisqually Living History Museum, a restored trading post, and Camp 6, a re-creation of a logging camp. The city's first off-leash dog park is located at Rogers Park. The Narrows Bridge, spanning the Sound between Tacoma and the Gig Harbor Peninsula, is the fifth longest suspension bridge in the United States.

Wright Park downtown offers lawn bowling and horseshoe pitching; it is also the site of the Seymour Botanical Conservatory, a 1908 Victorian-style conservatory that contains about 500 species of exotic tropical flowers and foliage. Other points of interest are Union Station and the Old City Hall, built in the style of the Italian Renaissance; both are National Historic Landmarks.

A little more than an hour from Tacoma is Mt. Rainier National Park, which provides a closer view of the mountain that dominates the city's landscape. More than 300 miles of trails in the park provide plenty of opportunity for hiking and exploring. Climbing courses and skiing instruction are available. Plans are currently underway at the park to prepare an Intelligent Transportation System to enhance visitors' experiences there, including web cameras showing traffic conditions, interactive websites, and toll-free numbers to obtain road, weather, and traffic conditions. Kopachuck State Park and Penrose Point State Park are also in the vicinity.

Arts and Culture

Tacoma has a vibrant arts community with excellent museums and professional theater and opera companies. Downtown Tacoma, which in recent years has been

attempting to re-establish the theater district as the "heart of the city," has revitalized its Broadway Center for the Performing Arts. The Broadway Center, which includes the historic Pantages Theater, the Rialto Theater, and the Theatre on the Square, is home to many performances year-round. Often programs at the Broadway Center feature companion education activities for school children. In addition, the University of Puget Sound and Pacific Lutheran University offer ongoing performances from September through June.

In 2002 Tacoma became home to the new Museum of Glass, featuring works of glass artists from throughout the world. Recognized glass artist Dale Chihuly is a Tacoma native. His work can be viewed in the historic Union Station on Pacific Avenue. The Tacoma Art Museum has a rich collection of American, European, and Asian art and offers stimulating rotating exhibits on an ongoing schedule. Its new facility opened in May 2003 and is twice the size of its previous location. The Antoine Predock-designed building features a unique flexible exhibition area that wraps around an indoor, open-air stone garden.

The Washington State History Museum has the largest collection of Northwest artifacts in the state. Its interactive exhibits chronicle the natural, social, and industrial history of the Pacific Northwest. The Washington State Capitol Museum features exhibits that reflect regional Native American history. The Karpeles Manuscript Library Museum has a collection of original manuscripts from American authors of the nineteenth century.

Tacoma's anchor arts groups include the Northwest Sinfonietta, Tacoma Philharmonic, Tacoma Symphony Orchestra, Tacoma Actors Guild, Tacoma Art Museum, Tacoma Little Theatre, Children's Museum of Tacoma, and Tacoma Youth Symphony. Visitors to Tacoma can also enjoy a variety of public art. Highlights not to be missed include displayed public art projects on the Ruston Way waterfront and the literary, visual, and sound art forms at the walkway at Point Defiance. The University of Washington Tacoma campus is located in the middle of downtown Tacoma. A stroll through the campus takes the visitor past a variety of contemporary art created by some of Washington state's finest artists, including Buster Simpson, Dan Senn, and Dale Chihuly.

Festivals and Holidays

Tacoma's special events calendar is filled throughout the year. The Home and Garden Show, the Palmer/Wirfs Antique Show, and the Northwest Bridal Expo are held in January. The Wintergrass Bluegrass Festival takes place in February, followed by the Northwest Antique Show in March. The Annual Daffodil Festival and the Annual Spring Barrel Wine Tasting Tour are fun April events. The Sound to Narrows Race draws crowds annually in June. July in Tacoma is especially festive, with the Fourth

of July Celebration in Old Town, the Tacoma Freedom Fair and Fireworks Display, and the Taste of Tacoma. Summer festivals continue with the Pierce County Fair, Downtown Farmers Market, and the Tall Ships Festival, which includes world-class sailing ships at the waterfront.

Fall brings the Western Washington Fair, Oktoberfest, the Puyallup Canine Fest, and the Holiday Food and Gift Festival. The year closes with the Victorian Country Christmas in December, followed by the Downtown Tacoma Tree Lighting Ceremony, and First Night Celebrations on New Year's Eve.

Sports for the Spectator

The Tacoma Rainiers, the Triple A farm team for professional baseball's American League Florida Mariners, play baseball at Cheney Stadium. Both Pacific Lutheran University and the University of Puget Sound field teams in major sports.

Sports for the Participant

In addition to the recreational opportunities provided by the Cascade Mountains and the 361 freshwater lakes in Pierce County, Tacoma operates four public golf courses and tennis courts are located in the public parks. MetroParks Tacoma maintains 57 parks, including the Point Defiance Park Zoo and Aquarium. The city has five municipal pools. There are five parks with wading pools and four parks with spraygrounds. The city also maintains a number of public beaches and piers for swimming and fishing. Three skateparks are available. Those looking for a more relaxing day may visit a number of spas in the city, including Avanti Spas, Body Evolution, and the Tacoma Women's Fitness and Day Spa.

Shopping and Dining

Boutiques and antique shops can be found at Tacoma's Old Town Historic District, the city's original business district. The downtown business district has shops, boutiques, and galleries. Freighthouse Square is a public market with restaurants, specialty shops, an antique mall, and special events. The Tacoma Mall, one of the largest in the Northwest, contains about 150 specialty stores, 5 department stores and a food court. The Pacific Northwest Shop in the historic Proctor district features "Gifts Made in Our Corner of America," including wine and specialty foods.

Tacoma is salmon country and the city is home to numerous seafood restaurants. Ruston Way, along the western side of the peninsula, is dotted with restaurants and is referred to as "Restaurant Row."

Visitor Information: Tacoma Regional Convention and Visitor Bureau, 1119 Pacific Avenue, 5th Floor, Tacoma, WA 98402; telephone (253)627-2836; toll-free (800)272-2662; www.traveltacoma.com

■ Convention Facilities

The Greater Tacoma Convention and Trade Center in the heart of downtown features a 51,000-square-foot Exhibition Hall, a 13,650-square-foot ballroom (which can be divided into 4 smaller rooms), and 15 meeting rooms. An 18,000-square-foot outdoor event space is also available. A light rail train connects the center to the Tacoma Dome.

Meeting facilities are available at the 6.1-acre Tacoma Dome Entertainment Complex. The Dome, located near Commencement Bay in downtown Tacoma, contains a 30,000-square-foot Convention Hall with a seating capacity for 2,000 participants. The hall can be divided into six soundproof rooms, providing seminar space. The dome's arena can provide additional seating space for 3,000 persons. The Shanaman Sports Museum, which aims to preserve the area's sports heritage, is also located inside the Dome. Along with the arena, the Convention Hall offers 150,000 square feet of space. Banquet and meeting space are available at Saint Helens Convention Center, a historic landmark. Several other hotels and motels providing additional meeting space are located in the Tacoma area.

Convention Information: Tacoma Regional Convention and Visitor Bureau, 1119 Pacific Avenue, 5th Floor, Tacoma, WA 98402; telephone (253)627-2836; toll-free (800)272-2662; www.traveltacoma.com

■ Transportation

Approaching the City

Seattle-Tacoma International Airport (Sea-Tac) is a modern facility serving over 29 million passengers each year with over 22 airlines. In 2007 it was the 17th busiest commercial service airport in the nation. Tacoma Narrows Airport is a municipally-owned field handling corporate commuter flights.

The primary north-south motor route to Tacoma is Interstate 5, which runs between Canada and Mexico. East-west access is provided by S.R. 16. Amtrak furnishes rail service into Tacoma with several trains each day. Greyhound also stops in the city.

Traveling in the City

Tacoma occupies an irregular peninsula with its street pattern conforming roughly to a grid within those constraints. The principle north-south arteries are Pacific Avenue, North Pearl, and Ruston Way. The major east-west thoroughfares are Sixth Avenue and S.R. 16, which enters Tacoma across the Narrows Bridge. Interstate 5 bisects the city on a southwest to northeast axis.

Sound Transit offers several ways of getting around. ST Express buses run from Tacoma, Gig Harbor, and Lakewood to downtown Seattle and back. ST Express

buses also run from Lakewood and Tacoma to Seattle-Tacoma International Airport. Sounder commuter trains run some 80 miles on weekdays, connecting from Everett and Tacoma into Seattle and back. The Tacoma Link light rail trains began operating in August 2003 and have become a primary factor in the renaissance of downtown Tacoma. Construction is currently underway on a 14-mile Central Link light rail line, to begin carrying passengers in 2009. Future Sound Transit plans include adding more bus transit facilities and increasing the hours of operation for all services. Pierce Transit (PT) is another regional public transportation service serving Tacoma and Pierce County. PT offers daily commuter buses to Seattle and Olympia as well as dozens of fixed routes in and around the city.

Washington State Ferries offer service between Pt. Defiance Park and Vashon Island.

■ Communications

Newspaper and Magazines

The major daily newspaper in Tacoma is *The News Tribune*. *The Ranger* is a weekly paper for military personnel. The *Pierce County Business Examiner* is available in a print edition once a week; an email daily subscription is also available. The *Tacoma Reporter* is a weekly alternative press newspaper. The *Northwest Dispatch* is a weekly serving the African American community.

Television and Radio

Two television stations are based in Tacoma; because of the city's proximity to Seattle, broadcasts from Seattle television stations are also received in the metropolitan area. Ten AM and FM radio stations broadcast from Tacoma with music, news, and special interest programming.

Media Information: *The News Tribune*, 1950 South State Street, Tacoma, WA 98411; telephone (253)597-8742; www.thenewstribune.com

Tacoma Online

City of Tacoma home page. Available www.cityoftacoma.org

The News Tribune. Available www.thenewstribune.com

Pierce County Library System. Available www.piercecountylibrary.org

Tacoma-Pierce County Chamber of Commerce. Available www.tacomachamber.org

Tacoma Public Library. Available www.tpl.lib.wa.us

Tacoma Public Schools. Available www.tacoma.k12.wa.us

Tacoma Regional Convention and Visitor Bureau. Available www.traveltacoma.com

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Vancouver

■ The City in Brief

Founded: 1825 (incorporated 1857)

Head Official: Mayor Royce Pollard

City Population

1980: 43,000

1990: 46,380

2000: 143,560

2006 estimate: 158,855

Percent change, 1990–2000: 209%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 145th

Metropolitan Area Population

1980: Not available

1990: 1,477,895

2000: 2,265,223

2006 estimate: Not available

Percent change, 1990–2000: 53.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Area: 46.1 square miles (2000)

Elevation: Ranges from 150 to 290 feet above sea level

Average Annual Temperature: 51.8° F

Average Annual Precipitation: 41.92 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 8.6% (2005)

Per Capita Income: \$23,084 (2005)

2005 FBI Crime Index Property: 7,943

2005 FBI Crime Index Violent: 626

Major Colleges and Universities: Clark College, Washington State University–Vancouver

Daily Newspaper: *The Columbian*

■ Introduction

Washington's fourth largest city and the county seat of Clark County, Vancouver celebrated its 150th anniversary as an incorporated city in 2007. Vancouver is a historic and cultural gem of southwest Washington, replete with natural beauty. It offers the services of a large metropolitan city with the charm and hospitality of a small urban town. Residents and visitors can engage in a wide variety of outdoor recreational activities and be entertained by a symphony orchestra, different theater troupes, or popular musical and comedy acts. Vancouver's proximity to Portland, Oregon, also offers residents and visitors additional opportunities for business and pleasure. The economy is diversifying, with growth in high technology industries. Vancouver is undertaking a major plan to develop its downtown, including the city waterfront. The future looks promising for this Columbia River city.

■ Geography and Climate

Vancouver sits on the north bank of the Columbia River directly across from Portland, Oregon. The Pacific Coast is less than 90 miles to the west. The Cascade Mountain Range rises on the east. The city has a total area of 46.1 square miles. Vancouver has a climate similar to Portland—temperate and seasonal. The rainy season lasts from November through April, with 80 percent of the total annual rainfall occurring in those months. Winter low temperatures hover around 35 degrees and summer highs average around 80 degrees. Summers are usually very pleasant with abundant sunshine. However,

Vancouver's climate is different from Portland's in a few key ways. Being unsheltered by the Willamette Valley, high pressures east of the Cascade Range lead to cold east winds down the Columbia River Gorge. Vancouver can experience freezing rain. Until the building of dams, close proximity to the river was a concern for flooding, destroying features such as Celilo Falls. Two of the most destructive floods took place in June 1894 and May 1948. Offsetting the cold gorge winds is a subtropical jet stream that brings warm moist air from the southern Pacific Ocean.

Area: 46.1 square miles (2000)

Elevation: Ranges from 150 to 290 feet above sea level

Average Temperature: 51.8° F

Average Annual Precipitation: 41.92 inches

■ History

A Habitable Place

For thousands of years, the Vancouver area was home to native people, including the Chinook and Klickitat nations. In May 1792 American trader and sailor Robert Gray became the first non-native to enter the Columbia River. Later that year, British Lieutenant William Broughton, serving under Captain George Vancouver, explored 100 miles upriver. Broughton named a point of land along the shore in honor of Vancouver. In 1806 Meriwether Lewis and William Clark camped near the Vancouver waterfront on the return trip of their western expedition. Lewis called the area "the only desired situation for settlement west of the Rocky Mountains."

In 1825 Dr. John McLoughlin, the chief agent of the Hudson Bay Company's Columbia District, made a decision to move the company's northwest headquarters from Astoria (now Oregon) upriver. He named the site after Point Vancouver on Broughton's original map. This was the founding of Fort Vancouver.

From a Fur Trading Center to Military Headquarters

For many years, Fort Vancouver was the main location for fur trading in the Pacific Northwest. It was settled by both Americans and British under a "joint occupation" agreement. Fort Vancouver was a center of British control over the Oregon Territory. However, in 1846 American control was extended north to the 49th parallel with the Oregon Treaty. The northwest became part of the United States.

In 1849 American troops arrived to establish Columbia (later Vancouver) Barracks. It served as military headquarters for much of the Pacific Northwest. U.S. Army Captain Ulysses S. Grant was quartermaster at the

Columbia Barracks for 15 months beginning in September 1852. The neighboring settlement was named the "City of Columbia." The city of Vancouver was incorporated on January 23, 1857. Through the rest of nineteenth century, Vancouver developed and grew. In 1908 the first rail line east through the Washington side of the Columbia River Gorge reached Vancouver. In 1910 a railroad bridge was opened south across the Columbia River. In 1917 the Interstate Bridge was completed, which replaced ferries.

Wartime Activities

During World War I, the site later named Pearson Field was the location of the world's largest spruce cut-up mill. The mill cut raw timber into the lumber used to build planes that fought in World War I. After the bombing of Pearl Harbor, Henry Kaiser opened a shipyard next to the U.S. Army reserve, which by 1944 employed as many as 36,000 people. Vancouver's Kaiser Shipyard built a variety of craft that were used in World War II. The large number of shipyard workers who came to work in Vancouver increased the population from 18,000 to over 80,000 in just a few months. This led to the creation of the Vancouver Housing Authority and six new residential developments that became neighborhoods.

Sesquicentennial Celebration

Vancouver celebrated its 150th anniversary as an incorporated city in 2007. Vancouver has gone through many transformations in its history, including growing from a population of about 250 people in 1857 to more than 158,000 today. Twice Vancouver has been honored with being an "All American City." As its motto says, Vancouver, with a colorful past, has a bright future.

Historical Information: Washington State History Museum, 1911 Pacific Avenue, Tacoma, WA 98402; telephone (253)272-3500; toll-free (888)BE-THERE; fax (253)272-9518

■ Population Profile

Metropolitan Area Residents

1980: Not available
1990: 1,477,895
2000: 2,265,223
2006 estimate: Not available
Percent change, 1990–2000: 53.2%
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: Not available

City Residents

1980: 43,000
1990: 46,380



Airphoto-Jim Wark

2000: 143,560

2006 estimate: 158,855

Percent change, 1990–2000: 209%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 145th

Density: 3,354.7 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 128,837

Black: 3,108

American Indian and Alaska Native: 2,953

Asian: 7,258

Native Hawaiian and Pacific Islander: 1,433

Hispanic or Latino (may be of any race): 12,957

Other: 4,648

Percent of residents born in state: 28.9%
(2000)

Age characteristics (2005)

Population under 5 years old: 10,656

Population 5 to 9 years old: 10,238

Population 10 to 14 years old: 11,213

Population 15 to 19 years old: 7,951

Population 20 to 24 years old: 12,846

Population 25 to 34 years old: 25,789

Population 35 to 44 years old: 23,165

Population 45 to 54 years old: 21,288

Population 55 to 59 years old: 9,972

Population 60 to 64 years old: 6,229

Population 65 to 74 years old: 7,929

Population 75 to 84 years old: 6,211

Population 85 years and older: 2,001

Median age: 34.6 years

Births (2005)

Total number: 5,110

Deaths (2005)

Total number: 2,235

Money income (2005)

Per capita income: \$23,084

Median household income: \$40,743

Total households: 63,693

Number of households with income of...

less than \$10,000: 6,782

\$10,000 to \$14,999: 3,337

\$15,000 to \$24,999: 8,207
\$25,000 to \$34,999: 9,071
\$35,000 to \$49,999: 11,161
\$50,000 to \$74,999: 12,230
\$75,000 to \$99,999: 6,130
\$100,000 to \$149,999: 5,083
\$150,000 to \$199,999: 788
\$200,000 or more: 904

Percent of families below poverty level: 12.8% (2005)

2005 FBI Crime Index Property: 7,943

2005 FBI Crime Index Violent: 626

■ Municipal Government

The city has a council/manager form of government. Seven council members (including a mayor) are elected to staggered four-year terms.

Head Official: Mayor Royce Pollard (since 1996; current term expires 2009)

Total Number of City Employees: 1,050 (2007)

City Information: City Hall, 210 E. 13th St., Vancouver, WA 98668; telephone (360)696-8121; fax (360)696-8049

■ Economy

Major Industries and Commercial Activity

Vancouver's economy has diversified over the past two decades, resulting in a healthy climate for business investment, as well as creating markets for a wide array of products and services. The expansion of the manufacturing base and growth in the high-tech and service sector has improved the economic outlook. Although traditional industries like agriculture, wood products, and natural resources and mining are no longer contributing materially to job growth, industries such as construction, professional and scientific services, software publishing, biotechnology, education, health care, and retail trade have recently seen measurable gains. Many residents commute to Portland, Oregon. As of 2007, the largest employers in Clark County were government agencies (including school districts) and Kroger Corporation's Fred Meyer grocery stores. High-tech manufacturers such as Hewlett-Packard, WaferTech, and SEH America, and labor subcontractors such as Volt Services Group are also located in the city. Vancouver is home to the corporate headquarters of Nautilus, Inc., and The Holland (parent company of the Burgerville restaurant chain).

Items and goods produced: electronic goods, software, agricultural products, foodstuffs, wood products, fitness equipment

Incentive Programs—New and Existing Companies

Local programs: The Columbia River Economic Development Council (CREDC) helps companies find profitable locations in the Vancouver and Portland Metropolitan area. The council offers such services as site location and acquisition, business demographics, and permit and process facilitation. It helps businesses relocate, expand, and increase their competitiveness in a cost-effective manner. CREDC markets tax-exempt industrial revenue bonds on behalf of the Industrial Revenue Bonds Public Corporation of Clark County. IRBs can be used to finance real estate, machinery, and equipment for eligible manufacturing companies. The CREDC also has connections that can introduce businesses to private equity and government backed financing for projects. CREDC promotes funding programs that leverage research and development support for targeted industries.

State programs: The state of Washington offers a number of incentive programs to attract new and expanding businesses to the state. Among them are B & O tax credits; sales/use tax deferrals for high technology and manufacturing companies as well as for firms relocating or expanding in distressed areas; and loan programs that apply to rural areas and the redevelopment of brownfields.

Job training programs: The Southwest Washington Workforce Development Council (SWWDC) provides leadership and resources to increase economic development with a trained and productive workforce in Clark, Cowlitz, and Wahkiakum Counties. WorkSource and other partners offer resources and a variety of services to help youth, adults, and dislocated workers secure gainful employment. There is a WorkSource center in Vancouver, which offers job search assistance, access to current job openings, career development and assistance, and training and skill development.

Development Projects

In 1997 Vancouver dedicated the next 15 to 20 years to redeveloping and revitalizing a large section of downtown. The first projects started in the early 2000s with the construction of high-rise condominiums around Esther Short Park and in the Uptown Village neighborhood. A Hilton hotel was built directly across from the park. As of 2007 Vancouver was building a new shopping complex just outside of the downtown area. *The Columbian* newspaper was in the final stages of constructing a new seven-story building adjacent to the Hilton. As of 2007 a new development along C Street downtown that would

include a new library, a Marriott hotel, and approximately 250 condominiums was in the planning stages. In 2006 the Boise Cascade site on the Columbia River waterfront was sold, which has the potential to transform the waterfront into an active living area for both residents and visitors.

In June 2007 the City Council adopted the Vancouver City Center Vision and Subarea Plan for future development. The boundary of the City Center Plan was expanded to approximately 130 city blocks including the city center waterfront. The Plan will encourage residential development; the creation and support of what the city calls “messy vitality”—a mix of residential, civic, retail, and entertainment places that will attract growth, jobs, and activity; focused waterfront redevelopment; protection of key historic buildings and established residential neighborhoods; and revitalization of the Main Street Corridor to establish downtown as a regional center for commerce, culture, and urban living.

Economic Development Information: City of Vancouver, Economic Development Services, City Hall, 210 E. 13th St., Vancouver, WA 98668; telephone (360)696-8121; fax (360)696-8049. Columbia River Economic Development Council, 805 Broadway, Suite 412, Vancouver, WA 98660-3237; telephone (360)694-5006; fax (360)694-9927; email info@credc.org

Commercial Shipping

The Port of Vancouver is a multi-purpose port authority located along the banks of the Columbia River. The Port has over 1,000 acres available for expansion and development of heavy and light industry, manufacturing, distribution warehousing, research and business-park uses. The Port also has versatile cargo handling facilities, a skilled labor force, personal customer service, and extensive transportation networks. The Port is a hub of marine, rail, highway, and air cargo transportation connections. The Port of Vancouver has handled a variety of bulk and break bulk cargoes since 1912.

Labor Force and Employment Outlook

Many Vancouverites work in Portland. Job opportunities are increasing in the high technology, education, healthcare, and other service sectors, while employment in traditional industries such as agriculture, wood products, and natural resources and mining is decreasing.

The following is a summary of data regarding the Portland-Vancouver-Beaverton OR-WA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,015,200

Number of workers employed in . . .

construction and mining: 1,700
manufacturing: 126,900

trade, transportation and utilities: 203,100
information: 23,800
financial activities: 70,300
professional and business services: 134,100
educational and health services: 123,600
leisure and hospitality: 93,700
other services: 35,600
government: 139,100

Average hourly earnings of production workers employed in manufacturing: \$16.24

Unemployment rate: 8.6% (2005)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
Vancouver School District	3,380
Southwest Washington Medical Center	3,229
Evergreen School District	3,052
Hewlett-Packard Clark County	1,800
Clark County	1,703
City of Vancouver	1,438
Clark College	1,297
Fred Meyer, Inc.	1,295
Safeway	1,205
Bonneville Power Administration	1,139

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index:
98.5 (Portland-Vancouver-Beaverton metro)

State income tax rate: None

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: 8.10%

Property tax rate: 1.0% per \$100 of assessed valuation

Economic Information: Greater Vancouver Chamber of Commerce, 1101 Broadway, Suite 100, Vancouver, WA 98660; telephone (360)694-2588; fax (360)693-8279. Columbia River Economic Development Council, 805 Broadway, Suite 412, Vancouver, WA 98660-3237; telephone (360)694-5006; fax (360)694-9927; email info@credc.org

■ Education and Research

Elementary and Secondary Schools

The Vancouver School District employs 2,352 people full time, 1,345 of whom are certified. Teachers have an average 13.5 years of experience, and 958 teachers had an advanced degree as of 2007.

All schools in the district offer extended day activities. Approximately 2,000 students participate in summer programs. About 12 percent of students receive special education services. The graduation rate is 75 percent. Minority students make up 25 percent of total enrollment. Students in the Vancouver School District speak over 30 different languages. Approximately two percent are gifted students enrolled in the Challenge Program.

The following is a summary of data regarding the Vancouver School District as of the 2005–2006 school year.

Total enrollment: 326,673

Number of facilities

elementary schools: 22
junior high/middle schools: 7
senior high schools: 6
other: 1

Student/teacher ratio: 20.4:1

Teacher salaries (2005–06)

elementary median: \$46,430
junior high/middle median: \$46,790
secondary median: \$48,380

Funding per pupil: \$7,221

Private schools include the Cascadia Montessori School, the Clark County Christian School, the Columbia Adventist Academy, the Columbia Ridge Baptist Academy, the Cornerstone Christian School, the Firm Foundation Christian School, the Gardner School, Kings Way Christian School, Our Lady of Lourdes, Vancouver Christian High School, Vancouver Community Christian, and St. Joseph Catholic Grade School. The Washington School for the Deaf and the Washington State School for the Blind are also located in Vancouver.

Public Schools Information: Vancouver School District, 2901 Falk Road, Vancouver, WA 98661; telephone (360)313-1000

Colleges and Universities

Originally founded as a private two-year junior college in 1932, Clark College provides a variety of associate degrees, general adult education, and preparation for four-year university degrees. Clark College has well-regarded programs in nursing, dental hygiene, and industrial arts such as welding and auto maintenance.

Enrollment for fall quarter 2007 was 11,422 students (full- and part-time).

Washington State University (WSU), a major public research university with a main campus in Pullman, Washington, has a regional 350-acre campus in Vancouver. WSU-Vancouver is a non-residential research university with access to the resources of the WSU system. WSU-Vancouver offers 14 bachelor's degrees, 9 master's degrees, 1 doctorate degree, and more than 35 fields of study. Enrollment for fall 2007 was 2,555 students. WSU-Vancouver has more than 90 full-time Ph.D. faculty.

Libraries and Research Centers

Fort Vancouver Regional Library District serves southwest Washington state. With a library collection that includes more than 725,000 books, magazines, videotapes, DVDs, playaways, and audio book CDs and tapes, the library district serves all of Clark, Skamania, and Klickitat counties, and the city of Woodland and the independent Yale Valley Library District in Cowlitz county. The district has 13 libraries, 3 bookmobiles, a Vancouver operations center, and dial-up and Internet access to electronic services. Fort Vancouver Regional Library District provides information resources and services and community and cultural events for a population of more than 400,000 residents. Branch libraries are located in the communities of Battle Ground, Cascade Park, Goldendale, La Center, North Bonneville, Ridgefield, Stevenson, Three Creeks (Salmon Creek area), Vancouver (Main), Vancouver Mall, Washougal, White Salmon Valley, and Woodland.

Washington State University-Vancouver's library has more than 800 journals in hardcopy and over 9,000 full-text online journals and newspapers. It also has a core collection of more than 20,000 books and access to more than 100 major bibliographic databases. The library participates in several local and regional library consortia, including the Portland Area Library System and ORBIS/CASCADE (the Oregon and Washington Cooperative Library Project). It also houses the Environmental Information Cooperative Library.

Public Library Information: Fort Vancouver Regional Library District, 1007 E. Mill Plain Blvd., Vancouver, WA 98663; telephone (360)695-1561

■ Health Care

Southwest Washington Medical Center in Vancouver offers comprehensive hospital services, with special heart and vascular, cancer, brain and spine, bone and joint, and trauma centers. It is community owned and operated and has 360 licensed beds. An active medical staff of more than 600 physicians is supported by a staff of over 3,200 highly skilled professionals. Southwest

Washington Medical Center was established in 1858 as the first permanent hospital in the Northwest Territories, and is now the largest private employer in Clark County and one of the major employers in the Portland metropolitan region.

Legacy Salmon Creek Hospital is part of the Legacy Health System. The 220-bed, full-service community hospital celebrated its second anniversary in 2007.

Medical centers in Portland within a ten-mile radius of Vancouver include the Providence Portland Medical Center, Woodland Park Hospital, and Legacy Emanuel Hospital and Health Center.

■ Recreation

Sightseeing

A must-see for any visitor to the city is the Fort Vancouver National Historic Site. Headquarters for the British Hudson's Bay Company, the fort was once the center of political, cultural, and commercial activities in the Pacific Northwest. Interpreters in period clothing reenact daily fort life in this reconstructed mid-19th century fur trading outpost. Officers Row is the location for 22 preserved Victorian homes on the National Historic Register. Built in the mid- to late-1800s, these beautifully restored homes were built to house U.S. Army officers and their families stationed at Vancouver Barracks. They include the Marshall House, the O.O. Howard House, and the Grant House (featuring the Restaurant at the Historic Reserve and Commanders Whiskey and Wine Bar). On Main Street, the Clark County Historical Museum showcases the history of Clark County housed in a former Carnegie Library that was built in 1909. Exhibits feature a Native American gallery, railroad exhibit, American military memorabilia, and other artifacts dating back to the 13th century.

Located at the oldest continually operating airfield in the nation, the Pearson Air Museum houses a collection of vintage airplanes, interpretive displays, an interactive children's center, theater presentations, a restoration shop, and gift shop. The Water Resources Education Center teaches people of all ages about water resources and includes hands-on activities in the Exhibit Hall, artwork in the Center's White Sturgeon Art Gallery, live sturgeon in a 350-gallon aquarium, and a panoramic view of the Columbia River. The Salmon Run Bell Tower and Glockenspiel is located in Esther Short Park. The bells were cast in the Netherlands, and there are four five-foot bronze jumping salmon on the tower and several jets that spray water down the column. A Chinook Indian story is inscribed in the basalt column around the base of the tower and a fully animated, three-scene glockenspiel depicts Chinook Indian legend. The Ilchee Monument features a seven-foot tall statue, overlooking the Columbia River, honoring the daughter of Comcomly, a

19th century Chinook chief. According to Native American lore, Ilchee had the power of a shaman, and she paddled her own canoe, the sign of a chief. The four-mile Waterfront Renaissance Trail connects downtown Vancouver with the retail shops and restaurants along the Columbia River waterfront.

The Ridgefield National Wildlife Refuge offers over 5,000 acres of vital migration and wintering habitat for spring and fall migrating birds. The mild winter climate and wetlands along the Columbia River create ideal resting and feeding areas for 180 species of birds such as Canada Geese, Sandhill Cranes, Great Blue Herons, swans, shore and song birds, and a variety of waterfowl.

The Cedar Creek Grist Mill in Woodland is the only grain-grinding mill in Washington that has maintained its original structural integrity, grinds with stones, and is water-powered. Built in 1876, the mill has been fully restored as a working museum and is registered as a National Historic Site. The covered bridge spanning Cedar Creek adjacent to the mill was rebuilt in 1994. Cathlapotle Plankhouse is a full-scale replica of a Chinookan-style cedar plankhouse located at the Ridgefield National Wildlife Refuge at the location of Cathlapotle, one of the largest Chinookan villages in the area. At Hulda Klager Lilac Gardens in Woodland, visitors can step back in time to discover an 1880s Victorian farmhouse and country garden with more than 150 varieties of lilacs and some rare and unusual plants and trees. The 1889 farmhouse contains many of the original furnishings as well as featured displays of handmade quilts, artwork, antiques, and collectibles.

In Yacolt visitors can experience 1920s farm life at the Pomeroy Living History Farm. Period-dressed interpreters help visitors participate in farm activities such as grinding grain, washing clothes, feeding livestock, and making rope. Also in Yacolt, the Chelatchie Prairie Railroad is pulled by an 1841 diesel locomotive, transporting passengers through scenic northern Clark County from Yacolt to Mouton Falls and Chelatchie Prairie and back. Special events include casino nights, murder mysteries, staged hold-ups, and barbeque trips.

Arts and Culture

The Main Street Theater offers an intimate theater in downtown Vancouver with multiple live performances for adult audiences each week. Next to Esther Short Park, the Old Slocum House Theater is Vancouver's oldest non-profit community theater. It is located in the historic Slocum House and can seat 60. The Clark College Theatre blends theatre, music, dance, and art into entertaining and award-winning productions. For the past two decades, the theatre has been recognized as a leader in Southwest Washington.

The Vancouver Symphony Orchestra, with critically acclaimed music director and conductor Salvador Brotons, puts on musical performances from October

through May, plus a summer outdoor evening concert in Esther Short Park. The Bravo! Concert Series is one of the premiere choral groups in the Pacific Northwest. Singers perform a diverse repertoire, and are equally at home performing jazz and popular music. In Ridgefield the Amphitheater at Clark County is a 60,000-square-foot live music venue located next to the Clark County Event Center and Fairgrounds. The facility seats almost 8,000 in the covered pavilion and an additional 10,000 on the lawn. The Camas Performing Arts Series presents five musical concerts between September and May in the 720-seat Joyce Garver Theater in Camas. The 90-minute concerts feature national and international artists in a variety of musical genres.

Festivals and Holidays

True to its reputation as a great city for walking, Vancouver hosts the Discovery Walk Festival each April. The Discovery Walk Festival is sponsored by International Walk Fest and the city of Vancouver to foster international friendship. Walkers and military units come from a dozen different nations to participate.

The Sturgeon Festival is held at the Water Resources Education Center in June. The festival is a celebration of the sturgeon and its Columbia River ecosystem. Each Fourth of July, fireworks are set off on the grounds of Fort Vancouver National Historic Site. The display is the largest west of the Mississippi River.

In late August the Vancouver Wine and Jazz Festival is held in Esther Short Park, where attendees can sample excellent wine and food while listening to great music. Also in August, Founders Day is held to commemorate the anniversary of the founding of the National Park System. Admission to Fort Vancouver National Historic Site is free, and there are craft demonstrations by carpenters, blacksmiths, bakers, and cooks.

St. Joseph Catholic School hosts the Vancouver Sausage Fest in September; more than 100,000 people attend the festival over three days. October brings the Old Apple Tree Celebration, an annual celebration in honor of the Northwest's oldest living apple tree, originally planted at Fort Vancouver in 1826. The celebration features a Heritage Tree bike ride, children's activities, tree expert presentations, a fruit tree pruning workshop, and a chance to sample apples from the Old Apple Tree itself.

WinterFaire is held on the weekend before Thanksgiving at the Water Resources Education Center. The fair features some of the region's foremost artisans and craft artists who display treasures such as turned wooden vessels, precious stone jewelry, ceramics, garden art, photography, and paintings, with a focus on nature. In December visitors can experience the festive traditional sights, smells, and sounds of the holiday season at Fort Vancouver, just as the employees of Hudson's Bay

Company may have been doing in preparation for the holidays.

Sports for the Spectator

When not rooting for other Washington teams, Vancouverites and visitors can take advantage of the city's close proximity to Portland, Oregon to watch spectator sports. Portland hosts NBA basketball, pre-NHL hockey, minor league baseball, and A-League soccer. The Rose Garden Arena is home to the NBA's Portland Trail Blazers and the Portland LumberJax professional indoor lacrosse team. The Portland Winter Hawks hockey team plays at the Memorial Coliseum, which is located next door to the arena. PGE Park is home to Triple-A baseball's Portland Beavers, an affiliate of the San Diego Padres. The A-League Portland Timbers' soccer games are also played there. The season at the Portland International Raceway is highlighted by G.I. Joe's Presents Champ Car Grand Prix of Portland, the largest auto racing event in the Pacific Northwest. Portland Meadows is a horse-racing track.

Washington State University-Vancouver belongs to the Pacific-10 Conference for football, basketball, baseball, and track and field.

Sports for the Participant

Vancouver offers recreation and sports programs for residents of all ages. There are nearly 7,000 acres of parkland, over 44 miles of trails, and facilities including pools, a tennis/racquetball center, and community centers. Opportunities for hiking, biking, camping, fishing, boating, swimming, kayaking, golf, windsurfing, skiing, and snowboarding abound. The rivers and lakes in southwest Washington offer some of the best fishing. There are many fine steelhead streams and one of the only wild Fall Chinook salmon runs in the state. The Columbia River also offers some of the best sturgeon fishing. The Columbia River Gorge has become known as one of the best locations worldwide for windsurfing—some even call it the windsurfing capital of the world. There are approximately 50 approved windsurfing sites along the east and west sides of the Gorge. Hikers can climb in Gifford Pinchot National Forest to the east. Trails range from easy nature trails to rugged terrain at varying difficulties. *Walking Magazine* awarded Clark County the Walkable Community Award for the more than 44 miles of urban walking trails in the Vancouver region. Mt. Hood in Oregon, about an hour's drive away from Vancouver, offers everything from the best powder skiing and snowboarding, to tubing, sleigh rides, and dog sled rides. Mt. Hood Skibowl also offers the nation's largest night ski area. For golf, the area offers 10 public courses and numerous driving ranges. For those who like to camp, the area also has two state parks with tent and RV sites, as well as a number of well-kept RV campgrounds.

Shopping and Dining

Vancouver offers a variety of shopping opportunities. The Vancouver Farmers Market operates year-round indoors in the Esther Short Commons next to Esther Short Park. It features an eclectic mixture of food, high-end crafts, farm-direct produce, and nursery stock. From April through October, the Market expands outdoors into the streets with more than 150 vendors offering local produce, plants, and arts and crafts. There are also food booths with local and international specialties, and entertainers provide live music.

If one is shopping for antiques, gifts, or in boutique shops, Uptown Village in the upper Main Street area is the place to go. In downtown Vancouver, there are many art galleries, clothing and shoe stores, and gift and specialty shops. Westfield Shoppingtown is Southwest Washington's largest mall. It features more than 140 specialty shops, 5 major anchor retailers, and a food court with 11 restaurants. Downtown Camas, just east of Vancouver, boasts a variety of shops where one can find antiques, ladies fashions, accessories, jewelry, and home décor.

There are many wonderful restaurants in the heart of Vancouver and surrounding areas. From seafood restaurants, steak houses, vegetarian restaurants, pubs, wine bars, delis, and coffee shops to such ethnic specialties as Italian, Greek, Mexican, Thai, Chinese, and Japanese, diners have a wide variety of choices from which to sate their palates.

Visitor Information: Southwest Washington Convention & Visitors Bureau, 101 East 8th Street, Suite 240, Vancouver, WA 98660-3294; toll-free (877)600-0800; telephone (360)750-1553; fax (360)750-1933; email admin@SouthwestWashington.com

■ Convention Facilities

Conveniently located only 15 minutes from Portland International Airport, Vancouver is an ideal setting for conventions. In the heart of downtown, the Hilton Vancouver Washington and Vancouver Convention Center provide 226 guest rooms and 30,000 square feet of flexible meeting space for conferences and events. The Exhibition Hall at the Clark County Event Center has 97,200 square feet of space with a maximum occupancy of 13,844 people and up to 551 booths. In total Clark County has 32 lodging properties offering over 2,400 guest rooms. Outdoor venues include Esther Short Park and Alderbrook Park, which can each accommodate 10,000 people. Facilities at Pearson Air Museum can accommodate 450, Clark Community College can accommodate 350, and the Marshall House can accommodate 225, in addition to other off-site venues.

Convention Information: Southwest Washington Convention & Visitors Bureau, 101 East 8th Street, Suite 240, Vancouver, WA 98660-3294; toll-free (877)600-0800; telephone (360)750-1553; fax (360)750-1933; email admin@SouthwestWashington.com

■ Transportation

Approaching the City

Portland International Airport (PDX) is just across the river from Southwest Washington and only 15 minutes from downtown Vancouver. The airport is served by more than 17 regional, national, and international airlines. Clark County has two airfields that accommodate private aircraft: Pearson Airfield, near downtown Vancouver, and Grove Field, near the Port of Camas/Washougal.

Interstate 5, the major north-south artery, goes directly through the Vancouver area. I-84, running along the Oregon side of the Columbia River, provides easy access from the West. A number of other state highways provide southwest Washington with access from the northwest and southwest.

Amtrak provides passenger rail service and Greyhound provides bus service to Vancouver.

Traveling in the City

C-Tran is Clark County's public bus service. C-Tran has 27 routes covering Clark County and connecting into Portland. C-Tran also offers curb-to-curb service for people who are unable to use regular service, as well as carpool and vanpool services. Three transit centers and five park-and-ride facilities serve the area.

■ Communications

Newspaper and Magazines

The Columbian is Vancouver's daily newspaper. The *Vancouver Business Journal* is also published in the city.

Television and Radio

Two television stations and four AM and FM radio stations broadcast from Vancouver, but the city also receives broadcasts from surrounding areas, especially Portland, Oregon.

Media Information: *The Columbian*, 701 W 8th St., Vancouver, WA 98666; telephone (360)694-3391; toll-free (800)743-3391

Vancouver Online

City of Vancouver home page. Available www.cityofvancouver.us

The Columbian. Available www.columbian.com

Fort Vancouver Regional Library District. Available
www.fvrl.org

Greater Vancouver U.S.A. Chamber of Commerce.
Available www.vancouverusa.com

Southwest Washington Convention and Visitors
Bureau. Available www.southwestwashington.com

Vancouver School District. Available www.vansd.org

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Wyoming

Casper...579

Cheyenne...591



The State in Brief

Nickname: Equality State; Cowboy State

Motto: Equal rights

Flower: Indian paintbrush

Bird: Meadowlark

Area: 97,813 square miles (2000; U.S. rank 10th)

Elevation: Ranges from 3,100 feet to 13,084 feet above sea level

Climate: Continental; semi-arid and cool, with mild summers and severe winters; temperature varies with elevation

Admitted to Union: July 10, 1890

Capital: Cheyenne

Head Official: Governor Dave Freudenthal (D) (until 2010)

Population

1980: 470,000

1990: 453,588

2000: 493,782

2006 estimate: 515,004

Percent change, 1990–2000: 8.9%

U.S. rank in 2006: 51st

Percent of residents born in state: 42.59% (2006)

Density: 5.2 people per square mile (2006)

2006 FBI Crime Index Total: 16,584

Racial and Ethnic Characteristics (2006)

White: 472,937

Black or African American: 3,686

American Indian and Alaska Native: 11,505

Asian: 4,656

Native Hawaiian and Pacific Islander: 350

Hispanic or Latino (may be of any race): 35,732

Other: 12,442

Age Characteristics (2006)

Population under 5 years old: 34,128

Population 5 to 19 years old: 101,604

Percent of population 65 years and over: 12.0%

Median age: 37.5

Vital Statistics

Total number of births (2006): 6,846

Total number of deaths (2006): 4,092

AIDS cases reported through 2005: 225

Economy

Major industries: Mining; finance, insurance, and real estate; government; construction

Unemployment rate (2006): 3.5%

Per capita income (2006): \$24,544

Median household income (2006): \$47,423

Percentage of persons below poverty level (2006): 9.4%

Income tax rate: None

Sales tax rate: 4.0%



Casper

■ The City in Brief

Founded: 1888 (incorporated 1889)

Head Official: Mayor Kate Sarosy (since 2007)

City Population

1980: 51,016

1990: 46,742

2000: 49,644

2006 estimate: 52,089

Percent change, 1990–2000: 6.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: 559th (2nd in state)

U.S. rank in 2000: Not available

Metropolitan Area Population

1980: 71,856

1990: 61,226

2000: 66,533

2006 estimate: 70,401

Percent change, 1990–2000: 8.6%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 275th

Area: 23.9 square miles (2000)

Elevation: 5,140 feet above sea level

Average Annual Temperatures: January, 22.3° F; July, 70.0° F; annual average, 44.9° F

Average Annual Precipitation: 13.03 inches rainfall; 77.9 inches snowfall

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 2.9% (June 2007)

Per Capita Income: \$19,409 (1999)

2005 FBI Crime Index Property: 2,699

2005 FBI Crime Index Violent: 135

Major Colleges and Universities: Casper College, University of Wyoming–Casper College Center

Daily Newspaper: *Casper Star-Tribune*

■ Introduction

In the days of the Wild West and Manifest Destiny, all roads led to Casper. The city was sited at the nexus of a number of important trails of the time, including the Oregon Trail, the Pony Express route, the Mormon Trail, the Bozeman Trail, the California Trail, and the Bridger Trail. The city has kept much of its history while beginning to develop a more modern and diverse economy. While the economy of the surrounding area still includes the oil and petroleum exploration and thriving livestock ranches that built the town, new developments have been established to strengthen the city in fields such as health care and tourism. In 2007 *Forbes Magazine* ranked Casper in the “Top 100 Best Small Places for Business and Careers,” a designation earned in part by a low cost of living, a low cost of doing business, and excellent potential in job growth.

■ Geography and Climate

At almost a mile above sea level, Casper rests at the foot of Casper Mountain and follows the contours of the North Platte River. With the Laramie Mountain Range of the Rocky Mountains to the west and the Wyoming plains to the east, Casper has been uniquely situated between natural resources for energy and outdoor adventure exploration on the one hand and agricultural endeavors on the other.

Casper sits within the area characterized by the National Weather Service as the “comfort zone,” with year-round low humidity moderating the cold of winter and the heat of summer. Casper averages 275 days of sunshine every year and experiences an average wind speed of 12.9 miles per hour. The city’s location and climate make it a jumping-off point for outdoor adventures. The city is the seat of Natrona County.

Area: 23.9 square miles (2000)

Elevation: 5,140 feet above sea level

Average Temperatures: January, 22.3° F; July, 70.0° F; annual average, 44.9° F

Average Annual Precipitation: 13.03 inches rainfall; 77.9 inches snowfall

■ History

Back to the Source

Before there were people, there was the river. The North Platte River begins its meandering journey in the mountains near Casper, running east across the Great Plains to merge with its sister river, the South Platte, to become simply the Platte River. Water, mountains, and plains were a lure from the beginning. Evidence of human occupation dates back more than 12,000 years with the Clovis peoples, followed by the Folsom and the Eden Valley peoples. A mix of hunting and gathering tribes occupied the area until approximately 500 A.D., eventually morphing into Native American tribes more familiar in today’s world.

The original residents of Wyoming were nomadic Plains Indians, including tribes as disparate as the Arapaho, Sioux, Cheyenne, Crow, Lakota, Blackfeet, Kiowa, Nez Perce, and Shoshone. The tribes relied on the land and the roaming buffalo herds for sustenance. When European explorers and hunters began a wholesale slaughter of the buffalo that coincided with an interest in herding native peoples to a containment area in Oklahoma, armed conflicts escalated in the clash of cultures and interests. In 1812 fur trappers had followed beaver and buffalo populations to the northern Rockies. The Oregon Trail had been scouted out in 1823 and its ever-deepening ruts reflected the entrenched U.S. belief in its manifest destiny to expand westward.

The Western Civil War

By 1847 a network of travel routes converged at a spot just west of present-day Casper. Here the Emigrant Trail crossed from the south side to the north side of the North Platte River. When the first Mormon wagon train passed through this area on its way to what would become Utah, Brigham Young arranged for a ferry to be set up for the

use of future travelers. The Mormon Ferry soon faced competition as more emigrants passed that way and decided to cash in on a good idea. One entrepreneurial French Canadian trader named John Baptiste Richard decided to build a bridge across the North Platte and charge a toll for crossing it. The area was now not just a way-station but an encampment.

Local residents established a trading post along the Emigrant Trail in 1859, taking advantage of the growing stream of wagon trains. As the local population grew along with the number of emigrants, friction developed with local tribes of Lakota, Arapaho, and Cheyenne. As a result, the trading post was transformed into a fort by the military, and two pitched battles between the army and the native tribes took place in 1865. In the first conflict, Lieutenant Caspar Collins was killed while attempting to rescue another soldier. Lt. Collins’ father already had a fort named after him in Colorado, so the military named the Wyoming fort “Casper” in his honor, inadvertently using a misspelling that had been transmitted by telegraph. The seeds of present-day Casper had been planted.

Black Gold, Texas Tea

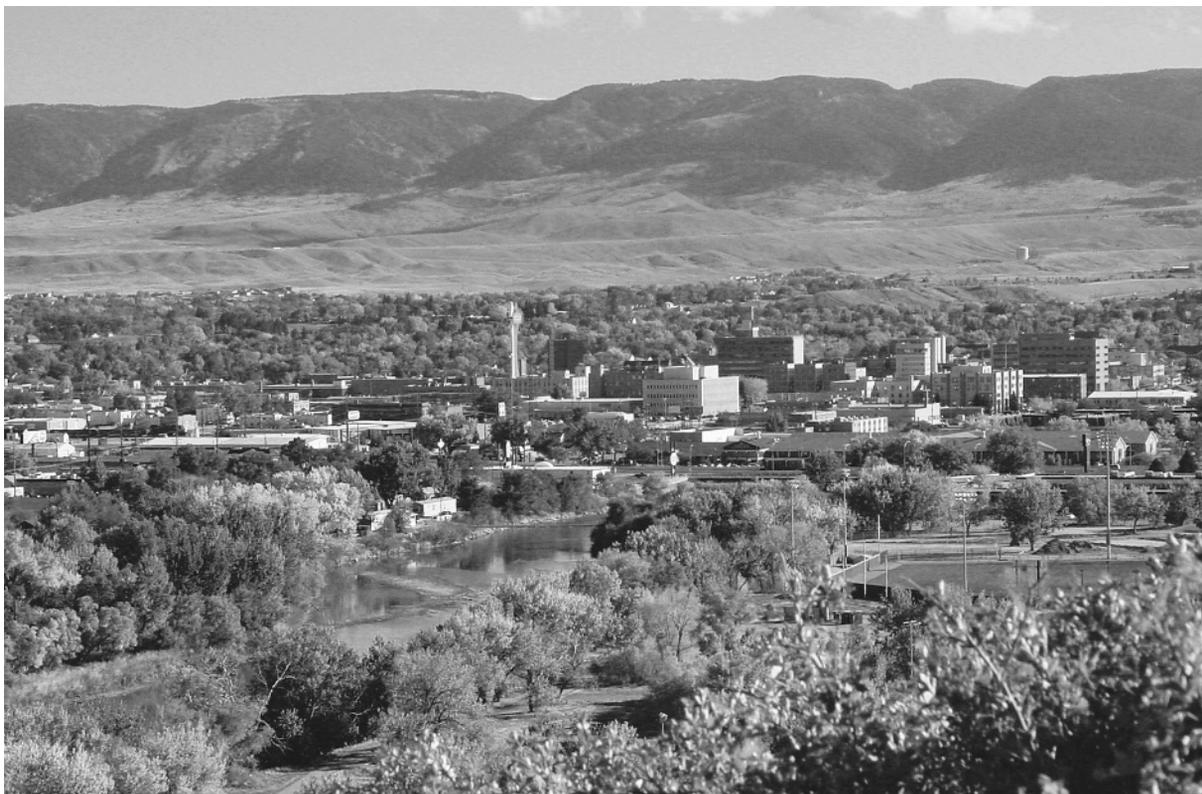
Casper in 1888 was a true Wild West town. A railroad had been built through the town in an effort to ease travel to riches of gold in California and fertile land in Oregon. Isolation and lawlessness attracted a rough crowd of renegades and outlaws and the original township developed a main street lined with saloons on one side. By necessity, the first public building in Casper was a jail. Lynchings were not an uncommon occurrence.

Oil was struck in nearby Salt Creek Field in 1889, an event that has come to define Casper as the “oil capital of the Rockies.” The city was flooded with an influx of claim jumpers looking to capitalize on the promised wealth. In 1895 the first oil refinery was constructed. Oil workers known as “roughnecks” followed, along with gamblers, prostitutes and corrupt businessmen. Cattlemen went to war against the sheepmen. The local law struggled to keep up with the shenanigans of the populace, passing laws to prevent women from walking on the saloon side of Main Street and to make illegal the discharge of firearms within city limits.

Local municipal leaders were set on Casper becoming the state capitol and a centerpiece of the West. As the economy continued to thrive, construction began on some of the tallest buildings in Wyoming during the early 20th century. But, a city that lives on oil can die on oil.

Nearly a Ghost Town

Few communities escaped the repercussions of the Great Depression and Casper was not an exception. In 1929 the city’s population diminished by 50 percent. The struggle continued until World War II spurred renewed demand for oil and gas supplies. The city experienced a ten-year cycle of



Casper Area Convention and Visitors Bureau. www.casperwyoming.info. Reproduced by permission.

boom and bust beginning in the 1960s, riding the wave of oil and gas prices. Then in 1991 the Casper Refinery, operated by Amoco, closed down. The city began to consider redevelopment efforts that would diversify the economy in fields such as health care, social services, and tourism, in part through revitalization of its downtown areas. Beginning in 1998, city residents and officials teamed up with British Petroleum (the new owners of Amoco) and the state Wyoming Department of Environmental Quality to clean up and redevelop the old refinery site. In 2000 the city council established the West Central Corridor (from David Street to Poplar Street and from West 1st to Collins Drive) as an urban renewal zone, offering special funding incentives for development. The result by 2005 was a new development that included the Robert Trent Jones-designed Three Crowns Golf Course, the Casper White-water Park, and three commercial parks.

In 2006 the city created the Urban Renewal Division within the city government structure to implement redevelopment plans for these and future renewal districts. The city began focusing specifically on the possibilities of mixed-use developments, renovation of historic buildings through tax incentive programs, and the recruitment of commercial and residential businesses to the downtown area.

Historical Information: Fort Caspar Museum, 4001 Fort Caspar Road, Casper, WY 83604; telephone (307) 235-8462; www.fortcasparwyoming.com

■ Population Profile

Metropolitan Area Residents

1980: 71,856
 1990: 61,226
 2000: 66,533
 2006 estimate: 70,401
 Percent change, 1990–2000: 8.6%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 275th

City Residents

1980: 51,016
 1990: 46,742
 2000: 49,644
 2006 estimate: 52,089
 Percent change, 1990–2000: 6.2%
 U.S. rank in 1980: Not available

U.S. rank in 1990: 559th (2nd in state)

U.S. rank in 2000: Not available

Density: 2,073.2 people per square mile

Racial and ethnic characteristics (2000)

White: 46,680

Black: 428

American Indian and Alaska Native: 495

Asian: 425

Native Hawaiian and Pacific Islander: 10

Hispanic or Latino (may be of any race): 2,656

Other: 1,011

Percent of residents born in state: 46.4% (2000)

Age characteristics (2000)

Population under 5 years old: 3,264

Population 5 to 9 years old: 3,458

Population 10 to 14 years old: 3,758

Population 15 to 19 years old: 4,122

Population 20 to 24 years old: 3,455

Population 25 to 34 years old: 6,125

Population 35 to 44 years old: 7,649

Population 45 to 54 years old: 7,016

Population 55 to 59 years old: 2,211

Population 60 to 64 years old: 1,852

Population 65 to 74 years old: 3,606

Population 75 to 84 years old: 2,402

Population 85 years and older: 746

Median age: 36.1 years

Births (2006, MSA)

Total number: 933

Deaths (2006, MSA)

Total number: 608

Money income (1999)

Per capita income: \$19,409

Median household income: \$36,567

Total households: 20,343

Number of households with income of . . .

less than \$10,000: 1,761

\$10,000 to \$14,999: 1,689

\$15,000 to \$24,999: 3,101

\$25,000 to \$34,999: 3,185

\$35,000 to \$49,999: 3,680

\$50,000 to \$74,999: 3,948

\$75,000 to \$99,999: 1,772

\$100,000 to \$149,999: 866

\$150,000 to \$199,999: 196

\$200,000 or more: 238

Percent of families below poverty level: 9.4% (1999)

2005 FBI Crime Index Property: 2,699

2005 FBI Crime Index Violent: 135

■ Municipal Government

The City of Casper has a council-manager form of government with a nine-member city council. The city is divided into three wards. Three council members are elected for each ward with staggered four-year terms. The council appoints a mayor and vice president from among the members. The mayor and vice president each serve for one year. The council hires a city manager.

Head Official: Mayor Kate Sarosy (since 2007; term expires December 2008)

Total Number of City Employees: 520 full-time (2007)

City Information: City of Casper, 200 N. David, Casper, WY 82601; telephone (307)235-8400; www.casperwy.gov

■ Economy

Major Industries and Commercial Activity

In 2007 *Forbes Magazine* named Casper one of the nation's "Top 100 Best Small Places for Business and Careers" based on the comparatively low costs of operating in the Casper area. The city was ranked 14th in the nation for job growth in the same survey. The city's central location and proximity to a wealth of natural resources has attracted mining and petroleum exploration industries to the area.

Casper also grew up as a cattle and sheep ranching town, and remains as such today. Businesses related to the care and feeding of livestock have maintained a hold on the economy in Casper and the surrounding Natrona County area.

The medical industry is healthy, as Casper serves as the site for a Department of Veterans Affairs Clinic in addition to the Wyoming Medical Center. The tourism trade is growing as well, grounded in local Wild West history, rodeos, and proximity to natural wonders such as Grand Teton National Park and Yellowstone.

Items and goods produced: oil, natural gas, coal, gravel, fire equipment, agricultural products

Incentive Programs—New and Existing Companies

Local programs: The lack of a local income tax and a low municipal sales tax rate are the main business incentives employed by the City of Casper. General

assistance to local business owners can be found through the Casper Area Chamber of Commerce, the Casper Area Economic Development Alliance, and the Downtown Development Authority.

State programs: Wyoming's primary business incentive is a non-existent corporate income tax rate, coupled with relatively minimal sales tax rates. The state also does not tax intangibles or inventory and has kept property taxes low. The Wyoming Business Council provides several financing programs for businesses, including the Business Ready Community Grant and Loan Program and the Wyoming Partnership Challenge Loan Program. The Community Development Block Grant and Industrial Development Revenue Bonds programs are also administered by the Wyoming Business Council. The Foreign Trade Zone at Natrona County International Airport provides further encouragement for importers to frequent Casper, as international goods can be warehoused at the airport without undergoing full U.S. Customs scrutiny.

Job training programs: The Casper Workforce Center (a branch of the Wyoming Department of Workforce Services—DWS) is part of a statewide network of workforce development resources, including services for businesses, job seekers and employment data researchers. Expanding and new businesses can tap into the Business Training Grant program through which employers may receive up to \$2,000 per trainee per year for existing employees and \$4,000 per employee per year for new hires. Large and small business owners can take advantage of the Wyoming Job Network to search online for prospective employees; the Workforce Center additionally operates an Alien Labor Certification program, which allows employers to utilize immigrant labor for positions that are difficult to fill with U.S. citizens. The state also sponsors a Pre-Hire Economic Development Grant program to offer training for new hires in particular businesses and industries.

Job seekers can avail themselves of several programs organized under the Workforce Investment Act passed in 1998. The intent of the act was to create a seamless continuum of employment, education, and training programs to support business with a skilled workforce. Programs supported by the act include Title II Adult Basic Education, Title IV Vocational Rehabilitation programs, dislocated worker programs, youth tutoring, alternative secondary school services, youth summer employment programs, youth internships, and job shadowing. The Workforce Center offers specialized programs for older workers and workers who identify themselves as having disabilities.

The McMurray Training Center at Casper College is a program of the Wyoming Contractor's Association designed to offer job training for those interested in certain heavy industry trades. Contractors and other

businesses may seek help through the center for specialized employee training programs.

Development Projects

Development in Casper was moving at a fast pace in 2007, particularly in the areas of residential housing and business developments. The McMurry Business Park along the extension of 2nd Street in Casper is a \$25 million investment property zoned for commercial use. Covering 500 acres, the project involves access road improvements and major utility installations.

The Natrona County International Airport Business Park has undergone a sizable expansion during the last few years, including up to 18,000-square-feet of available office space, approximately 135 buildings that can accommodate businesses that range from manufacturing to retail to aviation, and an adjacent acreage that has been designated for future development.

The Downtown Casper Reconstruction and Improvement Project is designed to revitalize an aged and deteriorating area in an effort to make it more inviting to tourists and businesses. A one-cent sales tax is providing the funding. The improvements include replacement light fixtures, serpentine sidewalks, parkway landscaping, pavers, and street furniture.

Commercial Shipping

The largest airport in Wyoming, the Natrona County International Airport, is located in Casper and encompasses Foreign Trade Zone No. 157, which allows imported goods to remain onsite without undergoing full U.S. Customs processing. Three regional carriers offer business class travel. Northwest Airlines, Action Cargo express, and Blue Streak Express offer cargo transportation services. The airport is additionally home to the air cargo facilities of UPS, FedEx and DHL package delivery services. A full-time U.S. Customs Agent is onsite.

Burlington Northern Santa Fe (BNSF) Railway passes through Casper, with routes to the West Coast, the Southwest, the Midwest, and other points west of the Mississippi River. Freight services are available for agricultural, mineral, industrial, and consumer goods. Freight forwarding and direct connections with dock spurs are available.

Casper's central location makes it a highway hub, with Interstate 25, U.S. Highways 20/26 and 87, and State Routes 220, 254 and 20 all meeting within its city limits. Casper is served by approximately 50 motor freight carriers and has access to package delivery services such as UPS, FedEx and DHL.

Labor Force and Employment Outlook

While it is expected that Wyoming will remain identified with production of natural gas and coal, a slight decline in total mining jobs is anticipated. Most employment growth is expected to occur in non-goods producing

sectors, including service and retail trade. The State of Wyoming predicts that the aging of the baby boomer generation will result in possible labor shortages as that group retires. An aging population will also increase demand for health care and social services, creating a potential spike in those professions. In August 2007 the civilian labor force was 40,700, with 1,000 workers unemployed. The unemployment rate was 2.5 percent, well below the national average of 4.6 percent for that month.

The following is a summary of data regarding the Casper metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 39,000

Number of workers employed in . . .

- construction and mining: 6,800
- manufacturing: 1,900
- trade, transportation and utilities: 8,700
- information: 600
- financial activities: 2,100
- professional and business services: 2,900
- educational and health services: 4,700
- leisure and hospitality: 3,700
- other services: 1,900
- government: 5,700

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 2.9% (June 2007)

<i>Largest employers (2004)</i>	<i>Number of employees</i>
Natrona County School District No. 1	1,427
Wyoming Medical Center	921
The Industrial Company	600
Key Energy	558
City of Casper	505
Casper College	343
OfficeMax	339
Wyoming Machinery Company	315
Natrona County Government	278
McMurry Ready Mix	225
True Companies	201

Cost of Living

In 2000 the median value of a home in Casper was \$84,500 according to the U.S. Census Bureau.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: None

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: assessed at 9.5% of market value

Economic information: Casper Area Economic Development Alliance, 300 South Wolcott Suite 300, Casper, WY 82601; telephone (307)577-7011; toll-free (800)634-5012

■ Education and Research

Elementary and Secondary Schools

The Natrona County School District serves students not just in Casper but also the communities of Midwest, Edgerton, Mills, Evansville, Bar Nunn, Alcova, Mountain View, and Powder River. The school district emphasizes site-based decision making in schools of choice, a system that allows parents to enroll students in any school without regard to location. Ideally, this encourages a cooperative approach between school administration, parents, and students in targeting an educational environment that best fits the needs of the individual.

The district operates a K-12 substance abuse program that has been recognized at the national level, along with specialized services for English language learners. Since 2001, the school district has offered an after-school program and community learning center at two elementary schools, with stated goals of retention, improved academic performance, life-long learning, and a safe drug-free environment. Outreach is also conducted for students who are homebound and those who are homeless.

The Natrona County School District created a planetarium in 1966, which over the years has brought the stars and planets to more than 500,000 students. The Casper Planetarium also presents programs for the public throughout the year, including the This Month's Sky series.

The following is a summary of data regarding the Natrona County School District #1 as of the 2005–2006 school year.

Total enrollment: 11,500

Number of facilities

elementary schools: 27

junior high/middle schools: 7
 senior high schools: 4
 other: 0

Student/teacher ratio: 15.2:1

Teacher salaries (2005–06)

elementary median: \$42,286 (average)
 junior high/middle median: Not available
 secondary median: Not available

Funding per pupil: \$8,329

There are a few private schools in the city, primarily church-based.

Public Schools Information: Natrona County School District, 970 N. Glenn Rd., Casper, WY 82601; telephone (307)577-0200; www.natronaschools.org

Colleges and Universities

Perched in the foothills of Casper Mountain, higher education takes on a literal meaning at Casper College. One of the largest community colleges, Casper College offers students a choice of 50 academic majors and more than 30 technical and career programs. The college enrolls over 5,000 students in small, personal classes in business, education, communications, health sciences, trades and technology, and life sciences programs, among others. The college also provides free Adult Basic Education and General Educational Development (GED) assistance in the Werner Technical Center.

The University of Wyoming in nearby Laramie maintains an outreach school as the UW Casper College Center. Students typically complete their first two years of study as Casper College students and then enroll as students of the University of Wyoming. Coursework is completed onsite, via teleconferencing or through web-based instruction, with internships and educational travel experiences offered in various degree programs. About 14 baccalaureate degrees, 13 master's programs, and a variety of certification programs are available through the UW Casper College Center.

The McMurray Training Center, a program of the Wyoming Contractor's Association, offers training programs for heavy industry trades. At the Natrona County International Airport, the Aircraft Rescue Firefighting training program offers classroom and hands-on experience with firefighting techniques unique to aeronautical equipment. Small classes ensure individual attention as students learn to deal with hazardous materials, ventilation issues, fire behavior, and search and rescue procedures.

Libraries and Research Centers

The Natrona County Library's Main Library is located in the heart of Casper with branch libraries maintained in the communities of Edgerton and Mills and a

bookmobile. The library offers access to over 204,922 books, 4,312 audio materials and 4,264 video materials, supplemented by 352 serial subscriptions and online research resources. Children's programs include a Reader's Advisory program that recommends books tailored to particular ages and interests; outreach programs to schools and community groups; educational games and reference programs; storytime; a summer reading program; and Dial-a-Story with a new story available by phone every week. The library also maintains a special multicultural literature collection for children.

The Goodstein Foundation Library at Casper College contains a collection of 118,000 volumes. The library subscribes to more than 500 periodicals, with access to more than 30,000 full-text periodicals available online. A statewide interlibrary loan service is available. The library is also home to a Western history collection, with materials focused on Casper and Natrona County.

Public Library Information: Natrona County Public Library (Main Library), 307 East Second Street, Casper, WY 82601; telephone (307)237-4935; www.natronacountylibrary.org

■ **Health Care**

The Wyoming Medical Center in Casper serves the Natrona County area and also draws patients from rural communities of greater distances. The state's largest medical facility is a full-service facility licensed for 206 beds. The facility houses an emergency and trauma department and two Centers of Excellence, the Heart Center of Wyoming and the Wyoming Neuroscience and Spine Center. In addition to those specialties, the Wyoming Medical Center provides a full range of specialized care services including such fields as epilepsy, sleep disorders, allergies, addiction medicine, infectious diseases, neurology, obstetrics, pulmonology, wound care, and more. The McMurray Medical Arts building houses offers outpatient services and the Casper Medical Imaging department. The Casper Surgical Center offers outpatient procedures. The hospital is served by Wyoming Life Flight, the only emergency air transportation service in the state.

The main campus of the Wyoming Behavioral Institute is located in Casper, with substance abuse and mental health services for adults, adolescents, and children. The facility offers initial assessment, intensive inpatient treatment, detoxification programs, and outpatient therapy. The Wyoming Orthopaedic Institute in Casper sponsors the Wyoming Orthopaedic and Sports Therapy Center and the Wyoming Surgical Center. These facilities offer a wide range of programs in orthopaedic injury diagnosis and care, rehabilitation, and sports medicine. There are five skilled nursing care facilities in the city.

The Department of Veterans Affairs Casper Clinic serves as an outreach center connecting military veterans to health care and counseling services, including making arrangements for bus travel to V.A. hospitals in Cheyenne or Sheridan.

■ Recreation

Sightseeing

A sightseeing tour of Casper would start where the town started—at the convergence of the multiple travel routes to the West. The National Historic Trails Interpretive Center accurately portrays the experiences of emigrants who traversed the Oregon, California, Mormon, Bridger, Bozeman, and Pony Express Trails. The museum has incorporated the history of Wyoming's native peoples in displays that include a simulated crossing of the North Platte River in a replica Conestoga wagon. An award-winning audiovisual feature recreates the days of early Casper in a way that brings pioneer existence alive for modern visitors.

The natural segue is to next visit the Fort Caspar Museum and Historical Site, located along the historical trail system. The buildings of the original fort have been reconstructed, with structures including the 1859 Guinard bridge and the 1847 Mormon ferry utilized in crossings of the North Platte. Exhibits range from pre-historic natural history items to recent regional development in central Wyoming.

While in the vicinity, visitors can enjoy a leisurely ramble along the Platte River Parkway, an 11-mile paved path that connects residential neighborhoods to natural areas. The Platte River Commons in downtown Casper continues along the riverbank; within the downtown area, the Art for the Streets program has sprinkled the historic area with 31 sculptures. "Painted Past" Living History Tours through the downtown area highlight myths, legends and true stories of Casper's checkered past.

The Mormon Handcart Visitors' Center commemorates the hardships and survival of members of the Church of Jesus Christ of Latter-day Saints traveling as part of the Martin and Willie Handcart Companies in 1856. As the group traveled westward, it encountered a raging blizzard that forced the company to hole up in a local cove for four days. During the ensuing wait for rescuers, many members of the group died from starvation or exposure. Visitors to the site today can pull a handcart to the cove or can participate in guided camping treks.

Arts and Culture

The Nicolaysen Art Museum and Discovery Center contains one large and six small galleries exhibiting art from or about the Rocky Mountain Region. Exhibitors at "the

Nic" often include contemporary living artists from the area. The Discovery Center allows visitors to create their own art in a self-guided studio containing interactive exhibits, and the Wyoming Science Adventure Center generates interest in sciences through fun, interactive displays. Workshops and educational programs are offered throughout the year as well, with a special emphasis on quilting.

The West Wind Gallery is operated by the Casper Artists' Guild, the members of which show and sell their works under the gallery's roof. The gallery occasionally hosts artists from out of state and also offers classes.

The Tate Geological Museum is located on the grounds of Casper College and is home to a collection of more than 3,000 fossil and mineral specimens. The museum offers a Saturday Club experience for local youth in which they study local geology and animal fossils. Adults can take part in paleontology and geology fieldwork expeditions coordinated through the museum, with visits to Wind River Reservation, and the Morrison and Lance Formation sites. Casper College also houses the Werner Wildlife Museum featuring more than 285 birds and 100 other various species.

The formative history of Casper is further represented at the Salt Creek Museum in the city of Midwest, where books, memorabilia and reminiscences reflect on more than 100 years of oil field action in the area. The Wyoming Veteran's Memorial Museum at the airport is located in the building where bombing crews trained during World War II.

The Wyoming Symphony Orchestra performs "The Nutcracker" seasonally in conjunction with the Western Ballet Theater, which involves local dancers for that event. Five more performances per season round out the orchestra's schedule at the John F. Welsh Auditorium.

Young musicians from 4th graders to 21-year-olds participate in The Troopers Drum and Bugle Corps, regardless of musical experience. The Troopers travel around the U.S. throughout the summer, performing and competing in drum and bugle corps contests. Further musical offerings are provided through the Casper Chamber Music Society, the Casper Children's Chorale, Casper Civic Chorale, Casper Fiddle Club, Casper Municipal Band, Choral Arts Ensemble, Metropolitan Brass Quintet, Oil City Slickers, and ARTCORE.

Productions ranging from the classical to the contemporary are performed by the players of Stage III, an all-volunteer community theater located in historic downtown Casper. The theater department at Casper College presents similarly varied fare to audiences in the Gertrude Krampert Theatre. A musical and three plays are presented each academic year, while the summer season offerings are often musicals or comedies.

Arts and Culture Information: Wyoming Arts Council, 2320 Capitol Ave., Cheyenne, WY 82002; telephone (307)777-7742; <http://wyoarts.state.wy.us>. Casper Area Convention & Visitors Bureau, 992 N.

Poplar St., Casper, WY 82601; telephone (307)234-5362; toll-free (800)852-1889; www.casperwyoming.info

Festivals and Holidays

The year kicks off in January with the Windy City Quilt Festival. Casper residents fire up for the Cowboy State Games in February, an Olympic-style event composed of a mix of indoor and outdoor competitive sports. The Games run for five weekends during the month. Casper sees a local version of March Madness with the 1A and 2A State Basketball Tournament being held at the Casper Events Center early in the month. March is also time for the Super Flea Market at the Fairgrounds. The spring winds of April support the Central Wyoming Kite Flyers Fun Fly at the Soccer Complex, and Casper College hosts its rodeo. Temperate May weather ushers in a flock of activities such as the high school rodeo, the Kid's Fishing Derby, a dog show, and a car exhibition. The festivities continue in June with the Casper Antique Show early in the month and the Governor's Cup Sailboat Regatta at Alcova Lake a few weeks later.

The Fourth of July blasts off with a Fireworks Festival and a Cavalry baseball game, followed by the Rocky Mountain Regional Dance Festival, the Whitewater Kayak Rodeo, and the Beartrap Music Festival at the end of July. The Kiwanis Club hosts a golf tournament at the end of August, and cooler fall temperatures in September are perfect for the Platte River Fall Festival and Great Duck Derby. In mid-October, Casper hosts the local Special Olympics events. The holiday months of November and December respectively see the advent of the Meals on Wheels Craft Fair and the Tate Museum Holiday Open House.

Sports for the Spectator

Casper grew up around the livestock industry, so it's no surprise that rodeo is the major spectator sport. Casper hosts two large rodeo events: the College National Finals Rodeo and the Central Wyoming Fair and Rodeo. The College National Finals Rodeo takes place in mid-June each year and features the top rodeo event qualifiers from colleges and universities from across the United States. Events include barrel racing, calf roping, and bull riding. The Central Wyoming Fair and Rodeo is held in mid-July, with Pro Rodeo Cowboys Association competitions in roping, bareback riding, saddle bronc and bull riding events among others.

During the summer months, baseball fans can see tomorrow's stars playing for the Casper Rockies, the minor league affiliate of the Colorado Rockies. The team plays at Mike Lansing Field. In the spring, sports are still staying indoors with the Wyoming Cavalry football team, a member of the National Indoor Football League. Formed in 2001, the Cavalry finished the inaugural season second in the nation and have a rowdy,

faithful following. The Casper College Thunderbirds play volleyball and basketball at the Erickson Thunderbird Gymnasium.

Sports for the Participant

Aficionados of the Wild West will relish the opportunity to participate in historic wagon train trips arranged through local companies. A similar desire to experience pioneer Casper could spur a visit to a working cattle and guest ranch located about 65 miles southwest of the city.

For folks who prefer to provide their own locomotion, the Casper Marathon takes place in early June, with marathon, half-marathon, and marathon relay options. The course is described as flat with few hills, and runners are invited to "come run with the herd."

A slightly less strenuous workout can be found at the Casper Municipal Golf Course, an 18-hole course with a practice range, putting and chipping greens, and a 19th Hole Restaurant and Lounge. The course is open from April 1st to November 1st each year.

The North Platte River offers ample outdoor recreation opportunities, such as kayaking through the Platte River Parkway Whitewater Park. This man-made whitewater facility runs for half a mile over structures that create turbulent water for kayak maneuvers. Canoes and rafts can also navigate through the Whitewater Park or pursue a more relaxed pace on other stretches of the North Platte. Fly fishing along the river can yield large brown and rainbow trout. The Dirt Riders Motocross Club has a facility offering both adult and peewee riding courses. Day passes are available for non-members.

Birding excursions at the Audubon Center, Edness Kimball Wilkins State Park, and Jackson Canyon may produce sightings of bald and golden eagles, hummingbirds, bluebirds, hawks, sandpipers, wild turkeys, and grosbeaks. Birding field trips are offered almost every weekend of the year through the Murie Audubon Society.

Casper Mountain is the scene of outdoor adventure year-round, with alpine skiing, Nordic skiing and snowshoeing in the winter and hiking during the spring, summer and fall seasons. Casper is within an easy day's drive of Yellowstone National Park, Grand Teton National Park, and Devil's Tower Monument, all of which offer a range of trails in addition to campsites. Serious rock climbers can head east a few hours to Vedauwoo in southeast Wyoming; this startling and impressive collection of rock formations has something for everyone, from the scrambler to the multi-pitch climber.

Shopping and Dining

Casper's historic downtown area contains a mix of antique shops and other retailers, including the largest western merchandise store in Wyoming. The Eastridge Mall is the site of a number of national franchise stores combined with shops owned locally. Fast food outlets, grocery stores, and home supply stores are located nearby. Based near the

foothills of Casper Mountain, the Sunrise Shopping Center is anchored by a restaurant and a bowling alley at one end and a gym at the other. The Hilltop Shopping Center focuses on local businesses, while the Beverly Plaza Shopping Center is home to national franchises. Other shopping areas include Plaza East, Millview Center, and CY Avenue/Highway 220 Shopping Strip.

Traditional American cuisine rules in Casper, with at least 36 restaurants offering downhome and family-style cooking. Approximately eight Mexican eateries meet the needs of spice-craving palates, while another eight establishments serve up varieties of Asian fare. As might be expected in cattle country, steakhouses are popular as well. A handful of fine dining, Italian, seafood, and barbecue restaurants flesh out the dining options in Casper. Basic and gourmet coffees are available at the six java houses in town.

Visitor Information: Casper Area Convention & Visitors Bureau, 992 N. Poplar St., Casper, WY 82601; telephone (307)234-5362; toll-free (800)852-1889; www.casperwyoming.info

■ Convention Facilities

The Casper Events Center was constructed on a hill at the north end of the city and its massive maroon roof is visible from practically all points in Casper. The arena is shaped like a horseshoe, with a 28,200-square-foot main floor that can hold up to 154 exhibition booths. Concourse exhibit space encompasses 7,900 square feet, while meeting rooms add another 6,204 square feet of usable space. Sound and lighting systems can be configured for sporting events, concerts, trade shows and banquets. The Parkway Plaza Hotel and Convention Center has three large exhibit rooms and a grand ballroom that can be divided into three smaller sections.

The Central Wyoming Fairgrounds can accommodate trade shows, conferences, receptions, rodeos, and RV parking. A multi-purpose sports facility opened in 2000 and covers 76,875 square feet, while the Grandstand and Arena have seating capacity for 5,200.

Several local hotels offer meeting, convention, and conference space, including the Holiday Inn on the River and the Ramkota Hotel Casper.

Convention Information: Casper Area Convention & Visitors Bureau, 992 N. Poplar St., Casper, WY 82601; telephone (307)234-5362; toll-free (800)852-1889; www.casperwyoming.info

■ Transportation

Approaching the City

Natrona County International Airport (NCIA), about seven miles to the northwest of Casper, is Wyoming's largest airport and is located at the geographic center of

the state. Three regional carriers provide service through NCIA, including Delta Airlines, United Airlines, and Northwest Airlines. There are about 12 daily departures with links to non-stop service.

Casper's central location makes it a highway hub, with Interstate 25, U.S. Highways 20/26 and 87, and State Routes 220, 254, and 20 all meeting within its city limits. Casper is served by the Greyhound, which maintains a station in the Parkway Plaza Hotel. Powder River Coach offers scheduled bus services between Casper and Denver, Colorado, with a stop in Cheyenne and from Casper to Lowell with stops in Greybull, Basin, Worland, and Thermopolis.

Traveling in the City

While Casper is fitted to the meandering contours of the North Platte River, the streets are laid out on a straightforward north-south, east-west grid pattern. Numbered streets run east and west, while name streets run north and south for the most part, making navigation simpler.

The Casper Area Transportation Coalition operates The Bus with 6 routes and over 60 stops. The Bus offers reduced fares and dial-a-ride services to elderly and disabled patrons. Children under five years old ride free.

The 11-mile Platte River Parkway provides a safe and fast route for bike commuters to ride into downtown Casper.

■ Communications

Newspapers and Magazines

Casper's daily paper is the *Casper Star-Tribune*, delivered mornings and providing comprehensive coverage of international, national, regional, and local news stories. A special insert on Saturdays conveys community events and special features. Billed as "Casper's community newspaper," the *Casper Journal* is a weekly focused on local news, sports, and community events. The *Wyoming Business Report* is an affiliate of two similar periodicals published along the Front Range in Colorado. The bi-monthly paper is circulated to 10,000 readers, providing coverage of banking, technology, energy, investing, and agribusiness issues.

Television and Radio

Only one network television affiliate (ABC) is located in Casper, but the community has relays for transmissions of public television and other network stations. Casper's 19 AM and FM radio stations offer a variety of programming, including classic rock, country, top 40, talk radio, news, public radio, and Christian music.

Media Information: *Casper Star-Tribune*, 170 Star Lane, Casper, WY 82601; telephone (307)266-0500; http://casperstartribune.net

Casper Online

Casper Area Chamber of Commerce. Available
www.casperwyoming.org
Casper Wyoming Convention & Visitors Bureau.
Available www.casperwyoming.info

City of Casper. Available www.casperwy.gov
Natrona County School District. Available www.natronaschools.org

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Casper Chronicles (Casper, WY: Casper Zonta Club,
1964)



Cheyenne

■ The City in Brief

Founded: 1867 (incorporated 1867)

Head Official: Mayor Jack R. Spiker (since 2001)

City Population

1980: 47,283

1990: 50,008

2000: 53,011

2006 estimate: 55,314

Percent change, 1990–2000: 5.6%

U.S. rank in 1980: 451st

U.S. rank in 1990: 504th

U.S. rank in 2000: 520th

Metropolitan Area Population

1980: 68,600

1990: 73,142

2000: 81,607

2006 estimate: 85,384

Percent change, 1990–2000: 11.57%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 637th

Area: 21.19 square miles (2000)

Elevation: 6,062 feet above sea level

Average Annual Temperatures: January, 25.9° F; July, 67.7° F; annual average, 44.9° F

Average Annual Precipitation: 15.45 inches of rain; 55.6 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 3.9% (June 2007)

Per Capita Income: \$19,809 (1999)

2005 FBI Crime Index Property: 2,585

2005 FBI Crime Index Violent: 97

Major Colleges and Universities: Laramie County Community College, University of Wyoming-Laramie

Daily Newspaper: *Wyoming Tribune-Eagle*

■ Introduction

Cheyenne, the capital of Wyoming, began as a railroad town and, during the height of the colorful cattle days, became the wealthiest city in the world. Cheyenne has retained its Western frontier traditions while keeping pace with the twenty-first century. The seat of Laramie County, Cheyenne continues to be a railroad and transportation center. While the military (at the F.E. Warren Air Force Base) and government have been major employers in the past decade, the city has taken measures to diversify its economy primarily in the service and retail trade industries. In the 2000s, the city welcomed several high-tech businesses with plans to encourage and recruit many more in the future. Cheyenne continues to be known for its quality of life and for high clean air ratings.

■ Geography and Climate

Surrounded by rolling prairie, Cheyenne is located between the North and South Platte rivers. The Laramie Mountains 30 miles west of the city form a ridge that is part of the Rocky Mountain range and that significantly influences local temperature and weather. Winds passing over the ridge from the northwest through the west to southwest produce a Chinook effect, particularly during the winter. (Chinooks are warm, moist winds from the sea.) Because of the terrain and wind patterns, Cheyenne experiences wide daily temperature fluctuations of 30

degrees in the summer and about 23 degrees in the winter. Snow falls during late winter and early spring, with yearly snowfall averaging 55.6 inches. Cheyenne is the seat of Laramie County.

Area: 21.19 square miles (2000)

Elevation: 6,062 feet above sea level

Average Temperatures: January, 25.9° F; July, 67.7° F; annual average, 44.9° F

Average Annual Precipitation: 15.45 inches of rain; 55.6 inches of snow

■ History

Rough-and-Tumble Beginnings of Railroad Terminus

The region where present-day Cheyenne stands was originally occupied by a Native American Plains tribe in the Algonquian linguistic family. The townsite was initially a campsite for the U.S. Army's Major General Grenville M. Dodge and his troops, who were charged in 1865 with finding a railroad route over the Laramie Mountains. In 1867, when Dodge became chief engineer for the Union Pacific Railroad, he established a terminal town there; he named it Cheyenne for the local tribe. Dodge received some criticism in the local press for his mispronunciation of the word, which was actually "shai-en-na;" but his two-syllable version was accepted through usage.

Fort D. A. Russell was built in 1867 to protect railroad construction crews. Soon real estate speculators, merchants, gamblers, and tradesmen converged on Cheyenne in hopes of profiting from the construction project. Violent disputes arose over ownership of the land, since the railroad had already claimed it and citizens questioned the company's right to do so. Eventually troops from Fort Russell were called in; land jumpers were run out of town and could not return until they promised to acknowledge the railroad's claim.

A town charter was accepted by the Dakota Territorial Legislature in 1867 and Cheyenne was thereupon incorporated. By the end of that year the population had risen to 4,000 people, and lots were selling for \$2,500. Makeshift buildings gave the town a raffish appearance, but even before railroad construction began, Cheyenne enjoyed the elements of a stable community; churches had been built and the first school, with 114 pupils, was opened in 1867. Within a year Cheyenne was thriving. More than 300 businesses were in operation, and the diverse citizenry included engineers, lawyers, artists, Native Americans, trappers, hunters, laborers, gamblers, and gunslingers. The town, however, was soon overrun by lawlessness.

The early Cheyenne closely resembled the Wild West towns depicted in novels and films. Dodge named it the gambling center of the world and some dubbed it "Hell on Wheels." Mayhem and violence were a way of life with the saloon and the cemetery being the most important places in town. In an attempt to impose order, the churches backed an ordinance that closed saloons for four hours on Sundays; another ruling required visitors to check their guns. But laws were virtually unenforceable, so the vigilante "committee" became a substitute for the courts. Although the city government had been given powers by the Dakota Legislature upon incorporation, civic leaders found the vigilante approach to be more effective. When the jail became full, for instance, prisoners were driven from town with a whip or a six-shooter; frequently the committee executed perpetrators of severe crimes.

Riches Flow from Cattle, Sheep, Gold

A degree of peacefulness returned when railroad construction moved on toward Sherman Pass and transients followed. But then the first Sioux War broke out north of the Platte River, and Fort Russell became the supply depot for the Rocky Mountain region. In 1868 Cheyenne was made the seat of Laramie County; the following year it was named the capital of the new Wyoming territory. By the 1870s Cheyenne was the center of a prosperous ranching area where cattle were bred for a European beef market. Visiting Englishmen, who spent summers in Cheyenne and winters in Europe, joined wealthy cattle owners to found the Cheyenne Club, where they dined in luxury and struck deals that affected the cattle industry throughout the West. Furnished in the English style and serving the finest liquors in the world, the club employed a foreign chef whose cuisine was known nationwide.

With the opening of the Black Hills gold fields in 1875, the town profited from a new industry as Cheyenne merchants supplied miners and prospectors with provisions and equipment. The Cheyenne and Black Hills Stage Company was formed to transport passengers and cargo between the railroad and the mines. When electric lights were installed in 1882, Cheyenne was the wealthiest city per capita in the world. Cheyenne was named the capital of the new state of Wyoming in 1890 and the Capitol building was erected in the city. By 1890 the population had reached 10,000 people.

Before the turn of the century many ranchers had begun raising sheep, which adapted well to the climate and the native grasses; sheep raising continues to be an important industry in the area. During the twentieth century Cheyenne became an industrial and manufacturing center. The Francis E. Warren U.S. Air Force Base was established at Fort Russell in 1947. While undergoing several realignment plans through the early 2000s, the base continued to remain active and was still



The Wyoming State Capitol building in Cheyenne. Image copyright Jonathan Lenz, 2007. Used under license from Shutterstock.com.

considered to be one of the largest employers in the city. State government also maintained a large number of employees.

In the late 1990s and early 2000s city officials began making plans to expand and encourage new business, primarily through the revitalization of the downtown areas with mixed-use developments. Through the efforts of Cheyenne LEADS, a local development organization, the city welcomed two new business parks and helped recruit new technology-based companies to the area, in efforts to further diversify the economy. In 1994 EchoStar Communications selected the Cheyenne Business Parkway as the site for its multimillion dollar satellite uplink center. In 2006 Nanomaterials Discovery Corporation agreed to build a specialized laboratory at Cheyenne Business Parkway. In January 2007 the National Center for Atmospheric Research announced that it would build a supercomputer in Cheyenne to study climate and weather. The city has made plans to continue

this recruitment of new high-tech industries in conjunction with plans to bring other new retail and commercial establishments into the city.

Historical Information: Wyoming State Archives, 2301 Central Avenue, Cheyenne, WY 82002; telephone (307)777-7826; fax (307)777-7044; <http://wyoarchives.state.wy.us>

■ Population Profile

Metropolitan Area Residents

1980: 68,600
 1990: 73,142
 2000: 81,607
 2006 estimate: 85,384
 Percent change, 1990–2000: 11.57%
 U.S. rank in 1980: Not available

U.S. rank in 1990: Not available
U.S. rank in 2000: 637th

City Residents

1980: 47,283
1990: 50,008
2000: 53,011
2006 estimate: 55,314
Percent change, 1990–2000: 5.6%
U.S. rank in 1980: 451st
U.S. rank in 1990: 504th
U.S. rank in 2000: 520th

Density: 2,511.4 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 46,707
Black: 1,472
American Indian and Alaska Native: 430
Asian: 561
Native Hawaiian and Pacific Islander: 59
Hispanic or Latino (may be of any race): 6,646
Other: 2,356

Percent of residents born in state: 36.9% (2000)

Age characteristics (2000)

Population under 5 years old: 3,422
Population 5 to 9 years old: 3,677
Population 10 to 14 years old: 3,755
Population 15 to 19 years old: 3,683
Population 20 to 24 years old: 3,337
Population 25 to 34 years old: 7,362
Population 35 to 44 years old: 8,387
Population 45 to 54 years old: 7,423
Population 55 to 59 years old: 2,562
Population 60 to 64 years old: 2,090
Population 65 to 74 years old: 3,723
Population 75 to 84 years old: 2,638
Population 85 years and older: 952
Median age: 36.6 years

Births (2006, MSA)

Total number: 1,246

Deaths (2006, MSA)

Total number: 687

Money income (1999)

Per capita income: \$19,809
Median household income: \$38,856
Total households: 22,346

Number of households with income of . . .

less than \$10,000: 1,744
\$10,000 to \$14,999: 1,587

\$15,000 to \$24,999: 3,245
\$25,000 to \$34,999: 3,435
\$35,000 to \$49,999: 4,502
\$50,000 to \$74,999: 4,456
\$75,000 to \$99,999: 2,076
\$100,000 to \$149,999: 935
\$150,000 to \$199,999: 154
\$200,000 or more: 933

Percent of families below poverty level: 9.5% (1999)

2005 FBI Crime Index Property: 2,585

2005 FBI Crime Index Violent: 97

■ Municipal Government

Cheyenne operates under a mayor-council form of government; the nine council members and the mayor serve four-year terms. Three council members are elected to represent each of the three city wards and serve staggered terms. A council president and vice-president elected from among the council members each serve one-year terms. The mayor and council members serve as Cheyenne's legislative body, which is responsible for regulating city growth and development, enacting ordinances, appropriating city funds, and establishing city rules and regulations.

Head Official: Mayor Jack R. Spiker (since 2001; term expires 2008)

Total Number of City Employees: 591 full-time (2007)

City Information: City of Cheyenne, 2101 O'Neil Avenue, Cheyenne, WY 82001; telephone (307)637-6200; www.cheyennecity.org

■ Economy

Major Industries and Commercial Activity

As of 2007 the largest industries in the Cheyenne area (by percentage of employment) were services, the military and government, and retail trade. Financial, insurance, and real estate; light manufacturing; construction; and transportation also held fairly important positions in the local economy. Farming only accounted for about 1.1 percent of employment.

F. E. Warren U.S. Air Force Base, site of a major installation of the Strategic Air Command, was the city's largest employer; federal, state, and county government offices are located in Cheyenne. Major private sector employers included Cheyenne Regional Medical Center, Lowe's Companies Inc., Union Pacific Railroad, Sierra Trading Post, WalMart Retail, Frontier Refining Inc.,

EchoStar Communications, Magic City Enterprises (rehabilitation facility), JELD WEN (window and door manufacturing), and Great Lakes Aviation.

Items and goods produced: oil refining, fertilizer, food service equipment, rail switching equipment, windows and doors

Incentive Programs—New and Existing Companies

Local programs: At the local level, Cheyenne LEADS, a private, not-for-profit economic development organization, assists non-retail businesses through such services as site location, employee training, and demographic and financial assistance. The Cheyenne Workforce Center, a regional office of the Wyoming Business Council, offers expansion assistance for current businesses, and relocation assistance for businesses looking to expand into the area. Most local business incentive packages are customized for the particular needs of the business.

State programs: Wyoming's primary business incentive is a non-existent corporate income tax rate, coupled with relatively minimal sales tax rates. The state also does not tax intangibles or inventory and has kept property taxes low. The Wyoming Business Council provides several financing programs for businesses, including the Business Ready Community Grant and Loan Program and the Wyoming Partnership Challenge Loan Program. The Community Development Block Grant and Industrial Development Revenue Bonds programs are also administered by the Wyoming Business Council.

Job training programs: Laramie County School District provides education programs at the secondary level in areas such as agricultural science, industrial technology, business and marketing education, health occupations, and core employability skills. Cheyenne colleges work with both businesses and the community to develop training programs for businesses and potential employees. Our Families Our Future in Cheyenne provides assistance to populations living below poverty through training programs and job search help. Our Families Our Future works with Wyoming agencies, community colleges, and employers; the organization began the CLIMB program in 2004 to train eligible single mothers in the field of medical transcription. The Cheyenne Workforce Center is part of a statewide network of workforce development resources, including services for businesses, job seekers and employment data researchers. Expanding and new businesses can tap into the Business Training Grant program through which employers may receive up to \$2,000 per trainee per year for existing employees and \$4,000 per employee per year for new hires. Customized workforce training programs can be designed through the Laramie County

Community College Business Training and Development department.

Development Projects

In 2001, city leaders, the chamber of commerce, and other individuals and organizations got together to begin a development planning process known as Vision 2020 plan. That process led to the adoption of a community-driven Cheyenne Area Master Plan commonly referred to as PlanCheyenne. PlanCheyenne will serve as a guiding principle for development in three key areas: community, transportation, and parks and recreation.

Cheyenne LEADS (Cheyenne-Laramie County Corporation for Economic Development) is a private, not-for-profit organization promoting economic development for both the city and the county. The organization is responsible for much of the most recent development activity, including the construction of Cheyenne Business Parkway and North Range Business Park and continual recruitment efforts to draw new or expansion businesses to these facilities. In 2006, the Nanomaterials Discovery Corporation announced plans to build a specialized laboratory and high-tech office spaces at the Cheyenne Business Parkway. In 2007 WalMart celebrated the grand opening of its new distribution center at North Ridge. The same year, the National Center for Atmospheric Research announced plans to build a new supercomputing facility at North Range and Allstate Insurance Company announced plans to establish a claim services call center in Cheyenne. VAE Nortrak North America Inc. purchased a property adjacent to their existing manufacturing facility on Pacific Avenue in order to expand production of pre-stressed concrete switch ties.

Economic Development Information: Cheyenne LEADS, 1 Depot Square, 121 W. 15th Street, Suite 304, Cheyenne, WY 82001; telephone (307)638-6000; toll-free (800)255-0742; www.cheyenneleads.org

Commercial Shipping

With access to two railroads, to interstate freeways, and to commercial air service, the city is a vital transportation center for the state of Wyoming. Great Lakes Airlines routes light cargo through Cheyenne Regional Airport. Union Pacific and Burlington Northern Santa Fe provide daily freight transportation and a variety of motor freight carriers move goods through facilities in Cheyenne and onto interstates 80 and 25.

Labor Force and Employment Outlook

Cheyenne's labor force is described as available, educated, and productive. The civilian labor force numbered 42,100 in August 2007; there were 1,400 workers unemployed, for an unemployment rate of 3.4 percent, compared with 4.6 percent nationwide for that month.

Although the local unemployment rate is low, a recent study conducted by PathFinders Resources found there are about 12,300 underemployed workers in Laramie and Goshen counties in Wyoming and portions of nearby Larimer and Weld counties in Colorado.

Wyoming residents gain from the state's lenient tax structure, including no personal income tax, capital gains tax, and corporate income taxes. The state does not levy estate tax beyond the federal pick-up level, nor does it levy an electric utilities tax. Low health insurance rates are also in effect.

The following is a summary of data regarding the Cheyenne metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 42,800

Number of workers employed in . . .

- construction and mining: 3,300
- manufacturing: 1,600
- trade, transportation and utilities: 9,200
- information: 1,000
- financial activities: 2,000
- professional and business services: 3,300
- educational and health services: 3,400
- leisure and hospitality: 4,400
- other services: 1,700
- government: 12,800

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.9% (June 2007)

<i>Largest employers (2005)</i>	<i>Number of employees</i>
F.E. Warren U.S. Air Force Base	4,190
State of Wyoming	3,574
U.S. Government	1,811
Laramie County School District No. 1	1,794
Cheyenne Regional Medical Center (formerly United Medical Center)	992
Union Pacific Railroad	700

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$331,600

2007 (1st quarter) ACCRA Cost of Living Index: 101.9

State income tax rate: None

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: 77.31 mills on 9.5% of residential market value (2004)

Economic Information: Greater Cheyenne Chamber of Commerce, One Depot Square, 121 W. 15th Street, Suite 204, Cheyenne, WY 82001; telephone (307)638-3388; fax (307)778-1407. Laramie County Community College, Center for Economic and Business Data, 1400 E. College Drive, Cheyenne, WY 82007; telephone (307)778-5222

■ Education and Research

Elementary and Secondary Schools

Public elementary and secondary schools in Cheyenne are part of Laramie County School District #1 (LCSD1). The district, the largest in the state, is administered by a seven-member Board of Trustees and a superintendent. The Cheyenne Schools Foundation works "to engage community interest and support for enhanced academic, personal, and vocational opportunities for LCSD1 students beyond the capacity of the local school district budget." The Foundation also provides grants to benefit district and school-wide projects as well as teachers for classroom projects that address student needs.

Among the special programs offered by the school district is a magnet school for high-potential elementary students. Eighty percent of elementary and secondary students are involved in one or more extracurricular activities, which include music, sports, clubs, and after-school projects. The Community Based Occupational Education (CBOE) program at Triumph High School is an alternative education program that helps students meet the academic standards for the State of Wyoming and LCSD1 as well as gain employable business skills for the future.

The following is a summary of data regarding the Laramie County School District #1 as of the 2005–2006 school year.

Total enrollment: 13,954

Number of facilities

- elementary schools: 26
- junior high/middle schools: 3
- senior high schools: 4
- other: 0

Student/teacher ratio: 13.6:1

Teacher salaries (2005–06)

elementary median: \$26,450–40,455 (all levels)
 junior high/middle median: Not available
 secondary median: Not available

Funding per pupil: \$8,150

There are a few private schools located in Cheyenne, primarily affiliated with Christian churches.

Public Schools Information: Laramie County School District No. 1, 2810 House Avenue, Cheyenne, WY 82001; telephone (307)771-2100; www.laramie1.org

Colleges and Universities

Laramie County Community College (LCCC), which provides a two-year curriculum, is based in Cheyenne. The college offers associate's degrees in 72 academic programs and 15 certificate programs. Enrollment is about 3,500 full-time students per year. The Adult Career Education Center at LCCC offers basic adult education and English as a second language programs.

The University of Wyoming is the state's only public provider of baccalaureate and graduate education, research, and outreach services. The main campus at Laramie is less than 45 miles west of Cheyenne. Popular majors there are elementary and secondary education and social work. The UW Family Medicine Residency Program is based in Cheyenne at the Cheyenne Regional Medical Center.

The Cheyenne Campus of Embry-Riddle Aeronautical University is located at the F.E. Warren Air Force Base. Students there may achieve a bachelor's degree in professional aeronautics or technical management, a master's degree in aeronautical science and management, or a certificate in security and intelligence. Warren AFB is also the site for the Cheyenne Campus of Park University.

Libraries and Research Centers

The Laramie County Library System, established in 1886, is the oldest continually operating county library system in the country. In addition to its main library in Cheyenne, the Laramie County Library System operates two branches and a bookmobile serving the rural eastern portion of the county. Its holdings include over 275,000 volumes as well as periodical titles, microfiche, maps, CDs, videos, DVDs, and music CDs. The library also offers Internet connectivity, books-on-tape, video games, and art reproductions. Special collections are the Carpenter Collection of Western Americana and material on the elk of North America. The library's genealogy collection includes extensive materials that are part of a joint collection with the Family History Library of the Church of Jesus Christ of Latter Day Saints.

The Wyoming State Library is also located in Cheyenne. It contains more than 130,000 volumes and is a federal, state, and regional document depository. It is

also the site of the Wyoming Patent and Trademark Depository Library. The Wyoming Center for the Book, established in 1995, operates as a program within the Wyoming State Library. A state affiliate of the Library of Congress Center for the Book, it "promotes the values of a literate and learned society through a variety of programs including a database of Wyoming writers and literary guide." The Ludden Library at Laramie County Community College has over 55,000 books and a continually growing collection of e-books.

The University of Wyoming-Laramie conducts research activities in dozens of disciplines, such as education; biological, physical, and social sciences; business and economics; mathematics; and politics and government in Wyoming. At the university's Archaeological Dig Site in Pine Bluffs, researchers extract relics and prehistoric artifacts dating back 8,000 years.

Public Library Information: Laramie County Library System, 2200 Pioneer Avenue, Cheyenne, WY 82001; telephone (307)634-3561; www.lclsonline.org

■ Health Care

The Cheyenne Regional Medical Center (CRMC) is a nonprofit county hospital system. The two main facilities, CRMC West and CRMC East, have a combined total of 218-beds. CRMC West contains a Level II Trauma Center, the Regional Cardiac Care Center, inpatient and outpatient surgery units, the Regional Cancer Treatment Center, a birthing center with a Level II neonatal intensive care unit, the Women's Imaging Center, physical therapy services, and a radiology department. CRMC East contains the Behavioral Health Services, a transitional care unit, home care and hospice services, the Rehabilitation Center, the Sleep Disorders Lab, and Home Away From Home, a nine-room facility to house out-of-town family guests. CRMC Health and Fitness Center offers physical and occupational therapy, sports medicine services, cardiac and pulmonary rehabilitation programs, as well as a full-service fitness center.

The Cheyenne Veteran's Administration Hospital provides medical care to military personnel and their families and to veterans. Facilities at the F.E. Warren U.S. Air Force Base provide medical and dental care for military personnel and their families.

■ Recreation**Sightseeing**

Cheyenne features several sites that recall the city's past. The Tivoli Building, which houses the Chamber of Commerce, was completed in 1892. It is among the best examples of Victorian architecture in the Rocky Mountain region. The former Union Pacific Depot is an equally

fine example of Romanesque architecture. Located on Capitol Avenue, the Wyoming State Capitol building contains historic photographs and a display of native wildlife; near the Capitol is a statue of Esther Hobart Morris, a pioneer in the women's suffrage movement. A guided walking tour of historic Cheyenne is available.

The French Merci Train was sent to the American people by French citizens in 1946 as a "thank-you" for the Friendship Train that carried food from America to France during World War II. The Big Boy steam engine—"Old Number 4004"—is the world's largest steam locomotive and was retired from the Union Pacific Railroad in 1956. F. E. Warren U.S. Air Force Base houses intercontinental ballistic missiles; free tours are conducted.

Recalling the days of cattle barons, the Wyoming Hereford Ranch east of Cheyenne was established in 1883; still in operation and producing Hereford cattle, it is the oldest continuous registered livestock operation in the county. The ranch hosts visitors and community events. Terry Bison Ranch is a working guest ranch that offers chuckwagon dinners, trout fishing, and horse-drawn wagon tours into a bison herd.

The Cheyenne Botanic Gardens in Lions Park, open 365 days a year, is a public botanical garden as well as a municipal nursery and community garden. Their conservatory is entirely solar heated; 50 percent of the garden's electricity is also solar-generated. Displays include rose, cacti, and herbs, and plants native to the area.

Other points of interest are historic Lakeview Cemetery and the Wyoming Game & Fish Visitors Center, featuring wildlife exhibits ranging from grizzly bears to big horn sheep.

Arts and Culture

Cheyenne supports an active cultural community. The Civic Center is the site of performances by Broadway touring companies, major symphony orchestras, and popular entertainers. Residents also enjoy concerts by the Cheyenne Symphony Orchestra at the Civic Center from September through May and occasionally in the summer. The Cheyenne Little Theatre stages plays with local directors and actors at its own playhouse; in the summer it stages melodramas at the historic Atlas Theatre. The Cheyenne All-City Children's Choir highlights the talents of children in grades four through eight, offering performances at the Laramie County School District Auditorium.

Several museums are located in Cheyenne. The Wyoming State Museum displays western memorabilia and chronicles the history of Wyoming. The Wyoming Arts Council Gallery displays the works of Wyoming artists. The Nelson Museum of the West houses cowboy and Indian collectibles and wildlife trophies from around the world. The Governors' Mansion, a state historic site and an example of colonial-revival architecture, was home

to the state's governors from 1905 to 1976; guided tours are available. At the Cheyenne Frontier Days Old West Museum, highlights include Oglala Sioux artifacts, a Union Pacific railroad exhibit, and a collection of horse-drawn vehicles.

For a unique tour of public art, maps are available to the Depot Visitor's Center to show the locations of the Cheyenne Big Boots. These eight-foot-tall cowboy boots have been decorated by local artists to reflect local and state history.

Local art galleries include the Painted Pony Gallery at Wyoming Home, the Wild Goose Gallery, and Manitou Galleries.

Arts and Culture Information: Wyoming Arts Council, 2320 Capitol Ave., Cheyenne, WY 82002; telephone (307)777-7742; <http://wyoarts.state.wy.us>

Festivals and Holidays

The foremost event in the Cheyenne area is Cheyenne Frontier Days. Taking place during the last full week in July, it is billed as the world's largest outdoor rodeo. Frontier Days features daily rodeos, concerts, parades, pancake breakfasts, Native American dances, shootouts, and a carnival. The festivities attract hundreds of thousands of people. Running concurrently is the annual Western Art Show at the Old West Museum in Frontier Park. In June and July Cheyenne Gunslinger Gunfights are enacted. In August Cheyenne hosts the Laramie County Fair. Oktoberfest is held in the fall. Highlights of the Christmas season are the Christmas parade, craft show, and concert, held at the end of November. An annual Festival of Trees event is sponsored as a fundraiser for the MentorAbility Program, a local group benefiting citizens with disabilities.

Sports for the Spectator

There are no major league professional sports teams in Wyoming. Cheyenne is home of the oldest rodeo event in the world, celebrated as part of the Cheyenne Frontier Days in July. Other rodeos are presented in the city throughout the year. The Wyoming State Open Golf Tournament is held at the Airport Golf Club, and Holiday Park in Cheyenne is host to the Wyoming Governor's Cup Tennis Tournament. The city is also the site of state youth baseball and softball tournaments.

Sports for the Participant

Cheyenne maintains 17 city parks which cover more than 600 acres, plus 15 miles of the Cheyenne Greenway Trail. Lion's Park features a special physical fitness course with activities at all levels of physical ability. The city maintains 23 baseball and softball fields, 13 soccer fields, 12 tennis courts, 2 golf courses, and 2 public swimming pools. A Spray Park is located at Lion's Park. Sloans Lake offers swimming, paddleboats, kayaks, and canoes. Curt Gowdy

State Park is located 25 miles outside of the city, while the Vedauwoo and Happy Jack recreational areas are approximately 30 miles away. Facilities for such sports as hunting, fishing, boating, camping, trap-shooting, snowmobiling, polo, tennis, and waterskiing are available.

Shopping and Dining

Shopping in downtown Cheyenne is enhanced by a sense of tradition; among the wide selection of stores, shops, and boutiques are several that have been in the city for many years. Nine shopping areas are located throughout the city. Frontier Mall features national retailers such as JCPenney, Bath and Body Works, American Eagle, and Dillard's, but also has local and regional stores such as Coral West Ranchwear and All Wild and Western. Visitors wanting to find a wide selection of Western clothing can visit Wrangler on Capitol Avenue. Cheyenne Farmer's Market, open half-days from August to October, sells fresh fruits, vegetables, and more.

Cheyenne offers a range of dining experience from traditional Southwestern specialties to Continental and ethnic cuisine such as Italian, Greek, Chinese, and Japanese. There are a large number of local Mexican restaurants. The Cheyenne Club frequently offers live country entertainment and the Outlaw Saloon has live country music seven nights a week. Numerous fast-food restaurants are also located in Cheyenne.

Visitor Information: Cheyenne Area Convention and Visitors Bureau, One Depot Square, 121 W. 15th Street, Suite 202, Cheyenne WY 82001; telephone (307) 778-3133; toll-free (800)426-5009; fax (307)778-3190; www.cheyenne.org. Wyoming Travel and Tourism, I-25 and College Drive, Cheyenne, WY 82002; toll-free (800) 225-5996; www.wyomingtourism.org

Convention Facilities

Little America Hotel and Resort offers a 10,360-square-foot meeting room at a facility that also includes 188 guest rooms and a nine-hole golf course. The Best Western Hitching Post Inn has 14,000 square feet of meeting space that can be divided into 10 smaller rooms. The Holiday Inn has 18,000 square feet of banquet and exhibition space. About 9,000 square feet of conference space is available at the Historic Plains Hotel. Other event and meeting venues include the Cheyenne Frontier Days Arena and Exhibit Hall, the City of Cheyenne-Kiwanis Community House, the Cheyenne Civic Center, Terry Bison Ranch, and Taco John's Event Center.

Convention Information: Cheyenne Area Convention and Visitors Bureau, One Depot Square, 121 W. 15th Street, Suite 202, Cheyenne WY 82001; telephone (307)778-3133; toll-free (800)426-5009; fax (307)778-3190; www.cheyenne.org

Transportation

Approaching the City

The major routes into Cheyenne are Interstate 25, which runs north and south; the east-west I-80; and U.S. 30, which bisects the city southwest to east. Highway 85 provides access from the northeast and southeast.

Great Lakes Airlines, operated out of Cheyenne Regional Airport, operates daily shuttle flights to Denver International Airport. From there travelers may connect to flights around the world. Shamrock Express offers shuttle service from the Denver Airport to Cheyenne. Casino Express operates monthly gambling excursion flights to Elko, Nevada. Greyhound bus service is available into the city. Thruway bus service is provided by Amtrak as well. Powder River Coach offers bus service from Cheyenne to Denver with stops at Fort Collins, Greeley, Longmont, and Boulder. Service from Cheyenne to Gillette includes stops at Douglas and Wheatland.

Traveling in the City

The Cheyenne Transit Program is Cheyenne's city-operated bus system. It serves Cheyenne and surrounding areas with six routes. The Cheyenne Street Railway Trolley takes visitors through the downtown and historic districts and to the air force base from mid-May through mid-September. Occasionally the governor will greet riders as they pass his residence.

Communications

Newspapers and Magazines

Cheyenne's daily newspaper is the *Wyoming Tribune-Eagle*, which has a circulation of about 16,500 daily and 18,500 on Sunday. With headquarters in Cheyenne, the paper is distributed throughout southeast Wyoming and into western Nebraska. *Warren Sentinel* is a weekly paper published by News Media Corporation for F.E. Warren Air Force Base. Also published in Cheyenne is *Wyoming Wildlife*, a Wyoming Fish and Game Department magazine on hunting, fishing, and environmental issues.

Television and Radio

One television station affiliated with a major network broadcasts from Cheyenne. The city also receives four stations from Denver and Casper; cable is available. The area is served by 13 AM and FM radio stations that feature news and information, music, and special programming.

Media Information: *Wyoming Tribune-Eagle*, 702 West Lincolnway, Cheyenne, WY 82001; telephone (307)634-3361; www.wyomingnews.com

Cheyenne Online

Cheyenne Area Convention and Visitors Bureau.
Available www.cheyenne.org
City of Cheyenne. Available www.cheyennecity.org
Greater Cheyenne Chamber of Commerce. Available
www.cheyennechamber.org
Laramie County School District. Available www.laramiel.org
Wyoming Tribune-Eagle. Available www.wyomingnews.com

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O'Neal, Bill, *Cheyenne: A Biography of the Magic City of the Old West* (Austin, TX: Eakin Press, 2006)

Cities of the United States

SIXTH EDITION

VOLUME 3

THE MIDWEST





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The State in Brief

Nickname: Prairie State

Motto: State sovereignty—national union

Flower: Native violet

Bird: Cardinal

Area: 57,914 square miles (2000; U.S. rank 25th)

Elevation: Ranges from 279 feet to 1,235 feet above sea level

Climate: Temperate, with hot summers and cold, snowy winters

Admitted to Union: December 3, 1818

Capital: Springfield

Head Official: Governor Rod R. Blagojevich (D) (until 2010)

Population

1980: 11,427,000

1990: 11,543,000

2000: 12,419,647

2006 estimate: 12,831,970

Percent change, 1990–2000: 8.6%

U.S. rank in 2006: 5th

Percent of residents born in state: 66.86% (2006)

Density: 229.6 people per square mile (2006)

2006 FBI Crime Index Total: 456,976

Racial and Ethnic Characteristics (2006)

White: 9,074,653

Black or African American: 1,898,346

American Indian and Alaska Native: 23,310

Asian: 536,992

Native Hawaiian and Pacific Islander: 3,201

Hispanic or Latino (may be of any race):
1,888,439

Other: 1,095,611

Age Characteristics (2006)

Population under 5 years old: 889,338

Population 5 to 19 years old: 2,711,265

Percent of population 65 years and over: 11.9%

Median age: 35.7

Vital Statistics

Total number of births (2006): 178,985

Total number of deaths (2006): 105,407

AIDS cases reported through 2005: 32,595

Economy

Major industries: Manufacturing; mining; agriculture; oil; trade; finance, insurance, and real estate; services

Unemployment rate (2006): 7.2%

Per capita income (2006): \$26,514

Median household income (2006): \$52,006

Percentage of persons below poverty level (2006): 12.3%

Income tax rate: 3.0%

Sales tax rate: 6.25%



Aurora

■ The City in Brief

Founded: 1834 (incorporated 1845)

Head Official: Mayor Tom Wesiner (D) (since 2005)

City Population

1980: 81,293

1990: 100,279

2000: 142,990

2006 estimate: 170,617

Percent change, 1990–2000: 42.6%

U.S. rank in 1980: Not available

U.S. rank in 1990: 201st (State rank: 3rd)

U.S. rank in 2000: 147th (State rank: 3rd)

Metropolitan Area Population

1980: 7,937,000

1990: 8,066,000

2000: 9,157,540

2006 estimate: Not available

Percent change, 1990–2000: 11.1%

U.S. rank in 1980: Not available

U.S. rank in 1990: 3rd

U.S. rank in 2000: 3rd

Area: 38.5 square miles (2000)

Elevation: Average 676 feet above sea level

Average Annual Temperature: 47.9° F

Average Annual Precipitation: 38.4 inches

Major Economic Sectors: Manufacturing, retail, entertainment

Unemployment Rate: 3.9% (June 2007)

Per Capita Income: \$23,454 (2005)

2005 FBI Crime Index Property: 4,832

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: Aurora University, Waubesa Community College

Daily Newspaper: *The Beacon News*

■ Introduction

About 35 miles west of Chicago, Aurora is the largest city in the Fox River Valley. Aurora developed as an independent city and still sees itself as such, but suburban sprawl has reached westwards from Chicago and Aurora is now considered part of the broader “Chicagoland” area. While residents escape the rush and the housing prices of nearby Chicago, they’re also finding Aurora has much to offer in terms of economical advantages, education, recreation, and overall quality of life—all the while still being close enough to a major city for a day trip or workday commute.

■ Geography and Climate

Aurora is located in northeastern Illinois, straddling both the east and west sides of the Fox River. The Fox River Valley runs fairly north-south around the river. The area is part of the Great Lakes Plains, which are mainly flat except for some small hills in the west near the start of the Till Plains, the flat fertile area covering most of the state. Aurora is situated far enough away from Lake Michigan to not receive any lake effect snow, but still averages about 38 inches of snow a year, with January being the snowiest month. Temperatures in the summer months average in the low 80s, with about 4 inches of rainfall per month.

Area: 38.5 square miles (2000)

Elevation: Average 676 feet above sea level

Average Temperature: 47.9° F

Average Annual Precipitation: 38.4 inches

■ History

Originally, Aurora was home to a village of 500 Potawatomi Native Americans who traded peacefully with white settlers in the area. In 1834 Joseph and Samuel McCarty came west from New York to look for a site to build a sawmill and found the Fox River. An island at a bend in the river provided a great location to establish mills and factories where water power could be harnessed. At first there were two separate settlements on either side of the river, but they merged in 1857 to form the town of Aurora. Aurora quickly developed into a manufacturing town, first known for textiles and later for heavy machinery, foundries, and machine shops. The Chicago, Burlington & Quincy Railroad extended its line to Aurora in 1849. Soon after, the railroad became the area's largest employer, locating its repair and railcar construction shops there. The repair shop necessitated the building of a roundhouse, the largest stone roundhouse constructed in the country. The railroad was the largest employer until the 1960s.

Socially the town was very progressive from the start. The first free public school district in Illinois was started in Aurora in 1851. The town experienced an influx of European immigrants in the latter half of the nineteenth century, drawn by its industrial jobs. Abolitionist organizations appeared in Aurora before the start of the Civil War, and out of 20 congregations in 1887, two African American churches thrived. By 1870, the city had more than 10,000 residents, and by 1890 there were approximately 20,000 residents—a testament to the city's industrial development.

In 1881 Aurora was the first town in Illinois to light its streets with electric lights, which gave the city its nickname, "The City of Lights." On May 26, 1909, one of the strongest earthquakes to hit Illinois knocked over chimneys in Aurora and was felt over 500,000 square miles. In the 1910s, Aurora was home for a time to six different automobile companies, all of which were eventually unsuccessful.

Aurora continued to be a manufacturing powerhouse through both world wars and the Great Depression. The railroad shops, which once employed 2,500 and covered 70 acres, closed in 1974, and all but three of the buildings were demolished. In the 1980s many factories started to close, and unemployment jumped to more than 15 percent. Aurora responded to this by welcoming a riverboat casino to its downtown, developing the area around the casino, developing nearby residential

communities, and, most importantly, creating multiple business parks on the outer edges of the city.

Today Aurora is enjoying a population resurgence, having increased more than 40 percent between 1990 and 2000. Businesses continue to move and expand into the area. As real estate prices go up in Chicagoland, the Fox Valley is being seen as a market waiting to be tapped, and more and more Chicago workers are finding homes in Aurora.

Historical Information: Aurora Historical Society, PO Box 905, Aurora, IL 60507; telephone (630)906-0650; www.aurorahistoricalsociety.org

■ Population Profile

Metropolitan Area Residents

1980: 7,937,000
1990: 8,066,000
2000: 9,157,540
2006 estimate: Not available
Percent change, 1990–2000: 11.1%
U.S. rank in 1980: Not available
U.S. rank in 1990: 3rd
U.S. rank in 2000: 3rd

City Residents

1980: 81,293
1990: 100,279
2000: 142,990
2006 estimate: 170,617
Percent change, 1990–2000: 42.6%
U.S. rank in 1980: Not available
U.S. rank in 1990: 201st (State rank: 3rd)
U.S. rank in 2000: 147th (State rank: 3rd)

Density: 3,711.5 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 122,200
Black: 17,465
American Indian and Alaska Native: 0
Asian: 10,945
Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 67,715
Other: 16,921

Percent of residents born in state: 56.0% (2000)

Age characteristics (2005)

Population under 5 years old: 18,529
Population 5 to 9 years old: 15,107
Population 10 to 14 years old: 12,228
Population 15 to 19 years old: 10,960
Population 20 to 24 years old: 13,120



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Population 25 to 34 years old: 32,654
 Population 35 to 44 years old: 29,410
 Population 45 to 54 years old: 18,295
 Population 55 to 59 years old: 6,623
 Population 60 to 64 years old: 4,043
 Population 65 to 74 years old: 5,965
 Population 75 to 84 years old: 2,734
 Population 85 years and older: 822
 Median age: 29.5 years

Births (2006, MSA)

Total number: 37,672

Deaths (2006, MSA)

Total number: 14,824

Money income (2005)

Per capita income: \$23,454
 Median household income: \$55,950
 Total households: 54,416

Number of households with income of ...

less than \$10,000: 3,259
 \$10,000 to \$14,999: 1,900
 \$15,000 to \$24,999: 4,637

\$25,000 to \$34,999: 5,178
 \$35,000 to \$49,999: 8,953
 \$50,000 to \$74,999: 11,081
 \$75,000 to \$99,999: 9,505
 \$100,000 to \$149,999: 6,953
 \$150,000 to \$199,999: 1,571
 \$200,000 or more: 1,379

Percent of families below poverty level: 9.9% (2005)

2005 FBI Crime Index Property: 4,832

2005 FBI Crime Index Violent: Not available

■ **Municipal Government**

Aurora has a mayor-council form of government. The mayor is elected at large every four years and maintains a full-time position. Of the 12 aldermen composing the council, 10 are elected from each of the 10 wards, with 2 elected city-wide as aldermen-at-large. Aldermen are elected for four-year terms, with half the council running for office on odd-numbered years. The position of alderman is part-time. The council has four standing committees: planning and

development; finance; government operations; and buildings, grounds, and infrastructure.

Head Official: Mayor Tom Wesiner (D) (since 2005; current term expires 2009)

Total Number of City Employees: 1,280 (2007)

City Information: City of Aurora, City Hall, 44 East Downer Place, Aurora, IL 60507; telephone (630)264-4636; www.aurora-il.org

■ Economy

Major Industries and Commercial Activity

Heavy industry helped build Aurora, with the Fox River being used for power to run saw and textile mills. As the Industrial Revolution progressed and the railroad came to town, Aurora became a manufacturer of railroad cars, including some of the first dining cars built in the United States. While manufacturing has declined somewhat in the past decades, it is still an important sector of the economy. In 2007 Caterpillar Inc., one of the nation's largest construction machinery designers and manufacturers, was one of the area's largest employers.

Service industries have gained important roles in the local economy. Educational services offer a large number of jobs through six area public school districts, Aurora University, and Waubensee Community College. Health care and social assistance services are also solid contributors to the economy, with Rush-Copley Medical Center, Provena Mercy Medical Center, and Dryer Medical Clinics being major employers.

Financial and insurance services are beginning to expand into the area, with local major employers being Farmer's Insurance Group, Metlife, Hartford Financial Services, and Old Second National Bank.

Items and goods produced: construction machinery, steel products, fabricated metals, tools, office and retail shelving, valves, electronics, health and beauty products

Incentive Programs—New and Existing Companies

Local programs: The Aurora Economic Development Commission (AEDC) was created in 1981 to attract and keep companies in Aurora and the Fox River Valley. It offers a number of services to businesses such as training and education, permit reviews, planning, financing, utilities and infrastructure. Aurora Downtown is an organization created to facilitate projects in the Special Service Tax Area in order to improve and develop the historic downtown area.

The City of Aurora, through Aurora Downtown, provides grants for exterior restoration to renew original architectural features, and interior rehabilitation for HVAC, plumbing, structural and electrical work in the historic downtown area. The AEDC, with Waubensee Community College, has a Small Business Center to help companies with business financing and preparation of business plans. AEDC helps businesses secure financing with tax exempt Industrial Revenue Bonds for qualified applicants.

In 1977 the Illinois legislature adopted the Tax Increment Allocation Redevelopment Act to provide municipalities with a unique tool to finance and stimulate urban redevelopment. Through the use of Tax Increment Financing (TIF), cities can stimulate private investment by offering incentives to attract and retain businesses, improve their community areas, and maintain a well-educated and highly trained labor force. The City of Aurora has several TIF districts.

State programs: The Illinois Development Finance Authority's mission is to issue taxable and tax-exempt bonds and make loans for businesses and non-profit groups in Illinois. They have bond and loan programs for industry and small businesses, as well as for agriculture, health care, education and local governments. The Illinois State Treasurer's Office has many economic programs for businesses, such as below-rate business loans under the Economic Recovery program, low cost financing for development of tourist and historic building restoration through the Experience Illinois Program, and the State Treasurer's Economic Program (STEP). STEP and STEP Small Business provide loans to bring in or expand businesses, and create and retain jobs. The Economic Development for Growing Economy Tax Credit Program (EDGE) is a statewide program to benefit companies that relocate or expand operations within the state. Qualifying companies must make an investment of at least \$5 million in capital improvements and create a minimum of 25 new full-time jobs in the state. Companies with 100 or fewer employees must make a capital investment of \$1 million and create at least five full-time jobs to qualify. The High Impact Business program is designed to encourage large-scale economic development initiatives. Business projects that involve at least \$12 million in investments and the creation of 500 full-time jobs may qualify for investment tax credits and state sales tax exemptions on building materials, utilities, and the purchase, repair, or replacement of manufacturing equipment. Other state sponsored tax credits include a Research and Development Tax Credit of 6.5 percent and a Manufacturer's Purchase Credit of 6.25 percent for qualified businesses. A number of loan programs are available.

Job training programs: The Aurora Economic Development Commission brings together prospective employers and job training providers through Waubensee

Community College and the College of Du Page. Grants are available for assistance with employee training through AEDC. Waubensee has many programs in manufacturing and technical skills, computer skills, management training, and health and safety issues. The college also works with the Department of Labor's Bureau of Apprenticeship Training (BAT) to create apprenticeship programs with companies and organizations around the area. The Illinois Department of Employment Security and the Bureau of Workforce Development combine federal and state money to help with job seekers' training, job search and placement services, and development of core job skills.

Development Projects

More than 3.2 million square feet of commercial and industrial space was developed and \$290 million spent in new city investments in 2004. In that year, Chicago Premium Outlets opened, a shopping center with 120 outlet stores that added approximately 1,000 jobs to the community. Aurora University began a five-year, \$50 million plan of new construction and renovation on its campus. Hyundai Motor America expanded its operations in Aurora by opening a \$17 million office and parts distribution center. A multiple-year project during the mid-2000s is a plan to upgrade Aurora Airport by building 120 new hangars, spending \$7.2 million on refurbishing its runway, and building a new \$3.2 million taxiway for the secondary runway.

In 2005 Provena Mercy Medical Center added a 100,000-square-foot Surgery Center to its campus. The \$33 million addition was the largest project in the almost 100-year history of the hospital. In 2006 Waubensee Community College received a \$35,300 innovative technology grant from the state to open a Community Technology Center designed to provide computer training skills for Aurora citizens and students. In 2007 the City of Aurora was certified as the first River Edge Redevelopment Zone in the state. The River Edge Redevelopment Initiative is a pilot program designed to offer incentives and assistance in revitalizing riverfront areas. The Aurora River Edge Redevelopment zone includes former industrial lands along the east and west riverfronts. Developers and businesses working within the zone are eligible for a variety of tax exemptions and credits. Also in 2007 the city received a \$27,000 Recycling Expansion and Modernization Program grant from the state to develop and implement a total waste management plan for the riverfront area.

Economic Development Information: Aurora Economic Development Commission, 43 West Galena Blvd., Aurora, IL 60506; telephone (630)897-5500; www.aurora-il.org/aedc. Downtown Aurora, One South Broadway, Aurora, IL 60505; telephone (630)844-3670; www.auroradowntown.org. Kane County Board, 719

Batavia Avenue Building A, Geneva, IL 60134; telephone (630)232-5930; www.countyofkane.org.

Commercial Shipping

Created as a railroad town, Aurora is still traversed by the Burlington Northern Santa Fe and the Elgin, Joliet & Eastern railroads, which connect to the nation's largest train gateway, Chicago. Both railroads support industrial development departments. For air freight, Chicago's O'Hare and Midway airports are major cargo hubs, with national and international routes. O'Hare International Airport, about 35 miles away from Aurora, hosts 23 cargo carriers serving over 210 global destinations. O'Hare is one of the top ten busiest cargo-moving airports in North America. O'Hare is part of a designated Foreign Trade Zone and all major railroads provide service throughout the Chicago area.

There is one line-haul motor freight carrier with a terminal in Aurora and seven line-haul carriers providing daily service to the area, with one specializing in heavy machinery transport. I-88 runs close by. Other easily accessible interstates are I-55, 40, I-80, I-90, I-94, and I-355.

Labor Force and Employment Outlook

As Chicagoland expands its influence westward, the commuter rail link makes Aurora a viable destination for workers in Chicago to afford new and vintage homes and condominiums. As the population of the Fox Valley increases, Aurora's long history of development and fairly stable economy serves as an anchor for this growth, along with Naperville to the east. The basic employment trends for the city in the past decade have shown that manufacturing jobs are decreasing in number while service jobs, particularly in education, health care, and financial services, are increasing.

For the Chicago-Naperville-Joliet MSA, the top five occupations in 2007 were office and administrative support, sales, service, management, and professional occupations. Long-term employment projections for 2004-2014 predict a decline in manufacturing jobs. Professional and business services are projected to show the greatest increase in available jobs, followed by health care and social assistance, and educational services. The leisure and hospitality sectors are likely to show an increase as well.

The following is a summary of data regarding the Aurora City metropolitan area labor force, 2005 annual averages.

Size of nonagricultural labor force: 84,349

Number of workers employed in . . .

construction and mining: 6,212
 manufacturing: 13,953
 trade, transportation and utilities: 14,236

information: 2,535
 financial activities: 7,087
 professional and business services: 11,155
 educational and health services: 15,379
 leisure and hospitality: 7,331
 other services: 4,278
 government: 7,732

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.9% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Caterpillar Inc.	3,000
Farmers Insurance Group	1,700
Waubensee Community College	1,571
Aurora School District #129	1,500
Aurora School District #131	1,320
Rush-Copley Medical Center	1,300
City of Aurora	1,280
LTD Commodities	1,200
Provena Medical Center	1,200
Dreyer Medical Clinic	1,145
Fox Valley Park District	1,072
Hollywood Casino—Aurora	1,009

Cost of Living

Aurora’s cost of living, as well as its housing prices, are slightly below the national average. According to Coldwell Banker’s annual Home Price Comparison Index (HPCI), the median price for a 2,200-square-foot house with 4 bedrooms and 2.5 bathrooms in Aurora in 2005 was \$291,700.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 3.0% of Federal Adjusted Gross Income, with modifications

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 0.75%

Property tax rate: \$7.94 per \$100 assessed valuation (2002)

Economic Information: Illinois Department of Commerce and Economic Opportunity, 620 E. Adams, Springfield, IL 62701; telephone (217)782-7500; www.illinoisbiz.biz/dceo. Kane County Board, 719 Batavia Avenue Building A, Geneva, IL 60134; telephone (630) 232-5930; www.countyofkane.org

■ **Education and Research**

Elementary and Secondary Schools

There are six public school districts serving Aurora. The primary districts are the West Aurora District 129 (WAD), East Aurora District 131 (EAD), and Indian Prairie District 204 (IPD). Special education classes are offered in the WAD through the Hope D. Wall School in Aurora. Indian Plains High School, in the IPD, offers an alternative education program for high school seniors who have fallen behind in their graduation requirements. Aurora is also home to the Illinois Mathematics and Science Academy, a public residential high school for grades 10-12. It is internationally known as a school whose students reach the highest levels of achievement in the sciences, technology, and mathematics, by partnering with scientists at state research facilities.

The following is a summary of data regarding School District 129 as of the 2005–2006 school year.

Total enrollment: 12,500

Number of facilities

- elementary schools: 12
- junior high/middle schools: 4
- senior high schools: 1
- other: 2

Student/teacher ratio: 18.1:1

Teacher salaries (2005–06)

- elementary median: \$46,070
- junior high/middle median: \$47,040
- secondary median: \$47,990

Funding per pupil: \$6,385

There are also about 20 private and parochial schools in the city.

Public School Information: West Aurora School District 129, 80 S. River St., Aurora, IL 60506; telephone (630)301-5000; www.sd129.org. East Aurora District 131, McKnight Service Center, 417 Fifth Street, Aurora, IL 60505; telephone (630)299-5550; www.d131.kane.k12.il.us. Indian Prairie School District 204, Crouse Education Center, 780 Shoreline Drive, Aurora,

IL 60504; telephone (630)375-3000; <http://ipswdweb.ipso.org>

Colleges and Universities

Aurora University, with about 4,000 students, is a private, independent university that offers 40 undergraduate degrees, 8 master's degrees, and one doctorate (in education) through three colleges: the College of Arts and Science, the College of Education, and the College of Professional Studies. The university has an additional campus in Williams Bay, Wisconsin.

The Aurora campus of Waubesa Community College has two-year degree programs in areas such as communications, humanities, fine arts, health and life sciences, science and technology, social sciences, and business, intended for easy transfer to four-year schools. The college has certificate programs, continuing professional education classes, distance learning, and online courses available. Extension sites for Aurora University and Northern Illinois University are based on the Aurora campus. A number of vocational and workforce development programs are available at the college as well.

Chicago area colleges and universities include the University of Chicago, DePaul University, Loyola University Chicago, Saint Xavier University, the University of Illinois at Chicago, Northeastern Illinois University, the Illinois Institute of Technology, and Chicago State University.

Libraries and Research Centers

The Aurora Public Library has been in existence since 1881 and moved into its current residence in 1904. It was refurbished and expanded in 1969 and again in 1980. Beside the main branch, there is the Eola Road Branch on the east side of the city and the West Branch, both built in the 1990s. A bookmobile also serves the city. In 2002 a computer training facility was installed at the library. The library system offers genealogy research services and travel planning services for card holders.

The Charles B. Phillips Library at Aurora University has more than 99,000 books, 518 periodical subscriptions, a multitude of research materials (including full-text online journals) and access to dozens of databases. Aurora University is home to the Schingoethe Center for Native American Cultures, a museum and research center for studies into Native American cultural artifacts. Waubesa Community College has the Todd Library to help with its students' research needs.

The Institute for Collaboration at Aurora University serves as a resource for students and professionals in the fields of education, health and human services, and business and government. The Institute supports programs in collaborative leadership research.

There are two major national research centers in the area. The Argonne National Laboratory is run by the University of Chicago for the U.S. Department of

Energy. Its focus is on energy resources, high energy physics, materials sciences and nanotechnology, environmental management, and national security. The Fermi National Accelerator Laboratory is home to the country's largest particle accelerator and conducts research on energy and matter.

Public Library Information: Aurora Public Library, Main Library, 1 E. Benton Street, Aurora, IL 60505; telephone (630)264-4100; www.aurora.lib.il.us

■ Health Care

Aurora is home to two major hospitals: Provena Mercy Medical Center and Rush-Copley Medical Center. Provena, a 356-bed facility, has a family birthing center, an emergency medicine center, behavioral treatment, the area's first Diabetic Wellness Center, a sleep disorders clinic, and orthopedic services. Provena supports a Level II Trauma Center and a special Chest Pain Center as well. The Sister Rita Heart Center at Provena Mercy has a clinic, surgical suites, rehabilitation services, and a pediatric cardiology unit. The Provena Fox Knoll Retirement Community, Provena McAuley Manor (rehabilitation and long-term care), and Provena Home Care are all located in Aurora.

Rush-Copley Medical Center offers 150 private rooms on a 98-acre campus. Among Rush-Copley's special services are centers for cancer care, heart and vascular care, women's health, and neuroscience. Emergency services are provided in a Level II Trauma Center, with a special designation for pediatric emergency care. Rush-Copley sponsors HealthPlex, a 166,000-square-foot athletic and tennis club.

Dreyer Medical Clinics, owned by Advocate Health Care, provide doctors to communities throughout the Fox River Valley, including five clinics in Aurora.

■ Recreation

Sightseeing

Aurora is home to many historic buildings and residences. A self-guided walking tour of the architecture of the downtown area is available, with historic facts sent to your cell phone, at the Aurora Area Visitor and Convention Bureau. The Stolp Island National Register Historic District in the middle of the Fox River has buildings dating from the 1850s, and has many fine examples of architectural terra cotta. The William Tanner House, an Italianate mansion, is open for tours May through December and is part of the Aurora History Center. The Sri Venkateswara Swami Temple of Greater Chicago is a beautiful Hindu Temple blending ancient design and modern architectural technology. The oldest limestone railroad roundhouse in the country has been

restored and converted into Walter Payton's Roundhouse, a brew pub, museum, and live entertainment venue.

The Red Oak Nature Center, on the banks of the Fox River, is in North Aurora. It has many trails to explore, a cave (a rarity in Illinois), and a natural history museum, with an observation deck and picnic areas. The Phillips Park Zoo is free of charge and features animals from the Americas. The African American Heritage Museum and Black Veterans Archives has an amazing display of sculptures created by a self-taught artist, Dr. Charles Smith. Memorials and hundreds of figures from African American history are displayed outdoors in the yard of Dr. Smith's former home.

The riverboat Hollywood Casino Aurora has a 53,000-square-foot casino with more than a thousand slot machines and table games, three restaurants, and a theater with live entertainment.

Arts and Culture

The Art Deco Paramount Arts Centre originally opened in 1931 and was the first air-conditioned theater outside of Chicago. Magnificently restored in 1978, it now presents touring musicians, theatrical performances, improvisation, comedians, and a free film series in the summer. The Riverfront Playhouse has been producing plays since 1978, and also provides a theater series for children. The Borealis Theater Company is the professional theater in residence at Aurora University.

Music venues include Fermilab, which plays host to an eclectic range of concerts, and Walter Payton's Roundhouse, host to music and comedy performers. The Fox Valley Concert Band performs free in Aurora and surrounding communities year round. Aurora University has its Music by the Lake concert series in the summer months at the Allyn Pavilion for the Performing Arts.

The David L. Pierce Art and History Center has rotating art exhibits, as well as displays of military memorabilia from the Grand Army of the Republic. At Aurora University, the Downstairs Dunham Gallery features shows by students and local artists. Gallery 44 is a gallery for local artists showcasing many different media.

The museums and attractions of the Aurora area show great diversity in subject matter, ranging from cutting-edge science to appreciation for its prairie and frontier roots. Blackberry Farms Pioneer Village, run by the Fox Valley Park District, is a living history museum featuring the Farm Museum and its collection of nineteenth century farm implements, the Streets Museum with 11 turn-of-the-century stores, the Discovery Barn, a carousel, pony rides, and a miniature train. Pioneer craft demonstrations, a one-room schoolhouse, and buildings from the 1840s delight school groups and families May through October. The Aurora Historical Society has a collection of artifacts from Aurora's past, including three

mastodon skulls unearthed in the 1930s. The Aurora Regional Fire Museum has fire fighting vehicles dating back to 1850, along with thousands of photos and artifacts. The Schingoethe Center for Native American Cultures at Aurora University contains archaeological exhibits, examples of historical and contemporary Native American art, and a research library.

Sci-Tech Hands-On Museum has dozens of exhibits exploring electricity, magnetism, chemistry, life sciences, light, and physics, making scientific concepts understandable and fun for visitors. Traveling exhibits and an outdoor science park make the museum a destination for families, schools, and scouting groups. In nearby Batavia is the Fermi National Accelerator Laboratory (Fermilab), a high energy physics lab conducting research into the mysteries of matter and energy. Visitors are welcome for tours of the facility and to enjoy recreational and nature activities on its restored prairie land, including visiting the lab's own herd of bison. The Air Classics Museum of Aviation located at Aurora Municipal Airport has a collection of military jets, prop aircraft, and helicopters from World War II through the 1990s. Visitors are able to sit in some of the aircraft's cockpits and view aviation uniforms and memorabilia.

Festivals and Holidays

Aurora celebrates the cold winters every February during the Phillips Park Winterfest, with dog sled rides, ice carving, skating, sledding, snowshoeing, nature hikes, and a snowman building contest. Spring brings not only flowers, but myriad events to the Fox River Valley. The Fox River Valley Park District holds an Easter Egg Hunt in April at the Prisco Community Center. In May comes the Taste of Downtown Aurora, featuring booths from area restaurants; the North Aurora Pet Parade; the Memorial Day Parade; and the Aurora Pow-Wow, with dancing, crafts and food from many different Native American tribes. In summer time, Downtown Alive! events include themed dance parties and lunchtime concerts. Blues on the Fox in June is a festival that brings national blues acts to Aurora's downtown. Fourth of July celebrations include a parade, a concert, and fireworks. Also in July is Chase the Moon, a midnight bike ride looping from Aurora to Batavia; the Puerto Rican Cultural Festival; and the Kane County Fair. In August, Soul Fest, featuring home cooked food, games, music, and the Black Business Expo, comes to May Street Park. The Midwest Literary Festival is in September, as is the Fall Harvest Festival at Blackberry Farm's Pioneer Village, and the Downtown Arts Festival. A Veterans Day parade and ceremony runs through downtown Aurora in November. Holiday Magic at the end of November welcomes Santa and Mrs. Claus with the Parade of Lights, fireworks, and a tree lighting ceremony. Through December, the paths at Phillips Park Zoo are lit with holiday lights for strolling at night.

Sports for the Spectator

Since 1991, The Kane County Cougars baseball team has played in Philip B. Elfstrom Field in nearby Geneva, Illinois. Currently a class A affiliate of the Oakland Athletics, the Cougars are part of the Midwest League. Extremely popular in the area, they routinely have more than 500,000 attendees each season. Aurora's sports fans also root for teams in Chicago, like baseball's Cubs and White Sox, football's Bears, basketball's Bulls, hockey's Blackhawks and Wolves, arena football's Rush, and soccer's Fire. Aurora University Spartan athletics is a Division III program, with men's and women's teams in basketball, soccer, tennis, track and field, and men's baseball and football.

Sports for the Participant

Aurora's parks are run by the Fox Valley Park District, which has 110 parks in all the communities it serves. Eight parks are located directly in the city. The Eola Community Center and Fitness Club has gymnasiums, a track, dance studios, an indoor playground, baseball fields and two sand volleyball courts. The Prisco Community Center is in Aurora's McCullough Park and was renovated in 2003. The Vaughn Athletic Center features a huge field house for team sports, a 10,000-square-foot fitness center, nine tennis courts and two swimming pools. For bicyclists and runners, there are more than 30 miles on four paved trails, two of which run through Aurora. The Aurora Tennis Club is an indoor facility with year-round court times and lessons for kids and adults. The district runs two 18-hole golf courses, Fox Bend and Orchard Valley, which was rated four-stars by Golf Digest magazine. The Aurora City Golf Course, the Aurora Country Club, and six other courses are in the immediate vicinity. The Fox Valley Trail runs along the Fox River from Aurora north to Crystal Lake. The district runs Splash Country Water Park, containing a zero-depth pool, water slides, a kid's water play area, and a 1,100-foot-long lazy river. The Phillips Park Aquatic Center also offers several water slides, a zero-depth pool, and kid-friendly areas.

The Sport Zone Park is a multi-sport center for the whole family. Outdoors, it features mini-golf, batting cages, and a go-cart track. The main feature is its 72,000-square-foot dome, which is a driving range during the day and is converted to soccer, baseball, or softball fields in the evening. The Aurora Archery Range hosts the annual National Field Archery Association Tournament.

Shopping and Dining

Three large shopping centers are big draws to Aurora. The recently completed Chicago Premium Outlet center has 120 stores, including Ann Taylor, Brooks Brothers, Giorgio Armani, and Kate Spade, and offers discount shopping every day. Westfield Shoppingtown Fox Valley is anchored by four large department stores and has 180 other shops. Northgate Shopping Center has several big-

box retailers and other smaller stores. The Route 59 Corridor and the Randall/Orchard Road corridor are main shopping districts for Aurora, North Aurora, and Batavia. The Aurora Farmer's Market is held on Saturday mornings June through October and is one of several in surrounding communities.

Aurora has a wide variety of family, ethnic and fine dining choices. Steakhouses, Italian, Mexican, and Chinese restaurants abound. Notable is Savannah's Restaurant and Tea Room, at the Fox Valley Mall, featuring Southern cuisine and afternoon teas.

Visitor Information: Aurora Area Convention and Visitors Bureau, 43 W. Galena Blvd., Aurora, IL 60506; telephone (630)897-5581 or (800)477-4369; www.emjoyaurora.com. City of Aurora, Customer Service, 910B N. Farnsworth Ave., Aurora, IL 60505; telephone (630)264-4636; http://www.aurora-il.org

■ Convention Facilities

In nearby St. Charles, Illinois, the Pheasant Run Resort & Spa is the area's largest conference facility. With a 320-seat auditorium, 100,000 square feet of meeting space, four ballrooms, and a 38,000-square-foot Exposition Center, it can handle most types of functions. Accommodations and amenities include 473 rooms, an 18-hole golf course, a day spa, and live entertainment. The DuPage County Expo Center, also in St. Charles, has 25,000 square feet of column-free trade show space. The Hilton Garden Inn in St. Charles has 120 rooms and 26,000 square feet of meeting and conference space. The Kane County Fairgrounds are rentable for concerts, exhibitions, auctions, and trade shows.

Aurora has 10 hotels and motels for visitors staying in the city. The Comfort Suites City Center has 82 suites and 3 meeting rooms, and the adjacent Walter Payton's Roundhouse has banquet and catering facilities for up to 600. The Hampton Inn and Suites has a 5,000-square-foot conference and meeting center, and has a 6,000-square-foot indoor water park. The Fox Valley Park District also rents out their facilities and community centers. The Fox Valley Country Club in North Aurora has banquet and event space available.

Convention Information: Aurora Area Convention and Visitors Bureau, 43 W. Galena Blvd., Aurora, IL 60506; telephone (630)897-5581 or (800)477-4369; www.emjoyaurora.com

■ Transportation

Approaching the City

Aurora Municipal Airport serves private and corporate aircraft with about 450 flights daily. Helicopter services are also supported. Chicago's Midway and O'Hare

International airports are the major commercial airports of the area. O'Hare International Airport, about 35 miles away from Aurora, hosts 41 major domestic and international commercial carriers scheduling more than 880,000 flights annually. One of the busiest air facilities in the world, O'Hare accommodates more than 5.8 million passengers each month, with a total of over 76 million in 2006.

The primary interstate highway into the Aurora area is I-88, which runs east-west to the north of the city center. I-55 runs south and east of the city. U.S. routes 30 and 34 and state routes 59 and 47 also lead into the city. Amtrak provides service to Naperville (about eight miles away) and Plano (13 miles away). METRA, a commuter rail system, connects Aurora with Chicago and its suburbs. Greyhound provides long-distance bus service from a stop at the Aurora Transportation Center.

Traveling in the City

Aurora straddles the Fox River in a mainly north-south direction, with several bridges crossing it at intervals. Public transportation is handled by the PACE bus system, which operates 23 shuttle buses on 15 fixed routes in Aurora and surrounding communities. Paratransit service and Dial-A-Ride are available for the disabled and the elderly.

■ Communications

Newspapers and Magazines

The Beacon News is Aurora's daily newspaper, with a daily circulation of over 27,000. It is published by the Suburban Chicago Newspaper group of papers, owned by Sun-Times News Group.

Television and Radio

Aurora is home to Telefuture, a Spanish language UHF television station. Broadcasts from all major commercial networks and several independent and PBS stations in the Chicagoland area are received in Aurora. Four radio stations broadcast talk, rock, and Spanish language programming from the city and are supplemented by

broadcasts from Chicago and closer Kane and DuPage county stations.

Media Information: *The Beacon News* 101 South River Street, Aurora, Illinois 60506; telephone (630)844-5844; www.suburbanchicagonews.com/beaconnews

Aurora Online

Aurora Area Convention and Visitors Bureau.
Available www.enjoyaurora.com
Aurora Downtown. Available www.auroradowntown.org
Aurora Economic Development Commission.
Available www.aurora-il.org/aedc
Aurora Hispanic Chamber of Commerce. Available www.ahcc-il.com
Aurora Public Library. Available www.aurora.lib.il.us
Aurora University. Available www.aurora.edu
The Beacon News. Available www.suburbanchicagonews.com/beaconnews
City of Aurora Home Page. Available www.aurora-il.org
East Aurora School District. Available www.d131.kane.k12.il.us
Fox Valley Park District. Available www.foxvalleyparkdistrict.org
Greater Aurora Chamber of Commerce. Available www.aurorachamber.com
West Aurora School District. Available www.sd129.org

BIBLIOGRAPHY

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- Keiser, John H., *Building for the Centuries: Illinois, 1865 to 1898* (Chicago, IL: University of Illinois Press, 1997)



Chicago

■ The City in Brief

Founded: 1830 (incorporated 1837)

Head Official: Mayor Richard M. Daley (D) (since 1989)

City Population

1980: 3,005,000

1990: 2,783,726

2000: 2,896,016

2006 estimate: 2,833,321

Percent change, 1990–2000: 4%

U.S. rank in 1980: 2nd

U.S. rank in 1990: 3rd (State rank: 1st)

U.S. rank in 2000: 3rd (State rank: 1st)

Metropolitan Area Population

1980: 7,937,290

1990: 7,410,858 (PMSA)

2000: 8,272,768

2006 estimate: 9,505,748

Percent change, 1990–2000: 23.6%

U.S. rank in 1980: 3rd

U.S. rank in 1990: 3rd

U.S. rank in 2000: 3rd

Area: 228.4 square miles (2000)

Elevation: 578.5 feet above sea level

Average Annual Temperatures: January, 22.0° F; July, 73.3° F; annual average, 49.1° F

Average Annual Precipitation: 36.27 inches of rain; 38.5 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, manufacturing, government

Unemployment Rate: 5.5% (June 2007)

Per Capita Income: \$23,449 (2005)

2005 FBI Crime Index Property: 131,183

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: University of Chicago; University of Illinois at Chicago; DePaul University; Loyola University Chicago; Illinois Institute of Technology

Daily Newspaper: *Chicago Tribune*; *Chicago Sun-Times*

■ Introduction

Chicago, the seat of Illinois's Cook County and the third largest city in the country, is the focus of a consolidated metropolitan statistical area that covers the primary metropolitan statistical areas of Gary, Indiana; Kankakee, Illinois; and Kenosha, Wisconsin. "Brawling" was the word Carl Sandburg applied to Chicago in his poem about the city. No longer the "Hog Butcher for the World," at the dawn of the twenty-first century Chicago is still an enthusiastically combative city with a lively political life. A railroad hub in the latter half of the nineteenth century, when its population had already reached 300,000 people, Chicago became a major force in the nation's development. Today, it is a national transportation, industrial, telecommunications, and financial leader, as well as a city of great architectural significance, ethnic diversity, and cultural wealth. The only inland urban area to rank with major East and West Coast metropolises, Chicago has achieved international status through the quality of its cultural institutions and its position as a world financial center.

■ Geography and Climate

Chicago rests along the southwest shore of Lake Michigan and extends westward on an inland plain. The Chicago River, which cuts through downtown Chicago, once flowed into Lake Michigan. However, due to severe problems with public sanitation in the late 1800s, the

course of the river was reversed, primarily by the Chicago Sanitary and Ship Canal. Today the river is probably best known for the green dye poured into it every St. Patrick's Day.

The climate of Chicago is continental, with frequently changing weather bringing temperatures that range from relatively warm in the summer to relatively cold in the winter. Temperatures of 96 degrees or higher occur during summers; winters can register a low of minus 15 degrees. Snowfall near the lakeshore is usually heavy because of cold air movement off Lake Michigan. Summer thunderstorms are frequently heavy but variable, as parts of the city may receive substantial rainfall while other sectors will have none. Strong wind gusts in the central business district are caused by the channeling of winds between tall buildings; however, the nickname "windy city" that is often applied to Chicago does not refer to the average wind speed, which is no greater than in many other parts of the country. Chicagoans instead attribute the nickname to their reputed penchant for talking proudly about their city.

Area: 228.4 square miles (2000)

Elevation: 578.5 feet above sea level

Average Temperatures: January, 22.0° F; July, 73.3° F; annual average, 49.1° F

Average Annual Precipitation: 36.27 inches of rain; 38.5 inches of snow

■ History

Lakeshore Site Begins With Trading Post, Fort

The earliest known inhabitants of the area they called "Chicaugou" were Native Americans of the Illinois tribe. The meaning of the word "Chicaugou" is variously interpreted to mean great, powerful, or strong, depending on the dialect. In the Chippewa dialect the word "shegahg" meant "wild onion"; it is said that an abundance of wild onions grew in the region.

The first people of European descent to reach Chicago were the explorers Father Jacques Marquette and Louis Joliet, who encamped on the Lake Michigan shore at the mouth of the Chicago River in 1673. A century later, in 1783, Jean-Baptiste Du Sable, the son of a French merchant from Quebec and a Haitian slave, left New Orleans and established a fur-trading post in the same area. The site was advantageous for transportation, because it afforded a short portage between the Chicago River, part of the Great Lakes waterway, and the Des Plaines River, connected to the Mississippi waterway via the Illinois River. Sable mysteriously vanished in 1800, and John Kinzie, the region's first English civilian settler,

took over the trading post. Soon a United States garrison, Fort Dearborn, was built to defend the post. In 1812 angry Potawatomi killed most of the traders, except for the Kinzie family, and destroyed Fort Dearborn, which was rebuilt in 1816.

A survey and plat of the growing settlement were filed in 1830, at which time the area numbered 350 inhabitants. Chicago was chartered as a town in 1833 and rechartered as a city in 1837. The completion of the Illinois-Michigan Canal in 1848 turned the city into a marketing center for grain and food products. The first railroad arrived the same year the canal was opened, and within a decade Chicago was the focal point for 3,000 miles of track. The productive grain industry fed cattle and hogs, and Chicago emerged as the site of a major livestock market and meatpacking industry, surpassing Cincinnati as the nation's pork packer. Cattle merchants formed the Union Stock Yards and Transit Company.

Cyrus McCormick opened a factory in the city in 1847 to manufacture his reaper, leading the way for Chicago to become a farm implements hub. The city also became a leader in the processing of lumber for furniture, buildings, and fencing. Chicago industries outfitted Union troops during the Civil War, when the grain and farm machinery industries also experienced wartime growth. George Pullman began to produce railroad sleeping cars in Chicago in 1867. The next year the city's first blast furnace was built. At this time merchants Potter Palmer, Marshall Field, and Levi Leiter began shipping consumer goods to general stores in the Midwest.

Growth Creates Challenges, Opportunities

Chicago's rapid growth resulted in congested residential sectors where the poor were relegated to shabby housing without proper sanitation. Chicago was radically changed, however, on October 8, 1871, by a cataclysmic fire that burned for 27 hours. At that time two-thirds of the city's buildings were made of wood and the summer had been especially dry; high winds spread the fire quickly. Although the stockyards, freight yards, and factory district were spared, Chicago's commercial area was completely destroyed; 8,000 buildings and property valued at just under \$200 million were lost. More than 90,000 people were left homeless and 300 people lost their lives.

Since the city's industrial infrastructure was unscathed by the fire, rebuilding progressed rapidly, and Chicago was essentially rebuilt within a year. When the economic panic of 1873 swept the rest of the nation, Chicago was relatively protected from the ensuing depression. The city's prosperity in the post-fire era was founded on an expansion of its industrial and marketing base. Assembly-line techniques were introduced in the meat packing industry, and technological improvements

benefited the steel and farm machinery makers. The United States Steel South Works, based in Chicago, became one of the largest such operations in the world. At that time George Pullman established his Palace Car Company in a nearby town he owned and named after himself, which was later annexed to Chicago.

Chicago celebrated its two decades of growth by sponsoring the World's Columbian Exposition of 1893, which also marked the 400th anniversary of Christopher Columbus's discovery of America, and which attracted more than 21 million visitors to the city. Chicago at this time was at the forefront of architectural innovation and became known as the birthplace of the skyscraper. Of particular architectural importance is the Chicago Board of Trade, where commodity futures are bought and sold. A politically active city, Chicago underwent a period of reform in the late 1890s. A civil service was inaugurated in 1895, and numerous reform organizations attempted to influence public opinion.

Political Trends Shape City's Future

Five-term Mayor Carter H. Harrison Jr. brought the reform spirit to a high point, but weak law enforcement and other factors allowed gangsters such as Alphonse "Scarface" Capone and John Dillinger to rise to power in the 1920s and 1930s. Chicago was characterized the world over as a gangster headquarters long after Democratic reform Mayor Anton J. Cermak initiated cleanup efforts. He also introduced a style of ward and district politics copied after the New York City Tammany Hall political machine. Cermak was killed by an assassin's bullet intended for President-elect Franklin D. Roosevelt, but Cermak's political organization continued under Mayor Edward J. Kelly.

In 1933 Chicago gained world attention once again when it hosted A Century of Progress, a world exposition that celebrated the city's incorporation as a municipality; Chicago's industrial and financial advances and prosperity were on display despite the era's economic depression. In 1942 scientists working in Chicago produced the first nuclear chain reaction and thus advanced the creation of atomic weaponry and energy. During its history, Chicago has frequently been the site of national political meetings, including the Republican Party gathering to nominate Abraham Lincoln in 1860 and the Democratic Party convention that nominated Hubert H. Humphrey in 1968. The latter brought protestors against the Vietnam War to Chicago's streets and drew national attention to Mayor Richard J. Daley's handling of the demonstrators.

The Mayors Daley

The most powerful symbol of Chicago politics, Richard J. Daley served as mayor from 1955 until his death in 1976. Daley was a major force in the national

Democratic Party and was considered the last "big city boss." His son, Richard M. Daley, ran for Chicago's mayoral office in 1989 in an election that *Time* magazine characterized as "an ethnic power struggle" that divided the city along racial lines. Chicago's first African American mayor, Harold Washington, had been elected in 1983 and reelected in 1987, but after his death the coalition of African Americans and white liberals that had elected him broke down; African American voter participation was down from previous elections while, according to *Time*, Daley's "richly financed campaign produced a large turnout among whites. Result: Daley, by 55% to 41%." Daley won 58 percent of the vote in 1995. As mayor of a city known for its widely diverse neighborhoods of Germans, Scandinavians, Irish, Jews, Italians, Poles, Eastern Europeans, Asians, Hispanics, and African Americans, Daley has faced the challenge of uniting the spirit of a divided city entering the twenty-first century as an internationally important urban center. With a national reputation as a skilled and astute negotiator, with powerful political supporters at the national level, Mayor Daley received another vote of confidence when the Democratic Party selected Chicago as the site of the 1996 National Convention. Mayor Daley has privatized a number of city government operations and by 1996 had passed balanced budgets seven years in a row; this and other successes accounted for his selection as national spokesperson for the U.S. Conference of Mayors in 1996. In 2005 Mayor Daley outlined his goals for the city in his annual City of Chicago address. These goals included a city in which every family could afford housing in a safe neighborhood, a city in which every child receives a quality education, and a city where good jobs are available to those who want to work.

Work on these goals had an almost immediate effect. In 2007 Chicago was named as "City of the Future" by *fDi Magazine* (a publication of the *Financial Times*). In the magazine's survey, Chicago was the only city to rank in the top five of all seven selection categories. The city was ranked first in the NAFTA region (USA, Canada, and Mexico) for Best Economic Potential, Best Infrastructure, and Best Development and Investment Promotion; second for Most Cost Effective; third for Best Human Resources and Best Quality of Life; and fifth for Most Business Friendly.

Today's Chicago exists as a cultural mecca, with world-class museums, restaurants, theater, and arts. Still, the "other side" of Chicago is not as shiny, in terms of blighted housing projects and crime—a stigma hard for any large city to overcome, yet continually addressed by the mayor and city leaders.

Historical Information: Chicago Historical Society, 1629 North Clark Street at North Avenue, Chicago, IL 60614; telephone (312)642-4600; www.encyclopedia.chicagohistory.org



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■ Population Profile

Metropolitan Area Residents

1980: 7,937,290
1990: 7,410,858 (PMSA)
2000: 8,272,768
2006 estimate: 9,505,748
Percent change, 1990–2000: 23.6%
U.S. rank in 1980: 3rd
U.S. rank in 1990: 3rd
U.S. rank in 2000: 3rd

City Residents

1980: 3,005,000
1990: 2,783,726
2000: 2,896,016
2006 estimate: 2,833,321
Percent change, 1990–2000: 4%
U.S. rank in 1980: 2nd
U.S. rank in 1990: 3rd (State rank: 1st)
U.S. rank in 2000: 3rd (State rank: 1st)

Density: 12,750.3 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 1,042,025
Black: 943,752
American Indian and Alaska Native: 4,583
Asian: 128,650
Native Hawaiian and Pacific Islander: 1,940
Hispanic or Latino (may be of any race): 778,234
Other: 537,199

Percent of residents born in state: 57.7% (2000)

Age characteristics (2005)

Population under 5 years old: 215,448
Population 5 to 9 years old: 192,010
Population 10 to 14 years old: 192,047
Population 15 to 19 years old: 173,662
Population 20 to 24 years old: 200,989
Population 25 to 34 years old: 463,236
Population 35 to 44 years old: 401,679
Population 45 to 54 years old: 343,098
Population 55 to 59 years old: 137,742
Population 60 to 64 years old: 105,930
Population 65 to 74 years old: 143,922
Population 75 to 84 years old: 97,850
Population 85 years and older: 34,313
Median age: 33.1 years

Births (2006, Metropolitan Division)

Total number: 116,444

Deaths (2006, Metropolitan Division)

Total number: 58,016

Money income (2005)

Per capita income: \$23,449

Median household income: \$41,015

Total households: 1,020,605

Number of households with income of...

- less than \$10,000: 133,257
- \$10,000 to \$14,999: 73,223
- \$15,000 to \$24,999: 123,892
- \$25,000 to \$34,999: 121,258
- \$35,000 to \$49,999: 142,230
- \$50,000 to \$74,999: 173,114
- \$75,000 to \$99,999: 98,598
- \$100,000 to \$149,999: 91,842
- \$150,000 to \$199,999: 31,506
- \$200,000 or more: 31,685

Percent of families below poverty level: 12% (2005)

2005 FBI Crime Index Property: 131,183

2005 FBI Crime Index Violent: Not available

■ **Municipal Government**

The Chicago city government is headed by a strong mayor and a nonpartisan, 50-member council; the mayor and council members (called aldermen) are elected to four-year terms. Aldermen are elected from 50 wards.

Head Official: Mayor Richard M. Daley (D) (since 1989; current term expires 2011)

Total Number of City Employees: more than 39,675 (2005)

City Information: Mayor's Office, City of Chicago, 121 N. LaSalle Street, Room 507, Chicago, IL 60602; telephone (312)744-3300; <http://egov.cityofchicago.org>

■ **Economy**

Major Industries and Commercial Activity

The Chicago-Naperville-Joliet MSA has a diverse economy with primary industries (in terms of number of jobs) being trade, transportation, and utilities; professional and business services; educational and health services; leisure and hospitality; and financial services. The government sector is also significant.

Several major manufacturing companies have facilities in Chicago. One of the largest is Boeing Co., which was the largest manufacturing firm in the state in 2007 and was ranked as 28th nationally in the *Fortune* 500 the same year. O'Brien Recycling Corp., STARCON International, Inc., FreightCar America Inc., and United Scrap Metal were among the 50 fastest growing companies in Chicago in 2007, according to *Chicago Business*. The source of nationally distributed magazines, catalogs, educational materials, encyclopedias, and specialized publications, Chicago ranks second only to New York in the publishing industry. R.R. Donnelley & Sons is one of the largest publishing and printing firms in the nation. It also was ranked among the *Fortune* 500 in 2007. Two *Fortune* 500 utilities are based in Chicago: Exelon and Integrys Energy Group. Other Chicago companies in the *Fortune* 500 for 2007 included Smurfit-Stone Container, Ryerson, USG Corp, Wm. Wrigley Jr., and Northern Trust Corp. Manufacturing companies with headquarters in Chicago include Abbott Laboratories, CF Industries, Akzo Nobel, TAP Pharmaceuticals, Materials Science Corp., Kraft Foods, and Toshiba Machine.

A substantial industrial base and a major inland port contribute to the city's position as a national transportation and distribution center. Concert Group Logistics LLC was ranked as the city's second-fastest growing company in 2007 by *Chicago Business*. Phoenix International Freight was also among the top 50.

Health care services have a solid base in the economy. The hospitals, clinics, laboratories, and schools of the Illinois Medical District generate about \$3.3 billion in economic activity each year with an estimated 50,000 direct and indirect jobs and \$24 million in annual local taxes. The Chicago Technology Park within the district continues to attract new tech and research firms to its state-of-the art facilities. Technology-based industries have grown rapidly within the city, particularly in information technology. In 2006 over 345,000 info-tech employees were at work in Chicago. Motorola, VTEch Electronics, and Telular all have headquarters in the city. AT&T, MCI, Sprint Nextel, and Verizon all have offices in the city as well. Scientific research and development service organizations have also been drawn to the area. Argonne National Laboratory is managed and operated, in part, by a team from the University of Chicago. Underwriters Laboratories and Essential Group have headquarters in the Chicago area.

Retail sales are quite high in the Chicago area. In 2007 the Chicago metropolitan area was ranked as third in the nation, with retail sales larger than those of 28 states. Business and financial services have a major role in the city's economy. In 2007 the Chicago Board of Trade and the Chicago Mercantile Exchange completed a merger that resulted in the establishment of the largest and most diverse exchange in the world. Chicago is also home to the Federal Reserve Bank. In 2007

optionsXpress, Advanced Equities Financial Corp, Acquity Group, and Calamos Asset Management Inc. were in the top 50 fastest growing companies according to *Crain's Chicago Business*. Some of the top names in securities and commodities contracts brokerage have offices in Chicago, including Charles Schwab, Merrill Lynch, Wachovia Securities, Goldman Sachs, and E*Trade Capital Markets. In the June/July 2007 issue of *Trader Monthly* magazine, Chicago was named number one among the Top 50 Trading Cities in the World. The magazine, which is aimed at professional traders and hedge fund managers, ranked 50 cities worldwide in an effort to find the ultimate place to live and trade. Chicago serves as headquarters to several national insurance companies, including Allstate, Blue Cross and Blue Shield Association, CNA Financial, UnitedHealthcare of Illinois, and Trustmark Insurance.

Items and goods produced: paper, newspapers, magazines, books, food products, concrete products, clay, glass, primary metals, machinery, packaging materials, pharmaceuticals, paint, adhesives, coatings, fabricated metals, plastics, electrical equipment, communications equipment, medical devices, agricultural feedstock and chemicals

Incentive Programs—New and Existing Companies

Local programs: The City of Chicago Department of Planning and Development (DPD) actively promotes growth and development in Chicago's diverse neighborhoods with a focus on the continued economic development of the city. The department works with the existing business community and also works to attract new business to Chicago. All of this is done in the context of holistic, community-based planning, closely coordinating activities with residents and community organizations. The department's Technology Development Division works with the Chicago Partnership for Economic Development to strengthen the city's information technology sector.

DPD promotes effective neighborhood planning by coordinating the strategic allocation of public funds to maximize private investment—and the attraction of new companies—by providing a menu of financial resources, neighborhood improvements, site location assistance, and the expediting of permits and licenses. DPD also has the primary responsibility for preserving city landmarks and protecting the Chicago River and the Lake Michigan shoreline.

In 1977 the Illinois legislature adopted the Tax Increment Allocation Redevelopment Act to provide municipalities with a unique tool to finance and stimulate urban redevelopment. Through the use of Tax Increment Financing (TIF), cities can stimulate private investment by offering incentives to attract and retain

businesses, improve their community areas, and maintain a well-educated and highly trained labor force. TIF is by far the most popular incentive program in Chicago; by the end of 2003, Chicago had invested \$870 million in TIF funds and benefited from \$5.4 billion in private investment. Cook County Property Tax Incentives are also available.

State and federal programs: Chicago has six state-designated Enterprise Zones. Businesses located in an Enterprise Zone are eligible for an Investment Tax Credit, a Building and Materials Sales Tax Exemption (6.25 percent), and a Machinery and Equipment/Pollution Control Facilities Sales Tax Exemption (6.25 percent). A Jobs Tax Credit of \$500 is also available for jobs, created in the zones, for certified dislocated or economically disadvantaged workers. Three areas within the city are U.S.-designated Empowerment Zones. Incentives within an Empowerment Zone include employer wage credits of up to \$3,000 for wages and training expenses for qualified zone residents employed within the zone, tax-exempt bond financing for business expansions, and certain property tax deductions. Foreign Trade Zone incentives apply for city businesses as well. The Economic Development for Growing Economy Tax Credit Program (EDGE) is a statewide program to benefit companies that relocate or expand operations within the state. Qualifying companies must make an investment of at least \$5 million in capital improvements and create a minimum of 25 new full-time jobs in the state. Companies with 100 or fewer employees must make a capital investment of \$1 million and create at least five full-time jobs to qualify. The High Impact Business program is designed to encourage large-scale economic development initiatives. Business projects that involve at least \$12 million in investments and the creation of 500 full-time jobs may qualify for investment tax credits and state sales tax exemptions on building materials, utilities, and the purchase, repair, or replacement of manufacturing equipment. Other state sponsored tax credits include a Research and development Tax Credit of 6.5 percent and a Manufacturer's Purchase Credit of 6.25 percent for qualified businesses. A number of loan programs are available.

Job training programs: The Mayor's Office of Workforce Development (MOWD) assists job seekers—including those who have been laid off—in finding and keeping jobs. The Mayor's Office also sponsors Workforce Solutions, a program to help Chicago businesses find, train, and retain employees. The five Chicago Workforce Centers located throughout the city, as well as 30 community-based affiliate organizations, offer services such as basic job skills courses, access to job listings, seminars in resume writing and interviewing, and veterans services. Through the Employer Training and Investment Program, qualified employers may receive grants for up to 50 percent of costs in training new employees.

Development Projects

In the summer of 2004, the long-anticipated Millennium Park opened. Conceived in the late 1990s with the goal of creating more usable space in Grant Park, the \$475 million park is a state-of-the-art example of modern city green space. The Jay Pritzker Pavilion, designed by world-renowned architect Frank Gehry, is an outdoor concert venue that seats 4,000 people. The Cloud Gate, sculpted by Anish Kapoor, is a 110-ton elliptical sculpture made of stainless steel. Visitors can walk under and around the sculpture, which resembles a giant bean and reflects Chicago's skyline. Another popular attraction is the Jarume Plensa-designed Crown Fountain, two 50-foot high towers made of glass blocks and situated in a reflecting pool. The towers feature changing video images of the faces of Chicagoans, from which jets of water appear to descend.

In 2005 groundbreaking began on the Art Institute of Chicago's new museum wing on the museum's northeast corner. The Modern Wing, expected to be completed in 2009, is designed by architect Renzo Piano and is expected to add approximately 264,000 square feet of space to the museum. The Wing will include a new Ryan Education Center. The \$198 million addition will add a contemporary appeal to the museum's 19th century building.

The O'Hare Modernization Program, announced in 1999, is Chicago's O'Hare International Airport's 20-year master plan for modernization and capital improvement. The plan outlines possible projects and funding sources without a clear expectation that all of the improvements or additions will be made. As of 2007 a \$6.6 billion portion of the program was under construction that would add a new western terminal facility and reconfigure existing runways. The entire plan would require over \$13 billion in funding through passenger facility charges, general airport revenue bonds, and federal Airport Improvement Program funds. No state or local taxes will be used in these projects.

The year 2007 marked the grand opening of McCormick Place West, the \$882 million expansion of the McCormick Place convention facility. The expansion added 470,000 square feet of exhibition space and 250,000 square feet of meeting space to the existing McCormick Place campus. The new facility is expected to generate about 25,000 new jobs and an additional \$1.3 billion in annual local spending. As of 2007 construction was still underway on this project.

Also in 2007, the Chicago Housing Authority gained city council approval for its Roosevelt Square Redevelopment Project. The project calls for redevelopment and construction of 255 mixed-income for-sale residential units on 38 parcels of city-owned land. Seventy-six units will be sold at affordable prices while the remaining 179 residential units will be offered at market rates. The total cost of the development project is \$99

million. Previous redevelopment projects at Roosevelt Square resulted in 233 mixed-income for-sale units and 3,000 square feet of retail space.

The same year the city approved a project to redevelop an old city fire station on Hamlin Avenue into the Firehouse Community Arts Center. The three-story building will be converted into a community arts center for people between the ages of 12 to 21 and offer a wide variety of programs including educational tutoring, computer training, graphic arts and music classes, and culinary instruction. The total cost of the project is \$548,905.

In February of 2007 the mayor announced the opening of the Chicago China Development Corporation in Shanghai, China. This public-private, not-for-profit corporation is chaired by the mayor with oversight by a board of directors of Chicago business leaders who have been appointed by the mayor. The city hopes the new office will encourage Chinese investment in Chicago and develop new markets in China for products and services produced by Chicago companies.

Economic Development Information: Chicago Department of Planning and Development, 121 N. LaSalle Street, #1000, Chicago, IL 60602; telephone (312)744-9476; www.cityofchicago.org/plananddevelop. World Business Chicago, 177 North State St., Ste. 500, Chicago, IL 60601; telephone (312)553-0500; www.worldbusinesschicago.com

Commercial Shipping

Since its founding, Chicago has been an important transportation and distribution point. The city became a world port in 1959 with the opening of the St. Lawrence Seaway, which provides a direct link from the Great Lakes to the Atlantic Ocean. The Port of Chicago handles marine, rail, and overland freight. The city is the site of the nation's busiest rail hub, where all six class one North American railroads interchange. The state of Illinois maintains the third-highest combined mileage of railroads and paved highways in the country. Hundreds of motor freight carriers serve the metropolitan area and trucking companies ship more than 50 million tons of freight each year; railroads average more than 40 million tons. O'Hare International Airport hosts 23 cargo carriers serving over 210 global destinations. O'Hare is one of the top ten busiest cargo-moving airports in North America. The port and airport are part of a designated Foreign Trade Zone.

Labor Force and Employment Outlook

In 2006 the annual unemployment rate for Chicago-Naperville-Joliet MSA was about 4.4 percent. That number went up to about 5.5 percent in July of 2007. The loss of jobs for both unskilled and college-educated workers can be attributed to the Internet bust of the early 2000s, an ailing economy, plant closings, and the

relocation of companies once headquartered in Chicago. However, the unemployment rate seems now to be on a decline. In 2007 the top five occupations were office and administrative support, sales, service, management, and professional occupations. Long-term employment projections for 2004-2014 predict a decline in manufacturing jobs. Professional and business services are projected to show the greatest increase in available jobs, followed by health care and social assistance, and educational services. The leisure and hospitality sectors are likely to show an increase as well.

Like many large cities, Chicago has a large immigrant population. The immigrants come from all over the world, including Poland, Mexico, India, the former Soviet Union, the Philippines, and China. Despite fears that low-skilled immigrants would not be assimilated into an increasingly high-tech economy, local analysts say the newcomers are following the success track of earlier groups, working their way into the middle class after performing service and laboring jobs.

The following is a summary of data regarding the Chicago-Naperville-Joliet IL-IN-WI metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 3,845,800

Number of workers employed in . . .

- construction and mining: 180,300
- manufacturing: 390,200
- trade, transportation and utilities: 921,600
- information: 91,100
- financial activities: 332,100
- professional and business services: 729,000
- educational and health services: 575,100
- leisure and hospitality: 398,700
- other services: 197,600
- government: 565,200

Average hourly earnings of production workers employed in manufacturing: \$15.77

Unemployment rate: 5.5% (June 2007)

<i>Largest employers (2005)</i>	<i>Number of employees</i>
U.S. Government	78,000
Chicago Public Schools	43,783
City of Chicago	39,675
Jewel-Osco	34,037
Cook County	25,482
Advocate Health Care	25,279
United Parcel Service of America Inc.	19,346
State of Illinois	17,056
SBC Communications Inc.	16,500
Wal-Mart Stores	16,350

Cost of Living

The cost of living in Chicago is higher than the national average. The following is a summary of data regarding several key cost of living factors in the Chicago area.

2007 (1st quarter) ACCRA Average House Price: \$368,027

2007 (1st quarter) ACCRA Cost of Living Index: 113.7

State income tax rate: 3.0% of Federal Adjusted Gross Income, with modifications

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 2.75%

Property tax rate: 7.247 mills (2002)

Economic Information: World Business Chicago, 177 North State St., Ste. 500, Chicago, IL 60601; telephone (312)553-0500; www.worldbusinesschicago.com

■ **Education and Research**

Elementary and Secondary Schools

The Chicago Public Schools (CPS) system is the largest public elementary and secondary educational system in Illinois. Several initiatives, such as the Chicago Reading Initiative and the Chicago Math and Science Initiative are programs that have been implemented district-wide to ensure students meet minimum achievement standards in basic subjects. The After School Matters program is a partnership between CPS, the Chicago Park District, the Chicago Public Library, and the City of Chicago. Apprenticeships and club activities offer teens exposure to and on-the-job training in the arts, sports technology, and communications. Special two-year secondary school programs called Achievement Academies have been developed for students who do not meet the promotion criteria to enter high school. The achievement academy programs, located within existing high schools, are a collaborative effort between Chicago Public Schools and Johns Hopkins University of Baltimore Maryland.

Charter schools have taken root in the city. In 1997 the Illinois General Assembly approved 60 charter schools for the state. Chicago itself started 49 charter schools between 1997 and 2007. In 2004 the city announced a program called the Renaissance 2010 initiative. Renaissance 2010 calls for 100 new schools to be established by 2010. Through the plan, a competitive, community-based selection process will determine the best school operators for each site.

In 2007 the system included 4 military academies (high school), 51 magnet schools, 12 vocational and career schools, 9 achievement academies, and 9 special education sites.

Because of the city's large foreign-born population, the school system employs bilingual teachers in 20 languages. Special schools include Chicago High School for Agricultural Sciences, situated on the last farm in the city of Chicago, which prepares students for jobs in agriculture, and Curie Metropolitan High School, with magnet programs in the performing and creative arts and electronic repair and maintenance.

The following is a summary of data regarding the Chicago Public Schools as of the 2005–2006 school year.

Total enrollment: 429,982

Number of facilities

elementary schools: 465
 junior high/middle schools: 16
 senior high schools: 115
 other: 27

Student/teacher ratio: 16.8:1

Teacher salaries (2005–06)

elementary median: \$52,950
 junior high/middle median: \$49,870
 secondary median: \$59,930

Funding per pupil: \$8,157

The Archdiocese of Chicago operates over 240 schools in Cook and Lake counties, with an enrollment in excess of 107,000 students. There are several independent or other religious-affiliated private schools in the city.

Public Schools Information: Chicago Public Schools, 125 South Clark Street, Chicago, IL 60603; telephone (773)553-1000; www.cps.k12.il.us

Colleges and Universities

There are three major public universities in the city. The University of Illinois at Chicago (UIC) was established in 1982 by the consolidation of the University of Illinois Medical Center campus, the Chicago Circle campus, and the Navy Pier campus. UIC is a public research university that enrolls approximately 25,125 students earning bachelor's, master's, and doctoral degrees and first professional degrees in dentistry, medicine, and pharmacy.

Chicago State University offers bachelor's degrees through the Colleges of Arts and Sciences, Business, Education, and Health Sciences. Master's degrees are available through the College of Arts and Sciences and the College of Education. Enrollment is about 7,000 students. Northeastern Illinois University offers over 70 undergraduate and graduate programs. In addition to the main campus, the school has two Chicago satellite sites:

NEIU-El Centro and the Carruthers Center for Inner City Studies.

The private University of Chicago (UC), founded with an endowment by John D. Rockefeller in 1891, enjoys an international reputation for pioneering science research and the "Chicago plan" in undergraduate education. The university claims more than 80 Nobel laureates—far more than any other university in the country. The university administers advanced scholarship and research centers, including the Enrico Fermi Institute, the Enrico Fermi National Accelerator Laboratory, and the Argonne National Laboratory, among others. Enrollment is over 13,400 students. In 2008 *U.S. News & World Report* ranked the University of Chicago as ninth among the top national universities.

The city's three leading Catholic institutions are DePaul University, offering undergraduate, master's and doctorate and law programs to more than 23,000 students; Loyola University Chicago, which awards bachelor's, master's, and doctoral degrees, first-professional degrees in dentistry, law, and medicine, and a master's degree in divinity to its more than 15,500 students; and Saint Xavier University, where popular recent majors among its 5,678 students were business, nursing, and education.

North Park University, a liberal arts university affiliated with the Evangelical Covenant Church, has an enrollment of over 3,100 students. The school offers 50 undergraduate majors and graduate programs in the fields of music, education, nursing, and business and nonprofit management. The North Park Theological Seminary shares the campus. Moody Bible Institute, a private Christian college known primarily for its worldwide broadcast ministries, offers bachelor's and master's degrees, primarily in ministry-related fields.

The Illinois Institute of Technology (IIT) enrolls more than 6,000 students and offers professional programs in the sciences, engineering, law, art, and architecture. In 2008 *U.S. News & World Report* ranked IIT among the Top 100 National Universities. The School of the Art Institute of Chicago, with more than 2,588 students, holds national stature in art instruction. Rush University, part of the Rush University Medical Center campus, includes the Rush Medical College, the College of Nursing, the College of Health Sciences, and the Graduate College. Enrollment is over 1,300 students.

City Colleges of Chicago is a network of seven main colleges in the city, each of which has its own satellite departments as well. The main City College campus sponsors the French Pastry School; Daley College sponsors the West Side Technical Institute; Harold Washington College offers an adult education program; Kennedy-King College sponsors Dawson Technical Institute and the Washburne Culinary Institute; Malcolm X College offers a special West Side Learning Center; Olive-Harvey College has the South Chicago Learning Center; Truman College

sponsors the Truman Technical Center; and Wright College sponsors the Humboldt Park Vocational Education Center. Each of the colleges offers associate's degrees, certificate programs, and continuing education classes.

Other colleges in the area include Columbia College, DeVry University, the Harrington Institute of Interior Design, the Illinois College of Optometry, Lexington College, Westwood College, Northwestern Business College, Fox College, and Vandercook College of Music.

Libraries and Research Centers

The Chicago Public Library encompasses 77 neighborhood branches, 2 regional libraries, and the central Harold Washington Library Center, which opened in 1991 and is one of the foremost educational and cultural resources in the city of Chicago. At 756,000 square feet, the library center is one of the largest municipal buildings in the world. The library's collection consists of about 6.5 million books, 14,500 periodicals and serials, 90,000 audiovisual titles, and 3 million microfiche. A special collection of books and materials in 90 foreign languages is maintained and the library center is the repository for the Chicago Theater Collection, the Civil War Collection, and the Chicago Blues Archives. The library center also boasts an 18,000-square-foot children's library, a bustling business/science/technology division, and a Teacher Resource Center offering print and online resources to assist educators. On display throughout the building is an extensive public art collection.

Staff members in each library of the public library system build their own collections and tailor services to meet the needs of their local communities. Since 1989, the city has built or renovated more than 40 branch libraries. Currently, new construction projects, renovations, expansions, and consolidation projects are underway. All of Chicago's public libraries offer free Internet access and free access to research databases.

The approximately 275 other libraries located in Chicago are affiliated with such entities as government agencies, colleges and universities, cultural and historical societies, professional organizations, research institutes, religious organizations, hospitals and medical associations, private corporations, and law firms.

The University of Chicago, internationally recognized for excellence in education and research, maintains a central library facility with more than 7 million printed works and 30 million manuscripts and archival pieces. Special collections are maintained in American and British literature, American history, theology and biblical criticism, American and British drama, and Continental literature. The University of Chicago operates seven separate library facilities, including the D'Angelo Law Library and the Social Service Administration Library.

The Newberry Library, an independent research library, was founded in 1887. Free to the public, the library's non-circulating research materials number more

than 1.5 million volumes, 5 million manuscript pages, and 300,000 historic maps; among the special collections are the Edward E. Ayer Collection (American Indian history), the Prince Louis-Lucien Bonaparte Collection (historical linguistics), the Everett D. Graff Collection (western Americana), and the John M. Wing Foundation (printing, book arts, and the history of the book).

One of the largest research libraries in Chicago is the Center for Research Libraries, an international not-for-profit consortium of colleges, universities, and libraries that makes available scholarly research resources to users everywhere. It houses more than 5 million books and periodicals; fields of study include Africa, South Asia, South East Asia, Latin America, and war crime trials. The Chicago Academy of Sciences' International Center for the Advancement of Scientific Literacy (ICASL) is the leading research organization in the world studying and measuring the impact of science and technology on public awareness. The National Opinion Research Center collects current opinion poll reports conducted for commercial television networks, newspapers, state governments, and professional pollsters such as Gallup and Harris. The Chicago Historical Society maintains research collections on Chicago, the Civil War, Abraham Lincoln, Illinois, and United States history.

The University of Chicago is a major research university with numerous institutes and centers devoted to a wide range of studies. These include the Kavli Institute for Cosmological Physics, the Institute for Biophysical Dynamics, the Asthma Center, the Great Lakes Regional Center of Excellence for Biodefense and Emerging Infectious Diseases, the Pew Forum on Religion and Public Life, the Climate Systems Center, and the Center for Decision Research. The University of Chicago served as the primary manager and operator of Argonne National Laboratory until 2006, when management came under UChicago Argonne, LLC, a partnership between the University, Jacobs Engineering Group Inc., and BWX Technologies Inc. Argonne National Laboratory is known for its research in support of the U.S. Department of Energy.

The University of Illinois at Chicago also serves as a major research university with centers and institutes that include the Energy Resources Center, the Institute for Juvenile Research, the Center for Pharmoeconomic Research, the Institute for Tuberculosis Research, and the WHO Collaborating Center for Traditional Medicine. Research centers at Illinois Institute of Technology include the Center of Excellence in Polymer Science and Engineering, the Center for Complex Systems and Dynamics, the Center for Work Zone Safety and Mobility, the Fluid Dynamics Research Center, the National Center for Food Safety and Technology, and the Center for the Study of Ethics in Professions.

The Chicago Technology Park (CTP) is a 56-acre area within the Illinois Medical District (IMD) that supports companies in the fields of drug discovery and

delivery, medical devices and testing, genomics, nanotechnology and more. The CTP Research Center is home to about 30 biotech firms including Charles River Laboratories, Euclid Diagnostics, Novadrag, and Integrated Genomics, Inc.

Other research centers in the Chicago area include those maintained by Bell Labs, Nalco Chemical, the Institute of Gas Technology, the Illinois State Psychiatric Institute, the Institute for Psychoanalysis, and the Institute on the Church in Urban-Industrial Society.

Public Library Information: Chicago Public Library, 400 South State Street, Chicago, IL 60605. Information Center, telephone (312)747-4300; www.chipublib.org

■ Health Care

Chicago ranks among the country's leading centers for health care and referral as well as for medical training and research, generally due to the university hospitals, teaching centers, and medical facilities. Hospital facilities in Chicago have undergone major changes in the past 25 years, however. Between 1980 and 2004, the number of hospitals in Chicago has shrunk by nearly 35 percent, from 64 hospitals in 1980 to 42 in 2004, representing a decrease in hospital beds by nearly 50 percent.

The University of Chicago Medical Center, nationally recognized for training and research, is associated with the University of Chicago colleges of medicine, dentistry, nursing, and pharmacy; individual facilities are Bernard Mitchell Hospital, The UC Corner Children's Hospital, the Duchossois Center for Advanced Medicine, and Chicago Lying-in Hospital. A full range of general and specialized services are available as well as a chemical dependence program, corporate health services, an eating disorders program, geriatric and health evaluation services, and centers for treatment of kidney stones and sexually transmitted diseases. In 2007 the University of Chicago Medical Center was listed on the "Honor Roll of Best Hospitals" by *U.S. News & World Report*.

The Illinois Medical District covers 560 acres in the heart of Chicago. Encompassing 4 major medical centers, 4 medical institutions, 5 health clinics, 12 public safety institutes, and the Chicago Technology Park, it is the largest urban medical district in the country. The University of Illinois Medical Center is part of the district. It offers a full range of medical services with specialties in islet transplants and small bowel transplants. The 464-bed John H. Stroger, Jr. Hospital of Cook County features a Level I Trauma Center and specialty services for chronic diseases and burn care. The privately-run Rush University Medical Center, also in the district, encompasses the 613-bed main hospital (Rush-Presbyterian-St. Luke's Medical Center), the 61-bed Johnston R. Bowman health Center, and the Rush University Medical College and Rush

School of Nursing. The hospital operates centers for treatment of cancer, multiple sclerosis, cardiac ailments, sleep disorders, alcohol and substance abuse, Alzheimer's disease, epilepsy, and arthritis. The complex also houses organ and bone marrow transplant units as well as the Chicago and Northeastern Regional Poison Control Center. The Jesse Brown VA Medical Center is also part of the district.

■ Recreation

Sightseeing

Chicago is an ethnically diverse, architecturally important, and culturally rich city. It can be appreciated from the observation floor of the Sears Tower, at 110 stories the third-tallest manmade structure in the world. In fact, three of the world's 10 tallest buildings are located in Chicago, along with the tallest apartment building, the largest hotel, the largest commercial structure, and the largest post office. Guided sightseeing tours are available for viewing the city's architecture, finance and business districts, ethnic neighborhoods, cultural institutions, and even gangland sites from the Prohibition Era.

The distinctive Chicago School of Architecture, with its aesthetic credo, "form follows function," was shaped by such masters as Louis Sullivan, Frank Lloyd Wright, and a later functionalist architect, Ludwig Mies van der Rohe—all of whom designed buildings in the city and produced in Chicago a veritable living architectural museum. Also important are the city's outdoor sculptures and art works. Pablo Picasso's gift to Chicago, a 50-foot-tall sculpture of rusted steel at the Civic Center Plaza, has become a symbol of the city's modernity. Other works include Claes Oldenburg's *Batcolumn*, Alexander Calder's 53-foot-high red Flamingo stabile, Marc Chagall's *Four Seasons* mosaic, Louise Nevelson's *Dawn Shadow*, Joan Miro's *Chicago*, and Jean Dubuffet's *Monument with Standing Beast*.

The Shedd Aquarium, the world's largest indoor aquarium, cares for more than 21,000 aquatic mammals, reptiles, amphibians, invertebrates, and fishes. A major attraction is the Oceanarium, the world's largest indoor marine mammal pavilion, featuring beluga whales, dolphins, Alaskan sea otters, seals, and penguins. In 2003 the aquarium unveiled its Wild Reef shark exhibit. Next to the Shedd Aquarium, the Adler Planetarium and Astronomy Museum sits on a peninsula that juts a half mile into Lake Michigan. The Museum of Science and Industry, founded in 1933, houses thousands of exhibits, including the Idea Factory and Omnimax Theatre; a full-scale, working coal mine; a WWII captured German submarine; a Boeing 727 airplane that visitors can walk through; and a walk-through model of a human heart. It was the first museum in North America to feature the concept of hands-on exhibits. The Chicago area's two

zoos are the Brookfield Zoo and the Lincoln Park Zoo. Just north of the city, the Chicago Botanic Garden features an international collection of flora on 385 acres.

Arts and Culture

Chicago's major cultural institutions rank with the best in the world. The Chicago Symphony Orchestra plays a season of more than 150 concerts, with programs at Symphony Center from September to June and summer concerts at Ravinia Park in Highland Park. Equally prestigious is the Lyric Opera of Chicago, which stages classical and innovative operas at the recently renovated Civic Opera House.

Other musical offerings range from Dixieland jazz imported by the late Louis Armstrong to the electrified urban blues sound pioneered by Muddy Waters, frequently referred to as Chicago Blues. All-night jazz and blues clubs are a Chicago tradition. The Ravinia Festival is a summer season of outstanding classical, popular, and jazz concerts performed by well-known artists.

More than 50 producing theaters delight Chicago audiences with fare ranging from serious to satirical. The Goodman Theatre, Chicago's oldest and largest non-profit professional theater, presents a season of classical and modern dramatic productions. Chicago theater is perhaps best represented by Steppenwolf Theatre Company, a Tony Award-winning repertory company that focuses on new plays, neglected works, and re-interpretations of masterpieces. Since 1959, The Second City, a resident comedy company that produces biting satires, has had a direct influence on American comedy as its members have gone on to star on the "Saturday Night Live" and "SCTV" television programs and in Hollywood movies. Chicago's historic and architecturally significant theater houses include the restored 1920s Chicago Theatre, Shubert Theatre and Auditorium Theatre, built by Dankmar Adler and Louis Sullivan in 1889. Chicago's active theater scene includes young companies such as the Lookingglass Theatre Company and dinner theater groups. There are also several dance companies in the city, including the Joffrey Ballet of Chicago.

The Art Institute of Chicago is another local institution with an international reputation. Its collection is recognized for French Impressionist and Post-Impressionist paintings and for comprehensive holdings of American art and photographs. The Mexican Fine Arts Center Museum is the first Mexican museum in the United States and the only Latino museum accredited by the American Association of Museums; galleries of Polish, Swedish, Chinese, Japanese, and Korean art have opened in the city as well. The National Vietnam Veterans Art Museum houses a permanent collection of more than 500 pieces focusing on war from the soldiers' perspective. Chicago's love of art is even evidenced in the Loop's parking garage, where famous paintings are reproduced.

The Field Museum of Natural History, founded in 1893, is rated among the top museums in the world; its holdings number more than 16 million artifacts and specimens from the fields of anthropology, botany, geology, and zoology. A scientific research institution, the Field Museum examines life and culture from pre-history to the present time.

The Chicago Academy of Sciences, founded in 1857, was Chicago's first museum and features natural science exhibits as well as timely scientific displays. Among the special attractions are life-size dioramas on natural areas of the Great Lakes and the children's gallery with its lifelike animated dinosaurs and prehistoric creatures. The Academy's Peggy Notebaert Nature Museum features 73,000 square feet of interactive, environmental education. The city's oldest cultural institution is the Chicago Historical Society; its galleries are filled with folk art, furniture, costumes, and manuscripts and a unique audiovisual presentation of the Great Chicago Fire. The DuSable Museum is the nation's first museum dedicated to preserving, displaying, and interpreting the culture, history, and achievements of African Americans.

The Museum of Contemporary Art, one of the largest of its kind in the country at 151,000 square feet, focuses on contemporary works that are often risk-taking and controversial. Its permanent collection includes works by Christo, Rene Magritte, and Andy Warhol. The Chicago Cultural Center presents hundreds of free programs, concerts, and exhibitions annually. Visitors to the center can see the world's largest Tiffany stained-glass dome.

Arts and Culture Information: Chicago Cultural Center, 78 E. Washington Street, Chicago, IL 60602; telephone (312)744-6630; www.chicagoculturalcenter.org

Festivals and Holidays

The Chicago Park District and the city's major cultural institutions sponsor events throughout the year, but special summer programming is designed to tap into Chicago's heritage and to attract tourists. The Chicago Blues Festival takes place the second weekend in June at the Petrillo Music Shell and brings the best blues musicians to one of the world's blues capitals for concerts, food, and exchange of memorabilia. The Printers Row Book Fair, in June, is the largest free literary event in the Midwest. Taste of Chicago, held over two weeks in late June and early July, features food sampling from Chicago restaurants as well as entertainment in Grant Park. Viva Chicago, held in August-September, is a festival celebrating Latino music, food, and arts and crafts at the Petrillo Music Shell. Other music festivals held annually in Chicago include Chicago Gospel Festival (June), Chicago Country Music Festival (June-July), Chicago Jazz Festival (August-September), Celtic Festival Chicago (September), and World Music Fest Chicago (September-October). Mayor Daley's Holiday Sports

Festival is held in December. October's Chicago International Film Festival is one of the largest in the country.

Chicago's city parks offer a wealth of free activities in the summer, such as the Grant Park Symphony Orchestra's four weekly concerts at the nation's largest free symphonic music festival.

Visitor Information: Chicago Convention and Tourism Bureau, 2301 S. Lake Shore Drive, Chicago, IL 60616; telephone (312)567-8500; www.choosechicago.com

Sports for the Spectator

Chicago fields at least one team in each of the major professional sports and is one of the only cities in the United States with two professional baseball teams in the Major League Baseball Association. The Chicago Cubs compete in the central division of the National League and play their home games at Wrigley Field, a turn-of-the-century steel and concrete structure where seats are close to the field. The Chicago White Sox of the American League's central division play their home games at U.S. Cellular Field on the city's South Side. The teams—and their fans—enjoy a fierce rivalry. The Chicago Bears of the National Football League's National Conference compete in central division home games at the recently renovated Soldier Field. The Chicago Fire, Chicago's Major League Soccer franchise, also play at Soldier Field. The Chicago Blackhawks of the National Hockey League and the Chicago Bulls of the National Basketball Association play their home schedules at the United Center.

The American Hockey League's Chicago Wolves and the Chicago Rush of the Arena Football League play at the Allstate Arena in nearby Rosemont.

Auto racing fans can view competition at Chicago Motor Speedway in Cicero, while horse racing action takes place from July to November at Hawthorne Race Course in Stickney/Cicero.

Sports for the Participant

The Chicago Park District maintains some 552 parks spread out over 7,300 acres, including Lincoln Park, Grant Park, Jackson Park, and Washington Park. Chicago's paved lakefront pathway stretches along the shore from the south side of the city to the north side; thousands of Chicago residents and visitors use the path daily for cycling, strolling, running, in-line skating, and even commuting from one end of the city to the other. Located in the metropolitan area are forest preserves, 6 golf courses, tennis courts, swimming pools and lagoons, spraypool and water playgrounds, 33 beaches, and numerous athletic fields. In the summertime Chicago becomes the country's largest beach town as sun fanciers flock to 29 miles of lakefront beaches and yacht clubs to enjoy watersports. Lake Michigan, once one of the most industrially abused regions of the Great Lakes, has

experienced a remarkable environmental recovery. The fishing season on Lake Michigan runs year round, while the lake's boating season generally extends from May 15 to October 15; the Park District maintains jurisdiction over the city's nine harbors.

A major attraction is the annual Chicago to Mackinac Island (Michigan) sailboat race, during which participants sail the length of Lake Michigan. Chicago also boasts two golf courses built atop a former solid-waste dump. The prize-winning environmental engineering project, called Harborside International Golf Center, is only 16 minutes from downtown Chicago.

The LaSalle Bank Chicago Marathon, started in 1977 as the Mayor Daley Marathon, has become one of the most prestigious—and largest—marathon events in the world. Held each October, nearly 40,000 elite and recreational runners complete the 26.2-mile race that begins and ends at Grant Park. Hundreds of thousands of spectators line the course, which passes through the downtown Loop and many of the city's ethnic neighborhoods. Due to its fast, flat course, several world records have been set at the Chicago Marathon.

Shopping and Dining

Chicago's commercial district, formerly confined to the area known as The Loop, which was defined by a circuit of elevated trains, now pushes north of the Chicago River to Oak Street. Known as the "Magnificent Mile," the shopping area is considered the Rodeo Drive of the Midwest. Here, in and around buildings of architectural interest, are located some of the world's finest specialty stores. Water Tower Place on North Michigan is a seven-level modern shopping emporium with Chicago-based Marshall Field's and Lord & Taylor. A block away, Chicago Place, an eight-level mall, is anchored by Saks Fifth Avenue and houses Talbots, Ann Taylor, and Chiaroscuro. American Girl Place is a popular destination for young girls and their parents, where they can purchase American Girl dolls and accessories, have tea in the café, or view a show in the American Girl Theater. At 900 North Michigan shops are Bloomingdale's, Coach, Gucci, and Teuscher Chocolates of Switzerland. On nearby Oak Street one can find designs from Paris, Milan, and New York. North of the bustling Michigan Avenue shopping area is the Armitage-Halsted-Webster shopping area, with upscale restaurants and shops. Newly refurbished State Street, located downtown, offers a seven-block shopping experience at such landmarks as Carson Pirie Scott & Company and the flagship Marshall Field's.

Downtown Chicago features a remarkable diversity of bookstores, ranging from the Afrocentric Bookstore to The Savvy Traveler. Book lovers might like to pick up a copy of the Greater Loop Book District's pamphlet, showing the location of more than 20 bookstores in the Loop. It is available at airports, bookstores, and all visitor information centers.

On the waterfront, Navy Pier offers more than 50 acres of parks, promenades, gardens, shops, restaurants, and entertainment in a renovated warehouse. On North Orleans Street are the Merchandise Mart, the world's largest wholesale center, and the Chicago Apparel Center.

Chicago is served by some of the nation's finest restaurants. Every type of cuisine, from ethnic to traditional American fare, is available at restaurants in metropolitan Chicago. The city's eateries, housed in elegant turn-of-the-century hotels, modern chrome and glass structures, and neighborhood cafes, are recognized for consistently high quality. Among Chicago's most renowned restaurants are Ambria, Benkay, Charlie Trotter's, The Dining Room (Ritz-Carlton Hotel), Entre Nous (Fairmont Hotel), Frontera Grill, Gordon, Jackie's, La Tour (Park Hyatt), Nick's Fish Market, Restaurant Suntory, Seasons (Four Seasons Hotel), and Yoshi's Cafe. Once known as the city of steak houses by the dozens, Chicago's superior steak restaurants now include Morton's of Chicago, Gibsons Steakhouse, the Palm Restaurant, Eli's The Place for Steak, Chicago Chop House, and The Saloon. The deep-dish style of pizza originated in Chicago.

Visitor Information: Chicago Convention and Tourism Bureau, 2301 S. Lake Shore Drive, Chicago, IL 60616; telephone (312)567-8500; www.choosechicago.com

■ Convention Facilities

Chicago, one of the most popular convention cities in the United States, is home to McCormick Place, the largest exhibition center in North America. Set on the edge of Lake Michigan, McCormick Place contains more than 2.2 million square feet of exhibit space. The complex also features the 4,249-seat Arie Crown Theater, three 345-seat theaters, 112 meeting rooms, assembly seating for 10,000 people, and 8,000 parking spaces. The addition of the adjoining McCormick Place West, expected to be completed in 2008, will add approximately 470,000 square feet of exhibition space and 250,000 square feet of meeting room space to the facility. Chicago is known for its mix of gracious dowager hotels and modern glass towers with spectacular views of Lake Michigan.

Navy Pier offers space for mid-size events, with 170,000 square feet of exhibit space and 36 meeting rooms. The Chicago Cultural Center and University Center have event and meeting spaces available. Other special meeting facilities are available at museums, theaters, stadiums, corporations, and colleges and universities in the Chicago area.

Convention Information: Chicago Convention and Tourism Bureau, 2301 S. Lake Shore Drive, Chicago, IL 60616; telephone (312)567-8500; www.choosechicago.com

■ Transportation

Approaching the City

The destination of the majority of air traffic into Chicago is O'Hare International Airport, located 17 miles northwest of downtown, where 41 major domestic and international commercial carriers schedule more than 880,000 flights annually. One of the busiest air facilities in the world, O'Hare accommodates more than 5.8 million passengers each month, with a total of over 76 million in 2006. Continental Airport Express provides van service between O'Hare and all downtown hotels, the North Shore, and Oak Brook suburbs; Chicago Transit Authority (CTA) provides rapid transit train service between O'Hare and downtown. Taxis are available at the lower level curbside of all terminals.

Several other commuter and general aviation airports are located throughout the Chicago metropolitan area; among them is Midway Airport, ten miles from downtown, which is served by 10 major airlines and known as the "premier point-to-point airport in the nation." Midway serves over 1.4 million passengers each month, with a total of over 18 million in 2006.

Passenger rail service into Chicago is provided by Amtrak from cities in all regions of the United States. The Northern Indiana Commuter Transportation District operates the South Shore Line, a 90-mile electric railway that can speed commuters to Millennium Station in Chicago from the South Bend Airport. The Regional Transit Authority (RTA) operates bus and rapid-transit service into the city from the distant suburbs. Regional rail transportation is available through Metropolitan Rail (Metra).

A somewhat complex network of interstate highways facilitates access into the metropolitan area as well as the Loop district. Approaching from the northwest is I-94, which merges with the John F. Kennedy Expressway leading downtown. I-294 (the Tri-State Tollway), an outerbelt on the west side, joins I-80 to the south. Other westerly approaches are: State Road 5, the East-West Tollway, which becomes I-290; I-90, the North-West Tollway, which intersects I-290; and I-55, the Adlai Stevenson Expressway. Approaches from the south include I-94, the Calumet Expressway; I-57; and I-90, the Chicago Skyway; all of these merge with the Dan Ryan Expressway leading into the city. Running south of Chicago is I-80, which connects with I-55, I-57, I-90, and I-94; near the Indiana border I-80 joins I-90 to become the Northern Indiana Toll Road.

Traveling in the City

Chicago streets conform to a consistent grid pattern; major thoroughfares include east-west State Street and north-south Madison Street, which intersect downtown and provide the numerical orientation for all addresses.

Lake Shore Drive, affording a scenic view of Lake Michigan and the skyline, extends along the lake from the northern to the southern city limits.

Metra runs commuter trains and buses between the city and suburbs. The Chicago Transit Authority (CTA) operates bus, subway, and elevated train (the “El”) routes between the Loop and the nearby suburbs. Cabs are readily available in the downtown area. Parking in Chicago can be problematic; for this reason several city-run parking garages are available.

■ Communications

Newspapers and Magazines

Chicago’s major daily newspapers are the *Chicago Tribune* and the *Chicago Sun-Times*, both of which are distributed in morning and Sunday editions and maintain an Internet presence. In 2007 the *Chicago Tribune* was the eighth largest newspaper in the nation with an estimated daily circulation of 566,827. The Sun-Times Media Group, which is the publisher of the *Chicago Sun-Times*, publishes several weekly local newspapers for the Chicago area. These include *Edison-Norwood Times Review*, the *Harlem-Irving Times*, the *Wicker Park/Bucktown Booster*, and *Skyline Chicago*. Other weeklies in Chicago include the *Chicago Independent Bulletin*, *Journal*, *Reporter*, and the *Southwest News Herald*.

The Chicago Reader, an alternative weekly, covers entertainment, social, and cultural issues.

A number of African American and ethnic newspapers circulate regularly, including *Chicago Crusader*, *Chicago Daily Defender*, *Chicago Weekend*, and *Hyde Park Citizen*. Several ethnic language papers are published in the city, such as *Greek Press*, *Chicago Shimpō* (Japanese), *Korea Times*, and *Draugas* (Lithuanian).

Chicago is a national leader in publishing and printing of journals and magazines. Nationally known titles include *American Libraries*, *Ebony*, *Jet*, and *Poetry*. Specialized trade magazines cover a comprehensive range of subjects such as health care, international trade, consumer issues, industry and trade, agriculture, politics, business, and professional information. The University of Chicago is the source of several scholarly journals; among the areas covered are philology, literature, the sciences, ethics, business, labor, history, library science, medicine, and law.

Moody Publishers, a Christian publishing house affiliated with the Moody Bible Institute, is based in Chicago.

Television and Radio

Chicago is a broadcast media center for a wide region of the Midwest. Television viewers receive programming from 12 commercial, public, and independent stations based in the Chicago metropolitan area. Television programs filmed in Chicago for a national audience include *The Oprah Winfrey Show* and the movie review program *Ebert and Roeper*. There are 37 AM and 11 FM radio stations in the city broadcasting a complete selection of formats, including all major types of music, news, talk shows, public interest features, and market reports. The Moody Broadcasting Network, affiliated with the Moody Bible Institute, is headquartered in Chicago.

Media Information: *Chicago Tribune*, Chicago Tribune Company, 435 North Michigan, Chicago, IL 60611; telephone (312)222-3232; www.chicagotribune.com. *Chicago Sun-Times*, 350 North Orleans St., Chicago, IL 60654; telephone (312)321-3000; www.sun-times.com. *Chicago Reader*, 11 East Illinois, Chicago, IL 60611; telephone (312)828-0350; www.chicagoreader.com

Chicago Online

Chicago Convention and Tourism Bureau. Available www.choosechicago.com
 Chicago History Museum. Available www.chicagohs.org
 Chicago Public Library. Available www.chipublib.org
 Chicago Public Schools. Available www.cps.k12.il.us
Chicago Tribune. Available www.chicagotribune.com
 Illinois Department of Commerce and Community Affairs. Available www.illinois.gov
 McCormick Place Complex. Available www.mccormickplace.com

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Peoria

■ The City in Brief

Founded: 1819 (incorporated 1835)

Head Official: Mayor Jim Ardis (since 2005)

City Population

1980: 124,600

1990: 113,508

2000: 112,936

2006 estimate: 113,107

Percent change, 1990–2000: –0.5%

U.S. rank in 1980: 126th

U.S. rank in 1990: 157th (State rank: 3rd)

U.S. rank in 2000: 223rd

Metropolitan Area Population

1980: 366,000

1990: 339,172

2000: 347,387

2006 estimate: 370,194

Percent change, 1990–2000: 2.4%

U.S. rank in 1980: 90th

U.S. rank in 1990: Not available

U.S. rank in 2000: 116th

Area: 40.9 square miles (2000)

Elevation: 652 feet above sea level

Average Annual Temperatures: January, 22.5° F; July, 75.1° F; annual average, 50.8° F

Average Annual Precipitation: 36.03 inches of rain; 24.9 inches of snow

Major Economic Sectors: Agriculture, manufacturing, information technologies

Unemployment Rate: 4.4% (June 2007)

Per Capita Income: \$25,791 (2005)

2005 FBI Crime Index Property: 7,470

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: Bradley University; Eureka College; Illinois Central College

Daily Newspaper: *Journal Star*

■ Introduction

Peoria is the seat of Peoria County and the center of the Peoria-Pekin MSA that includes Marshall, Peoria, Stark, Tazewell, and Woodford counties. The city is considered the oldest continuously inhabited American community west of the Allegheny Mountains. Another of Peoria's distinctions is its typicality: in terms of such demographic characteristics as median age and purchasing patterns, the city's general makeup is almost identical to that of the United States as a whole, thus making it an ideal test market for consumer researchers. The city has also gained attention for both its social and business friendliness. In 2006 Peoria was named as one of the top ten best-mannered cities in the country by etiquette expert Marjabelle Young Stewart. In 2005 the city was named among the top 40 best cities for "Most Balanced Economy and Growth" by *Inc.* magazine; in the same survey Peoria ranked at number 55 for "Best Places—Medium Sized Cities."

■ Geography and Climate

Peoria is set in a level tableland surrounded by gently rolling terrain on the Illinois River. The continental climate produces changeable weather and a wide range of temperature extremes. June and September are generally the most pleasant months; an extended period of warm, dry weather occurs during Indian summer in late October and early November. Precipitation is heaviest during the growing season and lowest in midwinter.

Area: 40.9 square miles (2000)

Elevation: 652 feet above sea level

Average Temperatures: January, 22.5° F; July, 75.1° F; annual average, 50.8° F

Average Annual Precipitation: 36.03 inches of rain; 24.9 inches of snow

■ History

French Explore Peoria Tribe Territory

Native Americans lived in the area surrounding present-day Peoria for 12,000 years before the coming of Europeans. They took fish from the fresh waters of Peoria Lake and hunted for game in the surrounding valley. They called the river valley *Pimiteoui* (pronounced Pee-Mee-Twee), meaning “land of great abundance” or “fat lake.” The valley was known far and wide among Native Americans as a great winter hunting ground.

Peoria was the first European settlement in Illinois and one of the earliest in the middle of America. French explorers Louis Joliet and Pere Marquette canoed into the river valley in 1673 during their exploration of the Mississippi River. Six years later another French explorer, Robert Cavellier, sieur de La Salle, ventured down the Illinois River with a party of 30 men to establish forts and trading posts in order to strengthen France’s hold on the middle of America. Because it was winter and the weather inclement, the party was forced to land; LaSalle built a small fort on the east bluff of the Peoria river valley and called it Fort Crevecoeur (“broken heart”). The fort was the first European building to be built in the middle of America. It was mysteriously abandoned after four months and these words were found burned into the side of an unfinished boat found on the site: “Nous sommes tous sauvages” (We are all savages).

With the help of the tribes of the Illini nation, in 1691 the French military, under the charge of Henri de Tonti, built a massive fortification, called Fort Pimiteoui, on Peoria’s shores, near the site of present-day Detweiller Marina on the popular Pimiteoui Trail that winds along the riverfront. Outside the walls of the fort, a French settlement grew among the Illini villages, becoming the first European settlement in the state of Illinois.

By 1763 the British flag was being flown over Illinois, but the French Peorians persevered and enjoyed life much as they would have done in the rural countryside of France. One of the villagers, Jean Baptiste Maillet, moved the core of the French village to the site of present-day Downtown Riverfront Park in 1778. Another villager, Jean-Baptiste Du Sable, left in 1784 and became the founder of Chicago.

Following the American Revolution, a number of Peorians received land grants from the U.S. Congress in gratitude for their support during the war. In October

1812, the area felt the pressure of thousands of American settlers heading west; Native American Potawatomi villages in the region were destroyed by troops under the command of the Illinois Territory Governor Ninian Edwards. A month later, American soldiers overran the French village and deported its inhabitants to a wilderness around Alton, Illinois. After 120 years French Peoria was gone forever.

American soldiers built Fort Clark in 1813. Today the fort is commemorated in the riverfront Liberty Park Pavilion. The first American settlers began farming there in 1819. Soon the small village experienced a great economic and population boom.

Economic Growth Paired with Historic Events

With its abundance of natural resources, Peoria industries grew up. They included meat-packing, casting foundries, pottery making, wholesale warehousing, distilleries, and earth-moving and farm machinery manufacturing. Ancient Indian trails were turned into solid roads, and steamboats and ferries replaced canoes. The city became a massive railroad hub. The area’s fresh, clear water, abundance of corn, and ease of transportation contributed to making the city the “Whiskey Capital of the World” by 1900. Distilleries and their related industries brought tremendous wealth, and Peoria became one of the largest tax-paying districts in the country. Prosperity enabled city leaders to strive to develop a model city.

State-of-the-art municipal buildings were erected, such as the red sandstone City Hall (1889). Models of Peoria’s innovative schools, such as the Grail School (1892), were exhibited across the nation. Massive churches such as St. Mary’s Cathedral (1889) were built. Beautiful parks such as Glen Oak Park (1896) and Laura Bradley Park (1897) were laid out. Present-day historic districts such as High Street-Moss Avenue, Roanoke-Randolph Street, and Glen Oak Avenue evoke an era that Peoria endeavors to preserve.

The city of Peoria has been the site of historic events and the home of famous Americans. In 1854 Abraham Lincoln, rebutting a speech by Stephen Douglas, for the first time publicly denounced slavery as incompatible with American institutions; this clash predated the famous Lincoln-Douglas debates by four years. The original mold strain for penicillin was discovered by scientists in Peoria. The first African American person to vote in the United States did so in Peoria on April 4, 1870. Peorian Herb Jamison was a medalist in the first modern Olympics in Greece in 1896. The Caterpillar Tractor Company was established in Peoria in 1925 through the merger of Benjamin Holt Co. and the C. L. Best Tractor Co. In 2007 the Caterpillar, Inc. was the largest employer in the city and county.

In the second half of the twentieth century Peoria was awarded an All-America City designation three times (1953, 1966, and 1989). Into the early 2000s the city has



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continued to build on its all-American reputation in promoting itself as a city with “big city assets” and “smaller town” lifestyle. A vaudeville-era phrase “to play in Peoria” is still used to characterize the thoughts and habits of a “typical” American. In 2004 *Forbes* ranked Peoria the most affordable U.S. metropolitan area in which to live. In 2005 the city was named among the top 40 best cities for “Most Balanced Economy and Growth” by *Inc.* magazine; in the same survey Peoria ranked at number 55 for “Best Places—Medium Sized Cities.” A short list of native Peorians include the late Senator Everett Dirksen; Betty Friedan, author of *The Feminine Mystique*; and comedian and actor Richard Pryor.

Historical Information: Peoria Historical Society, 611 SW Washington Street, Peoria, IL 61602; telephone (309)674-1921; www.peoriahistoricalsociety.org

■ Population Profile

Metropolitan Area Residents

1980: 366,000
1990: 339,172
2000: 347,387

2006 estimate: 370,194
Percent change, 1990–2000: 2.4%
U.S. rank in 1980: 90th
U.S. rank in 1990: Not available
U.S. rank in 2000: 116th

City Residents

1980: 124,600
1990: 113,508
2000: 112,936
2006 estimate: 113,107
Percent change, 1990–2000: –0.5%
U.S. rank in 1980: 126th
U.S. rank in 1990: 157th (State rank: 3rd)
U.S. rank in 2000: 223rd

Density: 2,543.4 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 78,254
Black: 27,992
American Indian and Alaska Native: 229
Asian: 2,629
Native Hawaiian and Pacific Islander: 42
Hispanic or Latino (may be of any race): 2,839

Other: 1,355

Percent of residents born in state: 72.3% (2000)

Age characteristics (2005)

Population under 5 years old: 8,950
Population 5 to 9 years old: 6,959
Population 10 to 14 years old: 7,040
Population 15 to 19 years old: 6,441
Population 20 to 24 years old: 8,373
Population 25 to 34 years old: 14,015
Population 35 to 44 years old: 12,707
Population 45 to 54 years old: 13,573
Population 55 to 59 years old: 5,560
Population 60 to 64 years old: 4,501
Population 65 to 74 years old: 7,060
Population 75 to 84 years old: 5,605
Population 85 years and older: 1,352
Median age: 34.4 years

Births (2006, County)

Total number: 2,679

Deaths (2006, County)

Total number: 1,840

Money income (2005)

Per capita income: \$25,791
Median household income: \$40,276
Total households: 45,053

Number of households with income of . . .

less than \$10,000: 4,102
\$10,000 to \$14,999: 3,663
\$15,000 to \$24,999: 6,502
\$25,000 to \$34,999: 5,223
\$35,000 to \$49,999: 6,979
\$50,000 to \$74,999: 8,616
\$75,000 to \$99,999: 4,596
\$100,000 to \$149,999: 3,432
\$150,000 to \$199,999: 839
\$200,000 or more: 1,101

Percent of families below poverty level: 10% (2005)

2005 FBI Crime Index Property: 7,470

2005 FBI Crime Index Violent: Not available

■ Municipal Government

The city of Peoria operates under a council-manager form of government. One council member is elected from each of five districts and five members are elected at large. The mayor is the official head of the city; he heads the council and is elected by the total electorate.

Head Official: Mayor Jim Ardis (since 2005; current term expires 2009)

Total Number of City Employees: about 800 (2007)

City Information: City of Peoria, 419 Fulton, Peoria, IL 61602; telephone (309)494-8524; www.ci.peoria.il.us

■ Economy

Major Industries and Commercial Activity

Located at the center of a fertile agricultural region, with corn and soybeans as principal crops, Peoria is an important livestock and grain exporting market. Farm production and livestock sales in the three-county area are among the highest in the nation. Peoria is surrounded by rich bituminous coal fields that hold reserves estimated to last for 150 years and slated for worldwide distribution.

In 2007 the largest number of jobs in Peoria were found in the trade, transportation, and manufacturing sectors. Peoria is the headquarters of Caterpillar Inc., one of the nation's largest companies for the design, manufacturing, and marketing of mining, agricultural, and forestry machinery. Caterpillar was the city's largest employer in 2007. Keystone Steel and Wire Co. and L.R. Nelson Corporation are also headquartered in the city. Other top manufacturing employers include SC2, Komatsu Mining Systems, and Interstate Brands. The city is also the base for several distilleries and breweries.

Educational and health services also account for a large number of local jobs. In health care, Methodist Medical Center, Proctor Hospital, and OSF Saint Francis Medical Center are top employers. In education the Peoria School District 150 and Bradley University are top employers. The government sector includes the Peoria Air Guard 182nd Airlift Wing, as well as county and city government offices.

Professional and business services are becoming increasingly more important to the local economy. AFFINA Corp. (market research), Clifton Gunderson LLP (accounting and bookkeeping services), and CEFCU (financial services) all maintain headquarters in Peoria. Illinois Mutual Life Insurance and RLI Corp. are also headquartered in the city. Peoria is a main test market for several national consumer research firms such as Nielsen Data Markets, Inc., which has established one of its six facilities in the city.

The city is taking steps to increase the number of high tech and research businesses that call Peoria home. The National Center for Agriculture Research is operated in Peoria by the United States Department of Agriculture; there, soil testing and chemical development are important areas of research. Peoria has formed the Biotechnical Research and Development Consortium to allow private development and marketing of the products developed at the center's Agricultural Research Lab and

to expand the use of patents into the private sector. In 2007 the city opened the Peoria NEXT Innovation Center as a business incubator to attract similar employers.

Items and goods produced: fences, nails, steel and wire products, construction machinery, chemical additives, mining and agricultural machinery, sprinklers, valves, hoses, video movies systems

Incentive Programs—New and Existing Companies

Local programs: Business is encouraged in Peoria through a variety of local programs. Among economic incentives are sales and property tax credits and exemptions, and industrial revenue bonds. The Economic Development Council for Central Illinois (EDC) assists Peoria-area businesses in start-up, growth, or expansion. Bradley University offers assistance to new businesses through the Asia Trade Center, the Business Technology Incubator, and the Small Business Development Center.

The City of Peoria has a low interest loan program known as the Business Development Fund (BDF). This program provides low interest loans as secondary or “gap” financing. Its use is tied to job creation or retention. Other financing programs are offered through the Heartland Capital Network.

In 1977 the Illinois legislature adopted the Tax Increment Allocation Redevelopment Act to provide municipalities with a unique tool to finance and stimulate urban redevelopment. Through the use of Tax Increment Financing (TIF), cities can stimulate private investment by offering incentives to attract and retain businesses, improve their community areas, and maintain a well-educated and highly trained labor force. In 2007 there were seven TIF districts in the city.

State programs: Peoria has nine areas that are state-designated Enterprise Zones. Businesses located in an Enterprise Zone are eligible for an Investment Tax Credit, a Building and Materials Sales Tax Exemption (6.25 percent), and a Machinery and Equipment/Pollution Control Facilities Sales Tax Exemption (6.25 percent). A Jobs Tax Credit of \$500 is also available for jobs, created in the zones, for certified dislocated or economically disadvantaged workers. Foreign Trade Zone incentives apply for city businesses as well.

The Economic Development for Growing Economy Tax Credit Program (EDGE) is a statewide program to benefit companies that relocate or expand operations within the state. Qualifying companies must make an investment of at least \$5 million in capital improvements and create a minimum of 25 new full-time jobs in the state. Companies with 100 or fewer employees must make a capital investment of \$1 million and create at least five full-time jobs to qualify. The High Impact Business

program is designed to encourage large-scale economic development initiatives. Business projects that involve at least \$12 million in investments and the creation of 500 full-time jobs may qualify for investment tax credits and state sales tax exemptions on building materials, utilities, and the purchase, repair, or replacement of manufacturing equipment. Other state sponsored tax credits include a Research and Development Tax Credit of 6.5 percent and a Manufacturer’s Purchase Credit of 6.25 percent for qualified businesses. A number of loan programs are available.

Job training programs: Job training is available through state agencies and educational institutions. The Workforce Network is a partnership between local and state workforce organizations that enables them to coordinate their services and offer them through a one-stop system. Their Career Resource Center offers job search, education, and career-training information in a user-friendly environment. Through the Employer Training and Investment Program, qualified employers may receive grants for up to 50 percent of costs in training new employees. Federally funded workforce development programs are administered through the Peoria Workforce Development Department.

Development Projects

In 2001 several local community and businesses leaders joined with organizations such as the Methodist Medical Center, Bradley University, and the National Center for Agriculture Research to form Peoria NEXT, a not-for-profit foundation dedicated to creating a more diverse economy for the city through growth in the technology and research and development sectors. In 2007 the city celebrated the opening of the Peoria NEXT Innovation Center. The \$13.5-million center will serve as a business incubator under the management of the Technology Commercialization Center of Bradley University. The 48,000-square-foot building can house up to 22 companies. Bradley University and the Caterpillar Technical Services Division will serve as anchor tenants.

In 2003 Governor Blagojevich signed an act to create the six-county Heart of Illinois Regional Port District currently known as TransPORT. The district covers 60 miles of the Illinois River as it cuts through Fulton, Marshall, Mason, Peoria, Tazewell, and Woodford counties. Governed by a nine-member board, TransPORT hopes to serve as a job generator and an economic growth engine for the entire region as members encourage and promote the use of the waterway and the transportation and distribution companies available in the area. As of 2007 companies partnered with TransPORT included Genesee & Wyoming, Caterpillar, G&D Integrated, and Diamond Vogel.

In 2005 Governor Blagojevich announced the Turner Center for Entrepreneurship at Bradley University would receive \$250,000 in funding from the Illinois

Department of Commerce and Economic Opportunity to further expand its programs. As of 2007 those programs included a financial award program of up to \$5,000 designed to help small business owners and entrepreneurs obtain professional services for business plan assistance, evaluation of startup and expansion plans, and other approved support services.

Economic Development Information: The Economic Development Council for Central Illinois, 124 SW Adams Street, Suite 300, Peoria, IL 61602-1388; telephone (309)676-7500; www.edc.centralillinois.org. Illinois Department of Commerce and Economic Opportunity, 620 E. Adams, Springfield, IL 62701; telephone (217)782-7500; www.illinoisbiz.biz/dceo

Commercial Shipping

With access to several interstate and federal highways, the entire tri-county area is linked to markets nationwide by 60 trucking firms and 4 transportation brokers. Air cargo transfer facilities are available at Greater Peoria Regional Airport, with over 50 million tons of cargo and mail handled there each year. The primary air cargo carriers are Fed Ex, DHL, Emery and UPS; however, some passenger flights carry cargo as well. The airport is a U.S. Customs point of entry and part of the Peoria Foreign Trade Zone.

The Peoria Barge terminal on the Illinois River is a major multi-modal terminal for the state. Two main barge lines (American Commercial Barge and ARTCO) transport more than 48 million tons during a year-round navigation season through the Peoria Lock and Dam, a major link from the Gulf of Mexico to the St. Lawrence Seaway. Four Class I railroads serve the tri-county area: Burlington Northern Santa Fe, Canadian National, Norfolk Southern, and Union Pacific. There are five regional railroads as well.

Labor Force and Employment Outlook

As of 2006 nearly 88 percent of workers in the city had a high school degree or higher and 32 percent had a bachelor’s degree or higher; both figures were above the national average. Manufacturers and agribusinesses are said to have been successful in retraining and modernizing the work force through the strong training networks between the private and education sectors. Peoria has always been a strong retail market; further retail development in the downtown area and more strip malls are expected. Employment projections for 2004 through 2014 indicate that the greatest increase in job availability will be in the professional and business services sector, particularly in scientific and technology services and management and computer systems design-related services. Health care and educational services are also expected to show increased job levels. The manufacturing sector is only expected to lose a small number of jobs.

The following is a summary of data regarding the Peoria metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 184,000

Number of workers employed in . . .

- construction and mining: 9,000
- manufacturing: 31,500
- trade, transportation and utilities: 34,900
- information: 3,100
- financial activities: 8,600
- professional and business services: 20,300
- educational and health services: 31,300
- leisure and hospitality: 16,900
- other services: 7,400
- government: 20,900

Average hourly earnings of production workers employed in manufacturing: \$17.69

Unemployment rate: 4.4% (June 2007)

<i>Largest employers 2007</i>	<i>Number of employees</i>
Caterpillar, Inc.	17,000
OSF Saint Francis Medical Center	5,100
Peoria School District 150	3,000
Methodist Medical Center	2,500
XPAC	1,700
Peoria Air Guard 182nd Airlift Wing	1,248
Keystone Steel and Wire Co.	1,200
G & D Intergrated Peoria School District 150	1,200
Peoria County	1,033
Morton Metalcraft Company	1,000

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$271,817

2007 (1st quarter) ACCRA Cost of Living Index: 97.2

State income tax rate: 3.0% of Federal Adjusted Gross Income, with modifications

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 1.5% (2005)

Property tax rate: 7.9419% per \$100 assessed valuation (2002)

Economic Information: Peoria Area Chamber of Commerce, 124 SW Adams, Suite 300, Peoria, IL 61602-1388; telephone (309)676-0755; www.peoriachamber.org

■ Education and Research

Elementary and Secondary Schools

The Peoria Public Schools District 150 is the fifth-largest public elementary and secondary school system in the state of Illinois. A seven-member, nonpartisan board of education appoints a superintendent by majority vote. In 2007 about 43.5 percent of all teachers in the district had a master's degree or above.

In 2007 each of the comprehensive high schools in the district supported a specialized academy program. These included the Business Academy at Peoria High School, Health Science Academy at Richwoods High School, Industrial Technology Academy at Manual High School, and Technology Pathways Academy at Woodruff High School. Roosevelt Magnet School is a fine arts magnet for students in fifth through eighth grade. Programs for gifted students are available through most schools. Washington Gift School accepts the top students from the gifted programs in grades five through eight. Special education and alternative education programs are available. The Peoria Adult Education and Family Literacy Center is sponsored in part by the district.

The following is a summary of data regarding the Peoria Public Schools as of the 2005–2006 school year.

Total enrollment: 14,600

Number of facilities

elementary schools: 15
junior high/middle schools: 10
senior high schools: 5
other: 7

Student/teacher ratio: 15.8:1

Teacher salaries (2005–06)

elementary median: \$41,360
junior high/middle median: \$42,650
secondary median: \$47,530

Funding per pupil: \$8,556

Offering private educations are the Peoria Catholic Diocese, Concordia Lutheran, the Hebrew Day School, Peoria Academy, and Peoria Christian.

Public Schools Information: Peoria Public Schools, 3202 N. Wisconsin Avenue, Peoria, IL 61603; telephone (309)672-6512; www.psd150.org

Colleges and Universities

Bradley University, founded in 1897, enrolls about 6,127 students and offers more than 100 undergraduate programs and 14 graduate degrees. Fields include business and accounting, all major engineering specialties, music, nursing, and teacher education.

Eureka College, located in Eureka, is a four-year liberal arts college. It was the first college in the state to admit men and women on an equal basis. It is also known as the alma mater of former president Ronald Reagan. The school offers 30 undergraduate majors. Enrollment is about 520 students.

The University of Illinois College of Medicine (UICM) at Peoria serves students in their second through fourth year of medical school. There are about 150 students at the Peoria campus. The school houses the College of Nursing and the School of Public Health as well as the Library of Health Sciences.

The Saint Francis College of Nursing, part of the OSF Saint Francis Medical Center, offers bachelor's and master's degrees. The medical center has nine residency programs through the University of Illinois College of Medicine at Peoria. OSF Saint Francis is also the clinical site for a variety of area colleges including Bradley University, Illinois Central College, and the University of Illinois.

Illinois Central College is a two-year institution that schedules courses in university transfer curricula and vocational and continuing education programs on three local campuses for more than 20,000 students. Associate degrees are offered in 152 programs of study; certificates are offered in more 95 subjects. Midstate College offers a wide variety of associate and certificate programs as well as bachelor's degrees in accounting, management information systems, and business administration. The Peoria campus of Robert Morris College (based in Chicago) offers bachelor's degrees in business administration, computer networking, and medical assisting. Associate's degrees are also available in business administration, computer networking, graphic arts, and medical assisting.

Among colleges and universities within commuting distance of Peoria are Illinois State University in Normal, Western Illinois University in Macomb, and Carl Sandburg College and Knox College in Galesburg.

Libraries and Research Centers

The Peoria Public Library maintains a central facility with more than 800,000 volumes and more than 1,300 periodical titles as well as music recordings, videos, and DVDs; subject interests include business, census materials, early government documents, genealogy, and local history. The library's comprehensive Internet website

allows patrons to access the card catalog and research databases. In addition to the main library facility, the library operates five branches and a bookmobile. The library has an interlibrary loan program through the Alliance Library System.

The Cullom-Davis Library on the Bradley University campus has holdings of more than 536,000 volumes. Special collections include federal and state documents as well as material pertaining to industrial arts history, Abraham Lincoln, and oral history; the library also houses the Harry L. Spooner Library of the Peoria Historical Society. The Library of Health Sciences at the University of Illinois College of Medicine in Peoria is open to the public for research. Special borrowing privileges may be obtained through application.

Bradley University supports several research programs, including the Institute for Urban Affairs and Business Research, the Center for Business and Economic Research, and the Business and Technology Data Center. Other centers for special studies include the C. C. Wheeler Institute for the Holistic Study of Family Well-Being and the Center for Emerging Technologies in Infrastructure. Work done at Peoria's National Center for Agricultural Utilization Research, one of four USDA Agricultural Research Service labs, made possible the mass production of penicillin and the early and economical production of dextran as a blood-volume expander.

Public Library Information: Peoria Public Library, 107 NE Monroe Street, Peoria, IL 61602-1070; (309) 497-2000; www.peoriapubliclibrary.org

■ Health Care

OSF Saint Francis Medical Center is home to the only Level I Trauma Center in Central Illinois. The center is also home to the Illinois Neurological Institute/OSF Stroke Network, the OSF Saint Francis Heart Hospital/OSF Cardiac Network, and the 127-bed Children's Hospital of Illinois. The Medical Center supports six outpatient clinics and three PromptCare sites.

Methodist Medical Center of Illinois includes a 330-bed hospital and several primary care and walk-in clinics. Specialized care centers within the hospital include the Pain Management Clinic, the Parkinson's Center, the Sleep Center, Diabetes Care Center, Epilepsy Center and Home Health Services.

Proctor Hospital features an all-private room facility with specialized care centers for cardiac services, women's health, a Wound Care Clinic, and senior care. The hospital also hosts the Illinois Institute for Addiction Recovery. First Care sites offer primary care for illnesses and minor injuries.

Specialized treatment is available at St. Jude Children's Research Hospital, the Midwest affiliate of St. Jude Children's Research Hospital in Tennessee; the Institute for Physical Medicine and Rehabilitation; and the Allied

Agencies Center, which provides research, therapy, and education and training for handicapped patients. Also located in the city are the American Red Cross Peoria Regional Blood Center and Marvin Hult Health Education Center.

■ Recreation

Sightseeing

Visitors can get the best experience of the city during the months of May through October, when CityLink provides a two-hour historic trolley tour with narration provided by the Peoria Historical Society.

Glen Oak Park is a 100-acre park that serves as home to the Glen Oak Zoo. Zoo animals range from large cats and marsupials to reptiles and amphibians. The Luthy Memorial Botanical Garden is also part of Glen Oak Park. The Wildlife Prairie State Park is a 2,000-acre zoological park that provides a habitat for animals native to Illinois, including bison, elk, wolves, cougars, bears, waterfowl, and American bald eagles. The park also contains a country store, pioneer farmstead, walking trails, and a miniature railroad that runs through the grounds. Parks along the riverfront host concerts, festivals, and outdoor sports activities.

Aspects of Peoria's agricultural heritage are the focus of tours of the National Center for Agricultural Utilization Research, Linden Hills Farms, Tanners Orchard, Caterpillar Inc., McGlothlin Farm Park, and Wildlife Prairie Park.

Arts and Culture

The Lakeview Museum of Arts and Sciences houses permanent collections of Illinois folk art and African art, a planetarium, and a children's Discovery Center. The African American Hall of Fame Museum at the Proctor Center is devoted to the collection, study, and exhibition of African American life and culture.

Peoria performing arts organizations include the Peoria Symphony Orchestra, Peoria Ballet Company, Opera Illinois, and Peoria Area Civic Chorale, all of which perform at the Peoria Civic Center Theater. Theater in Peoria is represented by such organizations as Corn Stock Theatre, Peoria Players, Eastlight Theatre, One World Theatre Company, and Barn II Dinner Theater. The Peoria Civic Center also serves as a venue for touring concerts and family events.

ArtsPartners, based in Peoria, serves as an umbrella organization for the arts in central Illinois.

Festivals and Holidays

Eureka College hosts an annual Eureka Lilac Festival and Fine Arts Fair in April. The Steamboat Sports festival takes place in June, offering activities and entertainment for the entire family. The celebration of Independence

Day is capped by the Fourth of July fireworks display on the riverfront. Peoria's largest annual event is the Heart of Illinois Fair in July at the Exposition Gardens, which attracts nearly 250,000 people. August features the Taste of Peoria Festival at Riverfront Festival Park. Oktoberfest, held in September, is a festival that celebrates German culture and food. The century-old Santa Claus Parade, the country's longest running event of its kind, takes place each year on Thanksgiving Day.

Sports for the Spectator

The Peoria Chiefs, a Class A affiliate of the Chicago Cubs, are league leaders each year in home game attendance at O'Brien Field. The Peoria Rivermen compete in the American Hockey League and play home games in the modern indoor facility, the Peoria Civic Center. The Peoria Rough Riders play for the United Indoor Football Association. Both Bradley University and Illinois Central College field competitive basketball teams. The annual Steamboat Classic attracts world-class, international middle-distance runners. Racing fans enjoy the Grand National TT Motorcycle Race in August.

Sports for the Participant

The Peoria Pleasure Driveway and Park District consists of nearly 9,000 acres providing facilities for outdoor and indoor sports. Included are 7 golf courses, indoor and outdoor swimming pools, and 39 public tennis courts. Also available are two artificial ice-skating rinks, an archery range, a BMX bicycle racing course, horseshoe pits, shuffleboard courts, and a shooting range. Peoria Lake offers fishing and boating. The Par-A-Dice Riverboat Casino, docked in East Peoria, offers high-stakes gambling on the scenic Illinois River. The Glen Oak Park Fishing Lagoon serves fishermen during warmer months and ice skaters in the winter.

Shopping and Dining

Peoria shoppers can choose from 60 shopping centers and malls located throughout the greater metropolitan area. The Shoppes at Grand Prairie is an open air mall with retail tenants such as Bergner's, Eddie Bauer, Borders, Dick's Sporting Goods, and Old Navy. The Metro Centre offers a wide variety of shopping and dining establishments. Northwoods Mall is anchored by department stores Famous Barr, JCPenney, and Sears. Unique, one-of-a-kind shops can be found along the Peoria Riverfront District. Duryea Center-Northwestern Place is an upscale shopping center. Peoria is also home to the Illinois Antique Center, with more than 100 booth spaces. Other Peoria locations include the Westlake Shopping Center and Sterling Plaza.

The dining choices in Peoria feature ethnic food as well as gourmet cuisine and a variety of well known fast food chains and family-style restaurants. Sushi Popo serves fine-dining Chinese and Japanese cuisine. Irish

Fare can be had at Kelleher's Irish Pub and Eatery. Italian choices include Old Chicago Restaurant, Ponte Vecchio, and Rizzi's Italian Ristorante. German American food and European beers are enjoyed at the Peoria Hofbrau. Regional specialties include barbecued ribs and pork tenderloin sandwiches.

Visitor Information: Peoria Area Convention and Visitors Bureau, 456 Fulton Street, Suite 300, Peoria, IL 61602; telephone (800)747-0302; www.peoria.org

■ Convention Facilities

Peoria's principal meeting site is the Peoria Civic Center, located in the revitalized downtown district. It features a 12,145-seat arena, 63,668 square feet of exhibit space, and a theater with seating for 2,244 people. Concerts, sporting events, rodeos, ice shows, and operas are among the events held at the Civic Center. The Exposition Gardens offers an alternative venue for events and meetings. The Youth Building contains 14,000 square feet of unobstructed exhibit space. Peoria area hotels and motels offer more than 3,000 lodging rooms and also have convention and meeting room facilities.

Convention Information: Peoria Area Convention and Visitors Bureau, 456 Fulton Street, Suite 300, Peoria, IL 61602; telephone (800)747-0302; www.peoria.org

■ Transportation

Approaching the City

The Greater Peoria Regional Airport has scheduled daily flights to and from 11 major hub cities through 5 major airline carriers. Interstate 74 passes directly through the city while I-74 circles around it to the southwest. I-155, I-39, and I-55 all connect to I-474. I-80 (north of the city) connects to I-39. Amtrak stations are located in Bloomington and Lincoln, both about 35 to 40 miles away. Greyhound maintains a bus station at the airport.

Traveling in the City

Peoria is compact but not crowded. The average commute is 10 minutes. CityLink, sponsored by the Greater Peoria Mass Transit District, offers mass public transportation around the greater metropolitan area. Trolley Express serves the downtown area.

■ Communications

Newspapers and Magazines

The major newspaper in Peoria is the *Journal Star*, which is published every morning. Content and archives of past stories are available on the paper's website. Other neigh-

borhood and suburban newspapers circulate weekly, including the *Morton Times News* and the *Peoria Times Observer*. *The Community Word* is an independently owned weekly paper on local interest. Central Illinois Business Publishers, based in Peoria, publish the monthly community-interest magazines *InterBusiness Issues*, *The Peoria Woman*, *Art & Society*, and *Peoria Progress*. *The Catholic Post* is the weekly paper of the Diocese of Peoria.

Television and Radio

Six television stations are based in Peoria; cable service is available through four services. Ten radio stations furnish diversified programming.

Media Information: *Journal Star*, 1 News Plaza, Peoria, IL 61643; telephone (309)686-3000; www.pjstar.com

Peoria Online

City of Peoria home page. Available www.ci.peoria.il.us

Economic Development Council for Central Illinois. Available www.edc.centralillinois.org
Illinois Department of Commerce and Community Affairs. Available www.commerce.state.il.us
Journal Star. Available www.pjstar.com
Peoria Area Chamber of Commerce. Available www.peoriachamber.org
Peoria Area Convention and Visitors Bureau home page. Available www.peoria.org
Peoria Historical Society. Available www.peoriahistoricalsociety.org
Peoria Park District. Available www.peoriaparks.org
Peoria Public Library. Available www.peoria.lib.il.us

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Springfield

■ The City in Brief

Founded: 1821 (incorporated 1832)

Head Official: Mayor Timothy J. Davlin (since 2003)

City Population

1980: 99,637

1990: 105,227

2000: 111,454

2006 estimate: 116,482

Percent change, 1990–2000: 3.9%

U.S. rank in 1980: 171st

U.S. rank in 1990: 183rd (State rank: 4th)

U.S. rank in 2000: 225th (State rank: 6th)

Metropolitan Area Population

1980: 187,770

1990: 189,550

2000: 188,951

2006 estimate: 206,112

Percent change, 1990–2000: –.3%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 165th

Area: 54 square miles (2000)

Elevation: 588 feet above sea level

Average Annual Temperatures: January, 25.1° F; July, 76.3° F; annual average, 52.7° F

Average Annual Precipitation: 35.56 inches of rain; 23.1 inches of snow

Major Economic Sectors: Government, services, wholesale and retail trade

Unemployment Rate: 4.6% (June 2007)

Per Capita Income: \$27,052 (2005)

2005 FBI Crime Index Property: 7,345

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: University of Illinois at Springfield; Southern Illinois University School of Medicine; Lincoln Land Community College; Springfield College in Illinois

Daily Newspaper: *State Journal-Register*

■ Introduction

Springfield is the capital of Illinois and the seat of Sangamon County, which is included in the Springfield metropolitan area. The city is the commercial, health care, financial, and cultural center for a wide agricultural region. Springfield bills itself as “The City Lincoln Loved,” since it served as the home, workplace, and political base of Abraham Lincoln for nearly twenty-four years prior to his election as President of the United States. Springfield is also a popular tourist destination.

■ Geography and Climate

Springfield is located south of the Sangamon River on level to gently sloping terrain in a fertile agricultural region in central Illinois. The city is 190 miles southwest of Chicago, 95 miles northeast of St. Louis, and 193 miles west of Indianapolis. Springfield’s climate consists of four seasons, with warm summers and cold winters.

Area: 54 square miles (2000)

Elevation: 588 feet above sea level

Average Temperatures: January, 25.1° F; July, 76.3° F; annual average, 52.7° F

Average Annual Precipitation: 35.56 inches of rain; 23.1 inches of snow

■ History

Sangamon River Valley Attracts Settlers

At the time Illinois was admitted to the Union in 1818, the city of Springfield did not exist. In that same year Elisha Kelly of North Carolina, attracted to the fertile Sangamon River valley, built the first homestead at a location that is now the northwest corner of Springfield's Second and Jefferson streets. Other settlers soon arrived and a small settlement began to take shape around the Kelly cabin. When Sangamon County was created in 1821, the Kelly colony was the only one large enough to house county officials. The town was named Springfield in April 1821, the name being derived from Spring Creek and one of the Kelly family's fields. Springfield became the county seat in 1825 and received its incorporation in 1832.

Through the leadership of young Abraham Lincoln, one of the "Long Nine"—seven representatives and two senators whose total height measured 54 feet—the state capital of Illinois was transferred from Vandalia to Springfield. Lincoln, who lived in the village of New Salem, 20 miles northwest of the city, moved to the new capital on April 15, 1837; he remained there until he left for Washington, D.C., on February 11, 1861, as the sixteenth president-elect of the United States on the eve of the American Civil War. During Lincoln's twenty-five years in Springfield as a lawyer and politician, the city experienced prosperity and growth, becoming a city in 1840 and recording a population of 9,400 people by 1860.

Monuments Memorialize Lincoln in Springfield

The city of Springfield is a tribute to Lincoln, rivaling Washington, D.C., in the grandeur and significance of its public monuments, shrines, and historic buildings. The Old State Capitol, a Greek Revival style building constructed in 1837, is one of the most historically significant structures west of the Alleghenies. Lincoln delivered his "House Divided" speech on June 16, 1858, and maintained an office as president-elect there. His body lay in state in the Capitol's House of Representatives on May 5, 1865. The Lincoln Tomb and memorial in Oak Ridge Cemetery was dedicated in 1874. The marble burial chamber holds the bodies of Lincoln, his wife Mary, and sons Edward Baker, William Wallace, and Thomas ("Tad"). The Lincoln Memorial Garden and Nature Center, designed by Jens Jensen, reflects the Illinois landscape of Lincoln's time. The Lincoln Home National Historic Site, the Lincoln-Herndon Law Offices, the Lincoln Depot (formerly Great Western depot, where he gave his farewell speech to Springfield), and the Lincoln Family Pew at the First Presbyterian Church complete the sites memorializing Lincoln's life in Springfield.

At the center of Springfield's history and daily life is state politics. After the Civil War, to prevent the removal of the capital to Peoria, Springfield citizens bought the old capitol building for \$200,000, which was then used to finance a new structure. Begun in 1868 and finished 20 years later at a cost of \$4.5 million, the capitol rises 461 feet above the city and is in the form of a Latin cross with a vast dome in the center, capped with stained glass. The building was renovated in 1958.

Springfield Emerges as Regional Center

In 1914 the Russell Sage Foundation picked Springfield for one of its sociological surveys to aid social welfare organizations. The creation of man-made Lake Springfield, the largest civic project in the city's history, was approved in 1930 and financed by a bond issue and federal funds. The city became a wholesale and retail center for the thriving agricultural region.

Throughout the 1900s the city became a regional center for education through the addition of Springfield College (1929), Lincoln Land Community College (1967), Sangamon State University (1969), and the Southern Illinois University (SIU) School of Medicine (1970). Sangamon State became the University of Illinois at Springfield in 1995. In 2004, Springfield College entered into a joint partnership with Benedictine University to create Benedictine University Springfield College in Illinois. The development of the city's health care industry began to take shape during about the same time, in part through the presence of the SIU School of Medicine. St. John's Hospital and the Memorial Medical Center have grown to become major employers for the city. The impact of the health care industry for the city and the region was recognized through the creation of the Illinois Medical District at Springfield in 2003. The district is a state-designated zone that is expected to attract and encourage the growth of health care service organizations as well as related tech and research firms. In 2007, the district was renamed as the Mid-Illinois Medical District. It is the second such district in the state, the first being in Chicago. As of 2007 the educational and health care services sectors were considered to be major industries in the city, with expectations for major growth into 2014.

Today, Springfield continues to serve as a center of government, culture, and business for central Illinois. With the addition of the multi-million-dollar Abraham Lincoln Presidential Library and Museum, the city also continues to be an attraction for national and international visitors interested in presidential and American history.

Historical Information: Sangamon County Historical Society, 308 E. Adams St., Springfield, IL 62701; telephone (217)753-4900; www.sancohis.org. Illinois State Historical Society, 210 1/2 S. 6th St., Springfield, IL 62701; telephone (217)525-2781; www.historyillinois.org



Courtesy of the Springfield Convention & Visitors Bureau. Reproduced by permission.

■ Population Profile

Metropolitan Area Residents

1980: 187,770
1990: 189,550
2000: 188,951
2006 estimate: 206,112
Percent change, 1990–2000: –.3%
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: 165th

City Residents

1980: 99,637
1990: 105,227
2000: 111,454
2006 estimate: 116,482
Percent change, 1990–2000: 3.9%
U.S. rank in 1980: 171st
U.S. rank in 1990: 183rd (State rank: 4th)
U.S. rank in 2000: 225th (State rank: 6th)

Density: 2,063.9 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 88,300
Black: 16,894
American Indian and Alaska Native: 34
Asian: 1,613
Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 1,303
Other: 530

Percent of residents born in state: 78.2% (2000)

Age characteristics (2005)

Population under 5 years old: 7,396
Population 5 to 9 years old: 7,018
Population 10 to 14 years old: 7,025
Population 15 to 19 years old: 6,957
Population 20 to 24 years old: 6,904
Population 25 to 34 years old: 17,042
Population 35 to 44 years old: 14,624
Population 45 to 54 years old: 16,218
Population 55 to 59 years old: 8,765
Population 60 to 64 years old: 4,003
Population 65 to 74 years old: 7,443
Population 75 to 84 years old: 5,225
Population 85 years and older: 1,642
Median age: 37 years

Births (2006, MSA)

Total number: 2,703

Deaths (2006, MSA)

Total number: 2,004

Money income (2005)

Per capita income: \$27,052

Median household income: \$43,054

Total households: 49,056

Number of households with income of . . .

less than \$10,000: 4,390

\$10,000 to \$14,999: 3,447

\$15,000 to \$24,999: 7,105

\$25,000 to \$34,999: 5,364

\$35,000 to \$49,999: 8,022

\$50,000 to \$74,999: 9,059

\$75,000 to \$99,999: 5,401

\$100,000 to \$149,999: 3,979

\$150,000 to \$199,999: 1,175

\$200,000 or more: 1,114

Percent of families below poverty level: 11.1% (2005)

2005 FBI Crime Index Property: 7,345

2005 FBI Crime Index Violent: Not available

■ Municipal Government

Springfield operates under an aldermanic form of municipal government. The 10 aldermen, each representing one of 10 wards, and the mayor, who is the head official and a member of council, serve four-year terms.

Head Official: Mayor Timothy J. Davlin (since April 2003; current term expires 2011)

Total Number of City Employees: 1,707 (2007)

City Information: City of Springfield, 800 E. Monroe, Springfield, IL 62701; telephone (217)789-2000; www.springfield.il.us

■ Economy

Major Industries and Commercial Activity

Springfield's diversified economic base is balanced between the public and private sectors; government, professional and health services, and wholesale and retail trade are the principal industries.

The government sector has the largest number of jobs with state and local officials and organizations both based in the city. The Illinois National Guard maintains a headquarters at Camp Lincoln in Springfield. These three

entities, the State of Illinois, the City of Springfield, and the Illinois National Guard, are among the top ten employers in the city.

Health care is the largest private sector industry. Memorial Health System, St. John's Hospital, and Springfield Clinic are among the largest employers in both the city and the county. The creation of the Mid-Illinois Medical District in Springfield, which encompasses the area surrounding all of these major medical institutions, is expected to serve as a catalyst for the growth of new and existing businesses dedicated to health care services and research and development in health or biotech fields.

Educational services are also an important part of the economy. Springfield School District 186, Southern Illinois University School of Medicine, and University of Illinois at Springfield are all major employers.

The city is a central trade area for 23 communities within a 50-mile radius. Retail sales in Sangamon county are over \$5 billion each year. A central location and a highly developed transportation and communications network contribute to the city's position as a center of trade and business. Manufacturing firms in Sangamon County produce goods for national distribution and international export. In 2005 there were about 143 manufacturing firms in the county with 3,280 employees. The number of construction firms that year was at about 578 with 3,754 employees.

Tourism is beginning to find a more substantial role in the local economy as the city continues to build on its status as the Land of Lincoln.

Items and goods produced: tractors, electric meters, radio parts, flour, cereal products, automatic coffee makers, mattresses, plastic pipe, farm implements, livestock and poultry feeds, yeast, power plant boiler installations, printed circuits, steel storage tanks

Incentive Programs—New and Existing Companies

Local programs: The city of Springfield offers a special Business Loan Program that provides funding up to \$50,000 for non-manufacturing businesses and up to \$100,000 for manufacturing businesses. The loans are granted based on job creation and gap financing.

In 1977 the Illinois legislature adopted the Tax Increment Allocation Redevelopment Act to provide municipalities with a unique tool to finance and stimulate urban redevelopment. Through the use of Tax Increment Financing (TIF), cities can stimulate private investment by offering incentives to attract and retain businesses, improve their community areas, and maintain a well-educated and highly trained labor force. Springfield has seven TIF districts.

State programs: Businesses located in the state-designated Springfield Enterprise Zone are eligible for an Investment Tax Credit, a Building and Materials Sales Tax Exemption (6.25 percent), and a Machinery and Equipment/Pollution Control Facilities Sales Tax Exemption (6.25 percent). A Jobs Tax Credit of \$500 is also available for jobs, created in the zones, for certified dislocated or economically disadvantaged workers. The Economic Development for Growing Economy Tax Credit Program (EDGE) is a statewide program to benefit companies that relocate or expand operations within the state. Qualifying companies must make an investment of at least \$5 million in capital improvements and create a minimum of 25 new full-time jobs in the state. Companies with 100 or fewer employees must make a capital investment of \$1 million and create at least five full-time jobs to qualify. The High Impact Business program is designed to encourage large-scale economic development initiatives. Business projects that involve at least \$12 million in investments and the creation of 500 full-time jobs may qualify for investment tax credits and state sales tax exemptions on building materials, utilities, and the purchase, repair, or replacement of manufacturing equipment. Other state sponsored tax credits include a Research and Development Tax Credit of 6.5 percent and a Manufacturer's Purchase Credit of 6.25 percent for qualified businesses. A number of loan programs are available.

Job training programs: The Capital Area Career Center is a vocational center operated through a partnership of local school districts to prepare students to enter particular occupations and to offer continuing education to employees. The Business Education Partnership, a collaborative effort between the Springfield Public Schools, the Illinois Association of School Boards, and the University of Illinois at Springfield, works to provide appropriate vocational education programs for students and adults. Lincoln Land Community College offers professional development training. Through the Illinois Employer Training and Investment Program, qualified employers may receive grants for up to 50 percent of costs in training new employees.

Development Projects

Springfield has recently undergone a spurt of intense economic development with many companies and organizations building in or relocating to the area. In 2004 Wells Fargo Home Mortgage opened a new, \$41 million, 185,000-square-foot facility, giving the company the capacity to accommodate 750 employees. Later that year a new, 43,000-square-foot Illinois Supreme Court Building opened. In 2005 the Illinois Air National Guard received \$10 million in federal funding for the construction of a new facility to be located at Springfield Capital Airport. The new facility will have more than

45,000 square feet of space to be used as a dining area, medical clinic, and administrative offices.

In 2005 Springfield opened the Abraham Lincoln Presidential Library and Museum, an event that drew local and national media attention. The 160,000-square-foot, \$115 million library and museum serve as the center for research and study of the life and times of Abraham Lincoln and the American Civil War. It is the nation's largest presidential library. In 2007 the Illinois Professional Land Surveyors Association (IPLSA) was still at work renovating the former Roberts Bros. building on Old Capitol Plaza into a new National Museum of Surveying. The project will take an investment of about \$1 million. The city has agreed to offer \$200,000 through a downtown tax increment financing program. IPLSA hopes to complete construction in 2008.

In 2007 M. J. Kellner Foodservice, the only locally owned food distributor in Springfield, announced plans to expand its operation and invest \$8.7 million into a new state-of-the-art facility. The same year H. D. Smith, a national drug wholesaler, announced a \$50 million facility expansion project that will create a new campus for the company's corporate headquarters in Springfield. Federal Express also announced plans to build a new distribution center in the city.

In February of 2007 Governor Rod R. Blagojevich announced a \$413,750 International Tourism Grant to the Springfield Convention and Visitors Bureau (CVB). The grant, which is administered by the Illinois Department of Commerce and Economic Opportunity's (DCEO) Bureau of Tourism, will be used to develop, coordinate and promote additional international tourism to Springfield. Since 2003 over \$1.7 million dollars has been given to the region through the International Tourism Grant Program.

Economic Development Information: City of Springfield Office of Planning and Economic Development, 800 E. Monroe, Room 107, Springfield, IL 62701; telephone (217)789-2377; www.springfield.il.us/oped. Illinois Department of Commerce and Economic Opportunity, 620 E. Adams, Springfield, IL 62701; telephone (217)782-7500; www.illinoisbiz.biz/dceo

Commercial Shipping

A transportation hub for markets throughout the United States, the Springfield metropolitan area is served by 35 intrastate and 75 interstate motor freight carriers. Forty-one truck terminals are located in the community. Springfield and Sangamon County are linked with major national rail networks via five railroads, two of which operate facilities in the city, and a local rail company that maintains a switchyard. Abraham Lincoln Capital Airport provides daily commercial flights, as well as complete charter, aircraft repair and maintenance, and fuel services.

Labor Force and Employment Outlook

The Springfield-Sangamon County labor force is one of the largest in central Illinois, with the highest commuting-in rate of any central Illinois community. The labor pool in the Springfield area is extensive and includes unemployed, under-employed, and re-entering retirees.

In an audit conducted by The Center for Governmental Studies at Northern Illinois University, researchers found that the overall labor quality in Springfield is considered among the best in the nation by local employers. Employers rated employees good or very good on job performance as it relates to trainability, basic skills, productivity, and attitudes. The presence of two major public universities, community colleges, and several schools offering vocational training provide for a fairly well-educated and well-prepared workforce. Employees also showed low rates of turnover and absenteeism.

Long term projections calculated for 2004-2014 indicate that the city will see a decrease in the number of jobs available in government and manufacturing sectors. Increases are most likely in professional and business services, educational services, health care services, and leisure and hospitality.

The following is a summary of data regarding the Springfield metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 111,800

Number of workers employed in . . .

- construction and mining: 4,800
- manufacturing: 3,300
- trade, transportation and utilities: 18,000
- information: 2,900
- financial activities: 7,600
- professional and business services: 10,400
- educational and health services: 16,800
- leisure and hospitality: 11,300
- other services: 6,600
- government: 30,100

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.6% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
State of Illinois	17,000
Memorial Health System	3,400
St. John's Hospital	2,839
Illinois National Guard	2,700
Springfield School District no. 186	2,019
City of Springfield	1,707

Horace Mann Insurance Company	1,280
SIU School of Medicine	1,200
Springfield Clinic, LLP	900
SBC	900
U.S. Postal Service	900

Cost of Living

With a cost of living level below the national average, Springfield residents are reported to have higher disposable incomes for recreation, savings, and other discretionary expenditures.

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

2007 (1st quarter) ACCRA Average House Price: \$274,357

2007 (1st quarter) ACCRA Cost of Living Index: 92.5

State income tax rate: 3.0% of Federal Adjusted Gross Income, with modifications

State sales tax rate: 6.25%

Local income tax rate: None

Local sales tax rate: 2.5% (plus a county tax of 0.25%)

Property tax rate: 7.87% (valuation is 33.3% of real property)

Economic Information: Greater Springfield Chamber of Commerce, 3 S. Old State Capitol Plaza, Springfield, IL 62701; telephone (217)525-1173; www.gscc.org

Education and Research

Elementary and Secondary Schools

Springfield Public School District 186 is one of the largest districts in the state. It is administered by a seven-member, nonpartisan board of education that appoints a superintendent. In 2007 about 49 percent of the district's teachers had bachelor's degrees and 51 percent held master's degrees or above. There were 23 National Board Certified Teachers. Special education services are available for students from ages 3 through 21. The AVID program (Advancement Via Individual Determination) is offered district-wide to assist underachieving students in gaining the extra help they need to complete their college preparatory courses. The Douglas Alternative Program and Lawrence Education Center offer alternative educational programming for high school students and young adults seeking to obtain basic education and vocational education goals. The Capital Area Career Center offers

21 vocational programs for high school juniors and seniors. Students of Capital attend a half-day program on-site and complete other coursework as part of a home schooling program. Magnet schools are available for gifted students at the elementary and middle school levels. The Springfield Ball Charter School serves children from preschool through eighth grade.

The following is a summary of data regarding the Springfield Public School District 186 as of the 2005–2006 school year.

Total enrollment: 14,240

Number of facilities

- elementary schools: 25
- junior high/middle schools: 5
- senior high schools: 3
- other: 2

Student/teacher ratio: 15.6:1

Teacher salaries (2005–06)

- elementary median: \$47,810
- junior high/middle median: \$40,970
- secondary median: \$45,460

Funding per pupil: \$7,450

Springfield is also served by several private and parochial elementary and secondary schools.

Public Schools Information: Springfield Public School District 186, 1900 W. Monroe St., Springfield, IL 62704; telephone (217)525-3006; www.springfield.k12.il.us

Colleges and Universities

The University of Illinois at Springfield (UIS), one of three University of Illinois campuses, is a four-year institution with an enrollment of over 4,900 students. The school offers 21 bachelor's degree programs, 20 master's programs, and 1 doctoral program through 4 colleges: Business and Management, Education and Human Services, Liberal Arts and Sciences, and Public Affairs and Administration. Popular majors are in accounting and public affairs.

The Southern Illinois University School of Medicine is a state-assisted school established in 1970 to train physicians and develop new models for providing health care in rural areas. With a four-year program, there are only 72 students in each class. First year students study in Carbondale then transfer to Springfield. Residency training programs are offered in 14 specialty areas.

Founded in 1967, Lincoln Land Community College is a community-based two-year institution with an enrollment of over 12,000 students. The school offers vocational education, programs for returning students, and a transfer curriculum. Robert Morris College is a

private, not-for-profit school specializing in applied and professional education. The school has seven campuses throughout the state. The Springfield campus offers associate's and bachelor's degrees and professional diplomas in business, health studies, information technology, and art and design. Accelerated programs are offered so that students may complete a bachelor's degree in three years or an associate's degree in 15 months.

Benedictine University Springfield College (BUSC) in Illinois is a four-year institution offering both associate's and bachelor's degrees in seven fields and a master's in education. The school was founded as Springfield College in 1929 by Catholic Ursuline Sisters and was the city's first institution of higher learning. The partnership with Benedictine University took place in 2004. Through the partnership, bachelor's and master's degrees are awarded by Benedictine University and students who earn associate's degrees are automatically accepted into Benedictine's programs. In 2008 BUSC was ranked by *U.S. News & World Report* as being among the top 30 percent best schools in the Midwest.

St. John's College, a part of St. John's Hospital, offers last two years of study required for students to earn a bachelor's degree in nursing. St. John's Hospital has educational programs offering certificates in electro-neurodiagnostic technology and an associate's degree in respiratory care. Its School of Clinical Laboratory Science has a partnership with several area colleges to provide programs leading to a bachelor's degree.

Libraries and Research Centers

The Lincoln Library, Springfield's public library, holds more than 400,000 books, about 1,000 periodical titles, plus microfilm, films, audio and videotapes, compact discs, maps, charts, and art reproductions. There are two branch locations as well as the Main Library. A special delivery service is available for the home bound. The Main Library holds a special Sangamon Valley Collection containing historic documents and resources on local history. The Southeast branch contains a special Black Culture Collection.

Springfield is also home to the Illinois State Library, which houses five million volumes. The library is a U.S. Patent and Trademark Depository Library. The library hosts a Talking Book and Braille Service and a special Illinois Author Reading Room featuring the works of Illinois natives such as Jane Addams, Ernest Hemingway, Saul Bellow, and Upton Sinclair.

Opened in 2004, the Abraham Lincoln Presidential Library and Museum (formerly the Illinois State Historical Library) is a 200,000-square-foot complex located in downtown Springfield. The facility was created to foster Abraham Lincoln scholarship and promote a greater appreciation of Illinois history. The library's archives contain more than 12 million documents, books, and artifacts relating to all areas of Illinois history. It also holds

more than 5,000 newspaper titles on 89,000 microfilm reels; many date from the early nineteenth century.

Campus library facilities are maintained by Lincoln Land Community College, University of Illinois at Springfield, and Southern Illinois University School of Medicine. The Norris L. Brookens Library of the University of Illinois at Springfield has more than 540,000 volumes, 2,600 periodical subscriptions, 4,000 films and video items, and 200,000 government documents (local and state archives). The Illinois State Museum disseminates knowledge of natural history, anthropology, and art to the general public and scientists. Other libraries in the city are affiliated principally with hospitals and with government agencies such as the Illinois State Department of Energy and Natural Resources, the Illinois Environmental Protection Agency, and the Illinois Supreme Court.

The SimmonsCooper Cancer Institute at SIU has facilities for research and physician and public education. The Springfield Combines Laboratory Facility serves as a research site for SIU and the Illinois Environmental Protection Agency and Department of Public Health.

Public Library Information: Lincoln Library, 326 S. 7th St., Springfield, IL 62701; telephone (217)753-4900; www.lincolnlibrary.info; Illinois State Library, Gwendolyn Brooks Building, 300 S. 2nd Street, Springfield, IL 62701; telephone (217)785-5600; www.cyberdriveillinois.com

■ Health Care

Springfield is a primary health care center for the central Illinois region. St. John's Hospital has more than 700 beds. It has been in operation for more than 125 years and is one of the largest Catholic hospitals in the United States. Specialty services include an AthleticCare program in sports medicine, which is part of the larger Bone and Joint Services Center at St. John's. The Prairie Heart Institute, another specialty center of St. John's Hospital, has the largest heart program in Illinois. It performs more diagnostic catheterization angioplasties and heart surgeries than any single hospital in the state. St. John's also hosts the Carol Jo Vecchie Women and Children's Clinic and St. John's Children's Hospital.

Memorial Medical Center, operated by Memorial Health System, is a 600-bed acute care facility. Memorial maintains several specialty Centers of Excellence, including the Regional Burn Center, Regional Cancer Center, Regional Kidney Center, and the Center of Neuromuscular Services. Other specialized programs include the Hearing Center at Memorial, bariatric surgery, food and nutrition counseling, hospice and home health programs, and the SpineWorks Pain Center.

The Southern Illinois Trauma Center (SITC) is designated a Level I trauma center operated through a partnership of Memorial Medical Center, St. John's

Hospital, and Southern Illinois University School of Medicine. The Level I trauma center host site alternates between Memorial and St. John's every year. When one hospital is not hosting the Level I trauma center, it continues to provide Level II services.

Another valuable resource to the Springfield medical community is Southern Illinois University School of Medicine. Physicians and residents from SIU provide services through most local hospitals. The SIU Springfield Center for Family Medicine Clinic is one of the largest clinics in the area. SIU Sponsors a special Rural Health Initiative program to find ways to offer adequate health care to rural communities of central and southern Illinois.

All of these medical institutions are part of the Mid-Illinois Medical District of Springfield. The second of its kind in the state (the first is in Chicago), the district is designed to support and encourage the growth of medical centers, schools, and related medical technology and research firms in the city.

Health Care Information: St. John's Hospital, 800 E. Carpenter St., Springfield, IL 62769; telephone (217) 544-6464; www.st-johns.org. Memorial Health System, 701 N. 1st St., Springfield, IL 62781; telephone (217) 788-3000; www.memorialmedical.com

■ Recreation

Sightseeing

Historic sites associated with Abraham Lincoln memorialize his presidency and his life in Springfield. The Old State Capitol Hall of Representatives, where Lincoln tried several hundred cases prior to the Civil War, has been reconstructed and completely furnished to re-create Lincoln's Illinois legislative years. The Lincoln Home, the only house Lincoln ever owned, is located in a four-block national historic area administered by the National Park Service. The Quaker-brown residence was home to the Lincoln family for 17 years, from 1844 to 1861. It now contains many authentic household furnishings and has been restored as closely as possible to its original condition. Neighboring 1850s-era residences have been similarly restored.

The Lincoln Depot marks the spot where Lincoln bade farewell to the city and contains restored waiting rooms, exhibits, and a video presentation recreating the 12-day journey to his inauguration. The Lincoln-Herdon Law Offices are in the only surviving structure where Lincoln maintained working law offices. At nearby Oak Ridge Cemetery, the Lincoln Tomb is marked with a sculpture honoring the 16th president. It is the final resting place of Abraham, Mary Todd, Tad, Eddie, and Willie Lincoln. In nearby New Salem 23 buildings have been restored to depict Lincoln's life here from 1831 to

1837. Costumed interpreters can be heard throughout the community's timber houses, shops, and stores.

The newest addition to Springfield's Lincoln sites is the Abraham Lincoln Presidential Library and Museum, which opened in 2004. The 200,000-square-foot complex houses the world's largest collection of documentary material on Lincoln and features high-tech exhibits, interactive displays, multimedia programs, and a reproduction of the 1861 White House. Visitors can also witness the 1860 presidential election as if it were happening today, with news coverage and campaign commercials.

There are other popular tourist attractions in the Springfield area. Designed by Frank Lloyd Wright in 1902 for socialite Susan Lawrence Dana, the Dana-Thomas House is an example of one of the architect's best-preserved prairie-style homes, with original furniture, art glass doors, windows, and light fixtures. The Washington Park Botanical Gardens and the Thomas Rees Memorial Carillon in Washington Park are other popular sights in Springfield; the carillon is the third-largest in the world and one of the few open to the public. Animal lovers will enjoy a day spent at the Henson Robinson Zoo, which houses more than 300 animals from five continents.

Visitors to Springfield might consider a trip to nearby Dickson Mounds Museum, a branch of the Illinois State Museum and one of the major on-site archaeological museums in the U.S. It contains more than 15,000 square feet of exhibits focusing on Native Americans, including art and artifact displays, hands-on activities, and multimedia presentations.

Arts and Culture

Sponsoring a season of plays, the Springfield Theatre Centre is a community theater group performing musicals, comedies, and drama from September until June. The group generally performs at the Hoogland Center for the Arts, which houses four major performance spaces and several smaller gathering areas. The Springfield Muni Opera presents four Broadway musicals during the summer season at the 750-seat open-air theater near Lake Springfield. Each performance is accompanied by a full orchestra. The Illinois Symphony Orchestra and the Ballet Company perform at Sangamon Auditorium (University of Illinois) and other sites throughout the city and state. During the summer months, Theatre in the Park presents a variety of entertainment in a natural outdoor amphitheater at New Salem State Historic Site; the productions include a play about Lincoln's life at New Salem.

The Illinois State Museum preserves natural, anthropological, and art histories of Illinois with changing and permanent exhibits. The new natural history hall, "Changes: Dynamic Illinois Environments," demonstrates the changes in Illinois environments over the last 500 million years. The Vachel Lindsay Home is a museum and cultural center that pays tribute to one of the

state's most famous artist-poets, who was known as "the prairie troubadour." The home was Lindsay's birthplace and remained his only home until his death there in 1931. The Edwards Place, built in 1833 for Benjamin and Helen Edwards, is an Italianate mansion that has been converted into an art gallery, school of art, and art library.

The Museum of Funeral Customs features exhibits that explain the customs of mourning and funeral practices among many cultures of the world. Special exhibits include a recreation of a 1920s operating (embalming) room, embalming equipment and instruments, coffins and caskets from different eras, religious items relating to funerals, and personal articles of mourning, such as clothing and jewelry.

Festivals and Holidays

The Springfield Old Capitol Art Fair is considered one of the best art events in the United States, attracting more than 200 artists who display their work downtown near the Old State Capitol Building on the third weekend in May. The two-day event has been held for more than 40 years, and also features food vendors and live entertainment. A Children's Art Fair accompanies the main attraction. The International Carillon Festival, held seven evenings in June, is one of only a few of its kind in the country; international performers play carillon music on the bronze bells in the Thomas Rees Memorial Carillon and fireworks cap off the festival.

The Illinois State Fair, held each August over a 10-day period, draws hundreds of thousands of people each year. It hosts one of the nation's largest livestock shows, as well as farm contests and one-mile harness racing on a recognized fast track. For more than 20 years, the springtime Springfield Air Rendezvous has attracted a mix of airshow acts, from internationally known aerobatics entertainment to warbirds and ultralights. In June the city's Taste of Downtown offers visitors a variety of regional and ethnic foods from many Springfield restaurants; festivities include live music, children's activities, and a pitching booth. The International Route 66 Mother Road Festival held in Springfield in September includes a free car show and street festival with live music and activities for all ages. A Festival of Trees in late November and a Christmas Parade in December inaugurate the winter holiday season, which culminates with First Night Springfield on New Year's Eve, featuring varied musical entertainment, arts events, and a midnight fireworks display.

Sports for the Spectator

Springfield is home to the national champion Springfield Junior Blues hockey team, a member of the North American Hockey League. Sports fans also follow several collegiate teams, including the nationally ranked University of Illinois at Springfield Prairie Stars soccer team. The annual Ladies Professional Golf Association/State

Farm Golf Classic attracts more than 100 professional golfers to compete for \$500,000 in prizes.

Sports for the Participant

The Springfield Recreation Department and the Springfield Park District maintain more than 30 parks in the city, offering facilities for fishing, hiking, jogging, picnicking, tennis, ice skating, swimming, and softball. Springfield's wildlife sanctuaries provide year-round opportunities to enjoy the countryside of Sangamon County and golfers will enjoy the city's nine golf courses. Lake Springfield, a 4,235-acre, artificially constructed reservoir, is surrounded by 57 miles of shoreline. The area around the lake supports eight parks and recreational outlets, including boat launches for canoes, motorboats, pontoons, rowboats, and sailboats, and a marina offering boat, water ski, and jet ski rentals.

Recreation Information: Springfield Park District, 2500 S. 11th St., Springfield, IL 62703; telephone (217) 544-1751; www.springfieldparks.org

Shopping and Dining

Springfield is the commercial center for central Illinois, with a thriving downtown area full of shops in restored historic buildings offering unique gifts and clothing. Simon White Oaks Mall has the largest selection of merchandise in the region, with 115 stores, restaurants, and movie theaters. Illinois Artisans Shop at the Illinois State Museum features works by state artists. The Old Capitol Farmers' Market occupies two city blocks of downtown and offers fresh produce, flowers, and food from more than 60 vendors.

Restaurants in the city offer a selection of American, Continental, Mediterranean, Chinese, Thai, and Korean menus. The "horseshoe sandwich," a local staple created in Springfield in 1928, consists of a ham slice topped with an English cheddar cheese sauce, and crowned with french fries representing the nails of a horseshoe. Another regional favorite is a special "chilli" recipe served by a local parlor that has spelled chili with an extra "l" since 1909.

Visitor Information: Springfield Convention and Visitors Bureau, 109 North Seventh Street, Springfield, Illinois 62701; telephone (800)545-7300; www.visit-springfieldillinois.com

■ Convention Facilities

The Prairie Capital Convention Center, conveniently located in downtown Springfield, is the city's principal meeting and convention facility. It contains 66,000 square feet of space, and includes 44,000 square feet of column-free exhibit space. Springfield's many hotels, motels, and inns offer more than 4,000 rooms. Major hotels, such as the Hilton and Crowne Plaza also operate

meeting and conference facilities. The Illinois State Fairgrounds has a 366-acre facility with 29 major buildings available for large events. And for those looking for a unique setting, the Old State Capitol, Dana-Thomas House, the Abraham Lincoln Presidential Library and Museum, and New Salem have facilities available.

Convention Information: Springfield Convention and Visitors Bureau, 109 North Seventh Street, Springfield, Illinois 62701; telephone (800)545-7300; www.visit-springfieldillinois.com

■ Transportation

Approaching the City

The Abraham Lincoln Capital Airport is the major air transportation facility in the Springfield metropolitan area. The airport is served by three commercial carriers, United Airlines, American Airlines, and Allegiant Air, which make over 20 daily commercial flights to and from airports in St. Louis, Washington, D.C., Las Vegas, and Chicago. Charter service is also available.

The highway system in Springfield/Sangamon County includes three interstate freeways, a limited-access highway, and several state routes. Intersecting Sangamon County, I-55 (aka Route 66) runs north to south along the eastern boundary of Springfield; I-72 links the city with Champaign-Urbana, Illinois, to the east. U.S. 36 connects with I-55 south of Springfield and continues west to Jacksonville, Illinois. State routes include 4 (north-south), 29 (east-west), 54 (east-west), and 97 (east-west).

Amtrak schedules daily trains that provide service from Springfield to Chicago, Illinois, and to St. Louis, Missouri. Greyhound Bus Lines also serve the city. There are over a dozen firms offering charter bus service to and from the city.

Traveling in the City

Streets in Springfield are laid out on a grid pattern. Washington Street, bisecting the city from east to west, and Fifth Street and Sixth Street, running parallel north to south, intersect in the center of downtown. The Springfield Mass Transit District (SMTD) operates public bus transportation on nine regularly scheduled fixed-routes Monday through Saturday. SMTD has special Historic Site Buses to direct tourists to local attractions. The Springfield trolley also offers services to major sites within the downtown area.

■ Communications

Newspapers and Magazines

The *State Journal-Register* is Springfield's major daily (morning) newspaper and Illinois' oldest newspaper. The *Illinois Times* is an alternative press publication that appears weekly and is available for free at hundreds of

locations in the area. The *Catholic Times* is a weekly publication of the Diocese of Springfield. *Illinois Issues* is a magazine on public affairs published 10 times a year by the University of Illinois at Springfield. *Outdoor Illinois* is a monthly magazine published by the Illinois Department of Natural Resources.

Television and Radio

Three television stations are based in Springfield, through the NBC, FOX, and PBS networks. Cable television is also available. Radio programming is provided in Springfield by 12 AM and FM stations, broadcasting rock, contemporary, country, and classical music as well as sports, news, and talk radio.

Media Information: *State Journal-Register*, PO Box 219, Springfield, IL 62705-0219; telephone (217)788-1300; www.sj-r.com

Springfield Online

Abraham Lincoln Presidential Library and Museum.
Available www.alplm.org
City of Springfield home page. Available www.springfield.il.us

Downtown Springfield Inc. Available www.downtownspringfield.org
Greater Springfield Chamber of Commerce.
Available www.gsc.org
Illinois State Museum. Available www.museum.state.il.us
Lincoln Home National Historic Site. Available www.nps.gov/liho
Springfield Convention and Visitors Bureau.
Available www.visit-springfieldillinois.com
State of Illinois home page. Available www.state.il.us
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Indiana

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Indianapolis...89

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The State in Brief

Nickname: Hoosier State

Motto: Crossroads of America

Flower: Peony

Bird: Cardinal

Area: 36,417 square miles (2000; U.S. rank 38th)

Elevation: Ranges from 320 feet to 1,257 feet above sea level

Climate: Temperate, with four distinct seasons

Admitted to Union: December 11, 1816

Capital: Indianapolis

Head Official: Governor Mitch Daniels (R) (until 2008)

Population

1980: 5,490,000

1990: 5,610,000

2000: 6,080,517

2006 estimate: 6,313,520

Percent change, 1990–2000: 9.7%

U.S. rank in 2006: 15th

Percent of residents born in state: 68.58% (2006)

Density: 174.9 people per square mile (2006)

2006 FBI Crime Index Total: 241,003

Racial and Ethnic Characteristics (2006)

White: 5,427,561

Black or African American: 551,864

American Indian and Alaska Native: 10,964

Asian: 81,054

Native Hawaiian and Pacific Islander: 1,278

Hispanic or Latino (may be of any race): 299,398

Other: 151,563

Age Characteristics (2006)

Population under 5 years old: 433,580

Population 5 to 19 years old: 1,329,442

Percent of population 65 years and over: 12.4%

Median age: 36.3

Vital Statistics

Total number of births (2006): 86,790

Total number of deaths (2006): 55,482

AIDS cases reported through 2005: 7,963

Economy

Major industries: Manufacturing, agriculture, mining

Unemployment rate (2006): 6.9%

Per capita income (2006): \$22,781

Median household income (2006): \$45,394

Percentage of persons below poverty level (2006): 12.7%

Income tax rate: 3.4%

Sales tax rate: 6.0%



Evansville

■ The City in Brief

Founded: 1812 (incorporated 1847)

Head Official: Mayor Jonathan Weinzapfel (since January 2004)

City Population

1980: 130,496

1990: 126,272

2000: 121,582

2006 estimate: 115,738

Percent change, 1990–2000: –3.6%

U.S. rank in 1980: 121st

U.S. rank in 1990: Not available

U.S. rank in 2000: 199th (State rank: 4th)

Metropolitan Area Population

1980: 276,000

1990: 278,990

2000: 296,195

2006 estimate: 350,356

Percent change, 1990–2000: 6.2%

U.S. rank in 1980: 114th

U.S. rank in 1990: Not available

U.S. rank in 2000: 133rd

Area: 41 square miles (2000)

Elevation: 385.5 feet above sea level

Average Annual Temperatures: January, 31.0° F; July, 78.6° F; annual average, 56.0° F

Average Annual Precipitation: 44.27 inches of rain, 14.1 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.8% (June 2007)

Per Capita Income: \$19,247 (2005)

2005 FBI Crime Index Property: 6,008

2005 FBI Crime Index Violent: 478

Major Colleges and Universities: University of Evansville; University of Southern Indiana; Ivy Tech Community College

Daily Newspaper: *The Evansville Courier & Press*

■ Introduction

The seat of Vanderburgh County, Evansville is the center of a greater metropolitan area that includes Henderson, Kentucky. Well-positioned in the days of the steamboat, the city occupies a unique prospect on a U-bend of the Ohio River where the Port of Evansville serves as a U.S. Port of Entry. While supporting a strong manufacturing economy, the city has begun to diversify its economy through financial and business services and the creation of new high-tech facilities and business incentives. In 2007 *Entrepreneur Magazine* ranked Evansville as the 29th best small city in the country for entrepreneurs and *Expansion Magazine* listed the Evansville-Henderson metropolitan area as one of the “Most Logistic Friendly Metros.” Today modern architecture mixes with historic structures to make Evansville an effective blend of the present with the past.

■ Geography and Climate

Evansville lies along the north bank of the Ohio River in a shallow valley at the southwestern tip of Indiana. Low hills surround flat, rolling land to the north, east, and west; the valley opens onto the river to the south. The city’s climate is determined by moisture-bearing low pressure formations that move across the area from the western Gulf of Mexico

region northeastward over the Mississippi and Ohio valleys to the Great Lakes and northern Atlantic Coast. These storm systems, which produce considerable variation in seasonal temperatures and precipitation, are especially prevalent during the winter and spring months. The growing season lasts approximately 199 days. Evansville is the seat of Vanderburgh County.

Area: 41 square miles (2000)

Elevation: 385.5 feet above sea level

Average Temperatures: January, 31.0° F; July, 78.6° F; annual average, 56.0° F

Average Annual Precipitation: 44.27 inches of rain, 14.1 inches of snow

■ History

River Location Draws Flatboat Commerce

The identity of the city of Evansville evolved from its location on the Ohio River at the spot where the river makes a dramatic U-bend. Evansville's founder was Colonel Hugh McGary, who purchased 200 acres from the federal government and built a cabin at the foot of present-day Main Street, where he started a ferry boat service. Hoping the site would become the county seat, McGary sought the advice of General Robert Evans, a member of the territorial legislature. In 1818 McGary sold a section of land above Main Street to General Evans, who replanted the town, which was made the seat of Vanderburgh County and named in honor of Evans.

Evansville prospered from the commerce of Ohio River flatboats that were piloted by colorful frontiersmen who served as both guides and navigators. Theatrical troupes wandering on the rivers in Ohio played engagements in Evansville even during its early history, establishing a local theatrical tradition that continues today. But it was the age of the steamboat that brought Evansville economic prosperity.

During the first few decades of the nineteenth century, Evansville experienced a difficult period that jeopardized the physical health of the citizens and the economic stability of the town. First the depression of 1824–1829 hit the city hard and then an epidemic of milk sickness swept through, further weakening an already vulnerable populace. Dr. William Trafton, an Evansville physician, found a cure for the ailment that brought the struggling community national recognition. In the winter of 1831–1832 additional hardship came with the freezing of the Ohio River, which paralyzed river trade, followed by floods that covered the town during the spring thaw. In the summer almost 400 people died of cholera. Then Colonel McGary was charged with horse stealing. Although he explained he had traded horses with a relative, rumors forced him to leave town in disgrace.

Business Growth Brings New Residents

In 1836 Evansville was made the southern terminus of the Wabash & Erie Canal, which was completed in 1853 at the same time the first railroad train arrived in town. Although the canal proved not to be a financial success, it stimulated population growth and business development. European craftsmen immigrated to Evansville to work in the local factories and foundries. By 1890 more than 50,000 people lived in Evansville, which had a population of only 4,000 people when it was incorporated as a city in 1847. Serious floods in 1884, 1913, and 1937 finally led to the construction of a giant levee to protect the city, which was later known as “Plastics Valley” for the many plastics-related companies there.

Evansville continued to grow and thrive, cultivating a community rich in business opportunities, cultural events, educational outlets, and recreational activities. In 2004 the city was named an “All-America City” by the National Civic League. The award, the nation's most respected civic recognition award, was given to Evansville because of the city's progressive economic, educational, and community development initiatives. In the early 2000s the city has taken steps to encourage a more diverse economy and recruit new businesses, particularly in the areas of financial and business services, hospitality, and high-tech industries. In 2006 the Indiana Chamber of Commerce named Evansville as its Community of the Year. In 2007 *Entrepreneur Magazine* ranked Evansville as the 29th best small city in the country for entrepreneurs and *Expansion Magazine* listed the Evansville-Henderson metropolitan area as one of the “Most Logistic Friendly Metros.” Worldwide ERC, a Florida-based association for global employee relocation, named Evansville as the best medium-sized metropolitan area in the nation for relocating families.

Historical Information: Willard Library, 21 First Avenue, Evansville, IN 47710; telephone (812)425-4309; www.willard.lib.in.us. Indiana State Library, 140 North Senate Ave., Indianapolis, IN 46204; telephone (866)683-0008; www.statelib.lib.in.us

■ Population Profile

Metropolitan Area Residents

1980: 276,000
1990: 278,990
2000: 296,195
2006 estimate: 350,356
Percent change, 1990–2000: 6.2%
U.S. rank in 1980: 114th
U.S. rank in 1990: Not available
U.S. rank in 2000: 133rd

City Residents

1980: 130,496



Airphoto-Jim Wark

1990: 126,272
 2000: 121,582
 2006 estimate: 115,738
 Percent change, 1990–2000: –3.6%
 U.S. rank in 1980: 121st
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 199th (State rank: 4th)

Density: 2,987 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 93,260
 Black: 12,197
 American Indian and Alaska Native: 245
 Asian: 1,287
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 1,665
 Other: 1,396

Percent of residents born in state: 69.7% (2000)

Age characteristics (2005)

Population under 5 years old: 8,438
 Population 5 to 9 years old: 7,289
 Population 10 to 14 years old: 6,972
 Population 15 to 19 years old: 6,974
 Population 20 to 24 years old: 7,902

Population 25 to 34 years old: 15,988
 Population 35 to 44 years old: 15,005
 Population 45 to 54 years old: 15,103
 Population 55 to 59 years old: 6,216
 Population 60 to 64 years old: 4,638
 Population 65 to 74 years old: 7,326
 Population 75 to 84 years old: 6,484
 Population 85 years and older: 2,373
 Median age: 36.4 years

Births (2006, MSA)

Total number: 4,551

Deaths (2006, MSA)

Total number: 3,470

Money income (2005)

Per capita income: \$19,247
 Median household income: \$34,362
 Total households: 49,215

Number of households with income of . . .

less than \$10,000: 6,128
 \$10,000 to \$14,999: 4,018
 \$15,000 to \$24,999: 7,477
 \$25,000 to \$34,999: 7,510
 \$35,000 to \$49,999: 7,815

\$50,000 to \$74,999: 9,215
\$75,000 to \$99,999: 3,827
\$100,000 to \$149,999: 2,347
\$150,000 to \$199,999: 439
\$200,000 or more: 439

Percent of families below poverty level: 10.6% (2005)

2005 FBI Crime Index Property: 6,008

2005 FBI Crime Index Violent: 478

■ Municipal Government

The city of Evansville is governed by a mayor and nine-member common council, all of whom are elected to four-year terms. Six council members are elected as ward representatives and three members are elected at large. The mayor, who is not a member of the council, and appointive boards oversee all municipal operations; the council approves city appropriations.

Head Official: Mayor Jonathan Weinzapfel (since January 2004; term expires December 31, 2008)

Total Number of City Employees: 1,500 (2007)

Municipal Information: City of Evansville, Office of the Mayor, Civic Center Complex, 1 N.W. Martin Luther King, Jr. Boulevard, Evansville, IN 47708; telephone (812)436-4962; www.evansvillegov.org

■ Economy

Major Industries and Commercial Activity

Evansville is the industrial, agricultural, retail, and transportation center for the Tri-State region of Indiana, Illinois, and Kentucky and the largest city in the Evansville, IN–Henderson, KY metropolitan statistical area. The city is situated in the heart of rich coal fields. Major corporations have established regional operations and corporate headquarters in Evansville, primarily because of the area's rich natural resources, diverse transportation routes, and productive workforce. The strong manufacturing base includes such major corporations as Toyota, Whirlpool, ALCOA, AK Steel, GE Plastics, and Bristol-Myers Squibb.

Economic diversity has come in the form of health care services and financial and business services. Deaconess Health System (with four major facilities in Evansville) and St. Mary's Medical Center are major employers in the city. American General Finance, Old National Bancorp, and Fifth Third Bank are also top employers.

A fertile farming region surrounds Evansville. Regional farms yield corn, soybeans, wheat, oats, barley, melons, apples, peaches, pears, small fruits, potatoes, and

various other vegetables. Meat, fruit, and vegetable packing plants operate in the city.

Items and goods produced: motor vehicles, prepared foods, nutritional products, refrigerators, pharmaceuticals, cold rolled steel, paints, plastic compounds and plastics products, auto glass, coal

Incentive Programs—New and Existing Companies

Local programs: Vision-e, the nickname for the Economic Development Coalition of Southwest Indiana, works with the Metropolitan Evansville Chamber of Commerce for the economic well-being of the community and is the regional coordinator for economic development. The nonprofit organization assists companies with location studies, building and site searches, and feasibility studies, working closely with state and local economic development groups. One of these programs, the Strategic Development Fund, teams up two or more state businesses in similar markets, offering grants or loans to spur cooperation and creativity between industrial sectors or regions of the state.

Two square miles in Evansville are a designated Urban Enterprise Zone, offering inventory tax credits and other tax credits to eligible businesses. More than 400 companies operate within the zone. The nonprofit Evansville Industrial Foundation develops industrial sites to stimulate economic growth in the area, using a revolving fund to purchase land and develop infrastructure. Through the Tax Incremental Financing program, local municipalities are able to fund infrastructure improvements and new construction in areas needing growth or rehabilitation. The increased tax revenues from the valuator increase are used for repayment of the bond issue.

The city also has a Certified Tech Park, which is an area designated by local and state officials for high-technology business development. Certain state and local tax revenues can be recaptured for investment in continued development of the park.

State programs: The State of Indiana provides many programs to help Evansville area businesses. Grants and loans are available for community infrastructure improvements that would add value to company grounds, including funding for roads, rail spurs, water lines, and sewer lines. EDGE (Economic Development for Growing Economy) is a state sponsored refundable tax credit, based on payroll, which allows Indiana individual income tax withholdings from company employees to be credited against the company's state corporate income tax liability. Excess withholdings would be refunded to the company. The credits can be awarded for up to 10 years. The Hoosier Business Investment Tax Credit encourages capital investment in the state by providing a credit against a company's state tax liability. A Venture Capital

Investment Tax Credit and a Headquarters Relocation Tax Credit are also available.

Job training programs: The Indiana Economic Development Corporation provides two major grant programs for training and skill development: the Skills Enhancement Fund and the TECH Fund (Technology Enhancement Certification for Hoosiers). The Indiana Department of Commerce also provides grants to support skills training programs for local businesses. The funds can be used in a variety of ways, including customized training programs in specific skill areas for new employees and skills development training for existing employees. The Indiana Department of Workforce Development provides labor force recruitment services, including help with the application process, testing, and the assessment and screening of qualified applicants. Ivy Tech Community College offers workforce development programs that include customized industrial training, either on campus or at the job site, as well as a variety of technical certificate programs.

Development Projects

The Economic Development Coalition of Southwest Indiana is one of the major forces in economic development for the region. In 2007 the city also established a new development agency, the Growth Alliance for Greater Evansville (GAGE), in order to further promote development in the downtown area.

In 2007 American General began a \$35 million expansion of their downtown Evansville headquarters, which is projected to have an economic impact of over \$400 million before 2009. Also in 2007, Shoe Carnival chose Evansville as a site for their \$40 million corporate headquarters and distribution center. The same year, Berry Plastics announced plans to invest \$20 million in the construction of a new distribution center at the Evansville Regional Airport.

Evansville received a \$280,000 state grant to develop a new downtown Certified Technology Park, Innovation Pointe. Through state designation as a Certified Tech Park, certain state and local tax revenues may be recaptured locally for investment in tech park development. In 2007 Innovation Pointe was home to a small business incubator, the Arts Council of Southwestern Indiana, and GAGE.

Front Door Pride is a city program devoted to the revitalization of the near-downtown neighborhoods. Through the program, the city has established the Haynie's Corner Arts District as a site for local artists and art organizations. The city intends to renovate the Alhambra Theater as the focal point of the new district. As of 2007 the city had acquired a total of 80 parcels of land for the Front Door Pride program. Houses on these lands will either be renovated or cleared for new home construction.

As of 2007 the city continued to work with other county and state authorities on promoting the construction of Interstate 69 and the Fulton/Lloyd interchange, both of which would ease travel to and from the city. The city's River Commercializing Advisory Committee was also working with the Army Corps of Engineers on plans to develop a harbor and transportation facility near the CSX Rail Yard. The facility would expand the current port services by providing a larger area for international container shipments.

Economic Development Information: Metropolitan Evansville Chamber of Commerce, 100 N.W. 2nd Street, Suite 100, Evansville, IN 47706; telephone (812)425-8147; www.evansvillechamber.com. Economic Development Coalition of Southwest Indiana, 100 N.W. Second Street, Ste. 208, Evansville, IN 47708; telephone (812) 423-2020; www.southwestindiana.org

Commercial Shipping

The Port of Evansville is located at mile 793 on the Ohio River. It is a public general cargo facility with 150,000 square feet of warehouse space. The river connects Evansville with all river markets in the central United States and on the Great Lakes and with international markets through the port of New Orleans. Evansville has been a U.S. Customs Port of Entry for more than 125 years. Because of this, it is possible to have international cargo shipped to Evansville in bond. The international cargo can then clear U.S. Customs in Evansville rather than a coastal port. Intermodal ground transportation is provided by CSX rail and several trucking companies. The Evansville Regional Airport has three airlines offering cargo service. Evansville is in the process of developing a 76-acre Foreign Trade Zone with warehouse services.

Norfolk Southern and Indiana Southern Railroad also provided service in Evansville along with 40 motor freight companies that maintain terminals in Evansville. There are also six major highway systems providing access to and from the Evansville area.

Labor Force and Employment Outlook

Evansville boasts a highly productive labor force with a Midwestern work ethic and low absentee rates. Indiana's workers' compensation insurance rates and unemployment compensation costs are among the lowest in the country. The city has one of the highest percentages of skilled and semiskilled production workers relative to the total workforce, compared to surrounding states. In addition, the employee turnover rate is less than five percent per year. Because of the close proximity to surrounding counties, and ease of access to the Evansville area, companies regularly draw from a labor force that lies within a 30-mile radius of their work site.

In 2006 the greatest number of new jobs were found in the professional and business services and leisure and hospitality sectors. An increase in tourist and convention related activities has boosted the hospitality and leisure job markets. While manufacturing still holds a large number of employees, the city has been taking steps to increase the number of high-tech firms, and jobs, in the area.

The following is a summary of data regarding the Evansville IN-KY metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 179,700

Number of workers employed in . . .

- construction and mining: 13,300
- manufacturing: 34,100
- trade, transportation and utilities: 36,600
- information: 2,900
- financial activities: 6,300
- professional and business services: 17,400
- educational and health services: 27,400
- leisure and hospitality: 16,700
- other services: 7,400
- government: 17,800

Average hourly earnings of production workers employed in manufacturing: \$21.34

Unemployment rate: 4.8% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Toyota Motor Mfg. Indiana	4,700
Deaconess Health System	4,200
St. Mary's Medical Center	3,317
Koch Enterprises	3,300
Evansville-Vanderburgh School Corporation	3,043
Industrial Contractors, Inc.	2,500
Alcoa Warrick Operations	2,150
Whirlpool Corporation	2,083
Bristol Myers Squibb/ Mead Johnson	2,000
University of Southern Indiana	929

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$260,603

2007 (1st quarter) ACCRA Cost of Living Index: 95.1

State income tax rate: 3.4% of Adjusted Gross Income

State sales tax rate: 6.0%

Local income tax rate: County optional income tax rate: up to 1.0%

Local sales tax rate: None

Property tax rate: up to 10.4% of assessed value

Economic Information: Metropolitan Evansville Chamber of Commerce, 100 N.W. 2nd Street, Suite 100, Evansville, IN 47706; telephone (812)425-8147; www.evansvillechamber.com. Indiana Department of Workforce Development, Indiana Government Center South, 10 North Senate Ave., Indianapolis, IN 46204; telephone (800)891-6499; www.in.gov.dwd

■ **Education and Research**

Elementary and Secondary Schools

Students from the Evansville-Vanderburgh School Corporation typically score above the national average in basic skills and above all Indiana urban school corporations on the proficiency tests. The graduation rate is about 89 percent, with about 65 percent of these students going on to pursue higher education. About 83 percent of the teaching staff have a master's degree or higher.

Bosse High School offers an International Baccalaureate program. High school students within the city schools may also qualify for dual-credit courses with University of Evansville, University of Southern Indiana, Ivy Tech and Vincennes University. The Southern Indiana Career and Technical Center (SITCT) offers two-year career and technical programs for high school juniors and seniors. Basic adult education is also available at SITCT. Signature School, a charter school, was ranked as 54th in *Newsweek* magazine's "Top 100 High Schools for 2006."

The following is a summary of data regarding the Evansville Vanderburgh School Corporation as of the 2005–2006 school year.

Total enrollment: 22,300

Number of facilities

- elementary schools: 20
- junior high/middle schools: 10
- senior high schools: 5
- other: 5

Student/teacher ratio: 16.2:1

Teacher salaries (2005–06)

elementary median: \$45,770

junior high/middle median: \$42,280

secondary median: \$40,530

Funding per pupil: \$7,729

In 1997, the Southern Indiana Japanese School opened at the request of Japanese companies locating in southwestern Indiana. The school serves the children of Japanese employees with an academic and cultural curriculum designed to keep students in pace with their peers in Japan, enabling a smooth transition back into the Japanese school systems once they return to their native country. The school accepts local students who have adequate Japanese language skills for classroom participation.

The area also offers a system of private, parochial, and charter school opportunities. Evansville Day School is a privately-operated school on the east side of Evansville offering classes from pre-kindergarten through grade 12 to 325 students. The Catholic Diocese of Evansville operates about 21 schools in the area. A number of other church-affiliated private schools are also available. A Montessori Academy offers educational programs for students in kindergarten through eighth grade.

Public Schools Information: Evansville Vanderburgh School Corporation, 1 S.E. Ninth Street, Evansville, IN 47708; telephone (812)435-8453; www.evsc.k12.in.us

Colleges and Universities

Evansville is home to two universities and a technical college. The University of Evansville (UE), founded in 1854, is a private liberal arts and sciences university affiliated with the United Methodist Church. Total enrollment is about 2,647 students. The university also maintains a campus in Grantham, England, which is called Harlexton College. UE offers undergraduate programs in 80 areas of study in 4 academic divisions. Five graduate programs are also available. In 2008 UE was ranked as tenth in the nation of the best master's universities in the Midwest by *US News and World Report*.

The University of Southern Indiana (USI) began as a regional campus of Indiana State University in 1965 and became a separate state university in 1985. USI offers 11 master's degrees, 6 bachelor's degrees, and 4 associate's degrees in 7 academic divisions. Enrollment is over 10,000 students.

Ivy Tech Community College is a public, community college that offers associate's degree programs and certificate programs in a wide variety of fields. The main campus is in Evansville and serves over 5,700 students. There are 22 other locations throughout the state.

Libraries and Research Centers

The Evansville Vanderburgh Public Library, founded in 1911, holds over 948,350 books, periodicals, CD-ROMs, CDs, audiovisual and audiotapes, films, slides, maps, and federal and state documents. The library

operates seven branches and a bookmobile in addition to the central library, which maintains special collections on subjects including agriculture, business and management, economics, education, and religious studies. The Marcus and Mina Ravdin Memorial Collection is devoted to Judaica. The Talking Books Service, at the central branch, offers Braille books as well as recorded books and magazines.

The Willard Library of Evansville, founded in 1885, is the oldest operating library in the state of Indiana. It specializes in local history and genealogy as well as nineteenth-century periodical literature. Native Americans and Mississippi Indians are the focus at Angel Mounds State Historic Site Library. Other libraries in the city are operated by colleges and universities, corporations, the Evansville Museum of Arts and Science, churches, hospitals, and government agencies.

The University of Evansville Libraries, including the Clifford Memorial Library and the Bower-Suhrheinrich Library, hold 286,163 bound volumes and 11,396 audiovisual materials. The library also maintains over 970 print journal subscriptions and 13,000 electronic journals. The David L. Rice Library at the University of Southern Indiana is a selective depository for federal documents. Special collections include a Communal Studies Collection, which presents historic and current information on intentional communities, and the photograph collections of John Waring Doane and Paul Mueller.

The Center for Applied Research and Economic Development at the University of Southern Indiana works with local businesses and organizations on projects that include economic impact studies and new product development. The University of Southern Indiana also works with local businesses and agencies to conduct a variety of studies related to small business development.

Public Library Information: Evansville Vanderburgh Public Library, 200 S.E. Martin Luther King Jr. Blvd., Evansville, IN 47713; telephone (812)428-8200; www.evpl.org

■ Health Care

Deaconess Health System (DHS) is the primary source of care in the region. Deaconess Hospital in Evansville is a 365-bed acute care teaching hospital. It is one of the largest hospitals in the region, serving a 26-county area of southwestern Indiana, southeastern Illinois, and northwestern Kentucky. It features a Level II Trauma Center and a broad range of inpatient and outpatient medical, surgical and diagnostic services. The hospital sponsors a special Diabetes Center, a Pain Management Center, and a Sleep Center. Home and hospice care programs are provided. Primary care is available through the Family Medicine Clinic. A DHS Urgent Care Center is also located in

Evansville. The DHS Women's Hospital is dedicated solely to the needs of women and infants. This facility features 21 labor and delivery rooms, 5 surgical suites, and a 21-bed neonatal intensive care unit. Educational programs and groups for new mothers are available through the outreach programs of the hospital. Deaconess Cross Pointe is a full-service psychiatric and substance abuse/dependency hospital with 60 inpatient beds. HealthSouth Deaconess Rehabilitation Hospital offers specialized rehabilitation programs for patients recovering from stroke, brain injuries, orthopedic problems and surgeries, spinal cord injuries, amputations, pulmonary conditions, and congestive heart failure. The facility also offers a variety of occupational and recreational therapies.

St. Mary's Medical Center is a 520-bed acute care facility operated by the Daughters of Charity. The hospital also features a 32-bed extended care unit and a special care nursery. Services include a laser center, a chemical dependence center, women's health services, a long-term care program for senior citizens, and a heliport for air transportation. The St. Mary's Center for Advanced Medicine houses the outpatient laboratory and imaging services, the St. Mary's Heart Institute, the Joslin Diabetes Center, and Ohio Valley HeartCare.

■ Recreation

Sightseeing

A visit to Evansville might begin at the Old Vanderburgh County Courthouse, a fine example of Beaux-Arts architecture. Completed in 1891, the courthouse exterior features statuary groups, bas-relief limestone carvings, and a giant clock housed in a bell tower; interior touches include marble floors, wainscoting, oak woodwork, brass handrails, and silverplated hardware. Another building of historic interest is the John Augustus Reitz house and museum, a 17-room French Second Empire style home built in 1871. It gives visitors an intimate look into how one of Indiana's wealthiest families lived. Also in downtown Evansville, the Old Post Office and Customs House, built in 1869, is a classic example of the Richardsonian Romanesque architectural style, featuring round arches over window and door openings and extensive use of stone masonry and towers.

Locals can test their luck at Casino Aztar, the state's first gaming riverboat. Named the *City of Evansville*, the riverboat is a 310-foot-long replica of the racing side wheel steamboat *Robert E. Lee*, and can accommodate 2,700 passengers. It offers three levels of casino action, including 1,250 slot machines and more than 70 gaming tables, including blackjack, craps, roulette, Caribbean stud, and a big six wheel. The boat is also home to five restaurants and two sports lounges. Adjacent to the boat is the Aztar hotel, with 250 guest rooms, suites, and meeting and convention facilities.

Angel Mounds State Historic Site, one of the best preserved prehistoric Native American towns in the eastern United States, dates from a period as early as 1200 A.D. when the Mississippians—as the inhabitants have been named by archaeologists—lived on the Ohio River. The site features reconstructed houses, a temple, and partial reconstruction of the original stockade wall that surrounded the settlement. An interpretive center has videos and exhibits on Indian culture and excavation at the site. Angel Mounds also features a burial mound, one of the largest prehistoric structures in the eastern United States.

New Harmony, west of Evansville, was founded by the Harmony Society in 1814 as a utopian religious community and sold in 1824 to Robert Owen, who attracted scholars, scientists, and educators to participate in communal living. The 30,000-acre community still has a population of 850 people, and visitors can take self-guided tours through the tree-lined streets of modest clapboard houses and quaint Victorian-style shops. The Athenaeum, the visitors' center designed by architect Richard Meier in 1979, is the starting point in learning about the importance of New Harmony. Nearby, the Workingmen's Institute, established by William Maclure in 1838, stands today as Indiana's oldest continuously open public lending library. The town also houses two labyrinths. A traditional shrubbery maze, based on Harmonist design, was reconstructed by the Indiana Department of Conservation in the late 1930s. The Cathedral Labyrinth is a recreation of the floor labyrinth at Chartres Cathedral located outside of Paris, France.

Mesker Park Zoo and Botanical Garden, a 67-acre zoological park containing lakes, ponds, and wooded hills, houses more than 500 exotic and domestic animals from 200 species. Many animals are free to roam in open areas surrounded by moats. The zoo also features a petting zoo, the Children's Enchanted Forest, paddle boats, bumper boats, a tram, and the Discovery Center, which focuses on the world's vanishing rainforests and animals. The Wesselman Woods Nature Preserve is comprised of 200 acres of virgin hardwood forest within the city limits, offering a wide variety of trees, shrubs, and wildflower species. Many trees reach 100 feet tall, and some are estimated to be nearly 300 years old. A Nature Center offers hands-on educational exhibits, a wildlife observation area, gift shop, and special events throughout the year.

Arts and Culture

The Repertory People of Evansville, a local theater group, stages five productions per year, ranging from classical works to one-act shows. Established in 1925, the Evansville Civic Theatre specializes in musicals and comedy and features local performers in all of its productions. Among other local arts organizations are the Evansville Philharmonic Chorus, Ballet Evansville, Evansville Symphonic Band, Repertory People of Evans-

ville, Evansville Dance Theatre, and Evansville Children's Theatre. The Evansville Philharmonic Orchestra is recognized as one of the finest orchestras in the Midwest. It offers several programs throughout the year in classical and pops music. The orchestra performs at the renovated Victory Theatre, a 1921 movie house reopened as a performing arts center. Theater performances are sponsored at The University Theatre (University of Southern Indiana) and the Shanklin Theatre and May Studio Theatre (University of Evansville).

The Evansville Museum of Arts and Science, located on the Ohio riverfront, offers more than 30 changing artwork exhibits dating from the sixteenth to the twentieth centuries. Its Main Street exhibit is a re-creation of a 1900 American community. The Koch Planetarium and Science Center, located within the museum, presents changing and permanent exhibits on science and technology; a steam locomotive, tavern car, and caboose are displayed on the grounds. The planetarium offers regular sky shows in its domed theater. At the Lincoln Boyhood National Memorial and State Park, visitors can see the Young Abe Lincoln Outdoor Drama, a living pioneer farm, and the grave of Lincoln's mother. The site is where Abraham Lincoln lived from age 7 to 21. Robert Municipal Stadium is a popular venue for concerts and sporting events.

Festivals and Holidays

The Evansville Freedom Festival, lasting from mid-June to the Fourth of July, is Evansville's biggest celebration. It features a variety of activities for the family, including hydroplane racing, concerts, parades, carnival rides, food, and a fireworks display. The Germania Maennerchor Volksfest in August celebrates the food, folk music, and beer of Germany. Evansville's week-long Fall Festival, sponsored by the West Side Nut Club, is one of the largest street festivals in the country. It features free entertainment, carnival attractions, unique foods, selling booths, amateur talent competitions, and a parade. The Shrine Circus takes place every year over Thanksgiving Weekend at the Roberts Municipal Stadium. The annual Ohio River Arts Festival combines art appreciation, food, and family entertainment during the summer and the First Night Celebration throughout downtown Evansville welcomes in the New Year alcohol-free.

Sports for the Spectator

One of the premier hydroplane races in the Midwest is Thunder on the Ohio, which attracts the fastest unlimited hydroplanes for the main event of Evansville's Freedom Festival celebration. Ellis Park Horse Track, in operation for more than 75 years, sponsors weekly thoroughbred horse racing July through Labor Day. The park offers both dirt and turf racing, and several top training stables base part of their summer season there. The Evansville Otters, a Frontier League baseball team, plays its home games at Evansville's Bosse Field.

The University of Evansville and the University of Southern Indiana field several sports teams, including the University of Evansville Aces, a Division I basketball team, and the University of Southern Indiana Eagles, a NCAA Division II basketball team.

Sports for the Participant

Evansville offers a wealth of recreational activities for active residents and visitors. Activities include camping, fishing, boating, water skiing, hiking, swimming, tennis, and youth and adult sports programs. The city maintains 65 parks and 21 special facilities. There are also more than 40 golf courses within an hour's drive of Evansville. The city itself operates four public golf courses. Burdette Park and Aquatic Center features 145 acres of land dedicated to picnic areas, camping facilities, sports facilities, and vacation cottages. It is also home to an aquatic center with water slides, three pools, and a snack bar. A BMX racing track is available there as well. Swonder Ice Arena is a year-round ice skating facility that also offers indoor/outdoor inline skating and a skateboard park.

Shopping and Dining

Evansville's shopping options range from unique specialty stores to malls filled with national chains. The city's downtown area, or Main Street, has more than 36 shops and restaurants. Antique and gift shops are especially popular, as are the restaurants featuring Italian, Mediterranean, Korean, Chinese, and local cuisine. The area also houses a number of bars and pubs. Shoppers looking for locally grown and fresh produce head to the Evansville Municipal Market. Built in 1918, the open-air market still offers flowers, local produce, and handmade crafts. Eastland Mall features over 37 stores and restaurants. The Franklin Street Shopping Area and Lloyd Crossing are also popular shopping spots.

Evansville's dining scene is equally as diverse. Options include everything from fine dining to fast food, and restaurants offer ethnic dishes as well as regional cuisine. Locally-owned favorites, Italian bistros, authentic Mexican, Chinese and Japanese fare, homemade Amish cooking, tasty Indian selections, traditional German restaurants, all-American delis, corner pubs, and terrific barbeque are all available options.

Visitor Information: Evansville Convention and Visitors Bureau, 410 S.E. Riverside Drive, Evansville, IN 47713; telephone (812)421-2200; toll-free (800)433-3025; www.evansvillecvb.org

■ Convention Facilities

The convention and tourism industry, which brings in millions of dollars annually, is an integral part of the Evansville economy. The Casino Aztar Executive Conference Center offers more than 11,000 square feet of

meeting space, with many high-tech amenities. For those looking for larger facilities, the Executive Inn Evansville Hotel and Convention Center provides 33,000 square feet of meeting and banquet space in the heart of Evansville. It also houses 470 guest rooms and suites, and offers full-service catering.

Unique and unusual facilities are also available. The Mesker Amphitheatre offers outdoor seating for 8,500 people, with lush grounds and ample parking. Roberts Municipal Stadium features 44,000 square feet of exhibit space and 4,000 square feet of meeting room space. The arena has 12,500 seats and regularly hosts concerts, family shows, sporting events, and trade show exhibits. The Victory Theatre in downtown Evansville has nearly 2,000 seats. It is ideal for concerts, shows, and children's programs. It also offers three meeting rooms and a banquet room. More than 3,800 rooms are available as lodging throughout metropolitan Evansville at 40 hotels and motels.

Convention Information: Evansville Convention and Visitors Bureau, 410 S.E. Riverside Drive, Evansville, IN 47713; telephone (812)421-2200; toll-free (800) 433-3025; www.evansvillecvb.org

■ Transportation

Approaching the City

The Evansville Regional Airport is served by American Eagle, Delta Connection, and Northwest AirlinK, providing nonstop service to international hubs like Chicago, Detroit, Memphis, Dallas, Cincinnati, and Atlanta. The airport handles 46 daily flights and has the capabilities for further expansion and advancement. General aviation facilities are maintained at Evansville Regional Airport and at two smaller area airports.

A system of interstate, federal, state, and local highways provides easy access into the city within the Evansville vicinity and from points throughout the nation. North of the city, Interstate 64 runs east to west connecting with the north-south U.S. 41 for access into town. I-164, running north-south, connects with State Routes 57, 62, and 66 for routes into the city. Interstate 69, the planned new NAFTA interstate highway, will extend from Indianapolis to Evansville and connect with several gateways to Mexico. Interstate passenger service is provided by Greyhound Bus Lines.

Traveling in the City

The Metropolitan Evansville Transit System (METS) schedules regular city and suburban buses on 17 fixed routes. A motorized trolley also provides transportation

along the Downtown Walkway and in the downtown district. METS Mobility offers paratransit services for senior or disabled riders needing special assistance.

■ Communications

Newspapers and Magazines

Evansville's major daily newspaper is the *Evansville Courier & Press*, which has an average daily circulation of 65,900 and a Sunday circulation of 89,900. The *Evansville Business Journal* is a monthly paper published by the *Evansville Courier & Press*. *Evansville Living* is a bi-monthly city magazine showcasing the people, businesses, and community of Evansville.

Television and Radio

Television programming is available from four stations based in Evansville, including a public broadcasting channel. Radio listeners tune in to 10 local AM and FM stations that schedule, among other formats, classical, jazz, rock, and contemporary music, religious programs, and news and special interest features. One station (WPSR-90.7FM) is hosted by students of Central High School.

Media Information: *Evansville Courier & Press*, 300 E. Walnut St., PO Box 268, Evansville, IN 47702; telephone (812)424-7711; www.courierpress.com

Evansville Online

- City of Evansville home page. Available www.evansvillegov.org
- Economic Development Coalition of Southwest Indiana. Available www.southwestindiana.org
- Evansville Chamber of Commerce. Available www.evansvillechamber.com
- Evansville Convention and Visitors Bureau. Available www.evansvillecvb.org
- Evansville Courier & Press*. Available www.courierpress.com

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- Patry, Robert P., *City of the Four Freedoms: A History of Evansville, Indiana* (Evansville, IN: Friends of Willard Library, 1996)



Fort Wayne

■ The City in Brief

Founded: 1794 (incorporated 1829)

Head Official: Mayor Tom Henry (D) (since 2008)

City Population

1980: 172,196

1990: 195,680

2000: 205,727

2006 estimate: 248,637

Percent change, 1990–2000: 1.3%

U.S. rank in 1980: 80th

U.S. rank in 1990: 99th

U.S. rank in 2000: 97th

Metropolitan Area Population

1980: 354,000

1990: 456,281

2000: 502,141

2006 estimate: 408,071

Percent change, 1990–2000: 10.1%

U.S. rank in 1980: 93rd

U.S. rank in 1990: Not available

U.S. rank in 2000: 81st

Area: 78.95 square miles (2000)

Elevation: 790 feet above sea level

Average Annual Temperatures: January, 23.6° F; July, 73.4° F; annual average, 49.9° F

Average Annual Precipitation: 36.55 inches of rain; 32.4 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.7% (June 2007)

Per Capita Income: \$19,565 (2005)

2005 FBI Crime Index Property: 10,732

2005 FBI Crime Index Violent: 732

Major Colleges and Universities: Indiana University-Purdue University Fort Wayne; Ivy Tech Community College; Indiana Institute of Technology

Daily Newspaper: *The Journal Gazette*; *The News-Sentinel*

■ Introduction

Because of its location at the confluence of three rivers and near the geographic center of the United States, Fort Wayne has from its earliest days been an important marketplace—first as a fur-trading post and now as the headquarters of major corporations. The outpost for “Mad” Anthony Wayne during the Indian struggles after the Revolutionary War and later the resting place of John Chapman, known also as Johnny Appleseed, the city figures prominently in the history of the settling of the western frontier. Fort Wayne, three times honored as an All-American City, is Indiana’s second-largest city and the seat of Allen County.

■ Geography and Climate

Fort Wayne, located at the junction of the St. Mary’s, St. Joseph, and Maumee rivers in northeastern Indiana, is set in level to rolling terrain. The climate is representative of the Midwestern region, with daily high and low temperature differences averaging about 20 degrees. Annual precipitation is well distributed and the freeze-free period is usually 173 days. Hailstorms occur about once a year; flooding also occurs. Snow covers the ground for about 30 days each winter, but heavy snowstorms are infrequent. Fort Wayne is the seat of Allen County.

Area: 78.95 square miles (2000)

Elevation: 790 feet above sea level

Average Temperatures: January, 23.6° F; July, 73.4° F; annual average, 49.9° F

Average Annual Precipitation: 36.55 inches of rain; 32.4 inches of snow

■ History

Miami Territory Opened as Frontier

In ancient times, North American natives hunted the mastodon and other wildlife in a hostile environment after the retreat of the glaciers in the area where Fort Wayne now stands. Later, the Moundbuilders constructed an advanced civilization before mysteriously dying out around the time of the European Middle Ages. The Miami Native Americans ruled the lower peninsula region, fighting against the Iroquois who were armed by English colonists. In time the Miami reestablished themselves in the Wabash Valley and built their principal village at the Lakeside district in Fort Wayne, which they named Kekionga, meaning “blackberry patch.” Kekionga evolved into Miamitown, a large settlement of Native Americans who sided with the British during the American Revolution.

Auguste Mottin de LaBalme, a French soldier fighting for the colonists, captured Miamitown in 1780 only to be defeated in his first major victory by Chief Little Turtle, one of the most feared and respected Miami leaders. After the revolution the British encouraged the Miami to attack the new nation and war parties were sent eastward from Miamitown, prompting President Washington to order armies into the center of Miami territory. Little Turtle defeated the army of General Arthur St. Clair and President Washington turned to General “Mad” Anthony Wayne, the Revolutionary War hero, to quell the rebellious tribes. General Wayne defeated the Miami at Fort Recovery in Ohio and at Fallen Timbers. Wayne marched on Miamitown and built the first American fort there. Wayne turned the fort over to Colonel John Hamtramck on October 21, 1794, and Hamtramck named it Fort Wayne the next day, which is considered the city’s founding date.

Two key figures in Fort Wayne’s early history were Chief Little Turtle and Williams Wells. Wells and Little Turtle signed the Treaty of Greenville, opening up the frontier, and Wells was appointed Indian agent. The two men provided leadership and stability until their deaths in 1812. Potawatomi and Miami factions then invaded Fort Wayne and General William Henry Harrison’s army was sent in to regain control of the city. At the conclusion of the War of 1812 British influence on Native Americans came to a close.

County Seat Becomes Industrial Center

Fort Wayne entered a new stage in its history with the arrival of Judge Samuel Hanna in 1819. Hanna built a trading post and a grist mill, earning himself the name “builder of the city.” He was instrumental in realizing the Wabash & Erie Canal and securing Fort Wayne’s first railroad. Hanna participated in organizing Allen County in 1824 and helped designate Fort Wayne as the county seat. In 1829 Fort Wayne was incorporated as a town.

Fort Wayne’s growth as a Midwestern industrial center was helped along by the number of inventions conceived and developed there. In 1871 Dr. Theodore Horton introduced a hand-operated washing machine and later manufactured the first electrically powered domestic washing machine. Joseph and Cornelius Hoagland and Thomas Biddle developed a baking powder formula that proved successful. The Foster Shirtwaist Factory, capitalizing on the popularity of a boy’s size-fourteen shirt among women, made the famous Gibson Girl shirtwaist. Other prominent inventions originating in Fort Wayne were the self-measuring pump designed by Silvanus Freelove Bowser and the “arc light” developed by James Jenney.

Electronics and Lincolniana

The first nighttime professional baseball game took place in Fort Wayne in 1883 under Jenney Arc Lights. George Jacobs’ discovery of an economical means of coating electrical wiring, which gave rise to the magnet wire industry, made possible modern electrical-powered products such as radios, telephones, automobiles, computers, and appliances. Homer Capehart’s company of engineers invented the jukebox, which was sold to the Wurlitzer Company. Philo T. Farnsworth, a pioneer in the invention of television, bought the Capehart Company in 1938 and in time began the mass production of televisions.

Fort Wayne gained a reputation as a city receptive to innovative companies. The Magnavox Company relocated in Fort Wayne in 1930 and became a world leader in acoustical engineering. During the 1920s the Lincoln National Life Insurance Company emerged as an innovative insurance company. The company established and endowed the Lincoln Library and Museum, which houses the largest collection of materials on one man other than a biblical personage.

In subsequent decades the city’s economy continued to diversify. In 1998 *Industry Week Magazine* ranked Fort Wayne as one of the top 25 world-class manufacturing communities in the nation. Fort Wayne has seen major growth in the service sector, especially in the health care field. Through its hospitals, Fort Wayne has become a medical center for the tri-state area. Tourism has grown, as visitors are drawn to the city’s attractions, historical sites, festivals, and renowned dining options. The city has also continued to encourage high-tech industry. In 2003 the Center for Digital Governments ranked Fort Wayne as first

in the nation in its Digital Cities Survey. In 2006 the city launched a free downtown WiFi program and initiatives to make fiber optic broadband services available at all businesses, schools, and residences.

Fort Wayne prides itself as a community with big city amenities and small town charm. The city was ranked as an All-America City by the National Civic League for 1983 and 1998. In 1998 *Money* magazine placed the city as fourth in the nation in its annual survey of “Best Places to Live” and in 1999 the city was one of five in the nation to receive the “City Livability Outstanding Achievement Award” from the U.S. Conference of Mayors.

Historical Information: Allen County–Fort Wayne Historical Society, 302 East Berry Street, Fort Wayne, IN 46802; telephone (260)426-2882; www.fwhistorycenter.com

■ Population Profile

Metropolitan Area Residents

1980: 354,000
 1990: 456,281
 2000: 502,141
 2006 estimate: 408,071
 Percent change, 1990–2000: 10.1%
 U.S. rank in 1980: 93rd
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 81st

City Residents

1980: 172,196
 1990: 195,680
 2000: 205,727
 2006 estimate: 248,637
 Percent change, 1990–2000: 1.3%
 U.S. rank in 1980: 80th
 U.S. rank in 1990: 99th
 U.S. rank in 2000: 97th

Density: 2,605.7 people per square mile

Racial and ethnic characteristics (2005)

White: 161,971
 Black: 35,858
 American Indian and Alaska Native: 404
 Asian: 4,798
 Native Hawaiian and Pacific Islander: 481
 Hispanic or Latino (may be of any race): 16,438
 Other: 8,689

Percent of residents born in state: 66.5% (2000)

Age characteristics (2005)

Population under 5 years old: 18,920

Population 5 to 9 years old: 15,897
 Population 10 to 14 years old: 18,240
 Population 15 to 19 years old: 14,238
 Population 20 to 24 years old: 16,003
 Population 25 to 34 years old: 31,738
 Population 35 to 44 years old: 31,698
 Population 45 to 54 years old: 28,173
 Population 55 to 59 years old: 11,214
 Population 60 to 64 years old: 8,856
 Population 65 to 74 years old: 11,815
 Population 75 to 84 years old: 9,659
 Population 85 years and older: 2,895
 Median age: 33.2 years

Births (2006, MSA)

Total number: 6,051

Deaths (2006, MSA)

Total number: 3,116

Money income (2005)

Per capita income: \$19,565
 Median household income: \$38,063
 Total households: 91,447

Number of households with income of...

less than \$10,000: 8,560
 \$10,000 to \$14,999: 6,635
 \$15,000 to \$24,999: 12,337
 \$25,000 to \$34,999: 14,477
 \$35,000 to \$49,999: 15,385
 \$50,000 to \$74,999: 19,441
 \$75,000 to \$99,999: 8,527
 \$100,000 to \$149,999: 4,207
 \$150,000 to \$199,999: 1,190
 \$200,000 or more: 688

Percent of families below poverty level: 11.1% (2005)

2005 FBI Crime Index Property: 10,732

2005 FBI Crime Index Violent: 732

■ Municipal Government

The head official of the city of Fort Wayne is a strong mayor who administers the government with a nine-member council. The mayor and council members—six elected by district and three elected at large—all serve four-year terms; the mayor is not a member of the council.

Head Official: Mayor Tom Henry (D) (since 2008; term expires December 31, 2011)

Total Number of City Employees: 1,905 (2007)

City Information: City of Fort Wayne, 1 Main St., Fort Wayne, IN 46802; telephone (219)427-6957; www.cityoffortwayne.org

■ Economy

Major Industries and Commercial Activity

Health care, manufacturing, and business and financial services have become primary industries in Fort Wayne. The city's hospitals form a regional medical center that serves the tri-state area. Demand for health care services has continued to increase alongside the area's population, particularly that of older citizens. The city's two health care networks—Parkview Health System and Lutheran Health Network—are among the city's top five employers.

Dozens of manufacturing companies in the Fort Wayne area employ 100 people or more. Notable among these is General Motors's Fort Wayne Assembly plant, which is one of the top employers in the city. The 2.5 million-square-foot plant, which built its first pickup truck in 1986, is home of the world's first full-size hybrid pickup truck. The Uniroyal Goodrich Tire Manufacturing is another major employer in the manufacturing sector.

The home offices of several insurance companies are located in Fort Wayne, including Lincoln Financial Group, which opened for business in 1905 as Lincoln National Life Insurance Company in a small rented space above a telegraph office in Fort Wayne. The company grew to become one of the largest insurance companies in the country.

The city has begun attracting new employers in the high-tech and research industries. Leading-edge communication service is available thanks to initiatives that made broadband service available throughout the city. Verizon Communications was one of the top 25 employers in 2007. The Northeast Indiana Innovation Center, a non-profit certified technology park established in 1999, is home to a research and development center for American Axle and Manufacturing, BioPoly RS, Cirrus ABS, Forward Engineering, the headquarters of ITT Aerospace Communications Division, Schwartz Biomedical, and OrthoPediatrics.

Tourism in Fort Wayne has grown in recent years, following the expansion and the building of new museums, hotels, festival parks, and meeting facilities.

Items and goods produced: electric motors and supplies, motion and control technologies, auto parts, trucks, tires, electronic equipment, metal processing, aircraft engines, ice cream, baked goods, baby carriages, children's riding vehicles, construction equipment, bagged ice

Incentive Programs—New and Existing Companies

Local programs: The Fort Wayne–Allen County Economic Development Alliance—founded by the City of Fort Wayne, Allen County, and the Greater Fort Wayne Chamber of Commerce—supports business location, expansion, and retention in Allen County. The Alliance is a one-stop-shop for business development, serving as a coordinator of information and resources. It assists companies in many areas, including the development of long-term labor supply strategies, tax abatement on personal and real property, tax incremental financing, employee relocation assistance, site or building options and selection, and community participation. The city has a Certified Tech Park, the Northeast Indiana Innovation Center, which is an area designated by local and state officials for high-technology business development. Certain state and local tax revenues can be recaptured for investment in continued development of the park and special incentives are available for new or relocating businesses in the park.

State programs: EDGE (Economic Development for Growing Economy) is a state sponsored refundable tax credit, based on payroll, which allows Indiana individual income tax withholdings from company employees to be credited against the company's state corporate income tax liability. Excess withholdings would be refunded to the company. The credits can be awarded for up to 10 years. The Hoosier Business Investment Tax Credit encourages capital investment in the state by providing a credit against a company's state tax liability. A Venture Capital Investment Tax Credit and a Headquarters Relocation Tax Credit are also available.

Job training programs: The Indiana Economic Development Corporation provides two major grant programs for training and skill development: the Skills Enhancement Fund and the TECH Fund (Technology Enhancement Certification for Hoosiers). The Indiana Department of Commerce also provides grants to support skills training programs for local businesses. The funds can be used in a variety of ways, including customized training programs in specific skill areas for new employees and skills development training for existing employees. The Indiana Department of Workforce Development provides labor force recruitment services, including help with the application process, testing, and the assessment and screening of qualified applicants. Ivy Tech Community College offers workforce development programs that include customized industrial training, either on campus or at the job site, as well as a variety of technical certificate programs.

Development Projects

Numerous major development projects are underway or recently completed in Fort Wayne. Among them is the plan that has created a fiber optic communications



Advantage Aerial Inc.

network—the only one of its kind in the Great Lakes region—bringing leading edge communication service and nearly 900 new jobs to the Fort Wayne area. In January 2005 General Motors confirmed a plan to invest approximately \$175 million to upgrade its Fort Wayne Assembly plant. A \$38 million expansion of Dupont Hospital was completed in 2007 and a \$25 million expansion of Lutheran Hospital was completed in 2006.

In 2007 UPS announced an \$11 million expansion of its Fort Wayne Package Hub that will add 17,500 square feet to its existing 58,875-square-foot facility. The expanded facility is expected to add at least 25 new jobs. Benco Dental also announced a \$762,000 expansion of its Fort Wayne dental products distribution center. Pro Seal and Plastics pledged an investment of \$1.3 million for a new facility that will expand its current supply business (seal, gasket, and wear rings) and add a new research and development center. Babicz Guitars USA, based in Poughkeepsie, New York, announced that it would expand its operations with a new facility in Fort Wayne to include product assembly, order fulfillment, and research and development. The defense contractor Sierra Nevada Corporation agreed to establish a new programming and engineering operation center in Fort Wayne. Edy's Ice Cream was considering expansion of its existing Fort Wayne production facility.

Since its inception in 2000, the Fort Wayne–Allen County Economic Development Alliance, generally referred to as The Alliance, has developed seven target industry clusters in its efforts to promote economic growth and diversity in the Fort Wayne metropolitan area. These clusters are: advanced manufacturing; agri-processing; aerospace and non-aerospace airport development; communications and defense; financial services; life and material science; and transportation, distributions, and logistics.

Ongoing development efforts to boost the high-tech and research sector of the economy have resulted in new and expanded businesses at the Northeast Indiana Innovation Park. This state-certified technology park began as a private and public partnership between the City of Fort Wayne, Indiana-Purdue University Fort Wayne, Allen County, the Greater Fort Wayne Chamber of Commerce, and local community stakeholders. The Innovation Center covers a 55-acre campus and has the distinction of being one of only a few non-profit research and technology centers that are ISO 9001:2000 certified. In 2007 Innovation Center tenant American Axle and Manufacturing announced that it would open a new product development and engineering center at the site.

In 2007 city officials were also beginning to take action on a new plan for sustainable growth called Reconnecting Fort Wayne. The plan focuses on finding

ways to improve local transportation systems, to encourage a knowledge-based economy, and to develop more efficient energy use policies.

Economic Development Information: Fort Wayne–Allen County Economic Development Alliance, 110 West Berry Street, Ste. 102, Fort Wayne, IN 46802; telephone (260)426-5568; www.thenallianceonline.com

Commercial Shipping

Fort Wayne International Airport is the national and international air transportation center for northeastern Indiana. The airport is the headquarters and primary hub for Kitty Hawk Aircargo, which offers scheduled freights connections to over 45 domestic and international destinations. The airport is also the headquarters for Triple Crown, an intermodal rail and trucking venture of Conrail and Norfolk Southern. There are over 40 trucking companies based in Fort Wayne and Allen County. Fort Wayne is part of Foreign Trade Zone 182.

Labor Force and Employment Outlook

The number of jobs in the health care and social assistance sector has increased significantly since the early 2000s and is considered to have continued potential for job growth. Manufacturing, in contrast, has experienced some decline, but still remains an essential part of the Fort Wayne economy, comprising a large percentage of Fort Wayne employment. Education, through the local public schools and higher education, is also a major employment sector. Service employment, which grew steadily in Fort Wayne during the early 2000s, is expected to continue its climb in upcoming years.

The following is a summary of data regarding the Fort Wayne metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 217,400

Number of workers employed in . . .

- construction and mining: 11,500
- manufacturing: 38,000
- trade, transportation and utilities: 46,800
- information: 3,600
- financial activities: 12,000
- professional and business services: 21,400
- educational and health services: 34,900
- leisure and hospitality: 19,500
- other services: 8,100
- government: 21,600

Average hourly earnings of production workers employed in manufacturing: \$17.69

Unemployment rate: 4.7% (June 2007)

Largest employers (2007)

	Number of employees
Fort Wayne Community Schools	4,201
Parkview Health Systems	3,844
Lutheran Health Network	3,432
General Motors Truck Group	2,981
Allen County Government	1,964
ITT Aerospace-Communications Div.	1,910
City of Fort Wayne	1,905
Lincoln Financial Group	1,700
Uniroyal Goodrich Tire Manufacturing (Michelin)	1,502
Scott's Food Stores, Inc.	1,500

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$259,213

2007 (1st quarter) ACCRA Cost of Living Index: 91.1

State income tax rate: 3.4% of Adjusted Gross Income

State sales tax rate: 6.0%

Local income tax rate: 0.8% (county tax)

Local sales tax rate: None

Property tax rate: 0.8353 per \$100 assessed valuation (2000)

Economic Information: Fort Wayne–Allen County Economic Development Alliance, 110 West Berry Street, Ste. 102, Fort Wayne, IN 46802; telephone (260)426-5568; www.thenallianceonline.com

Education and Research

Elementary and Secondary Schools

Fort Wayne Community Schools is one of the largest districts in the state of Indiana and the largest in Allen County. About 84 percent of students graduate from high school and about 73 percent continue on to college. Children may attend any school in the district, with some restrictions based on space availability and racial balance.

The Bunche Early Childhood Center is the first public school in the nation to receive accreditation from the American Montessori Society. Towles Intermediate School is the only 1-8 Montessori program in the state.

South Side High School offers an International Baccalaureate program. Franke Park Elementary School is one of 50 schools in the nation to be designated as a NASA Explorer School with programs that focus on biological science and space. There are magnet schools at all levels.

Vocational programs are available through the Anthis Career Center.

The following is a summary of data regarding the Fort Wayne Community Schools as of the 2005–2006 school year.

Total enrollment: 31,884

Number of facilities

elementary schools: 34
 junior high/middle schools: 10
 senior high schools: 6
 other: 2

Student/teacher ratio: 17.7:1

Teacher salaries (2005–06)

elementary median: \$48,100
 junior high/middle median: \$48,280
 secondary median: \$48,110

Funding per pupil: \$9,316

Additionally, Fort Wayne has several parochial and private schools offering elementary, high school, and special education opportunities.

Public Schools Information: Fort Wayne Community Schools, 1200 S. Clinton St., Fort Wayne, IN; telephone (260)467-1000; www.fwcs.k12.in.us

Colleges and Universities

Indiana University–Purdue University at Fort Wayne (IPFW) offers a complete range of undergraduate and graduate programs. The largest university in northeast Indiana, IPFW is a joint venture of two Big Ten schools and grants both Indiana University and Purdue University degrees. The main campus of Purdue is in West Lafayette, IN, and that of Indiana University is in Bloomington. Long a commuter college, IPFW opened its first student housing in 2004. Enrollment is over 10,500.

The Fort Wayne campus of the Indiana Institute of Technology, known simply as Indiana Tech, offers bachelor's degree programs in business, criminal science, and engineering and computer studies, and master's degrees in Business Administration (MBA), Science in Management (MSM), and Science in Engineering (MSE). Enrollment is over 3,000.

The University of Saint Francis is a Catholic liberal arts university with about 2,000 students, including about 250 graduate students. The school offers associate's, bachelor's, and master's degrees in a full range of majors, with additional special programs in ministry, pastoral counseling, social justice in the Franciscan tradition, and Franciscan studies.

Ivy Tech Community College is a public, community college that offers associate's degree programs and certificate programs in a wide variety of fields. There are 23 campus sites across the state. The Fort Wayne campus is the central campus for the northeast region. Associate's degrees and certificate programs are available in the fields of business, education, health sciences, liberal arts and sciences, technology, and public and social services. Enrollment is about 4,350.

Indiana Wesleyan University–Fort Wayne serves as a community education center for the Marion-based university. Students take classes that lead to the completion of an associate's, bachelor's, or master's degree. Most classes are offered on flexible schedules, including evenings and weekends, to accommodate working adults. Taylor University–Fort Wayne, an interdenominational liberal arts college with campuses in Fort Wayne and Upland, IN, also offers a full range of degree programs. Concordia University Wisconsin–Fort Wayne Center offers a Bachelor of Arts degree program with majors in human resource management, management of criminal justice, liberal arts, and business management. Concordia Theological Seminary provides pastoral training for students of the Lutheran Church–Missouri Synod.

Fort Wayne is also home to the International Business College, offering business, health care, and technology programs, and ITT Technical Institute, offering technology, drafting and design, and business programs. Post-secondary education and technical training are provided by two-year Ivy Tech State College. Other two-year colleges include Brown Mackie College, Tri-State University, and Indiana Business College–Fort Wayne.

Libraries and Research Centers

The main facility of the Allen County Public Library is one of the busiest in the nation, with an annual circulation of well over 4.4 million books and other items. Special collections are available in such fields as local history, genealogy, heraldry, fine arts, business and technology, and federal and state documents. Its Genealogy Research Department, with more than 300,000 printed volumes and 314,000 items of microfilm and microfiche, is considered the most extensive public genealogy research library in the country. The library operates 13 branches.

The Helmke Library of Indiana University–Purdue University Fort Wayne has a collection of over 356,500 books and bound serials and over 540,000 microforms and microfilm reels. The library serves as a federal

depository library and holds about 114,864 government documents. Special collections include the Historical Music Score Collection, which contains about 8,000 scores published between 1890 and 1930.

Indiana University–Purdue University at Fort Wayne sponsors 11 Centers of Excellence that focus on encouraging research and experiential learning for students and faculty alike. These include the Behavioral Health and Family Studies Institute, the Center for Reptile and Amphibian Conservation and Management, the Community Research Institute, the Institute for Decision Sciences and Theory, and Institute for Human Rights.

The research library at The Lincoln Museum has a large collection of Lincoln and Lincoln-era images in photographs, paintings, sculptures, and art prints. Several rare titles related to Lincoln are available through the library which is open by appointment only.

Public Library Information: Allen County Public Library, 900 Library Plaza, Fort Wayne, IN 46802; telephone (260)421-1200; www. www.acpl.lib.in.us

■ Health Care

Parkview Health System (PHS) operates four main facilities in Fort Wayne. Parkview Hospital, the PHS flagship hospital, is a 575-bed acute care hospital with a Level II Adult and Pediatric Trauma Center. Parkview is the only trauma center to be verified by the American College of Surgeons in northern Indiana. The trauma center is comprised of 18 components, including a full-service emergency department, a surgical-trauma intensive care unit, a surgical care center, and a flight program with two medical helicopters. The hospital also houses a cardiac-medical intensive care unit; a continuing care skilled nursing facility; a new life center and neonatal intensive care unit; a children's center; cancer, heart, stroke, and rehabilitation centers; and a sleep disorders lab. Parkview North Hospital has 42-inpatient beds and houses an emergency department, a Family Birthing Center with a neonatal intensive care unit, ambulatory and general surgery departments, and diagnostic imaging services. An attached medical office building offers primary care services, including the Parkview Women's Health Center. The Orthopaedic Hospital at Parkview North is the only specialty hospital of its kind in northeastern Indiana. Parkview Behavioral Health Hospital is an acute care psychiatric hospital with 107 beds. Outpatient services are also available.

The Lutheran Health Network also sponsors four main facilities in Fort Wayne. Lutheran Hospital, the flagship hospital of Lutheran Health Network with 343 beds, is the region's only heart transplant facility. Other key services of the hospital include emergency services, inpatient and outpatient surgery, cardiac services, obstetrics, pediatrics, a diabetes treatment center, ortho-

pedics, occupational medicine, and a sleep lab. Lutheran Children's Hospital, located within Lutheran Hospital, supports a special outpatient cancer clinic for children, a pediatric emergency room, and a pediatric sleep disorders clinic. The Lutheran Rehabilitation Hospital is a 36-bed comprehensive medical rehabilitation hospital with inpatient and outpatient services available for patients recovering from orthopedic ailments (fractures, joint replacements, amputations), stroke, neurological disorders (spinal cord injury, Guillain Barre, multiple sclerosis), multiple trauma, and brain injury. The Dupont Hospital is a joint venture between the Lutheran Health Network and over 220 area physicians who share in the ownership and governance of the hospital. The 122-bed hospital has 13 operating rooms, emergency services, and an extensive women's health service program. St Joseph's Hospital is a 191-bed facility offering a full range of services including emergency services, inpatient and outpatient surgery, wound care, a burn center, rehabilitation programs, behavioral health, a skilled nursing unit, and home care programs.

■ Recreation

Sightseeing

American history, exotic animals, and beautiful botanical gardens highlight sightseeing in Fort Wayne. Eleven museums and historical sites are within walking distance in the downtown area. A historic old fort from the War of 1812 is preserved in a park downtown where the St. Mary's and St. Joseph rivers merge to become the Maumee. The Allen County Courthouse, listed on the National Historic Register, was constructed between 1897 and 1902. It combines Greek and Roman architectural themes and is capped with a rotunda, and its ornately designed interior features Italian marble, granite columns, bright tiles, and murals.

The Fort Wayne Children's Zoo is home to more than 1,500 animals from around the world. The central area of the zoo features penguins, macaws, capuchin monkeys, sea lions, giant turtles, and the Indiana Family Farm, where visitors can pet farm animals. At the 22-acre African Veldt area, Jeep safari rides provide views of antelope, giraffes, wildebeest, zebras, and exotic birds. At the zoo's Australian Adventure, visitors can go on walkabouts or take canoe rides to view kangaroos, echidnas, lorikeets, parakeets, and dingoes. The Indonesian Rainforest area features a rare Komodo Dragon, orangutans, and Sumatran tigers. The zoo also contains a 20,000-gallon marine aquarium.

The Foellinger-Freimann Botanical Conservatory preserves rare and exotic tropical plants from around the world in its three gardens under glass: the Floral Showcase has lush, colorful seasonal displays; in the Tropical Garden, orchids, palms, and other exotic plants surround

a waterfall; and the Desert House has cacti and other desert plants from the Sonoran Desert of southern Arizona and northern Mexico. Lakeside Rose Garden in northeast Fort Wayne, with 2,500 labeled plants, is recognized as one of the largest rose gardens in the country.

Science Central offers more than 30 hands-on exhibits to make learning fun. Visitors can dance on giant piano keys, create earthquakes, experience weightlessness over a moonscape, bend rainbows, and ride a high-rail bicycle.

Arts and Culture

At the center of the performing arts in Fort Wayne is the restored Embassy Theater. Built in 1928, it is considered one of the country's most lavish architectural masterpieces. The Embassy Theatre features national touring productions from the Broadway stage, musical concerts of formats, and cinema presentations. Educational programming is also available for youth.

The Arts United Center, built in 1973 by the famous architect Louis Kahn, serves as the main performance stage for the Civic Theatre, the Youtheatre, Fort Wayne Ballet, Fort Wayne Dance Collective and the Fort Wayne Philharmonic. Arts United is the third oldest united nonprofit arts fund in the United States and the second largest arts council in the State of Indiana. The Fort Wayne Philharmonic, which performs a nine-month season of symphony, pops, and chamber music concerts, also performs at the Embassy Theatre. The Fort Wayne Civic Theatre, regarded by many as one of the outstanding regional civic theaters in the country, coordinates more than 600 volunteers a year to produce Broadway-style shows. The Fort Wayne Ballet presents two major productions in addition to the annual *Nutcracker* ballet in December. The Fort Wayne Dance Collective is northeast Indiana's only modern dance organization.

The Lincoln Museum, endowed by the Lincoln National Life Insurance Company, is the world's largest private museum and research library for Lincolniana. Housed in a 30,000-square-foot, state-of-the-art facility, the museum has interactive, hands-on exhibits for all age groups. The museum's highlights include a collection of personal possessions of Lincoln and his family; original photographs and paintings; and a rare edition of The Emancipation Proclamation, signed by Lincoln in 1864 (one of eight in the world in public collections and the only one on permanent public display); and the inkwell Lincoln used to sign the proclamation.

The Fort Wayne Museum of Art is devoted to American and European artwork from the 19th century to the present. The museum houses more than 1,300 pieces in permanent collections of paintings, prints, and sculpture in three self-contained modern buildings. The History Center, operated by the Allen County-Fort Wayne Historical Society, is located in the Old City Hall, a local architectural landmark; the museum displays

artifacts from the Stone Age to the Space Age. Highlights include law enforcement exhibits within the dank cells of the old city jail, a fully-equipped blacksmith shop, a detailed model of an American Indian village, antebellum women's dresses, and a dollhouse from 1886. At the Diehm Museum of Natural History, displays of mounted animals, birds, and fish from North America are featured in reproductions of natural habitats. The museum also has a collection of gems and minerals, as well as Far East artifacts. The Fort Wayne Firefighters Museum exhibits antique firefighting equipment and vehicles. In nearby Auburn, the Auburn Cord Duesenberg Museum, a national historic landmark, houses more than 100 examples of the world's grandest automobiles in a 1930 Art Deco factory showroom.

Arts and Culture Information: Arts United of Greater Fort Wayne, 114 East Superior Street, Fort Wayne, IN 46802; telephone (260)424-0646; www.artsunited.org

Festivals and Holidays

June brings three ethnic events to Fort Wayne: the Indiana Highland Games honors Scottish heritage with athletic competitions, bagpipes and dancing, and food; Germanfest recognizes Fort Wayne's largest ethnic group with music, dance, sports, art, and German food; and the Greek Festival brings Greek food, beverages, music, dancing, jewelry, art, clothing, and literature. Three Rivers Festival, held in mid-July for nine days, features more than 200 events that include a Festival of the Arts, Children's Fest, senior's events, a parade, races, and fireworks displays. At the Auburn Cord Deussenberg festival on Labor Day weekend in nearby Auburn, the world's largest classic automobiles are auctioned in a festive atmosphere; the festival also includes a quilt show and an antique sale. The Johnny Applesed Festival, held in September, brings the early 1800s to life by honoring John Chapman, who introduced apple trees to the Midwest; the festival features re-enactments of pioneer life, period entertainers, and crafts. Holiday festivals from late November through December celebrate the Christmas season with a Festival of Trees, Festival of Gingerbread, a Wonderland of Wreaths at the Botanical Conservatory, and downtown lighting displays.

Sports for the Spectator

In 2007 Street & Smith's *SportsBusiness Journal* named Fort Wayne "America's Number One Minor Sports League City." The Fort Wayne Komets, a United Hockey League team, plays a home schedule at Memorial Coliseum. The Komets captured the UHL Colonial Cup in the 2002-03 season. The Wizards, a Class A baseball team, play at Harrison Square Stadium. The Fever is the name for both the men's PDL (Premier Development League) and the women's W-League semi-pro soccer

teams of the United Soccer League. Both teams play at the Hefner Soccer Fields of Indiana University–Purdue University Fort Wayne. The Fort Wayne Freedom is affiliated with United Indoor Football. Indiana–Purdue Fort Wayne Athletics is home to 16 Division I sports; the Mastodons host more than 100 athletic competitions each year.

Sports for the Participant

Fort Wayne’s public recreational facilities include 87 parks covering 2,200 acres. Amenities include tennis courts, soccer fields, softball diamonds, regulation baseball diamonds, four swimming pools, and three municipal golf courses. In 2005 *Golf Digest* listed Fort Wayne as one of the “Best Golf Towns in America.” Within the county there are over 30 golf courses. The Rivergreenway Trail, a 15-mile-long trail along the banks of the city’s three rivers, is ideal for bicycling, hiking, jogging, or rollerblading. The McMillen Ice Arena is a favorite spot for ice hockey, figure skating, and recreational skating. LAZER-X offers the largest laser tag arena in the Midwest at 9,000 square feet.

Shopping and Dining

Fort Wayne supports one of the Midwest’s largest enclosed malls—Glenbrook Mall—that contains 4 anchor department stores and more than 175 specialty shops and stores. Fort Wayne’s Jefferson Pointe Mall offers 50 shops and restaurants and an 18-screen movie theater in an open-air setting with Mediterranean-style architecture and tree-lined courtyards.

Fort Wayne has long billed itself as “The City of Restaurants,” and the 600 eating and drinking establishments in and around the city bolster that claim. For fine dining, visitors may want to try Don Hall’s Old Gas House or Club Soda. Casa D’Angelo and Casa Grille Ristorante Italiano are popular spots for Italian food. On the lighter side, Cindy’s Diner offers an authentic 1950s diner experience. Some Fort Wayne restaurants offer such regional favorites as hearty farm-style meals and desserts.

Visitor Information: Fort Wayne/Allen County Convention and Visitors Bureau, 1021 S. Calhoun St., Fort Wayne, IN 46802; telephone (800)767-7752; www.visitfortwayne.com

■ Convention Facilities

The Grand Wayne Convention Center hosts over 500 events each year. The 225,000-square-foot facility features 80,000 square feet of meeting space and 30,000 square feet of public areas. State-of-the-art audio and visual systems and in-house technology services are available. The 12,000-square-foot kitchen is equipped to prepare banquets for up to 6,000 people. The Grand Wayne is the second largest convention facility in the state.

The Allen County War Memorial Coliseum and Exposition Center, a city landmark, provides versatile facilities for trade shows, concerts, sporting events, stage shows, ice shows, the circus, meetings, and conventions. The facility is a memorial to the armed forces who died in World Wars I and II, and the Korean War. The arena offers a seating capacity from 10,000 to 12,500 and is ideal for spectator events; the Expo Center provides 108,000 square feet of display area and has meeting rooms accommodating 250 individuals. The Applesseed Room—designed to hold banquets, receptions, and meetings—accommodates up to 540 guests.

Convention Information: Fort Wayne/Allen County Convention and Visitors Bureau, 1021 S. Calhoun St., Fort Wayne, IN 46802; telephone (800)767-7752; www.visitfortwayne.com

■ Transportation

Approaching the City

Fort Wayne International Airport is the destination for most air traffic into Fort Wayne. It is one of only a handful of airports in the Midwest with a 12,000-foot runway. Six commercial carriers provide flights from major cities throughout the United States, with over 100 nonstop flights daily. Connecting flights for international travel are also available. One of the top three revenue sources for the city of Fort Wayne, the Fort Wayne International Airport accommodates more than one million passengers annually. Smith Field, located north of the city, is a secondary airport for private air traffic.

Highway travel into Fort Wayne is via Interstate 69, which runs north from Indianapolis into Michigan, and Interstate 469, which encircles the city. U.S. Highways 30, 33, 27, and 24 converge in Allen County. Interstate 80, which runs east/west, is located 45 miles north of Fort Wayne via Interstate 69. Amtrak makes a stop at Waterloo, about 25 miles north of the city. Greyhound makes a stop at the South Lafayette station.

Traveling in the City

The Fort Wayne Citilink provides intracity bus service to downtown, urban shopping centers, and area employment locations with 12 fixed routes. Citilink Access provides van service for the disabled.

■ Communications

Newspapers and Magazines

The principal daily newspapers in Fort Wayne are *The Journal Gazette*, published mornings and Sundays, and the Pulitzer Prize-winning *The News-Sentinel*, published Monday through Saturday evenings. Weekly newspapers

include *Frost Illustrated*, serving the African American community, and the *Macedonian Tribune*, serving the Macedonian community. *Fort Wayne Magazine* is a bi-monthly publication focusing on the city. Special-interest magazines and journals published in Fort Wayne include *Business People Magazine* and *Today's Catholic*, a publication of the Diocese of Fort Wayne.

CLIO: A Journal of Literature, History, and the Philosophy of History is published at Indiana University–Purdue University Fort Wayne. *Concordia Theological Quarterly* is a publication of the Concordia Theological Seminary. The *Chicago Tribune* has named *Lincoln Lore*, the quarterly magazine published by The Lincoln Museum in Fort Wayne, as one of the top 50 magazines in the United States for 2007.

Television and Radio

Four commercial television stations broadcast from Fort Wayne; cable service is available through six cable companies. Diverse radio programming, covering easy listening, top 40, rock, and country and western music as well as religious features and news and information, is provided by 16 stations in the city.

Media Information: The Journal Gazette, P.O. Box 88, 600 W. Main St., Fort Wayne, IN 46801; telephone (260)461-8200; www.journalgazette.net

Fort Wayne Online

Allen County Public Library home page. Available www.acpl.lib.in.us
 City of Fort Wayne, Indiana. Available www.cityoffortwayne.org
 Fort Wayne–Allen County Convention and Visitors Bureau. Available www.visitfortwayne.com
 Fort Wayne–Allen County Economic Development Alliance. Available www.theallianceonline.com
 Greater Fort Wayne Chamber of Commerce. Available www.fwchamber.org
The Journal-Gazette. Available www.journalgazette.com
The News-Sentinel. Available www.news-sentinel.com

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Kavanaugh, Karen B., *A Genealogist's Guide to the Allen County Public Library, Fort Wayne, Indiana* (Fort Wayne, IN: The Author, 1981)



Gary

■ The City in Brief

Founded: 1906 (designated a city in 1909)

Head Official: Mayor Rudolph Clay (D) (since 2006)

City Population

1980: 151,968

1990: 116,646

2000: 102,746

2006 estimate: 97,715

Percent change, 1990–2000: –11.9

U.S. rank in 1980: 104th

U.S. rank in 1990: 163rd

U.S. rank in 2000: 251st

Metropolitan Area Population

1980: 643,000

1990: 604,526

2000: 675,971

2006 estimate: 700,896

Percent change, 1990–2000: 11.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: 3rd (CMSA)

U.S. rank in 2000: 3rd (CMSA)

Area: 50 square miles (2000)

Elevation: 590 feet above sea level

Average Annual Temperature: 48.9° F

Average Annual Precipitation: 34.66 inches of rain,
39.2 inches of snowfall

Major Economic Sectors: services, wholesale and retail
trade, government

Unemployment Rate: 6.7% (June 2007)

Per Capita Income: \$13,797 (2005)

2005 FBI Crime Index Property: 5,310

2005 FBI Crime Index Violent: 718

Major Colleges and Universities: Indiana University
Northwest, Ivy Tech Community College

Daily Newspaper: *Post-Tribune*

■ Introduction

Once a leading steel producing center that was often called “Steel City,” Gary’s beautiful Lake Michigan beaches are now host to a growing tourist industry drawn to the new multi-million dollar redevelopment project featuring casino boats and marinas. Water and air pollution have been vastly improved in order to help implement this economic shift. The geographical placement of Gary in the Calumet region provides visitors with a huge variety of natural attractions, from the lakeshore to protected inland prairies, nature preserves, numerous parks, and rare wildlife. Gary exists as a port of entry with enough resources to guarantee energy for industrial expansion.

■ Geography and Climate

The city of Gary is located in an area known as the Calumet region at the southern tip of Lake Michigan. The Calumet region includes the northern portions of Lake and Porter counties. The city lies approximately 28 miles southeast of Chicago. Toledo is 210 miles east, Indianapolis is 153 miles southeast, Detroit is 237 miles northeast, and St. Louis is 287 miles southwest of Gary. Gary is in a region of frequently changing weather. The climate is predominantly temperate, ranging from relatively warm in the summer to relatively cold in the winter. However, this is partly modified by Lake Michigan. Very low temperatures usually develop in air that flows

southward to the west of Lake Superior before reaching Gary. In summer the higher temperatures result from a south or southwest flow and therefore are not modified by the lake.

Area: 50 square miles (2000)

Elevation: 590 feet above sea level

Average Annual Temperature: 48.9° F

Average Annual Precipitation: 34.66 inches of rain, 39.2 inches of snowfall

■ History

Early History

Prehistoric studies indicate that the swamps and sand dunes of the Calumet region presented hostile conditions which discouraged any permanent settlers. Migrant tribes of Miami, Ottawa, Wea, and Potawatomi hunted, fished, trapped, and sometimes farmed the area. Even these indigenous people didn't build permanent villages until the 1600s. (There were perhaps 50 Potawatomi villages left in northwest Indiana by the early 1800s, most of whom were moved to reservations by the 1850s.) Father Jacques Marquette, great French explorer of the Mississippi River Valley, led a group of fur traders and missionaries through the area using the Calumet River. The story goes that Marquette camped near the mouth of the Grand Calumet, the present site of Gary's Marquette Park. In 1822 Joseph Bailly was the first European to settle in these Indiana Dunes, which would later become southeastern Illinois and northwestern Indiana.

Creation of City as Major Steel Center

Still, there were not many settlers until the 1900s, although post-Civil War homesteaders flocked to the more fertile farmlands in the southern part of the state. However, as the country's industrial economy grew, land once deemed inhospitable for farming was eyed for factory use. In the late 1880s large amounts of sand were removed from the dunes and shipped to Chicago for building and industrial uses. Swamps, woodlands, and dunes were leveled in order to support enormous factory structures. Gary finally became Gary when, in 1906, work was begun on a site envisioned by its namesake, Elbert H. Gary. Gary had been a judge from 1882 to 1890 and became chairman of U.S. Steel. Realizing that economic growth was moving to the Midwest, he chose the spot for its proximity to Chicago, Great Lakes shipping, and railroad access to bring in ore from Minnesota and coal from the south and east. The enormity of this undertaking necessitated U.S. Steel's forming of two new companies—the Gary Land Company to build housing and the Indiana Steel Company to construct the plant, which would

contain 12 blast furnaces and 47 steel furnaces. In addition, the harbor had to be excavated to accommodate the largest steam ships of the day and an enormous breakwater and lighthouse were built as well. Three and a half years later a mill opened. Immigrants attracted by thousands of new jobs poured in, both from eastern and southern Europe and from other parts of the United States, filling Gary with more than 16,000 inhabitants for its official designation as a city in 1909.

In one of the few historical footnotes about Gary that isn't directly involved with steel, Octave Chanute first took flight in a glider in 1896 off the windswept dunes that in a decade would become Gary. It was the world's first sustained flight in a heavier than air structure. The Wright brothers later credited Chanute's design with helping them build their first plane.

City Attracts Workers; Growth Continues

In the next 10 years Gary more than tripled its population, with more than 55,000 residents by 1920. The city became a great ethnic melting pot as jobs in the mills continued to attract immigrants from various foreign countries, especially from Eastern Europe. Prior to World War I, organized labor failed to gain a foothold among the area's steel workers. Although Judge Gary held the same anti-labor sentiments as his contemporary and rival, Andrew Carnegie, he was somewhat less heavy handed in his approach, seeking to avoid strikes through employee relations programs and an emphasis on job safety. U.S. Steel actually pioneered job safety programs and originated the phrase "Safety First." The corporation adopted a sort of old fashioned, paternalistic relationship with its laborers similar to that of coal or textile mill "company towns." Social events and much of life outside the workplace revolved around the company; on the downside this meant blacklists kept track of any employee with the wrong political affiliations.

The post-WWI period was one of growth for Gary, which had almost instantly become the largest city in the Calumet region. Construction included many apartment buildings and houses, three ten-story buildings, the Hotel Gary, The Gary State Bank, the imposing Knights of Columbus hall, and the massive City Methodist Church. Public structures included Gary City Hall, the courthouse, a 10-acre esplanade (Gateway Park), as well as Marquette Park and Gleason Park. Gary became known as "Magic City" and "City of the Century" because of its rapid growth. Although large numbers of African Americans were drawn to the city in search of unskilled labor jobs, a quota system kept their work force at no more than 15 percent. Most of the region had segregated public facilities, and housing was racially segregated as well. African Americans were relegated to live in "the Patch", the most undesirable housing in the city. Later, Mexican workers, who ironically were brought in as strike breakers, were also forced to reside in the Patch.

City Becomes Model for Public Education

Gary was the center of pivotal early twentieth century development in public education when William A. Wirth established a work/study/play school, popularly known as the “platoon school.” It was designed to attract underprivileged children, many of whom were from non-English speaking immigrant families. The curriculum focused on preparing them to function in American society. By 1913 the school had enrolled 4,000 children.

The Great Depression, World War II, and Beyond

Until only very recently, the history of Gary remained intertwined with the fortune or folly of the steel industry. The Great Depression of the 1930s had a devastating effect on Gary’s economy, with U.S. Steel dropping from 100 percent capacity in 1929 to 15 percent in 1932. The depression also brought unionization of Gary’s industries, with U. S. Steel recognizing the Steelworkers Organizing Committee as the bargaining agent for its workers in 1937. Between 1935 and 1939 the steel worker’s wages rose nationally 27 percent, benefiting Gary’s workers as well.

During World War II, steel production soared and the tide of prosperity continued for the next two decades. U.S. Steel production peaked in 1953 at more than 35 million tons. The Steelworkers Union held a series of long strikes in 1946 and 1952. These strikes were mostly nonviolent conflicts over wages and benefits rather than the bloody struggles over union recognition that happened elsewhere, but a 116-day long strike in 1959 had the world-changing effect of shutting down 90 percent of production of not only U.S. Steel, but also its competitors. This opened the door to competition from foreign steel, which had had negligible effect before. The long decline of American steel thus began.

Manufacturing in general declined in the region and in the whole country. Between 1979 and 1986 northwest Indiana’s loss in manufacturing totaled 42.5 percent, largely in the areas of oil and steel. The world market changed again and the American steel industry rebounded a bit from the late 1980s to the early 1990s. The steel industry is still important to the local economy in Gary, although it is not the world leader it once was.

Changing Demographics Brings African American Majority

Beginning in the 1960s, Gary’s population decreased through “white flight” to the suburbs. By 1990 the population was made up of 80 percent African Americans. Voters elected Gary’s first African American mayor, Richard G. Hatcher, in 1967 and for four subsequent terms. Hatcher’s administration improved housing conditions in the city and helped obtain federal job training programs. In 1982 the Genesis Convention Center was

built in the heart of Gary’s downtown to help in the revitalization of the business district.

Gary made great progress during the 1960s and 1970s in reducing its air pollution caused by smoke from factories and steel mills. The amount of impurities in the air dropped nearly 60 percent from 1966 to 1976. The city issued nearly \$180 million in revenue bonds to help U.S. Steel reduce its pollution at local facilities.

The loss of population in Gary during the 1980s, almost 25 percent, was larger than that of any other U.S. city. By 1995, the city’s population was 85 percent African American. That year, Scott L. King, who is white, confounded observers when he won an upset victory in the mayoral election. He resigned from office in 2006 and was replaced by the election of Rudolph Clay.

Still battling poverty, unemployment, a shrinking population, and a less-than-stellar reputation, in the dawn of the twenty-first century the focus of community leaders and businesses in Gary has been to revitalize Gary’s downtown and make the city attractive to visitors.

Historical Information: Indiana University Northwest Library, Calumet Regional Archives, 3400 Broadway, Gary, IN 46408; telephone (219)980-6628

■ Population Profile

Metropolitan Area Residents

1980: 643,000
 1990: 604,526
 2000: 675,971
 2006 estimate: 700,896
 Percent change, 1990–2000: 11.8%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 3rd (CMSA)
 U.S. rank in 2000: 3rd (CMSA)

City Residents

1980: 151,968
 1990: 116,646
 2000: 102,746
 2006 estimate: 97,715
 Percent change, 1990–2000: –11.9
 U.S. rank in 1980: 104th
 U.S. rank in 1990: 163rd
 U.S. rank in 2000: 251st

Density: 1,795 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 9,864
 Black: 80,205
 American Indian and Alaska Native: 0
 Asian: 142
 Native Hawaiian and Pacific Islander: 0

Hispanic or Latino (may be of any race): Not available

Other: 3,645

Percent of residents born in state: 63.0% (2000)

Age characteristics (2005)

Population under 5 years old: 9,690

Population 5 to 9 years old: 7,743

Population 10 to 14 years old: 9,488

Population 15 to 19 years old: 6,557

Population 20 to 24 years old: 5,315

Population 25 to 34 years old: 11,552

Population 35 to 44 years old: 12,073

Population 45 to 54 years old: 13,518

Population 55 to 59 years old: 5,269

Population 60 to 64 years old: 4,036

Population 65 to 74 years old: 6,406

Population 75 to 84 years old: 4,475

Population 85 years and older: 935

Median age: 32.9 years

Births (2006, Metropolitan Division)

Total number: 9,151

Deaths (2006, Metropolitan Division)

Total number: 6,266

Money income (2005)

Per capita income: \$13,797

Median household income: \$25,496

Total households: 36,702

Number of households with income of . . .

less than \$10,000: 8,243

\$10,000 to \$14,999: 4,543

\$15,000 to \$24,999: 5,360

\$25,000 to \$34,999: 4,239

\$35,000 to \$49,999: 4,996

\$50,000 to \$74,999: 5,196

\$75,000 to \$99,999: 2,674

\$100,000 to \$149,999: 1,278

\$150,000 to \$199,999: 112

\$200,000 or more: 61

Percent of families below poverty level: 14.1% (2005)

2005 FBI Crime Index Property: 5,310

2005 FBI Crime Index Violent: 718

■ Municipal Government

Gary's city government consists of a mayor and nine council members, six of whom are elected by district, the other three at large. Terms for all are four years.

Head Official: Mayor Rudolph Clay (since 2006; term expires 2010)

Total Number of City Employees: approximately 2,319 (2007)

City Information: City of Gary, City Hall, 401 Broadway, Gary, IN 46402; telephone (219)881-1301; www.gary.in.us

■ Economy

Major Industries and Commercial Activity

Manufacturing, especially of steel, has been the heart of Gary and northwest Indiana. Although hard hit by decline of employment in the steel mills, primarily due to automation, the steel industry is still an integral part of Gary's economy with U.S. Steel Corporation (USS Gary Works) being the largest employer in the city in 2007. The factory scene has expanded to more light manufacturing, such as paper products, plastics, chemicals, rubber, and even food processing. The wholesale and retail trade sectors also account for a large number of jobs. The newest industry to jolt the local economy is tourism, with Majestic Star Casino boats, restaurants, and entertainment venues available at the newly renovated Buffington Harbor at the lakefront. A 20 percent gaming tax is levied on the casino boats.

Gary and Lake County are becoming increasingly popular for people from Chicago and other urban centers who seek weekend recreational getaways. City government and the Gary Community School Corporation are major employers in the city. Other major employers in 2007 included Methodist Hospital and the U.S. Postal Service.

Items and goods produced: steel and steel finished products including sheet metal, tin plate, tubing, and bridges; hardware, springs, windshield wipers, light fixtures, apparel and bed linens, processed foods.

Incentive Programs—New and Existing Companies

Local programs: The Gary Department of Planning and Development assists businesses in several ways: through commercial development and redevelopment; infrastructure planning and development; job training initiatives; image promotion and public relations; land, buildings, and community tours; liaison between businesses and individuals; tax abatement; and research. The Gary Business Empowerment Center offers technical support services for small businesses. Business incentive programs in Gary revolve around the Gary Urban Enterprise Association (GUEA) which manages Gary's Urban Enterprise Zone program. Urban Enterprise

Zones are low income neighborhoods which are designated for special state tax credits to businesses that employ people in the zones. Businesses in the zones are encouraged in several ways: companies may receive full forgiveness of personal property taxes paid for raw materials or finished products; employers can get up to \$1,500 per employee for "employment expense credit" when they live in the zone; a loan interest credit lowers the taxes that lending institutions pay on interest earned on loans to businesses in the zone; and an equity investment credit for individual investors who pay into job training programs.

State Programs: EDGE (Economic Development for Growing Economy) is a state sponsored refundable tax credit, based on payroll, which allows Indiana individual income tax withholdings from company employees to be credited against the company's state corporate income tax liability. Excess withholdings would be refunded to the company. The credits can be awarded for up to 10 years. The Hoosier Business Investment Tax Credit encourages capital investment in the state by providing a credit against a company's state tax liability. A Venture Capital Investment Tax Credit and a Headquarters Relocation Tax Credit are also available.

Job Training Programs: The Indiana Economic Development Corporation provides two major grant programs for training and skill development: the Skills Enhancement Fund and the TECH Fund (Technology Enhancement Certification for Hoosiers). The Indiana Department of Commerce also provides grants to support skills training programs for local businesses. The funds can be used in a variety of ways, including customized training programs in specific skills areas for new employees and skills development training for existing employees. The Indiana Department of Workforce Development provides labor force recruitment services, including help with the application process, testing, and the assessment and screening of qualified applicants. Ivy Tech Community College offers workforce development programs that include customized industrial training, either on campus or at the job site, as well as a variety of technical certificate programs.

Development Projects

One major redevelopment project in Gary has been the Buffington Harbor Lakeshore Redevelopment. The marinas for the Majestic Star Casino boats are there and much of the surrounding 25 square miles has been revamped to make it more attractive to the new tourist trade.

In 2007 several redevelopment projects were in the works at the Gary/Chicago International Airport. Airport authorities approved an agreement with the Army National Guard for the use of two hangers. The Guard has also begun construction of a 55,000-square-foot Limited

Army Aviation Support Facility. A new Instrument Landing System was installed and a runway expansion project was underway. Groundbreaking took place for the Gary Jet Center's new 38,000-square-foot hanger that will house Gulf stream type aircraft. Also at the end of 2007, the airport authority was negotiating with Cape Air to serve as a primary air service provider for the airport.

In 2007 Grainger, a nationwide distributor of facilities maintenance products, opened its newly expanded showroom on Cline Avenue. The 33,000-square-foot building has a 2,500-square-foot showroom, which is more than double the size of the original showroom. Grainger stocks over 23,000 types of industrial supplies.

Gary South Shore Development (GSSD) LLC (based in Merrillville) had requested support from the Northwest Indiana Regional Development Authority for a \$56 million central South Shore Railroad depot to be built on a 12-acre site at I-65 and U.S. 20. While GSSD claims that such a development will benefit the area both in ease of travel and in new business growth, it would mean the closing of the two existing South Shore depots in Gary. Local residents and commuters argue that these closings would be detrimental to their own community growth and would waste an already existing infrastructure.

Economic Development Information: Department of Planning and Economic Development, 504 Broadway, Suite 625, Gary, IN 46402; telephone (219)881-5235; fax (219)881-1092. Gary Chamber of Commerce, 839 Broadway, Ste. S103, Gary, IN 46402; telephone (219) 885-7497; www.garychamber.com

Commercial Shipping

As of late 2007 Gary/Chicago International had begun a variety of expansion and construction projects to give the airport a better advantage as a cargo shipment site. Gary has six truck terminals serving more than 100 local and international trucking lines, most of which can provide overnight shipping within a 300-mile radius. Eight railways have service into Gary.

Four major interstate highways offer easy connections to both coasts, the Gulf of Mexico, and Canada.

Labor Force and Employment Outlook

While a large number of employment opportunities are still available in manufacturing, wholesale and retail trades have been gaining in available jobs. Educational and health services have also showed a modest increase in jobs. In 2005 it was estimated that about 80 percent of the adult population had obtained a high school diploma or higher.

The following is a summary of data regarding the Gary Metropolitan Division metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 279,000



©Jim West/Alamy

Number of workers employed in ...

- construction and mining: 19,600
- manufacturing: 38,100
- trade, transportation and utilities: 60,200
- information: 2,400
- financial activities: 10,100
- professional and business services: 21,900
- educational and health services: 42,800
- leisure and hospitality: 30,700
- other services: 12,800
- government: 40,300

Average hourly earnings of production workers employed in manufacturing: \$22.25

Unemployment rate: 6.7% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
USS-USX Corp/Gary Works	6,800
Gary Community School Corporation	3,163
Methodist Hospital Northlake	3,081

City of Gary	2,319
Majestic Star Casino	1,050
NIPSCO	808
U.S. Postal Service	730
Indiana University Northwest	400
Post-Tribune Publishing	300

Cost of Living

The cost of housing in northwest Indiana tends to be lower than many other parts of the country, with property taxes as much as 25 percent lower.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 3.4% of Adjusted Gross Income

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$23.42 per \$100 of assessed value, assessment ratio = 33.33% for residential (2005)

Economic Information: Gary Chamber of Commerce, 839 Broadway, Suite S103, Gary, IN 46402; telephone (219)885-7407; www.garychamber.com

■ Education and Research

Elementary and Secondary Schools

The Gary Community School Corporation serves the city's students with conventional schools, three special education facilities, one career center, and special academies that include Martin Luther King, Jr. Academy; Glen Park Academy for Excellence in Learning; and Emerson Visual and Performing Arts Center. The Benjamin Banneker Elementary School has been repeatedly singled out by the state Department of Education for meeting high standards of attendance and aptitude scores.

The following is a summary of data regarding the Gary Community School Corporation as of the 2005–2006 school year.

Total enrollment: 16,979

Number of facilities

elementary schools: 18
junior high/middle schools: 3
senior high schools: 8
other: 0

Student/teacher ratio: Not available

Teacher salaries (2005–06)

elementary median: \$45,700
junior high/middle median: \$47,340
secondary median: \$48,200

Funding per pupil: \$10,396

There are several private schools in the area including those affiliated with Roman Catholic, Baptist, and Seventh-day Adventist churches.

Public Schools Information: Gary Community School Corporation, Public Information, 620 East 10th Place, Gary, IN 46402; telephone (219)886-6400; www.garycsc.k12.in.us

Colleges and Universities

Indiana University (IU) Northwest, one of eight IU campuses in the state, had 4,790 students enrolled for the fall of 2007. Programs at IU Northwest can lead to an

associate's, bachelor's, or master's degrees. There are also certificate and pre-professional programs available. Sixty-eight majors are offered through seven academic divisions: the College of Arts and Sciences, School of Business and Economics, School of Continuing Studies, School of Education, School of Nursing and Health Professions, School of Public and Environmental Affairs, and Division of Social Work.

The Gary campus of Ivy Tech Community College offers programs in business, education, health and human services, liberal arts, and technical training. Students may work toward an associate's degree or choose a certificate program. It is one of 23 branches of Ivy Tech statewide and serves as the administrative center for Ivy Tech Northwest.

Nearby Hammond is home to prestigious Purdue University Calumet. Purdue Calumet has more than 9,300 students enrolled and over 100 fields of study in which one can earn a variety of degrees from quick certifications to master's degrees.

Libraries and Research Centers

The Gary Public Library has over 570,000 volumes plus CDs, nearly 15,000 items of graphic materials, and more than 13,300 films and audiovisuals. The library serves as a U.S. government depository. The library consists of the main library, five branches, and one bookmobile. Its special collections focus on city and state history. The system also features free internet access, programs for children and seniors, and an African American history month program.

Lake County has its own library system with a central library and 11 branches, including 2 in Gary: the Black Oak Branch and the Forty-First Avenue Branch. It provides home service, programs for children and adults, special service to businesses, the Carol A. Derner Art Gallery, and literacy programs, among other services.

The Indiana University Northwest Library contains a collection of more than 500,000 books and periodicals. Special collection areas include the Calumet Regional Archives, the Northwest Indiana Center for Data and Analysis, the Northwest Indiana Environmental Justice Resource Center, the Northwest Indiana Geographic Information System, Lake County Central Law Library, the Educational Resources Room, and services for the visually impaired. An interlibrary loan program is in place between all libraries of the Indiana University system. Special Collections include an acclaimed series of photographs of U.S. Steel. At the IU Laboratories for Environmental Research, focus is on recycling of byproduct materials for basic industries. The Great Lakes Center for Public Affairs and Administration at IU conducts research and provides technical services for government and other institutions.

Public Library Information: Gary Public Library, 220 West Fifth Avenue, Gary, IN 46402-1270; telephone (219)886-2484; fax (219)886-6829; www.gary.lib.in.us

■ Health Care

The major health care organization serving Gary is the not-for-profit community-based Methodist Hospitals, which operates two main facilities in Gary. The Northlake Campus is an acute care hospital offering a full range of services. Special facilities provided through Methodist Hospitals include a Rehabilitation Institute, Center for Interventional Cardiology, Child and Adolescent Program, Women's Health Resource Center, Healthy Start prenatal program, and a sleep disorder center. Other specialties are extracorporeal shock wave lithotripsy (an alternative to surgery which breaks up kidney stones with sound waves), an alcoholism institute, neuroscience institute, gerontology center, and a regional cancer treatment center. The Midlife Campus provides outpatient services, including a Diabetes Center, a rehabilitation Center, and offices for the Methodist Physician Group. Methodist Home Health Care is also based in Gary.

Edgewater Systems for Balanced Living offers behavioral health care services, including outpatient services for substance abuse and dependency. The Gary Community Health Center offers primary care and testing services for all ages.

■ Recreation

Sightseeing

For those interested in architecture, there is plenty to see in Gary, including two Frank Lloyd Wright houses. The Genesis Convention Center, designed by Wendell Campbell, is a modern structure featuring an imposing glass wall across the front. St. Timothy's Church, also designed by Wendell Campbell, features two-story stained glass windows created by local artist, Tom Floyd. The Gary Bathing Beach Aquatorium is one of the first examples of modular block construction in the world. The bathhouse, designed by George W. Mahrer, was renovated in 1991 to include a museum for Octave Chanute and the Tuskegee Airmen. Another notable site is the Gothic, limestone City Methodist Church, built in 1926. The old west side historic district neighborhood was part of the original company town built by U. S. Steel in 1906.

Tours of the Gary Works, one of the largest steel plants in the world, are available by appointment. The Chanute Glider, which made the first sustained flight off the Indiana dunes in 1896, is on display at Gary Regional Airport. Orville Wright credited Octave Chanute with

building the prototype of the plane that the Wright Brothers flew four years later, under power for the first time at Kitty Hawk, NC.

The Indiana Dunes National Lakeshore stretches across 15,000 acres along the shore of Lake Michigan from Gary to Michigan City, IN. Poet Carl Sandberg described the dunes as being "to the Midwest what the Grand Canyon is to Arizona and Yosemite is to California. They constitute a signature of time and eternity." The dunes offer miles of trails for woodland hikers. The Paul H. Douglas Center for Environmental Education educates people in the fields of ecology and environmental science. The Bailly Homestead and Chellberg Farm, located along the dunes, offer glimpses of pioneer and Native American life and a brief farming history of the early 1900s. The Brunswick Park Savanna is a 49-acre park on Gary's west side. It features rare plants such as black oak, bluejoint grass, and prairie sunflowers. Brunswick Park also has tennis courts and picnic areas.

Two casino gambling boats depart from Buffington Harbor: The Majestic Star I and Majestic Star II. The dock is home to several restaurants and shops.

Arts and Culture

Gary Art Works was established in 2001 as a community-based non-profit organization to support and encourage art and cultural activities in the city. The Gary Theater Ensemble is a multi-disciplinary guild of semi-professional actors, sponsored in part by Gary Art Works and offering performances and educational programs for students of all ages. The Octave Chanute and Tuskegee Airmen Museum at the Aquatorium is a tribute to the man considered to be the grandfather of flight and the famous group of airmen who were pioneers in the integration of the armed forces. Plays and other entertainment events are offered at Tamarack Hall at Indiana University Northwest.

Festivals and Holidays

In June the U.S. Steelyard Stadium hosts a gospel festival with plenty of food, activities for children, and top gospel singers and groups. The Fourth of July is one of the biggest festivities of the year in Gary, with an Independence Day parade, fireworks in most parks, and a two-day Independence Day Music Festival which always features a nationally known recording artist. In mid-July everyone is treated to the Gary Air Show. The free show is held in Marquette Park, where about 20 acts including every branch of the military plus civilians perform acrobatics in the air. In August there's a Jazz Festival and in September the Labor Day Blues Festival is held.

Sports for the Spectator

Minor league and semi-pro teams have recently come to Gary. The United States Basketball League includes the Gary Steelheads, who play in the revamped Genesis

Convention Center. The Gary Southshore Railcats are a Northern League of Professional Baseball expansion team who began playing in 2002. The following year the Railcats' home stadium was completed and named the U.S. Steel Yard. The Steel Yard seats about 6,000 and is used for concerts and conventions in the off season.

Sports for the Participant

There are over 50 parks in Gary, including Lake Etta, which is a Lake County park whose waters are stocked with a variety of fish. Tolleston Park features an outdoor summing pool and water slide park. The city sponsors three recreational beaches along Lake Michigan: Lake Street, Marquette Park, and Wells Street. Marquette Park also features a lagoon, playground, pavilion, and a picnic area. Opportunities abound for swimming, hiking, biking, tennis, hayrides, basketball, horseback riding, running, cross country skiing, softball, and golf. Glen Park is home to the 18-hole Gleason Golf Course. Lake County also offers 20 public golf courses. For those who wish to enjoy 12,000 acres of carefully preserved nature, there is the Indiana Dunes National Lakeshore Park, which stretches across both Lake and Porter counties. The Hudson Campbell Fitness Center offers walking and jogging tracks, and courts for tennis, basketball, volleyball, and racquetball.

Shopping and Dining

Gary and Lake County offer a wide variety of shopping venues, from quaint antique shops and specialty stores particular to the Miller beach neighborhood, to strip malls with national chain stores. The Lake Street gallery offers unique gifts of art and crafts.

Restaurants abound, from casual "soul food" places and fast food chains to new upscale establishments popping up all around the gaming and marina spots at Buffington Harbor.

Visitor Information: Lake County Convention and Visitors Bureau, 7770 Corinne Dr., Hammond, IN 46323; telephone (219)989-7770; toll-free (800)ALL-Lake; www.alllake.org

■ Convention Facilities

The strikingly designed Genesis Convention Center is the largest convention facility in Northwest Indiana and can accommodate up to 7,000 people, with 11 separate meeting rooms for 40 to 400 participants. Besides being home to the Steelheads basketball team, Genesis Center is a multi-function venue for weddings, seminars, conferences and the like. The luxurious new Trump Hotel Casino at Buffington harbor features conference facilities and many amenities such as in-room fax machines, a modern exercise facility, and

gaming, entertainment, and dining. The Marquette Park Pavilion is available for meetings, banquets, and other events.

Convention Information: Lake County Convention and Visitors Bureau, 7770 Corinne Dr., Hammond, IN 46323; telephone (219)989-7770; toll-free (800)ALL-Lake; www.alllake.org

■ Transportation

Approaching the City

Located about 28 miles southeast of Chicago, Gary is accessible from Interstate 65 which runs north and south, and I-94/80, which runs east and west. The Indiana Toll Road I-90 connects to the Chicago Skyway to the west and the Ohio Turnpike to the east. Greyhound bus service is available into Gary. The Northern Indiana Commuter Transportation District operates the South Shore Line, a 90 mile electric railway that can speed commuters through Gary from Millennium Station in Chicago or the South Bend Airport.

As of late 2007 there was no commercial airline service available to the Gary/Chicago International Airport due to construction and expansion projects that were underway. Aircraft charter services are provided by Jet Select. The Chicago Midway Airport is about 30 minutes away by car. Midway is served by 10 commercial airlines. O'Hare International Airport, about one hour away by car, is served by over 30 commercial airlines.

Traveling in the City

Local bus transportation is provided by Gary Public Transit Corporation, which operates 13 fixed routes throughout the city. Paratransit services are available.

■ Communications

Newspapers and Magazines

The city's daily newspaper is the *Post-Tribune*, which is published in Merrillville. The *Gary Crusader* is a weekly serving the African American community.

Television and Radio

Gary receives all major commercial television broadcasts from other cities. Cable is also available. There are only a few radio stations broadcasting directly from the city, but listeners can enjoy virtually any style of music or talk radio from other local broadcasting stations.

Media Information: *Post-Tribune*, 1433 E. 83rd. Ave, Merrillville, IN 46410; telephone (800)753-5533; www.post-trib.com

Gary Online

Calumet Regional Archives. Available www.iun.edu/~cra/
City of Gary home page. Available www.gary.in.us
Gary Chamber of Commerce. Available www.garychamber.com
Gary Community School Corporation. Available www.garycsc.k12.in.us

Lake County Convention and Visitors Bureau.
Available www.alllake.org
Post-Tribune. Available www.post-trib.com

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Catlin, Robert A., *Racial Politics and Urban Planning: Gary Indiana 1981-1989* (University of Kentucky, 1993)



Indianapolis

■ The City in Brief

Founded: 1821 (incorporated 1847)

Head Official: Mayor Greg Ballard (R) (since 2008)

City Population

1980: 701,000

1990: 731,278

2000: 781,870

2006 estimate: 785,597

Percent change, 1990–2000: 6.9%

U.S. rank in 1980: 12th

U.S. rank in 1990: 13th

U.S. rank in 2000: 17th (State rank: 1st)

Metropolitan Area Population

1980: 1,167,000

1990: 1,380,491

2000: 1,607,486

2006 estimate: 1,666,032

Percent change, 1990–2000: 16.4%

U.S. rank in 1980: 30th

U.S. rank in 1990: Not available

U.S. rank in 2000: 29th

Area: 361 square miles (2000)

Elevation: Ranges from 645 to 910 feet above sea level

Average Annual Temperatures: January, 26.5° F; July, 75.4° F; annual average, 52.5° F

Average Annual Precipitation: 40.95 inches of rain; 23.6 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.1% (June 2007)

Per Capita Income: \$22,566 (2005)

2005 FBI Crime Index Property: 50,081

2005 FBI Crime Index Violent: 7,948

Major Colleges and Universities: Indiana University-Purdue University Indianapolis; Butler University; University of Indianapolis; Ivy Tech Community College; Marian College

Daily Newspaper: *The Indianapolis Star*

■ Introduction

Indianapolis is the capital of Indiana and the seat of Marion County; the Indianapolis metropolitan statistical area includes Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Morgan, and Shelby counties. Decreed by proclamation in the nineteenth century as the state capital and carved out of the wilderness where only a settlers' camp had previously stood, Indianapolis redefined itself by the end of the twentieth century. The city is undergoing a renaissance of far-ranging proportions through development and improvement projects that are transforming both the image and the character of the downtown area. Building on the fame of the annual Indianapolis 500 automobile race, the city has become a national center for amateur sports and athletics; it is also a major financial, industrial, commercial, and transportation center for the Midwest. Education and the arts flourish in Indianapolis, and Circle Centre, an entertainment and shopping complex, has sparked renewed commercial and economic development in the city center.

■ Geography and Climate

Situated on level or slightly rolling terrain in central Indiana east of the White River, Indianapolis has a temperate climate; because of even distribution of precipitation throughout the year, there are no pronounced wet or

dry seasons. Summers are very warm, and the invasion of polar air from the north often produces frigid winter temperatures with low humidity. Two to three times each winter, snowfalls average three inches or more.

Area: 361 square miles (2000)

Elevation: Ranges from 645 to 910 feet above sea level

Average Temperatures: January, 26.5° F; July, 75.4° F; annual average, 52.5° F

Average Annual Precipitation: 40.95 inches of rain; 23.6 inches of snow

■ History

Site Chosen for Central Location

The city of Indianapolis was established not by settlers but by proclamation when Indiana was granted statehood in 1816. The United States Congress set aside four sections of public land for the site of the capital of the Union's nineteenth state. In January 1820, the Indiana legislature picked 10 commissioners and charged them with the mandate to locate the new capital as near as possible to the center of the state, the purpose being to take advantage of western migration. The following February, George Pogue and John McCormick settled with their families on land that was to become the site of Indianapolis. Other settlers soon arrived and by the summer of 1820 a dozen families had built cabins along the riverbank in a settlement named Fall Creek. In June 1820, the commissioners selected for the capital a location that was close to the exact center of the state; on that spot was the cabin of John McCormick.

After the legislature approved the site in 1821, the name Indianapolis, a combination of Indiana plus the Greek word *polis* for city, was chosen. Four square miles were allotted for the city, but the chief surveyor, E. P. Fordham, plotted an area of only one square mile because it seemed inconceivable that the capital would ever be any larger. Alexander Ralston, who previously had helped plot the District of Columbia, was hired to design the future city. He decided to model it on the nation's capital, with four broad avenues branching out diagonally to the north, south, east and west from a central circle.

In 1821 Indianapolis became the county seat of the newly configured Marion County, and four years later, when the state legislature met for the first time, Indianapolis boasted one street and a population of 600 people. By the time the town was incorporated in 1832 the population had reached only 1,000 people. Growth was slow because Indianapolis—which now holds the distinction of being one of the world's most populous cities not situated near navigable waters—lay on the banks of the White River, which was too shallow for commerce.

Road/Rail Transport Create a Regional Center

The construction of the Central Canal from Broad Ripple to Indianapolis seemed to solve the problem temporarily, but the canal turned out to be useless when water volume decreased. The routing of the national highway through the center of Indianapolis in 1831 provided a more permanent solution, fulfilling the original purpose of the city's location. In 1847, the year Indianapolis was incorporated as a city, the Madison & Indianapolis Railroad arrived, soon to be followed by seven additional major rail lines, which gave the city access to the Ohio River.

On the eve of the Civil War the population, aided by an influx of German immigrants, had increased to 18,611 people; the city now provided modern services and supported a stable, manufacturing-based economy. With 24 army camps and a large ammunition plant, Indianapolis became a major wartime center for Union campaigns on the western front. Progress continued into the postwar period only to be set back by the inflationary recession of 1873. During the last two decades of the nineteenth century, Indianapolis experienced a period of growth known as the "golden age." It became, in 1881, one of the first American cities to install electric street lighting. Many downtown landmarks were erected in an explosion of public architecture that helped establish the city's identity. A new market, a new statehouse, and Union Station were completed in the late 1880s. The neglected Circle Park had deteriorated and was revived when the Soldiers' and Sailors' Monument was constructed in honor of the people who served in the Civil War. During this period, wealthy citizens built palatial Victorian homes on North Meridian Street, and as the result of the growth of new neighborhoods and suburbs along tree-lined avenues, Indianapolis became known as the "city of homes."

At the turn of the century, Indianapolis was a leader in the burgeoning automobile industry. Local inventor Charles H. Black is credited with building in 1891 the first internal combustion gasoline engine automobile, which eventually proved to be impractical because its ignition required a kerosene torch. Sixty-five different kinds of automobiles were in production before World War I, including Stutz, Coasts, Duesenberg, and Cole. Other Indianapolis industrialists originated many innovations and improvements in automotive manufacturing, including four-wheel brakes and the six-cylinder engine.

Sporting Events Attract International Attention

The most significant development was the Indianapolis Motor Speedway, a 2.5-mile oval track, which was inaugurated in 1911 when an Indianapolis-made car named the Marmon won the first race. The Indianapolis 500, held on Memorial Day weekend each year, has since become one of the premier international sporting events,

drawing world-wide attention. Indianapolis was a major industrial center by 1920, with a population of more than 300,000 people, yet retained much of its small-town ambience.

A pivotal event in the total transformation of Indianapolis from a manufacturing to a sporting town occurred in 1969, when a change in federal tax laws required charitable foundations to spend more money. The Lilly Endowment, a local foundation based on the Eli Lilly drug fortune decided to concentrate on Indianapolis. The result was a massive capital infusion promoting sport business in the city and leading to the conversion of the city's convention center into a 61,000-seat football stadium.

In 1970 the creation of UniGov combined city government with Marion County government, immediately making Indianapolis the eleventh largest city in the nation. The city made dramatic strides in its national reputation through initiatives implemented by the UniGov structure. Indianapolis renovated its core historical structures, built new sports facilities, and invested in the arts and entertainment. The city positioned itself as an international amateur sports capital when, in 1987, it invested in athletic facilities and hosted both the World Indoor Track and Field Championships and the Pan American Games, second in importance only to the summer Olympics.

Indianapolis 2000 and Beyond

In January 2000 Bart Peterson, a Democrat, took office as mayor of Indianapolis. During his 1999 campaign for mayor, Peterson introduced "The Peterson Plan," a bold and detailed vision for Indianapolis in the new millennium. He focused on fighting crime more aggressively, improving public education in Marion County, and delivering better services to neighborhoods. In his first month as mayor, Mayor Peterson convened the nation's first citywide summit on race relations, bringing people together to discuss ways to bridge the gaps that sometimes exist between people of different races, religions and backgrounds. He also appointed the most diverse administration in the city's 180-year history.

Indianapolis today is a cosmopolitan blend of arts, education, culture, and sports—a city with plenty of vision for its future. Building on momentum gained in the last decade of the twentieth century, the city is in the midst of a cultural and quality-of-life resurgence. World-class sports, a diverse economy, and the presence of healthy and successful businesses round out the story of Indianapolis in the twenty-first century.

Historical Information: Indiana State Library, 140 N. Senate Ave., Indianapolis, IN 46204-2296; telephone (317)232-3675. Indiana Historical Society, Willard Henry Smith Memorial Library, 315 W. Ohio St. Indianapolis, IN 46202-3299; telephone (317)232-1879; fax (317)233-3109

■ Population Profile

Metropolitan Area Residents

1980: 1,167,000
 1990: 1,380,491
 2000: 1,607,486
 2006 estimate: 1,666,032
 Percent change, 1990–2000: 16.4%
 U.S. rank in 1980: 30th
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 29th

City Residents

1980: 701,000
 1990: 731,278
 2000: 781,870
 2006 estimate: 785,597
 Percent change, 1990–2000: 6.9%
 U.S. rank in 1980: 12th
 U.S. rank in 1990: 13th
 U.S. rank in 2000: 17th (State rank: 1st)

Density: 2,163 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 507,520
 Black: 195,044
 American Indian and Alaska Native: 2,514
 Asian: 12,557
 Native Hawaiian and Pacific Islander: 279
 Hispanic or Latino (may be of any race): 47,764
 Other: 29,218

Percent of residents born in state: 67.5% (2000)

Age characteristics (2005)

Population under 5 years old: 65,812
 Population 5 to 9 years old: 55,329
 Population 10 to 14 years old: 57,487
 Population 15 to 19 years old: 47,368
 Population 20 to 24 years old: 45,007
 Population 25 to 34 years old: 114,532
 Population 35 to 44 years old: 119,898
 Population 45 to 54 years old: 110,253
 Population 55 to 59 years old: 41,538
 Population 60 to 64 years old: 27,372
 Population 65 to 74 years old: 42,498
 Population 75 to 84 years old: 29,516
 Population 85 years and older: 8,700
 Median age: 34.8 years

Births (2006, MSA)

Total number: 25,278

Deaths (2006, MSA)

Total number: 12,827

Money income (2005)

Per capita income: \$22,566
Median household income: \$41,578
Total households: 326,261

Number of households with income of . . .

less than \$10,000: 30,405
\$10,000 to \$14,999: 21,499
\$15,000 to \$24,999: 42,234
\$25,000 to \$34,999: 44,864
\$35,000 to \$49,999: 52,230
\$50,000 to \$74,999: 61,845
\$75,000 to \$99,999: 34,300
\$100,000 to \$149,999: 27,109
\$150,000 to \$199,999: 6,916
\$200,000 or more: 4,859

Percent of families below poverty level: 10.5% (2005)

2005 FBI Crime Index Property: 50,081

2005 FBI Crime Index Violent: 7,948

■ Municipal Government

Since 1970 Indianapolis and Marion County have operated as a consolidated government called UniGov, with jurisdiction including all of Marion County except the town of Speedway and the cities of Beech Grove, Lawrence, and Southport. The mayor, who serves a four-year term, holds executive powers; the 29 members of city-county council are elected to four-year terms by district and at large. A six-department city government administers UniGov programs.

Head Official: Mayor Greg Ballard (R) (since 2008; term expires December 2011)

Total Number of City-County Employees: approx. 3,800 (2007)

City Information: Indianapolis and Marion County Government, 200 East Washington Street, City-County Building, Indianapolis, IN 46204; telephone (317)327-3601; www.indygov.org

■ Economy

Major Industries and Commercial Activity

Indianapolis is a primary industrial, commercial, and transportation center for the Midwest. Situated in proximity to the vast agricultural region known as the corn belt and to the industrialized cities of the upper Midwest and the East, Indianapolis is supported by a diversified economic base. Prior to the 1980s, the city's

principal industry was manufacturing, which has been displaced by education, health, and social services, and by retail trade.

As a major regional health care center, the health industry is strong and continues to grow. Major employers include Clarian Health Partners, Community Health Network, St. Vincent Hospital and Health Services, St. Francis Hospital and Health Centers, and Wishard Health Services, all of which have hospitals and clinics in the city. Indiana University–Purdue University Indianapolis is one of the city's largest employers.

Advanced manufacturing companies that are headquarters in Indianapolis include Eli Lilly and Company, Dow AgroSciences, Wabash National Corp., Subaru of Indiana Automotive Inc., and Cook Inc. Other major employers include Rolls-Royce, Allison Transmission (GMC), Roche Diagnostics, and the GM Indianapolis Metal Center.

Several distribution and logistics companies have played an important role in the local economy as well. FedEx operates its second-largest worldwide hub in Indianapolis. The region is also home to FedEx Ground and FedEx Freight facilities, DHL Freight Service Centers, and UPS Freight Service Centers. Other large distribution companies in the region include Caterpillar Logistics Services, Quaker Sales and Distribution, United Natural Foods, and Ditan Distribution.

Having made a conscious decision to achieve prosperity through sports, Indianapolis quadrupled its tourism trade and doubled its hotel space during the period 1984–1991, largely by hosting amateur sporting events. Since that period, Indianapolis' role in the sports arena has magnified. Each major sporting event pumps tens of millions of dollars into the economy and leads to expanded business opportunities, more jobs, and increasing tax payments to the city. Besides jobs directly related to the presentation of races, the industry supports local jobs through companies producing engines, brakes, and other automotive parts; retail and marketing firms specializing in racing; radio and media; and charities that are associated with racing. In 2007 there were an estimated 400 motorsports-related firms in the Indianapolis region. Tourism and conventions, including the hotel industry, are major economic factors.

The insurance industry has long been established in Indianapolis; several insurance companies have located their headquarters and regional offices in the city. Wellpoint, Inc. and OneAmerica are major employers in the city.

Items and goods produced: pharmaceuticals, truck trailers, gas turbine engines, transmissions, surgical and medical instruments, motor vehicles, auto parts, heating and air conditioning units, electronics, petroleum products, fabricated metal products, food products, chemicals, paperboard



The Indianapolis Project. Reproduced by permission of Banayote Photography Inc.

Incentive Programs—New and Existing Companies

Local programs: The City of Indianapolis offers a maximum \$20,000 grant for remediation of brownfields in its Brownfields Grant Program. The Facade Grant Program offers rebates of up to 50 percent of total cost (or a maximum of \$10,000) for facade improvements. Other programs include the Neighborhood Action Grant, tax abatements for Economic Revitalization Area designation, procurement opportunities, and Community Development Block Grants. The city has a Certified Tech Park, INTECH Park, which is an area designated by local and state officials for high-technology business development. Certain state and local tax revenues can be recaptured for investment in continued development of the park and special incentives are available for new or relocating businesses in the park.

State programs: EDGE (Economic Development for Growing Economy) is a state sponsored refundable tax credit, based on payroll, which allows Indiana individual income tax withholdings from company employees to be credited against the company's state corporate income tax liability. Excess withholdings would be refunded to the company. The credits can be awarded for up to 10 years.

The Hoosier Business Investment Tax Credit encourages capital investment in the state by providing a credit against a company's state tax liability. A Venture Capital Investment Tax Credit and a Headquarters Relocation Tax Credit are also available. Indianapolis is part of a federal Foreign Trade Zone. A Foreign Trade Zone offers a tax-free business environment through which businesses may delay or reduce their duty payments and avoid time consuming customs entry procedures.

Job training programs: The Indiana Economic Development Corporation provides two major grant programs for training and skill development: the Skills Enhancement Fund and the TECH Fund (Technology Enhancement Certification for Hoosiers). The Indiana Department of Commerce also provides grants to support skills training programs for local businesses. The funds can be used in a variety of ways, including customized training programs in specific skill areas for new employees and skills development training for existing employees. The Indiana Department of Workforce Development provides labor force recruitment services, including help with the application process, testing, and the assessment and screening of qualified applicants. Ivy Tech Community College offers workforce development programs that include customized industrial training, either

on campus or at the job site, as well as a variety of technical certificate programs.

Development Projects

As of 2007 a \$1 billion terminal building was under construction at the Indianapolis airport with a scheduled completion date in 2008. Designed by the international firm Hellmuth, Obata and Kassabaum, the new terminal will represent a small city-within-a-city. A large main space at the center of the terminal will contain security offices, retail spaces, and restaurants. The area is meant to be offered as a civic space for public events. The general design of the terminal is also meant to provide travelers with a more efficient processing and boarding experience.

In 2007 the Purdue Research Foundation announced plans to establish yet another technology park in Indianapolis. The Purdue Accelerator Park at AmeriPlex-Indianapolis is being developed in partnership with Holladay Properties Inc. and will accommodate up to 75 businesses, creating about 1,500 jobs with an average annual salary of \$54,000. The park will be located along the I-70 corridor and near the midfield terminal of the Indianapolis International Airport. Designed as a multi-use facility, the site will include a 100,000- to 150,000-square-foot industrial flex building; a 50,000- to 70,000-square-foot multistory office building; a 300-bed, six-story hotel with a 30,000-square-foot conference center; and three sites for restaurants or retail shops.

The same year, the Indiana Convention Center announced a \$275 million expansion project to begin in 2008 and be completed in 2010. The new center will offer 747,000 square feet of exhibition space, 129,000 square feet of meeting space, 67,000 square feet of ballroom space, and 296,000 square feet of pre-function space. A pedestrian walk-way will connect the Convention Center expansion with the new Lucas Oil Stadium. The new stadium will replace the RCA Dome, which is slated for demolition.

In 2007 ANGEL Learning, an international developer and marketer of online learning systems, announced plans to relocate its headquarters to INTECH Park, a move that will add 120 jobs for programmers, analysts, and marketers. Veolia Water also announced that it would move its North American headquarters to Indianapolis from Houston. This move will bring in 100 new jobs with an average annual wage of about \$70,000. Vertex Data Science, an international provider of outsourced business services and technology solutions, will move its North American headquarters to the city as well, a move that is expected to create 400 new jobs in the city.

Economic Development Information: The Indy Partnership, 111 Monument Circle, Ste. 1800, Indianapolis, IN 46204; telephone (877)236-4332; www.indy-partnership.com

Commercial Shipping

Nicknamed the “Crossroads of America,” Indianapolis is a major transportation and distribution hub for the Midwest. As the most centrally located of the largest 100 cities in the United States, Indianapolis is within 650 miles of 55 percent of all Americans, or more than 50 million households. The city is served by four interstate highways, five railroads, an international airport, and a foreign trade zone. Indianapolis International Airport is one of the top ten largest cargo airports in the country. There are over 100 motor freight carriers serving the area. Three ports serve the entire state and are all within a three hour drive of Indianapolis; Burns Harbor is located on Lake Michigan and the Ports of Indiana-Jeffersonville and Indiana-Mount Vernon are located on the Ohio River.

The hub of an extensive rail network, Indianapolis has a total of 26 rail corridors in operation and five key freight facilities. CSX and Norfolk Southern are the two Class 1 operations, and the three shortlines consist of Indiana Railroad Co., Indiana Southern, and Louisville & Indiana Rail.

Labor Force and Employment Outlook

Indianapolis employers draw from a workforce of about one million skilled and educated regional workers. An estimated 40,000 students graduate from the region’s 22 universities and colleges each year. The region also boasts a higher than national average worker productivity rate. The economic diversity of the region contributes to its success, as does its attractiveness to companies due to the transportation infrastructure, skilled workforce, business incentives, and quality of life.

With central Indiana becoming less dependent on the automobile industry, manufacturing continues to be the strongest economic sector in Indianapolis. At the end of 2006, Indianapolis manufacturing firms employed about 13.6 percent of the labor force. The retail trade employed just over 12 percent and health care industries supported about 12 percent of the area’s jobs. Long term projections suggest that health care and retail jobs will be most likely to increase into 2014, particularly for registered nurses and retail salespersons. As the city has begun to focus on attracting more high-tech and research companies, there is a hope to significantly increase the number of jobs in information technology, advanced manufacturing, and life sciences.

The following is a summary of data regarding the Indianapolis-Carmel metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 900,700

Number of workers employed in . . .

construction and mining: 53,200
manufacturing: 100,300

trade, transportation and utilities: 195,500
 information: 16,100
 financial activities: 63,200
 professional and business services: 122,700
 educational and health services: 109,900
 leisure and hospitality: 89,500
 other services: 35,400
 government: 115,000

Average hourly earnings of production workers employed in manufacturing: \$20.82

Unemployment rate: 4.1% (June 2007)

<i>Largest employers (2005)</i>	<i>Number of employees</i>
U.S. Government	36,279
State of Indiana	35,335
Eli Lilly and Co.	17,000
Indiana University	16,497
Purdue University	13,610
St.Vincent Health	11,605
General Motors Corp.	10,442
Marsh Supermarkets Inc.	9,540
Clarian Health Partners	7,503
Delphi Corp.	7,035

Cost of Living

State taxes are consistently rated among the lowest in the country in terms of total state and local tax collections per capita. Utility costs are also relatively low. Overall cost of living consistently ranks at or below the national average.

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

2007 (1st quarter) ACCRA Average House Price: \$298,854

2007 (1st quarter) ACCRA Cost of Living Index: 96.1

State income tax rate: 3.4% of Adjusted Gross Income

State sales tax rate: 6.0%

Local income tax rate: 0.7%

Local sales tax rate: None

Property tax rate: 1.53 per \$100 assessed valuation

Economic Information: The Indy Partnership, 111 Monument Circle, Ste. 1800, Indianapolis, IN 46204; telephone (877)236-4332; www.indypartnership.com. Indiana Economic Development Corporation, One North Capitol, Ste. 700, Indianapolis, IN 46204; telephone (800)463-8081; www.in.gov/iedc

■ Education and Research

Elementary and Secondary Schools

There are 11 school districts serving the city of Indianapolis and Marion County. In most districts, parents are offered several choices of schools that their children may attend. Indianapolis Public Schools (IPS) is the largest in the city and the state. High school students in IPS are divided into Small Schools, each of which has a maximum enrollment of 400 students. In 2007 there were 24 small schools located on 5 campuses. Schools on the same campus share a cafeteria, gymnasium, and media center. IPS offers vocational education through Day Adult High School and Arsenal Technical High School. Magnet and option programs are available in 17 different fields, including performing and visual arts, health professions, environmental studies, and telecommunications. IPS offers over 60 alternative education programs. These include Pacers Academy for grades six through twelve (the first school sponsored by an NBA franchise) and Horizons, an alternative middle school.

The following is a summary of data regarding the Indianapolis Public Schools as of the 2005–2006 school year.

Total enrollment: 36,957

Number of facilities

elementary schools: 50

junior high/middle schools: 11

senior high schools: 5 (broken up into 24 “Small Schools”)

other: 14

Student/teacher ratio: 17.4:1

Teacher salaries (2005–06)

elementary median: \$40,980

junior high/middle median: \$46,810

secondary median: \$48,240

Funding per pupil: \$9,643

There are over 50 private and parochial schools in Indianapolis. These include International School, which offers full immersion Spanish and French programs, and Park Tudor, a college preparatory school.

Public Schools Information: Indianapolis Public Schools, 120 East Walnut Street, Indianapolis, IN 46204; telephone (317)226-4000; www.ips.k12.in.us

Colleges and Universities

Several public and private institutions of higher learning are located in Indianapolis. Indiana University–Purdue University Indianapolis has more than 29,000 students enrolled in associate’s, baccalaureate, master’s, and doctorate programs. Through 22 schools and 200 aca-

demographic programs offered, areas of specialization include art, engineering technologies, dentistry, law, medical technology, nursing, occupational therapy, and social work.

Butler University, a private liberal-arts university, has an enrollment of about 4,415 students. Bachelor's and master's degrees are available in a wide variety of majors offered through five colleges. A Doctor of Pharmacy degree is also available. The University of Indianapolis, founded in 1902 by what is now the United Methodist Church, offers 70 undergraduate academic programs, 22 master's programs, and 5 doctoral programs. Enrollment is about 4,300 students.

Marian College is a Franciscan liberal-arts college that offers majors in 34 academic programs. Associate's, bachelor's, and master's degrees are available. Enrollment is about 1,800 students.

Ivy Tech Community College is a public, community college that offers associate's degree programs and certificate programs in a wide variety of fields. The main campus for the Central Indiana region is in Indianapolis. There are 22 other locations throughout the state.

Libraries and Research Centers

In addition to its Central Branch downtown, the Indianapolis-Marion County Public Library operates 22 branches throughout the city and a bookmobile. The library, with holdings of more than 2.1 million items, has an annual circulation of more than 12 million items. The Indianapolis Special Collections Room at the Central Library includes a wide variety of historic materials, from old city directories and high school yearbooks to information on the Indianapolis 500. The library also maintains special collections on several Indianapolis authors, including the Kurt Vonnegut Collection, James Whitcomb Riley Collection, Meredith Nicholson Collection, and Booth Tarkington Collection. Other special collections include the Wright Marble Cookbook Collection and the Arthur H. Rumpf Menu Collection. The Central Library is an official U.S. Patent and Trademark Depository Library.

The Indiana State Library in downtown Indianapolis houses more than 2 million printed items plus millions of manuscripts, photographs, microfilms, and federal and state documents. Special collections include the Indiana Academy of Science Library; an Indiana Collection; a large assortment of books on tape; Braille and large print books; and a Manuscript Section housing almost three million items including war letters and eighteenth century fur traders' papers. The Indiana Historical Society Library specializes in the Civil War, early North American travel accounts, and the history of Indiana and the Northwest Territory.

The University Library at Indiana University-Purdue University Indianapolis (IUPUI) houses more than 650,000 volumes and more than 4,000 peri-

odical subscriptions; other libraries within the IUPUI system include the Herron School of Art Library, the Payton Philanthropic Studies Library, the Ruth Lilly Medical Library, the School of Dentistry Library, and the Ruth Lilly Law Library. Holdings in all the IUPUI libraries combined total more than 2.5 million items.

Butler University has two libraries: the Irwin Library and the Ruth Lilly Science Library. The libraries have a combined stock of over 250,000 volumes, 110,000 government documents, and 1,500 journal subscriptions. The Irwin Library houses a special collection of about 17,000 musical scores. The Krannert Memorial Library of the University of Indianapolis houses over 150,000 books and 1,000 periodical subscriptions.

Indianapolis is home to a variety of special libraries and research centers, many of them related to the universities. Among them is the Hudson Institute, the internationally renowned policy research organization. State agencies, such as the Indiana Department of Commerce, the Indiana Department of Education, and the Indiana Department of Environmental Management also operate libraries. Other specialized libraries are affiliated with law firms, hospitals, newspapers, publishing houses, museums, and churches and synagogues. Of unique interest are the Indianapolis Zoo Library and the Children's Museum of Indianapolis Library.

Indiana University-Purdue University Indianapolis sponsors 19 Signature Centers, which are interdisciplinary research centers. These include Center for Earth and Environmental Science; the Center for Assessing, Understanding and Managing Pain; the Center for Regenerative Biology and Medicine; the Center for the Study of Religion and American Culture; the Cellular Therapy, Hematopoietic Stem Cell Transplant Center; the Center for Family Violence Prevention, Education and Research; and the Institute for Research on Social Issues. The Indiana University School of Medicine has several research sites in Indianapolis, including the Center for Aging Research, the AIDS Clinical Research group, Biomechanics and Biomaterials Research Center, the Center for Law and Health, and the Midwest Sexually Transmitted Infections and Topical Microbicides Cooperative Research Center. Butler University is home to the Institute for Research and Scholarship and the Center for Global Education. The University of Indianapolis is home to the Institute for the Study of War and Diplomacy. Clarian Health Partners sponsor the Methodist Research Institute, Indiana University General Clinical Research Center, and an Outpatient Clinical Research Facility.

Public Library Information: Indianapolis-Marion County Public Library, 40 E. St. Clair Street, Indianapolis, IN 46204; telephone (317)275-4100; www.imcpl.org

■ Health Care

With 23 hospitals, Indianapolis is a Midwestern health care hub. Community Health Network has five hospitals with a total of 867 beds and over 70 primary care facilities. The network sponsors the Indiana Heart Hospital and the Indiana Surgery Centers. Clarian Health Partners includes three hospitals: Methodist Hospital, Indiana University Hospital, and Riley Hospital for Children. Methodist Hospital houses a Level 1 trauma Center and a special Neuroscience Center of Excellence. Indiana University Hospital has an extensive transplant center. In 2007 *U.S. News & World Report* ranked Clarian Health Partners as one of the top 40 Best Heart Hospitals in the nation. Clarian also has two major primary care facilities: Clarian West and Clarian North.

St. Francis Hospital features special services in cancer care, neurosurgery, massage therapy, women's and children's services, speech and hearing, and occupational therapy. St. Francis is also home to the Heart Center and the Center of Hope (for sexual assault victims). The hospital has a Level 3 neonatal intensive care unit.

St. Vincent Hospitals and Health Services has five major facilities in the city. St. Vincent Indianapolis Hospital offers special services in cardiopulmonary care, sports medicine, and bariatric weight loss services. The Peyton Manning Children's Hospital at St. Vincent's has a Level 3 neonatal intensive care unit and a pediatric emergency room. St. Vincent New Hope serves patients with developmental disabilities. The St. Vincent Pediatric Rehabilitation Center has both inpatient and outpatient services. The St. Vincent Women's Hospital Indianapolis offers a full range of services for women and infants.

Wishard Memorial Hospital is home to the IU National Center of Excellence for Women's Health, the Richard M. Fairbanks Burn Center, and a Level 1 Trauma Center. Affiliated centers include the Midtown Community Mental Health Center and the Lockenfield Village Rehabilitation and Healthcare Center.

A significant force in the regional medical community is the Indiana University School of Medicine. With a faculty of more than 1,100, research is conducted in a variety of areas, including cancer, diabetes, Alzheimer's disease, genetics, and others. IU has partnerships with all of the Clarian Health Partners locations and Wishard Memorial Hospital.

Based in Indianapolis is the national headquarters of a major physical fitness organization, the American College of Sports Medicine, which conducts studies on and aims to increase awareness about physical activity.

■ Recreation

Sightseeing

Easily within driving distance for more than half of the country's population, Indianapolis has set out to make itself an attractive tourist destination by combining

diverse cultural opportunities with first-class hotels and fine shopping and dining. Revitalization of the downtown core, where modernized nineteenth-century buildings stand adjacent to futuristic structures, has made Indianapolis an architecturally interesting city.

The street grid, modeled after Washington, D.C., makes the center-city Mile Square a compact and convenient area for walking tours. In Monument Circle the Soldiers' and Sailors' Monument observation platform offers a panoramic view of the city and the surrounding countryside. The Indiana War Memorial Plaza, a five-block downtown mall providing urban green space, contains a 100-foot granite monolith, flags from all 50 states, and a fountain at University Square. The plaza houses the national headquarters of the American Legion; a museum of martial history is located in the Memorial Shrine building.

Indianapolis has turned its attention back toward the city's most prominent natural feature—the White River. Ignored for generations, the river is now the centerpiece of the Canal and White River State Park, a 250-acre urban greenspace just blocks from the city's commercial heart. The park is home to the Indianapolis Zoo, the White River Gardens, the NCAA Headquarters and Hall of Fame, the Congressional Medal of Honor Memorial, Victory Field, the Eiteljorg Museum of American Indian and Western Art, the Indiana State Museum, and an IMAX movie theater. Common spaces in the park attract personal events, such as weddings, family reunions, and picnics, to large festivals, concerts, and even conferences. The Lawn, opened in 2003, features a waterfront bandstand and space for 5,000 people.

The Indianapolis Zoo, the first urban zoo to be built in several decades, houses more than 2,000 animals. The zoo is located on 64 acres in the urban White River State Park. The whale and dolphin pavilion presents shows with bottlenose dolphins, beluga whales, and false killer whales. Piranha and giant snakes live in a simulated Amazon forest; the desert conservatory, covered by an acrylic dome, features plant and animal life from the world's arid regions.

Capitol Commons contains the Indiana Statehouse, which houses the governor's office and the General Assembly. Garfield Park, home of Garfield Park Conservatory, features more than 500 examples of tropical flora, rare carnivorous plants, and tropical birds; the park contains formal gardens, fountains and limestone bridges. The Scottish Rite Cathedral, built of Indiana limestone, is the largest Masonic temple in the world; its 54-bell carillon can be heard city wide.

Victorian architecture enthusiasts can visit the well-preserved James Whitcomb Riley Home; built in 1872, it was the residence—during the last 23 years of his life—of the Hoosier dialect poet who created *Little Orphan Annie*. The President Benjamin Harrison Home is a 16-room Italianate mansion, completed in 1875, where

much of the original Harrison family furniture is displayed. The Massachusetts Avenue Historic Fire Station was restored in 1988 as a museum equipped with a children's fire safety laboratory.

Arts and Culture

The Indianapolis Art Center is a not-for-profit community arts organization whose mission is to make art accessible to all residents of Indianapolis. The center consists of the Marilyn K. Glick School of Art, designed by architect Michael Graves and comprising 13 art studios, a 224-seat auditorium, a library, and a gift shop; the Cultural Complex, which features a Fiber Studio and individual artist's studios, as well as the Writers' Center of Indiana; and ARTSPARK. The 12-acre campus sits on the edge of White River and features a riverfront deck, outdoor stage, and sculpture gardens.

The Indianapolis renaissance is most evident in the city's dedication to the renewal of its cultural life. Arts-garden features an eight-story, 12,500-square-foot glass dome suspended over a downtown intersection. The \$12 million Artsgarden is linked by skywalks to the RCA Dome, convention center, hotels, and Circle Centre. The Artsgarden serves as a performance, exhibition, and marketing space for the Indianapolis arts community, hosting 350 events annually. A number of historically significant nineteenth-century buildings have also been refurbished in order to present local arts organizations in the best possible environment.

The Indianapolis Symphony Orchestra, founded in 1930, performs year-round in the restored historic Hilbert Circle Theatre and at parks and elsewhere throughout the city and state. Indianapolis Opera presents four full-scale operas per season. The Indianapolis Children's Choir has received international acclaim and has been performing since 1986. The Madame Walker Theatre Center, honoring the country's first female self-made millionaire, houses the Walker Theatre, where "Jazz on the Avenue" concerts are held on Fridays.

Ballet Internationale is a professional resident troupe that performs at Murat Center. Clowes Memorial Hall on the campus of Butler University is home to the Indianapolis Opera and the Indianapolis Chamber Orchestra. Dance Kaleidoscope is the city's contemporary dance troupe.

An active theater community contributes to the city's cultural life. The Indianapolis Civic Theatre, the nation's oldest continuously active civic theater group, performs at Marian Hall Auditorium at Marian College—the groups' interim home while plans are being made to build a new, multi-purpose community theatre facility. The Indiana Repertory Theatre, the state's largest equity theater, presents more than 300 performances annually and is housed in the restored Indiana Theatre. European-style performances are the specialty of American Cabaret Theatre, formerly of New York City. Beef and Boards

Dinner Theatre presents Broadway shows, concerts, and dinner. Off-Broadway plays are staged by Phoenix Theatre, presenting 16 shows annually in a restored church in the Chatham Arch Historic District.

The Indianapolis Museum of Art (IMA) is located in a wooded cultural park. The Museum of Art holds the largest American collection of works by the nineteenth-century British landscape artist J. M. W. Turner. The J. W. Holliday Collection of Neo-Impressionist art, an extensive collection of Japanese Edo-period paintings, and the Robert Indiana *Love* painting, with a matching outdoor sculpture in large rusted letters, round out one of the most impressive collections in the Midwest.

On the grounds of the IMA is the Oldfields-Lilly House & Gardens, featuring an eighteenth-century French-style chateau, formerly the residence of J. K. Lilly Jr. and now open for tours. The Virginia B. Fairbanks Art & Nature Park offers 100 acres of natural, wooded landscape, with paths, waterways, and opportunities for visitors to experience "interaction of art and nature."

The Children's Museum is the world's largest museum of its type and one of the 20 most-visited museums in the country. The 400,000-square-foot facility features a variety of hands-on exhibits and touchable scientific experiments as well as a planetarium. Favorite exhibits include an Egyptian mummy, a Victorian carousel, and the largest public collection of toy trains. In "Passport to the World," children learn about foreign cultures through toys from around the world. Each year more than 1.1 million people visit the Children's Museum. The Eli Lilly Center for Exploration at the museum allows children to explore and experiment with current issues. A \$50 million renovation was completed in 2004, opening the new Dinosphere exhibit, an immersive dinosaur experience that allows visitors a close-up look at how dinosaurs may have lived.

The award-winning Conner Prairie Pioneer Settlement, a living history museum, presents an authentic recreation of Hoosier life in the 1800s. The Indiana State Museum chronicles the history and culture of the state and features a collection of more than 400,000 artifacts and an IMAX theater. The National Art Museum of Sports is housed in the Indiana University-Purdue University Indianapolis campus' University Place and contains ancient and modern art depicting sports motifs; 40 sports are represented in 800 paintings, sculptures, and paper works. Other museums in the city are Indiana Medical History Museum, Hook's Discovery & Learning Center, and Indianapolis Motor Speedway and Hall of Fame Museum.

Festivals and Holidays

Each year Indianapolis presents a host of festivals and fairs that celebrate the city's history, traditions, and ethnic heritage. The most elaborate is the month-long annual 500 Festival in May, which combines events associated

with the Indianapolis 500 race as well as other activities, like the Mini Marathon and 5K races, a parade, Mayor's Breakfast, a Kids' Day, and others. The St. Benno Fest in March celebrates the city's German heritage. The Indiana International Film Festival, held in April, is one of two film festivals in the city. Midwestern artists present their crafts and art work in June at the Talbot Street Art Fair. The Indiana Black Expo Summer Celebration celebrates African American heritage over 10 days in July at the Indiana Convention Center.

Oktoberfest takes place in early September, followed by Penrod Arts Fair, a commemorative celebration of Indianapolis author Booth Tarkington's most famous character, with art exhibits and entertainment at the Indianapolis Museum of Art. A three-day International Festival is held in late October; the Heartland Film Festival in October celebrates independent and theatrically-released films. The Madrigal Dinners ring in the year-end holiday season on the campus of Indiana University-Purdue University at Indianapolis with a grand banquet that recreates the customs, dress, and songs of medieval England. Other festivals and events are hosted throughout the year as part of the universities and museums event schedules; others are held throughout the warmer months as part of the park district's event schedule.

Sports for the Spectator

Best known for the Indianapolis 500 and the Allstate 400 at the Brickyard (formerly the Brickyard 400), Indianapolis made a conscious and successful effort in the 1980s to become an amateur sports capital and a major league city, a distinction that is undisputed today.

Motor sports abound at the Indianapolis Motor Speedway, with three major events and a multitude of smaller ones. The Formula One U.S. Grand Prix began there in 2000; the celebrated event happens annually in mid-July. Since 1911, the Indianapolis 500 has fielded international race car drivers testing their mettle at speeds above 200 miles per hour for 200 laps around the track; the "Indy 500" attracts more than 350,000 spectators and is held each Memorial Day weekend. The Allstate 400 at the Brickyard features NASCAR racing in August.

The 57,890-seat RCA Dome is home to the Indianapolis Colts of the National Football League (NFL). The RCA Dome also houses the National Track & Field Hall of Fame.

The Indiana Pacers of the National Basketball Association (NBA) moved to the 15-story, \$183 million arena, Conseco Fieldhouse, in 1999; the structure blends old-style grace with modern conveniences. The Women's National Basketball Association expansion team, the Indiana Fever, also call Conseco Fieldhouse home. The Indianapolis Ice, a minor-league affiliate of the Chicago Blackhawks, play hockey at the Pepsi Coliseum at the Indiana State Fairgrounds. Professional tennis takes place at the Indianapolis Tennis Center.

The Triple-A Indianapolis Indians play baseball at Victory Field in White River State Park, an open-air, 13,500-seat stadium.

Sports for the Participant

Indianapolis's commitment to sponsor world-class amateur athletic competition has made available excellent facilities to the public. The Major Taylor Velodrome—named for the first African American to win a world championship in any sport—is a state-of-the-art oval bicycle track with a 28-degree banked concrete surface; it is open to the public from March to October. Joggers can try out the track at the Indiana University Track & Soccer Stadium; the university's natatorium offers public facilities, including swimming pools, weight rooms, and a gymnasium. The Indianapolis Tennis Center makes 24 tennis courts available for public use.

The Indy Parks and Recreation Department maintains more than 10,600 acres of land comprising 173 parks; among them is the 4,395-acre Eagle Creek Park, the country's largest municipally owned and operated park, which features a competition-quality rowing course. The park system includes 26 recreation, family, and nature centers; basketball, tennis, and sand volleyball courts; 13 golf courses; softball and baseball diamonds; football and soccer fields; and 22 swimming pools/aquatic centers. Indy Greenways is a series of paved pathways throughout the city; residents walk, run, bike, and skate on the paths.

Shopping and Dining

Circle Centre Mall, covering two city blocks in the Warehouse District at the heart of downtown Indianapolis, provides tourists and residents with many shopping, dining, and entertainment options. In addition to anchor stores Nordstrom and Parisian, Circle Centre has more than 100 specialty shops, restaurants, and nightclubs, plus a nine-screen cinema, a virtual-reality theme park, and the Indianapolis Arts Garden. Skywalks link Circle Center to seven hotels, the Indiana Convention Center, the RCA Dome, the Indiana Government Center, and offices, shops, and restaurants. Circle Centre has spurred a development boom in adjacent blocks, including the addition of a Hard Rock Cafe and several upscale restaurants.

The Indianapolis City Market, housed in an imposing nineteenth-century building, opened in 1886. Known for its fresh vegetables and meats, the year-round farmer's market is a favorite spot for downtown workers who lunch at small specialty shops. Broad Ripple Village, known as the "Greenwich Village of Indianapolis," is a renovated neighborhood of antique and other shops, art galleries, and nightclubs; a canal and paved walking trail run through it. Recent years have seen a revitalization of Massachusetts Avenue, a Soho-like downtown area of art galleries, dining establishments, and coffee houses that is most commonly referred to as Mass Ave. The Fountain

Square neighborhood, which boasts both classic and trendy eateries, 1950s-style diners, dance and jazz clubs, antique shops, and bookstores, also attracts regular patrons and visitors.

Indianapolis enjoys its share of good restaurants serving a variety of ethnic and traditional food, ranging from Nouvelle American cuisine with a Hoosier touch to authentic German and French specialties. Health food restaurants are popular, as are Japanese, Middle Eastern, coffeehouses, Italian, and Mexican. Mystery Cafe gives patrons a chance to dine and solve a "Who Dunnit."

Visitor Information: Indianapolis Convention & Visitors Association, One RCA Dome, Suite 100, Indianapolis, IN 46225; telephone (800)323-INDY; www.indy.org

■ Convention Facilities

Indianapolis is gaining in prominence as a convention destination. The number of convention delegates is well over 1 million annually. The principal meeting facility is the Indiana Convention Center & RCA Dome. The complex, consisting of five exhibit halls and the multiuse RCA Dome, is the site of trade shows, banquets, sporting events, and concerts. Skywalks connect the convention center with the RCA Dome, Circle Centre Mall, and seven major hotels. In 2000 the Indiana Convention Center and RCA Dome underwent its third expansion/renovation. An additional 100,000 square feet of exhibit space was added, to make a total amount of exhibit space of 403,700 square feet. The RCA Dome features 95,000 square feet of floor space.

The Indiana State Fairgrounds has 15 buildings for event use. These include the Blue Ribbon Pavilion, offering 69,000 square feet of exhibit space; the 139,000-square-foot multipurpose South Pavilion; and the 171,000-square-foot West Pavilion. The Pepsi Coliseum seats 8,000 people.

More than 120 hotels in Indianapolis offer 28,000 rooms throughout the city. Most of the downtown hotels feature meeting space and ample facilities. University Place Conference Center & Hotel, on the campus of Indiana University-Purdue University at Indianapolis, offers 28 meeting rooms (among them several banquet rooms), a 340-seat auditorium, and 278 guest rooms. The five-star Conrad Hilton hotel, with 10,000 square feet of meeting space, opened in 2006 in downtown Indianapolis.

Unique facilities for meetings and special events include the Indianapolis Artsgarden, linked to Circle Centre Mall, Union Station (a Romanesque Revival-style train station built in 1887), and the historic Murat Centre. Following an \$11 million renovation, the Murat Centre features a 2,700-seat theater and the Egyptian Room, modeled after King Tut's tomb. The Indianapolis

Museum of Art's new Deer-Zink Pavilion offers seating for 500 people in the main dining room and can accommodate 300 in its reception lobby. Other unique meeting spaces include the Indianapolis Zoo, the Indianapolis Motor Speedway, and the NCAA Hall of Champions.

Convention Information: Indianapolis Convention & Visitors Association, One RCA Dome, Suite 100, Indianapolis, IN 46225; telephone (800)323-INDY; www.indy.org

■ Transportation

Approaching the City

The Indianapolis International Airport is located eight miles southwest of downtown and is accessible to the city via the Airport Expressway and I-70. Eleven airlines schedule about 280 daily departures, including 39 daily non-stop flights; more than 8.5 million passengers are served by the airport each year. Eagle Creek Airport handles smaller aircraft.

Indianapolis is linked with points throughout the nation by a network of interstate highways. Intersecting the city from east to west is I-70; I-65 passes through the downtown area from the northwest to the southeast. I-69 approaches from the northeast. All of these routes connect with I-465, which encircles the metropolitan area. U.S. 40 and U.S. 36 also cross the city east-west. Amtrak offers both bus and rail service. Greyhound also serves the city.

Traveling in the City

Streets in Indianapolis are laid out on a grid pattern. The main north-south thoroughfare is Meridian Street, which is intersected in the center of downtown by Washington Street.

Public transportation is provided by IndyGo (Indiana Public Transportation Corp.), with 28 fixed routes and special services like Dial-A-Ride, Open Door Paratransit Service, and Late Night Service. The Blue Line Circulator is an inexpensive way to visit several downtown attractions.

■ Communications

Newspapers and Magazines

The major daily newspaper in Indianapolis is the morning *The Indianapolis Star*. With an average daily circulation of about 261,405, *The Indianapolis Star* was ranked as one of the top 30 newspapers in the nation in 2007. The *Indianapolis Business Journal*; the *Indianapolis Recorder*, a newspaper with an African American focus; and several neighborhood and suburban newspapers are published

weekly. *Indianapolis Monthly* is a magazine featuring articles on local and state topics.

A number of magazines and special-interest journals are published in the city. Among the nationally-known magazines are *The Saturday Evening Post*, *Jack and Jill*, *Humpty Dumpty's Magazine*, and *Children's Digest*. *Quill*, a magazine for journalists and journalism students, is published nine times per year. Topics covered by other Indianapolis-based publications include art, religion, medicine, nursing, law, education, pets, and gymnastics.

Television and Radio

Eight television and four cable stations broadcast from Indianapolis. The city is served by 20 AM and FM radio stations providing a variety of formats such as classical, jazz, public radio, adult contemporary, country, and talk.

Media Information: *The Indianapolis Star*, 307 North Pennsylvania Street, Indianapolis, IN 46204; telephone (317)444-4000; toll-free (800)669-7827; www.indystar.com

Indianapolis Online

City of Indianapolis and Marion County home page.
Available www.indygov.org

Greater Indianapolis Chamber of Commerce.

Available www.indychamber.com

Indiana Historical Society. Available www
.indianahistory.org

Indiana State Library. Available www.statelib.lib
.in.us

Indianapolis Convention & Visitors Association.
Available www.indy.org

Indianapolis Downtown. Available www.indydt.com

Indianapolis Economic Development. Available
www.indianapoliseconomicdevelopment.com

The Indianapolis Star. Available www.indystar.com

Indy Partnership Regional Economic Development
Corporation. Available www.iedc.com

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South Bend

■ The City in Brief

Founded: 1820 (incorporated 1835)

Head Official: Mayor Stephen J. Luecke (D) (since 1997)

City Population

1980: 109,727

1990: 105,511

2000: 107,789

2006 estimate: 104,905

Percent change, 1990–2000: 1.6%

U.S. rank in 1980: 143rd

U.S. rank in 1990: 182nd (State rank: 5th)

U.S. rank in 2000: 236th (State rank: 5th)

Metropolitan Area Population

1980: 241,617

1990: 247,052

2000: 265,559

2006 estimate: 318,007

Percent change, 1990–2000: 7.5%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 137th

Area: 38.7 square miles (2000)

Elevation: 773 feet above sea level

Average Annual Temperatures: January, 23.4° F; July, 73.0° F; annual average, 49.5° F

Average Annual Precipitation: 39.70 inches of rain, 70.8 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.9% (June 2007)

Per Capita Income: \$18,381 (2005)

2005 FBI Crime Index Property: 6,612

2005 FBI Crime Index Violent: 794

Major Colleges and Universities: University of Notre Dame; Indiana University South Bend; Ivy Tech Community College

Daily Newspaper: *South Bend Tribune*

■ Introduction

South Bend is the seat of St. Joseph County and the focus of a region known as “Michiana” that extends over five counties in Indiana and two counties in Michigan. Mishawaka lies to the east of South Bend; the two cities comprise a metropolitan statistical area and are in the heart of the nation’s industrial belt. With a location on the beautiful St. Joseph River, South Bend is home to the University of Notre Dame, which is nationally recognized for its academic excellence and for “The Fighting Irish,” its football team. But the city has much more to offer as well. South Bend has become a regional center for education, health care, business, and arts and entertainment, and continues to grow on the strength of communities in becoming a prime destination for businesses, residents, and visitors.

■ Geography and Climate

South Bend is located on the Saint Joseph River on mostly level to gently rolling terrain and some former marshlands. The proximity of Lake Michigan—the city is within 20 miles of the nearest shore—produces a moderating effect on South Bend’s climate. Temperatures of 100 degrees or higher are rare and cold waves are less severe than at other locations at the same latitude.

Distribution of precipitation is relatively even throughout the year; the greatest amounts occur during the growing season, May to October. Winter is characterized by cloudiness and high humidity, with frequent periods of snow. Heavier snowfalls are often borne into the area by a cold northwest wind passing over Lake Michigan.

The area known as Michiana covers the Indiana counties of St. Joseph, LaPorte, Starke, Marshall, and Elkhart, and the Michigan counties of Berrien and Cass. For statistical purposes the Chamber of Commerce of St. Joseph County defines Michiana as counties that contribute at least 500 inbound commuting workers to St. Joseph County each day. South Bend is the seat of St. Joseph County.

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■ History

French Exploration Establishes South Bend

The first European explorer to reach the region surrounding present-day South Bend was Robert Cavelier, sieur de La Salle, who in 1679 passed near the spot where today the University of Notre Dame's administration building is located. Two years later La Salle met with Miami and Illinois chiefs under a tree named Council Oak in what was then the heart of the Miami nation. They signed a peace treaty that involved a pledge from the Miami and the Illinois to fight the Iroquois. LaSalle, protected by the treaty, was free to explore the Mississippi River region in which present-day South Bend is included. He then claimed the territory for France, naming it Louisiana.

Pierre Freischutz Navarre, a Frenchman married to a Potawatomi woman, established the first trading post for the American Fur Company in 1820 near South Bend's future site. But Alexis Coquillard is credited with founding South Bend. The town's name was derived from his trading post, which was called "The Bend," and noted its southerly location on the St. Joseph River. Coquillard's business rival and friend, Colonel Lathrop M. Taylor, renamed the settlement St. Joseph in 1827 and then Southold. The U.S. Post Office officially named it South Bend. Coquillard and Taylor worked together to develop the settlement and encouraged settlers with gifts of land and money. The city was platted and named the county seat in 1831, incorporated in 1835, and chartered in 1865.

Industry and Scholarship Enhance the City

The most significant event in the city's history was the arrival of Father Edward Sorin, the founder of the University of Notre Dame, who reached the future site of the university on November 26, 1842 with seven Brothers of the Congregation of the Holy Cross. Bishop Hailandiere of the diocese of Vincennes had given Father Sorin 600 acres to found a college for seminary and secular students as well as to start a mission for the Potawatomi Native Americans. The college's first student was Alexis Coquillard. Enrollment picked up with the arrival of the Lake Shore Railroad in 1851. A fire destroyed the campus in 1879 and the Neo-Gothic Administration Building, with its golden dome topped by a figure of the Virgin Mary, was opened later that year. The golden dome, a tradition of academic excellence, and winning football teams have become familiar symbols of this famous university, which remains a significant part of life in South Bend in the twenty-first century.

The first steam locomotive came into South Bend in 1851. In 1852 Henry and Clement Studebaker arrived in South Bend and opened a blacksmith and wagon shop. They built farm wagons, carriages, prairie schooners, and then a gasoline engine automobile in 1904, transforming the company into an automobile plant that remained in business until 1966. James Oliver came to South Bend in 1855, founding the Oliver Chilled Plow Works, which manufactured a superior farm plow that revolutionized farming and introduced a manufacturing process that replaced iron with chilled and hardened steel. The Singer Cabinet Works began production in 1868 in South Bend to take advantage of the proximity of Indiana hardwood forests, emerging as the world's largest cabinet factory by 1901. The South Bend Toy Manufacturing Company came to town in 1882. The company grew from producing simple croquet sets and small wooden toys to making doll carriages and wagons and then on to a wider variety. The South Bend Toy Works, as it was called, continued to expand until about 1973. As an increase in domestic and foreign competition took hold, the company was sold to Milton Bradley in 1981, but was still forced to close its doors in 1985.

The growth of industry and the transportation network in the late 1800s inspired rapid growth in population. The population in 1870 was 7,206. In 1880 the total jumped to 13,280 and in 1900 the total was 35,999. The population of the city reached a peak of 132,445 in 1960. Like many cities, a decline in manufacturing and the growth of suburban areas may have attributed to a decline in population. By 1980 the population was down to 109,727 and the 2000 census ranked the city's population at 107,789.

Beginning in the late 1990s, the city took measures to redevelop both the business and residential areas of the city to inspire new growth. From 1997 to 2006 the city invested over \$20 million in housing programs, resulting

in 1,372 new single family homes and 500 apartment units. An emphasis on improvements in public safety made the city more attractive to newcomers. With programs such as the Project Disarm Task Force, designed to get weapons off the streets; Gang Resistance and Education Training in cooperation with public schools; and the creation of over 220 neighborhood watch programs, South Bend saw a 24 percent drop in reported crimes from 1997 to 2006. Several retail and office developments were initiated in the early 2000s. In 2007 city officials were considering plans to develop a new light industry park and a certified tech park, both of which would invite new and diverse businesses to the city. These plans were part of the Greater South Bend City Plan, a community-driven 20-year development plan adopted in 2006. City Plan is designed to build on the strengths of the city and its people to position South Bend as a strong and vital regional center for business and commerce, arts, and culture and to make the city more attractive for prospective new businesses, residents, and tourists.

Historical Information: Northern Indiana Center for History, 808 W. Washington Street, South Bend, IN 46601; telephone (574)235-9664; www.centerforhistory.org

■ Population Profile

Metropolitan Area Residents

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 2000: 265,559
 2006 estimate: 318,007
 Percent change, 1990–2000: 7.5%
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Density: 2,786.4 people per square mile

Racial and ethnic characteristics (2005)

White: 61,762
 Black: 22,974
 American Indian and Alaska Native: 1,117
 Asian: 843

Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 10,617
 Other: 7,713

Percent of residents born in state: 63.9% (2006)

Age characteristics (2005)

Population under 5 years old: 7,197
 Population 5 to 9 years old: 6,099
 Population 10 to 14 years old: 8,027
 Population 15 to 19 years old: 6,922
 Population 20 to 24 years old: 9,146
 Population 25 to 34 years old: 11,579
 Population 35 to 44 years old: 13,336
 Population 45 to 54 years old: 13,709
 Population 55 to 59 years old: 5,026
 Population 60 to 64 years old: 3,068
 Population 65 to 74 years old: 4,751
 Population 75 to 84 years old: 6,927
 Population 85 years and older: 1,283
 Median age: 34.5 years

Births (2006, MSA)

Total number: 4,231

Deaths (2006, MSA)

Total number: 3,012

Money income (2005)

Per capita income: \$18,381
 Median household income: \$31,867
 Total households: 41,409

Number of households with income of...

less than \$10,000: 5,780
 \$10,000 to \$14,999: 3,234
 \$15,000 to \$24,999: 6,093
 \$25,000 to \$34,999: 7,916
 \$35,000 to \$49,999: 6,951
 \$50,000 to \$74,999: 6,549
 \$75,000 to \$99,999: 2,689
 \$100,000 to \$149,999: 1,510
 \$150,000 to \$199,999: 354
 \$200,000 or more: 333

Percent of families below poverty level: 12.8% (2005)

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■ Municipal Government

The city of South Bend operates under a mayor-council form of government. The mayor and nine council members are elected to four-year terms; the mayor is not



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a member of council. Six members of the common council are elected to represent city districts and three are elected at large.

Head Official: Mayor Stephen J. Luecke (since 1997; current term expires 2011)

Total Number of City Employees: 1,261 (2007)

City Information: Office of the Mayor, 227 West Jefferson Blvd., Ste. 1400 N, South Bend, IN 46601; telephone (574)235-9261; www.southbendin.gov

■ Economy

Major Industries and Commercial Activity

South Bend's diversified economic base consists principally of educational and health services, wholesale and retail trade, manufacturing, and government. In 2004 *Expansion Management* magazine ranked South Bend—for the first time—among the 40 hottest real estate markets for business. South Bend made the list based on available land, office and industrial space inventory, along with redevelopment opportunities for new and expanding companies.

The city benefits greatly from being a college town; in particular, Notre Dame University has a considerable impact on the economy of South Bend. The university is the largest employer for both the city and the county. The university further contributes to the area economy by partnering with area businesses for research and development projects, and providing strong job market candidates. The South Bend Community School Corporation and the South Bend chapter of the Diocese of Fort Wayne parochial schools also serve as major employers.

Health services have also boomed in South Bend in recent years. Memorial Health System has grown to become the largest health system employer in the county. Memorial's success has been linked to its central location, medical research conducted through Notre Dame, and a recent proliferation of medical-related business startups in the area. Saint Joseph Regional Medical Center follows as a top health care employer.

St. Joseph County is the second-largest retail market area in the state next to Indianapolis, with nationally recognized retailers including Martin's Supermarkets, Wal-Mart, Meijer Inc., Kroger, JCPenney, Sears Roebuck and Company, and Old Navy, to name a few. Manufacturing industries in the area include electrical

equipment, automotive parts, transportation equipment, and various plastic products. AM General, producer of HMMWV (a.k.a. HUMMER) military and special purpose vehicles, is headquartered in South Bend and is one of the city's largest employers. The company's corporate offices are in South Bend and its production facilities are in nearby Mishawaka. Other manufacturing companies in South Bend include Honeywell, Robert Bosch Company, Steel Warehouse Company, Curtis Products, PEI-Genesis, and New Energy Corporation.

Another important industry in the county is tourism, which generates a significant number of jobs and revenue. Aside from the Indianapolis Motor Speedway, Notre Dame University attracts the most visitors in Indiana—nearly 700,000 visitors annually—and the county gains nearly \$40 million in visitor expenditures through the university's football games alone.

Items and goods produced: airplanes, auto parts and accessories, automobiles, plastics, steel, electrical equipment, doors, metal works

Incentive Programs—New and Existing Companies

Local programs: The city's Division of Economic Development actively promotes the retention and expansion of existing businesses and the development of new business in the city. Their offerings include financing programs, relocation incentives, land/building availability assistance, industrial revenue bonds for manufacturing facilities, tax abatement, and technical assistance through local partnerships.

State programs: EDGE (Economic Development for Growing Economy) is a state sponsored refundable tax credit, based on payroll, which allows Indiana individual income tax withholdings from company employees to be credited against the company's state corporate income tax liability. Excess withholdings would be refunded to the company. The credits can be awarded for up to 10 years. The Hoosier Business Investment Tax Credit encourages capital investment in the state by providing a credit against a company's state tax liability. A Venture Capital Investment Tax Credit and a Headquarters Relocation Tax Credit are also available. South Bend is part of federal Foreign Trade Zone 125. A Foreign Trade Zone offers a tax-free business environment through which businesses may delay or reduce their duty payments and avoid time consuming customs entry procedures.

Job training programs: The Indiana Economic Development Corporation provides two major grant programs for training and skill development: the Skills Enhancement Fund and the TECH Fund (Technology Enhancement Certification for Hoosiers). The Indiana Department of Commerce also provides grants to support skills training programs for local businesses. The

funds can be used in a variety of ways, including customized training programs in specific skills areas for new employees and skills development training for existing employees. The Indiana Department of Workforce Development provides labor force recruitment services, including help with the application process, testing, and the assessment and screening of qualified applicants. Ivy Tech Community College offers workforce development programs that include customized industrial training, either on campus or at the job site, as well as a variety of technical certificate programs.

Development Projects

In 2006 the city adopted a community-driven, 20-year strategic development initiative called the South Bend City Plan. City Plan focuses on 10 main goals for the city's future that would expand and encourage new businesses, retail establishments, and arts and cultural organizations while also considering sustainable growth factors and the growing need for quality city services and utilities.

As of 2007 the city was working with the University of Notre Dame on development plans for a new state Certified Technology Park. A Certified Tech Park is an area designated by local and state officials for high-technology business development. Certain state and local tax revenues can be recaptured for investment in continued development of the park. The South Bend Tech Park will provide about 250,000 square feet of office and laboratory space.

Also in 2007 the South Bend Clinic was in the process of building a \$40 million expansion that will double the size of the existing main facility. The same year the Salvation Army of St. Joseph County announced that it would build a new Ray and Joan Kroc Corp Community Center at Alonzo Watson Park in South Bend. The \$40 million Salvation Army Kroc Center will include world-class recreational and educational facilities for a wide range of sports, arts, and educational programs. The center will include the standard fitness and sports areas, such as a gymnasium, exercise equipment, and an aquatic center. There will also be performance and rehearsal areas for music and dance groups and special studios for fine arts and digital arts, such as a state-of-the-art recording studio. The classrooms at the center will serve as sites for art, music, and dance classes; computer training for all ages; a math and science academy for school aged children; and community outreach programs such as parenting skills and health education classes.

The Erskine Village and Erskine Commons shopping areas, the result of an over \$60 million investment, continue to attract new businesses and have served as a catalyst for other business ventures in the immediate area.

In 2007 the Holladay Corporation began work on Phase I of Portage Prairie, a 500-acre development to include residential units, neighborhood retail, and a light industrial and distribution park. The Portage Prairie

project is expected to require an investment of about \$300 million.

Economic Development Information: Chamber of Commerce of St. Joseph County, 401 E. Colfax Ave., Ste. 310, South Bend, IN 46617; telephone (574)234-0051; www.sjchamber.org

Commercial Shipping

South Bend Regional Airport is the only tri-modal airport in the county serving as a stop for air, rail, and bus line travel. Designated a Foreign Trade Zone (125), South Bend is a center for manufacturers, suppliers, and vendors throughout the United States and abroad. Air freight services are offered by Federal Express, Circle Air Freight, Purolator Courier, Emery, Towne Air Freight, and Airborne. A network of interstate highways, including I-80/90, the nation's major east-west axis route, provides access to more than 70 motor freight carriers. Rail freight service is provided by Canadian National, Norfolk Southern, CSX, and Chicago Southshore South Bend Railroad.

Labor Force and Employment Outlook

South Bend and its environs boast one of the highest concentrations of educational institutions per capita in the Midwest. About 82 percent of county residents have obtained a high school diploma and nearly 24 percent have a bachelor's degree or higher. South Bend has a large pool of skilled and semi-skilled laborers that are reported to be available, affordable, and reliable. The wage structure is competitive with other industrial communities. The greatest number of jobs have been in education, health care services, retail trade, and manufacturing. Jobs in arts, entertainment, and recreation increased countrywide by about 11 percent from 2002 to 2006.

The following is a summary of data regarding the South Bend-Mishawaka IN-MI metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 144,800

Number of workers employed in ...

- construction and mining: 6,400
- manufacturing: 20,700
- trade, transportation and utilities: 28,600
- information: 2,200
- financial activities: 7,300
- professional and business services: 12,900
- educational and health services: 31,500
- leisure and hospitality: 12,300
- other services: 5,700
- government: 17,300

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.9% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
University of Notre Dame	4,459
South Bend Community School Corporation	3,295
Memorial Health System	3,008
AM General	2,400
Saint Joseph Regional Medical Center, Inc.	2,291
City of South Bend	1,300
St. Joseph County	900
Madison Center	780
Honeywell	777
Indiana University South Bend	714

Cost of Living

The following is a summary of data regarding several key cost of living factors in the South Bend area.

2007 (1st quarter) ACCRA Average House Price: \$245,725

2007 (1st quarter) ACCRA Cost of Living Index: 92.4

State income tax rate: 3.4% of Adjusted Gross Income

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: Averages 2.0 percent annually (2006)

Economic Information: Chamber of Commerce of St. Joseph County, 401 E. Colfax Ave., Ste. 310, South Bend, IN 46617; telephone (574)234-0051; www.sjchamber.org. Indiana Department of Workforce Development, Indiana Government Center South, 10 North Senate Ave., Indianapolis, IN 46204; telephone (800) 891-6499; www.in.gov.dwd

Education and Research

Elementary and Secondary Schools

The South Bend Community School Corporation is one of the largest school districts in the state. The district has a strong technology program with computers available to every student. Career and technical programs are available for high school students. The INTERN Program offers work-based learning opportunities for students

with special needs. Through the Twenty-first Century Scholars Program, Indiana high school graduates are eligible for scholarships of up to eight semesters of tuition at participating public colleges, universities, and technical schools in the state. To be eligible, the students must maintain a 2.0 average and agree not to use drugs or alcohol and have no criminal record. Students may enroll in the program in seventh or eighth grade. Adult basic education programs are also available. The Dream Team Mentoring Program serves elementary students who are having academic or social difficulties.

The following is a summary of data regarding the South Bend Community School Corporation as of the 2005–2006 school year.

Total enrollment: 21,824

Number of facilities

elementary schools: 18
 junior high/middle schools: 10
 senior high schools: 4
 other: 0

Student/teacher ratio: 18.3:1

Teacher salaries (2005–06)

elementary median: \$48,170
 junior high/middle median: \$49,430
 secondary median: Not available

Funding per pupil: \$8,957

There are about 33 private and parochial schools in the greater South Bend area. Among them are a Roman Catholic elementary and high school system with an enrollment of nearly 5,000 students, as well as Hebrew schools and the Stanley Clark School, a private institution with a limited enrollment.

Public Schools Information: South Bend Community School Corporation, 215 South St. Joseph Street, South Bend, IN 46601; telephone (574)283-8000; www.sbcsc.k12.in.us

Colleges and Universities

The University of Notre Dame, a top university affiliated with the Roman Catholic Church, is located in Notre Dame, IN, adjacent to South Bend. Founded in 1842 as a college for men, it became coeducational in 1972 and has an enrollment of more than 11,000 students. The university offers graduate and undergraduate degrees in arts and letters, sciences, engineering, business administration, architecture, and law. A unique feature of the curriculum is the “Executive M.B.A.” program for working professionals. Notre Dame’s graduation rate—95 percent—is exceeded only by Harvard, Yale, and Princeton. Community involvement is highly valued at Notre Dame; approximately 80 percent of its students engage in

volunteer work while attending the university. In 2008 Notre Dame was ranked as 19th in the nation among top universities by *U.S. World & News Report*.

Saint Mary’s College, sister school of Notre Dame sponsored by the Sister of the Holy Cross, was founded in 1844 and is a women’s college with an enrollment of approximately 1,527. Saint Mary’s offers undergraduate degrees in 30 major areas of study and has a cooperative engineering degree program with Notre Dame. In 2008 *U.S. News and World Report* ranked Saint Mary’s as one of the Top 100 National Liberal Arts Colleges in the country.

Holy Cross College is adjacent to Notre Dame. Holy Cross opened in 1966 as a two-year college; its baccalaureate program debuted in 2003. The college offers two degree programs: Associate of Arts (liberal studies) and Bachelor of Arts. Bachelor’s degrees are available in liberal studies, education and theology.

Indiana University South Bend (IUSB), the third largest in the state’s eight-university system, enrolls more than 7,500 students and grants associate through master’s degrees in more than 100 fields. Certificate programs are also available. IUSB operates a continuing education division that provides evening, weekend, and off-campus instruction. Purdue University Statewide Technology Program at IUSB offers associate degrees in engineering technology and computer technology as well as associate and bachelor degrees in organizational leadership and supervision.

Bethel College, in nearby Mishawaka, is a liberal arts college affiliated with the United Missionary Church; Bethel grants undergraduate and graduate degrees in a wide range of programs including nursing, business administration, education, theology, international studies, and a variety of church ministry related programs.

The South Bend campus of Ivy Tech Community College is one of 23 branches of Ivy Tech statewide. Enrollment is about 5,000. Associate’s degrees and certificate programs are available through over 25 academic programs in seven schools. Brown Mackie College South Bend offers bachelor’s degrees in business administration, criminal justice, and legal studies. The college also offers associate’s degrees in 12 programs and 6 certificate programs.

Libraries and Research Centers

The St. Joseph County Public Library consists of a main library and eight branches housing nearly 640,000 items, including books, periodical subscriptions, computer software, microfiche, audio- and videotapes, CDs, and art reproductions. Special collections include large type books, genealogical materials, and state documents. The library also maintains a collection of Braille games (including Scrabble and Uno) and a computer with a Braille printer is available for public use. A renovation of the main library’s first floor, adding two meeting rooms and a

computer training room, was completed in 2003; an expansion of the second floor was completed in 2007. Local colleges and universities maintain campus libraries. Other specialized libraries in the city are associated with hospitals, government agencies, and the Studebaker National Museum.

The 11 libraries of the University of Notre Dame contain a total of about 3 million volumes, over 3 million microform units, 5,850 electronic titles, 25,200 audio-visual items, and 12,100 serial titles. The Hesburgh Library serves as the main campus library. Rare book and special collections include the Edward Gorey Collection, the Rene Descartes Collection, the Pope Paul VI Collection, a Hispanic Caribbean Literature Collection, and rare books on history and liturgy of the Roman Catholic Church. The Schurz Library at Indiana University South Bend is a member of the federal depository library system, with selective materials relating to the second Congressional district. This library also maintains archives relating to the history of the region. Other special collections include the James Lewis Cassaday Theatre Collection and the Annie Belle Boss Papers.

The University of Notre Dame supports dozens of centers conducting research in a wide variety of areas. These include The Center for Research Computing, The W. M. Keck Center for Transgene Research, The Radiation Laboratory, Walther Cancer Research Center, The Interdisciplinary Center for the Study of Biocomplexity, and The Center for Nano Science and Technology, to name a few. Indiana University-South Bend maintains a bureau of business and economic research, and an institute for applied community research.

Public Library Information: St. Joseph County Public Library, 304 S. Main St., South Bend, IN 46601; telephone (574)282-4630; www.sjcpl.lib.in.us

■ Health Care

The three major hospitals are Memorial Hospital, St. Joseph Regional Medical Center-South Bend, and St. Joseph Regional Medical Center-Mishawaka. South Bend's first hospital, established by the Sisters of the Holy Cross in 1882, is now known as St. Joseph Regional Medical Center. Some of the features of the South Bend campus are the Women's Center, the Family Birthplace, nationally recognized cancer treatments through its Cancer Institute, accredited pain and rehabilitation programs, and a Mind/Body Medical Institute offering an innovative mind-body approach to medical treatment. The Mishawaka campus has been providing health care since 1910; its features include the Genesis Birth Center, a cardiac catheterization lab which was the first in the area to implement all-digital technology, a Wound Healing Center, an in-house laboratory, and a state-of-the-art radiology department with a new CT scanner and one of

only three high-tech X-Ray machines in the United States and the only one in the Midwest. The Mishawaka campus is one of only 20 or so hospitals in the county to follow the Planetree philosophy, a holistic medical approach focusing on patients' mental, emotional, spiritual, as well as physical, well-being.

Memorial Hospital is the region's largest hospital and primary referral center, serving as a 526-bed regional referral center for cardiac, cancer, childbirth, emergency medicine, and rehabilitation services. The Leighton Trauma Center at Memorial is the only Level II trauma center in the region. Features of the hospital's clinical services include a Weight Loss and Bariatric Surgery Center; a Sleep Disorders Center; the innovative Memorial Lighthouse Medical Imaging Center; and the Leighton Heart and Vascular Center. Memorial's parent company, Memorial Health System, consisting of four affiliates—Memorial Hospital, Memorial Health Foundation, Memorial Home Care, and Memorial Medical Group—offers care and service at all levels, including inpatient and home care, medical equipment and supplies, pharmacy services, and occupational health services, as well as primary care physicians and specialists. South Bend's Madison Center provides behavioral and mental health care.

The South Bend Clinic was established in 1916 and based on the model of excellence presented by the Mayo Clinic. South Bend Clinic offers primary and specialized care through 14 locations in northern Indiana, with the main campus in downtown South Bend. The main campus offers a wide array of specialty services, including internal medicine, pediatrics, radiology, allergies, cardiology, dermatology, endocrinology, gastroenterology, general and vascular surgery, rheumatology, oncology, ophthalmology, and physical rehabilitation.

■ Recreation

Sightseeing

South Bend is noted for the University of Notre Dame, for its industrial heritage, and for its municipal parks. A good place to begin a campus tour is at Notre Dame's Eck Visitors' Center, which has historical displays and a 20-minute movie about the university. Notre Dame's golden-domed Main Building is the campus's central symbol; inside, the walls are lined with murals depicting the life of Christopher Columbus by Vatican artist Luigi Gregori. The five-story Victorian building recently received a \$58 million renovation, restoring its woodwork, lighting fixtures, and walls. Also on the campus are a reproduction of France's Grotto of Lourdes; the ornate Basilica of the Sacred Heart; the Log Chapel, hand-built by Father Stephen Badin—the first Catholic priest ordained in the U.S.—in 1830; the Snite Museum of Art; and an 11-story library.

Young sports fans will enjoy passing and kicking a football at the College Football Hall of Fame, a 58,000-square-foot museum devoted to every aspect of football—its players, fans, cheerleaders, and bands. The museum features interactive exhibits as well as artifacts, mementos, and photographs. Studebaker Museum traces the history of the Studebaker Company from its days as a maker of horse-drawn carriages to its innovations in the manufacture of automobiles. Among the exhibits is the carriage in which President Lincoln rode to Ford's Theater on the night he was assassinated. The Northern Indiana Center for History includes Copshaholm (The Oliver Mansion), a 38-room stone mansion built in 1895; Worker House, a cottage reflecting working-class homes of the 1930s; History Center, which charts local history through industry, individuals, clothing, and even toys; and *kidsfirst* Children's Museum. The Potawatomi Park Zoo, founded in 1902, is the oldest zoo in the state. The 23-acre zoo is home to 400 animals, including several rare and endangered species such as tigers, red pandas, cotton-top tamarins, snow leopards, and lemurs. Visitors to the South Bend Chocolate Company can tour its factory and explore its chocolate museum. Amish Acres, in nearby Nappanee, IN, is an 80-acre, 19th-century farm that showcases the customs, beliefs, and work habits of the Amish people; featured are 18 restored buildings, craft demonstrations, farm animals, musical theatre, restaurants, and quaint shops.

Arts and Culture

The South Bend Symphony Orchestra, the Broadway Theater League, Southold Dance, and other community arts groups perform at the Morris Performing Arts Center, Indiana's oldest historic theater, built in 1922. The center also hosts a variety of national concert tours. The Symphony's concert season includes Masterworks, pops, chamber music, and a holiday concert. Special family concerts are offered as well. Broadway Theatre League presents nationally-touring Broadway shows in a season that runs between June and September. Southold Dance offers performances ranging from classic ballet to modern dance; the Nutcracker is a yearly favorite. The South Bend Civic Theatre is the largest community theatre in the state, as measured by operating budget, yearly productions, and membership; it presents a 16-play season, primarily at The Firehouse, a historic landmark.

The Snite Museum of Art, on the Notre Dame campus, holds more than 21,000 pieces in its permanent collection, featuring Rembrandt etchings, 19th-century French art, Old Master and 19th-century drawings, 19th-century European photographs, Mestrovic sculpture and drawings, Olmec and Preclassic Mesoamerican art, 20th-century art, Northern Native American art, and decorative and design arts. The South Bend Regional Museum of Art features a permanent collection focusing on American—especially Indiana—art, from the 19th

century through the present. The Hannah Lindahl Children's museum gives young people a close-up, hands-on look at how life was lived long ago.

There are several art galleries and studios in the city, including Circa Arts gallery, the Notre Dame Downtown Crossroads Gallery, and The Spurious Fugitive.

Festivals and Holidays

South Bend's parks are the location for many of the city's festivals and special events. A major event at Leeper Park is an art fair the last weekend in June. Rum Village Park hosts Old Fashioned Summer, featuring an antique car show, entertainment, a Native American program and activities, square dancing, trail activities, and more. South Bend's Summer in the City Festival, formerly known as the Ethnic Festival, features entertainment, food, rides, and a parade. Also in June, Merrifield Park, in nearby Mishawaka, hosts Summerfest, which features food, music, craft booths, and a free evening concert. St. Patrick's Park presents a number of events, including the Firefly Festival, an outdoor music, theater, and dance program on weekends from mid-June through early August; the Blues and Ribs Fest in August; and Kee-Boon-Mein-Kaa, a traditional Indian pow wow featuring food, dancing, demonstrations, and crafts, in September. The College Football Hall of Fame Enshrinement Festival takes place in July.

Arts and Culture Information: ArtsEverywhere.com, Community Foundation of St. Joseph County, P.O. Box 837, 205 W. Jefferson Blvd., Ste. 400, South Bend, IN 46624; telephone (574)232-0041; www.artseverywhere.com

Sports for the Spectator

The University of Notre Dame Fighting Irish football team is among the most famous college teams in the world. Legendary coach Knute Rockne began the school's success in the 1920s with the "Four Horsemen" and "Seven Mules." Throughout Notre Dame's history, the Fighting Irish have been known for great players, outstanding coaches, and a schedule of games against the nation's best football teams. The home schedule is played on Saturday afternoons in the fall in Notre Dame Stadium. The Fighting Irish also field competitive teams in basketball and other sports.

The Stanley Coveleski Regional Stadium is the home field of South Bend's Class A minor league franchise baseball team, the Silver Hawks, who compete in the Midwest League in a season that runs from April to September.

Sports for the Participant

St. Joseph County offers numerous parks and a nature preserve for year-round outdoor fun. Rum Village Park features a nature center and hiking and nature trails, while George Wilson Park offers a disc golf course considered among the best in the country. St. Patrick's Park and Bendix Woods offer cross-country skiing. The South

Bend-Mishawaka area boasts ten highly regarded golf courses, such as Blackthorn, which has been highly ranked by *Golf Digest*. The city itself sponsors three golf courses. South Bend's biggest recreational attraction is East Race Waterway, which offers kayaking and white-water rafting in the heart of downtown. The East Race Waterway is the first artificial whitewater course in North America and one of six in the world. It hosts world-class whitewater slaloms and United States Olympic Trials.

An exercise trail borders the waterway and is part of a five-mile trail that runs through the city's downtown parks and along the St. Joseph River. The South Bend Parks and Recreation Department maintain 75 local parks. The Sunburst Marathon in June offers a course from the College Football Hall of Fame to the 50-yard line of the Notre Dame Stadium.

Shopping and Dining

South Bend-Mishawaka offers shopping opportunities ranging from enclosed malls to many small independent specialty shops. A popular stop is the Farmer's Market in South Bend, which features wares ranging from fresh produce and baked goods to flowers, pottery, hand-crafted jewelry, and antiques. Town and Country Shopping Plaza offers eclectic shops. One unique downtown spot is Sit and Knit, a Yarn Café that offers free lattes and cappuccinos to knitters. Saigon Market on west Colfax offers a variety of specialty Asian and African foods. Nearby Mishawaka boasts the second-largest retail area in the state, with its large University Park Mall, as well as numerous shops and strip malls along the Grape Road/Main Street corridor.

Northern Indiana is known for such regional food specialties as frog legs, pan-fried perch, and relishes that include bean salad, cabbage salad, and pickled beets. Other popular dining options include sushi, barbeque, pasta, prime rib, and deli sandwiches. South Bend features unique fine dining options in atmospheric settings, including Tippecanoe Place, in the restored 1888 Studebaker Mansion, resembling a feudal castle; and the Carriage House, in a converted 1850s church. Amish Acres in nearby Nappanee and Das Dutchman Essenhaus in Middlebury offer home-style Amish cooking. For a quick afternoon snack, Howard Park General Store on East Jefferson has an old-fashioned soda fountain.

Visitor Information: South Bend/Mishawaka Convention and Visitors Bureau, Commerce Center, 401 E. Colfax Ave., Ste. 310, South Bend, IN 46634; telephone (800)519-0577; www.livethelegends.org

■ Convention Facilities

South Bend/Mishawaka offers excellent meeting facilities and the community has nearly 4,000 hotel rooms. The principal meeting site in South Bend is the Century

Center, situated on an 11-acre downtown riverfront park with direct access to major hotels and five miles from South Bend Regional Airport. Integrated with theaters, parks, art galleries, and a museum, the Century Center complex consists of three convention and exhibition halls, a great hall, a ballroom, a thrust-stage theater, a recital hall, and suites. Its convention and exhibition halls offer a total of 37,000 square feet of unobstructed meeting and exhibit space. The great hall, a multipurpose courtyard overlooking the white water rapids, is suitable for banquets, receptions, dinner dances, and exhibitions. The ballroom offers nearly 6,600 square feet of space suitable for meetings and banquets. Bendix Theatre has seating for 718 and is suitable for meetings, shows, and performances. The recital hall, with seating for 166, is suitable for breakout sessions and performances. The suites consist of up to 11 variable-sized rooms.

The Morris Performing Arts Center, the oldest theater in Indiana, features an auditorium, restored and renovated in 2000, that can accommodate more than 2,500 attendees for lectures, meetings, and conferences. Morris also houses the lavish Palais Royale ballroom which, restored to its 1923 grandeur in 2002, is considered the city's premier banquet facility. Additional convention facilities can be found on the University of Notre Dame campus at the Athletic and Convocation Center and the Center for Continuing Education.

Convention Information: South Bend/Mishawaka Convention and Visitors Bureau, Commerce Center, 401 E. Colfax Ave., Ste. 310, South Bend, IN 46634; telephone (800)519-0577; www.livethelegends.org

■ Transportation

Approaching the City

Six commercial airlines schedule direct and connecting flights into South Bend at the South Bend Regional Airport from all major United States cities and points abroad. The airport, which is the second-busiest in Indiana, is the only one in the nation to have developed a multimodal transportation center offering air, intercity rail, and interstate bus service at one convenient location. The closest major airports are Chicago Midway Airport, about 97 miles away; Ft. Wayne International Airport, about 100 miles away; and Chicago O'Hare International in Chicago, about 115 miles away.

Passenger rail transportation is available by Amtrak from Boston, New York, and Chicago. Greyhound offers daily service to South Bend Regional Airport from Chicago, Detroit, Indianapolis, and Toledo. The Northern Indiana Commuter Transportation District operates the South Shore Line, a 90 mile electric railway that can speed commuters through from South Bend Regional Airport to Millennium Station in Chicago.

An efficient highway system—including Interstate 80/90 (the Indiana Toll Road) running east/west; U.S. 6, U.S. 20, and U.S. 31; and State Routes 2, 4, 23, 104, 331, and 933—affords access into the South Bend metropolitan area.

Traveling in the City

South Bend is laid out on a grid system, the main thoroughfares within the city being north-south Main Street and Michigan Street (U.S. 31) and east-west Colfax Avenue (U.S. 20).

Transpo, the municipal bus service, schedules regular routes in both South Bend and Mishawaka. The Transpo Trolley offers special service downtown. Transpo Access is available for the elderly and handicapped.

■ Communications

Newspapers

The major South Bend daily newspaper is the *South Bend Tribune*, which has a circulation of more than 63,000. Other South Bend publications include the weekly *Tri-County News*, *Tribune Business Weekly*, and the monthly magazine *Culture Wars*, which explores issues from the point of view of the Catholic Church. *Michiana Woman* is a bimonthly newspaper published in South Bend. The *Irish Sports Report* is a specialty weekly. *Scholastics*, published at the University of Notre Dame, is the oldest college publication in the country. Other South Bend magazines include *About Business Magazine*, *IN Michiana*, and *Inside Granger*.

Television and Radio

South Bend, Mishawaka, and neighboring communities receive broadcasts from five area-based television stations and have access to several Chicago and Elkhart stations, as well as cable. There are 13 AM and FM radio stations broadcasting from South Bend, serving area listeners with music, news and information, and religious programming. The University of Notre Dame has its own radio station.

Media Information: *South Bend Tribune*, 225 W. Colfax Ave., South Bend, IN 46626; telephone (574) 235-6161; www.southbendtribune.com

South Bend Online

Chamber of Commerce of St. Joseph County.

Available www.sjchamber.org

South Bend Government. Available www

.southbendin.gov

South Bend/Mishawaka Convention and Visitors

Bureau. Available www.livethelegends.org

South Bend Tribune. Available www

.southbendtribune.com

St. Joseph County Public Library. Available www

.sjcpl.lib.in.us

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The State in Brief

Nickname: Hawkeye State

Motto: Our liberties we prize and our rights we will maintain

Flower: Wild rose

Bird: Eastern goldfinch

Area: 56,271 square miles (2000; U.S. rank 26th)

Elevation: Ranges from 480 feet to 1,670 feet above sea level

Climate: Continental, with extremes in temperature (30 degrees in winter, 100 degrees in summer)

Admitted to Union: December 28, 1846

Capital: Des Moines

Head Official: Governor Chet Culver (D) (until 2010)

Population

1980: 2,914,000

1990: 2,795,000

2000: 2,926,382

2006 estimate: 2,982,085

Percent change, 1990–2000: 5.4%

U.S. rank in 2006: 30th

Percent of residents born in state: 72.31% (2006)

Density: 53.1 people per square mile (2006)

2006 FBI Crime Index Total: 92,034

Racial and Ethnic Characteristics (2006)

White: 2,772,535

Black or African American: 67,297

American Indian and Alaska Native: 8,424

Asian: 45,647

Native Hawaiian and Pacific Islander: 370

Hispanic or Latino (may be of any race): 112,987

Other: 46,605

Age Characteristics (2006)

Population under 5 years old: 191,127

Population 5 to 19 years old: 617,280

Percent of population 65 years and over: 14.6%

Median age: 37.8

Vital Statistics

Total number of births (2006): 39,228

Total number of deaths (2006): 28,627

AIDS cases reported through 2005: 1,656

Economy

Major industries: Manufacturing; agriculture; finance, insurance, and real estate; trade; services

Unemployment rate (2006): 6.9%

Per capita income (2006): \$23,115

Median household income (2006): \$44,491

Percentage of persons below poverty level (2006): 11.0%

Income tax rate: 0.36% to 8.98%

Sales tax rate: 5.0%



Cedar Rapids

■ The City in Brief

Founded: 1841 (incorporated 1849)

Head Official: Mayor Kay Halloran (since 2006)

City Population

1980: 110,243

1990: 108,772

2000: 120,758

2006 estimate: 124,417

Percent change, 1990–2000: 10.9%

U.S. rank in 1980: 141st

U.S. rank in 1990: 174th

U.S. rank in 2000: 181st (State rank: 2nd)

Metropolitan Area Population

1980: 169,775

1990: 168,767

2000: 191,701

2006 estimate: 249,320

Percent change, 1990–2000: 13.6%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 173rd

Area: 63 square miles (2000)

Elevation: 733 feet above sea level

Average Annual Temperature: 49.6° F

Average Annual Precipitation: 36.39 inches of rain,
34.4 inches of snow

Major Economic Sectors: services, wholesale and retail
trade, government

Unemployment Rate: 3.6% (June 2007)

Per Capita Income: \$25,029 (2005)

2005 FBI Crime Index Property: 6,391

2005 FBI Crime Index Violent: 417

Major Colleges and Universities: Coe College; Mount
Mercy College

Daily Newspaper: *Cedar Rapids Gazette*

■ Introduction

Cedar Rapids preserves a small-town atmosphere in a metropolitan setting. The industrial and cultural center of eastern Iowa, the city has undergone growth and development as it gains prominence in high-technology industries and in export trade. Expansion has been carefully monitored by civic leaders, however, so that international business may be conducted at an unhurried pace and residents may maintain their midwestern traditions. Cedar Rapids is the seat of Linn County and adjoins the city of Marion.

■ Geography and Climate

Cedar Rapids is situated on the Cedar River, which flows through the city, on rolling terrain in eastern Iowa. The surrounding area is laced with rivers and lakes and dotted with limestone bluffs. The climate consists of four distinct seasons, with warm days and cool nights in spring and autumn.

Area: 63 square miles (2000)

Elevation: 733 feet above sea level

Average Temperature: 49.6° F

Average Annual Precipitation: 36.39 inches of rain;
34.4 inches of snow

■ History

Cedar River Supports Settlement

The Sac and the Fox, Native American tribes, hunted and trapped along the Cedar River before the arrival of Osgood Shepherd, the area's first permanent settler of European descent. Shepherd lived in a cabin on the river's east side in 1838 at what is now the location of First Avenue and First Street. A survey was made in 1841 and the newly formed town was named Rapids City after the rapids on the Cedar River; the name was changed to Cedar Rapids in 1848. In the early 1840s a dam was built across the river to provide power for the grist and lumber industries. Cedar Rapids was incorporated as a city in 1849; the town of Kingston, located on the west side of the river, was annexed to Cedar Rapids in 1870.

The early history of Cedar Rapids was highlighted by colorful characters and events. An island—now named Municipal Island—in the channel of the Cedar River was until 1851 the headquarters of the Shepherd gang, notorious horse thieves. Local residents built the steamer *The Cedar Rapids* in 1858 and used it for round trips to St. Louis; however, a collision on the Mississippi River and the arrival of the railroad ended river transportation.

Czechoslovakians, known as Bohemians, have made lasting contributions to the Cedar Rapids community. Czechs began arriving in 1852 to work in local packing plants, and soon a "Little Bohemia" was established in the southwest sector of the city (it is now known as "Czech Village"). Josef Sosel, the first Czech lawyer in the United States, was smuggled out of his native country in a barrel after he was accused of revolutionary activities; Sosel settled in Cedar Rapids, where he played a prominent role in the Czech community. In 1869 Czechs established The Reading Society, which evolved into a Little Theater movement, as well as the Light Guard Band. The Czech-language *Cedar Rapids Listy* began publication in 1906.

Industry and Arts Flourish

The economic growth of Cedar Rapids was spurred in 1871 with the arrival, from Ireland, of T. M. Sinclair, who established one of the nation's largest meatpacking companies, T. M. Sinclair Company. Some other major local industries that date from the same era are Cherry-Burrell and the world's largest cereal mill, Quaker Oats. Cultural development was simultaneous with economic expansion, as many Cedar Rapids arts and educational institutions were formed during this period. Greene's Opera House was dedicated in 1880, the same year the Cedar Rapids Business College opened its doors. Among the school's first faculty members was Austin Palmer, the inventor of the Palmer Method of Penmanship.

For more than 60 years, city fathers challenged nearby Marion for designation as the county seat; in 1919, voters endorsed a move to Cedar Rapids. The county courthouse and the Memorial Building, dedicated in 1928 to Americans who have fought in the nation's wars, were built on Municipal Island. Grant Wood, the Iowa artist, designed the 20-foot by 24-foot stained glass window in the Memorial Building and supervised its construction in Munich, Germany.

The artistry of Wood, one of the leading practitioners of Midwestern regionalism, is felt throughout the city. Wood grew up in Cedar Rapids and taught in the community junior high school; after studying in France he returned to the city and, supported by a local patron, set up a studio. Wood's "American Gothic" caused a sensation in the art world for its uncompromising realism when it was unveiled in 1930. Wood's daring work led to success and he was hired in 1934 to teach art at the University of Iowa.

Telecommunications Help Shape City's Future

Private enterprise, a principal force in the city's economic history, continued to be important during the first half of the twentieth century. Another Cedar Rapids native, Arthur Collins, started Collins Radio Company with eight employees during the Great Depression; the small electronics firm soon established a reputation as a leader in the industrial radio business. The company supplied electronic equipment to all branches of the armed services during World War II. Collins Radio, a major employer in the Cedar Rapids area, became a part of Rockwell Collins in 1973. Today the Cedar Rapids metropolitan area is a telecommunications and transportation center, performing an important role in the nation's economy. The Cedar Rapids "Technology Corridor" is one of the leading centers in the country for the defense electronics industry. The city has also developed a reputation as a cultural and artistic hub, with a thriving theater community and a wealth of sports and recreational activities for all. Known as the "City of Five Seasons," Cedar Rapids residents profess to have a quality of life that allows for the addition of a fifth season—one to enjoy the community and the other four seasons.

Historical Information: The Carl and Mary Koehler History Center, 615 1st Avenue SE, Cedar Rapids, IA 52401; telephone (319)362-1501

■ Population Profile

Metropolitan Area Residents

1980: 169,775

1990: 168,767



Courtesy of the Cedar Rapids Area Convention & Visitors Bureau. Reproduced by permission.

2000: 191,701
 2006 estimate: 249,320
 Percent change, 1990–2000: 13.6%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 173rd

City Residents

1980: 110,243
 1990: 108,772
 2000: 120,758
 2006 estimate: 124,417
 Percent change, 1990–2000: 10.9%
 U.S. rank in 1980: 141st
 U.S. rank in 1990: 174th
 U.S. rank in 2000: 181st (State rank: 2nd)

Density: 1,912.6 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 108,961
 Black: 5,917
 American Indian and Alaska Native: 0
 Asian: 2,068
 Native Hawaiian and Pacific Islander: 0

Hispanic or Latino (may be of any race):
 2,694
 Other: 912

Percent of residents born in state: 73.7%
 (2000)

Age characteristics (2005)

Population under 5 years old: 8,722
 Population 5 to 9 years old: 7,179
 Population 10 to 14 years old: 8,499
 Population 15 to 19 years old: 7,279
 Population 20 to 24 years old: 7,816
 Population 25 to 34 years old: 18,729
 Population 35 to 44 years old: 17,554
 Population 45 to 54 years old: 17,507
 Population 55 to 59 years old: 6,990
 Population 60 to 64 years old: 4,729
 Population 65 to 74 years old: 7,169
 Population 75 to 84 years old: 6,157
 Population 85 years and older: 1,340
 Median age: 36.1 years

Births (2006, MSA)

Total number: 3,341

Deaths (2006, MSA)

Total number: 2,015

Money income (2005)

Per capita income: \$25,029

Median household income: \$47,357

Total households: 51,850

Number of households with income of . . .

less than \$10,000: 4,979

\$10,000 to \$14,999: 3,396

\$15,000 to \$24,999: 6,048

\$25,000 to \$34,999: 5,978

\$35,000 to \$49,999: 7,038

\$50,000 to \$74,999: 12,019

\$75,000 to \$99,999: 5,765

\$100,000 to \$149,999: 4,838

\$150,000 to \$199,999: 794

\$200,000 or more: 995

Percent of families below poverty level: 11.8% (2005)

2005 FBI Crime Index Property: 6,391

2005 FBI Crime Index Violent: 417

■ Municipal Government

In 2005 Cedar Rapids switched to a Home Rule form of government. Under Home Rule, the city is governed by a part-time City Council and the City's daily affairs are run by the City Manager. The council consists of eight members plus a mayor who is elected at-large.

Head Official: Mayor Kay Halloran (since 2006; current term expires 2009)

Total Number of City Employees: 1,248 full-time (2007)

City Information: City of Cedar Rapids, 51 First Avenue Bridge, Cedar Rapids, IA 52401; telephone (319)286-5000

■ Economy

Major Industries and Commercial Activity

In 2006 Iowa was named number one in the Midwest for the fastest growing economy by the Bureau of Economic Analysis and number three in the nation for lowest cost of doing business by the Milken Institute. The economy of Cedar Rapids has traditionally been based on the manufacture and processing of agricultural and food products, steel fabricating, tool and die making, and radios and electronics. Manufacturing, which continues to be an important economic sector, has been

augmented by high-technology industries and transportation. The Cedar Rapids-Iowa City "Technology Corridor" is one of the leading centers in the country for the defense electronics industry; the fastest-growing segment of the metropolitan area economy is telecommunications and telemarketing. Advanced research and development laboratories, an educated and productive labor force, and a mid-continent location are increasingly attracting new business and industry to Cedar Rapids.

The city's association with high technology dates to the early years of Collins Radio Company. Today, Collins is part of Rockwell Collins, ranked as the largest private employer in the Cedar Rapids-Iowa City region. The company provides aviation electronic and communication technology for government, aircraft manufacturers, and hundreds of airline customers. In fact, the company's aircraft electronics are used in almost every airline in the world. Additionally, Rockwell Collins' communication systems transmit almost 70 percent of all U.S. and allied military airborne communication.

In recent years, a number of local public and private organizations joined together to help develop the "Technology Corridor." This hub for technology, life science, biotechnology, and medical supply companies is located throughout 12 communities in Johnson and Linn Counties. Its location near a number of colleges and universities enables Corridor companies to easily access education, training, research, and development. Local firms provide a variety of services such as electronic design and consultation, systems planning, equipment manufacturing, and telemarketing.

While Cedar Rapids has seen tremendous growth in technology, the city continues to succeed in attracting agricultural and food processing manufacturers. It is home to more than 275 different manufacturing plants, including Quaker Food and Beverages, which runs the world's largest cereal milling plant. Other top manufacturing employers include Rockwell Collins, Inc., Whirlpool Corporation, General Mills, Inc., and H.J. Heinz Company.

Items and goods produced: cereal, syrup, sugar, dairy, mining, road machinery, boxboard and containers, automotive tools and machinery, radio electronics and avionics equipment, oil burners, furniture, pumps, gravel crushers, cranes, snow plows, electric-powered shovels, trailer parts, candy, office and drainage equipment, rubber goods, plastic bags, recycled corrugated cardboard, copper alloy and plastic molding, medical and chemical products, plumbing supplies, auto parts and toys, furnaces, livestock feed, structural steel, compressed gas, pharmaceuticals, avionics and earth-moving equipment, telecommunications equipment, home appliances

Incentive Programs—New and Existing Companies

Local programs: The Cedar Rapids Area Chamber of Commerce and its divisions are active in implementing growth plans, helping existing businesses, and recruiting companies from throughout the world. Its economic development division, Priority One, provides businesses with demographics and trade figures, site location assistance, and workforce development.

State programs: Part of the private-public partnership Cedar Rapids fosters is evident in such state programs as certain property tax exemptions, job training, low-interest loans and forgivable loans for business development, tax abatements on new research and manufacturing facilities, and state tax credits for new job creation. In addition, no sales or use taxes are assessed on equipment or computers and open port warehousing is available. The Iowa Values Fund, established in 2006, offers concentrated assistance to businesses operating in the following sectors: the life sciences, advanced manufacturing, and information solutions.

Job training programs: Cedar Rapids area businesses can take advantage of the Iowa Industrial New Jobs Training Program administered by Kirkwood Community College, which provides education and training for new employees of new and expanding companies at little or no cost. The Community Economic Betterment Account (CEBA) program provides financial assistance to companies that create new employment opportunities, keep existing jobs, and make new capital investment in Iowa.

Development Projects

In 2007 the Priority One and the Iowa City Area Development Group had helped bring 6,000 new jobs and \$1.464 billion in capital investment to the Technology Corridor since 2003. Projects either underway or completed in this expansion include: a U.S. Cellular expansion of its engineering and customer call center, adding 15,000 square feet and 100 new jobs; a new \$10 million corporate headquarters and distribution center for Iowa Glass Co., and a dietary fiber production facility in the city built by German fiber manufacturer J. Rettenmaier & Söhne

In 2007 city planners were at work on the “Downtown Shared Vision Plan,” a comprehensive, long term improvement plan for downtown Cedar Rapids. The project includes a proposed Intermodal Transportation Facility at Second Street and Seventh Avenue SE and a riverfront trail near Mays Island. Also in 2007 Legends Sport Bar and Entertainment Center opened as the first sidewalk cafe in downtown Cedar Rapids.

Economic Development Information: Priority One, Economic Development Division, Cedar Rapids Area Chamber of Commerce, 424 First Avenue NE, Cedar

Rapids, IA 52401; telephone (319)398-5317; email infodesk@priority1.com

Commercial Shipping

A central location, efficient access, and low supply and distribution costs have contributed to the development of Cedar Rapids as a primary transportation hub in the Midwest. The city is at the center of the NAFTA corridor, and international connections are readily accessible. Additionally, Eastern Iowa Airport is a designated Foreign Trade Zone. There are several air cargo carriers operating out of the airport: Airborne Express, Ameriflight (DHL), Federal Express, and United Parcel Service. The airport shipped 23,853 tons of mail, freight and baggage in 2006. A leader in exporting goods, Cedar Rapids works closely with top importers in Canada, Japan, Mexico, Germany and France. Iowa is the only state bordered by two navigable rivers, and many area exports leave via water.

Cedar Rapids’s rail system also provides transportation services to many businesses. The Union Pacific East-West mainline travels through the city, as well as the Canadian National Railway and the Cedar Rapids and Iowa City Railway. The lines interchange with a number of major national airlines serving all of North America. In addition, Cedar Rapids is the only area able to serve Minneapolis, Chicago, St. Louis, and Omaha by freight carrier within a one-day round trip. More than 34 motor freight carriers with terminals located in the area provide interstate, intrastate and local freight services.

Labor Force and Employment Outlook

With an educated, available, and skilled workforce, Cedar Rapids maintains a productivity rate that is substantially above the national average. Absenteeism is less than 1 percent and industrial turnover is less than 1.5 percent. Area workers produce 20 percent more than the average American worker and score high in rankings of annual value added per production worker. With approximately 70 percent of the workforce having education beyond high school, and nearly half boasting an undergraduate degree or higher, local businesses have a large pool of educated workers to choose from. And in order to further train those workers, Cedar Rapids area businesses can take advantage of the Iowa Industrial New Jobs Training Program, which provides education and training for new employees of new and expanding companies at little or no cost. The program is administered by Kirkwood Community College.

In recent years Cedar Rapids’s workforce has come to reflect its increasingly diversified economy. Non-manufacturing employment in the area increased from 65,460 in 1984 to 130,000 in 2004. In 2007 the unemployment rate stood at 3.8 percent, below the national average and down from ten year highs nearing 6 percent in 2003.

The following is a summary of data regarding the Cedar Rapids metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 134,400

Number of workers employed in . . .

- construction and mining: 7,700
- manufacturing: 21,000
- trade, transportation and utilities: 29,700
- information: 5,100
- financial activities: 9,900
- professional and business services: 12,200
- educational and health services: 16,500
- leisure and hospitality: 11,200
- other services: 5,300
- government: 15,700

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.6% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
University of Iowa	16,495
Rockwell Collins, Inc.	7,300
University of Iowa Hospitals and Clinics	7,113
Hy-Vee Food Stores	2,971
Cedar Rapids Community School District	2,800
AEGON USA, Inc.	2,600
St. Luke's Hospital	2,400
Maytag Appliances	2,200
Mercy Medical Center	2,060
MCI	1,528

Cost of Living

Cedar Rapids's property taxes are the second-lowest of the state's eight largest cities with more than 50,000 people.

The following is a summary of data regarding several key cost of living factors in the Cedar Rapids area.

2007 (1st quarter) ACCRA Average House Price: \$251,900

2007 (1st quarter) ACCRA Cost of Living Index: 92.9

State income tax rate: 0.36% to 8.98%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$34.50 per \$1,000 of assessed valuation for properties within the Cedar Rapids Community School District; 51.6676% of the assessed value is subject to the property tax rate; therefore, a \$100,000 house would be taxed as if it were valued at \$51,667

Economic Information: Cedar Rapids Area Chamber of Commerce, 424 First Avenue NE, Cedar Rapids, IA 52401; telephone (319)398-5317.

■ **Education and Research**

Elementary and Secondary Schools

The Cedar Rapids Community School District is the second-largest of Iowa's public school systems, with an enrollment of 17,840 students. The average composite ACT score for Iowa high school students is 22.0, ranking Iowa second in the nation; Cedar Rapids's average score is 23.5. Kennedy High School is the only public high school in Iowa to offer a Chinese Language Program. In 2007 the city began a program to partner education with local businesses, called The Corridor STEM (science, technology, engineering, and math) Initiative. That same year, the district was working through a multi-year, \$52 million facilities improvement plan.

The following is a summary of data regarding the Cedar Rapids Community Schools as of the 2005–2006 school year.

Total enrollment: 17,837

Number of facilities

- elementary schools: 23
- junior high/middle schools: 6
- senior high schools: 3
- other: 1

Student/teacher ratio: 14.3:1

Teacher salaries (2005–06)

- elementary median: \$33,120
- junior high/middle median: \$38,100
- secondary median: \$34,370

Funding per pupil: \$7,478

There are a number of private schools in greater Cedar Rapids. Catholic schools in the metropolitan area enroll nearly 3,000 students.

Public Schools Information: Cedar Rapids Community Schools, Community Relations, 346 Second Avenue SW, Cedar Rapids, IA 52404; telephone (319)558-2124

Colleges and Universities

Six institutions of higher learning are located in the Cedar Rapids area. Coe College, Mount Mercy College, and Cornell College are all four-year, private, liberal arts

colleges. Coe College, founded in 1851, offers 40 degree choices and small class size, with an enrollment of 1,300 students from 33 states and 15 countries. Mount Mercy College was founded by the Sisters of Mercy and offers 35 majors, with 1,482 students in 2007. All new full-time freshmen receive some form of institutionally-funded financial aid, and in 2006-2007 nearly \$6 million in scholarships were awarded. Cornell College, founded in 1853, has an enrollment of just over 1,200 students, and is ranked in the top 7 percent of the nation's colleges and universities. The student faculty ratio is 11:1. It was featured in the book *40 Colleges that Change Lives*.

In nearby Iowa City, the University of Iowa offers 100 undergraduate degree programs, 110 graduate degree programs and 74 doctorate degree programs. Its medical, dental, law, pharmacy, and business colleges are nationally recognized. The school is composed of eleven colleges and has an annual enrollment of approximately 29,000. The University of Iowa Education and Conference Center is located in downtown Cedar Rapids.

Kirkwood Community College provides around one hundred vocational/technical, arts and sciences, and adult continuing education programs. Full-time enrollment tops 15,000 students. Hamilton Business College is the oldest business college in Iowa, offering one year diplomas and two year associate degree programs.

Libraries and Research Centers

The Cedar Rapids Public Library operates an architecturally impressive main facility as well as another branch on the west side of the city. It houses an up-to-date collection and a diverse array of services in comfortable surroundings. The library computer system, CD-ROM and Internet stations make information retrieval easy and convenient. The library offers programs for all ages, including story times, crafts, puppet and magic shows, author lectures, readings, demonstrations, and discussions. In 2005, 1,086,882 items were circulated and 576,797 people visited the libraries.

Cedar Rapids is also served by the Coe College and Kirkwood Community College libraries. Among special libraries are the National Czech and Slovak Museum and Library, which collects published and unpublished resources by and about the Czech and Slovak peoples, and the Iowa Masonic Library, which contains 100,000 volumes of reference materials and a collection of colonial, Native American, and foreign exhibits.

The University of Iowa Libraries house more than 4 million volumes and more than 40,000 serials, making it the 18th largest research collection in the country and the largest in Iowa. The university's law library has been ranked one of the top five law libraries in the nation.

Public Library Information: Cedar Rapids Public Library, 500 First Street SE, Cedar Rapids, IA 52401; telephone (319)398-5123

■ Health Care

Two major medical centers serve Cedar Rapids: Mercy Medical Center and St. Luke's Hospital, both of which have been recognized to be among the 100 top orthopedic hospitals in the United States. St. Luke's Hospital, with its 560 beds, specializes in cardiac care, behavioral health, obstetrics, rehabilitation, pediatrics, and surgery. In both 2004 and 2005, the hospital received Solucient's "100 Top Hospitals" award. It is the only facility in the area that performs open-heart procedures. In 2000, St. Luke's opened the area's largest ambulatory surgery unit in an effort to make outpatient procedures more convenient for patients and medical staff.

Mercy Medical Center's facilities include the Mercy Cancer Center, which participates in National Cancer Institute clinical research programs. In 2007 Mount Mercy College and Mercy Medical Center celebrated the one hundredth anniversary of their joint nursing program, "Mercy Nursing." In 2002 Mercy built the J. Edward Lundy Pavilion, a 170,000-square-foot facility which houses the Katz Cardiovascular Center, Mercy Surgical Services, Women's Center, and Birthplace obstetrical unit. The health care needs of area residents are also attended to at the University of Iowa Hospital and Clinics, one of the nation's largest teaching hospitals, located approximately 25 minutes away.

Health Care Information: St. Luke's Hospital, 1026 A Avenue NE, Cedar Rapids, IA 52406; telephone (319) 369-7211. Mercy Medical Center, 710 Tenth Street SE, Cedar Rapids, IA 52403; telephone (319)398-6011

■ Recreation

Sightseeing

A trip to Cedar Rapids might include a visit to Brucemore Mansion and Gardens, which is a National Trust Historic Site. A 21-room Queen Anne-style mansion on a 26-acre estate, Brucemore is the ancestral home of three prominent families who used it as a center for culture and arts. Built in 1884, it is now used for a variety of cultural events, including dance and drama performance, historical tours, garden walks, lectures, workshops, and educational programs.

The National Czech & Slovak Museum & Library preserve the city's ethnic heritage; they offer two exhibit galleries that focus on Czech and Slovak history and culture. In the area downtown along the Cedar River known as The Czech Village, shops, bakeries, and stores feature authentic crafts and foods. The Science Station, housed in a refurbished brick 1917 fire station, offers hands-on science and technology exhibits for children and adults. In 2001 the McLeod/Busse IMAX Dome Theatre was added to the property, offering science and nature themed movies on a six-story wraparound screen.

The Iowa Equestrian Center at Kirkwood Community College is one of Cedar Rapids's newest attractions, and the state's most comprehensive facilities for horse shows, workshops, programs, and equestrian events. It has indoor and outdoor arenas and facilities for over 200 horses.

Several points of interest are within driving distance of Cedar Rapids. The Amana Colonies, 20 minutes south of the city, is one of Iowa's most popular tourist attractions. It is composed of seven villages first settled in 1855 by German immigrants searching for religious freedom. Today, the Colonies are home to furniture stores, wineries, bakeries, and German restaurants run by the settlers' descendents. The Herbert Hoover Presidential Library and National Historic Site is in West Branch, 25 miles from Cedar Rapids. Attractions there include the presidential library and museum, a Quaker meeting house, a blacksmith shop, Hoover's birthplace, and Hoover's grave site.

Arts and Culture

An important part of cultural life in Cedar Rapids is the Museum of Art, with 5,000 works of art under its roof. The museum houses the world's largest collection of works by Grant Wood, Marvin Cone, and Mauricio Lasansky. They also have strong collections of early twentieth century paintings, Malvina Hoffman sculptures, and Regionalist art from the 1930s and 1940s. In 2003 Cedar Rapids also became home to the African American Historical Museum and Cultural Center of Iowa. This building features exhibits on Africa, the nation, and Iowa, and holds community and educational programs.

The city's cultural community presents a variety of concerts and shows and hosts visiting international performance groups. The renovated Paramount Theatre for the Performing Arts, with a hall of mirrors and Broadway-style marquee, is the home of the Cedar Rapids Symphony Orchestra. The symphony performs four concert series: Classics, Pops, Chamber, and Discovery Family. The Cedar Rapids Opera Theatre performs two to three operas per season. Past performances have included *Pirates of Penzance* and *La Traviata*. Its Young Artists Program allows pre-professional singers the opportunity to perform in mainstage productions.

Theatre Cedar Rapids presents eight mainstage shows in a repertoire ranging from musicals to drama, and is one of the 20 largest community theatres in the country. It is housed in the Iowa Theatre Building, first opened in 1928 and extensively renovated in 1980. Off-season the building is busy hosting a variety of other performances, including comedy shows and concerts. The Old Creamery Theatre Company performs an April-to-December season at the Amana Colonies. Area colleges sponsor a host of cultural programs. Among them is the Summer Rep series at the University of Iowa

University Theatres, which features works each season by a single modern playwright. The university's Hancher Auditorium hosts more than 40 major international cultural events each year in its 2,500-seat auditorium.

For a taste of small-town Iowa during the turn of the century, visitors can walk through the Ushers Ferry Historic Village. Composed of more than 30 authentic buildings and homes over 10 acres of land, the facility gives tours, workshops, and historical reenactments. Turn-of-the-century farm life can be relived at Seminole Valley Farm, where the restored family farm and out-buildings are now home to tours and history exhibits. In nearby Marion, the nineteenth-century Granger House is open for tours of the Victorian home and carriage house.

Festivals and Holidays

A festival, parade, or show is scheduled nearly every weekend of the year in Cedar Rapids. The Cedar Rapids Freedom Festival, a city staple for more than 20 years, is an 11-day festival encompassing more than 75 events for all ages during the month of July. Also in July, nearby Hiawatha hosts its Hog Wild Days, a week-long festival that raises money for community programs. During the spring, the Marion Arts Festival brings together 50 artists from across the country, displaying and selling a wide variety of art. Live music, food vendors, and family-friendly activities are also featured. In January, the Amana Colonies is home to WinterFest, a day of Winter fun including a 5K run/walk, wagon rides, cross-country skiing, ice skating, and winery tours.

Sports for the Spectator

The Cedar Rapids Kernels, a Class A farm club of the National League Anaheim Angels professional baseball club, play a full home schedule in the Midwest League at Veterans Memorial Park, which seats 5,300 people. For automobile-racing enthusiasts, Hawkeye Downs Speedway hosts a number of sanctioned racing events in modern facilities. Visiting regional and national series have included the NASCAR REMAX Series and American IndyCar Series. Hockey enthusiasts are crowding games of the new RoughRiders junior hockey team at the Cedar Rapids Ice Arena.

The full range of major college sports is presented at the University of Iowa in nearby Iowa City, where the Hawkeyes engage in Big Ten competition. Coe College, Mount Mercy College, and Kirkwood Community College in Cedar Rapids, and Cornell College in Mount Vernon compete in a number of sports.

Sports for the Participant

Cedar Rapids boasts 73 named parks on over 4,000 acres of land. Recreation facilities include all weather basketball courts, splash pads, sand volleyball courts, a BMX dirt track at Cheyenne Park, rugby field, an off-leash dog exercise area, 23 pavilions, baseball and softball fields,

picnic areas, and two frisbee golf courses. For the golfing enthusiast, the city also has 4 municipal golf courses, 4 privately owned golf courses, and 3 country clubs. The area is also home to many miles of nature trails. The Cedar Valley Nature Trail, once a railroad bed, offers 52 miles of trails for biking, hiking, and skiing through recreation areas, along riverbanks, and through small towns. The Sac and Fox National Recreational Trail follows Indian Creek through wooded areas and is used for hiking, horseback riding, bicycling, skiing, and dog sledding.

Recreation Information: Cedar Rapids Parks and Recreation Department, 3601 42nd St. NE, Cedar Rapids, IA 52401; telephone (319)286-5080

Shopping and Dining

The Cedar Rapids area offers a wide range of shopping and dining attractions. The city is home to two enclosed malls (the Lindale Mall and Westdale Mall) with a combined total of more than 170 shops. Downtown, more than 100 individual stores are woven through the city streets. In nearby Williamsburg, shoppers can find the Tanger Factory Outlet Center, with more than 70 outlet stores. Additionally, Czech Village and the Amana Colonies offer an assortment of specialty shops. Dining choices consist of a mix of ethnic and traditional cuisines, with an abundance of regional and national chains as well as unique locally owned restaurants. Three farmer's markets operate in the warm-weather months, offering locally grown fruits, vegetables, flowers, and baked goods.

Visitor Information: Cedar Rapids Area Convention and Visitors Bureau, 119 First Avenue SE, Cedar Rapids, IA 52406; toll-free (800)735-5557

■ Convention Facilities

Cedar Rapids offers a variety of convention facilities depending on one's needs. The multipurpose Cedar Rapids Education and Conference Center, in downtown Cedar Rapids, houses different sized rooms with up-to-date multimedia equipment. The facility partners with a number of local hotels and restaurants. Coe College, Kirkwood Community College, and Mount Mercy College also offer smaller conference facilities, and for those groups looking for an abundance of space, the Hawkeye Downs Speedway, U.S. Cellular Center, and Veterans Memorial Coliseum have facilities available.

Hotels and motels in metropolitan Cedar Rapids offer accommodations for a range of meeting and convention needs. There are four area hotels specializing in conventions that can accommodate up to one thousand people: Best Western Longbranch Hotel & Convention Center, Cedar Rapids Marriott, Clarion Hotel & Convention Center, and Crowne Plaza Five Seasons Hotel.

Convention Information: Cedar Rapids Convention and Visitors Bureau, 119 First Avenue SE, Cedar Rapids, IA 52406; toll-free (800)735-5557

■ Transportation

Approaching the City

The Cedar Rapids Airport, just south of the center of the city off of I-380, handles an average of 80 commercial flights daily. Seven different airlines offer commercial flights out of the airport. One third of the country's population is within an hour's flight from Cedar Rapids. All passengers have access to the airport's Information Center and Business Center. In 2006, 507,724 passengers took off from the Cedar Rapids Airport.

Cedar Rapids is linked with points throughout the nation by two interstate highways, I-380 (north-south) and I-80 (east-west). Federal highways are 30/218, which runs east to west through the south sector Cedar Rapids, and 151, which intersects the city diagonally northeast to southwest. State routes include 150, running parallel with I-380, and east-west 94. Cedar Rapids is located mid-point on the newly designated "Avenue of the Saints" that connects St. Louis, Missouri and St. Paul, Minnesota. The area is also served by a number of commuter rail lines.

Traveling in the City

The Cedar River divides Cedar Rapids into east and west sectors; for address purposes, streets are designated according to quadrants: northeast, northwest, southeast, and southwest. The City Bus Department and taxis are headquartered in the Ground Transportation Center on Fourth Avenue. Linn County LIFTS provides service to the elderly and handicapped in the metropolitan area with specially-equipped buses.

■ Communications

Newspapers and Magazines

The major daily newspaper in Cedar Rapids is the *Cedar Rapids Gazette*, a locally owned morning paper. Also published in the city is *Iowa Farmer Today*, a weekly agricultural newspaper, and *Buildings*, a monthly magazine about facilities construction and management. The *Fraternal Herald (Bratrsky Vestnik)* is a monthly benefit society magazine.

Television and Radio

Television affiliates broadcasting from Cedar Rapids include CBS and NBC, and cable service is available. A dozen AM and FM radio stations schedule musical,

special interest, nostalgia, news, and public affairs programming.

Media Information: *Cedar Rapids Gazette*, 500 Third Avenue SE, Cedar Rapids, IA 52406; telephone (319)398-8333

Cedar Rapids Online

Cedar Rapids Community Schools. Available www.cr.k12.ia.us

Cedar Rapids Downtown District. Available www.downtowncr.org

Cedar Rapids Gazette online. Available www.gazetteonline.com

Cedar Rapids Public Library. Available www.crlibrary.org

Chamber of Commerce. Available www.cedarrapids.org

City and area information. Available www.fyiowa.com

Convention and Visitor Information. Available www.cedar-rapids.com

Priority One Economic Development Department. Available www.priority1.com

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Engle, Paul, *A Lucky American Childhood (Singular Lives)* (University of Iowa Press, 1996)



Davenport

■ The City in Brief

Founded: 1808 (incorporated 1836)

Head Official: Mayor Edwin G. Winborn (since 2006)

City Population

1980: 103,264

1990: 95,333

2000: 98,359

2006 estimate: 99,514

Percent change, 1990–2000: 2.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: 212th

U.S. rank in 2000: 267th

Metropolitan Area Population

1980: 384,000

1990: 350,861

2000: 359,062

2006 estimate: 377,291

Percent change, 1990–2000: 2.3%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 114th

Area: 63 square miles (2000)

Elevation: Ranges from 579 to 700 feet above sea level

Average Annual Temperature: 48.1° F

Average Annual Precipitation: 35.1 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.1% (June 2007)

Per Capita Income: \$22,297 (2005)

2005 FBI Crime Index Property: 7,080

2005 FBI Crime Index Violent: 1,323

Major Colleges and Universities: St. Ambrose University; Marycrest International University

Daily Newspaper: *Quad-City Times*

■ Introduction

Davenport is the seat of Scott County and the largest of four cities in Iowa and Illinois that comprise the Quad Cities metropolitan area; the other three cities are Bettendorf, Iowa; Rock Island, Illinois; and Moline, Illinois. Because of its location on the Mississippi River, Davenport played an important role in western expansion during the nineteenth century; along with the other Quad Cities, Davenport continues to be a world leader in the production of farm equipment. With the introduction of riverboat gambling in the 1990s, Davenport began to emerge as a top Midwestern tourist destination. Davenport's economic resurgence, beginning in 2001, has brought millions of dollars of additional development to the city.

■ Geography and Climate

Davenport is set on a plain on the north bank of the Mississippi River, where the river forms the boundary between Iowa and Illinois. Davenport's section of the generally north-to-south-flowing river flows from east to west. Unlike every other major city bordering the Mississippi, Davenport has no permanent floodwall or levee, as the city prefers to retain open access to the water. Occasionally, flooding occurs and millions of dollars of property damage results. Located in the heart of an agricultural region, the city is within 300 miles of most other major Midwestern cities. Davenport's position near the geographic center of the country produces a temperate, continental climate that is characterized by a wide range in temperatures. Summers are short and hot;

winters are usually severe, with an average annual snowfall of just over 30 inches.

Area: 63 square miles (2000)

Elevation: Ranges from 579 to 700 feet above sea level

Average Temperature: 48.1° F

Average Annual Precipitation: 35.1 inches

■ History

Westward Expansion Targets Davenport Townsite

In the early 1800s the land now occupied by the city of Davenport was the site of bloody fighting between Native Americans and settlers from the eastern United States. This location was valuable in the westward expansion beyond the Mississippi River, serving as a trading center of the American Fur Company. Early treaties specified that the Sac tribe could remain in their villages until the land was surveyed and sold to settlers; warfare resulted, however, after Chief Black Hawk and his followers refused to leave the land on the order of the United States Government agent at Fort Armstrong. In the fall of 1832, Black Hawk was captured and returned to Fort Armstrong, where he signed a treaty, known as the Black Hawk Purchase, that conveyed to the United States six million acres of land west of the Mississippi River.

Two figures stand out in the period that predates the formation of Davenport. The city was named for Colonel George Davenport, an Englishman who had served in the United States Army and then established a fur trading post in the vicinity. Antoine LeClaire, an interpreter who was fluent in three languages and several Native American dialects, served as interpreter for the Black Hawk Purchase. For his efforts the federal government, at the request of Chief Keokuk, awarded him a section of land opposite Rock Island and another section at the head of the rapids above Rock Island where the treaty was negotiated. In 1833, in a claim dispute over land he owned, LeClaire settled for a quarter-section bounded by Davenport's present-day Harrison Street, Warren Street, and Seventh Street. In 1835 Colonel Davenport and six other men formed a company to survey a townsite; they purchased this section from LeClaire, who succeeded in having the new town named after his good friend Davenport. The town was incorporated in 1836.

The initial sale of lots attracted few buyers and in the first year only a half dozen families relocated to the new town. LeClaire and Davenport erected a hotel on the corner of Ripley and First Streets, naming it the Hotel Davenport. By the spring of 1837, the population was growing; a town retailer, for instance, served customers who traveled hundreds of miles to buy goods from his

inventory, valued at \$5,000. In December of that year, the Wisconsin Territorial Legislature authorized the creation of Scott County, named after General Winfield Scott. A dispute subsequently broke out between Davenport and neighboring Rockingham for the right to be the county seat. The matter was decided, after three elections, in favor of Davenport; in time, Rockingham was absorbed by the larger city. Davenport received its first city charter in 1839.

Industry and Culture Establish Traditions

During the decade before the Civil War, Davenport increased its population more than fivefold, with an influx of immigrants from Germany that continued unabated into the 1890s. These new residents imported music and other cultural interests to Davenport, creating institutions such as the Davenport Public Museum and the Municipal Art Gallery. The first railroad bridge to span the Mississippi River was completed in 1856 between Davenport and Rock Island, contributing to the development of the western frontier. The Rock Island Arsenal opened in 1861 to help Union war efforts; the arsenal eventually grew to become one of the largest in the world. In the post-Civil War era Davenport prospered as a riverboat town and as a burgeoning industrial center for the manufacture of cement, steel and iron products, and leather goods.

By the turn of the twentieth century, Davenport was considered the "Washing Machine Capital of the World"—the revolutionary home appliance was invented in the city—and the "Cigar Making Capital of the Midwest." The cigar industry flourished in Davenport until World War II. Davenport counts among its former citizens a number of prominent Americans. B. J. Palmer, the inventor of chiropractics, and his son, D. D. Palmer, were lifelong residents; the younger Palmer used his radio station to introduce Americans to his new medical practice and to Davenport. Buffalo Bill Cody grew up in the rural Davenport area; Dixieland jazz great Bix Beiderbecke was born in the city; and two Pulitzer Prize winners, Charles Edward Russell and Susan Glaspell, once lived there.

Davenport and the Quad Cities region, having invested tens of millions of dollars in the 1990s on lavish riverboat casinos, provide "Midwest Magic on the Mississippi River," with a cost of living that's well below the national average.

Historical Information: Putnam Museum of History and Natural Science Library, 1717 W. 12th Street, Davenport, IA 52804; telephone (319)324-1933

■ Population Profile

Metropolitan Area Residents

1980: 384,000

1990: 350,861



©James Blank.

2000: 359,062
2006 estimate: 377,291
Percent change, 1990–2000: 2.3%
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: 114th

City Residents

1980: 103,264
1990: 95,333
2000: 98,359
2006 estimate: 99,514
Percent change, 1990–2000: 2.8%
U.S. rank in 1980: Not available
U.S. rank in 1990: 212th
U.S. rank in 2000: 267th

Density: 1,566 people per square mile
(2000)

Racial and ethnic characteristics (2005)

White: 77,267
Black: 9,794
American Indian and Alaska Native: 280
Asian: 2,856

Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 5,929
Other: 3,782

Percent of residents born in state: 61.9%
(2000)

Age characteristics (2005)

Population under 5 years old: 7,948
Population 5 to 9 years old: 6,371
Population 10 to 14 years old: 6,724
Population 15 to 19 years old: 6,206
Population 20 to 24 years old: 6,372
Population 25 to 34 years old: 14,770
Population 35 to 44 years old: 14,368
Population 45 to 54 years old: 11,993
Population 55 to 59 years old: 6,059
Population 60 to 64 years old: 3,926
Population 65 to 74 years old: 5,496
Population 75 to 84 years old: 3,361
Population 85 years and older: 1,788
Median age: 34.7 years

Births (2006, MSA)

Total number: 5,132

Deaths (2006, MSA)

Total number: 3,487

Money income (2005)

Per capita income: \$22,297

Median household income: \$42,801

Total households: 38,541

Number of households with income of . . .

less than \$10,000: 3,206

\$10,000 to \$14,999: 2,994

\$15,000 to \$24,999: 5,207

\$25,000 to \$34,999: 3,982

\$35,000 to \$49,999: 6,842

\$50,000 to \$74,999: 8,194

\$75,000 to \$99,999: 3,769

\$100,000 to \$149,999: 2,555

\$150,000 to \$199,999: 1,244

\$200,000 or more: 548

Percent of families below poverty level: 12.4% (2005)

2005 FBI Crime Index Property: 7,080

2005 FBI Crime Index Violent: 1,323

■ Municipal Government

Davenport, the seat of Scott County, is administered by a council-mayor form of government. Ten city council members—eight chosen by ward and elected at large—and the mayor serve two-year terms; the mayor appoints a city administrator. Davenport, once the only city in Iowa to hold partisan political elections, has elected its mayor on a non-partisan basis since 1997.

Head Official: Mayor Edwin G. Winborn (since 2006; current term expires 2008)

Total Number of City Employees: 815 full-time (2007)

City Information: City Hall, 226 West 4th Street, Davenport, IA 52801; telephone (563)326-7701

■ Economy

Major Industries and Commercial Activity

The Davenport economic base is diversified, with a relatively equal distribution among the manufacturing, wholesale and retail, and services sectors. Manufacturing has traditionally been a principal industry in the city; major corporations who maintain a presence in the Quad Cities include Alcoa, John Deere, Kraft, Tyson, Modern Woodmen of America, and Honda. The total value of industrial output in the area tops \$40 billion. There is also

a defense manufacturing presence in the region, with over 6,000 workers employed by the United States Department of Defense at the Rock Island Arsenal. Davenport is also a primary retail and wholesale trade center, drawing from a market area encompassing a radius of up to 100 miles. Business and industry in Davenport benefit from the Quad City financial community. More than 40 area banks and lending institutions, in conjunction with the state of Iowa, have established a fiscal atmosphere favorable to new business and the expansion of existing firms through progressive and conventional financing procedures. Other important regional economic sectors include food processing and packaging, information technology, warehousing, and distribution.

Items and goods produced: agricultural implements, construction machinery, military equipment, airplane parts, chemicals, meat and food products, lumber and timber, sheet aluminum, metal products, cement and foundry products, electronic parts, clothing, printing and publishing products

Incentive Programs—New and Existing Companies

Local programs: City programs include loans and tax abatement programs for job creation and investment in real estate. The city of Davenport currently qualifies to offer the advantages of operating in an Enterprise Zone.

State programs: State programs include certain property tax exemptions, job training, low-interest loans and forgivable loans for business development, tax abatements on new research and manufacturing facilities, and state tax credits for new job creation. In addition, no sales or use taxes are assessed on equipment or computers and open port warehousing is available. The Iowa Values Fund, established in 2006, offers concentrated assistance to businesses operating in the following sectors: the life sciences, advanced manufacturing, and information solutions. The Revitalize Iowa's Sound Economy (RISE) provides funds to cover costs of transportation directly related to economic development projects.

Job training programs: Job training programs are available that offset wages and training costs of employees. These programs are paid for through the diversion of payroll and property taxes that would normally accrue to the state/community. They also provide Iowa income tax credits. The Iowa Industrial New Jobs Training Program operates in the Quad Cities through Eastern Iowa Community College.

Development Projects

A significant development in Davenport and environs was the introduction of riverboat casino gambling in the 1990s. Tens of millions of dollars have been poured into these ventures and tourists have been responding.

Davenport's Downtown Partnership has focused on developing the city's central business district by retaining existing businesses, developing opportunities for new businesses, and providing housing for those employed in the urban area. Since 2001, the River Renaissance program has revitalized Davenport's historic downtown through more than \$100 million worth of community investment.

In 2007 Davenport received a major developmental boon when it was awarded one of Iowa's "Great Places" grants. The initiative doles out state assistance to cities that present a comprehensive, workable plan for the revitalization of certain areas in order to attract new residents and business. Program requirements call for recipients to create a plan based on creating "engaging experiences; rich, diverse populations and cultures; a vital, creative economy; clean and accessible natural and built environments; well-designed infrastructure; and a shared attitude of optimism that welcomes new ideas." The Davenport plan stipulated improvements to Centennial Park, LeClaire Park and the River Drive corridor. No completion dates had been announced in 2007.

Economic Development Information: Quad City Development Group, 1830 Second Avenue, Suite 200, Rock Island, IL 61201; telephone (563)326-1005; toll-free (800)747-7436

Commercial Shipping

Davenport's mid-continent location is favorable to freight distribution, with one-day delivery by highway and rail to points throughout the Midwest. As a U.S. Customs Port of Entry and a Foreign Trade Zone (FTZ), Davenport is also a center for national and international commerce. Its Quad Cities Container Terminal works with the FTZ to permit materials to be shipped around the world without being unpacked or passing through customs until they reach their final destination. A regional headquarters of United Parcel Service is located in Davenport; in all, three cargo carriers ship through the Quad City Airport. More than 100 motor freight companies maintain warehouses in the Quad Cities. Four rail carriers provide local switching services. Of the region's nearly 50 private and public barge terminals, more than half offer access by rail and/or highway. More than 60 truck terminals and more than 70 motor freight carriers serve the Quad Cities. Bulk commodity shippers find the Quad Cities barge service to be a highly cost-efficient shipping option.

Labor Force and Employment Outlook

Davenport claims a productive, skilled labor force that can be employed at a lower cost than the national average. Because of the area's long history as a manufacturing center, the work force possesses many of the traditional skills associated with equipment manufacturing and metal fabricating. The service sector is the fastest-growing, led

by the proliferation of gambling casinos and attendant industries catering to tourists.

In September 2007 the Quad Cities unemployment rate was 4.3 percent, down from ten-year highs of 6.6 percent in 2001, but fairly consistent with the average rate over the same time period. Between 1997 and 2007, the area work force grew by over 15,000 workers. In 2007 analysts projected that the area population would grow to over 370,000 by 2025.

The following is a summary of data regarding the Davenport city metropolitan area labor force, 2005 annual averages.

Size of nonagricultural labor force: 46,300

Number of workers employed in . . .

construction and mining:	2,082
manufacturing:	7,652
trade, transportation and utilities:	8,758
information:	587
financial activities:	2,064
professional and business services:	4,424
educational and health services:	10,048
leisure and hospitality:	5,923
other services:	2,481
government:	5,901

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.1% (June 2007)

Largest Quad City employers (2003)

	Number of employees
Deere & Co.	7,550
Aluminum Company of America	2,500
IBP	2,200
Rock Island Arsenal	1,814
Oscar Mayer Food Corp.	1,800
Eagle Food Centers	1,622
Case Corp.	1,600
Genesis Medical Center	1,294
Trinity Medical Center	1,203
John Deere Davenport Works	802
MidAmerican Energy	757

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$287,004

2007 (1st quarter) ACCRA Cost of Living Index:
96.1

State income tax rate: 0.36% to 8.98%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: \$32.49 per \$1,000 assessed valuation

Economic Information: Davenport Chamber of Commerce, 102 S. Harrison Street, Davenport, IA 52801; telephone (563)322-1706

■ Education and Research

Elementary and Secondary Schools

Public elementary and secondary schools in Davenport are part of the Davenport Community School District, which also serves the communities of Buffalo, Blue Grass, and Walcott. Iowa consistently ranks among the top states in the country for average ACT composite scores. The district boasts a ratio of one computer for every 3.5 students. The Davenport School Museum seeks to preserve records and memorabilia commemorating the history of the Davenport Community Schools. Nearly a thousand students graduate each year in the district.

The following is a summary of data regarding the Davenport Community Schools as of the 2005–2006 school year.

Total enrollment: 15,921

Number of facilities

elementary schools: 24
junior high/middle schools: 6
senior high schools: 3
other: 1

Student/teacher ratio: 15.2:1

Teacher salaries (2005–06)

elementary median: \$39,460
junior high/middle median: \$40,620
secondary median: \$39,940

Funding per pupil: \$7,645

Several private and parochial schools offer education alternatives in the Davenport metropolitan region, including Assumption High School and Trinity Lutheran School.

Public Schools Information: Davenport Community School District, 1606 Brady Street, Davenport, IA 52803; telephone (563)336-5000

Colleges and Universities

The Quad Cities are home to a private, four-year liberal arts college; a state university regional center; two community colleges; a world-famous chiropractic college; and a graduate-level consortium. Among the institutions of higher learning located in Davenport is St. Ambrose University, a coeducational liberal arts college affiliated with the Catholic Church. St. Ambrose grants a master's degree in addition to baccalaureate degrees, and in 2007 there were 3870 students. Programs at St. Ambrose include music education, industrial engineering, nursing, pastoral theology, and criminal justice degrees. The Palmer College of Chiropractic, the country's oldest chiropractic institute, provides a five-year course of study toward the doctor of chiropractic degree, as well as bachelor and master of science degrees. The school has a 12:1 student-teacher ratio, and boasts that its alumni comprise nearly a third of the certified practicing chiropractors worldwide. Eastern Iowa Community College, which awards associate degrees, offers continuing education and vocational and technical training. The Quad Cities Graduate Study Center represents a consortium of eight Iowa and Illinois institutions; the center coordinates course offerings and applies credit toward advanced degrees, including 87 master's degree programs and 45 certificates.

Among colleges and universities within commuting distance of Davenport are Augustana College in Rock Island, Illinois; the University of Iowa in Iowa City; and Knox College in Galesburg, Illinois.

Libraries and Research Centers

The Davenport Public Library operates one branch, a coffeshop, and a bookstore in addition to its main facility, which holds approximately 300,000 volumes, including periodical subscriptions, CD-ROMs, and audio and videotapes. In 2007 renovations were completed on the Main Library, which also houses the Richardson-Sloane Special Collections Center. Library patrons can also search for materials through the Quad-LINC library catalog, which provides access to more than 30 area libraries. The library, a depository for state and federal documents, maintains special collections on chess and Iowa authors. Also based in Davenport is Southeastern Library Services, which provides libraries in the region with reference back-up, continuing education classes, and library development and support services. Libraries Together, a group comprised of the directors of the four public libraries in Scott County, Iowa, meets monthly.

Specialized libraries and research centers in Davenport are affiliated with colleges, museums, corporations, the Scott County Genealogical Society, and the Scott County Bar Association.

Public Library Information: Davenport Public Library, 321 Main Street, Davenport, IA 52801-1490; telephone (563)326-7832; fax (319)326-7809

■ Health Care

Davenport is a health care center for the Quad City metropolitan area. Genesis Medical Center is a 502-bed facility in two campuses; the West Central Park and East Rusholme Street facilities offer more than 450 physicians and 3,100 staff members. In 2005 Genesis earned “Magnet Designation,” nursing’s highest honor. Palmer College operates four chiropractic clinics in the city. Other medical facilities accessible from Davenport include Trinity Medical Center in Rock Island (with over 350 beds on two campuses) and Moline, Illinois, and Genesis Medical Center Illini Campus in Silvis (which features a birth center and Emergency Room/trauma facility). Davenport residents have access to the University of Iowa Medical Center, one of the world’s largest university-owned research hospitals.

■ Recreation

Sightseeing

The Village of East Davenport was founded in 1851 and prospered from the logging industry along the Mississippi River, playing a significant role in western migration. Today, the village is 60 square blocks of more than 500 preserved and redeveloped homes and businesses; small shops, new businesses, and one-family residential homes are combined in a variety of historical styles. An elaborate recreation of nineteenth-century America at Christmas time takes place in the village each year on the first Friday and Saturday of December.

Among other historic sites are the Buffalo Bill Cody homestead in nearby McCausland, the Buffalo Bill Museum in LeClaire, and the Rock Island Arsenal, where Colonel George Davenport’s home is located. The Davenport House is open for sightseeing from May to October on Thursday through Saturday. Attractions on Arsenal Island include the National Cemetery and the Confederate Cemetery, both dating back to the Civil War. The Vander Veer Botanical Garden, listed on the National Register of Historic Places, is a 33-acre park with annual and perennial beds, a formal rose garden, and a conservatory. The Conservatory is renowned for its floral shows and tropical plants. Another sightseeing attraction near Davenport is located on a 1,000-acre site that overlooks the Rock River Valley in Moline, Illinois, where the Deere & Company Administrative Center—the company’s world headquarters—was designed by Eero Saarinen, the celebrated Finnish architect.

Arts and Culture

The Quad City Symphony Orchestra, founded in 1914, is housed in the Adler Theatre, a restored Art Deco movie palace; the orchestra performs a six-concert season with

international guest artists. The Adler is also the home of the Broadway Theatre League, which hosts touring shows. Other organizations that sponsor musical events are the Friends of Chamber Music, the Handel Oratorio Society, and the American Guild of Organists. New to Davenport’s performing arts scene are the Cassandra Manning Ballet Theatre and Ballet Quad Cities. Additional restorations to the 2,400-seat Adler were completed in 2006 with funding from the River Renaissance initiative.

The Putnam Museum of History and Natural Science, situated on a bluff overlooking the Mississippi River, houses exhibits on natural science, tribal cultures, ancient civilizations, and the Mississippi River valley. The permanent exhibit, “River, Prairie and People,” illustrates the history of the Quad Cities from prehistoric times to the present. The museum also houses an IMAX theater and the Heritage Theatre. The Figge Art Museum, formerly the Davenport Museum of Art, is Iowa’s first municipal art museum. It is located next door to the Putnam at the entrance to Fejervary Park and contains more than 13,000 square feet of gallery space, as well as five fully equipped art-making studios and an auditorium. The Winter Garden, a glass-walled structure on the top level of the museum, provides a beautiful view of the Mississippi River. The museum’s Regionalist Collection includes the Grant Wood Display, a permanent collection of the works of Iowa’s most famous artist. Other collections include European Old Masters, Mexican Colonial Art, and Haitian Art.

The Hauberg Indian Museum, part of Blackhawk State Historic Site in Rock Island, Illinois, preserves the heritage of the Sac and Fox tribes. Local history can be explored at the Family Museum of Arts & Science in Bettendorf. River Music Experience, a museum dedicated to American roots music, opened its doors in 2004. More than a museum, River Music Experience is also an entertainment center, as interactive exhibits expose visitors to the sounds of traditional American music.

Festivals and Holidays

The Mississippi River in the summertime is the focal point for many of Davenport’s annual events. The Fourth of July holiday features the Mississippi Valley Blues Festival. The week-long Great Mississippi Valley Fair, featuring a carnival and entertainment, begins in late July. Top Dixieland bands from around the world flock to the Bix Beiderbecke Memorial Jazz Festival in July. During the festival, a nationally known seven-mile race called the Bix Seven is run. On Mother’s Day weekend and the weekend after Labor Day, Midwestern artists and craftspeople display their works on the streets of downtown Davenport. Annually in late July or early August the Quad Cities host the Great River Tug Fest, where 10-member teams from Iowa and Illinois play tug-of-war across the Mississippi River.

Sports for the Spectator

The Quad-City Swing, a Midwest League Class A professional baseball affiliate of the St. Louis Cardinals of the National League, play a home schedule of 70 baseball games at the newly-renovated John O'Donnell Stadium in Davenport. The Quad-City Downs in East Moline sponsors televised harness racing year-round. The *Quad-City Times* Bix 7 Run is held in late July; more than 17,000 runners—including nationally known competitors—challenge the hills of Davenport. The John Deere Classic, a Professional Golfers Association event, is also held locally. The Quad City Flames, who compete in the American Hockey League, played their inaugural season at the iWireless Center in Moline in 2007-2008. Cordova Dragway Park offers drag-racing events throughout the summer, and stock car racing is available at several area tracks.

Sports for the Participant

The Davenport Parks and Recreation Department manages 22 recreation parks on 2,200 acres of public facilities for golf, tennis, swimming, jogging, and softball. Scott County Park, 6 miles north of Davenport on more than 1,000 acres of land, features picnic grounds, an Olympic-size pool, and an 18-hole golf course. Davenport's proximity to the Mississippi River provides easy access for boating and various other water sports; riverboat casino gambling out of Davenport and Bettendorf is offered November through March. Skiing is possible from December to March in Taylor Ridge.

Shopping and Dining

Davenport's Northpark Mall is Iowa's largest mall; anchored by five major stores, it houses more than 165 specialty shops. A variety of specialty and gift shops, clothing stores, restaurants, and taverns are located in the historic Village of East Davenport. American and family dining is the focus of the majority of local restaurants, with a sampling of Chinese cuisine, pubs, and delis also offered.

Visitor Information: Quad Cities Convention and Visitors Bureau, 102 S. Harrison St., Davenport, IA 52801; telephone (563)322-3911; toll-free (800)747-7800; email cvb@quadcities.com

■ Convention Facilities

The RiverCenter, located in downtown Davenport and accessible to the airport and interstate highways, is a complex consisting of an exhibition hall, a theater, and a luxury hotel, with a total square footage of 100,000. The exhibition hall contains 13,500 square feet of multipurpose space to accommodate up to 1,800 participants in convention, trade show, banquet, and concert settings.

Separate meeting rooms, with customizing features, are designed for groups ranging from 20 to 250 people. Attached to RiverCenter are the 2,500-seat Art Deco-style Adler Theatre, President Casino Hotel, and Radisson Quad City Plaza Hotel.

Hotels and motels in Davenport offer meeting facilities; among them is the Clarion Hotel Davenport, with six meeting rooms, a ballroom, and two conference halls; 35,228 square feet of space accommodates up to 1,500 participants. Accommodations are available at traditional hotels and motels as well as bed-and-breakfasts located in historic riverfront homes, mansions, and farmhouses.

Convention Information: Quad Cities Convention and Visitors Bureau, 102 S. Harrison St., Davenport, IA 52801; telephone (563)322-3911 or (800)747-7800

■ Transportation

Approaching the City

The Quad City International Airport, 15 minutes from downtown Davenport in Moline, Illinois, is served by 5 airlines offering daily direct flights to and from Chicago, Detroit, Atlanta, Las Vegas, Orlando, Memphis and Minneapolis-Saint Paul. In 2006 the airport served 913,522 passengers. Davenport Municipal Airport handles corporate aircraft and acts as a reliever airport for Quad City International Airport.

Four interstate, four U.S. highways, and five state highways connect Davenport with points throughout the Midwest and across the United States. I-280 is an outerbelt around the Quad City region. I-80 passes through the city from New York to San Francisco; I-74 links Davenport with Indianapolis and Cincinnati to the east. U.S. 61 runs north-south, from Minneapolis-St. Paul; U.S. 67 extends south to St. Louis; and U.S. 6 connects Davenport with the East and West Coasts.

Traveling in the City

Corresponding to a grid pattern, Davenport's north-south streets are named and east-west streets are numbered. River Drive follows the waterfront of the Mississippi River.

Citibus, which has a fleet of about twenty buses, operates regularly scheduled bus routes in Davenport on weekdays and Saturday. Special bus service is available for the elderly and handicapped.

■ Communications

Newspapers and Magazines

The Davenport daily newspaper is the morning *Quad-City Times*. Weekly newspapers are *The Catholic Messenger* and *The Davenport Leader*.

Television and Radio

Nine commercial television stations are based in Davenport; viewers receive broadcasts from several other stations in Rock Island and Moline, Illinois; cable television service is available. Radio listeners can tune to nearly a dozen AM and FM stations broadcasting from Davenport that offer sports plus country, light, oldies, classic hits, and rock music.

Media Information: *Quad-City Times*, 500 E. Third St., Davenport IA 52801 telephone (563)383-2200

Davenport Online

City and area information. Available www.fyiowa.com

Quad Cities Convention and Visitors Bureau.

Available quadcities.com

Quad Cities online. Available www.quadcities.com

Quad City Development Group. Available www.quadcities.org

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Des Moines

■ The City in Brief

Founded: 1843 (incorporated 1851; chartered 1857)

Head Official: Mayor Frank Cownie (since 2004)

City Population

1980: 368,000

1990: 392,928

2000: 198,682

2006 estimate: 193,886

Percent change, 1990–2000: –49.4%

U.S. rank in 1980: 74th

U.S. rank in 1990: 80th

U.S. rank in 2000: 106th (State rank: 1st)

Metropolitan Area Population

1980: Not available

1990: Not available

2000: 481,394

2006 estimate: 534,230

Percent change, 1990–2000: Not available

U.S. rank in 1980: 74th

U.S. rank in 1990: 80th

U.S. rank in 2000: 106th (State rank: 1st)

Area: 76 square miles (2000)

Elevation: 838 feet above sea level

Average Annual Temperature: 49.7° F

Average Annual Precipitation: 33.12 inches of rain,
33.3 inches of snow

Major Economic Sectors: services, wholesale and retail
trade, government

Unemployment Rate: 3.4% (June 2007)

Per Capita Income: \$23,262 (2005)

2005 FBI Crime Index Property: 13,799

2005 FBI Crime Index Violent: 1,228

Major Colleges and Universities: Drake University,
Grand View College, Des Moines University

Daily Newspaper: *The Des Moines Register*

■ Introduction

Des Moines is the capital of Iowa, the seat of Polk County, and the center of a metropolitan area consisting of West Des Moines, Urbandale, Ankeny, Johnston, Clive, Windsor Heights, Altoona, and Pleasant Hill. Des Moines is fixed in the national consciousness as the place where the Presidential race begins every four years. It is also acquiring a new identity as a “post-industrial urban center,” a term used by experts to describe midwestern communities that, like Des Moines, have acquired the characteristics of East and West Coast cities—impressive skylines, bustling commercial centers, suburban growth—but have at the same time retained their rural, agrarian roots.

■ Geography and Climate

Des Moines is situated on rolling terrain in south-central Iowa along the banks of the Des Moines River, the longest river in the state and an important tributary of the Mississippi River. Good drainage to the southwest produces fertile farmland, which is surrounded by coal fields. Marked seasonal changes occur in both temperature and precipitation. During winter, snowfall averages more than 30 inches; drifting snow often impedes transportation and sub-zero temperatures are common. Des Moines sits in a tornado zone. The growing season extends from early May to early October; approximately 60 percent of the annual precipitation occurs during this time, with

maximum rainfall in late May and June. Autumn is generally sunny and dry, producing favorable conditions for drying and harvesting crops.

Area: 76 square miles (2000)

Elevation: 838 feet above sea level

Average Temperature: 49.7° F

Average Annual Precipitation: 33.12 inches of rain, 33.3 inches of snow

■ History

River Fort Becomes State Capital

The city of Des Moines originated with the building of Fort Des Moines in 1843, at the confluence of the Raccoon and Des Moines rivers, as a military garrison to protect the rights of Sak and Fox tribes. Debate surrounds the correct origin of the name of Iowa's largest city. The Moingona, a native group, had located a village on the river and it appeared on the map of Jacques Marquette, the French explorer. The French expression "la riviere des moines" translates to "the river of the monks," but may approximate the name of the Moingona, who inhabited the riverbank. "De Moyen," meaning "middle," was understood as a reference to the Des Moines River being the middle distance between the Mississippi and Missouri rivers.

The Iowa River Valley was opened to new settlers in 1845; a year later, when Iowa gained statehood, the population of Fort Des Moines numbered 127 residents. After the city charter was adopted in 1857, the word Fort was dropped from the name. Des Moines officially became the state capital—and its future growth was guaranteed—in January 1858 when two oxen-driven bobsleds hauled the state's archives into the city from Iowa City.

Des Moines played an active role in the Civil War. In May 1864 Des Moines women signed a petition pledging to replace working men to free them to fight for the Union cause, but enough male recruits were found to fill the quotas. After the Civil War, in 1875, Des Moines was the site of a nationally significant speech by President Ulysses S. Grant to a reunion of the Army of Tennessee, wherein he reiterated a commitment to universal equality.

During the last quarter of the nineteenth century, wood-frame buildings in Des Moines underwent extensive construction and renovation. The impressive state capitol building, situated on an 80-acre park and featuring a gold-gilded central dome of the revived classical Roman style, was completed in 1884. In the 1880s and 1890s, local businessmen built mansions and the city's cultural life continued to flourish.

Hospitality and Development Shape Des Moines

The history of Des Moines is filled with colorful events such as the arrival in the spring of 1894 of Kelly's Army, 1,000 unemployed men on their way to Washington, D. C., led by Charles T. Kelly, "King of the Commons." Citizens greeted them with hospitality to prevent trouble. When Kelly's Army seemed reluctant to leave, however, the townspeople bought lumber to construct an "industrial fleet" of 150 flatboats, under local union direction, to transport the men out of the city. Each man was issued a small American flag, and the waving of the flags was the last sight of Kelly's Army. Among them was the American writer Jack London.

Des Moines has distinguished itself in various ways throughout its history. The Des Moines Plan, one of the first of its kind in the nation, streamlined municipal government and charted development, taking into consideration the city's natural setting. Fort Des Moines, dedicated as a calvary post in 1903, became the first training center for the Women's Army Corps, which gained national attention. The economic base of Des Moines was substantially expanded when the city became a national insurance and publishing center. In 1949, Des Moines was named an All-America City by the National Municipal League. The honor was repeated in 1971, then again in 1981 after Des Moines had addressed urban renewal issues by committing \$313 million to the restoration of the historic districts of Court Avenue and Sherman Hills.

The city of Des Moines was immobilized in the summer of 1993 by flooding of the Des Moines and Raccoon rivers. The state of Iowa was declared a national disaster area, and preliminary estimates indicated the city alone suffered more than \$253 million in damages. By the year 2000 Des Moines was humming with construction activity.

At the dawn of the twenty-first century, residents were enjoying a changing landscape in downtown Des Moines as new buildings were erected or underway, including a new science museum, new main library branch, and new conference venues. In 2003 Des Moines was again named an All-America City by the National Municipal League, an honor it has received four times. Residents today appreciate the small-town atmosphere with big-city amenities afforded them in Des Moines in addition to the city's educational and cultural amenities and well-recognized quality of life.

Historical Information: State Historical Society of Iowa, 600 East Locust Street, Des Moines, IA 50319; telephone (515)281-6200.

■ Population Profile

Metropolitan Area Residents

1980: Not available

1990: Not available



Walter Bibikow/The Image Bank/Getty Images

2000: 481,394
 2006 estimate: 534,230
 Percent change, 1990–2000: Not available
 U.S. rank in 1980: 74th
 U.S. rank in 1990: 80th
 U.S. rank in 2000: 106th (State rank: 1st)

City Residents

1980: 368,000
 1990: 392,928
 2000: 198,682
 2006 estimate: 193,886
 Percent change, 1990–2000: –49.4%
 U.S. rank in 1980: 74th
 U.S. rank in 1990: 80th
 U.S. rank in 2000: 106th (State rank: 1st)

Density: 2,621.3 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 160,212
 Black: 16,709
 American Indian and Alaska Native: 564
 Asian: 9,071
 Native Hawaiian and Pacific Islander: 44

Hispanic or Latino (may be of any race): 18,952
 Other: 7,701

Percent of residents born in state: 70.7% (2000)

Age characteristics (2005)

Population under 5 years old: 15,927
 Population 5 to 9 years old: 13,138
 Population 10 to 14 years old: 12,772
 Population 15 to 19 years old: 12,209
 Population 20 to 24 years old: 10,981
 Population 25 to 34 years old: 32,640
 Population 35 to 44 years old: 31,929
 Population 45 to 54 years old: 27,014
 Population 55 to 59 years old: 11,872
 Population 60 to 64 years old: 8,399
 Population 65 to 74 years old: 9,933
 Population 75 to 84 years old: 7,360
 Population 85 years and older: 2,743
 Median age: 35.2 years

Births (2006, County)

Total number: 506

Deaths (2006, County)

Total number: 470

Money income (2005)

Per capita income: \$23,262
Median household income: \$42,690
Total households: 84,463

Number of households with income of . . .

less than \$10,000: 5,049
\$10,000 to \$14,999: 5,583
\$15,000 to \$24,999: 11,722
\$25,000 to \$34,999: 11,911
\$35,000 to \$49,999: 12,977
\$50,000 to \$74,999: 20,234
\$75,000 to \$99,999: 9,712
\$100,000 to \$149,999: 4,101
\$150,000 to \$199,999: 1,080
\$200,000 or more: 2,094

Percent of families below poverty level: 6.1% (2005)

2005 FBI Crime Index Property: 13,799

2005 FBI Crime Index Violent: 1,228

■ Municipal Government

Des Moines operates under a mayor/council form of government. The seven-member council is comprised of six council persons and a manager, who are elected to staggered terms in non-partisan elections. The manager serves a term of indefinite length at the pleasure of the council.

Head Official: Mayor Frank Cownie (since 2004; current term expires January 1, 2012)

Total Number of City Employees: 1,900 (2007)

City Information: Des Moines City Hall, Mayor and City Council Office, 400 Robert D. Ray Drive, Des Moines, IA 50309; telephone (515)283-4944

■ Economy

Major Industries and Commercial Activity

In 2006 Iowa was named the fastest growing economy in the Midwest by the Bureau of Economic Analysis and number three in the nation for lowest cost of doing business by the Milken Institute. The Des Moines economy consists of a balance among the manufacturing, services, government, wholesale and retail trade, medical, insurance and financial services, printing, publishing, and agribusiness sectors. Manufacturing, while comprising a relatively small percentage of the city's total employment base, has a significant impact on the area economy. Manufacturing firms buy many of their supplies locally, generating more secondary jobs than any other industry. In addition, most of the goods produced are shipped

outside the metropolitan area, and approximately 10 percent of manufacturing production is exported, thus contributing to the development of the local shipping industry. Some of the area's best-known manufacturers are Pella windows, Maytag and Amana appliances, and Rockwell Collins avionics equipment.

With the headquarters of approximately 70 insurance companies and the regional offices of 100 other firms located in the metropolitan area, Des Moines is a major insurance center. Between 1990 and 2005, employment in the insurance industry approximately doubled in Des Moines. Other service businesses, including the health care industry, employ nearly one fourth of the work force. Many area firms are active in biotechnology, conducting research in such fields as human, plant, and animal disease cures; safer pesticides and herbicides; and new, higher crop yields. In 2006 over 14,600 people were employed in the bioscience sector in Greater Des Moines.

A statewide employer based in Des Moines is Meredith Corporation, a diversified communications company specializing in printing, publishing, broadcasting, and real estate. The information technology sector, a growth area for Des Moines, employed 8,673 people in 2006. Government employs a substantial portion of the city's work force, with the state of Iowa being among the largest employers.

Items and goods produced: flour, cosmetics, furnaces, stove and furnace parts, agricultural implements, automotive and creamery equipment, leather products, medicine, brick, food items, paint, electric switches, and elevators

Incentive Programs—New and Existing Businesses

The Greater Des Moines Partnership assists firms with an interest in applying for economic development financial assistance programs. Other public and private sector groups offer a variety of business assistance programs to businesses expanding in or relocating to Des Moines.

Local programs: A corporation intending to create 100 jobs may be eligible to receive a \$400,000 low-interest or forgivable loan to help reduce its relocation cost. The City of Des Moines Office of Economic Development assists businesses in a variety of ways, including project management; identification of land, financing and other resources to facilitate projects; liaison with other city departments; referrals for business licenses; job training and recruitment; and redevelopment assistance. Qualifying Des Moines businesses are able to take advantage of several helpful tax policies, including single factor corporate income tax; tax abatement for new construction; and no property tax on machinery and equipment. Several small business loan programs and funds are available to assist qualifying small businesses in building improvements, equipment purchases, and operating costs.

State programs: Two areas within the City of Des Moines are designated as Iowa Enterprise Zones. New commercial and industrial businesses making a capital investment of at least \$500,000 and creating 10 new jobs meeting wage and benefit targets within these designated areas may be eligible for a package of tax credits and exemptions. State programs include certain property tax exemptions, job training, low-interest loans and forgivable loans for business development, tax abatements on new research and manufacturing facilities, and state tax credits for new job creation. In addition, no sales or use taxes are assessed on equipment or computers and open port warehousing is available. The Iowa Values Fund, established in 2006, offers concentrated assistance to businesses operating in the following sectors: the life sciences, advanced manufacturing, and information solutions. The Revitalize Iowa's Sound Economy (RISE) provides funds to cover costs of transportation directly related to economic development projects.

Job training programs: Des Moines Area Community College (DMACC) provides a variety of business training programs. A portion of the training dollars may be used for salary reimbursement.

Development Projects

The city of Des Moines has nine areas designated for urban renewal: Central Place Industrial Park, Guthrie Avenue Business Park, Hiatt Square, Metro Center, the ACCENT neighborhood, Airport Business Park, Airport Commerce Park South, Airport Commerce Park West, and Southeast AgriBusiness. These areas are given special consideration for public and private development.

In June 2007 DuPont and Pioneer Hi-Bred announced a \$42 million plan to expand and renovate five area seed genetics plants in the greater Des Moines area. The capital investments were expected to create over 165 new jobs; no completion date had been announced.

In 2007 major renovations were underway on Hillis Elementary School, Lincoln High School, Samuelson Elementary School, and Stowe Elementary School. The New Central Library was completed in 2006, and was featured in the June 2006 issue of *The Architectural Review*.

Economic Development Information: Greater Des Moines Partnership, 700 Locust Street, Suite 100, Des Moines, IA 50309; telephone (515)286-4950; email info@desmoinesmetro.com. City of Des Moines, Office of Economic Development, 400 E. First Street, Des Moines, IA 50309; telephone (515)283-4004; email oed@ci.des-moines.ia.us

Commercial Shipping

Des Moines is served by four major railroads that provide full-time switching and piggyback ramp service. Fifty-eight motor freight carriers provide overnight and one-to-five-day shipping to points throughout the United States;

more than 50 terminals are maintained in the community. The Des Moines airport serves as a regional hub for UPS's second-day air service, and the airport ships over 6,000 tons of freight per month. Approximately 100 companies in the Des Moines area engage in export or import activity.

Labor Force and Employment Outlook

Local analysts contend that the best measurement of the quality of the work force is the site location decisions made by businesses. They say the greatest testimony to the quality of the Des Moines work force is that once a company locates in Des Moines, it continues to expand. Beyond a higher-quality work force, a low crime rate, short commute times in metro Des Moines, affordable housing, a broad array of education options, and attractive quality of life help local businesses recruit employees.

The major employment industries in Des Moines are financial services, insurance, government, manufacturing, trade, and services. Des Moines businesses draw employees from a five-county area consisting of more than 500,000 residents; in addition, Iowa's work force, with approximately an 86 percent high school graduation rate, ranks among the top five states. Wages are somewhat lower—about five percent—than the national average in Des Moines. Vocational and technical skills training programs are widely available. Iowa is a Right to Work state.

In September 2007 the Des Moines unemployment rate stood at 3.4 percent, slightly below the national average, but up from ten year lows below one percent around the turn of the century. The unemployment rate peaked above five percent in 2004 and 2005; between 1997 and 2007, over 40,000 net jobs were added in the area economy, while the labor force increased proportionately.

The following is a summary of data regarding the Des Moines-West Des Moines metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 313,500

Number of workers employed in . . .

construction and mining: 17,900
 manufacturing: 19,900
 trade, transportation and utilities: 65,300
 information: 9,100
 financial activities: 49,100
 professional and business services: 34,800
 educational and health services: 36,800
 leisure and hospitality: 29,000
 other services: 12,300
 government: 39,400

Average hourly earnings of production workers employed in manufacturing: \$18.29

Unemployment rate: 3.4% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Wells Fargo & Co.	11,000
Principal Financial Group	7,600
Mercy Medical Center	6,200
Iowa Health-Des Moines	4,018
MidAmerican Energy Company Inc.	3,500
Pioneer Hi Bred International Inc.	2,000
Hy-Vee Inc.	1,672
UPS	1,600
Allied Insurance	1,541
Qwest Communications	1,500
Wellmark Blue Cross and Blue Shield of IA	1,480
Communications Data Services Inc.	1,200
EMC Insurance Companies	1,191
Meredith Corp.	1,020

Cost of Living

Des Moines is often ranked in the top metro areas for housing affordability and a favorable cost of living. State and local taxes are lower than the U.S. average.

The following is a summary of data regarding several key cost of living factors in the Des Moines area.

2007 (1st quarter) ACCRA Average House Price: \$275,700

2007 (1st quarter) ACCRA Cost of Living Index: 92.0

State income tax rate: 0.36% to 8.98%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$17.04857 per 1,000 of assessed valuation (2005)

Economic Information: Greater Des Moines Partnership, 700 Locust Street, Suite 100, Des Moines, IA 50309; telephone (515)286-4950; email info@desmoinesmetro.com

■ Education and Research

Elementary and Secondary Schools

The Des Moines Public School District, the largest in the state, is governed by a seven-member board of directors who are elected at large to three-year staggered terms.

The head administrator is the superintendent of schools. The district has an annual operating budget of more than \$300 million.

The Des Moines public schools implement a variety of curriculum options for students at all levels. In 2006 the graduation rate was 82 percent, the highest it had been in five years. The district's Central Academy, established in 1985 for gifted students in grades 8 through 12, brings students together for half of the school day to learn among other gifted students; the other half is spent at their home school. The district's Advanced Placement program based at Central Academy is ranked in the top 1 percent in the nation, and since 1991, all of the Iowa AP State Scholars have attended Des Moines Public Schools. At the middle and secondary levels, several school-to-work programs bring students into the real world of health care, agriculture, and business. The unique Downtown School offers small classes, a year-round calendar with a six-week summer break and week-long breaks throughout the year, in three downtown locations accessible by skywalk to many downtown businesses. The Downtown School utilizes local businesses and the surrounding neighborhood as opportunities for learning; its locations are accessible to parents working downtown as well. Students in the Downtown School program are ages 5 to 11. These and other innovative programs are possible because of the cooperative spirit between the school district and business community in the greater Des Moines area.

In 2007 a "Schools First" plan was underway, utilizing some \$317 million in funds to renovate or replace all schools in the district over a period of 10 years. More than \$180 million of work had been completed by fall 2007, with 22 projects complete and an additional 4 under construction and 5 in the design stage.

The following is a summary of data regarding the Des Moines Public Schools as of the 2005–2006 school year.

Total enrollment: 30,856

Number of facilities

elementary schools: 38
 junior high/middle schools: 14
 senior high schools: 10
 other: 0

Student/teacher ratio: 14.2:1

Teacher salaries (2005–06)

elementary median: \$37,030
 junior high/middle median: \$44,930
 secondary median: \$37,990

Funding per pupil: \$8,516

Among the private institutions providing the Des Moines metropolitan area with educational alternatives are Des Moines Christian, Diocese of Des Moines

Catholic Schools, Des Moines Jewish Academy, Grandview Park Baptist, and Mount Olive Lutheran. Over 5,000 students are educated privately in the city of Des Moines.

Public Schools Information: Des Moines Public Schools, 1801 16th Street, Des Moines, IA 50314; telephone (515)242-7911; fax (515)242-7579

Colleges and Universities

Drake University, a private institution founded in 1881, enrolls over 5,600 students and grants undergraduate and graduate degrees in more than seventy programs through the College of Arts and Sciences, the College of Business Administration, the School of Journalism and Mass Communication, the School of Education, the College of Pharmacy and Health Sciences, and the Law School. Drake operates a work experience program that includes cooperative education and internships. The school boasts a student-faculty ratio of 14:1, and has been ranked among "Barron's 300 Best Buys in College Education."

Grand View College, a private, Lutheran-affiliated liberal arts school, educates approximately 1,750 students and awards associate and baccalaureate degrees in several fields of study; cross-registration with Drake University and Des Moines Area Community College is available. Grand View prides itself on small classes, with an average of just fourteen students per class. It has 85 full time and 95 part time faculty members. The Des Moines University College of Osteopathic Medicine offers baccalaureate, master's, and first-professional degrees in a variety of health care areas such as osteopathic medicine and surgery, podiatric medicine and surgery, health care administration, and physical therapy. It has an annual enrollment of around 800 students.

Vocational, technical, and pre-professional education in Des Moines is provided by Des Moines Area Community College and AIB College of Business. Within commuting distance of the city are Iowa State University, an internationally renowned research university in Ames, Iowa, and Simpson College, a four-year liberal arts college in Indianola, Iowa.

Libraries and Research Centers

The Public Library of Des Moines houses more than 500,000 volumes and nearly a thousand periodical subscriptions in addition to audiotapes, videotapes, audio CDs, and CD-ROMs. The library system includes five branches in addition to its main building. As part of a \$48 million renovation, building, and expansion project, construction of a New Central Library was completed in 2006. In 2007 renovations were also underway at the North Side Library, South Side Library, and Forest Avenue Library. The library system is a depository for federal and state documents and

government publications. The State Library of Iowa is also located in downtown Des Moines in the State Capitol Building; holdings include more than 450,000 volumes as well as a complete range of audio-visual materials and special collections on state of Iowa publications, law, medicine, public policy, and patents and trademarks. The library is a depository for state and patent documents.

The Iowa Library for the Blind and Physically Handicapped provides Braille books, large print books, and cassettes and disks. The Cowles Library at Drake University houses extensive holdings in all major department areas; the law library maintains an Iowa legal history collection. The Iowa Genealogical Society Library and the Grand View College Library also serve the community. The State Historical Society of Iowa Library maintains several collections, some of which reside in Des Moines.

A variety of specialized libraries and research centers located in the city are affiliated with hospitals, corporations, government agencies, law firms, the Blank Park Zoo and the Des Moines Art Center.

Public Library Information: Public Library of Des Moines, 100 Locust Street, Des Moines, IA 50309; telephone (515)283-4152

■ Health Care

Providing all levels of care in more than 50 specialty fields, the health care network in metropolitan Des Moines consists of 8 hospitals with more than 3,000 beds. A regional trauma center and a helicopter ambulance service are also based in Des Moines.

Iowa Health Des Moines, with 3 hospitals and a total of 1,139 beds, is the city's largest medical group. The complex includes Blank Children's Hospital (which had 3,332 admissions in 2006), Iowa Methodist Medical Center (with 373 beds), and Iowa Lutheran (234 beds and 12,000 annual admissions). There are 200 additional physicians in clinics throughout the city affiliated with Iowa Health Des Moines. Mercy Medical Center, an acute care, not-for-profit Catholic-affiliated hospital with 917 beds, provides general care through its 3 Des Moines clinic and hospital campuses. Mercy employs more than 800 physicians and medical staff, and admits more than 34,000 patients per year. It was listed among the best hospitals for cardiac care in 2006 by *U.S. News and World Report*. The Des Moines Division of the Veterans Administration Central Iowa provides care to veterans. Broadlawns Medical Center consists of an acute care hospital. Mercy Capitol offers emergency, diagnostic, and surgical services and is a teaching hospital affiliated with Des Moines University's medical program.

■ Recreation

Sightseeing

The starting point for a tour of Des Moines is the State Capitol, one of the nation's most beautiful public buildings and one of the largest of its kind. The 275-foot main dome is covered with 23-karat gold leaf and is flanked by four smaller domes. The capitol's interior features more than 10 different wood grains mixed with 29 types of marble in detailed stone and wood carvings, ornately painted ceilings, and mosaics and murals. Another popular site is Terrace Hill, the present residence of Iowa's governor; considered to be one of the finest examples of Second Empire architecture in the country, Terrace Hill was designed by W.W. Boyington, architect of the Chicago Water Tower. Donated to the state by the Frederick M. Hubbell family, the mansion has been refurbished to its original Victorian elegance.

In both the Courthouse and Sherman Hill districts of Des Moines, residential and commercial buildings dating to 1850 reflect changing tastes and styles in architecture; especially interesting are doorway and entrance designs. The Hoyt Sherman Place, home of one of Des Moines' most successful businessmen and an example of ornate Victorian design, is now owned by the city and open for tours. It also doubles as a music and performing arts center. The Iowa State Historical Building, completed in 1987 and housing the State Historical Library, is dedicated to Iowa's past with exhibits on natural history, Indian lore, and pioneer life. A large outdoor neon sculpture named *Plains Aurora* is displayed on top of the building.

The Des Moines Botanical Center cultivates plants and flowers under one of the biggest geodesic domes in the nation. The Center preserves a permanent collection of more than 1,000 different species of tropical and subtropical plants and cultivars, growing in their natural cycle; six thematic displays are presented each year. Living History Farms in nearby Urbandale is a 600-acre agricultural museum focusing on the history and future of farming in the Midwest; buildings, planting methods, and livestock are authentic to the five time periods represented. At Adventureland Park, more than 100 theme park rides and activities combine with permanent exhibits germane to Iowa. Salisbury House, a 42-room country manor, patterns itself after King's House of Salisbury, England, duplicating Renaissance luxury and splendor; it is owned by the Iowa State Education Association, which arranges tours. The Science Center of Iowa covers all fields of science; the center's new facility opened to the public in May 2005, featuring a 226-seat IMAX Dome Theater, a 175-seat theater for live performances, and a 50-foot Star Theater, in addition to six "experience platforms" and a changing exhibition platform. At Blank Park Zoo, where more than 1,400

animals from 104 different species inhabit 49 acres, special attractions include the Myron and Jackie Blank Discovery Center, featuring a butterfly garden and a bat cave. The Zoo celebrated its fortieth anniversary in 2006.

Arts and Culture

One beneficiary of the city's development has been its cultural life. Funds have been invested to house the city's cultural institutions in architecturally significant facilities. The most impressive is the Des Moines Art Center, designed by international architects Eliel Saarinen, I. M. Pei, and Richard Meier. Housing art of the nineteenth and twentieth centuries in a permanent collection, the Center also sponsors international exhibits, educational programs, and film and music series. Nollen Plaza, adjacent to the Civic Center of Greater Des Moines, is a block-square amphitheater and park with a tree-lined "peace garden," a waterfall, and a reflecting pool; Claes Oldenburg's sculpture *The Crusoe Umbrella* is on view in the plaza.

The Des Moines Symphony performs at the Civic Center. The Des Moines Playhouse produces a main stage season of drama, musicals, and light drama as well as Theatre for Young People. The Ingersoll Dinner Theater features local and guest artists in Broadway musicals and plays, in addition to special attractions.

Festivals and Holidays

In February the downtown skywalk is transformed into a 54-par putt-putt golf course for the world's largest indoor miniature golf tournament. The Drake Relays Downtown Festival, a week-long celebration in April, pits city corporations against one another in the "Fake Relays;" other festival events include a whimsical "most beautiful bulldog" contest, mascot relays, and musical entertainment. The Des Moines Arts Festival features three days of art, entertainment, and children's activities in late June. July's Taste of Des Moines offers visitors a taste of local fare. Summer ends with the Iowa State Fair in August. The Festival of Trees & Lights raises money for a local hospital with the decorating of 100 downtown trees in November during Thanksgiving week.

Sports for the Spectator

For nearly 100 years, the Drake Relays have held the distinction of being the country's largest such event, with more than 200 colleges and universities participating from nearly every state and more than 60 countries. The relays, held in Drake Stadium at Drake University the last weekend in April, sell out each year; the competition also includes track and field events. A variety of other events are held throughout the city, making the Relays the focal point for an entire festival.

In addition to the Drake Relays, Drake University offers sporting events, including basketball, football, soccer, tennis, track, crew, softball, and golf.

The Iowa Cubs, the National League Chicago Cubs's top farm team, compete in baseball's Triple A international professional baseball league at Principal Park. The Des Moines Menace offer soccer action at Waukee Stadium, and the Des Moines Buccaneers, part of the United States Hockey League, play at 95 KGGO Arena.

Sports for the Participant

The Des Moines Parks and Recreation Department maintains 72 city parks with a variety of facilities on 3,221 acres, including softball fields, horseshoe pits, volleyball courts, tennis courts, fitness and bicycle trails, golf courses, trails, soccer fields, play equipment, swimming pools, community centers, gardens, and an amphitheater. The city offers swimming and tennis lessons and arts and crafts programs; softball, volleyball, and tennis leagues are also sponsored by the recreation department. The Des Moines metro area offers nearly 100 public tennis courts, and many golf courses, swimming pools, and country clubs. Both indoor and outdoor sports can be enjoyed during the winter at community center gyms and ice rinks. Swimming, water skiing, fishing, and boating are popular at local rivers and lakes.

Shopping and Dining

The Des Moines downtown shopping district is 20 square blocks connected by a second-level skywalk system that encompasses 150 shops. Altogether, more than 40 shopping squares and plazas serve shoppers throughout the metropolitan area, including five major enclosed malls, one of which is located downtown. The Downtown Farmers Market runs May through October on Saturday mornings and offers shoppers fresh fruits and vegetables, home-baked breads and pastries, hand-made clothing and jewelry, specialty cheeses and wines, and music and entertainment.

Des Moines restaurants offer choices ranging from American and Midwestern fare to ethnic and continental cuisine. Prime rib and steak entrees are specialties at a number of the better restaurants. Chinese cuisine is another local favorite; barbeque, sandwich shops, cafes, vegetarian eateries, and other ethnic restaurants are popular as well. A local seafood restaurant is considered to have one of the largest selections of fresh seafood in the Midwest. Imported Italian pasta is the specialty at one of the city's oldest and most popular eateries.

Visitor Information: Greater Des Moines Convention and Visitors Bureau, 400 Locust Street, Suite 265, Des Moines, IA 50309; toll-free (800)451-2625; email info@desmoinescvb.com

■ Convention Facilities

Several meeting and convention facilities serve Des Moines. The Iowa Events Center offers the Hy-Vee Hall, Wells Fargo Arena, Polk County Convention Complex and Veterans Memorial Auditorium. Two levels furnish space for trade shows, conventions, meetings, banquets, and other activities at the Polk County Convention Complex, including a 47,000-square-foot exhibit hall with up to 27 meeting rooms. The new Hy-Vee Hall offers 100,000 square feet of expo hall space, up to 150,000 square feet of contiguous expo space, 14,000 square feet of meeting room space, and 23,700 square feet of pre-function space. Veterans Memorial Auditorium provides seating for 7,200 to 14,000 people; a total of 98,000 square feet of space can be used for exhibitions, sporting events, and entertainment. Two other principal meeting places in the city are the Civic Center, located downtown, and the Iowa State Fairgrounds. Area hotels and motels maintain banquet and meeting facilities for large and small groups. Nearly 9,000 rooms (1,200 near convention facilities) in over 80 hotels and motels are available for lodging in metropolitan Des Moines.

Convention Information: Greater Des Moines Convention and Visitors Bureau, 400 Locust Street, Suite 265, Des Moines, IA 50309; toll-free (800)451-2625; email info@desmoinescvb.com

■ Transportation

Approaching the City

Des Moines International Airport, 10 minutes from downtown, is served by 15 commercial airlines with daily flights handling nearly 2 million passengers annually. It offers nonstop flights to nineteen destinations.

Principal highways that intersect northeast of the city are I-80, running east to west, and I-35, extending north to south. Federal highways include east-west U.S. 6 and north-south U.S. 69.

Traveling in the City

Downtown Des Moines is laid out on a grid pattern; in the northeast sector, streets near the Des Moines River, still conforming to a grid, follow the configuration of the river. North-south streets are numbered and east-west streets are named.

Des Moines is noted for its four-mile skywalk system, which makes the city virtually "weatherproof." It is the largest per-capita skywalk system in the world.

Public transportation is provided by the Des Moines Metropolitan Transit Authority, locally known as The Metro; special service for the handicapped is available.

■ Communications

Newspapers and Magazines

The daily newspaper in Des Moines is the morning *The Des Moines Register*, many times a Pulitzer Prize winner. *Des Moines Business Record*, a weekly newspaper, covers local business news and banking and financial information. *Cityview*, an alternative newspaper featuring investigative journalism, is distributed free throughout the metro area.

Home to the Meredith Corporation and other printing and publishing firms, Des Moines is a major center for the publication of nationally-circulated magazines. Among the popular magazines produced in the city are *Better Homes and Gardens*, *Ladies' Home Journal*, *Country Home*, *Midwest Living*, and *Successful Farming*. A wide range of special-interest publications based in Des Moines are directed toward readers with interests in such subjects as religion, agriculture, hunting, education, and crafts.

Television and Radio

Five commercial television stations are based in Des Moines. Cable service is available. Radio listeners receive programming from over 15 AM and FM stations.

Media Information: *The Des Moines Register*, PO Box 957, Des Moines, IA 50304; telephone (515)284-8000

Des Moines Online

- City of Des Moines home page. Available www.dmgov.org
- City of Des Moines Office of Economic Development. Available www.dmoed.org
- Des Moines Public Library. Available www.pldminfo.org
- Des Moines Public Schools. Available www.dmps.k12.ia.us
- The Des Moines Register* online. Available www.dmregister.com
- Greater Des Moines Convention and Visitors Bureau. Available www.seedesmoines.com
- Greater Des Moines Partnership. Available www.desmoinesmetro.com
- Public Library of Des Moines. Available www.pldminfo.org

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Sioux City

■ The City in Brief

Founded: 1854 (incorporated 1857)

Head Official: Mayor Mike Hobart (since 2007)

City Population

1980: Not available

1990: 80,505

2000: 85,013

2006 estimate: 83,262

Percent change, 1990–2000: 5.59%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Metropolitan Area Population

1980: Not available

1990: 115,018

2000: 124,130

2006 estimate: 143,474

Percent change, 1990–2000: 7.9%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 236th (MSA)

Area: 54.8 square miles (2000)

Elevation: 1,117 feet above sea level

Average Annual Temperature: 51.3° F

Average Annual Precipitation: 26.03 inches

Major Economic Sectors: services, wholesale and retail trade, government

Unemployment Rate: 4.0% (June 2007)

Per Capita Income: \$18,944 (2005)

2005 FBI Crime Index Property: 3,590

2005 FBI Crime Index Violent: 400

Major Colleges and Universities: Briar Cliff University, Morningside College, Tri-State Graduate Center, Western Iowa Tech Community College

Daily Newspaper: *Sioux City Journal*

■ Introduction

Sioux City has always been an important center for agriculture and manufacturing, and its unique location where the Missouri River joins the Big Sioux River at the meeting of three states—Iowa, Nebraska, and South Dakota—has made it an important center for trade as well. Though the history of the city has always been entwined with the progress of commerce, Sioux City prides itself on the quality of life enjoyed by its residents. Extensive recreation programs, a low cost of living, ample outdoors offerings, and a vibrant music scene all contribute to a strong sense of community in the region. The city motto is “Successful, Surprising Sioux City” and community leaders continue to work to bring that motto into the twenty-first century.

■ Geography and Climate

Sioux City is located in northwest Iowa, near the state’s borders with Nebraska and South Dakota. Situated in the Loess Hills near the navigational head of the Missouri River, it is the hub of the greater “Siouxland” area, which covers the border region of all three states and also includes nearby Sergeant Bluff, South Sioux City, Dakota City, Dakota Dunes, and North Sioux City. The area has a temperate, four-season climate.

Area: 54.8 square miles (2000)

Elevation: 1,117 feet above sea level

Average Temperature: 51.3° F

Average Annual Precipitation: 26.03 inches

■ History

The history of Siouxland stretches back at least 15,000 years, when indigenous North Americans began to settle the region. In the 1700s, these Native Americans began to interact with European settlers through the fur trade along the wide artery of the Missouri River. The famous Lewis & Clark expedition, which set out to explore the land acquired by Thomas Jefferson in the Louisiana Purchase, stopped at a spot that is now Woodbury County. The spot was an important one on the journey, since it marked the only death of a member of the expedition to occur during the entire two-year trip. The officer, Sergeant Charles Floyd, was buried on a bluff over the Missouri River, and Captain Merriweather Lewis recorded a description of the area in his journal. Forty-five years after Floyd's death, the first non-native settlers moved into the area and the Siouxland community began to grow.

Farming dominated the early Sioux City area, with its wide prairies providing perfect grazing areas for livestock. The flourishing of the steamboat industry in the late nineteenth and early twentieth centuries made Sioux City, with its unique location at the navigational head of the Missouri River, a vital trading center, and helped its manufacturing and livestock sectors grow even further. The meatpacking industry, centered around the Stock Yards downtown, grew into one of the largest livestock markets in the United States during the 20th century. In 1887, the first Sioux City "Corn Palace" was built, representing an unprecedented community effort and the city's first large tourist draw. A decade later, President Grover Cleveland came to see the famous Sioux City "Corn Palace" festival.

An 1892 flood on the Floyd River briefly decimated the meatpacking industry, but it regrouped in a safer location, stronger than ever. Local residents loved to jokingly refer to the pungent smell of the stock pens as "the smell of money." As the stockyards grew, so did the transportation industry, with railroads and trucking companies following in the wake of the steamships. The iconic local institution—The American Popcorn Company—was begun in 1914, marking the beginning of the expansion of the Sioux City food production industry. The city continued to grow in the twentieth century, despite several industrial disasters and labor unrest in the meatpacking industry in the 1920s. In the early 1930s a farmer's strike nearly shut down the city and stopped almost all food shipments for a short time.

In 1951 Sioux City garnered national attention when officials at Memorial Park Cemetery refused to bury Sergeant John R. Rice, a decorated World War II veteran

and Korean War casualty, because he was Native American. The city was tarnished by accusations of racism and there was a rift between city officials and local Native Americans until nearly fifty years after the incident, when the city finally made amends with the family of Sergeant Rice. However, by the early 1960s the stigma appeared to have gone away, and Sioux City was named an "All-American City" by the National Civic League (an honor it would achieve again in 1990). The 1970s were tumultuous for Sioux City, with a troubled manufacturing sector bringing about more labor unrest. Meanwhile, city leaders attempted to bring about urban revitalization downtown, with mixed results.

Despite the decline of some of its traditional industries, including manufacturing and food processing, in the early twenty-first century, Sioux City remains an important trading hub for the Midwest. The city is proactively trying to diversify its economy and revitalize the downtown area. Local residents continue to praise Siouxland for its strong sense of tradition and community involvement.

Historical Information: Sioux City Public Museum's Pearl Street Research Center, 407 Pearl St., Sioux City, IA 51101; telephone (712)224-5001

■ Population Profile

Metropolitan Area Residents

1980: Not available
1990: 115,018
2000: 124,130
2006 estimate: 143,474
Percent change, 1990–2000: 7.9%
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: 236th (MSA)

City Residents

1980: Not available
1990: 80,505
2000: 85,013
2006 estimate: 83,262
Percent change, 1990–2000: 5.59%
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: Not available

Density: 1,551.3 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 66,234
Black: 1,968
American Indian and Alaska Native: 1,065



Airphoto-Jim Wark

Asian: 1,881
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 11,230
 Other: 5,770

Percent of residents born in state: 66.1% (2000)

Age characteristics (2005)

Population under 5 years old: 5,914
 Population 5 to 9 years old: 4,138
 Population 10 to 14 years old: 5,536
 Population 15 to 19 years old: 5,001
 Population 20 to 24 years old: 6,342
 Population 25 to 34 years old: 9,506
 Population 35 to 44 years old: 12,009
 Population 45 to 54 years old: 11,248
 Population 55 to 59 years old: 3,950
 Population 60 to 64 years old: 4,495
 Population 65 to 74 years old: 4,948
 Population 75 to 84 years old: 3,758
 Population 85 years and older: 1,550
 Median age: 37.5 years

Births (2006, MSA)

Total number: 2,218

Deaths (2006, MSA)

Total number: 1,272

Money income (2005)

Per capita income: \$18,944
 Median household income: \$39,037
 Total households: 31,797

Number of households with income of ...

less than \$10,000: 2,620
 \$10,000 to \$14,999: 2,888
 \$15,000 to \$24,999: 5,750
 \$25,000 to \$34,999: 3,146
 \$35,000 to \$49,999: 5,646
 \$50,000 to \$74,999: 6,822
 \$75,000 to \$99,999: 2,634
 \$100,000 to \$149,999: 1,828
 \$150,000 to \$199,999: 378
 \$200,000 or more: 85

Percent of families below poverty level: 14.4% (2005)

2005 FBI Crime Index Property: 3,590

2005 FBI Crime Index Violent: 400

■ Municipal Government

Sioux City operates under the council-manager form of government. Four city councilors and the mayor (also part of city council) all serve staggered four-year terms. City elections are held every other year, and after each election the mayor appoints another councilmember to serve as mayor pro-tem. In 2007 Sioux City citizens elected the mayor directly for the first time in 50 years.

Head Official: Mayor Mike Hobart (since 2007; current term expires 2011)

Total Number of City Employees: 726 (2007)

City Information: City of Sioux City Iowa, 405 6th Street, Sioux City, Iowa 51102; telephone (712)279-6109

■ Economy

Major Industries and Commercial Activity

In 2006 Iowa was named the fastest-growing economy in the Midwest by the Bureau of Economic Analysis and number three in the nation for lowest cost of doing business by the Milken Institute.

Thanks to the confluence of rivers and railways, Sioux City is a major center for warehousing and distribution in the Midwest. It can easily ship to Canada, Mexico, and a number of Midwestern industrial hubs. Agriculture is also an important part of the Siouxland's economic picture. Crops grown within a 200-mile radius include corn and soybeans. Hogs, cattle, poultry, and eggs are also raised in the region.

Manufacturing, particularly of food products, is key to the Siouxland's economy. Thirteen manufacturers have their corporate headquarters in Siouxland. The area is also home to one *Fortune* 500 company, Tyson Foods. Other agricultural processing companies in the area include Cargill, John Morrell, Ag Processing, ADM, ConAgra, Beef Products, Inc., M.G. Waldbaum, and Wells's Dairy. In 2007 manufacturing accounted for 12,000 area jobs; however, this represented a loss of 5,000 jobs since 2000, indicative of a general downward trend in the industry. Between September 2006 and September 2007, the manufacturing sector in Sioux City experienced a decline of 7.7 percent. There were a few bright spots for the economy; in the same time period, professional and business jobs increased by 6 percent and government employment increased by a percentage.

However, the rapid decline of manufacturing in the early 2000s was problematic for the city's economy, and city leaders were seeking ways to diversify the economy. In 2007 Sioux City was pushing for biotechnology firms to move into the area; other targeted industries included insurance companies (already a strong presence in Iowa)

and the fast-growing organic foods sector. The city received a major economic jolt in spring 2007, when Northwest Airlines announced the creation of a new corporate reservations call center in downtown Sioux City. The project was expected to bring over 330 new jobs to the area and to help boost the city's telecommunications sector.

Items and goods produced: meat, dairy, popcorn, candy, baked goods, brick, tile, soda pop, pipe machinery, gelatin, denim, aluminum and steel goods, trailers

Incentive Programs—New and Existing Companies

Local programs: Sioux City provides incentives for business that will contribute jobs or taxable property to the community. These include tax breaks, tax increment financing in designated urban renewal areas, industrial revenue bonds for some economic development programs, and micro-loans given by the Siouxland Economic Development Corporation.

State programs: State programs include certain property tax exemptions, job training, low-interest loans and forgivable loans for business development, tax abatements on new research and manufacturing facilities, and state tax credits for new job creation. In addition, no sales or use taxes are assessed on equipment or computers and open port warehousing is available. The Iowa Values Fund, established in 2006, offers concentrated assistance to businesses operating in the following sectors: the life sciences, advanced manufacturing, and information solutions. The Revitalize Iowa's Sound Economy (RISE) provides funds to cover costs of transportation directly related to economic development projects.

Job training programs: The Community Economic Betterment Account (CEBA) program provides financial assistance to companies that create new employment opportunities, keep existing jobs, and make new capital investment in Iowa. Western Iowa Tech Community College, in conjunction with the Iowa Industrial New Jobs Training Program, helps individual companies design training programs to fit their needs. The Iowa Retraining Program, also in partnership with Western Iowa Tech, helps retrain workers to cope with technological change.

Development Projects

In October 2005 Sioux City was named as an inaugural "Great Place" in Iowa, one of three selected from a pool of over 140 applicants. The honor meant that state resources and existing programs would be dedicated to achieving Sioux City's "Great City" proposal, which called for an expanded urban core and a diversified

economy. There are five major prongs to the plan: Fourth Street Place, Front Door/Riverfront Access, the Yards, the Floyd Boulevard Food Market, and the Sioux City School of Architecture. The Fourth Street Place portion of the plan called for a new building to house the Sioux City Public Museum and Regents Center, a new connection between Nebraska and Jones Streets, rehabilitation of the Badgerow Building, and the replacement of the Heritage Parking Ramp. The plan's call for increased development of the Riverfront area incorporated the reconstruction of Interstate 29 by the Riverfront, the connection of recreational trails throughout the downtown area, and new signs throughout the area. The Yards area, a stockyard in former times, was slated for the transformation of the Yards Channel into a landscaped historical park, the restoration of the old Hose House exterior, the demolition of the KD Station, and the addition of historical architectural elements into the Gordon Drive Bridge. Improvements to the Floyd Boulevard Market were to include seminars on food issues, agricultural production and marketing, marketing space for local vendors, and the installation of a restaurant serving local foods. Planners also called for all renovations to be rendered in the Sioux City School of Architecture, a style that connotes a terra cotta branding of downtown buildings that owes much to both Art Deco and the Prairie School of Architecture. To facilitate that vision, the plan also detailed the establishment of Regents School of Design. As of 2007, no timetable had been given for the completion of the "Great Place" plan.

A "boundless playground" was scheduled to be completed in Leif Erikson Park by fall 2007. The project was a joint venture by the City of Sioux City, Opportunities Unlimited, and the Siouxland Chamber Foundation. The 200-acre Expedition Business Park, near the Sioux Gateway Park, is a joint initiative of the City and The Siouxland Initiative. The site is intended for economic development; early tenants included warehousing and distribution centers.

Economic Development Information: Siouxland Chamber of Commerce, 101 Pierce Street, Sioux City, IA 51101; telephone (712)255-7903

Commercial Shipping

Iowa is the only state bordered by two navigable rivers, and many area exports leave via water. Big Soo Terminal, by the Mississippi River, is one of the largest terminals on the inland waterway system. It can service up to 250 tons of product per hour by barge, rail or truck. Big Soo has space for 115,000 tons of dry bulk storage, liquid product storage for 6,000,000 gallons, a 200,000-bushel elevator for grains, and unlimited ground storage.

Sioux City is served by the merged Burlington Northern/Santa Fe Railroads, which ships anywhere throughout the Midwest south to the Gulf, throughout the southwest to San Diego and Los Angeles, and to

northwest ports in Seattle, Tacoma and Portland. It is also served by the Chicago Northwestern and Union Pacific rail lines. Sioux City is less than 600 miles from Chicago, Milwaukee, Minneapolis, Kansas City, St. Louis, Oklahoma City, Denver, and Winnipeg.

Labor Force and Employment Outlook

Iowa is a Right-to-Work state. The labor force in Sioux City is somewhat stagnant and experienced virtually no net growth between 1997 and 2007. However, in 2006 local analysts predicted moderate population growth in greater Siouxland by 2010. The best-represented age group in Sioux City is the under age ten demographic (which comprises over 15 percent of the population), a statistic that points to a growing long-term work force.

The average manufacturing wage in Siouxland is 16 percent below the national average. Workers in Iowa, Nebraska, and South Dakota (the states that make up greater Siouxland) are ranked among the most productive in the nation. The three states also boast high standardized test averages and college graduation rates, creating an attractive work force for employers.

The following is a summary of data regarding the Sioux City IA-NE-SD metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 72,600

Number of workers employed in . . .

construction and mining: Not available
 manufacturing: 13,000
 trade, transportation and utilities: 15,700
 information: Not available
 financial activities: Not available
 professional and business services: 6,900
 educational and health services: Not available
 leisure and hospitality: 6,900
 other services: Not available
 government: 9,200

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.0% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Tyson Foods	4,400
Mercy Medical Center	2,000
Sioux City Schools	1,500
John Morrell & Co.	1,300
St. Luke's Regional Medical Center	1,300
City of Sioux City	770
185th Air Refueling Wing IA ANG	690
MidAmerican Energy	659

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Tur-Pak Foods	500
Qwest Communications	468

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 0.36% to 8.98%

State sales tax rate: 5.0%

Local income tax rate: 1.5%

Local sales tax rate: 7.0%

Property tax rate: 1.6%

Economic Information: Siouxland Chamber of Commerce, 101 Pierce Street, Sioux City, IA, 51101; telephone (712)255-7903

■ Education and Research

Elementary and Secondary Schools

Sioux City Community Schools served 13,898 students during the 2007-2008 school year. Nearly 60 percent of teachers in the district have a master's degree or higher. The district offers four alternative learning centers and boasts a 94 percent daily attendance rate, with standardized test score averages at or above the national rate. The school district has made state-of-the-art technology a priority in all its schools, including at the elementary level, and uses PLATO Learning Resource technology to augment its emphasis on high-tech skills.

The following is a summary of data regarding the Sioux City Community School District as of the 2005-2006 school year.

Total enrollment: 14,048

Number of facilities

- elementary schools: 21
- junior high/middle schools: 3
- senior high schools: 4
- other: 0

Student/teacher ratio: 14.3:1

Teacher salaries (2005-06)

- elementary median: \$36,540

junior high/middle median: \$39,660
secondary median: \$35,830

Funding per pupil: \$5,128

Private schools in the area include Bishop Heelan Catholic Schools, Siouxland Community Christian School, and St. Paul's Lutheran School.

Public Schools Information: Sioux City Community Schools, 1221 Pierce Street, Sioux City, IA 51105; telephone (712)224-4663

Colleges and Universities

Within the boundaries of Sioux City, there are a number of institutions of higher learning: Briar Cliff University, Morningside College, St. Luke's College of Nursing and Health Sciences, Tri-State Graduate Center and Western Iowa Tech Community College. University of Iowa extension classes can also be taken in Sioux City, and there are five more colleges and one university within a 65-mile drive of the city.

Briar Cliff University is a four-year, private, Franciscan college that enrolls approximately 1,100 students from 24 states. Morningside College, a four-year liberal arts institution, was founded in 1894 by the Methodist Episcopal Church and has an enrollment of 1,150 students. Morningside was selected as one of the Midwest's "Best Comprehensive Colleges's" for bachelor's degrees by *U.S. News & World Report* each year between 2005 and 2008. It has also been ranked among the "Best Midwestern Colleges" by *The Princeton Review* since 2003. St. Luke's College awards associate of science degrees in nursing, radiologic technology, and respiratory care, and offers certificate programs in computerized tomography, magnetic resonance imaging mammography, and ultrasound. The Tri-State Graduate Center is a consortium of local universities that makes graduate coursework available through online and distance-learning classes.

Libraries and Research Centers

The Sioux City Public Library has over 47,000 active cardholders, or more than half the city's population. The library has a main library and two branches: The Wilbur Aalfs (Main) Library, the Morningside Branch Library, and the Perry Creek Branch Library. Together they house a collection of more than 200,000 volumes, and annual circulation tops half a million books and magazines. Special programs include weekly storytime sessions and a summer reading competition.

Siouxland is also home to several smaller community libraries, including the brand new South Sioux City Public Library and Dakota City Public Library. The area is also home to the Bishop Mueller Library at Briar Cliff University and the Hickman Johnson Furrow Learning Center at Morningside College.

Public Library Information: Wilbur Aalfs Main Library, 529 Pierce St., Sioux City, IA 51101; telephone (712)255-2933

■ Health Care

Sioux City is served by two major health centers, the Mercy Medical Center and St. Luke's Regional Medical Center, which have a combined 832 beds. In total, the Siouxland area has 300 physicians and surgeons and 53 dentists. Mercy Medical Center-Sioux City is a tertiary facility that is the designated Level II trauma center for the area. In 2007 Health Grades ranked the Medical Center first in Iowa for vascular surgery and cardiac interventional procedures. The hospital also ranks among the top 10 percent of the nation's 5,000 hospitals for overall cardiac services. The St. Luke's Regional Medical Center's services include a Center for Preventive Medicine, a Center for Digestive Disorders, the Bomgaars Center for Cancer Care, and the Neonatal Intensive Care Unit. St. Luke's also sponsors a number of educational medical programs for the community, including 24-hour health information hotline and free health seminars.

Sioux City is also home to the June E. Nylen Cancer Center, which houses both clinical trials and cancer treatment facilities, and the Center for Neurosciences, Orthopaedics & Spine (CNOS). There are four area assisted living centers.

Health Care Information: Mercy Medical Center - Sioux City, 801 5th St, Sioux City, IA 51102; telephone (712)279-2010

■ Recreation

Sightseeing

Greater Siouxland (where Iowa, Nebraska and South Dakota meet) is full of things to see and do. At the Lewis & Clark Interpretive Center visitors can experience a day of reenacted soldiering as members of the Lewis & Clark's Corps of Discovery. The Sergeant Floyd Monument commemorates the only member of the Lewis & Clark expedition to die on the journey. The Chief War Eagle Monument, which overlooks the tri-state area and memorializes a local Native American leader, is a popular destination for picnics. The Flight 232 Memorial, a statue of Colonel Dennis Nielsen carrying a child to safety, commemorates the rescue efforts of the Sioux City community after the crash of United Flight 232 in 1989. The Dorothy Pecaut Nature center is home to a "walk-under" prairie, 400-gallon aquarium of native fish, and natural history dioramas. The center also has a resource library and walking trails.

For the gambler, there's Argosy Casino, housed on a riverboat on the Missouri River, which boasts 659 slots and 28 table games that include Blackjack, Roulette, Craps, Pai Gow Poker and Live Action Poker. Other casinos in the greater Siouxland area include the North Sioux "Strip," WinnaVegas Casino, Keno Casino, and Casino Omaha.

The Historic Fourth Street area, listed on the National Register of Historic Places, is full of nineteenth century commercial buildings now home to Sioux City's finest shopping and dining. The Mid-America Air Museum, a popular local destination, is a collection of military, commercial and general aviation artifacts stretching back to the time of the Wright brothers' flight. The Sioux City Public Museum, housed in the 1893 John Peirce Mansion, has exhibits on regional and Native American history, as well as natural history.

A 30-foot statue of the Immaculate Heart of Mary Queen of Peace in Trinity Heights is surrounded by 53 acres of landscaping and prayer stations. Near the popular destination is a life-sized, hand-carved wood sculpture of the Last Supper and a 33-foot statue of the Sacred Heart of Jesus.

Arts and Culture

Greater Siouxland is home to a remarkably vibrant local arts scene. The three-story Sioux City Art Center houses both traditional and contemporary art and features several annual exhibitions. The Center also hosts art classes for adults and children. LAMB Productions Theater puts on five shows per year, and also is home to the Lamb School of Theatre and Music.

The Orpheum Theatre, built in 1927, hosts the "Broadway Series" of musicals, as well as touring dance and theatre shows. Past performers have included Bill Cosby, Sheryl Crow, The Oak Ridge Boys, Willie Nelson, and Tony Bennett. The Orpheum is also the home of the Sioux City Symphony Orchestra, an area staple for over ninety years. The Sioux City Community Theatre stages three to four amateur productions a year. The Sioux City Concert Course, held in Eppley Auditorium, is an occasional series of classical and light opera performances. Tyson's Event Center, which holds a 10,000-seat arena, is the site for big-name musical acts and other performers who come to the area. Grandview Park is the city's only public garden, and features an amphitheater and band shell for music festivals and concerts.

Festivals and Holidays

The Sioux City festival year begins with "First on Fourth," the city's annual New Year's Celebration held in the Historic Fourth Street District, which highlights local restaurants and features a fireworks display. Spring brings the Cornstalk music festival. June Jam, celebrating regional musicians, draws crowds topping 10,000. Awesome Biker Nights, a popular Siouxland tradition for

motorcycle enthusiasts, closes the Historic Fourth Street area for automobiles to make room for cyclists. The event, a “Sturgis-style rally,” is usually held in late June. Saturday in the Park, held each year over Fourth of July weekend, features a parade and musical performers. The previous evening, “The Big Parade” is held along the Missouri River. The event, which draws over 30,000 participants, has featured past performances by such artists as Santana, Ziggy Marley, The Allman Brothers Band, and Buddy Guy. The Winnebago tribe holds an annual powwow in July in commemoration of Chief Little Priest, twenty miles outside of Sioux City. The Chili Cook-Off, held in late summer, features contests for best chili, best salsa, and best booths. In August the city hosts Freedom Fest, a free, day-long annual Christian music festival. Also held in August, the Greater Siouxland Fair & Rodeo features food, livestock exhibitions, and music. Fridays on the Promenade, held all summer long, features an eclectic program of live music. ArtSplash, held annually on the banks of the Missouri River over Labor Day Weekend, features food, crafts, live entertainment, and a fifty-ton painted sand sculpture.

Sports for the Spectator

There are several professional sports teams in Siouxland. The Sioux City Bandits play football in the National Indoor Football League. The Sioux City Explorers are members of the Northern Baseball League and play in the 3,200-seat Lewis and Clark Stadium. The Sioux City Musketeers, who play at the Tyson Events Center, compete in the United States Hockey League, a developmental juniors league.

Every Saturday between late April and Labor Day, racing enthusiasts can attend NASCAR-Winston Racing Series races at the Park Jefferson International Speedway in Jefferson, South Dakota.

Local college fans can watch Briar Cliff University and Morningside College men’s and women’s athletic teams in sports that include football, baseball, softball, soccer, and basketball. Game-day trips to University of Iowa, Iowa State University, the University of South Dakota and the University of Nebraska are not unusual for Siouxland fans and alumni of the schools.

Sports for the Participant

For the fishing enthusiast, the annual Missouri River Open Bass Tournament brings in bass fishers from wide-flung places. A plethora of fishing opportunities exist on the many local waterways, which include the Missouri River, Big Sioux River, Little Sioux River, Missouri River Oxbow Lakes, Brown’s Lake, Blue Lake, and Snyders Bend Lake. Siouxland hunters find plenty of ring-necked pheasant, wild turkey, white-tailed deer, fox squirrel, duck, geese and bobwhite quail.

Each October, amateur and competitive runners participate in the Siouxland Lewis & Clark Marathon. The Long Lines Family Recreational Center features a batting cage, basketball courts, and the area’s only climbing wall. The IBP Ice Rink is open year-round for skaters. Youth and adult recreational sports leagues are popular. Siouxland has over fifty park sites, trails and pools. The popular Riverfront Trail spans 1.85 miles through Chris Larsen Park, while the Gateway/River’s Edge Trail runs 3 miles along the riverfront. The area also has 22 public tennis courts, a 44,000-square-foot golf dome, and 14 public golf courses.

Recreation Information: Siouxland Chamber of Commerce, 101 Pierce Street, Sioux City, IA 51101; telephone (712)255-7903

Shopping and Dining

Siouxland is home to several large malls: Southern Hills Malls (anchored by Sears and JCPenney), the new Lakeport Commons, and Marketplace Shopping Center. Downtown Sioux City is also home to a cluster of free-standing shops, many of them concentrated in the Historic Fourth Street Area.

There are over 100 restaurants in greater Siouxland. A number are chain restaurants, but locally-owned favorites have cuisines that include Mexican, American, and Italian.

Visitor Information: Sioux City Tourism Bureau, 801 4th Street, Sioux City, IA 51101; telephone (712) 279-4800; toll-free (800)593-2228; fax (712)279-4900

■ Convention Facilities

The Sioux City Convention Center features a 50,000-square-foot exhibit space, with an additional 10 rooms and 10,000 square feet of meeting space. The center also features a gourmet in-house catering service. The Siouxland Convention Center was built in 1983 as an ice arena, then converted two years later into a convention facility. It has two buildings, with a total of 35,800 square feet of space, and can accommodate groups of up to 3,500 people.

There are more than twenty hotels in the Siouxland area.

Convention Information: Sioux City Convention Center, 801 4th Street, Sioux City, IA 51101; telephone (712)279-4800

■ Transportation

Approaching the City

The Sioux Gateway Airport has the longest runway in the state of Iowa, at over 9,000 feet. Direct service is provided by Northwest to Minneapolis; Frontier Airlines also

flies commercially to Denver. Eppley Airfield, in Omaha, Nebraska, offers international air service.

Interstate 29, part of the NAFTA Corridor, passes through Sioux City on its north-south route linking Winnipeg Canada with the Mexican border. I-29, about ninety minutes from downtown Sioux City, connects with two major east-west highways, I-90 and I-80. Several highways pass through Siouxland directly: U.S. 20, 75, and 77.

Traveling in the City

Sioux City Transit System provides public transportation for Sioux City, South Sioux City, and North Sioux City. All routes are run on a pulse system, with service every thirty minutes during peak times.

There are two taxi companies in the area.

■ Communications

Newspapers and Magazines

The *Sioux City Journal* is the region's daily newspaper of record. *The Globe* is the newspaper for the local Catholic community. Other periodicals published in the area include *Shoppers Guide*, *Siouxland Lifestyle Magazine*, *Local Sports Source*, and *Variety/Variedad Magazine*.

Television and Radio

There are thirteen AM and FM radio stations broadcasting from Sioux City, in formats that include country, Christian, and easy listening. Sioux City has five television stations, including CBS and FOX affiliates, and the local station Cable One.

Media Information: *Sioux City Journal*, PO Box 118, Sioux City, IA 51102; telephone (712)293-4250

Sioux City Online

Sioux City Chamber of Commerce. Available www.siouxlandchamber.com

Sioux City Economic Development Department. Available sioux.com

Sioux City Journal. Available www.siouxcityjournal.com

Sioux City Public Library. Available www.siouxcitylibrary.org

Sioux City Public Schools. Available www.siouxcityschools.org

Sioux City Tourism. Available www.siouxcitytourism.com

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The State in Brief

Nickname: Sunflower State

Motto: Ad astra per aspera (To the stars through difficulties)

Flower: Native sunflower

Bird: Western meadowlark

Area: 82,276 square miles (2000; U.S. rank 15th)

Elevation: Ranges from 680 feet to 4,039 feet above sea level

Climate: Temperate, but with seasonal extremes of temperature as well as blizzards, tornadoes, and severe thunderstorms; semi-arid in the west

Admitted to Union: January 29, 1861

Capital: Topeka

Head Official: Governor Kathleen Sebelius (D) (until 2010)

Population

1980: 2,364,000

1990: 2,495,000

2000: 2,688,824

2006 estimate: 2,764,075

Percent change, 1990–2000: 8.5%

U.S. rank in 2006: 33rd

Percent of residents born in state: 59.10% (2006)

Density: 33.5 people per square mile (2006)

2006 FBI Crime Index Total: 115,406

Racial and Ethnic Characteristics (2006)

White: 2,361,047

Black or African American: 153,560

American Indian and Alaska Native: 23,749

Asian: 60,646

Native Hawaiian and Pacific Islander: 1,145

Hispanic or Latino (may be of any race): 236,351

Other: 93,803

Age Characteristics (2006)

Population under 5 years old: 194,702

Population 5 to 19 years old: 585,457

Percent of population 65 years and over: 12.9%

Median age: 36.3

Vital Statistics

Total number of births (2006): 39,904

Total number of deaths (2006): 24,351

AIDS cases reported through 2005: 2,680

Economy

Major industries: Agriculture, oil production, mining, manufacturing

Unemployment rate (2006): 5.3%

Per capita income (2006): \$23,818

Median household income (2006): \$45,478

Percentage of persons below poverty level (2006): 12.4%

Income tax rate: 3.5% to 6.45%

Sales tax rate: 5.3%



Kansas City

■ The City in Brief

Founded: 1843 (incorporated 1859)

Head Official: CEO/Mayor Joe Reardon (since 2005)

City Population

1980: 161,148

1990: 151,521

2000: 146,866

2006 estimate: 143,801

Percent change, 1990–2000: –3.0%

U.S. rank in 1980: 93rd

U.S. rank in 1990: 115th

U.S. rank in 2000: 161st

Metropolitan Area Population

1980: 1,433,000

1990: 1,582,875

2000: 1,776,062

2006 estimate: Not available

Percent change, 1990–2000: 12.2%

U.S. rank in 1980: 25th

U.S. rank in 1990: Not available

U.S. rank in 2000: 25th

Area: 124 square miles (2000)

Elevation: 740 feet above sea level

Average Annual Temperature: 54.7° F

Average Annual Precipitation: 37.98 inches of rain;
19.9 inches of snow

Major Economic Sectors: Services, trade, government,
manufacturing

Unemployment Rate: 5.6% (June 2007)

Per Capita Income: \$16,977 (2005)

2005 FBI Crime Index Property: 10,678

2005 FBI Crime Index Violent: 1,166

Major Colleges and Universities: Kansas City Kansas
Community College; University of Kansas Medical
Center

Daily Newspaper: *Kansas City Kansan*

■ Introduction

Kansas City, Kansas, is the seat of Wyandotte County and the center of a metropolitan statistical area that covers the counties of Johnson, Leavenworth, Miami, and Wyandotte in Kansas, plus several Missouri counties. Established by Wyandot Native Americans, Kansas City was the site of the drafting of the state constitution and played a crucial role in the slavery issue in the Civil War. While the economy has been strongly based in the transportation and trade industries, the city has begun to recruit new business health care, education, finance, and other professional services. The Kansas City area is recognized as one of the fastest-growing labor markets in the country and was ranked by *Entrepreneur* magazine in 2006 as one of the top U.S. cities for small business. Kansas City's cultural and recreational attractions also make it a popular Midwest tourist destination.

■ Geography and Climate

Gently sloping terrain and forested hills surround Kansas City, which is located on the Kansas-Missouri border at the confluence of the Kansas and Missouri Rivers. The area is laced with lakes, streams, and small rivers. A four-season climate prevails, with a substantial range in temperatures; the average annual snowfall is nearly 20 inches.

Area: 124 square miles (2000)

Elevation: 740 feet above sea level

Average Temperature: 54.7° F

Average Annual Precipitation: 37.98 inches of rain;
19.9 inches of snow

■ History

Wyandot Tribe Establishes Townsite

Kansa Native Americans were the first inhabitants to occupy land near both banks of the Kansas (Kaw) River at its confluence with the Missouri River, the site of Kansas City. The explorers Meriwether Lewis and William Clark camped on Kaw Point, the land between the two rivers and now part of Kansas City, in 1804 during their exploration of the Louisiana Purchase. The land became part of the Delaware Indian reservation in 1829, and the Delaware sold the land in 1843 to the Wyandot.

The Wyandot, an integrated tribe of Native Americans and whites from western Lake Erie and the last of the migrating tribes, founded a town called Wyandott in the eastern part of the Wyandott Purchase. An educated and cultured agrarian society, they built the first free school in Kansas and reestablished their Ohio church; they also opened a community-owned store. The Wyandot, knowing their land would be highly prized by white settlers, decided to approach Congress on the issue of establishing a Territory, and elected Abelard Guthrie, a white member of the tribe by marriage, as a delegate to the Thirty-Second Congress. Guthrie was not admitted but Wyandot leaders decided to organize Kansas-Nebraska into a provisional territory on July 26, 1853, thus focusing national attention on their community.

Slavery Issue Dominates Territory

The next year Congress passed the Kansas-Nebraska Act, which inflamed sectional sentiments on the issue of slavery in the territories and helped to contribute to the outbreak of the Civil War. The Wyandot petitioned for and received the rights of citizenship, which enabled them to divide their land among the individual members of the tribe and open the reserve to settlement. The Wyandott City Town Company was formed in 1856 to plan and develop the town, which was incorporated as a town in 1858 and as a city the next year. In July 1859 members of a convention at Wyandott wrote the constitution by which Kansas would enter the Union as a free state; however Senate politics delayed the signing of the bill until January 29, 1861. The state was known as Bleeding Kansas in the decade before the Civil War, as settlers on both sides of the slavery controversy populated the area. Wyandott citizens became active in antislavery efforts and African Americans began moving to the region after the Civil War, their migration reaching a peak between 1878 and 1882.

Beginning in 1860, when James McGrew opened the first slaughter house, and continuing when eight years later Edward Patterson and J. W. Slavens started a packing house, the city was a meat processing center. This industry received its biggest boost when Charles Francis Adams, descendant of two former presidents, built the first stockyards in the city and convinced Plankinton and Armour to relocate their meat packing business from Missouri in 1871.

Stockyards, Consolidation Contribute to Growth

Small towns around Wyandotte such as old Kansas City, Armstrong, and Armourdale sprouted up near the rail lines and packing houses. Through consolidation and legislative annexation, the city of Kansas City was created in 1886 when these towns combined with the larger Wyandotte, which vied for the naming of the new city after itself. The name Kansas City was picked, however, because it would be a more attractive inducement for the selling of municipal bonds. Argentine became part of Kansas City via petition in 1909, and Rosedale followed suit by legislative enactment in 1922. Quindaro Township, once a town named after Guthrie's Wyandot wife, was absorbed through expansion. Turner was added in 1966, thus continuing the expansion of Kansas City's borders. In 1992, the city annexed part of Wyandotte County.

Kansas City was one of the nation's first cities to locate a model industrial park away from residential areas—the Fairfax Industrial District. The city completed a two-decade urban renewal project in 1980. Still, like many other aging, working-class cities, Kansas City was plagued by a loss of population to the suburbs. Seeking to reverse that trend, a group called the Citizens for Consolidation, backed in part by Kansas City, Missouri, businesses, spearheaded a movement to consolidate city and county governments. In 1997 Kansas City voters overwhelmingly approved the consolidation into a system called the Unified Government of Wyandotte County/Kansas City, Kansas. Former schoolteacher Carol Marinovich was elected the first mayor/CEO of the new government. By 2000, the consolidation had resulted in a considerable increase in government efficiency. With city and county officials on the same team, the city was able to lure the \$283 million Kansas International Speedway to Kansas City; the project was completed in 2001.

Today, the Kansas City area is recognized as one of the fastest-growing labor markets in the country. *Entrepreneur* magazine ranks it among top U.S. cities for small business and *Expansion Management* magazine identifies it as one of the best places in the U.S. to locate a company. Kansas City's cultural and recreational attractions also make it a popular Midwest tourist destination.

Historical Information: Wyandotte County Historical Society and Museum, 631 N. 126th St., Bonner Springs, KS 66012; telephone (913)721-1078. Kansas



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City Kansas Public Library Kansas Collection, 625 Minnesota Avenue, Kansas City, KS 66101; telephone (913) 551-3280; fax (913)279-2032

U.S. rank in 1990: 115th
U.S. rank in 2000: 161st

Density: 1,181.9 people per square mile (2000)

■ Population Profile

Metropolitan Area Residents

1980: 1,433,000
1990: 1,582,875
2000: 1,776,062
2006 estimate: Not available
Percent change, 1990–2000: 12.2%
U.S. rank in 1980: 25th
U.S. rank in 1990: Not available
U.S. rank in 2000: 25th

City Residents

1980: 161,148
1990: 151,521
2000: 146,866
2006 estimate: 143,801
Percent change, 1990–2000: –3.0%
U.S. rank in 1980: 93rd

Racial and ethnic characteristics (2005)

White: 79,060
Black: 44,620
American Indian and Alaska Native: 1,064
Asian: 2,446
Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 32,328
Other: 13,261

Percent of residents born in state: 55.0% (2000)

Age characteristics (2005)

Population under 5 years old: 12,080
Population 5 to 9 years old: 9,711
Population 10 to 14 years old: 11,980
Population 15 to 19 years old: 9,595
Population 20 to 24 years old: 9,425
Population 25 to 34 years old: 22,047
Population 35 to 44 years old: 20,162
Population 45 to 54 years old: 19,445

Population 55 to 59 years old: 8,039
Population 60 to 64 years old: 5,102
Population 65 to 74 years old: 7,263
Population 75 to 84 years old: 5,691
Population 85 years and older: 1,801
Median age: 33.7 years

Births (2006)

Total number: 2,736

Deaths (2006)

Total number: 1,325

Money income (2005)

Per capita income: \$16,977
Median household income: \$33,157
Total households: 53,597

Number of households with income of . . .

less than \$10,000: 6,495
\$10,000 to \$14,999: 4,937
\$15,000 to \$24,999: 7,744
\$25,000 to \$34,999: 8,723
\$35,000 to \$49,999: 8,475
\$50,000 to \$74,999: 9,103
\$75,000 to \$99,999: 5,286
\$100,000 to \$149,999: 2,446
\$150,000 to \$199,999: 257
\$200,000 or more: 131

Percent of families below poverty level: 13.0% (2000)

2005 FBI Crime Index Property: 10,678

2005 FBI Crime Index Violent: 1,166

■ Municipal Government

The Unified Government of Wyandotte County/Kansas City, Kansas serves as the local government for Kansas City, Kansas, while also providing county services for the cities of Bonner Springs and Edwardsville. The mayor/CEO is elected to serve a four-year term. The mayor/CEO is the presiding member of the 11-member Board of Commissioners. Eight commissioners are elected to represent districts and two commissioners are elected at large.

Head Official: CEO/Mayor Joe Reardon (since 2005; term expires 2009)

Total Number of Local Government Employees: approximately 2,300 (2007)

City Information: Unified Government of Wyandotte County/Kansas City, Kansas, 701 North 7th Street, Kansas City, KS 66101; telephone (913)573-5000; www.wycokck.org

■ Economy

Major Industries and Commercial Activity

The Kansas City KS-MO Metropolitan Statistical Area (KC MSA) includes the adjoining Lawrence, KS, and St. Joseph, MO, MSAs, as well as the Atchison, KS, Chillicothe, MO, Ottawa, KS, and Warrensburg, MO areas. The KC MSA supports a major trade and transportation center for the nation. It is one of the largest rail centers in the nation based on the amount of freight carried through the area. Along the Missouri River there are 41 docks and terminal facilities in the KC MSA with 7 barge lines operating from the area. The Kansas City International Airport serves as a major hub for Kansas, Missouri, Iowa, and Nebraska with 15 airlines handling cargo. Air, rail, and river transportation are supplemented by the presence of over 300 motor freight carriers in the area. It is no wonder then that the transportation, trade, distribution, and warehousing industries serve a major role in the economy of the KC MSA. Burlington Northern Santa Fe and UPS have base offices in Kansas City, Kansas.

Education and health care services have a strong role in the local economy as well. In the Kansas side of the MSA, major employers include the local public school districts, Kansas City Kansas Community College, and the University of Kansas Medical Center and Hospital. Education and health services accounted for approximately 10,177 jobs in Kansas City, Kansas, in 2006. Professional and business services have also become important with over 5,500 professional, scientific, and technical services established in the KC MSA area. The Unified Government of Wyandotte County supports about 2,300 jobs.

The KC MSA has ranked consistently as one of the best regions in the U.S. for small businesses, according to the annual listing in *Entrepreneur* magazine. In 2006 the KC MSA ranked as 11th on the national list for large cities.

While the number of manufacturing jobs in the area has declined over the last decade, there are still a significant number of jobs available in the sector. The Ford Motor Company, General Motors, Honeywell International, and Gamin International all have facilities in the KC MSA.

Items and goods produced: automobiles, aircraft equipment, defense systems, ammunition, global positioning systems, newspapers, greeting cards, tires, motorcycles, food products

Incentive Programs—New and Existing Businesses

Local programs: The mission of Wyandotte Development Inc. is to foster, encourage, and assist new and existing businesses in Wyandotte County. Its Economic

Development Team consists of the State of Kansas, municipal governments and utilities, and other entities as needed. The Economic Development Division of the Unified Government of Wyandotte County/Kansas City, Kansas assists new businesses through tax increment financing programs and a Neighborhood Revitalization Tax Rebate Incentive Program. The Kansas City Kansas Area Chamber of Commerce offers networking opportunities, legislative efforts, community development and business/education partnerships to member companies.

State programs: The entire state of Kansas is designated as an Enterprise Zone. Businesses located in an Enterprise Zone are eligible for special credits such as an investment tax credit (1 percent), a building and materials sales tax exemption, and inventory tax exemption, and certain property tax exemptions and credits. A job creation tax credit of \$1,500 per new job is also available for jobs created in the zone for certified dislocated or economically disadvantaged workers. A research tax credit of 6.5 percent is also available for qualified research and development investments. Businesses that are not eligible for the Enterprise Zone programs may apply for job expansion and investment tax credits. Foreign Trade Zone (FTZ) incentives are available in several zones throughout the KC MSA. Goods entering FTZs are not subject to customs tariffs until the goods leave the zone and are formally entered into U.S. customs territory. The High Performance Incentive Program offers a 10 percent corporate income tax credit on qualified capital investments for eligible companies. There is no state income tax for either personal or corporate income.

The Kansas Department of Commerce is the state's leading economic development agency. Its Business Development Division offers customized proposals for prospective companies to outline available incentives and financing programs. Financing programs include the Kansas Economic Opportunity Initiatives Fund, the Partnership Fund, and Industrial Revenue Bonds. The Kansas Bioscience Authority offers several incentive programs for relocating, expanding, and start-up companies in the bioscience industry.

Job training programs: Kansas 1st is a statewide program through which local colleges and universities provide job-related training through individual courses of study and businesses training programs. Through Kansas 1st, companies may create specialized programs for their employees. Companies creating new jobs may qualify for training funds through Investments in Major Projects and Comprehensive Training (IMPACT), Kansas Industrial Training (KIT), and Kansas Industrial Retraining (KIR). Programs are custom designed to meet a company's specific training needs and can involve pre-employment or on-the-job training. Skill training programs are available through the Kansas City, Kansas Area Technical School.

Development Projects

Adjacent to the Kansas Speedway, the 400-acre Village West project has become one of the largest tourist attractions in the state and continues to develop with the addition of restaurants, shops, and entertainment establishments. The Legends Shopping Center at Village West opened in 2006. As of 2007 the total investment in the area, which includes the Kansas Speedway, Cabela's, and Nebraska Furniture Mart, was about \$573 million. In competition for tourist dollars will be Schlitterbahn Vacation Village, a \$750 million project that is scheduled for completion in 2011. The Village is an expansion site of the Texas based company known for its waterpark resorts. Several restaurants and retail establishments have already been completed in the resort. The tubing waterpark and one-mile riverwalk trail are scheduled for completion in 2008. An indoor skydiving experience, SkyVenture, is scheduled for completion in 2009.

In September 2007 the city was considering proposals for six destination casino resorts that could be built throughout the city.

Economic Development Information: Kansas City Area Development Council, 2600 Commerce Tower, 911 Main Street, Kansas City, MO 64105; telephone (816)842-2865 or (800)99KCADC; www.thinkkc.com

Commercial Shipping

The Kansas City Metropolitan Area is one of the largest transportation hubs in the nation. Local firms provide a complete range of intermodal services, including rail, air, truck, and water, for the receiving and shipping of goods. The Greater Kansas City area is served by four Class I rail carriers: Burlington Northern Santa Fe, Kansas City Southern, Norfolk Southern, and Union Pacific. Regional rail service is provided through the Iowa, Chicago, & Eastern line, and Missouri & Northern Arkansas. Kansas City International Airport in Missouri has 4 all-cargo carriers and 11-passenger combination carriers.

There are 225 motor freight carriers serving the city, with several more available throughout the metropolitan area. Kansas City is part of the Kansas City Commercial Zone, where exemption from Interstate Commerce Commission tariff supervision is granted to shipments originating from and received within this region. Shippers and motor carriers independently negotiate rates. A number of warehouses are maintained in the area.

Seven barge lines offer shipping from the Kansas City area of the Missouri River. There are 41 docks and terminals in the metropolitan area. The shipping season runs from March through November.

Labor Force and Employment Outlook

In 2006 an estimated 77.3 percent of the Kansas City, Kansas, population 25 years and over had obtained a high school diploma or higher level of education. About 14.8

percent of the population had a bachelor's degree or higher. The counties of Johnson, Leavenworth, and Wyandotte together represent the largest civilian labor force in the state. According to the 2002 economic survey, the largest major occupational group for Kansas City, Kansas, was office and administrative support. This group is projected to continue to increase and remain the largest through 2012. The greatest number of new jobs is projected for the sales and related occupations group. Significant increases are also projected for jobs in the health care industry. For the Kansas City KC-MO MSA the largest occupational group was in trade, transportation, and utilities, followed by professional and business services.

The following is a summary of data regarding the Kansas City metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 433,700

Number of workers employed in . . .

- construction and mining: 23,000
- manufacturing: 36,800
- trade, transportation and utilities: 94,600
- information: 22,300
- financial activities: 32,200
- professional and business services: 67,500
- educational and health services: 49,000
- leisure and hospitality: 37,400
- other services: 15,100
- government: 56,000

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.6% (June 2007)

Largest employers, Wyandotte County (2003)

	<i>Number of employees</i>
University of Kansas Medical Center Kansas City, Kansas	4,900
Public Schools, USD No. 500	3,500
General Motors	3,350
Unified Government of Wyandotte County	2,300
Associated Wholesale Grocers	1,300
Burlington Northern-Santa Fe Railroad	1,200
United Parcel Service	907
Teletech	825
Kansas City Kansas Community College	750
U.S. Bulk Mail Center	600
Swift Transportation	600

Keebler Foods

550

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Kansas City area.

2007 (1st quarter) ACCRA Average House Price: \$271,279

2007 (1st quarter) ACCRA Cost of Living Index: 81.6

State income tax rate: 3.50% to 6.45%

State sales tax rate: 5.3%

Local income tax rate: None

Local sales tax rate: city, 1.25%; county, 1.0%

Property tax rate: 1.83% per \$1,000 assessed value

Economic Information: Kansas City Area Development Council, 2600 Commerce Tower, 911 Main Street, Kansas City, MO 64105; telephone (816)842-2865 or (800)99KCADC; www.thinkkc.com. Kansas Department of Labor, 401 SW Topeka Blvd., Topeka, KS 66603; telephone (785)296-5000; www.dol.ks.gov

■ Education and Research

Elementary and Secondary Schools

Most students in Kansas City attend schools in the Kansas City, Kansas Public Schools District. In 2003 the district was one of three in the state to be recognized by the Academic Development Institute for significant increases in student achievement. Summer High School has been listed by *Newsweek* as one of the top schools in the state. Adult education programs are offered through Area Technical School and Fairfax Learning Center. Two other districts serve students from Kansas City: Piper USD 203 and Turner USD 202. The Wyandotte Comprehensive Special Education Cooperative offers a full-range of special education services for students in the Kansas City, Piper, and Bonner Springs-Edwardsville school districts. The Kansas State School for the Blind is a day and residential school offering individualized programs for students ages 3 through 21.

The following is a summary of data regarding the Kansas City, Kansas Public Schools as of the 2005–2006 school year.

Total enrollment: 19,561

Number of facilities

- elementary schools: 30
- junior high/middle schools: 8

senior high schools: 5
other: 3

Student/teacher ratio: 13.1:1

Teacher salaries (2005–06)

elementary median: \$43,511 (2004)
junior high/middle median: Not available
secondary median: Not available

Funding per pupil: \$7,259

There are over a dozen private Christian and parochial schools in Kansas City.

Public Schools Information: Kansas City, Kansas Public Schools, 625 Minnesota Avenue, Kansas City, KS 66101; telephone (913)551-3200; www.kckps.k12.ks.us. Piper USD 203, 12036 Leavenworth Rd., Kansas City, KS 66109; telephone (913)721-2088; www.piper-schools.com. Turner USD 202, 800 S. 55th Street, Kansas City, KS 66106; telephone (913)288-4100; www.turnerusd202.org

Colleges and Universities

The University of Kansas Medical Center offers degree programs through its Allied Health, Medicine, Pharmacy, Nursing, and Graduate Studies programs. The UK Medical Center maintains a prestigious biomedical research facility and provides medical care to the community.

Kansas City Kansas Community College provides two-year associate's degree programs in professional or general studies as well as transfer programs leading to baccalaureate degrees. Academic divisions include business and continuing education, humanities and fine arts, nursing and allied health, social sciences, and math, science and technology. Enrollment is over 5,500.

Donnelly College is a Catholic liberal arts and professional college offering three associate's degrees and three bachelor's degrees. Health care certificate programs are also offered. Enrollment is over 500. The University of St. Mary Western Wyandotte is a satellite campus in Kansas City at the Providence Medical Center. The main campus of the University of Saint Mary is in Leavenworth. The Kansas City site offers MBA and degree completion programs in business and psychology.

Libraries and Research Centers

The main facility of the Kansas City Kansas Public Library is located downtown; three branches and a bookmobile are operated within the system. The Mr. and Mrs. F.L. Schlagle Library is located in Wyandotte County Lake Park as an environmental learning center. Holdings for all branches total nearly 500,000 items, including books, periodicals and newspapers, microfiche, films, records, tapes, and art reproductions. Special collections include The Kansas Collection, comprised of local historical and genealogical resources; and a Spanish Language

Collection. The library also maintains a small permanent collection of art and sponsors temporary exhibits as well.

The Dykes Library, one of the largest health sciences libraries in the Midwest, is open to the public as well as staff and students of the University of Kansas Medical Center. The library of Kansas City Kansas Community College features a special collection called The Morgue, which is a collection of journals relating to the fields of mortuary science and funeral services.

Research centers at the University of Kansas Medical Center include the Center for Reproductive Biology, the Mental Retardation Research Center, the Kansas Masonic Cancer Research Institute, and the Kidney Institute.

Public Library Information: Kansas City Kansas Public Library, 625 Minnesota Avenue, Kansas City, KS 66101; telephone (913)551-3280; www.kckpl.lib.ks.us

■ **Health Care**

With two major hospitals and a county health department, Kansas City is a regional leader in health care. The 508-bed University of Kansas Hospital is a teaching hospital for the University of Kansas Medical School. A Carnegie Research I institution, it receives at least \$40 million in annual federal research funding. Specialty areas include ophthalmology, neuroscience and stroke, heart care, infectious diseases, pain management, and allergy, immunology, and rheumatology. A cancer consultation service is available 24 hours a day, 7 days a week through the Cancer Care and Medical Pavilion. Emergency medicine includes a Level I Trauma Center. The hospital also sponsors the Burnett Burn Center and a transplant program that includes kidney, liver, and pancreas transplants. In 2007 the University of Kansas Hospital was ranked as one of the top 30 heart care hospitals in the nation by *U.S. News & World Report*.

Providence Medical Center is a 400-bed, not-for-profit community hospital affiliated with the Sisters of Charity of Leavenworth Health System. It offers an extensive array of services including cancer and cardiac care; neurosurgery; a Family Care Center for obstetrical, pediatric and gynecological services; a Diabetes Center; Anticoagulation Clinic; Pain Clinic; and an outpatient Rehabilitation Center.

The Wyandotte County Public Health Department provides clinics for adults and children as well as immunization and family planning information. Most services are available for a nominal or sliding-scale fee.

■ **Recreation**

Sightseeing

The National Agricultural Center and Hall of Fame in Bonner Springs was chartered by Congress in 1960 to honor the nation's farmers. Funded by private

contributions, the 172-acre facility traces the history of agriculture in the United States with exhibits on rural life, customs, and material culture. Its many attractions include the Museum of Farming, the National Farmer's Memorial, a gallery of rural art, and a restored nineteenth century farming village.

The Huron Indian Cemetery located in the heart of downtown is the burial ground of the Wyandot Nation, founders of the first town in the evolution of Kansas City. Established in 1832, White Church Christian Church is the oldest church in the state that is still in use. The John Brown Statue at 27th Avenue and Sewell pays tribute to the Brown-led antislavery movement from Quindaro, Kansas. In council chambers at City Hall the history of Kansas City is told through stained-glass windows and a large mural. The Rosedale Memorial Arch, dedicated in 1923 as a memorial to World War I soldiers, replicates the Arc de Triomphe in Paris. In 1993 a monument was added underneath the arch in memory of soldiers who served in World War II, Korea and Vietnam. Grinter House, built in 1857 and furnished with authentic period furniture, is the restored home of one of the first white settlers in Kansas City, Moses Grinter, who operated a ferry across the Kaw (Kansas) River.

The Children's Museum of Kansas City features interactive discovery-based exhibits. Nearby Kansas City, Missouri, is home to the Kansas City Zoo; Worlds of Fun, a theme park with more than 50 rides and shows; and Oceans of Fun, a tropical-theme water park.

Arts and Culture

The centerpiece for the performing arts in Kansas City is Memorial Hall, a 3,300-seat venue that hosts cultural, religious, and entertainment events year-round. The Wyandotte Players perform live family-oriented theatre at the Kansas City Kansas Community College Performing Arts Center. Commedia Sans Arte is an improvisational comedy troupe performing at the historic Alcott Arts Center (formerly the Louise May Alcott Grade School). Open-air concerts take place at the Verizon Wireless Amphitheatre in Bonner Springs.

Kansas City, Kansas's Granada Theatre is home to the Grand Barton Theatre pipe organ. One of the most impressive instruments of its kind, it weighs more than 20 tons and rises more than two stories in height. Built in 1928–1929 by Boller Brothers in a Spanish-Mediterranean style, the Granada Theatre was restored in 1986 and operated as a non-profit performing arts center during the 1980s and 1990s.

The stone and brick foundations of the Quindaro Ruins and Underground Railroad, called "the largest known archeological shrine to freedom," offer a rare glimpse into Kansas's abolitionist past. The Harry S. Truman Library and Museum in nearby Independence, Missouri contains documents and memorabilia from the

Truman presidency, including a popular White House in Miniature exhibit.

The Wyandotte County Historical Museum in Bonner Springs displays local and regional artifacts, including Native American relics and other items from the county's early history. The Strawberry Hill Museum and Cultural Center is dedicated to Kansas City's Eastern European heritage. It is located in Kansas City, Kansas, in the former St. John the Baptist Children's Home, an original Queen Anne-style building constructed in 1887. Neighboring Kansas City, Missouri, is the home of the nationally renowned Nelson-Atkins Museum of Art and a number of other museums of note.

Festivals and Holidays

Kansas City is nicknamed the "City of Festivals." The city and Wyandotte County celebrate history, culture, tradition, and ethnic heritage with annual events in which crafts, foods, and music play an important part. Recognized as one of the top 100 attractions in North America, the Renaissance Festival spans six fall weekends beginning on Labor Day weekend. Several ethnic festivals are scheduled throughout the year including Polski Days, the Croatian Festival, the Kansas City Scottish Highland Games, and Oktoberfest. The Wyandotte County Fair takes place the last weekend in July. The Great American Barbecue takes place in May, featuring barbecue contests and a Barbecue Ball. Grinter House is the location of a number of special events, including the Applefest in autumn.

Sports for the Spectator

Greyhound, thoroughbred, and quarter horse racing take place at the dual-track Woodlands complex. The privately funded racetrack includes two separate enclosed spectator facilities, a one-mile horse track with a straightaway for thoroughbreds and quarter horses, and a greyhound track suitable for year-round racing. Lakeside Speedway has a half-mile asphalt oval track and is part of the NASCAR Winston Racing Series. The Speedway hosts many national touring series; racing takes place every Friday night from March through September. The recently completed Kansas Speedway is a state-of-the-art facility featuring a 1.5-mile racing track, 80,000 spectator seats, driving schools, custom car shows and more. In addition to NASCAR, IRL and ARCA races, the Kansas Speedway also hosts community events.

The Kansas City T-Bones play ball at CommunityAmerica Ballpark as part of the Northern League of baseball. The Wizards of Major League Soccer (outdoors) also play at CommunityAmerica Ballpark.

Nearby Kansas City, Missouri, has much to offer the sports enthusiast. The American Royal, the world's largest combined livestock show, horse show, and rodeo, takes place in autumn at the American Royal Complex in the stockyard district. The Kansas City Chiefs play in the

National Football League at Arrowhead Stadium, part of the Harry S. Truman Sports Complex. Major League Baseball's Kansas City Royals compete in the American League Central Division at Kauffman Stadium. The Kansas City Comets play indoor soccer and the Kansas City Knights play ABA basketball, both at Kemper Arena.

Sports for the Participant

The Unified Government Parks and Recreation Department manages 44 parks and 6 recreational centers in the city with facilities for tennis, golf, swimming and picnicking. Wyandotte County Lake Park offers a 400-acre lake with marina, 1,500 acres of wooded land, a model railroad, picnic shelters and excellent fishing. Private facilities can be reserved for small and large groups. Pierson Park offers a 12-acre fishing lake, shelter houses, a children's playground, tennis courts, and a softball field.

Wyandotte County has four first-rate golf courses. Painted Hills, a public course in Kansas City, offers rolling fairways and a panoramic view of the city. Dub's Dread, a semi-private course also in Kansas City, is a challenging 18-hole course. The newly-remodeled public Sunflower Hills in Bonner Springs is considered the premier public course in the metropolitan area, with an 18-hole championship design and PGA management staff. Lake Quirva is a private course.

Shopping and Dining

Village West, a major retail and entertainment destination, is located on a 400-acre site near the intersections of I-435 and I-70. Legends Shopping Center at Village West is an open-air shopping center that includes restaurants and a 14-screen movie theater. Village West is home to the 180,000-square-foot Cabela's show room. More than just a sport and fishing store, Cabela's in Kansas City features the largest display of life-sized mule deer in their natural surroundings and an enclosed aquarium. Nebraska Furniture Mart has a 712,000-square-foot showroom at Village West that includes the Courtyard Café, for those who want to take a break from shopping. Indian Springs Marketplace is home to the Children's Museum of Kansas City as well as a range of shops and services. Country Club Plaza and Crown Center are located in Kansas City, Missouri. City Market, also in Missouri, is a colorful farmers' market open seven days a week. Union Station is a fully refurbished 1914 landmark, now featuring unique shops and restaurants, an interactive science centre and theatre facilities. Kansas City restaurants are known for their barbecue, steaks, chicken, and ethnic cuisine, including Mexican, Greek, Asian, and Italian.

Visitor Information: Kansas City, Kansas-Wyandotte County Convention and Visitors Bureau, 727 Minnesota Ave., PO Box 171517, Kansas City, KS 66101; telephone

(913)321-5800; toll-free (800)264-1563; www.visitthedot.com

■ Convention Facilities

The Jack Reardon Convention Centre in downtown Kansas City is the site of conferences, meetings, banquets, and conventions. The facility contains 20,000 square feet of exhibit space with 12 meeting rooms and 60 booth spaces. Seating is available for up to 1,800 participants. Next door, the Hilton Garden Inn offers 147 rooms and meeting space ranging from 300 to 5,000 square feet. The Best Western Inn and Conference Center has 113 rooms and meeting space for groups of 15 to 225. Great Wolf Lodge offers 3,000 square feet of meeting space and 281 rooms. Meeting and event space may also be rented at Cabela's, the Children's Museum of Kansas, and Memorial Hall. The Sanctuary of Hope Retreat Center offers a place for small group gatherings. Some hotels, motels, and bed-and-breakfasts in the area also maintain meeting and banquet rooms.

Convention Information: Kansas City, Kansas-Wyandotte County Convention and Visitors Bureau, 727 Minnesota Ave., PO Box 171517, Kansas City, KS 66101; telephone (913)321-5800; toll-free (800)264-1563; www.visitthedot.com

■ Transportation

Approaching the City

Kansas City International Airport is just 16 miles north of downtown in Kansas City, Missouri. Its 13 major commercial airlines offer about 230 daily departures with nonstop service to 70 destinations. The Charles B. Wheeler Downtown Airport in Kansas City, Missouri, serves charter, corporate, and other fixed-based operator flights.

A network of interstate highways links Kansas City with points throughout the nation. I-35 runs from Duluth, Minnesota, southward through Kansas City to Laredo, Texas. I-29, originating in North Dakota, terminates in Kansas City; the Kansas Turnpike, I-70, bisects the city and extends to St. Louis and Denver, Colorado. I-435, an outerbelt, spans western Wyandotte County and connects Kansas City with the airport to the north. Amtrak and Greyhound offer service to Kansas City, Missouri.

Traveling in the City

North-south streets in Kansas City are numbered and labeled "street;" east-west streets are named and designated "avenue." Public bus transportation is operated by the Kansas City Area Transit Authority and Unified Government Transit. These two bus systems provide

integrated service Monday through Saturday. Dial-A-Ride offers public transit service for persons with disabilities. Senior Group Transportation is also available. Johnson County Transit (The JO), operates bus services throughout Johnson County Kansas and to points in both Kansas City, Kansas, and Kansas City, Missouri.

■ Communications

Newspapers

The Kansas City, Kansas, daily newspaper is the *Kansas City Kansan*, published Tuesday through Saturday. Several neighborhood, ethnic, and suburban newspapers are distributed weekly and monthly, including *Wyandotte West* and the *Kansas City Record*. The *Kansas State Globe* serves the African American community. The weekly *Kansas City Jewish Chronicle* is published in Overland Park and distributed on Fridays.

Television and Radio

There is only one network television station broadcasting directly from Kansas City; others are received from Missouri. Cable service is available locally. Five AM and FM radio stations broadcast from Kansas City, with others received from Missouri.

Media Information: *Kansas City Kansan*, 7815 Parallel Parkway, Kansas City, KS 66112; telephone (913)371-4300; www.kansascitykansan.com

Kansas City Online

- Kansas City Area Development Council. Available www.smartkc.com
- Kansas City Kansas Area Chamber of Commerce. Available www.kckchamber.com
- Kansas City Kansas Public Library System. Available www.kckpl.lib.ks.us
- Kansas City, Kansas Public Schools. Available www.kckps.k12.ks.us
- Kansas City Kansas-Wyandotte County Convention and Visitors Bureau. Available www.kckcvb.org
- Kansas Department of Commerce and Housing. Available www.kansascommerce.com
- Unified Government of Wyandotte County and Kansas City, Kansas. Available www.wycokck.org

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Overland Park

■ The City in Brief

Founded: 1905 (incorporated 1960)

Head Official: Carl R. Gerlach (R) (since April 2005)

City Population

1980: 81,784

1990: 111,790

2000: 149,080

2006 estimate: 166,722

Percent change, 1990–2000: 33.4%

U.S. rank in 1980: Not available

U.S. rank in 1990: 168th (2nd in state)

U.S. rank in 2000: 143rd (2nd in state)

Metropolitan Area Population

1980: 1,449,374

1990: 1,582,875

2000: 1,776,062

2006 estimate: Not available

Percent change, 1990–2000: 12.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 44th

Area: 56.85 square miles

Elevation: 1,000 feet above sea level

Average Annual Temperature: 56.75° F

Average Annual Precipitation: Not available

Major Economic Sectors: Professional services, retail trade, manufacturing

Unemployment Rate: 4.4% (June 2007)

Per Capita Income: \$35,211 (2005)

2005 FBI Crime Index Property: 4,559

2005 FBI Crime Index Violent: 494

Major Colleges and Universities: University of Kansas-Edwards Campus, Johnson County Community College, Baker University-School of Professional and Graduate Studies, National American University, Ottawa University-Greater Kansas City Campus, University of St. Mary Overland Park

Daily Newspaper: *The Kansas City Star*

■ Introduction

Growing up in the shadow of the two Kansas Cities (Kansas and Missouri), Overland Park has found myriad ways to distinguish itself as an affordable community populated by well-educated professionals. In 2003 Overland Park was ranked 3rd in *Money* magazine's "Hottest Towns" with more than 100,000 people in the central region. The honor was upgraded in 2006 when *Money* named the city as sixth in the nation of the "Best Places to Live." Other national honors indicate that Overland Park is a community that is child-friendly, welcoming and safe for women, and open for business. Overland Park is an urbane and thriving city in Kansas in the twenty-first century.

■ Geography and Climate

Located in the sub-basin of the Missouri River, Overland Park exists in the transition area between rolling green hills and the eastern edge of the Great Plains. Ice Age glaciers scoured the land and left silt deposits that have contributed to the rich agricultural history of Kansas. The meandering Missouri further softened the surface of one of the more geologically stable areas in the United States. Overland Park itself is perched on a bluff above Kansas City, protecting it from periodic floods.

Eastern Kansas experiences warm, slightly humid summers that can border on hot; winters can feel quite chilly thanks to the humidity level, but precipitation is relatively moderate. Spring ushers in a season of towering thunderstorms moving across the Plains, along with twisters that frequent the edge of Tornado Alley in which Overland Park resides. In 2007 *National Geographic Adventure* magazine named Overland Park as one of the top 50 cities to live and play.

Area: 56.85 square miles

Elevation: 1,000 feet above sea level

Average Temperature: 56.75° F

Average Annual Precipitation: Not available

■ History

Early Kansas: Lying Low

The Kansas of long ago was wide open—plains scoured by a series of Ice Age glaciers and wandering rivers had become vast, level expanses under a limitless sky. Prior to the 1700s the area was sparsely populated; gradually, a growing number of native tribes discovered the richness of the glacial silt soil and the abundance of bison. The eastern portion of the state was home to many tribes that maintained individual languages and customs: Plains, Wyandotte, Sioux, Osage, Kickapoo, Shawnee, Kanza, Arkansas, Otto, Dahcotah and Ogillalah tribes all called the region home and helped establish the natural passage that would come to be known as the Santa Fe Trail .

A European presence extended into eastern Kansas in the early 1500s with the explorations of Francisco Vasquez de Coronado. The land was first claimed by France, then ceded to Spain as a sop after the country's loss in the French and Indian War. The area was contested until Spain ceded it back to France in 1800; the next year, France sold eastern Kansas to the United States as part of the Louisiana Purchase, and the region was fair game for the Manifest Destiny of the U.S. government.

Born Free: A Matter of Perspective

Kansas didn't have to wait long. In 1802 hunter and trapper James Pursley followed a well-traveled trail to New Mexico to do some trading, following a route that travelers started to call the Santa Fe Trail. As trade heated up between merchants in Missouri and trappers in New Mexico, the trail evolved into the Santa Fe Road. Increased traffic and commerce in the area resulted in friction with native tribes still attempting to live on the land's resources. As a solution, the U.S. government negotiated a treaty in 1825 with the Shawnee Indians in Missouri; in exchange for surrendered land in Missouri, the tribe

received an equivalent amount of land on a reservation in what is now Johnson County, Kansas.

A new era began for the formerly nomadic tribe that had up until then lived in eastern woodlands; the move to the plains necessitated much adaptation as the Shawnees became farmers. In 1829 the Rev. Thomas Johnson (for whom the county is named) moved to the reservation, where an Indian Manual Labor School was created. Native American children were tutored in English, manual arts, agriculture, and Christianity.

Kansas Territory became official in 1854, populated by a curious mix of passionate abolitionists and independent pioneers who supported Kansas as a "free state" because it was economically advantageous to keep slave owners out of the territory. On the front edge of the Civil War, Kansas became a state in 1861 and joined the Union. Even prior to the advent of the Civil War, pro-slavery factions warred with abolitionists and free soil advocates in Kansas. Ironically, a number of the free soil advocates were less interested in abolishing slavery and more interested in keeping African Americans out of Kansas altogether. Soon after a "free state" and Union victory, the U.S. government also recommended getting the Indians out, moving whole tribes south to what was being termed Indian Territory.

Overland Park Takes Shape

Since 1821 a large city just over the Kansas-Missouri state line had begun to evolve into a major stop on the trail, railroad, and road systems. By the early 1900s, Kansas City was a burgeoning metropolitan center and had changed from trading post to destination. In 1905 William B. Strang, Jr., was staying in Kansas City with a relative when he explored the area to the west of the city and recognized its potential as a bedroom community for the metro area. Strang was particularly intrigued by a plot of land owned by several farm families and situated on a bluff; the combination of high ground and proximity to the city led him to purchase the land and start laying out a series of new communities. Thus Overland Park was created—the name is reputed to be a combination of the vision of a "park-like" city crossed with the alternate name for the Santa Fe Trail (Overland Trail).

In support of his newly-created bedroom community, Strang went on to develop an interurban train line with trolley service to Kansas City. The Strang Land Company grew busy selling off individual lots of land in business and residential segments of the new town. The city founder also had his hand in the development of Airfield Park in 1909, which combined a landing strip, aviation school, hangars and a grandstand for the locals who were fascinated with flying. Many renowned aviators made Overland Park a stop, including the Wright Brothers; an airplane industry grew up around the airfield that has continued to present day.

Thanks to Strang and other early residents of the area, Overland Park was gradually becoming a viable entity on its own merits. As an attempt to manage the swift growth in Overland Park, Mission, and Prairie Village, these collective communities were organized into an urban township form of government under a law passed by the Kansas legislature in 1940. The reborn entity, Mission Urban Township, was able to form a governmental body but lacked the right to zone or plan independently. In combination with the repercussions of the Dust Bowl days and World War II, Mission Urban Township experienced a time of stasis in the late 1930s and early 1940s, followed by a boom in residential development. In 1951 the Kaw River flooded Kansas City while the community on the bluff stayed nice and dry, and Mission Township began to see an influx of slightly damp folks. The current system of government was insufficient to deal with the resultant growth and development, leading to separation of the township communities into municipalities and the incorporation of Overland Park in 1960.

Out of the Shadow of Kansas City

The 1960s and 1970s ushered in a period of individuation, as Overland Park established its own infrastructure of schools, businesses, and city services. Very early in its formal existence, Overland Park government initiated the practice of citizen surveys to target key concerns of the populace and to measure satisfaction with quality of life. This proactive approach led to a balanced approach to development and growth, as well as innovative juvenile delinquency and learning disability programs created in the 1970s.

Since the 1980s Overland Park has experienced a fairly consistent boom pattern, with growth in population, industry and reputation. While continuing to look forward, the city administration has also appreciated its past by supporting extensive renovations of the historic downtown area during the early 1990s. Present day Overland Park has been a regular on national ratings for quality of life, education, affordable housing, appeal to businesses, and population growth. It's a young community in many ways, with a mature approach to living and contributing. In 2006 *Money* magazine named Overland Park as one of the top ten "Best Places to Live."

Historical Information: Kansas State Historical Society, 6425 SW Sixth Avenue, Topeka, KS 66615; telephone (785)272-8681; www.kshs.org

■ Population Profile

Metropolitan Area Residents

1980: 1,449,374
1990: 1,582,875

2000: 1,776,062
2006 estimate: Not available
Percent change, 1990–2000: 12.2%
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: 44th

City Residents

1980: 81,784
1990: 111,790
2000: 149,080
2006 estimate: 166,722
Percent change, 1990–2000: 33.4%
U.S. rank in 1980: Not available
U.S. rank in 1990: 168th (2nd in state)
U.S. rank in 2000: 143rd (2nd in state)

Density: 2,627 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 139,556
Black: 5,347
American Indian and Alaska Native: 155
Asian: 11,080
Native Hawaiian and Pacific Islander: 95
Hispanic or Latino (may be of any race): 8,116
Other: 2,218

Percent of residents born in state: 35.1% (2006)

Age characteristics (2005)

Population under 5 years old: 10,478
Population 5 to 9 years old: 12,548
Population 10 to 14 years old: 10,680
Population 15 to 19 years old: 10,416
Population 20 to 24 years old: 9,858
Population 25 to 34 years old: 18,985
Population 35 to 44 years old: 28,998
Population 45 to 54 years old: 23,535
Population 55 to 59 years old: 9,515
Population 60 to 64 years old: 7,061
Population 65 to 74 years old: 10,562
Population 75 to 84 years old: 6,958
Population 85 years and older: 2,307
Median age: 37.9 years

Births (2006)

Total number: 2,177

Deaths (2006)

Total number: 1,108

Money income (2005)

Per capita income: \$35,211
Median household income: \$64,804
Total households: 64,666



City of Overland Park

Number of households with income of . . .

- less than \$10,000: 2,104
- \$10,000 to \$14,999: 2,192
- \$15,000 to \$24,999: 5,445
- \$25,000 to \$34,999: 5,916
- \$35,000 to \$49,999: 9,058
- \$50,000 to \$74,999: 11,653
- \$75,000 to \$99,999: 8,123
- \$100,000 to \$149,999: 11,573
- \$150,000 to \$199,999: 5,092
- \$200,000 or more: 3,510

Percent of families below poverty level: 2.1% (2000)

2005 FBI Crime Index Property: 4,559

2005 FBI Crime Index Violent: 494

■ **Municipal Government**

Overland Park operates through the mayor-council-city manager form of government, with the mayor and 12 council members forming the governing body for the municipality. The city is divided into six districts, each of which elects two council members who serve four-year

terms with staggered elections. The mayor is elected by the general populace and also serves a four-year term in office. In April 2005 the city of Overland Park elected its first new mayor in 24 years. The governing body hires a city manager to enforce established policies and to oversee the daily operations of the city.

Head Official: Carl R. Gerlach (R) (since April 2005; current term expires 2009)

Total Number of City Employees: 1,383 (2007)

City Information: City of Overland Park, City Hall, 8500 Santa Fe Drive, Overland Park, KS 66212; telephone (913)895-6000; www.opkansas.org

■ **Economy**

Major Industries and Commercial Activity

Service-oriented businesses have taken a leading role in the city's economy, particularly in educational, health care, professional, and technical services. This may be attributed to the fact that Overland Park has one of the most well-educated workforces in the nation. In 2006 over 96 percent of the population 25 years and older had

obtained a high school diploma or higher level of education. About 56 percent had a bachelor's degree or higher. As of 2006, professional, technical, and scientific services accounted for nearly 12 percent of employment, while the finance and insurance industry held a little over 11 percent of employment. With six major office parks, the city has become a dynamic corporate center. YRC Worldwide and Ferrelgas Partners are two *Fortune* 1000 companies with headquarters in Overland Park. Black and Veatch, a major engineering service firm, also maintains headquarters in the city. Sprint/Nextel, the largest employer in the city, has its operational headquarters there as well. Other major telecommunications employers include Embarq, AT&T, Alexander Open Systems, and Verizon Wireless. Leading financial services, banking, and insurance employers include Zurich North America Commercial, Wadell & Reed Financial, Swiss Re, Wells Fargo, Capital One Home Loans, Valley View Bancshares, and Accenture.

Health care and social assistance organizations accounted for about 9 percent of employment in 2006. Leading health care employers include Overland Park Regional Medical Center, Menorah Medical Center, Physicians Reference Laboratories, and St. Luke's South Hospital. The three local school districts and Johnson County Community College are among major employers in education.

Hospitality and food service jobs are a significant source of employment for the city, in part due to its easy distance from the two Kansas Cities. From 1997 to 2007 retail sales grew by over 50 percent with over 2,000 retailers in the city.

Items and goods produced: telecommunication technology, transportation equipment, lumber, heating and air conditioning units, promotional products

Incentive Programs—New and Existing Companies

Local programs: The city of Overland Park encourages new building by allowing for abatement of up to 50 percent of property tax liability for as long as 10 years, dependent upon the size and use of construction projects. The Chamber of Commerce in Overland Park acts as a bridge for businesses negotiating the local and state systems in expanding or creating a new project. Potential business owners might also contact the Downtown Overland Park Partnership and the Overland Park Economic Development Council for assistance in establishing or expanding a business in the city.

State programs: The entire state of Kansas is designated as an Enterprise Zone. Businesses located in an Enterprise Zone are eligible for special credits such as an investment tax credit (1 percent), a building and materials sales tax exemption, and inventory tax exemption, and

certain property tax exemptions and credits. A job creation tax credit of \$1,500 per new job is also available for jobs created in the zone for certified dislocated or economically disadvantaged workers. A research tax credit of 6.5 percent is also available for qualified research and development investments. Businesses that are not eligible for the Enterprise Zone programs may apply for job expansion and investment tax credits. The High Performance Incentive Program offers a 10 percent corporate income tax credit on qualified capital investments for eligible companies. There is no state income tax for either personal or corporate income.

The Kansas Department of Commerce is the state's leading economic development agency. Its Business Development Division offers customized proposals for prospective companies to outline available incentives and financing programs. Financing programs include the Kansas Economic Opportunity Initiatives Fund, the Partnership Fund, and Industrial Revenue Bonds. The Kansas Bioscience Authority offers several incentive programs for relocating, expanding, and start-up companies in the bioscience industry.

Job training programs: The Overland Park Chamber of Commerce schedules two professional development seminars per month and can additionally act as a referral agent for employers looking for advanced training for their employees. Kansas 1st is a statewide program through which local colleges and universities provide job-related training through individual courses of study and business training programs. Through Kansas 1st, companies may create specialized programs for their employees. Companies creating new jobs may qualify for training funds through Investments in Major Projects and Comprehensive Training (IMPACT), Kansas Industrial Training (KIT), and Kansas Industrial Retraining (KIR). Programs are custom designed to meet a company's specific training needs and can involve pre-employment or on-the-job training. The Neighborhood Improvement and Youth Employment Act has provided funding for community enhancement projects for which high school students are hired. The Center for Business and Technology at Johnson County Community College offers about 400 on-site contract training opportunities at local area businesses. The Overland Park campus of Baker University provides educational programs tailored to specific employer needs and brings them directly to the workplace.

Development Projects

The city's first major business park, Corporate Woods, was opened in Overland Park in the 1970s. Since then five other parks have opened: Southcreek, Executive Hills, Lighton Development, Foxhill Office Park, and Bryan Office Park. All six parks continue to expand and renovate their available properties as they attract new tenants. In 2007 Software Engineering Services announced that it would open a new regional office at

Corporate Woods. The company, which has primarily focused on government and defense projects, plans to use this site to expand its commercial consulting business to include more private-sector clients.

Also in 2007 Baker University moved into a new 30,000-square-foot facility on the corner of College and Metcalf Avenue in Overland Park. The new Baker University facility has 25 classrooms and will introduce new programs in conflict management, dispute resolution and an online MBA.

That same year Allied National, one of the nation's most respected administrators of small business employer benefit plans, announced that it would build headquarters in Overland Park. The company plans to invest over \$12 million in refurbishing a property on W. 107th Street. By 2010 the company expects to have over 100 employees with an average annual salary of \$56,666.

Commercial Shipping

The neighboring Kansas City Metropolitan Area is one of the largest transportation hubs in the nation and the primary site for commercial trade in the area. Local firms provide a complete range of intermodal services, including rail, air, truck, and water, for the receiving and shipping of goods. The Greater Kansas City area is served by four Class I rail carriers: Burlington Northern Santa Fe, Kansas City Southern, Norfolk Southern, and Union Pacific. Regional rail service is provided through the Iowa, Chicago & Eastern line and Missouri & Northern Arkansas. Kansas City International Airport in Missouri has 4 all-cargo carriers and 11-passenger combination carriers.

There are 225 motor freight carriers serving the city, with several more available throughout the metropolitan area. Kansas City is part of the Kansas City Commercial Zone, where exemption from Interstate Commerce Commission tariff supervision is granted to shipments originating from and received within this region. Shippers and motor carriers independently negotiate rates. A number of warehouses are maintained in the area. The headquarters for Yellow Roadway Corporation are in Overland Park, allowing easy access to a major cargo shipping and transportation resource. Yellow transports cargo to all 50 states, Canada, the Virgin Islands, and several other international destinations.

Seven barge lines offer shipping from the Kansas City area of the Missouri River. There are 41 docks and terminals in the metropolitan area. The shipping season runs from March through November.

Labor Force and Employment Outlook

In 2006 over 96 percent of the population 25 years and older had obtained a high school diploma or higher level of education. About 56 percent had a bachelor's degree or higher. There appears to be a slight shift in philosophy regarding higher education, starting at the K-12 level, with more emphasis on real-world experiences through

technical programs and vocational institutions prior to a four-year degree being earned.

Private-sector service-oriented businesses are expected to show the greatest increase in job growth over the next decade. These include professional, scientific, technology, health care, and educational services. Retail trade may also see a significant increase.

The following is a summary of data regarding the Overland Park city metropolitan area labor force, 2005 annual averages.

Size of nonagricultural labor force: 85,244

Number of workers employed in . . .

- construction and mining: 3,858
- manufacturing: 6,458
- trade, transportation and utilities: 4,575
- information: 5,740
- financial activities: 9,260
- professional and business services: 12,709
- educational and health services: 16,450
- leisure and hospitality: 6,351
- other services: 4,013
- government: 8,690

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.4% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Sprint/Nextel	9,600
Embarq	5,000
Shawnee Mission School District	3,620
Blue Valley School District	2,700
Black & Veatch	2,250
Overland Park Regional Medical Center	2,000
City of Overland Park	1,383
YRC Worldwide	1,000
Johnson County Community College	950
Zurich North America Commercial	900

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Overland Park area.

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 3.50% to 6.45%

State sales tax rate: 5.3%

Local income tax rate: None

Local sales tax rate: 7.525%

Property tax rate: 8.889 mills; one mill = \$1 for every \$1000 of assessed property value

Economic information: Overland Park Economic Development Council, 9001 W. 110th Street, Suite 150, Overland Park, KS 66210; telephone (913)491-3600; www.opedc.org

■ Education and Research

Elementary and Secondary Schools

In a 2001 report by Population Connection, Overland Park was chosen the number one “Kid Friendly City” in the nation, based on factors such as education, health, and public safety, which all impact overall achievement in the K-12 population. Overland Park has three public school districts: Blue Valley, Shawnee Mission, and Olathe. All three districts have consistently been ranked within the top 10 percent for best public school systems by *Expansion Management* magazine.

The Blue Valley School District covers 91 square miles in south Overland Park. One of its innovative programs is the Wilderness Science Center; this outdoor laboratory encompasses 30 acres of prairie, forest, river, and wetland ecosystems. Students at the WSC put their classroom science theories to work along the trails and learning stations sprinkled throughout the open space. Several Advanced Placement courses are available for high school students.

The Shawnee Mission School District covers 72 square miles of northeast Johnson County. The school system offers over 50 honors and Advanced Placement courses for high school students. Juniors and seniors may also participate in the International Baccalaureate program at Shawnee Mission East High School. The district also sponsors the Center for International Studies at Shawnee Mission South High School. There, students may attend an all-day program which includes electives in Arabic, Chinese, and Japanese language and cultural studies as well as international law and economics. The Broadmoor Technical Center offers courses leading to careers in such fields as culinary arts, graphic design, commercial banking, computer service and networking, and fashion design. Homeschoolers in elementary and middle school are offered support through the Shawnee Mission eSchool program, which offers an online district-approved curriculum. High school students may access eSchool for independent study courses.

The Olathe Unified School District (OUSD) was formerly five separate districts. The OUSD provides the Heartland and Prairie Learning Centers for children with special needs and a Head Start program for pre-kindergartners. Approximately 10.5 percent of OUSD students reside in Overland Park, while the majority of the students are from Olathe. The student/teacher ratio in OUSD is about 16:1, allowing for more individualized attention. Advanced Placement and online education programs are available for high school students. The district offers special 21st Century High School Programs through which students take advanced courses in studies such as communications and engineering, and gain real-world experience through internships with partner organizations.

The following is a summary of data regarding the Olathe Unified School District as of the 2005–2006 school year.

Total enrollment: 23,604

Number of facilities

elementary schools: 31
junior high/middle schools: 8
senior high schools: 4
other: 4

Student/teacher ratio: 13:1

Teacher salaries (2005–06)

elementary median: \$34,725–\$70,662
junior high/middle median: Not available
secondary median: Not available

Funding per pupil: \$11,749

Public Schools Information: Blue Valley School District, 15020 Metcalf, PO Box 23901, Overland Park, KS 66283-0901; telephone (913)239-4000; www.bluevalleyk12.org. Olathe Unified School District, 14160 Black Bob Road, PO Box 2000, Olathe, KS 66063-2000; telephone (913)780-7000; www.olatheschools.com. Shawnee Mission School District, 7235 Antioch Road, Shawnee Mission, KS 66204; telephone (913)993-6200; www.smsd.org

Colleges and Universities

Johnson County Community College (JCCC) offers its students a range of undergraduate courses in a two-year post-secondary education program that further develops the local workforce and prepares students for transfer to four-year universities or colleges. JCCC offers over 50 associate’s degree and certificate programs. Enrollment is over 34,000. The college encourages academic, career, and personal growth through programs such as Student Life and Leadership, the Gallaudet University Regional Center (hearing impairment technical assistance and

seminars), International Student Services, the Writing Center, and the Math Resource Center. The Center for Business and Technology offers about 400 on-site contract training opportunities at local area businesses.

The University of Kansas Edwards Campus opened in Overland Park in 1993. The school offers over 20 undergraduate and graduate degree completion programs with flexible scheduling for evening and weekend classes. The main campus of the University of Kansas is in Lawrence.

The Overland Park campus of Baker University (BU), a private college affiliated with the United Methodist Church, hosts a branch of the BU School of Professional and Graduate Studies. The school offers associate's and bachelor's degrees, a master's degree in business administration and a variety of certificate programs. The main campus of BU is in Baldwin City.

Overland Park is also home to one of 19 national campus locations of National American University. The campus, which opened in 2001, offers master's degree programs in business administration and management and bachelor's degrees in applied management and business administration, with concentrations in accounting, information systems, financial management, international business, and health care management.

The University of St. Mary Overland Park Campus offers accelerated degree completion programs and several master's degree programs. The main campus of the University of Saint Mary is in Leavenworth. The Ottawa University–Greater Kansas City campus is located in Overland Park. The school offers bachelor's degrees in business, education, human resources, and psychology. A Master of Business Administration as well as Master of Arts in Human Resources are also available.

Libraries and Research Centers

The Johnson County Library system's main location is the Central Resource Library. There are an additional 12 branch libraries serving the entire county. Library patrons can access more than 1.1 million items in formats such as audio books, video and DVD movies, magazines, newspapers, and hard and soft cover books. Computer services at the library allow visitors to tap into more than 70 databases and online services to search full-text articles and reference books. The Johnson County Library is a repository for federal government documents, available both in hard copy and online. Assistive technology is available for community members with disabilities, and the library serves homebound populations with outreach and delivery programs. Various special events for children and teens are offered throughout the year.

The Billington Library on the campus of Johnson County Community College contains more than 107,000 titles in book or audiovisual format, along with a collection of more than 400,000 microforms and 600 current periodicals.

The Dykes Library, the Clendening History of Medicine Library, and the Farha Medical Library, all located at the Medical Center at the nearby University of Kansas in Kansas City, contain a wealth of health-related books, periodicals, digital collections and databases. The Medical Center also houses several research institutes conducting investigations into life processes, functions of the human body, disease processes, and health care models.

Public Library Information: Johnson County Libraries, 9875 W. 87th Street, Overland Park, KS 66212; telephone (913)495-2400; www.jocolibrary.org

■ Health Care

The Overland Park Regional Medical Center, part of the HCA Midwest Health System, is licensed for 343 beds, serving southern Johnson County and surrounding areas with emergency services, a diabetes center, a neonatal intensive care unit, a cardiac rehabilitation program, outpatient pharmacies, and a sleep disorder clinic. The emergency department features a Level II Trauma Center and a special program for victims of sexual assault. The center also has a Level III B Neonatal Intensive Care Unit. The medical center is home to the Human Motion Institute, a clinic that houses several physician specialists in the fields of orthopedics and neurosurgery. An outpatient rehabilitation clinic is also part of the institute.

The Menorah Medical Center, also a part of the HCA Midwest Health System, moved to Johnson County in 1996 and now occupies a medical campus that includes an acute care hospital licensed for 158 beds, a doctors' building, and a number of outpatient clinics. Menorah Medical is one of 20 facilities in the country to provide access to cutting edge treatment of previously inoperable tumors and lesions. Other specialties include radiation therapy, a sleep lab, audiology services, cancer diagnostics, pain management, and a full range of neurological services.

Saint Luke's South Hospital offers emergency services, cardiac diagnostics, surgical intensive care, radiology, pain management, physical and occupational therapies, and the latest in birthing suites. The facility is licensed for 105 beds and is supported by a range of outpatient programs.

Children's Mercy South is affiliated with Children's Mercy Hospitals and Clinics based in Kansas City. This Overland Park site includes a 24-hour urgent care center, a pediatric surgicenter, imaging and laboratory services, and about 25 specialty services including developmental and behavioral sciences, neurology, and ophthalmology.

Specialized care is provided at Mid-America Rehabilitation Hospital (physical rehabilitation treatment) and Select Specialty Hospital (acute long-term care). The Med-Act emergency service is operated by the county.

■ Recreation

Sightseeing

Peace and tranquility are a bargain at the Overland Park Arboretum and Botanical Gardens located on 179th Street about a mile west of U.S. Highway 69. Three hundred acres of land have been dedicated to environmental initiatives that preserve and restore ecosystems while providing educational opportunities for children and adults. Wood chip hiking trails lead through the various gardens, including the Erickson Water Garden, a Xeriscape Garden, a Rotary Children's Garden, a Native American Medicine Wheel, and the Legacy Garden. Concrete paths extending from parking areas allow visitors with physical disabilities to enjoy the rare plant species and varied biomes that can be viewed on the grounds. An interpretive Environmental Education and Visitors Center at the Gardens offers a peek into the biology of the facility while modeling environmentally-sustainable energy systems in use at the Center.

Families with younger children will enjoy a visit to the Deanna Rose Children's Farmstead, located within the boundaries of the Overland Park Community Park. Named for a local police officer who was killed in the line of duty, the Farmstead is comprised of a petting zoo, farmhouse, a silo with slides, and picture-box gardens. Demonstration gardens depict methods of growing produce such as wheat, corn, and vegetables. The Farmstead is a seasonal operation, opening April 1st and closing for the year at the end of October.

Downtown Overland Park is a great place to wander amid centralized, locally-owned art galleries and interesting shops. The Strang Carriage House in downtown conveys visitors back to the town's beginnings, and the Farmers Market is a feast for the eyes as well as the belly.

Kansas City, Missouri, is just a few minutes away, with attractions as diverse as the Hallmark Visitors Center (the past and present of Hallmark cards), the Harley-Davidson Final Assembly Plant, the Federal Reserve Bank Visitors Center, and the Kansas City Market (an open-air farmers market). The 18th and Vine Historic Jazz District in Kansas City offers a concentrated selection of entertainment venues and museums such as the American Jazz Museum and the Negro Leagues Baseball Museum.

Arts and Culture

The City of Overland Park has created a gallery space at the Overland Park Convention Center; six art exhibitions are presented each year to supplement the permanent displays onsite. Art at the Center focuses on works of local and regional artists. The city also coordinates a new Sculpture Exhibition at the Arboretum and Botanical Gardens; the juried sculpture show features works

distributed throughout the natural beauty of the trees and flowers.

The city is committed to an ambitious public art project incorporating sculpture, lighting design, and landform alteration in accessible spots around the community. Projects on deck include landscape art and sculptures at all gateways to Overland Park, beautification projects at parks that are near high-traffic areas, murals and sculpture along a major transport corridor, and landscape sculpture at St. Andrew's Golf Course.

The Nerman Museum of Contemporary Art is located on the campus of Johnson County Community College. The museum maintains a permanent collection of paintings, photography, clay, sculptures, works on paper, and new media. Traveling exhibits are also presented and the museum galleries sponsor shows of local artists.

Local origins can be plumbed at the Johnson County Museum of History located in Shawnee and housed in a historic school. The museum contains archives documenting the development of Johnson County communities, a research library and an education center.

The greater Kansas City area puts on a great show in the performing arts; Overland Park proper touts its New Theatre Restaurant as one of the best dinner theaters in the country. The cuisine is five-star and the productions frequently feature recognizable stage, film, and television personalities. Martin City Melodrama and Vaudeville Company is a professional theater company in Overland Park, keeping audiences giggling with comedy productions and children's workshops. The Carlsen Center at Johnson County Community College offers a wide variety of programs and events year-round. Internationally-known performers are intermingled with college performing artists in an eclectic mix of opera, jazz, and classical numbers. Educational programs and classes are also available to the community.

Dance and music aficionados can rely on Kansas City, Missouri, to round out the repertoire—the Kansas City Ballet, Kansas City Symphony, Lyric Opera of Kansas City, Folly Theatre, and the Music Hall host performances all along the spectrum of the arts. Community-based theater productions are held by the Theatre League in Kansas City and professional theater performances are offered by the Kansas City Repertory Theatre. Outdoor theater can be experienced in Kansas City at the Starlight Theater and in Shawnee at the Theatre in the Park. The Wyandotte Players perform live family-oriented theatre at the Kansas City Kansas Community College Performing Arts Center.

The Kemper Museum of Contemporary Art in Kansas City, Missouri, features an international roster of artists who work in all media. A superb Asian collection crowns the exhibits at the Nelson-Atkins Museum of Art in Kansas City, which also boasts nationally-recognized collections of African, American, Native American, European, and ancient art.

Arts and Culture Information: Overland Park Convention and Visitors Bureau, 9001 W. 110 Street, Suite 100, Corporate Woods Building 29, Overland Park, KS 66210; toll-free (800)262-7275; www.opcvb.org

Festivals and Holidays

Comfortable spring temperatures allow for a variety of outdoor celebrations and events, including the farmers market that operates from early April until late September. Vendors of produce, crafts, and art items set up booths near the Clock Tower, attracting hordes of locals and visitors. The Clock Tower is also the scene for a concert series that begins in early April and ends in late September, running in tandem with the farmers market. Spring showers bring more than May flowers at the Arboretum in Overland Park—from mid-May through late October, the botanical gardens and arboretum are the site of a juried Sculpture Exhibition.

Jazz in the Woods is a three-day music festival held in June on the grounds of Corporate Woods office park. Local and national jazz artists perform in Overland Park, with the proceeds going to several charities. The Downtown Overland Park Days and Art Festival in late June revolves around the resumption of an outdoor farmers market. The Fourth of July is celebrated with a bang at SpiritFest, a three-day party featuring local cuisine, three entertainment stages, and a midway.

Cooler fall temperatures bring street fairs and celebrations all around the area. The Kansas City Renaissance Festival in nearby Bonner Springs starts in early September and runs for seven weeks. Overland Park's Annual Fall Festival also occurs in late September and features art and craft booths, food vendors, and street entertainment in downtown Overland Park.

The winter holidays are kicked off in November with the Annual Holiday Market in the Farmer's Pavilion downtown. Vendors offer seasonal arts, crafts, produce, and holiday gifts on Saturdays throughout the month. The Mayor's Lighting Ceremony in mid-November features carolers, cookies, and Santa Claus as the city's communal tree is lit.

Sports for the Spectator

Overland Park's proximity to Kansas City, Missouri, allows sports fans to immerse themselves in professional and amateur sports all year long. The Kansas City Chiefs play in the Western Division of the National Football League American Conference, with home games taking place in the Arrowhead Stadium off I-70, part of the Harry S. Truman Sports Complex. Major League Baseball's Kansas City Royals compete in the American League Central Division at Kauffman Stadium. The Kansas City Knights were a founding franchise in the American Basketball Association; home games are played in Kemper Arena from mid-November through mid-April. For the Kansas City Outlaws, the floor of the Kemper Arena is

converted to an ice rink to accommodate United League Hockey play. Indoor soccer rounds out the winter season, with the Comets competing in the Major Indoor Soccer League from October through March.

Soccer heads outdoors for the Wizards' season—the team plays home games at CommunityAmerica Park in Kansas City, Kansas, and competes in the Major Soccer League. The Kansas City T-Bones play also ball at CommunityAmerica Ballpark as part of the Northern League of baseball.

The newest spectator sport in the area takes place at the Kansas Speedway in Kansas City, Kansas. This state-of-the-art facility features a 1.5-mile racing track, 80,000 spectator seats, driving schools, custom car shows and more. In addition to NASCAR, IRL and ARCA races, the Kansas Speedway also hosts community events. Greyhound, thoroughbred, and quarter horse racing take place at the dual-track Woodlands complex. The privately funded racetrack includes two separate enclosed spectator facilities, a one-mile horse track with a straightaway for thoroughbreds and quarter horses, and a greyhound track suitable for year-round racing. Lakeside Speedway (Kansas City, KS) has a half-mile asphalt oval track and is part of the NASCAR Winston Racing Series. The Speedway hosts many national touring series; racing takes place every Friday night from March through September.

Sports for the Participant

The city has 78 parks and over 60 miles of hiking and biking trails. Classes in tai chi, yoga, aerobics, and weight training are offered through the Parks and Recreation Department of the City of Overland Park, which also coordinates youth and adult team sports in season. The city maintains the Indian Creek Trail for bikers and hikers, which winds for almost 17 miles along Indian Creek as it passes through Overland Park on its way to a convergence with the Tomahawk Creek Trail system.

The Overland Park Skate Park was created in 1997 through the efforts of an Overland Park Community Resource Officer who saw the need for a safe place for youth to skate. The park challenges users with jumps, ramps, and rails based on the urban landscape often frequented by skaters.

The city operates two public golf courses. St. Andrew's Golf Club is an 18-hole course that underwent a renovation in 1997 that was guided by LPGA player Carol Mann. The front nine holes feature wide fairways with some water hazards, while the back nine are characterized by tighter fairways, doglegs and bunkers. The Overland Park Golf Club offers 27 regulation holes that form three 18-hole courses. Putting greens, chipping greens, a grill and a pro shop round out the amenities at the Overland Park Golf Club. Both public clubs provide adult and youth instruction and leagues.

Johnson County coordinates a wide variety of sports and recreation programs, ranging from nature centers, to golf courses, to stables. The Ernie Miller Park and Nature

Center in Olathe contains 114 acres of diverse habitats, trails, a wildlife viewing room, and an aquarium. Outdoor Discovery Camps are offered for younger naturalists. Also located in Olathe is the TimberRidge Adventure Center; in addition to a professionally-facilitated challenge (ropes) course, the center provides opportunities to hike, fish, and practice archery skills. Anglers can also cast lines at Regency Park Lake in Overland Park; three acres of surface area shelters channel catfish, bluegill, hybrid sunfish, green sunfish, and largemouth bass.

Shopping and Dining

The primary shopping mall is Oak Park Mall with more than 190 stores and restaurants. Metcalf South Shopping Center has several national chain stores. The Hawthorne Plaza contains a collection of upscale shops. A walk in downtown Overland Park will take shoppers by unique locally-owned antique stores, art galleries, and specialty stores. Overland Park's proximity to the two Kansas Cities means that locals and visitors are within easy reach of hundreds of other shopping centers and restaurants.

Barbecue figures largely on the menu of local eateries in Overland Park. Over 45 restaurants offer barbecue in one form or another. Mexican-American cuisine is also well-represented, with more than 50 establishments. The New Theatre Restaurant offers fine dining as well as fine theatrical entertainment. Asian restaurants are almost 80 in number, and Italian food is served at 32 eating places. Other culinary offerings include French, Cajun, Greek, Indian, Irish, and Jewish fare. Coffee houses run the gamut from chain franchises to locally-owned espresso bars.

■ Convention Facilities

The Overland Park Convention Center hosts trade shows, corporate meetings, conferences, and social events. The facility has a total of 237,000 square feet of meeting and exhibit space. Audio-visual connections and high-speed wireless service comprise only a portion of the state-of-the-art technology available to presenters and exhibitors. The center is decorated with works from local and regional artisans, including a blown-glass chandelier.

Many of the local hotels in Overland Park, Shawnee, Olathe, and the two Kansas Cities offer convention areas, banquet halls, meeting rooms, and ballrooms. The Jack Reardon Convention Centre in downtown Kansas City, Kansas, is the site of conferences, meetings, banquets, and conventions. The facility contains 20,000 square feet of exhibit space with 12 meeting rooms and 60 booth spaces. Seating is available for up to 1,800 participants. Next door, the Hilton Garden Inn offers 147 rooms and meeting space ranging from 300 to 5,000 square feet.

■ Transportation

Approaching the City

Most airline passengers will arrive at Kansas City International Airport located 25 miles north of Overland Park in Kansas City, Missouri. Its 13 major commercial airlines offer about 230 daily departures with nonstop service to 70 destinations. The Johnson County Executive Airport is located between Overland Park and Olathe; originally created as a Naval auxiliary field during the second World War, the airport now provides general aviation services for corporations and other users. Air charters, aircraft sales, and flight instruction are all available onsite. The New Century AirCenter also offers general aviation services and can accommodate cargo and passenger jets.

The north-south Interstate 35 passes along the western edge of Overland Park and the east-west Interstate 70 runs just to the north. The city is further accessible via a network of bypasses that include U.S. highways (56, 69 and 71) and state highways (150 and 350). Amtrak and Greyhound offer service to Kansas City, Missouri.

Traveling in the City

The major streets in Overland Park are laid out in a grid pattern that is neatly oriented with name streets running due north-south and number streets running east-west. Interstate 35 runs along the western portion of Overland Park, with numerous exits to the community. Metcalf Avenue is a primary artery within Overland Park itself; the street, which runs north and south, makes a handy reference point as it drives right through the heart of the municipality.

Johnson County Transit (The JO) operates a large number of buses, vans and smaller vehicles to support public transportation in the area. Passengers can take advantage of park-and-ride services, and special programs exist for seniors or disabled riders. Johnson County Transit also organizes shared rides to sporting events and festivals at points in both Kansas City, Kansas, and Kansas City, Missouri. A fleet of taxi companies further bolster transportation services within the city and beyond. Bike commuters into Downtown Overland Park can navigate the street system or utilize the Indian Creek Trail system.

■ Communications

Newspapers and Magazines

Since 1880 *The Kansas City Star* has been delivering the news to eastern Kansas, with coverage of local, regional, national, and world events. *The Star* publishes three editions daily, including one edition specific to Johnson County. Business news, sports and entertainment are featured daily in the paper. *The Olathe News* has a

distribution throughout Johnson County. *The Overland Park Sun* is published on Thursdays. The weekly *Kansas City Jewish Chronicle* is published in Overland Park and distributed on Fridays.

Television and Radio

Overland Park tends to rely on Kansas City, Missouri, for its radio and television services. The local airwaves carry a variety of news, talk radio, sports and Christian programming on the AM frequency. FM radio locally offers alternative rock, National Public Radio, oldies, classical, country, Christian, and much more. Television stations broadcast from Kansas City, Missouri, and available in Overland Park include the networks of CBS, NBC, and ABC, along with Fox and CW. Public television, University of Kansas, and Christian channels are also offered.

Media Information: *The Kansas City Star*, 1729 Grand Blvd., Kansas City, MO 64108; telephone (816) 234-4926; www.kansascity.com

Overland Park Online

City of Overland Park. Available www.opkansas.org
Overland Park Chamber of Commerce. Available www.opks.org
Overland Park Convention and Visitors Bureau. Available www.opcvb.org
Overland Park Economic Development Council. Available www.opedc.org
Johnson County Government. Available www.jocogov.org
Johnson County Library System. Available www.jocolibrary.org

BIBLIOGRAPHY

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Topeka

■ The City in Brief

Founded: 1854 (incorporated 1857)

Head Official: Mayor William W. Bunten (since 2005)

City Population

1980: 118,690

1990: 119,883

2000: 122,377

2006 estimate: 122,113

Percent change, 1990–2000: 1.3%

U.S. rank in 1980: 136th

U.S. rank in 1990: 149th

U.S. rank in 2000: 197th

Metropolitan Area Population

1980: 154,916

1990: 160,976

2000: 169,871

2006 estimate: 228,894

Percent change, 1990–2000: 5.5%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 319th

Area: 56 square miles (2000)

Elevation: Ranges from 876 feet to 971 feet above sea level

Average Annual Temperatures: January, 27.2° F; July, 78.4° F; annual average, 54.3° F

Average Annual Precipitation: 35.64 inches of rain; 20.7 inches of snow

Major Economic Sectors: Services, government, trade, manufacturing

Unemployment Rate: 5.0% (June 2007)

Per Capita Income: \$21,992 (2005)

2005 FBI Crime Index Property: 9,662

2005 FBI Crime Index Violent: 682

Major Colleges and Universities: Washburn University

Daily Newspaper: *The Topeka Capital-Journal*

■ Introduction

Topeka is the seat of Shawnee County, the capital of Kansas, and center of a metropolitan statistical area that covers five counties. Throughout its history, Topeka has been at the forefront of progress; created as a principal link in the westward expansion of the railroad and settled by New England antislavery supporters in the nineteenth century, the city was in the twentieth century a world leader in the treatment of mental illness. In the last two decades Topeka has experienced business growth with a number of *Fortune* 1000 companies relocating or expanding in the area.

■ Geography and Climate

Topeka lies on both banks of the Kansas River about 60 miles upriver from the point where the Kansas joins the Missouri River. Two tributaries of the Kansas River, Soldier and Shunganunga Creeks, flow through the city. The valley near Topeka, bordered by rolling prairie uplands of 200 to 300 feet, ranges from two to four miles in width. Seventy percent of the annual precipitation falls from April through September. Heavy rains pose the threat of flooding, but the construction of dams has reduced the problem. Summers are usually hot, with low humidity and southerly winds; periods of high humidity and oppressively warm temperatures are of short duration. Winter cold spells are seldom prolonged; winter

precipitation is often in the form of snow, sleet, or glaze. Severe or disruptive storms occur infrequently.

Area: 56 square miles (2000)

Elevation: Ranges from 876 feet to 971 feet above sea level

Average Temperatures: January, 27.2° F; July, 78.4° F; annual average, 54.3° F

Average Annual Precipitation: 35.64 inches of rain; 20.7 inches of snow

■ History

Westward Expansion Targets Kaw River Valley

Two historic nineteenth-century movements combined to create the city of Topeka. One was the antislavery issue and the other was the westward expansion made possible by the railroad, which connected the East with the vast unsettled territory in the West. Before the Kansas frontier was opened by the federal government to settlement, the first people of European descent to live on the site of present-day Topeka were the French-Canadian Pappan brothers. They each married a woman from the Kaw tribe in 1842 and opened a ferry service across the Kaw River. The ferry was temporarily replaced in 1857 when bridge builders ignored warnings from the local Native Americans, who insisted that structures built too close to the Kaw would not be secure against flood waters. The bridge was destroyed in a flood the following year.

Colonel Cyrus K. Holliday, a native of Pennsylvania, came to the Kansas Territory in 1854 with funding from Eastern investors to build a railroad. Holliday and a few pioneers had walked 45 miles from Kansas City to Lawrence, where Holliday approached Dr. Charles Robinson, agent of the New England Emigrant Aid Company, an antislavery organization, about his plan. Then Holliday and Robinson traveled 21 miles to Tecumseh, but businessmen there wanted too much money for their land. Holliday located a spot 5 miles from Tecumseh along the river and purchased land from Enoch Chase, who had previously bought it from the Kaws.

Holliday formed a company, naming himself as president and the Lawrence contingent and Chase as stockholders. Holliday wanted to name the town Webster after Daniel Webster, but the others preferred a name whose meaning was local. They chose Topeka, a Native American word meaning “smokey hill,” according to one version, or “a good place to dig potatoes,” according to another. The City of Topeka was incorporated February 14, 1857 with Holliday as mayor. Dr. Robinson attracted antislavery New Englanders to settle in Topeka, thus

counteracting the influence of a proslavery group in Tecumseh. A Free State constitutional convention was held in Topeka but federal troops arrested the new legislators when they tried to meet on July 4, 1855.

Kansas Statehood Brings Capital to Topeka

The Kansas constitution was framed at Wyandotte (later named Kansas City), and Kansas was admitted to the Union in 1861. The constitution specified that the state capital would be selected by election. Dr. Robinson ran for governor, favoring Topeka over Lawrence as the site for the capital; he also supported the Atchison, Topeka & Santa Fe Railway system, which began laying its westward track in 1869. Holliday served as the company’s first president, with general offices and machine shops located in Topeka. Topeka’s population increased from 700 people in 1862 to 5,000 people in 1870; it then made another dramatic population jump in the late 1880s.

Foundation in Topeka Gains International Fame

During the 20th century Topeka was known internationally as the home of Menninger, a nonprofit organization dedicated to the study of mental illness and founded by Dr. Karl Menninger and his father, Dr. Charles F. Menninger. In 1920 the Menningers opened a group psychiatric practice that they named the Menninger Clinic; they were joined in 1925 by William, Charles’s younger son. The Menningers opened the Topeka Institute of Psychoanalysis in 1938 after the brothers had studied formally in Chicago. The family is credited with introducing psychiatry to America. Karl Menninger’s *The Human Mind* was the first book on psychiatry to become a bestseller. The Menningers opened the nonprofit Menninger Foundation, the world’s largest psychiatric training center, in 1941. The Menninger Clinic moved to Houston, Texas in 2003.

With the beginning of World War II the city’s railroad, meat packing, and agricultural base shifted to manufacturing and government/military services. Forbes Air Force Base was established during the war and the Goodyear Tire and Rubber Company opened a plant in 1944. When the Air Force Base closed in 1974, over 10,000 people left Topeka. However, the air field was passed into local hands through the creation of the Metropolitan Topeka Airport Authority. In the 1980s county voters approved a bond issue that allowed for the redevelopment and expansion of the airport and the surrounding area into the Topeka Air Industrial Park, which now serves the city as a Foreign Trade Zone.

With an eye toward increased development, during the 1990s county voters passed a series of bond issue that allowed for public school improvements, expansion of the public library, a new law enforcement center, and the East Topeka Interchange project. In 2004 county voters



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approved a 12-year half-cent sales tax increase that would generate funds designated for economic development, roads, and bridges.

Today, Topeka is recognized for its strong economic development efforts and high quality of life. In 2003 *Business Facilities* magazine wrote, “While the national economy lags, relocations and expansions are happening all over Kansas, with Topeka leading the way.” *Expansion Management* magazine gave the city its highest rating in the Annual Quality of Life Quotient survey.

Historical Information: Kansas State Historical Society, 6425 SW Sixth Avenue, Topeka, KS 66615; telephone (785)272-8681; www.kshs.org

■ Population Profile

Metropolitan Area Residents

1980: 154,916
 1990: 160,976
 2000: 169,871
 2006 estimate: 228,894
 Percent change, 1990–2000: 5.5%
 U.S. rank in 1980: Not available

U.S. rank in 1990: Not available
 U.S. rank in 2000: 319th

City Residents

1980: 118,690
 1990: 119,883
 2000: 122,377
 2006 estimate: 122,113
 Percent change, 1990–2000: 1.3%
 U.S. rank in 1980: 136th
 U.S. rank in 1990: 149th
 U.S. rank in 2000: 197th

Density: 2,185 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 89,722
 Black: 12,953
 American Indian and Alaska Native: 2,022
 Asian: 1,569
 Native Hawaiian and Pacific Islander: 185
 Hispanic or Latino (may be of any race): 11,653
 Other: 7,264

Percent of residents born in state: 67.9% (2000)

Age characteristics (2005)

Population under 5 years old: 9,647
Population 5 to 9 years old: 7,979
Population 10 to 14 years old: 6,499
Population 15 to 19 years old: 6,199
Population 20 to 24 years old: 8,388
Population 25 to 34 years old: 18,582
Population 35 to 44 years old: 14,778
Population 45 to 54 years old: 16,352
Population 55 to 59 years old: 6,299
Population 60 to 64 years old: 5,464
Population 65 to 74 years old: 8,998
Population 75 to 84 years old: 5,968
Population 85 years and older: 2,173
Median age: 36 years

Births (2006, MSA)

Total number: 3,147

Deaths (2006, MSA)

Total number: 2,156

Money income (2005)

Per capita income: \$21,992
Median household income: \$35,726
Total households: 53,763

Number of households with income of . . .

less than \$10,000: 4,995
\$10,000 to \$14,999: 4,870
\$15,000 to \$24,999: 8,360
\$25,000 to \$34,999: 8,035
\$35,000 to \$49,999: 8,202
\$50,000 to \$74,999: 9,451
\$75,000 to \$99,999: 4,217
\$100,000 to \$149,999: 3,694
\$150,000 to \$199,999: 983
\$200,000 or more: 956

Percent of families below poverty level: 11% (2005)

2005 FBI Crime Index Property: 9,662

2005 FBI Crime Index Violent: 682

■ Municipal Government

Topeka adopted a city manager form of government in 2005. Council members from each of nine districts are elected to staggered four-year terms; the mayor is elected at large and sets the council's agenda (but does not vote). A city manager handles daily operations.

Head Official: Mayor William W. Bunten (since 2005; current term expires 2009)

Total Number of City Employees: 1,400 (2007)

City Information: City Hall, 215 SE 7th Street, Topeka, KS 66603-3914; telephone (785)368-3710; fax (785)368-3958; www.topeka.org

■ Economy

Major Industries and Commercial Activity

The Topeka MSA includes the five counties of Shawnee (of which Topeka is the seat), Jackson, Jefferson, Osage, and Wabaunsee. Government, including federal, state, county, and local entities, accounts for about 25.5 percent of employment in the Topeka MSA. The service sector, including educational, health care, professional, business, and insurance and financial services, accounts for about 29 percent of employment in the Topeka MSA. Four local public school districts and Washburn University are major employers in education. Major health care employers include Stormont-Vail HealthCare, St. Francis Health Center, Colmery-O'Neil VA Hospital, and the Kansas Neurological Institute. Blue Cross and Blue Shield of Kansas and Security Benefit Group are headquartered in Topeka.

Trade, transportation, and utilities make up the next largest sector accounting for nearly 18 percent of employment. Major employers in this sector include Burlington Northern Santa Fe, Westar Energy, and AT&T. Major retail employers in the city include Wal-Mart and Dilon's Grocery Stores. Westar Energy is a *Fortune* 1000 company based in Topeka.

Manufacturing accounts for nearly 8 percent of employment. The *Fortune* 1000 company Payless Shoe-Source has manufacturing and distribution headquarters in the city and is one of the major employers. Other major employers in this sector include Goodyear Tire and Rubber Co., Jostens Printing and Publishing, Frito-Lay Inc., Hill's Pet Nutrition, and Hallmark Cards.

Items and goods produced: pet foods, tires, greeting cards, commercial publications, snack foods, specialty frozen foods, yearbooks, cellulose films, stationery and envelopes, printed business materials

Incentive Programs—New and Existing Companies

Local programs: Shawnee County has implemented a quarter-cent sales tax that will support local economic development activities. The anticipated revenue will be earmarked for job creation and investment incentives. The city or county may grant up to 10 years of property tax exemptions to companies that promote employment growth or private investment in the area. GO Topeka offers loans to small businesses and startups owned by women or minorities, as well as job training and counseling.

Topeka's One-Stop Business Development Office provides advice, funding and training in affiliation with the Washburn University Small Business Development Center, SCORE, GO Connection Microloan Program, and Wakarusa Certified Development Inc. Downtown Topeka Inc. provides grants to businesses in the downtown area.

State programs: The entire state of Kansas is designated as an Enterprise Zone. Businesses located in an Enterprise Zone are eligible for special credits such as an investment tax credit (1 percent), a building and materials sales tax exemption, and inventory tax exemption, and certain property tax exemptions and credits. A job creation tax credit of \$1,500 per new job is also available for jobs created in the zone for certified dislocated or economically disadvantaged workers. A research tax credit of 6.5 percent is also available for qualified research and development investments. Businesses that are not eligible for the Enterprise Zone programs may apply for job expansion and investment tax credits. Forbes Field Airport and the Topeka Air Industrial Park are part of a federal-designated Foreign Trade Zone (FTZ). Goods entering FTZs are not subject to customs tariffs until the goods leave the zone and are formally entered into U.S. customs territory. The High Performance Incentive Program offers a 10 percent corporate income tax credit on qualified capital investments for eligible companies. There is no state income tax for either personal or corporate income.

The Kansas Department of Commerce is the state's leading economic development agency. Its Business Development Division offers customized proposals for prospective companies to outline available incentives and financing programs. Financing programs include the Kansas economic Opportunity Initiatives Fund, the Partnership Fund, and Industrial Revenue Bonds. The Kansas Bioscience Authority offers several incentive programs for relocating, expanding, and start-up companies in the bioscience industry.

Job training programs: Kansas 1st is a statewide program through which local colleges and universities provide job-related training through individual courses of study and businesses training programs. Through Kansas 1st, companies may create specialized programs for their employees. Companies creating new jobs may qualify for training funds through Investments in Major Projects and Comprehensive Training (IMPACT), Kansas Industrial Training (KIT), and Kansas Industrial Retraining (KIR). Programs are custom designed to meet a company's specific training needs and can involve pre-employment or on-the-job training. Job training programs are available through agencies such as KAW Area Technical School.

Development Projects

The Kansas State Capitol is undergoing a nine-year restoration at a projected cost of \$138 million. Components of this massive effort include restoring the historical

integrity of the limestone exterior and the marble and wood interior; transforming the virtually unused basement into office space, a cafeteria and a visitor's center; updating mechanical and electrical systems; and conserving murals and decorative painting. Work is likely to continue until 2009.

In 2007 Alorica Inc., a leading customer service management firm, announced plans to open an in-bound customer service call center in Topeka. The company anticipates a long-term potential of 850 to 1,000 full-time positions. Also in 2007, LB Steel, LLC, headquartered in Chicago, IL, announced that it had obtained ownership of Topeka Metal Specialties Inc. Officials from LB Steel assured city officials that the Topeka facility will retain the Topeka Metal Specialties name and become a division of LB Steel, Inc. The company will gradually add 130 positions over the next year or two for a total of 200 jobs at the site.

The grand opening of the Coca-Cola Enterprises Bottling Company of Kansas took place in summer of 2007. This new 45,000-square-foot sales and distribution center is expected to attract a minimum of 70 full-time jobs. The state-of-the-art Cotton-O'Neil Cancer Center, affiliated with Stormont-Vail HealthCare, opened in December 2006. The 31,500-square-foot facility is located west of the Cotton-O'Neil Digestive Health Center. The continued expansion of Stormont-Vail HealthCare services has helped the system remain one of the largest employers in the city for several years.

In 2007 Hy-Vee Inc. broke ground for its new 75,100-square-foot store located in Topeka. This latest site for the national supermarket chain will include a food court with an eat-in dining area, a Starbuck's, consumer services such as dry cleaning and photo processing, and a Club Room for meetings and parties.

In 2007 Go Topeka (the Greater Topeka Chamber of Commerce) outlined a global marketing strategy featuring five target areas for economic growth. These targets, building upon the already proven strengths of the city's economy, include warehousing and distribution, shared services, value-added food manufacturing, business and professional organizations, and animal and pet food manufacturing and research.

Economic Development Information: Greater Topeka Chamber of Commerce, 120 SE Sixth Street, Suite 110, Topeka, KS 66603-3515; telephone (785) 234-2644; www.topekachamber.org

Commercial Shipping

The largest airport in the city is Forbes Field, which is located within a Foreign Trade Zone. Air cargo and package express is provided by widely recognized national firms. Kansas City International Airport in Missouri, about 75 miles away, has 4 all-cargo carriers and 11-passenger combination carriers.

Burlington Northern Santa Fe Railway and Union Pacific provide commercial rail service to the Topeka area; piggyback service is available within a 60-mile radius. More than 300 motor carriers serve the Topeka region. Two air carriers operate parcel and freight facilities at Forbes Field.

Labor Force and Employment Outlook

Shawnee County, of which Topeka is the seat, is considered to have one of the highest job/residents ratios in the state, but is also a magnet for commuters. Nearly 20 percent of employment within the county is held by out-of-county commuters. In 2006 about 86.6 percent of residents 25 years and older had a high school diploma or higher. A little over 27 percent had obtained a bachelor's degree or higher. Statewide, more than half of Kansas employees have taken advantage of on-the-job training opportunities.

The highest number of jobs within the city proper have been in government and services. According to state reports on regional occupational trends, office and administrative support, management, and sales and related occupations should see the greatest growth in employment into 2012. If economic development plans within the city are successful, the job market will continue to expand in the service industries, particularly in business and professional services, and in manufacturing, particularly in the value-added foods and pet food industries. Warehousing and distribution jobs should see some growth as well.

The following is a summary of data regarding the Topeka metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 109,200

Number of workers employed in . . .

- construction and mining: 5,900
- manufacturing: 7,600
- trade, transportation and utilities: 20,300
- information: 2,600
- financial activities: 7,500
- professional and business services: 8,500
- educational and health services: 16,700
- leisure and hospitality: 7,600
- other services: 5,100
- government: 27,600

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.0% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
State of Kansas	8,402
Stormont Vail Health Care Center	3,100

Topeka USD No. 501	2,538
Blue Cross and Blue Shield of Kansas	1,817
St. Francis Health Center	1,800
Washburn University	1,651
Goodyear Tire & Rubber Co.	1,600
Payless ShoeSource	1,600
City of Topeka	1,400
U.S. Government	1,256
Shawnee County	1,100

Cost of Living

According to the Greater Topeka Chamber of Commerce, Topeka offers a "quality living experience at a below average cost."

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

2007 (1st quarter) ACCRA Average House Price: \$248,954

2007 (1st quarter) ACCRA Cost of Living Index: 90.7

State income tax rate: 3.50% to 6.45%

State sales tax rate: 5.3%

Local income tax rate: None

Local sales tax rate: city, 1.0%; county, 1.15%

Property tax rate: 141.24 mills per \$1,000 of assessed value (2004)

Economic Information: Greater Topeka Chamber of Commerce, 120 SE Sixth Street, Suite 110, Topeka, KS 66603-3515; telephone (785)234-2644; www.topekachamber.org. Kansas Department of Labor, 401 SW Topeka Blvd., Topeka, KS 66603; telephone (785)296-5000; www.dol.ks.gov

Education and Research

Elementary and Secondary Schools

There are three public school districts with administrative offices in Topeka. The largest is the Topeka Public Schools (TPS) Unified School District 501. The school superintendent is appointed by a nonpartisan, seven-member board of education.

TPS features two state-of-the-art elementary magnet schools—one emphasizing computer technology and the other with a science and fine arts theme. The district has an extensive special education program, a business partnership program, a school volunteer program, full-day

kindergarten in several schools, preschool programs, out-of-district enrollment options, and alternative education programs. The Kaw Area Technical School offers programs in basic adult education and business and industry training.

The two high schools (one traditional, one alternative) and one middle school of the Auburn-Washburn Unified School District 437 are located in Topeka. The district also has four elementary schools and administrative offices in Topeka. Seaman Unified School District 345 serves students in northern part of the city with Seaman High School, two junior high schools, and eight elementary schools.

The following is a summary of data regarding the Topeka Public Schools as of the 2005–2006 school year.

Total enrollment: 13,387

Number of facilities

elementary schools: 21
 junior high/middle schools: 6
 senior high schools: 3
 other: 8

Student/teacher ratio: 13:1

Teacher salaries (2005–06)

elementary median: \$35,160
 junior high/middle median: \$35,580
 secondary median: \$37,270

Funding per pupil: \$8,662

Educational alternatives are offered by several private and parochial private schools in Topeka. The Catholic School System in Topeka is part of the Kansas City, Kansas Archdiocese. Special schools include the Capper Foundation and TARC (the Topeka Association for Retarded Children).

Public Schools Information: Topeka Public Schools, USD 501, 624 W 24th Street, Topeka, KS 66611; telephone (785)575-6100; www.topeka.k12.ks.us

Colleges and Universities

Washburn University, a public institution enrolling over 7,000, offers more than 100 programs in its College of Arts and Sciences and its faculties of law, business, nursing, and applied and continuing education. Washburn's law school counts nationally recognized lawyers, judges and politicians among its alumni. Washburn University was rated sixth in the Midwest among public master's level universities in the 2007 America's Best Colleges rankings by *U.S. News & World Report*.

The Friends University Topeka Educational Center offers bachelor's degrees in business management, human resources, marketing, and organizational management and learning. Master's degrees are available in business

administration, organizational development, teaching, and health care leadership. The main campus of Friends University is in Wichita.

The University of Kansas in Lawrence, Kansas State University in Manhattan, and Emporia State University are within 50 miles of Topeka. Among the ten occupational/technical schools located in Topeka are Kaw Area Technical School and Wichita Technical Institute–Topeka.

Libraries and Research Centers

Topeka is home to several major libraries. The Topeka and Shawnee County Public Library was reopened in 2002 after a 100,000-square-foot expansion designed by renowned architect Michael Graves. The library holds over 538,000 items, including books, periodicals, microfilms, compact discs, slides, audiotapes and videotapes. Its Alice C. Sabatini Gallery houses the oldest public art collection in the city. The library also offers an outreach program with two bookmobiles and an Adventure Mobile for children.

The Kansas State Library maintains an extensive collection of books, documents and videos with a focus on government and public affairs. The library also operates a free talking book program for patrons with visual impairments, physical impairments or reading disabilities in Emporia. The Kansas State Historical Society Library contains a state archival collection as well as archaeological and genealogical materials, manuscripts, maps, photographs and federal documents.

Washburn University's Mabee Library contains the William I. Koch Art History Collection of over 12,000 items. The Washburn University School of Law Library is part of the national and state depository programs. This library has maintained the published opinions of the Kansas Supreme and Appeals Courts since October 25, 1996 and the opinions of the United States Tenth Circuit Court of Appeals from October 1, 1997. The library also has a special collection on microform of Native American legal materials.

The Kansas Supreme Court Law Library holds over 185,000 volumes and 600 periodical titles. The Topeka Genealogical Society Library offers research services for a fee.

Public Library Information: Topeka & Shawnee County Public Library, 1515 SW Tenth Avenue, Topeka, KS 66604; telephone (785)580-4400; www.tscpl.org

■ **Health Care**

The Topeka medical community has expanded with renovation and new construction at the city's major facilities. St. Francis Hospital, affiliated with the Sisters of Charity of Leavenworth Health System, offers 378 patient beds and the premier St. Francis Comprehensive

Cancer Care Center, including the only PET image scanner in the Topeka area. The system also supports the St. Francis Diabetes Center and the St. Francis NewLife Center (maternity and infant care). Other specialty clinics within the hospital include the Midwest Heartburn Clinic, the Stock Eye Institute, the Pain Medicine Center, and the Sleep Disorders Clinic. The Recovery Center at St. Francis North Health Center offers inpatient and outpatient treatments for chemical addictions. St. Francis North Center offers a wide range of testing and diagnostic services as well. Nortonville Medical Clinic, Oskaloosa Medical Clinic, St. Francis Family Medicine, and Valley Falls Medical Center offer primary care services. The Select Specialty Hospital–Topeka, located at St. Francis Medical Center, is an acute care facility for patients requiring care for extended periods of time; the average stay is 25 days.

Stormont-Vail Regional Health Center is a 586-bed acute care facility providing a range of inpatient and outpatient services. It operates the only Level III Neonatal Intensive Care Unit in the county and recently completed a new \$35 million surgical center. The hospital is part of the Stormont-Vail HealthCare integrated system, which serves 12 counties in northeast Kansas. Stormont-Vail sponsors several specialty clinics including Cotton-O’Neil Digestive Health Center, the Cotton-O’Neil Cancer Center, the Diabetes and Endocrinology Center, and PediatriCare. Stormont-Vail West provides inpatient and outpatient behavioral health services.

The Colmery-O’Neil Medical Center is part of the VA Eastern Kansas Health Care System and provides a range of services for veterans, including medical, surgical, psychiatric, and nursing home care. The facility has 135 inpatient beds and 96 skilled nursing beds. The Kansas Neurological Institute, affiliated with the Kansas Department of Social and Rehabilitation Services, is recognized for its programs for persons with developmental disabilities. The Kansas Rehabilitation Hospital is a 79-bed facility that provides inpatient and outpatient care in all areas of physical rehabilitation. Specialized programs are available in speech therapy and for patients with Parkinson’s disease.

Tallgrass Surgical Center is a physician-owned center providing specialized surgical services in ophthalmology, general and vascular, gynecology, oral and maxillofacial, plastics, and orthopedic surgeries. The center also offers family medicine and immediate care services and a special Balance and Hearing Center.

Valeo Community Residence Program is a private, not-for-profit facility offering residential behavioral health care and support for adults. The nonprofit Capper Foundation provides education and assistive technology for physically handicapped children. It also offers pre-school and childcare services.

There are 36 adult care homes in the Topeka area.

■ Recreation

Sightseeing

Historic Ward-Meade Park overlooks the Kansas River valley from its position on a bluff. At the center of the park is the ancestral home of the Anthony Ward family, a Victorian mansion built in 1870. Also on the grounds are the Ward frontier log cabin, a country schoolhouse, botanical gardens, and a restored 1900s Kansas village called Old Prairie Town.

Gage Park includes the 160-acre Topeka Zoo, featuring a gorilla encounter habitat, providing for close observation of great apes through a glass partition; a Lion’s Pride exhibit; Black Bear Woods; and a Tropical Rain Forest. Also at Gage Park are the Reinisch Rose Garden and Carousel in the Park.

Topeka’s copper-domed state Capitol building is well known for its frescoes and woodworking, but it is the Kansas Murals that give the Capitol its artistic focal point; these murals by John Steuart Curry capture dramatic events in the state’s history that proved so controversial at the time they were executed that the project was not finished. The Brown v. Board of Education National Historic Site opened in 2004 at the former Monroe School, marking the 1954 Supreme Court decision that ended segregation in public schools. Topeka High School displays the mast spar from *Old Ironsides* on its lawn.

Great Overland Station is a museum and education center commemorating Topeka’s railroad heritage. Future redevelopment of the adjacent Kansas Riverfront Park and Historic North Topeka Business District will turn the area into a rich cultural destination for locals and tourists. Potwin Place is an exclusive section of Topeka with Italianate, Victorian, and nineteenth-century farmhouse-style homes. Cedar Crest Governor’s Residence, built by Topeka State Journal publisher Frank P. MacLennan in 1928, has been the home of Kansas Governors since 1962. First Presbyterian Church is one of a handful of churches in the nation decorated with Tiffany windows.

Arts and Culture

Musical entertainment in Topeka is provided by the Topeka Symphony Orchestra, the Topeka Community Concert Association, the Topeka Opera Society, the Fine Arts Society, and the Topeka Jazz Workshop. Performances take place at the Kansas Expocentre, the Topeka Performing Arts Center, and elsewhere. The Leavenworth Players Group at China Inn offers an interactive murder mystery for entertainment while dining on a seven-course Chinese meal.

The Topeka Performing Arts Center hosts touring Broadway musicals, dance companies, major symphonies, and other entertainment. The Topeka Civic Theater and Academy offers one of the nation’s oldest and most

highly regarded dinner theaters. Acting classes are available at the academy for students of all ages. Other Topeka theater companies include Helen Hocker Theatre at the Helen Hocker Center for the Performing Arts in Gage Park and the Andrew J. and Georgia Neese Gray Theatre at Washburn University. Musical programs are offered at Washburn University at the Elliott White Concert Hall, which serves as a venue for the Topeka Symphony Orchestra.

More than 20 art galleries as well as public buildings, businesses, and corporations in Topeka display an array of art. Among the more outstanding pieces are John Steuart Curry's *John Brown* in the State Capitol and Peter Felton's *Amelia Earhart* in the rotunda of the State Capitol. The Mulvane Art Museum on the campus of Washburn University exhibits works by Durer, Goya, Picasso, and Dali in its permanent collection. The Phoenix Gallery Topeka represents over 150 painters, potters, and sculptures from a five-state area who specialize in art of the prairies and Midwest. The Kansas Museum of History chronicles the history of Kansas from the earliest native cultures to the present, using interactive exhibits, programs and videos. The Combat Air Museum at Forbes Field displays airplanes, missiles, military vehicles and aircraft memorabilia dating back to 1917.

Arts and Culture Information: Topeka Convention and Visitors Bureau, 1275 SW Topeka Blvd, Topeka, KS 66612-1852; telephone (785)234-1030 or (800)235-1030; www.visittopeka.travel. Mid-America Arts Alliance, 2018 Baltimore Avenue, Kansas City, MO 64108; telephone (816)421-1388; www.maaa.org

Festivals and Holidays

Kansas Day Celebration in late January commemorates Kansas's admission into the Union. The featured attraction in March is the St. Patrick's Day Parade and Street Fair. Washburn University hosts the Sunflower Music Festival and the Mountain Plains Art Fair in June. The Spirit of Kansas Celebration, Mexican Fiesta, and Shawnee County Fair make for an active July. The Huff 'N' Puff Balloon Rally is a popular September event, as well as Cider Days and the Kansas River Valley Art Festival. Apple Festival, held at Historic Ward-Meade Park in October, celebrates Kansas's folk life. Festival of Trees and Miracle on Kansas Avenue take place during December.

Sports for the Spectator

The North American Hockey League's Topeka Road-Runners play at the Kansas Expocentre. Washburn University fields teams in intercollegiate competition in a number of sports. The Great Plains Rowing Championship takes place in April on Lake Shawnee. The Kansas State High School Rodeo Championships are held at the

Kansas Expocentre Livestock Arena in early June. Drag racing action takes place at Heartland Park in Topeka, while sprint car racing happens at Thunder Hill Speedway.

Sports for the Participant

The Topeka Parks and Recreation Department maintains parks with 7 community centers, 69 public tennis courts, 5 public swimming pools, 26 baseball or softball diamonds, and a number of playgrounds, picnic facilities and soccer fields. Nine public golf courses are located in the area. East of Topeka is Lake Shawnee, providing opportunities for swimming, fishing, camping, and sailing. Gage Park, in addition to being the home of the Topeka Zoo, features recreational facilities including swimming, volleyball, and tennis. A number of hiking, jogging and nature trails can be found in Topeka. The Topeka Tinman Triathlon takes place at Lake Shawnee in June. Indoor ice skating is offered at the Kansas Expocentre.

Shopping and Dining

The 1.1 million-square-foot WestRidge Mall is Topeka's main shopping venue. The Flaming Place outdoor mall has unique shops and art galleries as well as some well-known chain stores. Brookwood Shopping Center offers a variety of unique shops and restaurants. There are several smaller local shopping centers serving neighborhood shoppers. There are at least a dozen antique shops in the city.

Steakhouses serving Kansas beef are the main attraction in Topeka. Other dining choices include French, Mexican, Oriental, and Cajun Creole. Topeka's most popular family restaurants specialize in traditional American fare such as Kansas steaks, Southern fried chicken, country fried steaks, barbecued ribs, and homemade pies and pastries. Fine dining is also available at Chez Yasu (French), Fritz Company Grille, Kiku Steakhouse of Japan, and the New City Café.

Visitor Information: Topeka Convention and Visitors Bureau, 1275 SW Topeka Blvd, Topeka, KS 66612-1852; telephone (785)234-1030 or (800)235-1030; www.visittopeka.travel

■ Convention Facilities

The Kansas Expocentre, a multipurpose complex which houses an arena, concert hall, and a convention center, accommodates meetings, conventions, trade shows, and entertainment events. The arena seats up to 10,000 people and contains 210,000 square feet of unobstructed space. Parking is provided on-site and catering service is available. The Ramada Inn Downtown is the largest hotel in Topeka with 34,000 square feet of meeting space. Thirty additional hotels and motels, several of which

include complete meeting facilities, offer nearly 3,000 rooms for lodgings.

Convention Information: Kansas ExpoCentre, One ExpoCentre Drive, Topeka, KS 66612; telephone (785) 235-1986; www.ksexpo.com. Topeka Convention and Visitors Bureau, 1275 SW Topeka Blvd, Topeka, KS 66612-1852; telephone (785)234-1030 or (800)235-1030; www.visittopeka.travel

■ Transportation

Approaching the City

Commercial airlines fly into Forbes Field, which is about seven miles south of downtown Topeka. The destination for general and business aviation traffic is Phillip Billard Airport, about three miles northeast of the city. Visitors might also arrive first at Kansas City International Airport, about 75 miles from Topeka. Its 13 major commercial airlines offer about 230 daily departures with nonstop service to 70 destinations.

Passenger rail service to Topeka is provided by Amtrak. Greyhound Bus service is also available.

An efficient highway network facilitates access into Topeka. Three interstate and three U.S. highways converge in Topeka: I-70, I-470, and I-335; and U.S. 24, U.S. 40, and U.S. 75.

Traveling in the City

Topeka is laid out on a grid pattern. Streets running east to west are numbered; streets running north to south are named. Topeka Transit schedules 17 public bus routes in the city Monday through Saturday; evening and Sunday service is available by advance reservation. Topeka Transit's Lift Service provides door-to-door service for persons with disabilities. During weekday mornings and afternoons, Topeka Transit operates the Topeka Trolleys, a downtown shuttle and lunchtime circulator service.

■ Communications

Newspapers and Magazines

Topeka's major daily newspaper is *The Topeka Capital-Journal*. The city is also a center for magazine publishing. Ogden Publications, based in Topeka, publishes several

magazines, including *Capper's*, *Brave Hearts*, *Grit*, and *Good Things to Eat*, all of which focus on rural living, and *Natural Home*, *Mother Earth News*, *Utne Reader*, and *EarthMoment*, all of which focus on sustainable living. They also publish *Gas Engine Magazine*, *Motorcycle Classics*, *Farm Collector*, and *Steam Traction*. *Kansas!* magazine is a quarterly publication published by the Kansas Department of Commerce.

Television and Radio

Topeka television viewers select programming from four stations based in the city—three commercial network affiliates and one public station. Ten AM and FM radio stations schedule a variety of formats such as educational, talk, adult contemporary, and news and sports. Washburn University is home to KTWU, the first public television station in Kansas.

Media Information: *The Topeka Capital-Journal*, 616 SE Jefferson Street, Topeka, KS 66607; telephone (785)295-1111 or (800)777-7171; www.cjonline.com

Topeka Online

City of Topeka home page. Available www.topeka.org

Greater Topeka Chamber of Commerce. Available www.topekachamber.org

The Topeka Capital-Journal online. Available www.cjonline.com

Topeka Convention and Visitors Bureau. Available www.visittopeka.travel

Topeka Public Schools. Available www.topeka.k12.ks.us

Topeka & Shawnee County Public Library. Available www.tsopl.org

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Cox, Thomas C., *Blacks in Topeka, Kansas: 1865-1915, a Social History* (Louisiana State University Press, 1982)



Wichita

■ The City in Brief

Founded: 1868 (incorporated 1871)

Head Official: Mayor Carl Brewer (since 2007)

City Population

1980: 279,838

1990: 304,017

2000: 344,284

2006 estimate: 357,698

Percent change, 1990–2000: 13.2%

U.S. rank in 1980: 51st

U.S. rank in 1990: 51st (State rank: 1st)

U.S. rank in 2000: 59th (State rank: 1st)

Metropolitan Area Population

1980: 442,000

1990: 485,270

2000: 545,220

2006 estimate: 592,126

Percent change, 1990–2000: 12.4%

U.S. rank in 1980: 75th

U.S. rank in 1990: Not available

U.S. rank in 2000: 77th

Area: 138.93 square miles (2000)

Elevation: 1,300 feet above sea level

Average Annual Temperatures: January, 30.2° F; July, 81.0° F; annual average, 56.4° F

Average Annual Precipitation: 30.38 inches of rain; 15.7 inches of snow

Major Economic Sectors: Services, manufacturing, trade

Unemployment Rate: 4.7% (June 2007)

Per Capita Income: \$22,379 (2005)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: Wichita State University; Friends University; Newman University; University of Kansas School of Medicine-Wichita; Wichita Area Technical College

Daily Newspaper: *The Wichita Eagle*

■ Introduction

Wichita, the largest city in Kansas and the seat of Sedgwick County, is the focus of a metropolitan statistical area that includes Butler, Sumner, Harvey, and Sedgwick counties. The city's history reflects the major stages of western U.S. development. The primary stop on the Chisholm Trail, Wichita flourished first as a cattle town, then as a rail link and milling center for Kansas grain. Prosperity continued with the discovery of oil near the city limits. Today, Wichita, a three-time winner of the National Civic League's All-America City Award, is an important technology center, particularly in the aviation industry.

■ Geography and Climate

Wichita is located on the Arkansas River in the Central Great Plains. The collision of moist air from the Gulf of Mexico with cold air from the Arctic produces a wide range of weather in the Wichita area. Summers, which are generally warm and humid, can often be hot and dry; winters are mild, though cold periods are not infrequent. Temperature variations are extreme, reaching above 110 degrees in the summer and below negative 20 degrees in the winter. Spring and summer thunderstorms can be severe, accompanied by heavy rain, hail, strong winds,

and tornadoes. Protection against floods is provided by the Wichita-Valley Center Flood Control Project.

Area: 138.93 square miles (2000)

Elevation: 1,300 feet above sea level

Average Temperatures: January, 30.2° F; July, 81.0° F; annual average, 56.4° F

Average Annual Precipitation: 30.38 inches of rain, 15.7 inches of snow

■ History

A Cow Capital

The city of Wichita is named after the Wichita tribe, who settled on the site of the present-day city along the banks of the Arkansas River during the U.S. Civil War to avoid conflict with pro-Southern tribes in Oklahoma. James R. Mead and Jesse Chisholm, who was part Cherokee, opened a trading post next to the tribe's village. Chisholm, on a return trip from the Southwest where he had ventured on a trading expedition, was traveling through a rain storm, and the wheels of his wagon carved deep tracks into the prairie soil. Thus the famous Chisholm Trail was blazed, and the route was used in subsequent years by cattlemen driving cattle to their eventual market destinations.

After the forced relocation of the Wichita tribe to Oklahoma in 1867, the Mead trading post became a center of commerce. As Texas cattlemen drove their longhorn steer up the Chisholm Trail to Abilene, the settlement around the trading post provided a stop on the way. The "first and last chance saloon" was opened there for thirsty cowboys. The settlement named Wichita was platted in 1870 and incorporated in 1871. When rail transport reached the town in 1872 and 350,000 cattle were driven in from the grazing ranges, Wichita became the "cow capital" of eastern Kansas. Wichita was a rough place despite signs posted at the corporation limits that warned visitors to check their guns before entering town.

Exit Cattle; Enter Wheat, Oil, and Airplanes

Boom times lasted until 1880, when the Chisholm Trail was blocked by barbed-wire fences protecting land planted with wheat, barring drivers from bringing their cattle to Wichita. Businessmen who made their livelihood from cattle relocated to Dodge City, and Wichita land values temporarily tumbled. But revenues from grain quickly outdistanced cattle when farmers brought their harvest to Wichita, transforming the city into a trading and milling center. Whereas the cattle business had supported dance halls and gambling houses, the wheat industry brought the civilizing forces of churches and schools.

Wichita's population steadily increased in the twentieth century, and new forms of wealth and business opportunity emerged. A major oil deposit discovered in Butler County in 1915 earned the nickname "door-step pool" because of its proximity to the city limits. Wichita's first airplane was manufactured the following year, and during the 1920s the city became known as the "Air Capital of America" in recognition of the number of airplane factories located there. By 1929 Wichita produced a quarter of all commercial aircraft in the United States. The aviation industry played an increased role in the city during World War II, and even more so after the establishment of McConnell Air Force Base in 1951. Beech Aircraft Corp. and Learjet Inc. were founded in Wichita and such heavy-weights as the Boeing Co., Bombardier Inc., Cessna Aircraft Co., and Raytheon Co. established major facilities in the city. The population explosion that grew from the aviation industry attracted other types of companies. Two big names in the fast-food industry—Pizza Hut Inc. and White Castle System Inc.—were both founded in Wichita. By the turn of the century the city was headquarters for the Coleman Co. and Koch Industries Inc.

An All-American City

Three-time winner (since 1961) of the All American City award, Wichita's residents value the small-town atmosphere with modern-city amenities afforded them. A low crime rate, a nationally-recognized school system, low cost of living, ample opportunities for culture and recreation, and revitalized downtown are part of Wichita's success.

Historical Information: Wichita-Sedgwick County Historical Museum, 204 S. Main, Wichita, KS 67202; telephone (316)265-9314; www.wichitahistory.org

■ Population Profile

Metropolitan Area Residents

1980: 442,000
1990: 485,270
2000: 545,220
2006 estimate: 592,126
Percent change, 1990–2000: 12.4%
U.S. rank in 1980: 75th
U.S. rank in 1990: Not available
U.S. rank in 2000: 77th

City Residents

1980: 279,838
1990: 304,017
2000: 344,284
2006 estimate: 357,698
Percent change, 1990–2000: 13.2%



Courtesy of Greater Wichita CVB/Darren Decker

U.S. rank in 1980: 51st
 U.S. rank in 1990: 51st (State rank: 1st)
 U.S. rank in 2000: 59th (State rank: 1st)

Density: 2,536.1 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 261,634
 Black: 39,470
 American Indian and Alaska Native: 5,314
 Asian: 15,673
 Native Hawaiian and Pacific Islander: 52
 Hispanic or Latino (may be of any race): 42,928
 Other: 22,209

Percent of residents born in state: 59.9% (2000)

Age characteristics (2005)

Population under 5 years old: 29,202
 Population 5 to 9 years old: 25,162
 Population 10 to 14 years old: 25,598
 Population 15 to 19 years old: 22,749
 Population 20 to 24 years old: 26,221
 Population 25 to 34 years old: 52,426
 Population 35 to 44 years old: 50,327

Population 45 to 54 years old: 49,647
 Population 55 to 59 years old: 19,169
 Population 60 to 64 years old: 13,532
 Population 65 to 74 years old: 21,314
 Population 75 to 84 years old: 14,902
 Population 85 years and older: 4,333
 Median age: 34.2 years

Births (2006, MSA)

Total number: 9,224

Deaths (2006, MSA)

Total number: 5,000

Money income (2005)

Per capita income: \$22,379
 Median household income: \$40,115
 Total households: 144,378

Number of households with income of...

less than \$10,000: 15,926
 \$10,000 to \$14,999: 8,486
 \$15,000 to \$24,999: 20,456
 \$25,000 to \$34,999: 18,509
 \$35,000 to \$49,999: 25,332

\$50,000 to \$74,999: 26,510
\$75,000 to \$99,999: 13,321
\$100,000 to \$149,999: 10,751
\$150,000 to \$199,999: 2,437
\$200,000 or more: 2,650

Percent of families below poverty level: 12.4% (2005)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

■ Municipal Government

The city of Wichita operates under a council-manager form of government, with a council comprised of six members and a mayor elected to four-year terms. Council members are elected by district and the mayor is elected at-large.

Head Official: Mayor Carl Brewer (since 2007; term expires 2011)

Total Number of City Employees: 3,200 (2007)

City Information: City Hall, 455 N. Main, Wichita, KS 67202; telephone (316)268-4331; fax (316)268-4333; www.wichita.gov

■ Economy

Major Industries and Commercial Activity

Wichita's principal industrial sector is manufacturing, which accounted for nearly 22 percent of area employment in 2007. Nearly 60 percent of manufacturing is in the aerospace industry. In the early 2000s a national and international recession combined with the after effects of the terrorist attacks on September 11th to depress the aviation sub-sector in and around Wichita. Orders for new aircraft plummeted, prompting Wichita's four largest aircraft manufacturers—Boeing Co., Cessna Aircraft Co., Bombardier Aerospace Learjet, and Raytheon Aircraft Co.—to slash a combined 15,000 jobs between 2001 and 2004. In response, these companies began developing small- and mid-sized airplanes to appeal to business and corporate users. All four of these major companies are still in operation in the city. Another major employer in aerospace is Spirit AeroSystems Inc. Several Wichita companies are leaders in their respective fields. Vulcan Chemicals, which operates a manufacturing plant in Wichita, ranks among the country's top producers of chlorinated solvents used to make such products as plastics, film, soft drinks, and electronic circuitry. Cargill Inc., one of the nation's major agribusiness corporations, has made Wichita the corporate headquarters for its Cargill Meat Solution division. The Coleman Company,

a pioneer in the production of outdoor recreational gear, was founded in the city in the early twentieth century and remains headquartered there. Other manufacturing companies in the city include York International (HVAC equipment), Love Box (packaging), and CNH America LLC (construction equipment).

The services industries combined make up the largest sector of the economy. Health care is Wichita's second-largest sub-sector industry (after aerospace), followed by education. Educational and health services account for about 14 percent of employment. The local leaders are Via Christ Health System, Wesley Medical Center, the Wichita Public School System, and Wichita State University. The professional, business, information, and financial services sub-sectors have been gaining in job creation over the past few years. A few local employers include Bank of America, Cox Communications, T-Mobile USA, Protection One, and CCH Inc.

The government sector, which includes employees at the county, state, and federal level, accounts for about 13 percent of employment.

Items and goods produced: aircraft, outdoor recreational equipment and supplies, industrial chemicals and chemical handling equipment, meat products, household appliances, HVAC equipment, balloons, construction equipment, data storage systems, business software

Incentive Programs—New and Existing Companies

Local programs: The City of Wichita offers a number of incentive programs, including Industrial Revenue Bonds and a Neighborhood Revitalization Area Tax Rebate Program, which offers a 75- to 95-percent rebate on increased taxes due to new construction or refurbishment of property in certain areas within the city. The Wichita Business Loan Program has a loan pool of \$9 million for existing and new small businesses within Revitalization Strategy Areas. The City of Wichita and the County of Sedgwick may extend tax exemptions for property used for manufacturing, research and development, or storing goods or commodities. Incentives offered by the Wichita Downtown Development Corp. include a Tenant Improvement Grant Fund, Housing and Pilot Landscaping grant programs, Douglas Street Facade Improvement Program, and Historic Preservation Tax Credits. The Wichita Technology Corporation works to encourage new and expanding technology-based businesses through a seed capital fund.

State programs: The entire state of Kansas is designated as an Enterprise Zone. Businesses located in an Enterprise Zone are eligible for special credits such as an investment tax credit (1 percent), a building and materials sales tax exemption, an inventory tax exemption, and

certain property tax exemptions and credits. A job creation tax credit of \$1,500 per new job is also available for jobs created in the zone for certified dislocated or economically disadvantaged workers. A research tax credit of 6.5 percent is also available for qualified research and development investments. Businesses that are not eligible for the Enterprise Zone programs may apply for job expansion and investment tax credits. Foreign Trade Zone (FTZ) incentives are available to Wichita companies under the Sedgwick County FTZ. Goods entering FTZs are not subject to customs tariffs until the goods leave the zone and are formally entered into U.S. customs territory. The High Performance Incentive Program offers a 10 percent corporate income tax credit on qualified capital investments for eligible companies. There is no state income tax for either personal or corporate income.

The Kansas Department of Commerce is the state's leading economic development agency. Its Business Development Division offers customized proposals for prospective companies to outline available incentives and financing programs. Financing programs include the Kansas Economic Opportunity Initiatives Fund, the Partnership Fund, and Industrial Revenue Bonds. The Kansas Bioscience Authority offers several incentive programs for relocating, expanding, and start-up companies in the bioscience industry.

Job training programs: Kansas 1st is a statewide program through which local colleges and universities provide job-related training through individual courses of study and businesses training programs. Through Kansas 1st, companies may create specialized programs for their employees. Companies creating new jobs may qualify for training funds through Investments in Major Projects and Comprehensive Training (IMPACT), Kansas Industrial Training (KIT), and Kansas Industrial Retraining (KIR). Programs are custom designed to meet a company's specific training needs and can involve pre-employment or on-the-job training. Wichita Technical Institute offers hands-on training programs in specialized industries. Programs are primarily available in computer electronics and networking technology; electronics technology; heating, air conditioning, and refrigeration technology; and medical assisting. Wichita Area Technical College also offers several training programs.

Development Projects

Downtown Wichita has attracted over \$250 million in investment since 1997. In addition to several residential developments, downtown now features the Old Town Square, a \$25 million complex encompassing a six-screen movie theater, retail space, and office space. The City Arts buildings opened in 2004 and the Kansas Sports Hall of Fame held its grand opening in April 2005.

One of the largest projects under construction as of 2007 was the Wichita WaterWalk. Scheduled for completion in 2008, the \$138 million development will house

office, retail, restaurant, and residential space. WaterWalk will also include a 2,000-seat amphitheater for concerts and other public events. Also under construction in 2007 was the \$201 million Sedgwick County Arena. Located near Old Town Square, the arena will be a multipurpose venue, seating about 15,000 for basketball games and 17,000 for concerts.

In 2007 Universal Lubricants announced that it would expand its manufacturing site in Wichita to include a new facility for lubricant recycling projects. A capital investment of \$15.2 million is expected for construction on the five-acre site. Construction is expected to be completed in 2009. Diversified Services, Inc. has also committed to a second site expansion project in Wichita. The company, which works with composite materials, is expected to make a capital investment of \$2.1 million for its new location, which will attract about 68 jobs at an average annual payroll of \$2.7 million.

Economic Development Information: Greater Wichita Economic Development Coalition, 350 W. Douglas, Wichita, KS 67202; telephone (316)268-1133; www.gwedc.org. Wichita Metro Chamber of Commerce, 350 W. Douglas Ave., Wichita, KS 67202; telephone (316)265-7771; www.wichitakansas.org

Commercial Shipping

Wichita Mid-Continent Airport is the state's largest commercial and general aviation complex. In addition to transporting passengers, the airport handled over 39,000 tons of cargo in 2006. Its major overnight carriers are DHL, FedEx, and UPS. Wichita lies on Interstate 35, the only interstate highway that connects the United States with both Canada and Mexico. This has become a crucial trading route under NAFTA. The city is served by several national and regional interstate common carriers. Three major railroads—Union Pacific, Burlington Northern Santa Fe, and Kansas & Oklahoma Railroad—link the city to most major continental markets. Wichita has access to the U.S. Inland Waterway System from two ports located within 200 miles: the Port of Kansas City and the Tulsa Port of Catoosa provide access to the Missouri and Arkansas rivers, respectively. Wichita is home to the Sedgwick County Foreign Trade Zone 161, an area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty.

Labor Force and Employment Outlook

Sedgwick County ranks second in the nation for concentration of manufacturing jobs and skilled labor and first for employment in aircraft and parts manufacturing. The concentration of manufacturing firms utilizing high technology design is partially responsible for the highly-skilled workforce. While the number of available manufacturing jobs has fluctuated within the past decade,

the industry has begun to stabilize again and new jobs are being created. Investment in training is also a contributor, as Kansas ranks second in the nation for workforce development spending per capita. The regional forecast into 2012 indicates that the service sector should see the greatest increase in job growth, particularly in office and administrative support, health care, and education. Sales and related occupations are also anticipated to see new job growth. Manufacturing (production) is expected to show a small increase.

The following is a summary of data regarding the Wichita metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 293,000

Number of workers employed in . . .

- construction and mining: 16,200
- manufacturing: 63,000
- trade, transportation and utilities: 49,800
- information: 5,800
- financial activities: 11,200
- professional and business services: 28,200
- educational and health services: 40,600
- leisure and hospitality: 26,900
- other services: 11,100
- government: 40,100

Average hourly earnings of production workers employed in manufacturing: \$18.95

Unemployment rate: 4.7% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Cessna Aircraft Co.	8,000
Spirit Aerosystems Inc.	7,400
Raytheon Aircraft Co.	7,000
U.S. Government	5,186
USD 259 Wichita Public School System	4,955
State of Kansas	4,800
Via Christi Health System	4,795
Boeing Integrated Defense Systems Wichita	3,300
City of Wichita	3,200
Sedgwick County	2,695

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$220,772

2007 (1st quarter) ACCRA Cost of Living Index: 93.7

State income tax rate: 3.50% to 6.45%

State sales tax rate: 5.3%

Local income tax rate: None

Local sales tax rate: 2.0% county tax

Property tax rate: \$113.387 per \$1,000 assessed valuation (most areas; 2004)

Economic Information: Greater Wichita Economic Development Coalition, 350 W. Douglas, Wichita, KS 67202; telephone (316)268-1133; www.gwedc.org. Kansas Department of Labor, 401 SW Topeka Blvd., Topeka, KS 66603; telephone (785)296-5000; www.dol.ks.gov

Education and Research

Elementary and Secondary Schools

Wichita Public Schools USD 259 is the state's largest school district, accounting for about 11 percent of all public school students in the state. It is administered by a nonpartisan, seven-member board elected to four-year staggered terms. Board members contract a superintendent.

Eleven high schools in the district offer career and technical programs in a wide variety of subjects, including marketing, business, computer technology, automotive technician training, woodworking, print media, culinary arts, and early childhood development. While most children are assigned to a school based on where they live, students may apply to one of many choice schools in the district. In 2007 the district had 19 elementary magnet schools. Five middle schools offered magnet programs and Northeast Magnet High School offered specialized programs in law, science, and visual arts. East High School offers an International Baccalaureate program. One middle school and three high schools offer alternative educational programs. Wichita e-School offers an online curriculum for homeschoolers.

The following is a summary of data regarding the Wichita Public Schools as of the 2005–2006 school year.

Total enrollment: 48,770

Number of facilities

- elementary schools: 57
- junior high/middle schools: 17
- senior high schools: 11
- other: 0

Student/teacher ratio: 15.1:1

Teacher salaries (2005–06)

elementary median: \$39,510
 junior high/middle median: Not available
 secondary median: \$39,870

Funding per pupil: \$8,092

Wichita offers alternatives to the public school system through a strong parochial school system administered through the Catholic Schools of the Diocese of Wichita, which has won numerous national awards from the National Catholic Educational Association. Non-denominational education is offered by Wichita Collegiate School, serving a pre-school through a college-preparatory curriculum, and the Independent School, which provides the liberal arts education to gifted students of the same age groups. There are 32 private schools in the city that are full members of the Kansas Association of Independent and Religious Schools.

Public Schools Information: Wichita Public Schools, 201 N. Water, Wichita, KS 67202; telephone (316)973-4000; www.usd259.com

Colleges and Universities

Wichita State University is a public four-year college with about 14,298 students. Six undergraduate colleges (arts and sciences, engineering, fine arts, education, business, and health professions) offer 60 degree programs in more than 200 areas of study. The graduate school offers 44 masters degrees, 11 doctoral programs, and 26 graduate certificate programs.

Friends University, a four-year liberal arts school founded by Quakers in 1898, is one of the fastest-growing private universities in Kansas. With about 2,800 students, it offers associate's and bachelor's degrees in a variety of fields and 13 master's programs. Degree completion programs with evening classes are available for working adults. Newman University was founded in 1933 as a Catholic two-year teacher's academy. It is now a four-year liberal arts college with an enrollment of about 2,200 students. The university offers more than 40 undergraduate and graduate degree programs.

The University of Kansas School of Medicine—Wichita, at one time affiliated with Wichita State University and now a separate facility, provides medical education in most fields of specialization. The university, which ranks among the top 10 medical schools in the country whose focus is primary care, maintains cooperative programs with area hospitals and operates its own care center on campus and at clinics throughout the city.

Wichita Area Technical College has several locations in Wichita. Associate's degrees and certificate programs are available in the fields of aviation, business office technology, health sciences, manufacturing and engineering technologies, and automotive service technologies. Other Wichita institutions of higher learning include Wichita Technical Institute, as well as branches of Baker

University, Butler, and Cowley County Community Colleges, and Tabor College of Hillsboro.

Libraries and Research Centers

The Wichita Public Library has a Central Library and nine branches throughout the city, the newest of which is the Lionel Alford Regional Branch Library, opened in April 2003. The collection contains more than 900,000 items including books, videos, music CDs, magazines, motor manuals, art prints, CD-ROMs, maps, and books on cassette. Among special collections are the Driscoll Piracy Collection, Kansas and local history, genealogy, motor manuals, music scores, and state documents. The Central Library houses the Wichita Subregional Library for the Blind and Physically Handicapped.

Wichita State University Libraries include the main Ablah Library, the Thurlow Lieurance Memorial Music Library, and the McKinley Chemistry Library. The Ablah Library has been a federal depository library since 1901 and a Patent and Trademark Depository Library since 1991. It is also a state depository library. The university libraries hold over one million volumes and more than 4,000 periodical subscriptions. Special collections focus on a range of subjects pertaining primarily to Kansas and American history.

The Edmund Stanley Library at Friends University has more than 100,000 volumes and includes a special collection of Quaker archives. Among other libraries and research centers in the city are those affiliated with the Wichita Art Museum, the *Wichita Eagle*, the Midwest Historical and Genealogical Society, the Wichita Sedgwick County Historical Society, and the Boeing Co.

The National Institute for Aviation Research, located at Wichita State University (WSU), is home to 15 laboratories for conducting research in such areas as aerodynamics, aging aircraft, crash dynamics, composites and advanced materials, aircraft icing, structural components, virtual reality, and computational mechanics. WSU's College of Engineering is active in a variety of research programs. The Center for the Improvement of Human Functioning conducts research at the far thresholds of disease management and the John C. Pair Horticulture Research Center conducts turfgrass research.

Public Library Information: Wichita Public Library, 223 S. Main, Wichita, KS 67202; telephone (316)261-8500; www.wichita.lib.ks.us

■ Health Care

Wichita is a regional center for medical treatment and referral as well as training and research in health care fields. Wesley Medical Center is a 760-bed acute care center affiliated with the Hospital Corporation of America (HCA). The center includes a freestanding family Medicine Center and a freestanding BirthCare Center.

The emergency department is the largest in the state and features a Level I trauma center. Other specialized services include a Gamma Knife Center, neurodiagnostic and stroke care, cancer care, neonatal and pediatric intensive care units, and the area's only hyperbaric oxygen chambers.

The Via Christi Health System supports the Via Christi Regional Medical Center, which has two acute-care campuses in Wichita: Via Christi–St. Francis and Via Christi–St. Joseph. Via Christi is the largest Catholic, not-for-profit medical center in the state. Also in Wichita are Good Shepherd Behavioral Health and Via Christi Rehabilitation Center. The Via Christi Cancer Center is located at the St. Francis campus. The Family Medicine and Sports Medicine Clinics are located at the St. Joseph site. Via Christi Health System is a teaching institution affiliated with the University of Kansas School of Medicine-Wichita.

The Robert J. Dole VA Medical Center and Regional Office, one of the largest in the nation, treats more than 80,000 outpatients each year. Other Wichita hospitals include Galichia Heart Hospital, Kansas Heart Hospital, Kansas Surgery & Recovery Center, Select Specialty Hospital of Wichita, Wesley Rehabilitation Hospital, and Kansas Spine Hospital.

The Kansas Health Foundation is based in Wichita.

■ Recreation

Sightseeing

Wichita has retained its frontier roots while developing a cosmopolitan ambiance. The Old Cowtown Museum capitalizes on Wichita's past as a stop on the Chisholm Trail with 44 original, restored, or replica buildings and displays depicting life between 1865 and 1880, along with programs celebrating Wichita's cattle-driving beginnings. Wichita turned the Arkansas River into a cultural asset by redesigning the riverside for public recreation and for popular events such as River Festival. Wichita's sophistication is evident in the city's outdoor sculptures, which number more than 125 and include such works as the large Joan Miro mosaic mural at Wichita State University. Price Woodward Park is located between Century II and the Arkansas River; on the park grounds are several sculptures.

The Botanica, or Wichita Gardens, is located near the banks of the Arkansas River and is the state's only such garden. Lake Afton Public Observatory, with its 16-inch telescope, is open on weekends for astronomy enthusiasts. At the Sedgwick County Zoo, more than 2,500 animals roam an imitation veldt, a tropical rain forest, and a herpetarium that switches night for day. The Great Plains Nature Center features the Koch Habitat Hall, two miles of hiking trails, and the Coleman Auditorium. Tanganyika Wildlife Park, located three miles

west of Wichita in Goddard, allows humans to interact with such animals as giraffes, lemurs, and Bengal tigers. Children enjoy the rides and entertainment offered by Joyland, the largest amusement park in Kansas.

Arts and Culture

Wichita supports many organizations in the fine, performing, and visual arts. Century II, the city's center for cultural activities, houses the major performance organizations. The Wichita Symphony Orchestra plays a season of classical, chamber, and pops concerts at the Century II Performing Arts and Convention Center; a highlight of the symphony orchestra season is the performance of P.I. Tchaikovsky's *1812 Overture* that concludes the River Festival. The Wichita Pops series features the performances on the "mighty" Wurlitzer organ, which was housed in the New York Paramount Theater. The Metropolitan Ballet's season of concerts always includes a staging of Tchaikovsky's popular *Nutcracker Ballet* during the Christmas season.

Live theater is popular in Wichita. Music Theatre of Wichita features Broadway guest artists performing with a resident company at Century II; the summer season includes five productions in all. The Crown Uptown Dinner Theatre, one of the nation's ten largest dinner theaters, hosts professional performances of Broadway shows. Wichita Children's Theatre & Dance sponsors shows performed by children for children. Wichita Grand Opera offers a professional opera season at Century II, and Wichita Chorus Sweet Adelines International features female barbershop singers.

Museums in the Wichita area are plentiful. The Kansas Sports Hall of Fame opened in Old Town in April 2005 with 126 inductees from Kansas sports. The Wichita Art Museum, the largest museum in Kansas, houses a nationally renowned American Art collection. The Wichita Sedgwick County Historical Museum depicts historical life in the area through unique and informative exhibits. The Museum of World Treasures has an eclectic collection that includes dinosaurs, Egyptian mummies, armor and crown jewels of European royalty, the Hall of American Presidents, and Civil War and World War II artifacts. Exploration Place features interactive science exhibits that stimulate curiosity and creativity. The Kansas Underground Salt Museum, located in nearby Hutchinson, is the Western Hemisphere's only museum to exist in a working salt mine. Other Wichita museums include the Frank Lloyd Wright–Allen Lambe House Museum, the Great Plains Transportation Museum, the Kansas African American Museum, the Kansas Aviation Museum, the Kansas Firefighters Museum, the Lowell D. Holmes Museum of Anthropology, the Mid-America All-Indian Center, the Museum of the Antique Fan Collectors Association, Ulrich Museum of Art at Wichita State University, and Wings Over Wichita.

Festivals and Holidays

The Wichita River Festival, the city's major festival, draws more than 350,000 people for 10 days each May in a celebration centered on the Arkansas River. Held in conjunction with the festival are several other events, including an art and book fair, trolley tours, and a garden party at Botanica. Also held in May is the three-day Kansas Polkatennial. The Old Cowtown Museum presents music and 1870s saloon shows on the weekends from June to Labor Day; the museum also sponsors the Traditional 1870s Independence Days event over the Fourth of July weekend. More than 10,000 people attend the Old Town Concert Series each summer.

Wichita celebrates its jazz heritage with two festivals: the Wichita Jazz Festival in April and a jazz festival hosted by Friends University in February. The Midwest Winefest is held over three days in April, and the Taste of Wichita takes place in downtown Wichita in early July. The Wichita Flight Festival, founded in 2003 as the Wichita Aviation Festival, features three days of air shows, aircraft displays, and concerts at the Colonel James Jabara Airport in August. September brings the Chili & BBQ Cook-Off. At the Old Cowtown Museum in October the Old-Time County Fair recreates a 1870s Wichita fair.

A number of diversity-based celebrations take place in Wichita throughout the year. Spring brings Multi-Cultural Celebration Week, which features a variety of events celebrating the ethnicity of residents. Traditional Native American dancing is featured at the Intertribal Pow-Wow in July. The Martin Luther King Jr. Celebration is held in January, and an Asian Festival takes place each October. For three days in September, the Wichita Black Arts Festival showcases the artistic heritage of the African American culture. Other multi-cultural events include Cinco de Mayo and the Juneteenth celebration.

Sports for the Spectator

The Wichita Wranglers of the Double-A minor league Texas League play their home baseball games at the Lawrence Dumont Stadium. They are affiliated with the Kansas City Royals. Each August, this stadium is also the venue for the nation's largest amateur baseball tournament, the National Baseball Congress World Series, which has been held in Wichita since 1931. The Wichita Thunder competes in the Central Hockey League at Kansas Coliseum from October through April.

The Wichita State University baseball team, the Shockers, consistently earns national ranking and holds the record for most victories in a season. Wichita State also fields winning basketball teams in National Collegiate Athletic Association play. Friends University teams, nicknamed the Falcons, play baseball and softball, football, men's golf, women's volleyball, and men's and women's basketball, cross country, soccer, tennis, and

track and field. The Jets of Newman University compete in baseball and softball, wrestling, and men's and women's basketball, bowling, cross country, golf, soccer, tennis, and volleyball.

The Wichita International Raceway sponsors drag racing on Saturdays during the summer, while 81 Speedway features dirt track auto races each week between March and October. Parimutuel greyhound racing action takes place year-round at Wichita Greyhound Park.

Sports for the Participant

Wichita maintains 107 municipal parks on nearly 3,000 acres for such activities as volleyball, croquet, softball, and soccer. Eighty-three public tennis courts are augmented by two private clubs; Riverside Tennis Center has been named one of the best public complexes in the country by the U.S. Tennis Association. For golfers, nine public and nine private courses are located in the area. Fishing and boating are permitted in authorized areas (El Dorado Lake is said to be the spot for prime bass fishing), and water skiing is allowed at Nims Bridge, North Riverside Park. A free fitness trail with 20 exercise stations is maintained in Sim Park. Five city parks feature special model airplane flying areas. O.J. Watson Park has a pony riding corral for children, a miniature train ride, a miniature golf course, and a pedal boat dock. Cycling and rollerskating can be enjoyed in designated areas along the Arkansas River. The Soccer Club operates a regulation size indoor field for practice and league play. W.B. Harrison Park features the city's only rugby field.

Shopping and Dining

The Wichita area's shopping centers and malls include the state's two largest malls—Towne East Square and Towne West Square—with more than 270 stores and restaurants combined. Wichita is an antiques center; a number of antique stores and shops are located in historic houses and in the downtown district. Wichita Old Town, a historic warehouse district, has been restored and offers shops and restaurants. Old Town Underground near the railroad yards has blossomed into an area of unusual shops. Upscale shopping is the attraction on Rock Road and shoppers also enjoy the Downtown Farm and Art Market. The Newton Factory Outlet Stores lie 20 minutes north of the city.

Wichita restaurants are famous for steaks, prime rib, and barbecue beef, but dining choices also include international cuisine such as Italian, French, Chinese, Mexican, and Indian.

Visitor Information: Greater Wichita Convention and Visitors Bureau, 100 S. Main, Ste. 100, Wichita, KS 67202; telephone (316)265-2800; toll-free (800)288-9424; www.visitwichita.com

■ Convention Facilities

The principal meeting and convention facility in Wichita is the Century II Performing Arts and Convention Center. With 19 meeting rooms and 3 performance halls, this complex offers 198,000 square feet of exhibit space. The Brown Exposition Hall at Century II encompasses 93,000 square feet of exhibition space. The Charles Koch Arena at Wichita State University is a multi-purpose facility with meeting rooms and exhibit space. The Kansas Coliseum, the Cotillion, and the Wichita Scottish Rite Center provide alternatives for corporate events. Many of Wichita's hotels also have meeting space available. The Grand Eagle Ballroom at the Hyatt Regency has 10,164 square feet of meeting space, and the Kansas Grand Ballroom of the Wichita Marriott features more than 7,000 square feet. Two of the exhibit halls at the Radisson Broadview exceed 8,700 square feet of space.

Convention Information: Greater Wichita Convention and Visitors Bureau, 100 S. Main, Ste. 100, Wichita, KS 67202; telephone (316)265-2800; toll-free (800) 288-9424; www.visitwichita.com

■ Transportation

Approaching the City

Wichita Mid-Continent Airport, a 12-minute drive from downtown, is the destination for most air travelers to Wichita. Twelve commercial carriers provide 52 daily flights from most cities throughout the United States. Mid-Continent served 1.46 million passengers in 2006. Colonel James Jabara Airport is a general aviation facility in northeast Wichita accommodating jets and light planes. Amtrak provides passenger rail service 25 miles north of Wichita at Newton and Greyhound Trailways brings buses into Wichita.

A network of interstate, federal, and state highways links Wichita with the East and West Coasts as well as the Canadian and Mexican borders. Interstate I-35, also known as the Kansas Turnpike, runs north-south around the city. I-135 (Canal Route) passes directly through downtown Wichita, connecting the city with I-40, I-44, and I-70. I-235 passes north-south to the west of Wichita.

Traveling in the City

The streets of Central Wichita are set up in a general grid pattern. Main Street runs north to south and serves as the dividing line between east and west addresses. Douglas Avenue runs east to west and serves as the dividing line between north and south addresses.

Public bus transportation on a fleet of modern, chairlift-equipped buses is operated by Wichita Transit. Nineteenth-century-style streetcars on the Discover

Historic Wichita Trolley Tour connect major downtown hotels, Lawrence-Dumont Stadium, Century II Convention Center, and the Old Town area.

■ Communications

Newspapers and Magazines

Wichita's daily newspaper is the morning *The Wichita Eagle*. The *Wichita Business Journal* is the city's weekly business newspaper. Feist Publications, publisher of Yellow Book directories, maintains an office in Wichita, and ASR Philanthropic Publishing, producer of books, newsletters, and brochures for fundraising and philanthropic organizations is headquartered there. Other publications produced in the city include *Wichita Family Magazine* and *Wichita Kids Newspaper*.

Television and Radio

Nine television stations are based in Wichita; cable service is available. Sixteen AM and FM radio stations serve the Wichita metropolitan area with music, news, information, and public interest features.

Media Information: *The Wichita Eagle*, 825 E. Douglas, Wichita, KS 67201; telephone (316)268-6000; www.kansas.com

Wichita Online

- City of Wichita home page. Available www.wichitagov.org
- Greater Wichita Convention and Visitors Bureau. Available www.visitwichita.com
- Greater Wichita Economic Development Coalition. Available www.gwedc.org
- Wichita Area Chamber of Commerce. Available www.wichitakansas.org
- Wichita Eagle* Available www.kansas.com
- Wichita Public Library. Available www.wichita.lib.ks.us
- Wichita Public Schools. Available www.usd259.com

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Michigan

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The State in Brief

Nickname: Wolverine State; Great Lakes State

Motto: Si quaeris peninsulam amoenam circumspecte (If you seek a pleasant peninsula, look about you)

Flower: Apple blossom

Bird: Robin

Area: 96,716 square miles (2000; U.S. rank 11th)

Elevation: 572 feet to 1,980 feet above sea level

Climate: Temperate with well-defined seasons, tempered by surrounding water; colder in upper peninsula

Admitted to Union: January 26, 1837

Capital: Lansing

Head Official: Governor Jennifer M. Granholm (D) (until 2010)

Population

1980: 9,262,000

1990: 9,368,000

2000: 9,938,480

2006 estimate: 10,095,643

Percent change, 1990–2000: 6.9%

U.S. rank in 2006: 8th

Percent of residents born in state: 75.66% (2006)

Density: 178.2 people per square mile (2006)

2006 FBI Crime Index Total: 381,129

Racial and Ethnic Characteristics (2006)

White: 8,026,545

Black or African American: 1,426,809

American Indian and Alaska Native: 50,474

Asian: 236,972

Native Hawaiian and Pacific Islander: 1,423

Hispanic or Latino (may be of any race): 392,770

Other: 174,476

Age Characteristics (2006)

Population under 5 years old: 639,239

Population 5 to 19 years old: 2,131,276

Percent of population 65 years and over: 12.5%

Median age: 37.3

Vital Statistics

Total number of births (2006): 125,014

Total number of deaths (2006): 88,987

AIDS cases reported through 2005: 14,386

Economy

Major industries: Manufacturing; trade; agriculture; finance, insurance, and real estate; services

Unemployment rate (2006): 9.5%

Per capita income (2006): \$24,097

Median household income (2006): \$47,182

Percentage of persons below poverty level (2006): 13.5%

Income tax rate: 3.9%

Sales tax rate: 6.0%



Ann Arbor

■ The City in Brief

Founded: 1824 (incorporated 1833)

Head Official: Mayor John Hieftje (D) (since 2000)

City Population

1980: 107,966

1990: 109,608

2000: 114,024

2006 estimate: 113,206

Percent change, 1990–2000: 3.5%

U.S. rank in 1980: 146th

U.S. rank in 1990: 170th

U.S. rank in 2000: 195th

Metropolitan Area Population

1980: 264,740

1990: 282,937

2000: 322,895

2006 estimate: 344,047

Percent change, 1990–2000: 14.1%

U.S. rank in 1980: Not available

U.S. rank in 1990: 173rd

U.S. rank in 2000: 179th

Area: 27.0 square miles (2000)

Elevation: 802 feet above sea level

Average Annual Temperature: 49.2° F

Average Annual Precipitation: 30.67 inches

Major Economic Sectors: Government, services, manufacturing, trade, information technology

Unemployment Rate: 5.2% (June 2007)

Per Capita Income: \$30,894 (2005)

2005 FBI Crime Index Property: 3,379

2005 FBI Crime Index Violent: 358

Major Colleges and Universities: University of Michigan; Concordia University; Washtenaw Community College

Daily Newspaper: *The Ann Arbor News*

■ Introduction

The seat of Washtenaw County, Ann Arbor is part of a metropolitan statistical area that includes Detroit. Ann Arbor is the home of the University of Michigan, nationally recognized for a tradition of excellence in education. Having gained prominence as a center for high-technology research and development firms, Ann Arbor consistently ranks high on lists of America's best places to live. Frequently noted are its thriving economy, low crime rate, excellent air and water quality, and cultural attractions befitting a much larger city.

■ Geography and Climate

Ann Arbor is located on the Huron River approximately 40 miles west of Detroit in the heart of southeastern Michigan. It is surrounded by rivers, lakes, forests, and farmland. The continental climate is characterized by four distinct seasons.

Area: 27.0 square miles (2000)

Elevation: 802 feet above sea level

Average Temperature: 49.2° F

Average Annual Precipitation: 30.67 inches

■ History

Easterners Found Settlement; Industry Attracts Immigrants

By some accounts, Virginians John and Ann Allen and New Yorkers Elisha and Ana Rumsey arrived in the southeastern Michigan Territory in 1824 at a place named Allen's Creek. The men built an arbor for the wild grapevines they found there and named their settlement Anns' Arbor in honor of their wives. According to an unsubstantiated story, however, the settlement was named after a mysterious young woman guide named Ann DA'rbeur who led parties from Detroit westward into the wilderness as early as 1813. Local Native Americans called the settlement "Kaw-goosh-kaw-nick" after the sound of John Allen's gristmill. Settlers from Virginia and New York and immigrants from Ireland and Germany soon arrived as other mills, a tannery, and a general store were opened. Ann Arbor was made the seat of Washtenaw County in 1827; it was incorporated as a village in 1833 and chartered as a city in 1851. Ann Arbor's strategic location on the Huron River, the Territorial Road, and the Michigan Central Railroad contributed to its development as a trading center.

City Becomes Site of Major American University

The most significant event in the city's history was the relocation of the University of Michigan from Detroit to Ann Arbor in 1841 by the new state legislature after Ann Arbor citizens effectively lobbied for the move. But it was not until 1852 that the university's first president, Henry Philip Tappan, was appointed. President Tappan broke from academia's traditional classical curriculum and introduced a scientific program and elective courses. Erastus Otis Haven, the university's second president, secured an annual state subsidy to bring the institution's finances under control, and President James Burrill Angell's administration added new buildings and programs during a 38-year tenure. Today the University of Michigan is regarded as one of the nation's top public universities, noted for its undergraduate education, research and graduate programs, and athletic teams that compete in the Big Ten Conference.

The university has been the site of historically significant political announcements. Senator John F. Kennedy introduced his plan for a Peace Corps on the steps of the university's Student Union during his 1960 presidential campaign, and President Lyndon Baines Johnson unveiled his Great Society program at commencement exercises there in 1964. A high proportion of Michigan graduates have become astronauts; in fact, during the *Apollo 15* flight a flag was planted on the moon in recognition of University of Michigan alumni astronauts. The influence of the University of Michigan is such that

Ann Arbor is the highest-ranked community in the United States for the educational and medical facilities available to its residents.

High-technology research and development has contributed to the growth in Ann Arbor's population, which also includes an increasing number of residents who commute to work in the Detroit area. Ann Arbor combines big-city amenities with a small-town atmosphere to produce a desirable quality of life. Multicultural influences can be seen in the city's shops, restaurants and arts offerings. The arts are a flourishing and integral part of the community, in part fueled by the university.

Historical Information: Kempf House Center for Local History, 312 S. Division, Ann Arbor, MI; telephone (734)994-4898. University of Michigan Bentley Historical Library, 1150 Beal Ave., Ann Arbor, MI; telephone (734)764-3482

■ Population Profile

Metropolitan Area Residents

1980: 264,740
1990: 282,937
2000: 322,895
2006 estimate: 344,047
Percent change, 1990–2000: 14.1%
U.S. rank in 1980: Not available
U.S. rank in 1990: 173rd
U.S. rank in 2000: 179th

City Residents

1980: 107,966
1990: 109,608
2000: 114,024
2006 estimate: 113,206
Percent change, 1990–2000: 3.5%
U.S. rank in 1980: 146th
U.S. rank in 1990: 170th
U.S. rank in 2000: 195th

Density: 4,223 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 73,568
Black: 6,907
American Indian and Alaska Native: 48
Asian: 14,699
Native Hawaiian and Pacific Islander: 34
Hispanic or Latino (may be of any race): 3,283
Other: 1,586

Percent of residents born in state: Not available

Age characteristics (2005)

Population under 5 years old: 4,848



Airphoto-Jim Wark

Population 5 to 9 years old: 4,316
 Population 10 to 14 years old: 5,125
 Population 15 to 19 years old: 5,258
 Population 20 to 24 years old: 17,939
 Population 25 to 34 years old: 19,942
 Population 35 to 44 years old: 13,750
 Population 45 to 54 years old: 11,343
 Population 55 to 59 years old: 4,875
 Population 60 to 64 years old: 3,316
 Population 65 to 74 years old: 4,409
 Population 75 to 84 years old: 2,371
 Population 85 years and older: 1,251
 Median age: 30.2 years

Births (2006, MSA)

Total number: 4,023

Deaths (2006, MSA)

Total number: 1,944

Money income (2005)

Per capita income: \$30,894
 Median household income: \$45,798
 Total households: 44,651

Number of households with income of ...

less than \$10,000: 6,843
 \$10,000 to \$14,999: 2,913
 \$15,000 to \$24,999: 5,015
 \$25,000 to \$34,999: 3,849
 \$35,000 to \$49,999: 5,472
 \$50,000 to \$74,999: 6,779
 \$75,000 to \$99,999: 4,163
 \$100,000 to \$149,999: 4,662
 \$150,000 to \$199,999: 2,428
 \$200,000 or more: 2,527

Percent of families below poverty level: 13.9%
(2005)

2005 FBI Crime Index Property: 3,379

2005 FBI Crime Index Violent: 358

■ Municipal Government

The City of Ann Arbor operates under a mayor-city manager form of government. Half of the ten council members are elected annually by ward (two per ward) to

two-year terms. The mayor is elected in a city-wide election to a two-year term every even year.

Head Official: Mayor John Hieftje (D) (since 2000; current term expires 2008)

Total Number of City Employees: 823 full-time (2006)

City Information: City Hall, Guy C. Larcom, Jr. Municipal Building, 100 N. Fifth Ave., Ann Arbor, MI 48104; telephone (734)994-2700

■ Economy

Major Industries and Commercial Activity

The University of Michigan is Ann Arbor's largest employer, accounting for nearly 10 percent of the work force. The majority of remaining jobs are split between manufacturing, health care, automotive industry, information technology, and biomedical research fields.

Ann Arbor is now the western anchor of high-technology corridors extending from Detroit along I-94 and M-14. Aiding the increase in firms involved in research, development, or testing is the proximity of the University of Michigan and Eastern Michigan University in Ypsilanti, which provide technical resources and an educated workforce. In 2003 the Ann Arbor/Ypsilanti region of Washtenaw County was named a SmartZone by the State of Michigan as one of ten high technology centers with the potential to create jobs of the future. This builds upon the 1999 designation of the Ann Arbor IT Zone. Together these organizations support the area's historically strong industries of information technology, networking and high-speed Internet services, life sciences, nanotechnologies, and MEMS. Other high-technology industries include business services, computer and data processing, and instrument development. The designation of Ann Arbor as a SmartZone has led to the creation of the organization Ann Arbor SPARK. Ann Arbor SPARK is a public-private partnership with the mission to stimulate economic development in the Ann Arbor area by supporting innovation and entrepreneurship, especially in the technology sector. Members of SPARK are leaders from the local universities, business, government, and the Ann Arbor community.

Trade and information publishing are also strong industries in the region. The Borders Group began as a campus bookstore owned by two University of Michigan graduates and is now a worldwide chain and Fortune 500 company with its headquarters in Ann Arbor. The region is also strong in book printing and manufacturing.

Items and goods produced: books, software, computer technology and precision instruments, ball bearings, springs, baling presses, drill heads, tapping and reaming machinery, awnings

Incentive Programs—New and Existing Companies

Local programs: The Washtenaw Development Council (WDC) is a centralized, free information source for expanding industrial, technological, and major commercial businesses. A public and private partnership, the WDC provides a one-stop source of information and services for new, existing, and relocating businesses in Washtenaw County. The WDC also works with several industry groups in the county, such as the Washtenaw County Manufacturers Council, the Ann Arbor IT Zone, the FastTrack Awards Program, and the Washtenaw Work/Life Consortium. Other areas of service include foreign initiatives, the Business Services Directory and the existing business call program. The WDC also provides community tours and introductions to key business leaders; listings of key resources for start-ups and expanding businesses; tax and financial incentives counseling; access to business, educational and community resources; and provision of business cost, demographic, and other statistical data.

State programs: Incentives on the state level include tax abatements, tax-exempt revenue bonds, public loans, and grants. The Michigan Economic Development Corporation provides a one-stop business assistance resource for any company already in Michigan or considering a location in the state. Professional account managers work with consultants, utilities, associations and local economic development agencies to match businesses with the best opportunities in Michigan. Free services include new business recruitment, business retention, information on the state and its industries, site location and selection, business incentives and financial assistance, employee recruitment and training, permit assistance, and other resources and services.

Job training programs: Michigan offers a coordinated job training system using federal, state, and local resources to provide a highly productive and trained workforce. Grants can provide funding for activities that increase worker productivity. The training itself is done through the institution of the company's choice. Free recruitment and screening services are available for new and expanding employers through the Michigan Employment Security Administration's job service and also through several local school districts. State-sponsored job training programs offered through the Michigan Adult Education Training Initiative include the Job Training Partnership Act, summer youth employment programs, and pre-college programs in engineering and sciences. The Michigan Economic Development Corp. administers a \$1.2-million Training Incentive Fund, which provides assistance to employers wishing to upgrade the skills of their current work force. Other programs include Targeted Jobs Tax Credits, and adult and vocational education.

Economic Development Information: Washtenaw Development Council, 3135 South State Street, Ste. 205, Ann Arbor, MI 48108; telephone (734)761-9317; fax (734)761-9062

Development Projects

While high-paying automotive manufacturing jobs seem to be disappearing from Ann Arbor as they are throughout the region and, to a lesser extent, the United States, several automakers continue to invest heavily in new research and development facilities in the area. In 2004 Korean automaker Hyundai broke ground on a new 190,000-square-foot Hyundai America Technical Center in nearby Superior Township. The facility opened in October 2005. In 2004 Pro Quest, an information publisher, announced plans to sign a 15-year, \$35 million lease with a southern Ann Arbor office complex, with plans to build an additional 110,000-square-foot facility on the same site. The firm employs 900 workers in the Ann Arbor area. In 2006 the Internet search engine Google Inc. announced that it would be opening an office in Ann Arbor. The company chose Ann Arbor in part because one of the company founders attended the University of Michigan and also because of the wealth of highly educated and skilled workers in the city.

Commercial Shipping

Air cargo service is available locally at Willow Run Airport, the nation's largest on-demand air charter freight airport. As of 2007 more than 400 million pounds of cargo were being transferred through the airport each year. Detroit Metropolitan Airport is a 15-minute drive to the east off I-94. Conrail and three other railroads provide rail freight shipping, and the city is served by six trucking companies. Within a 50-minute drive are the international port facilities of Detroit and Monroe.

Labor Force and Employment Outlook

Ann Arbor employers draw on a pool of well-educated, highly skilled workers. These workers include University of Michigan graduates reluctant to leave the city after graduation and willing to work for less money in exchange for the high quality of life in a small-town setting.

Still, the number one problem faced by Ann Arbor businesses is the inability to find qualified employees. The city's unemployment rate is below the national and state averages, limiting the extent to which businesses may expand. This problem is coupled with a shortage of land for business. Manufacturing jobs have been on a steady decline that is expected to continue. Additionally, Ann Arbor businesses must increasingly compete with firms located in Detroit and its western suburbs, which have become attractive to Ann Arbor residents willing to commute for higher-paying jobs. The city has responded

to the employment problem through the creation of the Ann Arbor SPARK program.

The following is a summary of data regarding the Ann Arbor metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 202,300

Number of workers employed in . . .

construction and mining: 5,900
 manufacturing: 20,300
 trade, transportation and utilities: 27,700
 information: 3,700
 financial activities: 6,000
 professional and business services: 27,500
 educational and health services: 23,500
 leisure and hospitality: 14,300
 other services: 6,500
 government: 67,000

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.2% (June 2007)

<i>Largest employers (2005)</i>	<i>Number of employees</i>
University of Michigan	30,574
University of Michigan Health Centers	11,865
Visteon	5,581
St. Joseph Mercy Hospital	4,362
General Motors Corp./Powertrain Division	3,200
Pfizer Global Research & Development	2,700
Eastern Michigan University	2,200
Washtenaw County	1,300
Veterans Hospital	1,235
Borders Group, Inc.	980

Cost of Living

Ann Arbor residents enjoy the relative quiet and sophistication of a college town while being afforded tremendous cultural amenities (both in town and within an hour's drive of Detroit)—but all of that does come at a price. A 2004 study placed Ann Arbor housing at \$40,000 above the national average. With little available land left within the city limits, homebuyers are increasingly looking to the nearby communities of Chelsea, Dexter, Pinckney, and Superior Township, where construction of new homes boomed throughout the late 1990s and early 2000s. Health care costs in Ann Arbor are above the national norm, a reflection of the high-cost,

high-technology care available at the University of Michigan Medical Center.

The following is a summary of data regarding several key cost of living factors in the Ann Arbor area.

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 3.9% of taxable income

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$47.36 per \$1,000 of assessed value (2004)

Economic Information: Washtenaw Development Council, 3135 South State Street, Ste. 205, Ann Arbor, MI 48108; telephone (734)761-9317; fax (734)761-9062

■ Education and Research

Elementary and Secondary Schools

The Ann Arbor School District serves the city of Ann Arbor and parts of eight surrounding townships covering an area of 125 square miles. The district's two conventional high schools, Pioneer and Huron, are among the highest-rated in the state of Michigan. In 2004 the district formulated a plan to build a third high school, Skyline, an \$85-million project. The school was scheduled to open in fall 2008. Ann Arbor's two alternative high schools are Roberto Clemente and Stone. The magnet high school, Community High, near the University of Michigan campus, enjoys tremendous popularity and places students through a lottery program. The Ann Arbor School District is administered by a nine-member nonpartisan board that appoints a superintendent. The major emphasis of the system is on early childhood education, mathematics, science, and technology.

The following is a summary of data regarding the Ann Arbor Public Schools as of the 2005–2006 school year.

Total enrollment: 16,680

Number of facilities

elementary schools: 21
junior high/middle schools: 6
senior high schools: 5
other: 1

Student/teacher ratio: 17.2:1

Teacher salaries (2005–06)

elementary median: \$69,220
junior high/middle median: \$61,030
secondary median: Not available

Funding per pupil: \$10,764

The Ann Arbor area is also served by several private and religiously affiliated schools.

Public Schools Information: Ann Arbor Public Schools, 2555 South State St., Ann Arbor, MI 48104; telephone (734)994-2200

Colleges and Universities

In Ann Arbor education extends to all facets of life: social, cultural, and economic. The city is home to the University of Michigan, Washtenaw Community College, Concordia College, and Cleary College; located in neighboring Ypsilanti is Eastern Michigan University.

At the heart of the Ann Arbor community is the University of Michigan, recognized as one of the nation's foremost public institutions of higher learning. According to a 2007 survey by *U.S. News & World Report*, the University of Michigan tied for 25th among all national universities with the University of California Los Angeles. As of the 2007–08 academic year the university enrolled about 41,000 students and offered a complete range of programs leading to associate's, baccalaureate, master's, and doctoral degrees in 17 schools and colleges. Primary areas of study include liberal arts, architecture and planning, art, business administration, education, engineering, music, natural resources, nursing, pharmacy, dentistry, law, medicine, information and library studies, public health, and social work. Rankings vary from year to year, but several schools, namely law, medicine, business administration, and engineering, routinely rank among the top programs in the nation. *U.S. News & World Report* ranked the UM Medical School as 10th among the nation's top research-oriented medical schools in 2007. The school also placed highly in five specialties: family medicine (4th), geriatrics (5th), women's health (6th), internal medicine (8th), and pediatrics (12th). The school graduates about 170 physicians each year. A 2000 theme issue of the *Journal of the American Medical Association*, devoted entirely to the UM Medical School on its 150th anniversary, described how a university team pioneered extracorporeal membrane oxygenation (ECMO), a device that keeps gravely ill patients alive long enough to allow their bodies to build up their own defenses.

Concordia University, affiliated with the Lutheran Church-Missouri Synod, provides associate's and undergraduate programs through four schools (Liberal Arts and Sciences, Education, Haab School of Business and Management, and Adult and Continuing Education). Eastern Michigan University in Ypsilanti is a full-scale state

university with a total enrollment of 24,000 students, 18,000 of whom are undergraduates. The school is known for its education program, as well as the colleges of technology and business. Washtenaw Community College specializes in vocational and technical training and is the site of a robotics repair program. The school enrolls more than 20,000 students annually and has transfer programs with the University of Michigan, Eastern Michigan University, and University of Michigan Dearborn.

Libraries and Research Centers

Approximately 25 libraries and research centers, maintained by a variety of organizations and agencies, are located in Ann Arbor. The Ann Arbor District Library maintains holdings of more than 425,000 materials, including more than 394,000 books and 28,000 CDs, cassette tapes, and books on tapes. In addition to the main downtown library, as of 2007 the system operated four branches (Malletts Creek, Northeast, West, and Pittsfield), plus a bookmobile. In 2005 wireless Internet access was added to the Downtown branch; by 2007 wireless Internet access had been added to all branches.

The Washtenaw County Library is the headquarters of the Huron Valley Library System. The library operates as a traditional public-use facility, and also, through its Library Learning Resource Center, as a center for organizational development to be used for training sessions, meetings, workshops, and special events for county government and affiliated organizations. With holdings of more than 40,000 volumes, the library houses a facility for the blind and the physically handicapped; special services include a low-vision center, various aids for the handicapped, homebound service, and a video library.

The Gerald R. Ford Library contains materials pertaining to the life and career of Gerald R. Ford, former president of the United States. Ford was a University of Michigan alumnus and grew up in Grand Rapids, Michigan, where the library's affiliated Gerald R. Ford Museum is located. The non-circulating collection, which is open to the public, includes 9,000 books, 21 million pages of memos, meeting notes, and other documents, plus papers relating to the war in Vietnam, Cambodia, and Laos, which were released to the public in April 2000.

The University of Michigan library system is consistently ranked among the top research libraries in the country. The library system has facilities for all colleges within the university as well as for individual academic departments. Holdings of the 19 university libraries total more than 7 million volumes; nearly 40 special collections include such subjects as American, British, and European literature, radical protest and reform literature, manuscripts, theater materials, and United States and Canadian government documents. In 2005 the library's Shoah Foundation's Visual History Archive was launched, making available 52,000 digitized copies of videotaped testimonies from nine worldwide Holocaust survivor

groups. The University of Michigan School of Business Administration maintains the Kresge Library; among the nine facilities within the Kresge Library system are the Law Library, the Bentley Historical Library, and the Transportation Institute Library.

Other libraries in Ann Arbor are affiliated with Washtenaw Community College and corporations, hospitals, and churches.

Research centers are associated primarily with state and federal government agencies. Among the major research centers are the Environmental Research Institute of Michigan, the Institute for Social Research Library, the Michigan Department of Natural Resources Institute for Fisheries Research Library, the National Oceanic and Atmospheric Administration Great Lakes Environmental Research Laboratory, and the Van Oosten Library of the United States Fish and Wildlife Service.

Public Library Information: Ann Arbor Public Library, 343 South Fifth Ave., Ann Arbor, MI 48104-2293; telephone (734)327-4200; fax (734)327-8309

■ Health Care

A vital part of the metropolitan Ann Arbor health care community is the University of Michigan Medical Center, ranked in a 2007 *U.S. News & World Report* article as the nation's 14th best hospital. It was the only hospital in Michigan to be ranked. It is a treatment, referral, and teaching complex that houses several facilities: University Hospital, Women's Hospital, Mott Children's Hospital, Holden Perinatal Hospital, Taubman Health Center, and the UM Medical School as well as emergency services, an adult psychiatric hospital, an anatomical donations program, a burn center, an outpatient psychiatric unit, and an eye care center. The University of Michigan Medical Center staff includes more than 800 physicians; about 1,400 more physicians practice within the metropolitan area.

Offering general care are Catherine McAuley Health Center, which operates the Hospice of Washtenaw, home health services, and an Alzheimer's Care and Treatment Center; and St. Joseph Mercy Hospital, which maintains branch clinics in the city and in nearby Saline and the adjacent county of Livingston. St. Joseph's completed work on a new surgery pavilion in 2007 and made plans to complete new patient towers by 2011. Public and private chemical dependency, mental health, urgent care, physical therapy, and fitness programs are also available in Ann Arbor.

■ Recreation

Sightseeing

A number of museums and buildings of architectural significance are located on the University of Michigan campus. The Rackham Building, which covers two city

blocks, is made of Indiana limestone, with bronze window and door frames, a copper-sheathed roof, and Art Deco interior. The University of Michigan Exhibit Museum of Natural History is devoted to Michigan's prehistoric past; it houses the state's largest collection of dinosaur bones, including a 15-foot-tall dinosaur that was the forerunner of the *Tyrannosaurus* and more than 200 species of birds native to Michigan. There are also exhibits on minerals and biology, Native American life, culture, and artifacts, a planetarium, and a hall of evolution. The most popular exhibit is the Michigan Mastodon, an elephant-like creature that became extinct more than 6,000 years ago. In 2005 the museum added an additional gallery for temporary exhibits.

The Kelsey Museum of Archaeology in Newberry Hall exhibits artifacts, statues, and glass discovered on university excavations in Egypt and Iraq. In 2004 the museum received an \$8-million donation to build a new wing. The museum closed in August 2007 to begin work on the Upjohn Wing and was scheduled to reopen in 2009. The Museum of Art in Alumni Memorial Hall is the state's second-largest fine arts collection and exhibits a diverse permanent collection that includes a number of works by James Abbott McNeill Whistler. As of 2007 the museum was undergoing a \$35.4-million restoration project intended to double the size of the museum. The Burton Memorial Tower is the world's third-largest carillon and presents weekly concerts during the summer. On the steps of the Michigan Union building, in the heart of the campus, a plaque records the place where in 1960 then-Senator John F. Kennedy announced the formation of the Peace Corps.

The Ann Arbor Hands-On Museum displays more than 250 participatory exhibits on the sciences and arts; it is housed in a century-old former fire house. In 2007 the museum celebrated its 25th anniversary. Matthaei Botanical Garden, the university's conservatory and outdoor garden, is a favorite winter oasis. The garden celebrated its 100th anniversary in 2007.

Domino's Farms is the world headquarters of Domino's Pizza, among several other corporations on a sprawling 217-acre campus in eastern Ann Arbor. The Prairie House headquarters building was based on a design by architect Frank Lloyd Wright. The site also maintains a petting farm and a herd of American bison. Cobblestone Farm and Kempf House are among the area's other historical tourist attractions. Ann Arbor is rich in architectural history; among some of the city's distinctive buildings are St. Andrew's Church and several homes dating from the early to mid-nineteenth century.

Arts and Culture

The city of Ann Arbor and the University of Michigan offer a broad selection of music, dance, theater, and cinema. The university's Hill Auditorium is considered to rank with the Kennedy Center in Washington, D.C., and

Carnegie Hall in New York City as one of the nation's premier performing arts facilities. Built in 1913 and designed by renowned architect Albert Kahn, the venue underwent a massive \$40-million renovation before reopening in 2004. Renovation included interior restorations and improved seating access but also important infrastructure upgrades to the heating system and the addition, for the first time in its history, of air conditioning. Featuring excellent acoustics, Hill Auditorium houses the Henry Freize Pipe Organ, which was originally unveiled at the 1883 Chicago World's Fair. The University Musical Society, founded in 1879, has hosted many of the world's great performers, conductors, and orchestras throughout its more than 100-year history. The Society schedules dozens of music and dance concerts each year at Hill and other local venues featuring international artists and performing groups.

The Ann Arbor Symphony Orchestra plays a season of concerts at the renovated Michigan Theater; as of 2007 the symphony was conducted by Arie Lipinsky. The Comic Opera Guild is a local semi-professional theater company that is the only one of its kind to tour nationally. It draws members from the community as well as from the students and staff at the University of Michigan. The university's Gilbert and Sullivan Society presents light opera productions in the spring and winter.

The university's drama and music departments stage several large and smaller productions at campus theaters throughout the year. The Ann Arbor Civic Theater, drawing on experienced local artists, stages 11 dramatic productions a season. The Young People's Theater, recruiting young people from across the country, is an outlet for students to write and perform their own works. Since 1954 the Ann Arbor Civic Ballet has programmed dance performances. The Performance Network is a local studio and theater space for original work by local artists creating theater, film, video, music, and dance. Ann Arbor supports several local art galleries and film theaters, including the Michigan Theater, which shows classic and contemporary films. In addition, several film societies are active in the city—virtually every night of the week there are a variety of classic films held in small theaters and university lecture halls throughout the city and campus area.

National touring musical acts stage concerts at Hill Auditorium and the university's 13,000-seat Crisler Arena. Smaller acts play any of a number of local clubs, including the Blind Pig and Bird of Paradise for jazz. The Ark is an internationally-recognized venue on the folk music circuit and also features acoustic blues, rock, and bluegrass.

Festivals and Holidays

The Ann Arbor Folk Festival is one of the largest and most renowned events of its kind, held each January and in 2008 celebrating its 31st year of existence. The Ann

Arbor Film Festival (46 years running in 2008) is a week-long event held in March. The juried Spring Art Fair brings together hundreds of artists in all media at the University of Michigan Track and Tennis Building on an early April weekend; a Winter Art Fair is held in October/November. More than 300 dealers gather at the Ann Arbor Antiques Market to sell antiques and collectibles every Sunday from April through November.

“Taste of Ann Arbor” on Main Street on a Sunday in June offers specialties from participating Ann Arbor restaurants. The Summer Festival, taking place over several weeks in June and July, presents mime, dance, music, and theater. The Ann Arbor Summer Art Fairs, which comprise one of the oldest and largest street art fairs in the country, bring artists from around the country to Ann Arbor to exhibit and sell their work in three separate fairs spread throughout the entire city and run simultaneously for four days in July; more than a million people attend the Art Fairs. Edgifest, a three-day celebration of jazz and improvised music featuring world-class acts, is held in early October. One hundred fifty artists participate in the Christmas Art Fair at the University of Michigan Coliseum on Thanksgiving weekend.

Sports for the Spectator

The University of Michigan fields some of the country’s finest college sports teams, which compete in the Big Ten athletic conference. The Michigan Wolverines football team is among the most storied and recognizable athletic traditions in the nation. Football Saturdays are like a statewide holiday and near-obsession in Ann Arbor during home games; more than 100,000 fans pack Michigan Stadium, the largest college-owned stadium in the country. The Wolverines strongly compete each season for the Big Ten championship and a berth in the Rose Bowl. The Michigan basketball program (home games at Crisler Arena) likewise has a long and celebrated tradition, and the Michigan hockey team (Yost Arena) has won more NCAA championships than any other institution. Other University of Michigan team sports include men’s and women’s teams competing in gymnastics, wrestling, softball, soccer, baseball, swimming, and golf. Professional sporting events in nearby Detroit feature the Tigers (baseball), Pistons (basketball), Lions (football), and Red Wings (hockey).

Sports for the Participant

Among the popular participatory sports that can be enjoyed in Ann Arbor are cycling, running, ice skating, racquetball, paddleball, handball, roller skating, downhill and cross-country skiing, swimming, and tennis. Cycling lanes exist on many of Ann Arbor’s main streets; paved paths for walking, running, cycling, or skating run along the Huron River. The Ann Arbor Department of Parks and Recreation maintains the city’s nearly 150 parks and sponsors programs for all age groups. The Nichols

Arboretum on the university campus is a 123-acre natural area that serves as a research area for the university and is open to the public for picnicking and hiking. There are more than 50 lakes in Washtenaw County offering water sports and fishing. The Dexter-Ann Arbor Half-Marathon and 10-K Run is sponsored by the Ann Arbor Track Club and held on a Saturday in May. Ann Arbor was ranked the third best cycling city in North America by *Bicycling* magazine, and the Ann Arbor Bicycle Touring Society is the state’s largest group for cyclists. The nearby Pinckney-Waterloo Recreation Area has several lakes and miles of trails for hiking and mountain biking. The Huron River can be fished and canoed, and golf is played at city, university-owned, and private courses.

Shopping and Dining

Ann Arbor’s Main Street area, consisting of several blocks of specialty shops, brew pubs, nightspots, and restaurants, forms the central commercial district. State Street, the city’s major business district, consists of a cluster of retail stores, restaurants, coffee shops, and several record and book shops that include Shaman Drum, one of the nation’s best independent book stores, and the original Borders Book Shop. Nickels Arcade, built in 1915 and modeled after a European arcade, houses shops and galleries. South University is a collection of shops and eateries anchoring the other end of central campus. Kerrytown and the Farmers’ Market consist of three restored historic buildings in the Kerrytown district, just east of the Main Street downtown area, that contain more than 30 semi-enclosed shops and other stores offering farm-fresh produce, baked goods, and craft items. Briarwood Mall is anchored by the JCPenney and Marshall Field’s department stores and has more than 130 stores. Ann Arbor and nearby Saline are considered antiques centers.

The presence of a major state university in Ann Arbor helps explain the city’s many fine restaurants and varied cuisines. Hundreds of Ann Arbor restaurants, far more than what is offered in comparably-sized cities, make this a dining destination city. New American cuisine, traditional American fare, Northern Italian, French, Greek, Korean, Ethiopian, Indian, Japanese, Caribbean, Thai, Turkish, and other cuisines are represented here. A number of restaurants are located in historic or unusual buildings, such as a train depot. Café, deli, and pub settings are also popular choices. Zingerman’s Delicatessen, near Kerrytown, is an Ann Arbor institution and recognized as one of the top delicatessens in the country. The small shop and its attendant bakery, mail-order business, and catering operations earned it the distinction as *Inc.* magazine’s “Coolest Small Company in America.”

Visitor Information: Ann Arbor Convention and Visitors Bureau, 120 West Huron, Ann Arbor, MI 48104; telephone (734)995-7281; toll-free (800)888-9487; email info@annarbor.org

■ Convention Facilities

The major convention and meeting facilities in metropolitan Ann Arbor are situated on the University of Michigan campus. The ballroom of the Michigan Union, containing 6,325 square feet of space, can accommodate 30 exhibit booths and seat 420 people for a banquet and 600 people in a theater setting. The union provides 21 meeting rooms that can be used as break-out rooms. The Rackham Auditorium and Amphitheater seat 1,129 people and 240 people, respectively; galleries totaling nearly 4,000 square feet of space hold 25 exhibit booths; and the Assembly Hall hosts receptions for up to 300 participants. The Michigan League offers 5,238 square feet of exhibition space, banquet space for 350, 50 booths, 500 theater seats, and 16 break outs. The Towsley Center for Continuing Medical Education in the medical complex offers two auditoriums, four meeting rooms, a reception area, and a dining room. The Chrysler Center for Continuing Education houses a 225-seat auditorium and four meeting rooms. Among other campus meeting sites for large and small groups are Crisler Arena, Hill Auditorium, Power Center for the Performing Arts, and the Track and Tennis Building.

Washtenaw Community College on Huron River Drive has up to 9,200 feet of space, 8 meeting rooms, and an auditorium. Groups of 30 to 500 can be accommodated. The Convocation Center at Eastern Michigan University can easily accommodate large groups of up to 9,780 people; floor space in the arena with the seats retracted measures 20,000 square feet or 10,000 with the seats pulled out. The atrium area is 7,000 square feet and is ideal for dinners and receptions; the Convocation Center offers 8 luxury suites and parking for 1,053 cars. Additional meeting facilities are available at the Corporate Training Center on the campus of Eastern Michigan University, Concordia University on Geddes Road, Domino's Farms, the Ypsilanti Marriott (10,000 square feet of function space), the Sheraton (with 2 ballrooms of 6,000 square feet each), Webber's Inn, and the North Campus Holiday Inn. Nearly 3,000 hotel and motel rooms are available.

Convention Information: Ann Arbor Convention and Visitors Bureau, 120 West Huron, Ann Arbor, MI 48104; telephone (734)995-7281; toll-free (800)888-9487; email info@annarbor.org

■ Transportation

Approaching the City

The destination of the air traveler to Ann Arbor is most likely Detroit Metropolitan Airport, which is only 15 minutes east of the city. The airport is served by 14 major commercial airlines. Approximately 18,000 people are employed at the facility, which also moves more than 500

million pounds of freight each year. Local general aviation facilities include Ann Arbor City Airport and Willow Run Airport. Passenger rail transportation is available from the east and Detroit as well as from the west and Chicago via Amtrak.

Principal highways leading into Ann Arbor are east-west I-94 and M-14 and north-south U.S. 23.

Traveling in the City

Ann Arbor Transit Authority buses link all parts of the city. The University of Michigan also provides free bus service to all campus areas. Downtown, Main Street, and the University of Michigan campus are easily explored on foot.

■ Communications

Newspapers and Magazines

The Ann Arbor News, which appears evenings Monday through Friday and on Saturday and Sunday mornings, is Ann Arbor's daily newspaper. The student newspaper is *The Michigan Daily*, published daily during the academic year. The *Ann Arbor Observer* is a monthly magazine offering features, profiles, historical articles, business items, restaurant reviews, and a listing of events and exhibits; it also publishes an annual City Guide.

Automobile Magazine, a popular magazine for automobile enthusiasts, is published monthly in Ann Arbor. Other special-interest magazines and scholarly journals cover such subjects as health care, Michigan history, religion, and Asian studies.

Television and Radio

Ann Arbor receives local affiliate television channels, including their national network feeds, broadcasting from surrounding cities such as Lansing and Detroit, plus PBS and three independent channels. In addition, local access television is available from CTN on Channels 16–19 via Comcast Cable.

Six AM and FM radio stations based in Ann Arbor furnish diverse programming choices; National Public Radio broadcasting is available via the Michigan Radio network. Listeners also choose from stations in Detroit; Windsor, Ontario; and other cities.

Media Information: *The Ann Arbor News*, 340 E. Huron Street, Ann Arbor, MI 48106; telephone (734) 994-6989. *Ann Arbor Observer*, 201 Catherine, Ann Arbor, MI 48104; telephone (313)769-3175

Ann Arbor Online

Ann Arbor Area Convention and Visitors Bureau.

Available www.annarbor.org

Ann Arbor District Library home page. Available www.annarbor.lib.mi.us

The Ann Arbor News. Available www.mlive.com
Ann Arbor Public Schools. Available www.aps.k12.mi.us
City of Ann Arbor. Available www.ci.ann-arbor.mi.us
Gerald R. Ford Library. Available www.ford.utexas.edu
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Detroit

■ The City in Brief

Founded: 1701 (incorporated 1815)

Head Official: Mayor Kwame Kilpatrick (D) (since 2001)

City Population

1980: 1,203,339

1990: 1,027,974

2000: 951,270

2006 estimate: 871,121

Percent change, 1990–2000: –7.4%

U.S. rank in 1980: 6th

U.S. rank in 1990: 7th

U.S. rank in 2000: 14th

Metropolitan Area Population

1980: Not available

1990: 4,266,654

2000: 4,456,428

2006 estimate: 4,468,966

Percent change, 1990–2000: 5.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 7th (CMSA)

Area: 138.7 square miles (2000)

Elevation: 581 feet above sea level at Detroit River

Average Annual Temperatures: January, 24.5° F; July, 73.5° F; annual average, 49.7° F

Average Annual Precipitation: 32.89 inches of rain; 41.1 inches of snow

Major Economic Sectors: Services; trade; manufacturing; finance, insurance, and real estate

Unemployment Rate: 8.1% (June 2007)

Per Capita Income: \$15,042 (2005)

2005 FBI Crime Index Property: 53,972

2005 FBI Crime Index Violent: 21,240

Major Colleges and Universities: Wayne State University; University of Detroit-Mercy

Daily Newspaper: *Detroit Free Press*; *The Detroit News*

■ Introduction

Detroit is the seat of Michigan's Wayne County, the center of a consolidated metropolitan statistical area that includes Ann Arbor and Flint, and the center of a metropolitan area that includes Warren and Livonia. One of the oldest settlements in the Midwest, Detroit played an instrumental role in the development of the Northwest Territory. During the War of 1812 Detroit became the only major American city ever to surrender to a foreign power; in 1847 the city lost its status as state capital when the legislature moved the state headquarters to Lansing. Detroit was a leading regional economic power in the nineteenth century. The invention of the automobile and its mass production by Henry Ford changed American and world culture. As more and more manufacturing jobs moved to lower-wage areas of the U.S. and, increasingly, overseas, Detroit's population declined and the economy struggled. In the early 1990s Detroit's position as the automobile capital of the world was being challenged by foreign competition. Throughout, though, the city's metropolitan area has grown and the regional economy diversified, making metropolitan Detroit still one of the largest and most prosperous areas of the country. Detroit has a long history of producing groundbreaking and influential musical talent, such as the Motown greats Iggy Pop, Bob Seger, and the White Stripes, known throughout the world. City sports franchises such as the Detroit Tigers, Red Wings, and Pistons are among the most storied in American history.

■ Geography and Climate

Detroit is set on the Detroit River; the metropolitan area includes the St. Clair River, Lake St. Clair, and the west end of Lake Erie. The land is nearly flat, rising gently northwestward from the waterways, then becoming rolling terrain. The climate is influenced by the city's location near the Great Lakes and its position in a major storm track; climatic variations also arise from the urban heat island, the effect becoming most apparent at night, when temperatures downtown will remain significantly higher than those in suburban locations. The city enjoys four distinct seasons. Winters are generally long and cold, and storms can bring combinations of rain, snow, freezing rain, and sleet with heavy snowfall possible at times. Annual snowfalls average around 45 inches. During the summer, storms pass to the north, allowing for intervals of warm, humid weather with occasional thunderstorms that are followed by days of mild, dry weather. Autumn colors can be spectacular, particularly to the north of the city. Air pollution coming from heavy industry in the area is said to have been minimized with state-of-the-art pollution control efforts.

Area: 138.7 square miles (2000)

Elevation: 581 feet above sea level at Detroit River

Average Temperatures: January, 24.5° F; July, 73.5° F; annual average, 49.7° F

Average Annual Precipitation: 32.89 inches of rain; 41.1 inches of snow

■ History

Riverside Stronghold Established by French

In July 1701 Antoine de la Mothe Cadillac and his party landed at a riverbank site chosen because the narrow strait there seemed strategically situated for protecting French fur trading interests in the Great Lakes. The river was called d'Étroit, a French word meaning "strait." Cadillac and his men built Fort Pontchartrain on the site, naming the fort after Comte de Pontchartrain, French King Louis XIV's minister of state; soon a palisaded riverfront village developed nearby. Cadillac named the settlement "ville d'Étroit," or city of the strait. Eventually the name was simplified to Detroit.

The control of Detroit changed hands three times during the eighteenth century. At the conclusion of the French and Indian War, the resulting treaty specified the surrender of Detroit to Great Britain. Under Henry Hamilton, the settlement's British governor, armies of Native Americans were encouraged to scalp frontier settlers for rewards, earning Hamilton the sobriquet, "Hair

Buyer of Detroit." France's tribal allies, led by Ottawa chief Pontiac, plotted to capture Detroit; when the plot failed, they continued their siege of the fort.

At the end of the American Revolution, the United States claimed lands west of the Alleghenies by treaty, but the British refused to leave Detroit and other western forts, encouraging allied tribes to attack settlers. It was not until two years after General Anthony Wayne defeated the Native Americans at the Battle of Fallen Timbers in 1796 that the British finally left Detroit. During the War of 1812, General William Hull turned Detroit's fort over to the British without a fight, thus making Detroit the only major American city ever to be occupied by a foreign power. The United States regained control of the settlement in 1813 following Oliver H. Perry's victory in the Battle of Lake Erie.

Manufacturing Center Becomes Automobile Capital

Detroit was incorporated as a town in 1802 and as a city in 1815. In 1805 Detroit was selected the capital of the newly created Michigan territory. On June 11, 1805, a fire totally destroyed the city, and while all residents survived, 200 wood structures were reduced to ashes. Local Catholic leader Father Gabriel Richard observed at the time, "Speramus meliora; resurget cineribus (We hope for better things; it will arise from the ashes)." His statement became the city's motto. Augustus B. Woodward, one of the new territory's judges, awarded a larger piece of land to each citizen who had lost his home. To create a street design for Detroit, Woodward selected Pierre Charles L'Enfant's plan for Washington, D.C.: a hexagon with a park in the middle and wide streets radiating outward in a hub-and-spoke pattern. As Detroit grew, additional hexagons could be added parallel to the original one. This idea was adopted then eventually abandoned and a grid street pattern was superimposed over the hexagonal design. Michigan gained statehood in 1837; ten years later, fearing Detroit's vulnerability to foreign invasion, the young legislature relocated Michigan's capital from Detroit to Lansing.

Detroit's early economic development was spurred by a combination of factors: the opening of the Erie Canal in 1826, the city's Great Lakes location, the increasing use of rail transport, the growing lumber and flour-milling industries, and the availability of a skilled labor force. The Detroit Anti-Slavery Society was organized in 1837 and the city was a station on the Underground Railroad. Abolitionist John Brown brought slaves to Detroit in 1859 and there purportedly planned with Frederick Douglass the notorious raid on Harpers Ferry, Virginia. During the Civil War Detroit provided supplies and provisions to the Union cause. By the end of the century Detroit had emerged as an important industrial and manufacturing center.

In 1896 Charles B. King determined Detroit's destiny when he drove a horseless carriage on the city streets. Soon Henry Ford introduced his own version of the conveyance, and Detroit was on its way to becoming the automobile capital of the world. Along with Ford, such automotive pioneers as W.C. Durant, Walter P. Chrysler, Ransom Olds, Henry Leland, and the Dodge brothers laid the foundation for the companies that emerged as the Big Three auto makers—Ford, General Motors, and Chrysler—by the latter half of the twentieth century.

Development Brings New Challenges

The automotive industry brought thousands of immigrants into Detroit during the 1920s. Then during the Great Depression the industry was severely shaken, leaving one-third of the workforce out of jobs in 1933. The rise of the union movement under the leadership of Walter Reuther led to sit-down strikes in Detroit and Flint in 1937, resulting in anti-union violence. Federal legislation helped the United Automobile Workers win collective bargaining rights with General Motors and Chrysler in 1937 and with Ford Motor Company in 1941. During World War II, Detroit turned its energies to the war effort as Ford opened a bomber factory and Chrysler a tank plant, leading to a new nickname for Detroit—"the arsenal of democracy."

Detroit's racial tension, traceable to a race riot in 1863, erupted in 1943 when violence resulted in the deaths of 35 people and injury to more than 1,000 others. Much progress was made in solving Detroit's race problems after the 1943 outbreak. Like many urban areas in the late 1960s, however, the city was forced to confront the issue once again when civil disturbances exploded in July 1967; 43 people were killed, hundreds injured, and entire city blocks burned to the ground. The organization New Detroit was founded as an urban coalition to resolve issues of education, employment, housing, and economic development, which were seen as the root causes of race problems.

A Modern Detroit Emerges

In 1970 a group of business leaders formed Detroit Renaissance to address questions of Detroit's future. The following year the group, restructured under chairman Henry Ford II, announced plans for construction of the Renaissance Center, the world's largest privately financed project, as a symbol of the new Detroit. In 1996 General Motors Corporation purchased the Renaissance Center for its new global headquarters.

In 1974 Detroit elected its first African American mayor, Coleman A. Young. In common with mayors of other large "rust belt cities," Mayor Young oversaw a city in which white residents fled to the suburbs, and Detroit went into a severe economic decline. In 1993 Mayor Young announced that he would not seek a sixth term. The following year Dennis W. Archer assumed the

mayorship of Detroit. Highly regarded by citizens and business leaders, Archer won national recognition for himself and his city. By the mid-1990s, after many years of headlines that linked the city with words like "crime," "decay," and "arson," Detroit was being described as "the comeback city," where, according to the *Chicago Tribune*, "a new day may be dawning on this most maligned of America's big cities."

The early years of the twenty-first century saw mixed results in Detroit's resurgence. The new mayor, Kwame Kilpatrick, a charismatic, young politician born and bred in the city, took over the reins at City Hall in 2001. While several large-scale development projects, including three new casinos, continued downtown's transformation, the neighborhoods continued to struggle with problems of blight, poor city services, and declining population.

Historical Information: Detroit Public Library, Burton Historical Collection, 5201 Woodward Ave., Detroit, MI 48202-4007; telephone (313)833-1000; www.detroit.lib.mi.us. Detroit Historical Museum, 5401 Woodward Ave., Detroit, MI 48202; telephone (313) 833-1805; www.detroithistorical.org

■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 4,266,654
 2000: 4,456,428
 2006 estimate: 4,468,966
 Percent change, 1990–2000: 5.2%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 7th (CMSA)

City Residents

1980: 1,203,339
 1990: 1,027,974
 2000: 951,270
 2006 estimate: 871,121
 Percent change, 1990–2000: –7.4%
 U.S. rank in 1980: 6th
 U.S. rank in 1990: 7th
 U.S. rank in 2000: 14th

Density: 6,858 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 92,796
 Black: 686,241
 American Indian and Alaska Native: 3,223
 Asian: 9,577
 Native Hawaiian and Pacific Islander: 271
 Hispanic or Latino (may be of any race): 46,993
 Other: 31,212



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Percent of residents born in state: 70.6% (2000)

Age characteristics (2005)

Population under 5 years old: 62,231
Population 5 to 9 years old: 66,353
Population 10 to 14 years old: 82,767
Population 15 to 19 years old: 71,192
Population 20 to 24 years old: 56,050
Population 25 to 34 years old: 110,579
Population 35 to 44 years old: 115,762
Population 45 to 54 years old: 110,497
Population 55 to 59 years old: 44,075
Population 60 to 64 years old: 32,116
Population 65 to 74 years old: 42,048
Population 75 to 84 years old: 32,050
Population 85 years and older: 10,336
Median age: 32.5 years

Births (2006, Metropolitan Division)

Total number: 27,622

Deaths (2006, Metropolitan Division)

Total number: 19,826

Money income (2005)

Per capita income: \$15,042
Median household income: \$28,069
Total households: 311,234

Number of households with income of . . .

less than \$10,000: 65,210
\$10,000 to \$14,999: 26,657
\$15,000 to \$24,999: 49,851
\$25,000 to \$34,999: 41,802
\$35,000 to \$49,999: 43,036
\$50,000 to \$74,999: 48,429
\$75,000 to \$99,999: 20,687
\$100,000 to \$149,999: 11,812
\$150,000 to \$199,999: 2,340
\$200,000 or more: 1,410

Percent of families below poverty level: 19.5%
(2005)

2005 FBI Crime Index Property: 53,972

2005 FBI Crime Index Violent: 21,240

■ Municipal Government

The government of the city of Detroit is administered by a mayor and a nine-member council. The mayor, who is not a member of council, and councilpersons are elected to four-year terms. Council members are elected in city-wide elections, as opposed to a ward system.

Head Official: Mayor Kwame Kilpatrick (D) (since 2001; term expires 2009)

Total Number of City Employees: 13,468 (2004)

City Information: City of Detroit, Executive Office, Coleman A. Young Municipal Center, 2 Woodward Ave., Detroit, MI 48226; telephone (313)224-3400; www.detroitmi.gov

■ Economy

Major Industries and Commercial Activity

Into the 2000s the regional economy has seen a shift from its solid reliance on manufacturing employment to a more diverse base in services, particularly in business services, health care, and engineering. In 2005 the service sector accounted for about 80 percent of all jobs in the Detroit area, while manufacturing accounted for about 14 percent.

However, within the city automobile manufacturing continues to be a primary force in the economy. General Motors, ranked third on the *Fortune* 500 list in 2007, has its headquarters in Detroit and is the largest employer in the city. Ford Motor Co., with headquarters in Dearborn, was ranked as seventh on the *Fortune* 500 in 2007 and is the second-largest employer in the region. While manufacturing of vehicles and auto parts is still the primary focus, there are a growing number of automotive-related professional and technical services, research and development, and testing facilities moving into the area, making the region a major center for the development of automotive technology as well as manufacturing. Over 100 companies in the Detroit area are focused on research and development in alternative energy sources and power generation.

The shift toward high-tech industry research and development is seen in other sectors of the economy as well. The Woodward Technology Corridor in Detroit is one of four Michigan SmartZones in the region. The zone is supported as a collaborative effort between the city, Wayne State University, Henry Ford Health Systems, General Motors, and others to encourage the growth of high-tech industry in the city. Tenants of the site, called TechTown, include Asterand (a human tissue bank), IC Datacommunications, Neocutis (biopharmaceuticals), and SenSound. The health care industry is encouraged in the city largely by the presence of St. John

Health System, Henry Ford Health System, and Detroit Medical Center, all of which are major employers in the city.

Transportation and logistics is important to the Detroit area, which serves as a leading U.S. freight gateway with one of the busiest border crossings in North America. Detroit's Foreign Trade Zone and its port are among the largest in the country. Food services, hospitality, and recreational sectors have grown in the last decade or so as attractions such as the Motor City Casino in Detroit and the Henry Ford Museum and Greenfield Village in Dearborn draw large crowds of tourists.

Items and goods produced: automobiles, automotive parts, transportation equipment, robotics equipment and technology, food products, furniture, fabricated metals, paper and printed materials, plastics, rubber, electrical equipment

Incentive Programs—New and Existing Companies

Local programs: Revitalization of Detroit's downtown and neighborhoods is a top priority for city leaders. The Mayor's Office of Neighborhood Commercial Revitalization offers help via grants to community organizations operating or opening shops in city neighborhoods. The Detroit Regional Economic Partnership, representing 10 counties in southeast Michigan, assists companies in relocation and expansion efforts within the city and the surrounding area.

State and federal programs: The creation of new jobs that feed into a prosperous economy is the purpose behind the Michigan Economic Growth Authority. Fiscally responsible companies in the fields of manufacturing, research and development, wholesale trade, or office operations can make use of Small Business Tax credits. Parts of Detroit are designated Michigan Renaissance Zones, which are virtually tax free for any business or resident presently in or moving there. Detroit is one of only five cities nationwide designated a federal empowerment zone. Businesses in the 18.35-square-mile zone are eligible for federal incentives. Woodward Technology Corridor in Detroit is a Michigan SmartZone. Services available through the statewide SmartZone program include access to business feasibility studies and business planning, venture capital preparation, market analysis, incubator space, and coordination of research and development with universities and industry. Detroit is part of a federally designated Foreign Trade Zone (FTZ). Goods entering the zone are not subject to customs tariffs until the goods leave the zone and are formally entered into U.S. customs territory.

Michigan communities can abate up to 50 percent of local property taxes for up to 12 years. Other incentives on the state level include tax abatements, tax-exempt

revenue bonds, public loans and grants. The state administers an award-winning brownfield redevelopment program, community development block grants, long-term fixed rated financing for small- and medium-sized businesses, and more.

Michigan has created a system of financial institutions called BIDCOs (Business and Industrial Development Corporations). These semiprivate, independent operations are chartered and partially capitalized by the state and are designed to provide mezzanine-level financing. This is for capital of higher risk than traditional banks will consider and of lower return than venture-capital companies demand.

Job training programs: Michigan offers a coordinated job training system called Michigan Works! using federal, state, and local resources to provide a highly productive and trained workforce. The federal Workforce Investment Act and the Michigan Department of Labor and Economic Growth provide funding for the grants that assist in increasing worker productivity. The training itself is done through the institution of the company's choice. Free recruitment and screening services are available for new and expanding employers through the Michigan Employment Security Administration's job service and also through several local school districts. In 2003 mayor Kwame Kilpatrick created the Detroit Economic Development Organization, which has an Employment and Training Department. Several outstanding nonprofit organizations also maintain job training facilities, including Goodwill Detroit and Focus: HOPE, a now-legendary Detroit organization founded by a Catholic priest and other community leaders in the aftermath of the devastating 1967 riots. The center provides training in everything from basic reading to high-technology machining and computer-aided design.

Development Projects

While Detroit continues to experience population loss similar to that in other large industrial cities, significant incentives such as the availability of inexpensive land and federal empowerment zone money have led to a development boom over the last decade. Among the new projects in Detroit completed in the early 2000s are Campus Martius, a giant office, retail, and hotel development considered the most important downtown project in decades, and the 1.6 acre Campus Martius Park, which includes fountains, gardens, monuments, and a stage for public events.

Two stadiums have been built in the city. The \$450-million Ford Field, a domed multi-use stadium, was built in part from the massive Hudson's warehouse building, and the \$285-million Comerica Park opened in 2000 as the new home of the Major League Baseball's Detroit Tigers. Three casinos have been built and continue to expand. Greektown Casino will complete an expansion project in 2008 that will result in 100,000 square feet of

gaming space and a 1,500-seat entertainment theater. The Greektown complex will also support a 400-room hotel with 25,000 square feet of convention space. MotorCity Casino completed its own expansion projects in 2007 and now features a 400-room hotel, a 1,200-seat theater, 100,000 square feet of gaming space (with 3,000 slot machines and 106 table games), restaurants, and a full-service spa. The MGM Grand Detroit Casino also features a 400-room hotel and 100,000 square feet of gaming space, plus a full-service spa, a fitness center, a restaurant designed by renowned chef Wolfgang Puck. The casinos generate hundreds of millions of dollars in much-needed tax revenue and provide hundreds of jobs.

Further south, in April 2004 Wayne State University unveiled "TechOne," the first building in TechTown, a planned research and technology park amid an evolving residential and office district. The Detroit Symphony Orchestra also got into the action, with a privately funded renovation of Orchestra Hall on Woodward, along with construction of the adjacent Max M. Fisher Music Center, a 450-seat recital hall that opened in 2003. With a \$6 million gift from Bernard and Marilyn Pincus in 1999, the Detroit Symphony Orchestra was able to add the Jacob Bernard Pincus Music Education Center to Orchestra Place. The Pincus Education Center includes a 2,500-square-foot rehearsal hall, practice studios, and a music library. In 2004 the Charles H. Wright Museum of African American History added a \$12 million permanent exhibit in 20 galleries that chronicles a journey of 3.5 million years from Africa to modern day Detroit. The Detroit Institute of Art completed a major renovation in 2007, which added 57,650 square feet of exhibit space to the museum.

In 2007 the Northwest Airlines WorldGateway Terminal at Detroit's Metro Airport was completed. The new terminal has nearly 100 gates and dozens of new restaurants and shops. Also in 2007 the Detroit International Riverfront project opened for residents and visitors alike. The \$500-million development includes the two-mile East Riverfront RiverWalk and tri-Centennial Park.

Economic Development Information: Detroit Regional Chamber of Commerce, One Woodward Ave., Suite 1900, PO Box 33840, Detroit, Michigan 48232-0840; telephone (866)MBR-LINE; www.detroitchamber.com

Commercial Shipping

Detroit is a major international market. The Greater Detroit Foreign Trade Zone, the largest zone in the country, processes over \$2 billion in goods annually. The passage in 1989 of the United States/Canada Free Trade Agreement established the largest free trading block in the world, further expanding the parameters of the Detroit market. Detroit is adjacent to Windsor, Ontario, Canada, and more foreign trade passes through the port than any other in the United States.

The Port of Detroit has direct access to world markets via the Great Lakes/St. Lawrence Seaway System. The Port has two full-service terminals, a liquid-bulk terminal, a bulk facility, and a single-dock facility that can handle up to 10 ocean-going vessels at one time. All types of cargo can be processed through port facilities. Service is provided by four tug and barge lines as well as two auxiliary companies, one of which operates a mail boat that is the only boat in the United States with its own zip code.

The tremendous amount of goods produced in Detroit requires a vast distribution system relying not just on the waterways but also rail and truck carriers. More than 700 motor freight carriers use Greater Detroit's extensive highway system to transport goods to points throughout the United States and Canada. Trucking service is coordinated with that provided by the four rail lines maintaining facilities in Detroit.

The Detroit Metropolitan Airport has scheduled cargo flights through Federal Express and UPS. Air cargo services are also provided by Bishop International Airport in Flint, Willow Run Airport in Ypsilanti, and Detroit City Airport.

Labor Force and Employment Outlook

Despite the efforts of Governor Jennifer Granholm to maintain the state's manufacturing base and recruit new companies to Michigan, Michigan's unemployment rate of 7.2 percent in 2005 was among the highest in the U.S. in the early 2000s. Reflecting a nationwide trend, the biggest loss of jobs was in the generally high-paying manufacturing sector. In addition, the nation's deep recession following the 2001 World Trade Center attack brought deep job cuts and layoffs in the automotive industry. Not surprisingly, Detroit fared even worse, and in 2005 the jobless rate in the city was at 8.2 percent. The city seems to be turning toward the professional and business services, health care, and engineering sectors for future growth. Occupational forecasts suggest that between 2005 and 2012 the highest percentage of job growth will be seen in professional and business services, education and health services, and construction. The local workforce is considered to be highly skilled.

The following is a summary of data regarding the Detroit-Warren-Livonia metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 2,007,100

Number of workers employed in . . .

construction and mining: 77,300
 manufacturing: 268,800
 trade, transportation and utilities: 372,400
 information: 34,300
 financial activities: 115,000
 professional and business services: 361,000
 educational and health services: 274,200

leisure and hospitality: 183,700

other services: 90,400

government: 230,000

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 8.1% (June 2007)

<i>Largest employers (2005)</i>	<i>Number of employees</i>
General Motors Corp.	81,075
Ford Motor Co.	61,320
DaimlerChrysler Corp.	43,124
Visteon Corp.	22,232
SBC	15,000
St. John Health System	14,162
Trinity Health	12,750
Henry Ford Health System	12,700
Beaumont Hospitals	11,745
Meijer Inc.	11,250

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$297,808

2007 (1st quarter) ACCRA Cost of Living Index: 102.9

State income tax rate: 3.9% of taxable income

State sales tax rate: 6.0%

Local income tax rate: 3.0% residential; 1.5% non-residential

Local sales tax rate: None

Property tax rate: \$67.97 per \$1,000 assessed valuation (2003 millage)

Economic Information: Detroit Regional Chamber of Commerce, One Woodward Ave., Suite 1900, PO Box 33840, Detroit, Michigan 48232-0840; telephone (866) MBR-LINE; www.detroitchamber.com

■ Education and Research

Elementary and Secondary Schools

Like many large urban school districts, the Detroit Public School District (DPS) has struggled mightily to maintain a quality level of education in the face of such daunting problems as loss of population, budget shortfalls due to a dwindling local tax base and state-supplied resources,

political infighting, and the enormous social implications of a largely impoverished city population.

A large number of state-mandated charter schools have provided some relief to the district, giving parents more options in placing children in smaller schools, many of which stress discipline, fundamental education in reading and mathematics, and even institute a dress code or school uniform policy.

The special education program of DPS includes the Oakman Elementary–Orthopedic School. This school follows the same curriculum as other general elementary schools in the district but offers a barrier free environment for those with physical challenges. The Detroit Day School for the Deaf is staffed by both hearing and deaf teachers with all students and staff using American Sign Language for instruction. The Ferguson Academy for Young Women (grades 7-12) offers advanced studies for gifted and talented girls who are selected for the school by examination. The Detroit International Academy (grades 9-12) offers honors classes and college preparatory studies as part of an African-centered school. DPS has five career and technical schools for high school students, including the Davis Aerospace High School.

The following is a summary of data regarding the Detroit Public Schools as of the 2005–2006 school year.

Total enrollment: 783,118

Number of facilities

- elementary schools: 178
- junior high/middle schools: 141
- senior high schools: 39
- other: 0

Student/teacher ratio: 18.8:1

Teacher salaries (2005–06)

- elementary median: \$61,640
- junior high/middle median: \$63,890
- secondary median: \$64,560

Funding per pupil: \$10,757

Several private and parochial school systems offer educational alternatives at preschool, elementary, and secondary levels, including the highly regarded University of Detroit Jesuit High School. In 2004 the Roman Catholic Archdiocese was forced to close several of its schools within the city limits and suburbs due mainly to declining populations in some parishes. Specialized curricula have been designed by the Japanese Society of Detroit Hashuko-Saturday School, Burton International School, Liggett and Waldorf schools, Friends School, and W.E.B. DuBois Preparatory School.

Public Schools Information: Detroit Public Schools, 3031 W. Grand Blvd., Detroit, MI 48202; telephone (313)873-3111; www.detroitk12.org

Colleges and Universities

Wayne State University is Detroit’s largest institution of higher learning and Michigan’s only urban research university. Approximately 33,000 students are enrolled in 11 schools and colleges, including the colleges of medicine, nursing, and pharmacy and allied health, and the law school. More than 350 major courses of study are offered including 126 bachelor’s degree programs, 139 master’s degree programs, 60 doctoral programs, and 32 certificate programs. Particularly strong programs are offered in the college of engineering and the school of fine and performing arts, which includes a nationally recognized drama program. Wayne State is one of 98 universities nationwide to be designated a Carnegie One Research University. The university’s 203-acre campus forms part of downtown Detroit’s cultural center along the Woodward Avenue corridor; nearby are the Detroit Institute of Arts, the main branch of the Detroit Public Library, and the Museum of African American History.

The University of Detroit–Mercy, a Roman Catholic institution run by the Jesuit order of priests for more than 125 years, enrolls about 5,600 students in 100 baccalaureate, master’s, and doctorate programs available through seven schools and colleges. Approximately one-third of its students are minorities. The university has three campuses in Detroit. The Corktown Campus hosts the School of Dentistry and the Riverfront Campus hosts the School of Law. The McNichols Campus is the main center. In 2008 University of Detroit–Mercy was ranked among the top tier of Midwestern Master’s Universities by *U.S. News & World Report*.

Marygrove College, located adjacent to the University of Detroit campus, is also affiliated with the Catholic Church. It has an enrollment of about 2,000 undergraduate and graduate students and over 5,800 general continuing education students. Associate’s, bachelor’s, and master’s degrees are offered in several fields.

The College for Creative Studies in Detroit’s Cultural Center is a private, four-year college that offers bachelor of fine arts degrees in 11 majors, including animation and digital media, crafts, communication design, fine arts, industrial design, interior design, and photography. The school offers numerous programs and classes for the community as well, for students of all ages.

Colleges located in neighboring suburbs include Detroit College of Business in Dearborn, Lawrence Technological University in Southfield, the Dearborn campus of the University of Michigan, Cranbrook Academy of Art in Bloomfield Hills, and Oakland University in Rochester.

Greater Detroit has a wide selection of community colleges. Wayne County Community College District has three campus locations in Detroit. Central Michigan University maintains centers throughout metropolitan Detroit. Additionally, Eastern Michigan Uni-

versity and the University of Michigan are within a 40-minute drive to the west of the city; Michigan State University in East Lansing is about a 90-minute drive northwest.

Libraries and Research Centers

The Detroit Public Library, founded in 1865, is not only the city's largest library, it is the largest municipal library system in the state, maintaining 23 branches. The main facility houses more than 3 million book volumes and bound periodicals in addition to 7,200 periodical subscriptions, more than 738,000 microfiche and microfilms, and recordings and videos. Special collections include materials pertaining to national automotive history, Michigan, the Great Lakes, the Northwest Territory, and African Americans in the performing arts.

The Wayne State University Libraries system ranks among the top 60 libraries in the Association for Research Libraries. It is comprised of a central facility with about 3 million volumes and five departmental libraries with separate holdings, including law and medical libraries. In addition, the university offers a nationally ranked American Library Association-accredited Library and Information Science Program. A United States documents depository, the library has special collections in oral history, children and young people, labor and urban affairs, photography, social studies, chemistry, and women and the law.

The University of Detroit–Mercy Library system maintains four separate libraries—the McNichols Campus Library, the Outer Drive Urban Health Education and Dental Library, the Instructional Design Studio/Outer Drive, and the Kresge Law Library. Together they house more than one-half million volumes; 5,000 leading literary, health, scientific and professional print and electronic journals; 11,000 audiovisual titles; and a collection of over 90,000 U.S. Federal and State government documents.

Research centers affiliated with Wayne State University conduct activity in a wide variety of fields. University centers and institutes include the Cohn-Haddow Center for Judaic Studies, the Developmental Disabilities Institute, the Barbara Ann Karmanos Cancer Institute, the Center to Advance Palliative-Care Excellence, the Institute of Environmental Health Science, the Center for Automotive Research, and the Institute for Manufacturing Research.

At centers affiliated with the University of Detroit–Mercy, research is conducted in aging and polymer technologies. The Budd Company, an engineering and manufacturing resource specializing in automotive design, recently opened four research and development centers in southeastern Michigan.

Public Library Information: Detroit Public Library, 5201 Woodward Ave., Detroit, MI 48202-4007; telephone (313)833-1000; www.detroit.lib.mi.us

■ Health Care

Detroit is the primary medical treatment and referral center for southeastern Michigan. Vital factors in the health care industry are the education, training, and research programs conducted by the city's institutions of higher learning. The Wayne State University and University of Michigan schools of medicine, nursing, and pharmacy and allied health services provide area hospitals and clinics with medical professionals and support staff. The University of Detroit–Mercy offers programs in dentistry, nursing, and medical technology, and Madonna University in Livonia provides a baccalaureate program in nursing.

The Detroit-area health care network is dominated by six health care providers. Those based in Detroit are the Detroit Medical Center and Henry Ford Health System. The Detroit Medical Center (DMC) is affiliated with Wayne State University; the complex includes Children's Hospital of Michigan, Detroit Receiving Hospital, Harper University Hospital, Hutzel Women's Hospital, Sinai-Grace Hospital, Kresge Eye Institute, Barbara Ann Karmanos Cancer Center, and the Rehabilitation Institute of Michigan. The medical center is also home to the Wayne State University School of Medicine. DMC also sponsors a special International Services Center to accommodate international patients and their families.

Henry Ford Health System operates 32 centers and clinics, with more than 2,800 physicians serving 2.5 million patients throughout Southeastern Michigan each year. Among them are the Center for Chemical Dependency and the new Hermelin Brain Tumor Center, one of only a handful of such facilities in the country. The flagship 903-bed Henry Ford Hospital near Detroit's New Center is consistently ranked among the nation's best hospitals. In 2007 Henry Ford Hospital was ranked among the top 50 heart specialty hospitals in the nation by *U.S. News & World Report*. The organ transplant center at the hospital is one of the largest in the Midwest. The Henry Ford Health System has a generalist training program in affiliation with the medical school of Case Western Reserve University of Cleveland.

Other large hospitals in the metro region include the Renaissance Hospital and Medical Centers, one of Michigan's few minority-owned health systems; St. John Hospital on the city's east side; William Beaumont Hospital in suburban Royal Oak; and the University of Michigan Medical Center in Ann Arbor.

■ Recreation

Sightseeing

Signs of Detroit's revitalization are particularly apparent in the downtown district. The People Mover, an elevated computerized rail transit system, features 13 stations with

some of the most impressive publicly commissioned works of art in the country, all viewable from the train cars. Hart Plaza, named in honor of the late Senator Philip A. Hart, stands adjacent to Detroit's most visible symbol of renewal—the recently renovated Renaissance Center, headquarters of General Motors. Hart Plaza is the center of many downtown festivals, parades, and the Freedom Festival fireworks, and includes the Dodge Memorial Fountain, designed by sculptor Isamu Noguchi. Nearby, at the foot of Woodward Avenue, sits Robert Graham's sculpture "The Fist," commemorating fighter Joe Louis and considered the city's most controversial piece of art. Another more conventional statue of Joe Louis stands inside the Cobo Hall Convention Center, where a museum dedicated to the boxer's life is open to the public on weekends.

During its heyday in the post-World War I 1920s, Detroit saw the construction of several high-rises built in ornate Art Deco style. Not all of those buildings are still standing, but those that are include the Penobscot, Guardian, and Buhl buildings downtown, as well as the original General Motors and Fisher buildings further uptown, and several magnificent theaters, including the Fox, the Fisher, the Masonic Temple, and Orchestra Hall. Just west of downtown, the Ambassador Bridge, built in 1929 and the world's longest international suspension bridge, spans the Detroit River and connects Detroit to Windsor, Ontario, a small Canadian city with a casino and charming Italian and Chinese neighborhoods.

The Detroit Zoo in Royal Oak was the first zoo in the United States to make extensive use of barless exhibits; the zoo is home to more than 1,300 animals representing 286 different species. The new "Arctic Ring of Life" exhibit displays several polar bears, arctic foxes, seals, and sea lions in a massive simulated arctic tundra environment. In 2004 the zoo opened the National Amphibian Conservation Center to educate and provide research facilities on amphibians. The "Chimps of Harambee" exhibit covers four acres of naturalistic habitat. Other popular exhibits are the penguinarium, reptile house, free-flying aviary, butterfly garden, and giraffe house.

Belle Isle, located in the Detroit River two miles from downtown, was purchased from the Chippewa and Ottawa native Americans and was landscaped as a 1,000-acre city park in 1879 by Frederick Law Olmsted. Belle Isle is the home of the Anna Scripps Whitcomb Conservatory, a nature center, the nation's oldest fresh water aquarium, the Dossin Great Lakes Museum, the Scott Fountain, and the Floral Clock.

The Cranbrook Institute of Science is a natural history museum and planetarium located north of the city in Bloomfield Hills.

The Detroit area is graced by a number of mansions built by automobile industrialists that are now open to the public. Meadow Brook Hall, a 100-room mansion on

a 1,400-acre estate on the campus of Oakland University in Rochester, was built by auto baron John Dodge in 1926. Henry Ford's final home, the 56-room Fairlane, is located on the University of Michigan's Dearborn campus. The Edsel and Eleanor Ford House, overlooking Lake St. Clair in Grosse Pointe Shores on a 90-acre estate, is built with an authentic Cotswold stone roof and leaded glass windows with heraldic inserts. The Fisher mansion on the Detroit River features original Eastern art works, Italian Renaissance and vintage Hollywood architecture, and more than 200 ounces of pure gold and silver leaf on the ceilings and moldings.

Other historic structures in Detroit include Moross House, Old Mariners Church, Sibley House, and Pewabic Pottery, where ceramic Pewabic tiles were first developed. The International Institute of Metropolitan Detroit is an agency for the foreign-born founded by the Young Women's Christian Association (YWCA) in 1919, with a "gallery of nations" featuring the arts and crafts of 43 nations.

Arts and Culture

The Detroit Symphony, one of the country's few orchestras with international stature, plays a September-to-May season of classical and pops concerts at Orchestra Hall as well as a summer season at Meadow Brook, an outdoor amphitheater in Rochester. Michigan Opera Theatre produces classical grand opera in seasons at the magnificently restored 1922 Detroit Opera House, with two productions each fall and three more each spring. In 2005 the Opera premiered one of the most anticipated new American operas in decades when "Margaret Garner" was performed with a cast of international stars, including Denyce Graves. The opera was based on author Toni Morrison's classic novel "Beloved," with the author also penning the libretto.

Detroit supports an active theater community; performances are staged in some of the finest restored facilities in the country. The Attic Theatre presents the best of the new and the offbeat. The intimate Gem and Century theaters offer Broadway-style shows, comedy acts, and other productions in cabaret style seating. The Fox Theatre, the largest movie theater in the United States, was designed by movie palace architect C. Howard Crane in 1928; it has undergone renovation to preserve its "Siamese Byzantine" interior featuring Far Eastern, Egyptian, Babylonian, and Indian themes and is the site of performing arts events. Another opulent theater facility is the Fisher Theatre, designed by Albert Kahn; it sponsors Broadway shows.

The Music Hall Center for the Performing Arts and Masonic Temple Theatre bring professional touring theater and dance companies to Detroit audiences. Meadow Brook Theatre at Oakland University presents an eight-play season of musicals, classic plays, and new works. Wayne State University's Hilberry Theatre

produces classic drama performed by graduate student actors; undergraduate productions are staged at the Bonstelle Theatre. The Cranbrook Performing Arts Theatre in Bloomfield Hills offers orchestra, band, and vocal concerts, in addition to dance and drama, by high school students at the Cranbrook Educational Community. Other venues for the performing arts are the Riverfront Music Theatre in Chene Park, Joe Louis and Cobo arenas, the outdoor amphitheaters DTE Energy Music Theater in Clarkston and Meadow Brook Music Theater in Rochester, and the Palace of Auburn Hills, frequently named Arena of the Year by *Performance Magazine*.

The Detroit Institute of Arts, established in 1885, is the nation's fifth-largest fine arts museum. Art treasures from throughout the world and covering a historical period of 5,000 years are housed in 100 galleries. Among the institute's most prized holdings is the four-wall mural *Detroit Industry* by Diego Rivera. Also known worldwide is the Henry Ford Museum and Greenfield Village in Dearborn, which Henry Ford founded in 1929 to document America's growth from a rural to an industrial society by exhibiting objects from the nation's material culture. Henry Ford Museum is a fourteen-acre complex housing major collections in transportation, industry, agriculture, and the domestic arts; the museum features one of the world's most comprehensive car collections, including the vehicle President John F. Kennedy was traveling in when he was assassinated. A state-of-the-art IMAX Theatre was part of a \$125-million makeover that started in 1999. Greenfield Village, a 240-acre outdoor museum, gathers on a single site one of the largest collections of historic American homes, workplaces, and communities; among them are Thomas Edison's Menlo Park laboratory, the Wright brothers' bicycle shop, and Noah Webster's Connecticut home.

The Detroit Historical Museum in the Detroit Cultural Center was founded in 1928 as an archive of the history and customs of Detroiters. The museum's collection of more than 250,000 urban historical artifacts is one of the largest such collections in the country. An educational unit of the Detroit Public Schools, the Children's Museum displays collections that focus on African musical instruments, the Inuit, and American folk crafts and toys. The Charles H. Wright Museum of African American History is dedicated to the contributions of African Americans in the humanities and creative arts. One of its most innovative permanent exhibits is *And Still We Rise: Our Journey Through African American History and Culture*, which documents a 3.5-million year journey from Africa to modern day Detroit. The Motown Historical Museum, a Michigan Historic Site, is quartered in the former home of Berry Gordy, Jr., Motown's founder, and preserves the music studio and recording equipment used in pioneering the Motown Sound. The

Graystone International Jazz Museum preserves the city's jazz history. Fort Wayne is home to the National Museum of the Tuskegee Airmen, an all-African American unit of World War II fighter pilots.

Arts and Culture Information: Detroit Department of Culture, Arts and Tourism, 2 Woodward Ave., Detroit, MI 48226; telephone (313)224-3470; www.ci.detroit.mi.us/culturalaffair

Festivals and Holidays

From April until Labor Day, Detroit's downtown riverfront is the scene of a program of ethnic festivals (the largest is the African World Festival in August) and the Downtown Hoedown. June events include the Annual Heritage Fair at the Dearborn Historical Museum; Art on the Pointe, a juried art show at the Ford Estate; and the Muzzle Loaders Festival at Greenfield Village. The International Freedom Festival, begun in 1959, is a summer celebration of the friendship between Canada and the United States; it attracts more than 3 million people and culminates in a large fireworks display on the Detroit River.

On the Fourth of July weekend the Colonial Music and Military Muster at Greenfield Village features uniformed American and British troops in simulated encampment activities. Also in July at Greenfield Village is the Fire Engine Muster with hand-pulled rigs and horse-drawn pumpers in a re-creation of early fire-fighting techniques. The Blues Festival of Detroit, the Henry Ford Day at the Fairlane Mansion, and the Wyandotte Street Art Fair conclude July activities. The Michigan State Fair at the State Fairgrounds, the nation's oldest state fair, takes place in August, as does the Spirit of Detroit Car Show and the Swap Meets at Historic Fort Wayne. The Montreux Detroit Jazz Festival over Labor Day weekend brings together over 100 international artists and local jazz musicians in the nation's largest free jazz festival. The Autumn Harvest Festival in Dearborn, the Detroit Festival of the Arts, the Hamtramck Polish Festival, and the Old Car Festival at Greenfield Village are popular activities in September.

A major event in November is America's Thanksgiving Day Parade, which presents 20 floats, 15 helium balloons, 25 marching bands, more than 1,000 costumed marchers, and Santa Claus in one of the nation's largest Thanksgiving Day parades; televised coverage of the parade is broadcast around the country. Other November events include Detroit Aglow and the Festival of Trees and Christmas Carnival at Cobo Conference Center. Christmas at Greenfield Village in December features Christmases past and present at more than two dozen historic village sites, with yuletide meals cooked at open hearths. Other seasonal shows are Noel Night at the Detroit Cultural Center, the Wassail Feast at the Detroit Institute of Arts, and the Christmas dinner at the Fairlane Manor.

Detroit's automotive era is evoked at numerous local events. The North American International Auto Show is among the most important auto shows in the world and is held each January. Autorama comes to Michigan each March and features classic and custom hot rods. The Concours d'Elegance, an exhibition of the world's finest classic cars, is held at Meadow Brook Hall in the summer. And the Woodward Dream Cruise bills itself as the world's largest one-day celebration of car culture, attracting over 1.7 million visitors from around the U.S. and even foreign countries, and more than 40,000 muscle cars, street rods, custom, collector, and special interest vehicles. Cruisers travel a 16-mile, spectator-lined section of Woodward Avenue through nine communities on the third Saturday in August, though cruising often begins several days before the official event.

Sports for the Spectator

A tough, gritty, blue-collar town throughout much of its history, Detroit identifies itself through nothing else—except perhaps its rich musical legacy—as it does its passion for the local sports franchises. Detroit supports professional franchises in all the major sports, and each team has a rich tradition of all-time great players, oddball characters, and world championships. The Detroit Red Wings of the National Hockey League host visiting competitors at Joe Louis Arena, located downtown on the riverfront. The Red Wings have won hockey's fabled Stanley Cup 10 times, including three times between the years 1997–2002. The Detroit Tigers, the city's oldest team, began play in the American League of Major League Baseball in 1901; a few years later the club acquired Ty Cobb, who played 22 years in a Detroit uniform and became one of the most legendary players in the history of the game. The club has won four World Series titles, the latest in 1984. In 2000 the Tigers moved to the new Comerica Park, across from the Fox Theater. The Detroit Lions compete in the National Football Conference of the National Football League. In 2002 the team moved its home field to downtown Detroit, adjacent to Comerica Park. The \$450-million enclosed Ford Field was privately financed and hosted Super Bowl XL in 2006. The Detroit Pistons of the National Basketball Association play their home games at the Palace of Auburn Hills, a 22,000-seat arena north of the city. The Detroit Shock of the Women's National Basketball Association also plays at the Palace. The University of Detroit-Mercy plays NCAA Division I basketball and other sports in the Horizon League. Both the University of Michigan Wolverines and the Michigan State Spartans compete in Big Ten athletics within an hour's drive of the city.

The Spirit of Detroit Thunderfest brings super-power hydroplanes to race on the Detroit River in June. Harness Racing is on view at the Hazel Park Harness Raceway and at Northville Downs.

Sports for the Participant

The Detroit Department of Parks and Recreation oversees 6,000 acres of park land. More than 350 city parks contain a total of 318 baseball diamonds, 257 tennis courses, 6 golf courses, and 2 marinas. Detroit has developed four smaller downtown riverfront parks, and there are miles of paved walkways for walking, running, and biking on Belle Isle. The city also sponsors 18 recreation centers. Outdoor sports such as swimming, boating, hiking, fishing, and skating are available at metropolitan parks.

In the greater Detroit region, there are 228 public golf courses, 73 private courses, and 36 driving ranges. The state has the second-highest number of registered boaters in the country, with most residents in the state living within six miles of a lake or stream.

Runners of the *Detroit Free Press* International Marathon cross borders twice—taking in stunning views on the Ambassador Bridge on the way to Windsor and then hoofing it through the underwater tunnel on the way back to Detroit—as they tour both Detroit and Windsor's downtowns over 26.2 miles.

Shopping and Dining

Detroit offers unique shopping venues like Eastern Market, the largest flower-bedding market in the world and an outlet for fresh meats and produce from neighboring states and Canada. Adjacent to Eastern Market are specialty stores selling fresh meat, poultry, gourmet foods, and wines. Pewabic Pottery, founded in 1903, continues to produce handcrafted vessels and architectural tiles for public and private installations from its East Jefferson factory and gallery. There are numerous shops and restaurants throughout the sprawling Renaissance Center complex, and at the Millender Center directly across Jefferson.

Greektown and International Center, a popular Detroit tourist spot, features bakeries, restaurants, bars, and coffeehouses. Bricktown, located in a refurbished sector of downtown, is anchored by an art gallery selling Oriental vases, Persian rugs, and antique furniture.

Metropolitan Detroit offers about 150 shopping centers of at least 100,000 square feet. Vibrant downtown shopping areas can be found in communities like Birmingham, Grosse Pointe, and Royal Oak. The Somerset Collection and Somerset Collection North in suburban Troy rival the nation's finest shopping areas; the twin centers are anchored by Neiman Marcus, Saks Fifth Avenue, Nordstrom, and Marshall Field's.

Detroit offers elegant dining experiences downtown at Opus One, the Rattlesnake Club, and Sweet Georgia Brown. The Coach Insignia, situated 70 floors atop the Renaissance Center, has dining and panoramic views of Detroit, the river, the Ambassador and Belle Isle bridges, and Windsor, Ontario. Also in the Renaissance Center, Seldom Blues has fine dining, riverfront views, and a lively

late-night club scene with some of the best jazz in the city. At the corner of Michigan and Lafayette, the side-by-side Lafayette Coney Island and American Coney Island have been Detroit legends for decades, especially for late-night after-hours crowds, serving up their unique hot dogs on steamed buns with chili, onions, and mustard, plus chili fries, and even a cold beer. Heading north from downtown diners will find sushi at Oslo, the Whitney in a restored Victorian mansion, Agave, Atlas Bistro, and Union Street. West of downtown, near the Ambassador Bridge, Mexican Village has several Mexican restaurants, as well as Spanish and Guatemalan fare. To the east of the city, Grosse Pointe has several excellent restaurants, including The Hill; in the northern suburbs the Lark in West Bloomfield and Tribute in Farmington Hills are consistently given five-star ratings by international publications. Detroit is home to the largest Arab population outside of the Middle East, and many of those immigrants live in Dearborn where a number of authentic Lebanese and Syrian restaurants thrive. Detroit is home to some outstanding Italian restaurants; Creole, Japanese, Chinese, Ethiopian, Thai, Indian, and Turkish cuisine are included among the other ethnic choices. Detroit's culinary history includes the nation's first soda—Vernors—which was created in Detroit by pharmacist James Vernor in 1862. Detroit is also home to Sanders hot fudge, Better Made Potato Chips, Faygo soda pop, and Stroh's Ice Cream.

Visitor Information: Detroit Metropolitan Convention and Visitors Bureau, 211 W. Fort St., Ste. 1000, Detroit, MI 48226; telephone (313)202-1800; toll-free (800)DETROIT; www.visitdetroit.com

■ Convention Facilities

Detroit's principal meeting facilities are clustered in the Detroit Civic Center, which stands at the edge of the Detroit River on the approximate site where the city's founder landed in 1701. The Civic Center consists of five complexes: Cobo Conference/Exhibition Center, Cobo Arena, Joe Louis Arena, Hart Plaza, and the Veterans Memorial Building.

Cobo Conference/Exhibition Center contains a total of 2.4 million square feet of meeting space and 85 meeting rooms in five halls. The largest single space is 700,000 square feet. The hall hosts the North American International Auto Show each January and a huge boat show every March, but by 2004 city officials began discussions to expand the Cobo complex even further so the city could attract even larger conventions. The adjacent Cobo Arena, with a seating capacity of over 12,000 people, is used for conventions and shows as well as large functions such as concerts and sports events. Joe Louis Arena, named for the heavyweight boxing champion, was the site of the 1980 Republican National Convention and

hosts major events. The Veterans Memorial Building, the original Civic Center structure built in 1950, houses a ballroom and meeting rooms.

Convention and meeting facilities are also available at the Detroit Historical Museum, the Detroit Institute of Arts, the Detroit Fox Theatre, Orchestra Hall, the Michigan Exposition and Fairgrounds, and Ford Field, as well as at Henry Ford Museum, the Detroit Zoo, restored estates and historic sites, suburban civic centers, college and university campuses, and on yachts and riverboats. All major downtown and suburban hotels and motels offer meeting accommodations for both large and small functions.

Convention Information: Detroit Metropolitan Convention and Visitors Bureau, 211 W. Fort St., Ste. 1000, Detroit, MI 48226; telephone (313)202-1800; toll-free (800)DETROIT; www.visitdetroit.com

■ Transportation

Approaching the City

Served by 18 major commercial airlines, 7 commuter airlines, and 3 charter lines, Detroit Metropolitan Airport serviced more than 35 million passengers in 2006, making it one of the busiest terminals in North America and the world. Metro has more than 100 national and 20 international nonstop flights daily. Destinations for charter and private air traffic are Willow Run Airport and Oakland-Pontiac Airport. Amtrak provides passenger rail transportation to Detroit from Chicago. Detroiters have easy access from Windsor via train to Toronto and virtually all of Canada through that country's excellent Via Rail system.

Detroit was built around the automobile. Hence, the freeways are many and excellent, as they must be in order to get commuters around the sprawling city. Six interstate highways and several limited-access expressways serve the Greater Detroit area. Interstate-75, with its northern terminus in Michigan's Upper Peninsula, extends through the city from north to southwest; north of downtown it is called the Chrysler Freeway, and southwest of downtown it is the Fisher Freeway. I-75 extends all the way to southern Florida. East-west I-94, known as the Ford Freeway, is the primary connection from Detroit Metropolitan Airport and heads across southern lower Michigan to Chicago and Minneapolis. West-northwest I-96, the Jeffries Freeway, approaches Detroit from Muskegon, Grand Rapids, and Lansing. Interstate-696, the Walter Reuther Freeway, is the main east-west route across the northern suburbs in Macomb and Oakland counties. Interstate-275 is a north-south bypass on the city's west side, linking I-75 and I-96. Other major routes leading into Detroit are north to west U.S. 10 (Lodge Freeway) and north-south S.R. 39 (Southfield Freeway). Canadian Highway 401 enters Detroit from Windsor via

the Detroit/Windsor International Tunnel and the Ambassador Bridge.

Traveling in the City

Most Detroit streets conform to a grid system. East-west streets are labeled “mile road” in ascending order northward. The northern boundary of the city is Eight Mile Road. Superimposed on the downtown grid are hubs and squares, the focal point being Kennedy Square and Cadillac Square in the center of the business district. Radiating from this hub are east-west Michigan Avenue, northeast Monroe Street, and east-west Fort Street. The largest hub is Grand Circus Park, which is bisected by Woodward Avenue, a main north-south thoroughfare. Jefferson Avenue follows the curve of the Detroit River and Lake St. Clair past Belle Isle, through the Grosse Pointes into Harrison Township, and downriver past Wyandotte to Grosse Ile.

Detroit is served by two public transportation systems: the Detroit Department of Transportation (D-DOT) and the Suburban Mobility Authority for Regional Transport (SMART). D-DOT offers over 50 fixed routes throughout the city. SMART has about 55 routes serving Wayne, Oakland, and Macomb counties. The People Mover, a 2.9-mile elevated rail circuit, provides travel to major downtown sites from 13 stations.

■ Communications

Newspapers and Magazines

The Detroit News and the *Detroit Free Press* are the city’s two major daily newspapers. *Hour Detroit* is a monthly glossy metropolitan lifestyle and interview magazine that aims “to feature Detroit in its finest hour.” *Real Detroit* and *Metro Times* provide weekly entertainment schedules as well as reviews, humor, and commentary. The monthly newspaper *Latino Press* aims to help Detroit’s growing Hispanic community. The *Michigan Chronicle* and *Michigan Citizen* are geared toward African American readers. The *Michigan Catholic* is a weekly publication of the Archdiocese of Detroit.

A number of nationally circulated periodicals originate in Detroit. Among them are *Solidarity*, a monthly publication of the United Automobile Workers; *Better Investing*; *Manufacturing Engineering*; *Autoweek*, a weekly magazine for car enthusiasts; and *Automotive News*, *Ward’s Automotive Report* and *Auto World*, auto industry magazines. *Football News* publishes 20 issues during the football season.

Television and Radio

Detroit television viewers receive broadcasts from seven local stations and several stations from the surrounding area. Pay and cable television services are available in the Detroit metropolitan area. About 23 AM and FM radio

stations schedule a full range of formats. The most popular is adult contemporary music; other formats include adult-oriented rock, African American and African American contemporary, Motown, classic rock, easy listening, jazz, middle of the road, modern country, news and news-talk, pop, oldies, solid gold, and urban contemporary rhythm and blues. Two of the AM stations with 50,000-watt capacity enjoy a longstanding popularity throughout the Midwest; one FM station was the first in the country to offer a full-time news-talk format. Detroit’s public radio station originates from Wayne State University, but other National Public Radio programming can be picked up from Ypsilanti, Ann Arbor, and Lansing stations.

Media Information: *The Detroit News*, 615 W. Lafayette Blvd., Detroit, Michigan 48226; telephone (313)222-2300; www.detnews.com. *Detroit Free Press*, 600 W. Fort, Detroit, MI. 48226; telephone(313)222-6400; www.freep.com

Detroit Online

- City of Detroit home page. Available www.detroitmi.gov
- Detroit Free Press*. Available www.freep.com
- Detroit Institute of Arts. Available www.dia.org
- Detroit Metropolitan Convention and Visitors Bureau. Available www.visitdetroit.com
- The Detroit News*. Available www.detnews.com
- Detroit Regional Chamber of Commerce. Available www.detroitchamber.com
- Detroit Riverfront Conservancy. Available www.detroitriverfront.org
- Greater Downtown Partnership. Available www.downtownpartnership.org
- Wayne County Economic Development. Available www.waynecounty.com

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Grand Rapids

■ The City in Brief

Founded: 1831 (incorporated 1850)

Head Official: City Manager Kurt Kimball (since 1987)

City Population

1980: 181,843

1990: 189,126

2000: 197,800

2006 estimate: 193,083

Percent change, 1990–2000: 4.3%

U.S. rank in 1980: 75th

U.S. rank in 1990: 83rd

U.S. rank in 2000: 107th (State rank: 2nd)

Metropolitan Area Population

1980: 602,000

1990: 937,891

2000: 1,088,514

2006 estimate: 774,084

Percent change, 1990–2000: 16.1%

U.S. rank in 1980: 56th

U.S. rank in 1990: Not available

U.S. rank in 2000: 48th

Area: 45 square miles (2000)

Elevation: Ranges from 785 to 1,075 feet above sea level

Average Annual Temperatures: January, 22.4° F; July, 71.4° F; annual average, 47.6° F

Average Annual Precipitation: 37.13 inches of rain; 73.2 inches of snow

Major Economic Sectors: Manufacturing, services, retail trade

Unemployment Rate: 6.3% (June 2007)

Per Capita Income: \$18,608 (2005)

2005 FBI Crime Index Property: 9,766

2005 FBI Crime Index Violent: 1,962

Major Colleges and Universities: Grand Valley State University, Calvin College

Daily Newspaper: *The Grand Rapids Press*

■ Introduction

The seat of Kent County, Michigan, Grand Rapids is the center of a metropolitan statistical area that includes Kent, Ottawa, Muskegon, and Allegan counties. The Grand River, on which the city is located, shaped the future of Grand Rapids first as a leader in the logging industry, then as one of the world's primary furniture manufacturing centers, and now as the office furniture capital. The city's identity also was determined by thousands of Dutch immigrants who settled in Grand Rapids to work in the furniture factories. In 2000 the Grand Rapids metropolitan area had more than one million inhabitants, but as of 2008 the population had dropped to less than 800,000. The city offers innovative cultural institutions, a revitalized downtown core, a diverse economy, and high marks for quality of life factors.

■ Geography and Climate

Bisected by the Grand River, Michigan's longest river, Grand Rapids is located in the Grand River valley approximately 30 miles east of Lake Michigan. The region's climate is influenced by the lake, which tempers cold waves from the west and northwest during the winter and produces a regulating effect on both frost and vegetation during the growing season. Consequently, seasonal

extremes are infrequent, although hot, humid weather can be expected for about three weeks during the summer and drought occasionally occurs for a short duration; snow cover sometimes remains throughout the winter.

Area: 45 square miles (2000)

Elevation: Ranges from 785 to 1,075 feet above sea level

Average Temperatures: January, 22.4° F; July, 71.4° F; annual average, 47.6° F

Average Annual Precipitation: 37.13 inches of rain; 73.2 inches of snow

■ History

Grand River Valley Site of Land Feud

About 2,000 years ago, the Hopewell Indians planted roots at the rapids near the Grand River. Their presence is still seen in the preserved burial mounds southwest of the city. By the late 17th century, the Ottawa tribe had set up villages on the west bank of the Grand River at the site of present day Grand Rapids. Several Baptist mission buildings were completed in the vicinity in 1826. That same year Louis Campau, a French fur trader, settled in the region, establishing a trading post on the east river bank. Local Native Americans nicknamed him “The Fox” for his shrewd trading skills. Campau purchased 72 acres for \$90 in 1831 in what is now the downtown area and named it the Village of Grand Rapids. A land surveyor named Lucius Lyon acquired the plotted land to the north and named it the Village of Kent, causing a raging land feud with Campau. By 1838 the Michigan legislature combined both tracts of land to form the Village of Grand Rapids. The area incorporated as a city in 1850.

Inexpensive, fertile land and abundant timber and mineral resources attracted settlers to the area, and by 1860 the population numbered 8,000, more than tripling in 10 years. By then, rail and telegraph had come to Grand Rapids, connecting the community to all parts of the country with travel from the eastern seaboard taking only two days.

Logging Fuels Grand Rapids Development

Grand Rapids began a period of rapid development in the 1850s when logs from Michigan’s rich pine and oak forests floated down the Grand River to the city’s new mills. After the Civil War, many soldiers found jobs as lumberjacks, cutting logs and guiding them down the river with pike poles, peaveys, and cant hooks. The men wore bright red flannel, felt clothes, and spiked boots to hold them onto the floating logs; these boots chewed up the wooden sidewalks and flooring of the local bars, leading one hotel owner to supply carpet slippers to all river drivers who entered his hotel. The “jacks” earned \$1

to \$3 per day and all the “vittles” they could eat, which was usually a considerable amount.

Upstream mill owners often stole the logs headed for Grand Rapids in a practice called “hogging.” To prevent hogging, the mills hired men called river drivers, who rode the logs downstream to their rightful destination. In addition, like cattle, all logs were stamped with the brands of their owners so they could be sorted at the log booms and sent to a specific sawmill. From 1865 to the 1880s the logging industry dominated the local economy. The river also harnessed energy. One of the first hydro-electric plants in the United States was built in Grand Rapids.

River ice and log jams proved to be a continual problem for Grand Rapids. A series of floods and heavy rains that launched runaway logs caused repeated damage to the town, notably in 1838, 1852, and 1883. In 1883, so much rain fell one summer’s day that an estimated 80 million board feet of logs broke free and jammed against a railroad bridge, creating what some called the biggest log jam in the nation’s history. The bridge swayed, bent, groaned, and finally broke away as part of it was carried steadily down the river. Called the Great Log Jam of 1883, the event was spectacular but also marked the beginning of the end for logging on the Grand River.

Furniture Craftsmanship Gains World Attention

Because of the plentiful supply of fine wood, furniture had been manufactured in Grand Rapids as early as 1838, but it was not until the Philadelphia Centennial Exposition in 1876 that the city gained national recognition for its furniture craftsmanship. Bedroom, dining room, library, and hall furniture made of oak, ash, and maple gained mass popularity. Two years later Grand Rapids held its first furniture mart, attracting buyers worldwide who appreciated the fresh styles and quality work. One of the innovations Grand Rapids manufacturers brought to the furniture industry was catalogs of photographs and color drawings that were distributed throughout the nation.

By 1890, Grand Rapids was home to the nation’s largest furniture companies; they set the tone for creative designs, new manufacturing processes and equipment, retailing networks, and inventive marketing schemes. The city ranked third, behind only New York and Chicago, in the amount of furniture its factories produced. Nearly one-third of all city laborers worked in the industry. The high paying and plentiful jobs attracted a large number of immigrants—Dutch, German, Polish, and other northern Europeans. Grand Rapids grew from slightly more than 10,000 residents at the end of the Civil War to nearly 90,000 by 1900. One-third of the city’s population had been born in another country by that time.

In Europe, Grand Rapids was best known as the home of Tanglefoot rather than producer of fine furniture. Flies were a nuisance, then as now. An ordinary

druggist named Otto Thum developed a sticky paper that not only caught and held flies, but even attracted them. The company is still in existence along with its century old “secret formula.”

Another long lived, prosperous Grand Rapids company is Bissell, founded in 1876 and considered the pioneer in the carpet sweeper industry. With the death of company head Melville Bissell in 1889, his wife Anna assumed leadership and became America’s first female corporate CEO. She was light-years ahead of her time as an aggressive and innovative manager. Under her guidance, the company developed many new products and expanded the business internationally. Still privately owned, Bissell continues to be an industry pioneer, bringing innovative home- and floor-care products to the international marketplace.

Turn of the Century Brings Changes to Grand Rapids

Depletion of Michigan’s forests put an end to the logging industry, requiring furniture companies to import lumber, as they still do today. Due to a nationwide industry slump between 1905 and 1910, furniture workers received only minimal raises or none at all. This, combined with extremely long hours and poor working conditions, led to 3,000 workers striking in 1911 demanding a 9-hour day, a 10 percent wage increase, and the abolition of pay based on piecework. After four months, the strike ended, but later management granted most of the laborer’s requests.

The Grand Rapids residential furniture industry never fully recovered after that strike. World War I, the Great Depression, and World War II led to lessening demand for residential furniture and the Grand Rapids furniture companies did not make the transition well during the war economies. Many companies went under or moved south to be closer to a larger lumber supply.

With the end of World War II, a two-decades long construction boom began and countless new office buildings were erected throughout the nation and worldwide. Some Grand Rapids companies had begun making fine wood and metal furniture for offices in the early 1900s; they now saw tremendous demand. Steelcase grew from 34 employees in 1912 to become the largest office furniture company worldwide with more than 19,000 people. Because of the many office furniture companies in close proximity, Grand Rapids is now known as the nation’s office furniture capital. Experience with wood and metal and a traditional entrepreneurial spirit led to a diversifying economy. No one industry dominates the metropolitan area manufacturers, but furniture, industrial machinery, metals, plastics, food processing, and printing are core industrial clusters.

As with other cities after World War II, many Grand Rapids-based families fled to the suburbs and the city’s population began to decline along with the downtown

area. In the mid 1990s, Grand Rapids began experiencing a renaissance, with more than \$200 million in new cultural, recreational, and sports facilities. Downtown revitalization included the 12,000-seat Van Andel Arena for sports, concerts, and entertainment events; the Van Andel Institute, an independent medical research center; and the refurbishing of many warehouses into retail space and loft apartments. The new millennium has seen even more new projects and expansions. The \$210-million DeVos Place project incorporates DeVos Hall and the old Grand Center convention space in a new one-million-square-foot facility, which was completed in 2005. Millennium Park is a 10-year restoration of 1,500 acres of industrial land that includes a new beach. New parks, residences, shopping venues, restaurants, and other revitalization projects that mark a new beginning for Grand Rapids abound.

Historical Information: Grand Rapids Public Library, Michigan and Family History Collection, 111 Library St., NE, Grand Rapids, MI 49503; telephone (616) 456-3640

■ Population Profile

Metropolitan Area Residents

1980: 602,000
 1990: 937,891
 2000: 1,088,514
 2006 estimate: 774,084
 Percent change, 1990–2000: 16.1%
 U.S. rank in 1980: 56th
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 48th

City Residents

1980: 181,843
 1990: 189,126
 2000: 197,800
 2006 estimate: 193,083
 Percent change, 1990–2000: 4.3%
 U.S. rank in 1980: 75th
 U.S. rank in 1990: 83rd
 U.S. rank in 2000: 107th (State rank: 2nd)

Density: 4,431.2 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 130,745
 Black: 40,743
 American Indian and Alaska Native: 1,105
 Asian: 2,997
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 32,368
 Other: 12,414



Airphoto-Jim Wark

Percent of residents born in state: 69.6% (2000)

Median household income: \$38,229

Total households: 75,239

Age characteristics (2005)

Population under 5 years old: 17,111
Population 5 to 9 years old: 14,214
Population 10 to 14 years old: 14,286
Population 15 to 19 years old: 12,443
Population 20 to 24 years old: 17,732
Population 25 to 34 years old: 35,287
Population 35 to 44 years old: 25,267
Population 45 to 54 years old: 23,376
Population 55 to 59 years old: 9,014
Population 60 to 64 years old: 5,279
Population 65 to 74 years old: 8,391
Population 75 to 84 years old: 8,141
Population 85 years and older: 3,027
Median age: 30.8 years

Number of households with income of...

less than \$10,000: 7,730
\$10,000 to \$14,999: 5,615
\$15,000 to \$24,999: 10,824
\$25,000 to \$34,999: 10,462
\$35,000 to \$49,999: 12,750
\$50,000 to \$74,999: 14,745
\$75,000 to \$99,999: 6,938
\$100,000 to \$149,999: 4,870
\$150,000 to \$199,999: 824
\$200,000 or more: 481

Births (2006, MSA)

Total number: 11,233

Percent of families below poverty level: 11.9% (2005)

Deaths (2006, MSA)

Total number: 5,742

2005 FBI Crime Index Property: 9,766

Money income (2005)

Per capita income: \$18,608

2005 FBI Crime Index Violent: 1,962

■ **Municipal Government**

Grand Rapids operates under a “weak mayor,” commission-manager form of government, in which the seven council members—one of whom serves as mayor—are

lected to four-year terms. The city manager, who runs the government, is appointed.

The Grand Valley Metro Council is a voluntary coalition of 31 units of government assigned to coordinate the region's services and investments that have environmental, economic and social impacts.

Head Official: City Manager Kurt Kimball (since 1987)

Total Number of City Employees: 1,700 (2008)

City Information: City Hall, 300 Monroe NW, Grand Rapids, MI 49503; telephone (616)456-3000

■ Economy

Major Industries and Commercial Activity

The furniture industry has been a mainstay of the Grand Rapids economy since the late 1800s. Today the metropolitan area is home to five of the world's leading office furniture companies: Steelcase, Herman Miller, Haworth, Knoll, and American Seating. Several firms also produce residential furniture. The Grand Rapids metropolitan manufacturing base is among the largest county employers. Steelcase and Amway, manufacturer of home care products, along with Meijer, a supermarket chain, are the largest private companies in the county. In 2007 Steelcase launched its Greenbuild campaign, a campaign to manufacture environment-friendly furniture.

Grand Rapids has always thrived because of its entrepreneurial, family-owned businesses. Among the national firms that began as family operations are Meijer; Bissell, carpet sweeper makers; Wolverine World Wide, makers of Hush Puppies; and Howard Miller, the world's largest manufacturer of grandfather clocks. In 2006 Wolverine World Wide acquired the global license to design Patagonia footwear; Patagonia, Inc., is a leader in outdoor apparel that also sponsors many important projects in global and environmental awareness.

Automotive parts, industrial machinery, printing, graphic arts, plastics and chemicals, grocery wholesalers, and food processors comprise a substantial portion of the economic base. International businesses also play an important role, with more than 50 foreign-owned firms in the county and many metropolitan area firms involved in international trade. Tourism is an emerging industry as West Michigan increasingly becomes a popular vacation and convention destination.

Items and goods produced: office furniture and hardware, home furniture, automobile parts, plastics, industrial machinery, tool and dies, home-care products, home appliances, commercial printing, electronic equipment, scientific instruments, food, leather

Incentive Programs—New and Existing Companies

In 2004 the Michigan Economic Development Corporation approved a total of more than \$10.3 million in Single Business Tax credits for the expansion and consolidation of Steelcase and the redevelopment of two contaminated brownfield sites in the city's downtown. Gaines Township will support the Steelcase expansion with a tax abatement valued at approximately \$96,000 over four years.

Local programs: The city of Grand Rapids and its downtown development authority have committed approximately \$6.3 million in local incentives toward the brownfield projects through tax abatements and tax increment financing incentives. The Right Place Program (RPP) is a regional non-profit organization headed by business and government leaders to encourage economic growth through expansion and retention of area businesses and attraction of national and international companies.

State programs: More than 800 properties within 10 areas of the city are designated Renaissance Zones, where Michigan Single Business Tax, the state education tax, Michigan personal and real property taxes, and city income taxes are waived. Tax credits and exemptions are also available in the city's SmartZone, an area adjacent to downtown where the city is seeking to locate high tech and life sciences companies. The Grand Rapids SmartZone project takes advantage of the many biotech and life science resources available throughout Grand Rapids. The area is known as the "medical mile," and the Grand Rapids SmartZone program has enabled some exciting progress in the medical and biotech fields. In 2007 a lab in Grand Rapids began designing a smaller, more efficient machine to pump oxygen into the blood and help with circulation.

Job training programs: Through the Michigan Economic Development Corporation, employees have the opportunity to improve their skills through three Michigan Technical Education Centers (M-TEC) operated through Grand Rapids Community College.

Development Projects

Rosa Parks Circle, a small, downtown park, opened in 2002. It was designed by architect Maya Lin, who also designed the Vietnam Memorial in Washington, D.C. Millennium Park is a \$25-million, 10-year restoration of 1,500 acres of industrial land. A 200-acre section of the park, including Millennium Park Beach, opened in 2003. The \$210-million DeVos Place project incorporates DeVos Hall and the old Grand Center convention space in a new one-million-square-foot facility, which was completed in 2005. In 2007 local businesses and civic leaders drew up plans to create an electric streetcar system throughout the greater Grand Rapids area.

Economic Development Information: The Right Place Program, The Waters Building, 111 Pearl Street NW, Grand Rapids, MI 49503; telephone (616)771-0325; fax (616)771-0329

Commercial Shipping

Because of its strategic location, Grand Rapids is no more than two delivery days away from all Midwest, East Coast, mid-south, and eastern Canadian markets. Ground transportation is available through more than 40 motor carriers, several of which operate terminals in Grand Rapids, and three rail freight systems provide a range of services, such as piggyback shipments, bulk handling, and refrigeration. The South Beltline Corridor connecting I-96 on the east with I-196 on the west and with U.S. 131 in the center was completed in 2005. Seven air cargo carriers and a deep-water port on Lake Michigan, 35 miles away in Muskegon, link Grand Rapids with world markets.

Labor Force and Employment Outlook

Employers in the Grand Rapids area have access to a young and growing population with a Midwestern work ethic. Employer relations are said to be excellent and work stoppages rare.

The city and region enjoy a high rate of employment overall. With a designated foreign trade zone, Grand Rapids importers and exporters expect to continue to expand markets internationally.

The following is a summary of data regarding the Grand Rapids-Wyoming metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 392,400

Number of workers employed in . . .

- construction and mining: 18,200
- manufacturing: 73,500
- trade, transportation and utilities: 74,100
- information: 5,600
- financial activities: 22,500
- professional and business services: 55,700
- educational and health services: 56,100
- leisure and hospitality: 32,900
- other services: 16,500
- government: 37,300

Average hourly earnings of production workers employed in manufacturing: \$17.86

Unemployment rate: 6.3% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Spectrum Health	13,000
Meijer, Inc.	7,000
Herman Miller, Inc.	5,920

Steelcase, Inc.	5,000
Alticor, Inc.	3,900
Axios Incorporated	3,886
Wal-Mart Stores, Inc.	3,432
Johnson Controls, Inc.	3,250
Spartan Stores, Inc.	2,989
Grand Rapids Public Schools	2,885

Cost of Living

Grand Rapids is noted for its quality of life and affordable health care costs.

The following is a summary of data regarding several key cost of living factors in the Grand Rapids area.

2007 (1st quarter) ACCRA Average House Price: \$330,520

2007 (1st quarter) ACCRA Cost of Living Index: 105.0

State income tax rate: 3.9% of taxable income

State sales tax rate: 6.0%

Local income tax rate: 1.3% for residents; 0.65% for non-residents

Local sales tax rate: None

Property tax rate: Property tax rate average: varies from 22.1515 to 29.0215 mills per \$1,000 of assessed home value (2004)

Economic Information: The Right Place Program, The Waters Building, 111 Pearl Street NW, Grand Rapids, MI 49503; telephone (616)771-0325; fax (616)771-0329

■ Education and Research

Elementary and Secondary Schools

Grand Rapids Public School District is the largest in the area. The district's goal is that by 2008 all students will be at or above grade level in reading, writing, and math, and that 80 percent of incoming ninth graders will graduate.

On August 23, 2007, Madison Middle School was dedicated and renamed Gerald R. Ford Middle School in honor of the former president from Grand Rapids. The school is on the site of the elementary school attended by Ford. In October 2007 the Grand Rapids Board of Education announced the launch of the "Centers of Innovation," a new model of schooling designed to bridge racial achievement gaps.

The following is a summary of data regarding the Grand Rapids Public Schools as of the 2005–2006 school year.

Total enrollment: 21,462

Number of facilities

elementary schools: 32
 junior high/middle schools: 8
 senior high schools: 6
 other: 4

Student/teacher ratio: 17.6:1

Teacher salaries (2005–06)

elementary median: \$45,310
 junior high/middle median: \$51,530
 secondary median: \$52,270

Funding per pupil: \$10,334

More than 120 parochial, private, church-affiliated, alternative, and specialty schools offer educational curricula from preschool through grade 12 in the Grand Rapids area.

Public Schools Information: Grand Rapids Public Schools, 1331 Franklin SE, P.O. Box 117, Grand Rapids, MI 49501; telephone (616)771-2182. Kent County Intermediate School District, 2930 Knapp NE, Grand Rapids, MI 49525; telephone (616)364-1333

Colleges and Universities

Grand Valley State University is located in Grand Rapids; undergraduate enrollment in 2007 was more than 19,000. Other institutions of higher learning offering undergraduate and graduate degrees in the Kent County area include: Aquinas College, Calvin College, Central Michigan University, Cornerstone University, Davenport College, Ferris State University, Kendall College of Art and Design (of Ferris State University), Michigan State University, Spring Arbor College, University of Phoenix, and Western Michigan University. Two-year programs are available at Grand Rapids Community College and ITT Technical Institute. Colleges and seminaries providing religious training are Calvin Theological Seminary, Grace Bible College, Grand Rapids Baptist Seminary, and Reformed Bible College.

Libraries and Research Centers

The Grand Rapids Public Library is the second largest public library system in Michigan; it operates seven branches in addition to its main facility, which is a depository for federal and state documents. Library holdings consist of 660,000 books, tapes, films, maps, and compact discs; periodicals; and special collections covering several fields, such as furniture, foundations, and Michigan history. In 2007 the library created a site for posting commercials and public service announcements on YouTube, the video sharing website.

Kent District Library maintains 19 branches and houses about 774,000 books plus magazines, videos, and compact discs. The library system also provides additional services to blind and handicapped customers. Lakeland Library Cooperative serves one million people in the area. Several libraries have in-depth collections in fields such as law, personal finance, business, art and architecture, and antiques and collectibles.

Research is conducted at Grand Valley State University in water resources, aquatic conservation, land use change, air quality, and waste management. At Steelcase, Inc.'s \$111-million Pyramid Research Center, behavioral scientists, designers, and engineers study emerging trends such as ergonomics and translate them into office products. The Van Andel Research Institute (VARI) opened its \$60-million, 162,000-square-foot building in 2000. Its board of scientific advisors includes four Nobel Laureates; cancer research is the primary focus.

Public Library Information: Grand Rapids Public Library, 111 Library St. NE, Grand Rapids, MI 49503-3268; telephone (616)588-5400; fax (616)588-5420

■ **Health Care**

Spectrum Health celebrated its tenth anniversary in 2007. It serves as the western Michigan regional center for cancer, diabetes, poisons, sleep disorders, and burn treatment. It has a nationally recognized children's hospital. The \$137-million Fred and Lena Meijer Heart Center opened on the hospital's Butterworth Campus in 2004.

St. Mary's Health Care is an integrated health care system that has specialists in kidney transplantation, cardiac care, bloodless medicine, psychiatric medicine, neonatology, gastroenterology, and endocrinology. St. Mary's opened the \$42-million, 180,000-square-foot, five-story Lacks Cancer Center in January 2005. The Wege Institute offers traditional services, such as family practice, internal medicine and general surgery, side by side with complementary therapies, including massage, acupuncture, biofeedback, manipulation, and Feldenkrais. In 2006 St. Mary's began work on the Hauenstein Center, a neurological medical center where both inpatient and outpatient neurological care will be provided under the same roof. Scheduled to open in 2008, the center is the first of its kind in the country.

■ **Recreation**

Sightseeing

The Gerald R. Ford Museum in Grand Rapids honors the 38th President of the United States; permanent exhibits, including a replica of the Oval Office, highlight the significant events of the Ford presidency, such as the Bicentennial celebration, President Nixon's resignation, and

the Cambodian conflict. The contributions of Betty Ford as First Lady are also represented.

The Public Museum of Grand Rapids concentrates on the furniture industry, Michigan mammals, archeology, costumes, a 1890s gaslight village, and Native American artifacts.

Heritage Hill is one of the largest urban historic districts in the country. Located near downtown, it contains more than 1,300 structures built in 60 different architectural styles, including Frank Lloyd Wright's Meyer May house.

A Grand Rapids highlight is Alexander Calder's *La Grande Vitesse* (The Grand Rapids), a large-scale outdoor sculpture located in the center of the city. Another Calder work, an abstract painting, has been installed atop the County Building adjacent to the sculpture. Joseph Kinnebrew's *Fish Ladder* sculpture has been placed on the Sixth Street dam. Noted architect and artist Maya Lin (designer of the Vietnam Memorial in Washington, D.C.) designed Rosa Parks Circle, a park and amphitheater located in the downtown Monroe Center.

The 150-passenger sternwheeler *Grand Lady* offers a narrated river cruise pointing out the river landings and town sites of the 1800s.

The John Ball Zoo features more than 237 species and 1,183 specimens. Recent additions include a komodo dragon and a chimpanzee exhibit.

Arts and Culture

The Arts Council coordinates the Festival of the Arts, the largest volunteer-run festival in the nation and a showcase of the arts. The arts in Grand Rapids are celebrated for three days each June with more than one-half million attendees. During the regular season, the Grand Rapids Symphony, an award-winning orchestra recognized for its innovative programming, presents a program of classical, pops, and family concerts. In 2007 the Symphony received a grant to promote diversity both within the organization as well as within the community. Opera Grand Rapids is the oldest opera theater in Michigan and stages both classical operas and musical theater productions. The Opera celebrated its 40th anniversary in 2007. The Grand Rapids Ballet presents *The Nutcracker* in December plus several other productions each year. In 2006 the Grand Rapids Ballet announced the creation of the Meijer-Royce Center for Dance, a \$6.2-million project. Founded in 1883 and designated as a Landmark of American Music, Royce Auditorium is where the St. Cecilia Music Society presents public programs and educational opportunities for youth and adults. Other organizations perform at DeVos Hall and the Van Andel Arena.

Grand Rapids Civic Theatre, the second largest community theater in the country and Michigan's oldest community theater, presents six main stage productions and two children's plays annually. The Civic Theater has 3,000 ticket holders each year. Its School of Theater Arts

offers a complete range of theatrical training courses as well as one-day workshops and summer programs. Circle Theatre, one of the country's largest summer community theaters, is housed at Aquinas College and features children's theater and a cabaret series in addition to its standard summer offerings. Spectrum Theatre, located downtown at Grand Rapids Community College, features innovative and local plays and is the performance home for Actors' Theatre, GRCC Players, the Jewish Theatre Grand Rapids, and Heritage Theatre Group.

The Grand Rapids Art Museum, opened in 1913 and renovated in 1981, houses a permanent collection of paintings, sculpture, and graphic and decorative arts in ten galleries and hosts traveling art exhibits. The furniture design wing features period furniture from the Renaissance to the present. In 2007 the museum opened new galleries to exhibit permanent collections. The Urban Institute for Contemporary Arts provides exhibition and performance space for concerts, performance art, lectures, and readings. The 125-acre Frederik Meijer Gardens and Sculpture Park hosts the largest tropical conservatory in Michigan, in addition to indoor and outdoor plant and butterfly gardens, nature trails, a boardwalk, three indoor art galleries, and the three-story-tall Leonardo da Vinci's Horse, plus 100 other world-class sculptures from classical and contemporary artists.

Arts and Culture Information: Arts Council of Greater Grand Rapids, 532 Ottawa NW, PO Box 2265, Grand Rapids, MI 49503 telephone (616)459-2787; fax (616)459-7160

Festivals and Holidays

The major festival in Grand Rapids is a three-day arts celebration in June that initiates the summer season. Ethnic festivals take place nearly every summer weekend: Irish, Italian, Polish, German, Native American, Mexican, Latino, and African American celebrations of cultural heritage feature song, food, art, and costumes. The Covered Bridge Bike Tour lets cyclists explore Kent County by bicycle in mid-July. The summer season concludes with the Celebration on the Grand during the second weekend in September. Pulaski Days celebrate Polish heritage in October. One of the state's original nighttime parades starts off the Christmas festivities in early December in nearby downtown Coopersville.

Sports for the Spectator

The Grand Rapids Hoops team competes in the semi-professional Continental Basketball League. The Grand Rapids Griffins belong to the International Hockey League, and the Grand Rapids Rampage to the Arena Football League. All three teams play at Van Andel Arena. The West Michigan Whitecaps, a Class A minor affiliate of the Detroit Tigers baseball team, play at Fifth Third Park. Berlin Raceway features stock car racing, and

Gratton Raceway presents auto, motorcycle, and go-cart races.

Sports for the Participant

Sports enthusiasts are provided numerous opportunities to enjoy the outdoors in Grand Rapids and the vicinity. Cross-county ski trails wind through scenic apple orchards and across golf courses. The Winter Sports Complex in nearby Muskegon provides the longest lighted ski trail in the Midwest; the center also maintains a 600-meter chute for luge, one of only four in the nation. Three local resorts feature downhill skiing. Year-round fishing is another popular sport, especially trout and perch fishing.

Charter boats on Lake Michigan are available for salmon and lake trout fishing. Swimmers and sunbathers populate the miles of sandy beaches of Lake Michigan and the many inland lakes during the summer. Rowers are often seen on the Grand River, as are salmon fishers in October and November. The Fifth Third River Bank Run, a 25K event, attracts runners from around the country. In 2007 Fifth Third bank offered \$9,000 each to the first place male and female race winners. The Gus Macker three-on-three basketball tournament began in Kent County and happens each summer in downtown Grand Rapids.

Recreational facilities within a 60-mile drive include 11 public and several private golf courses, 21 inland lakes, and dozens of tennis courts and baseball fields. Also under development is Millennium Park, a 10-year project that will return approximately 1,500 acres of industrial land along the Grand River to publicly-owned green space. Once completed, the park will be nearly two and a half times larger than New York's Central Park, making it one of the largest urban parks in the country. Millennium Park currently features a beach house, playground, picnic areas, and fishing ponds. The Grand Rapids recreation department sponsors hundreds of softball teams in league competition, as well as programs in swimming, soccer, baseball, basketball, tennis, golf, scuba diving, and social dancing.

Shopping and Dining

While Grand Rapids doesn't have a true downtown shopping district, it does offer several smaller neighborhood shopping areas, in addition to several malls and a strip on 28th Street off of I-96, with many restaurants, larger shops, and strip malls. Woodland Mall offers three major department stores and 120 smaller shops. Breton Village Shopping Center features 40 stores, many locally-owned. RiverTown Crossings contains 120 stores, including six anchor stores, as well as a movie theater. Small shopping districts located throughout the city and surrounding towns include the quaint Squire Street Square in Rockford and the Gaslight Village district in East Grand Rapids, a residential district where fine shops are located in period homes.

The city's best restaurants are clustered downtown. The 1913 Room in the Amway Grand Plaza Hotel is Michigan's only AAA five-diamond restaurant. The award-winning Sierra Room serves Southwestern cuisine in an old warehouse. The B.O.B. features five restaurants, a micro-brewery, night club, comedy club, 2,500 bottle cellar, and billiards.

Visitor Information: Grand Rapids/Kent County Convention and Visitors Bureau, 171 Monroe Ave NW, Suite 700, Grand Rapids, MI 49503; telephone (616) 459-8287; toll-free (800)678-9859; fax (616)459-7291. Grand Rapids Area Chamber of Commerce, Chamber of Commerce Building, 111 Peal St. NW, Grand Rapids, MI 49503; telephone (616)771-0300; fax (616)771-0318

■ Convention Facilities

Grand Rapids was one of the first cities in the country to build a convention center. The 1933 Art Deco-style Civic Auditorium, renamed Welsh Auditorium, was demolished in 2004 to make way for expansion around DeVos Hall, a performing arts venue, which reopened as part of DeVos Place in 2005. DeVos Place features one million square feet of new and renovated space, including a 160,000-square-foot exhibit hall and 21 meeting rooms. During the demolition the Steelcase ballroom was also added to the Welsh Auditorium. The Steelcase ballroom can accommodate up to 3,500 guests and is one of the largest ballrooms in the country. Additional convention facilities include the Amway Grand Plaza Hotel, the Courtyard by Marriott Downtown, and Van Andel Arena. The convention centers are all located within a five block area and are connected by a skyway.

Kent County offers 6,600 hotel rooms, with 1,071 of those in Grand Rapids; many hotels also provide meeting and convention accommodations.

Convention Information: DeVos Place, 303 Monroe St., Grand Rapids, MI 49503; telephone (616)742-6500; fax (616)742-6590

■ Transportation

Approaching the City

Michigan's second-largest airport, Gerald R. Ford International Airport, is located 30 minutes from downtown Grand Rapids. Eight airlines provide direct service to and from 15 major cities. In 2007 more than 2 million passengers traveled through Gerald R. Ford International Airport.

A network of interstate, federal, and state highways provides access into Grand Rapids from surrounding communities as well as points throughout the United States and Canada. Interstate highways serving the

metropolitan area are I-96, I-196, and I-296. U.S. highways extending through the city are 16 and 131; state routes include 11, 44, 50, 21, and 37. Daily rail passenger transportation from Chicago is provided by Amtrak.

Traveling in the City

The Interurban Transit Partnership, also known as The Rapid, is the authority that provides a variety of public transportation services for the Grand Rapids metropolitan area. The Rapid operates 19 fixed routes, demand-response services for people with disabilities and those living outside the fixed-route service area, car and vanpooling programs, and the Air Porter shuttle among other services. Go!Bus provides door-to-door transportation for the elderly and disabled. DASH—Downtown Area Shuttle—allows commuters to park in safe city lots by taking the free DASH bus to stops near their downtown destinations.

■ Communications

Newspapers and Magazines

The Grand Rapids Press is the city's daily newspaper, appearing in the evening. In 2007 it was estimated that 309,590 people in Michigan read *The Grand Rapids Press*. Other newspapers circulating in the community include *The Grand Rapids Times*, targeted to African American community interests, and *Grand Rapids Business Journal*. *Grand Rapids Magazine* is a monthly publication that features articles of regional interest. Several special-interest magazines are also published in Grand Rapids; a number of them focus on religious topics.

Television and Radio

Six television stations broadcast in Grand Rapids—affiliates of PBS, NBC, ABC, Fox, CW, and PAX. Twenty-three AM and FM radio stations are based in the city; several of them broadcast Christian inspirational programming while others broadcast sports, music, news, and information.

Media Information: *The Grand Rapids Press*, Booth Newspapers, Inc., 155 Michigan Street NW, Grand Rapids, MI 49503; telephone (616)459-1567. *Grand Rapids Magazine*, Gemini Publications, 549 Ottawa Ave. NW, Ste. 201, Grand Rapids, MI 49503; telephone (616)459-4545

Grand Rapids Online

DeVos Place. Available www.devosplace.org

Grand Rapids Area Chamber of Commerce.

Available www.grandrapids.org

Grand Rapids/Kent County Convention and

Visitors Bureau. Available www.grcvb.org

The Grand Rapids Press. Available www.mlive.com/grpress

Grand Rapids Public Library. Available at www.grpl.org

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Ford, Gerald R., et al., *Greater Grand Rapids: City that Works* (Towery Publishing, 1998)



Kalamazoo

■ The City in Brief

Founded: 1829 (incorporated 1883)

Head Official: Mayor Bobby J. Hopewell (since 2007)

City Population

1980: 79,722

1990: 80,277

2000: 77,145

2006 estimate: 72,161

Percent change, 1990–2000: –3.9%

U.S. rank in 1980: 271st

U.S. rank in 1990: 322nd

U.S. rank in 2000: 390th

Metropolitan Area Population

1980: 279,192 (SMSA)

1990: 429,453 (MSA)

2000: 452,851 (MSA)

2006 estimate: 319,738

Percent change, 1990–2000: 5.4%

U.S. rank in 1980: Not available

U.S. rank in 1990: 82nd (MSA)

U.S. rank in 2000: 91st (MSA)

Area: 25.18 square miles (2000)

Elevation: Ranges from 700 to 1,000 feet above sea level

Average Annual Temperatures: January, 24.7° F; July, 72.9° F

Average Annual Precipitation: 36.4 inches of rain; 70 inches of snow

Major Economic Sectors: Services, manufacturing, trade, government

Unemployment Rate: 6.0% (June 2007)

Per Capita Income: \$20,088 (2005)

2005 FBI Crime Index Property: 4,541

2005 FBI Crime Index Violent: 596

Major Colleges and Universities: Western Michigan University, Kalamazoo College, Davenport University, Kalamazoo Valley Community College

Daily Newspaper: *Kalamazoo Gazette*

■ Introduction

The name of this city has inspired songs and poems by Carl Sandburg, Glenn Miller, and others. Kalamazoo is a small Midwestern town with several colleges, a symphony orchestra, and an arts institute that lend it sophistication not usually found in a town its size. The seat of Kalamazoo County, Kalamazoo is an industrial and commercial center in a fertile farm area that produces fruit, celery, and peppermint. The addition of a substantial research and development park, along with community leaders willing to collaborate to overcome economic challenges, has created a positive business climate; the area's 83 lakes offer fantastic tourist appeal, especially for water sports enthusiasts.

■ Geography and Climate

Kalamazoo lies on the lower reaches of the Kalamazoo River at its confluence with Portage Creek, 35 miles east of Lake Michigan, 107 miles west of Ann Arbor, and 70 miles west of Lansing. The city also represents the halfway point between Chicago and Detroit. The mucky marshland between the river and the creek once supported vast celery fields; today the fertile soil supports large bedding-plant fields.

Nearby Lake Michigan and the prevailing westerly winds produce a lake effect, which increases cloudiness and snowfall during the fall and winter months.

Kalamazoo rarely experiences prolonged periods of hot, humid weather in summer or extreme cold during the winter. Precipitation is generally well distributed throughout the year, but the wettest month is usually June. Average seasonal snowfall is nearly 70 inches annually.

Area: 25.18 square miles (2000)

Elevation: Ranges from 700 to 1,000 feet above sea level

Average Temperatures: January, 24.7° F; July, 72.9° F

Average Annual Precipitation: 36.4 inches of rain; 70 inches of snow

■ History

Early Days as “Celery City”

Sometime before the early seventeenth century, the Potawatomi Indians moved from the east coast of the United States and established settlements in southern Michigan, where they fished and hunted for wild game. They called the river that flows through present-day Kalamazoo “Kikalamazoo,” which means “boiling water,” because of the hundreds of bubbling springs in it. In 1823 a trading post called Kikalamazoo was established on the banks of the river.

In 1827 the Potawatomi ceded their Michigan lands to the United States, and permanent settlers began to arrive in 1829. They were led by Titus Bronson, who called the town Bronson. But Titus Bronson was an outspoken man who voiced strong political opinions, and some critics say he was overly fond of alcohol. Historians say his crankiness and restless, erratic behavior, symptomatic of what is today called Tourette’s syndrome, did not endear him to settlers who came after.

In 1833, with a population of about 100 people, Kalamazoo demonstrated its commitment to higher education by establishing Kalamazoo College. During the winter of 1835 a movement began to officially change the name of the town from Bronson back to its Indian name in the shortened form “Kalamazoo.” This was finalized before the state of Michigan was entered into the Union in January 1837.

The years 1834 to 1837 were a time of prosperity in the United States, and the greatest land sales in American history took place. In 1835, the land office at Kalamazoo sold more acres than any other land office in the history of the country. More than 1.6 million acres were sold, accounting for more than \$2 million in receipts. According to the *Detroit Democratic Free Press* newspaper, “We are informed that the village of Kalamazoo is literally thronged with purchasers. The public and private houses are full and . . . in some instances, they are compelled to retire to the barns for . . . lodging.”

In 1847 a group of religious refugees from The Netherlands settled in Kalamazoo at the same time a Scotsman named James Taylor was experimenting with celery seeds imported from England. Taylor could not convince the townsfolk of the joys of eating celery, since they thought it was poisonous. His experiment languished for 10 years until a Dutchman named Cornelius De Bruin began to cultivate celery in the rich black muck along the Kalamazoo River. The De Bruin children sold the celery door to door. Before long the celery fields of “Celery City” were flourishing, and it was not uncommon to see Kalamazoo peddlers selling celery on the streets of the little town.

Transition to “Paper and Rice City”

With their marshes proving so profitable, civic leaders turned their attention to advertising the city’s water resources to potential investors in a paper mill. In 1874 Kalamazoo Paper was established, just the first of many companies that would make Kalamazoo a paper mill center. Soon other industries were attracted to the town, which was strategically located between Detroit and Chicago.

One early entrepreneur was William Erastus Upjohn, who graduated from the University of Michigan Medical School in 1875 and opened up a private practice and a pharmaceutical laboratory in Kalamazoo. He developed a process for making pills and granules that resulted in 1885 in the Upjohn Pill and Granule Company. Upjohn’s experiment became Pharmacia & Upjohn Company then Pharmacia Corp. More industries followed at the end of the nineteenth century, and Kalamazoo was turning out stoves, essential oils, and iron and allied products.

Growth as Educational Center

Kalamazoo was incorporated as a city in 1883 and began a rapid modernization, installing a horse-car line that year and following two years later with an electric light and power plant. The city’s educational system also experienced steady growth with the opening of the all-women’s Nazareth College in 1871, then Western Michigan University’s founding in 1903.

In 1918 Kalamazoo was one of the first cities in Michigan to adopt the commission-manager form of government, led by Dr. Upjohn as the inaugural mayor. Many fine buildings were constructed, including city hall in 1931, the five-story county building in 1937, and fine homes representing several architectural styles, including a number of Frank Lloyd Wright’s “Usonian” homes constructed during the 1940s.

By 1937 Kalamazoo boasted 151 industrial establishments manufacturing goods valued at more than \$70 million. Thirteen paper mills dominated the industrial scene; other industries included cultivated peppermint and the manufacture of taxicabs, furnaces, auto bodies,

transmissions, caskets, clothing, fishing rods and reels, playing cards, and musical instruments. Kalamazoo has nurtured cultural activities as well as industry. The Kalamazoo Symphony Orchestra was established in 1921; the city also boasts the Kalamazoo Institute of Arts, founded in 1924, and numerous performing arts groups.

Kalamazoo opened the country's first permanent outdoor pedestrian shopping mall in 1959. Despite economic turbulence in the early 2000s, the city remains a prosperous center of diverse industries and agricultural products. City planners have worked actively to overcome the loss of major area businesses. The area appeals to workers for its small-town charm coupled with a wide variety of cultural activities. A variety of tax incentives make it enticing to high-growth businesses as well.

Historical Information: Western Michigan University Archives & Regional History Collection, Rm. 111, East Hall, Western Michigan University, Kalamazoo, MI 49008; telephone (269)387-8490; www.wmich.edu/library/archives

■ Population Profile

Metropolitan Area Residents

1980: 279,192 (SMSA)
 1990: 429,453 (MSA)
 2000: 452,851 (MSA)
 2006 estimate: 319,738
 Percent change, 1990–2000: 5.4%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 82nd (MSA)
 U.S. rank in 2000: 91st (MSA)

City Residents

1980: 79,722
 1990: 80,277
 2000: 77,145
 2006 estimate: 72,161
 Percent change, 1990–2000: –3.9%
 U.S. rank in 1980: 271st
 U.S. rank in 1990: 322nd
 U.S. rank in 2000: 390th

Density: 3,125.4 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 54,593
 Black: 15,924
 American Indian and Alaska Native: 445
 Asian: 1,847
 Native Hawaiian and Pacific Islander: 50
 Hispanic or Latino (may be of any race): 3,304
 Other: 1,836

Percent of residents born in state: 69.2% (2000)

Age characteristics (2005)

Population under 5 years old: 4,335
 Population 5 to 9 years old: 2,661
 Population 10 to 14 years old: 3,399
 Population 15 to 19 years old: 3,583
 Population 20 to 24 years old: 10,816
 Population 25 to 34 years old: 10,637
 Population 35 to 44 years old: 7,753
 Population 45 to 54 years old: 6,942
 Population 55 to 59 years old: 3,099
 Population 60 to 64 years old: 1,792
 Population 65 to 74 years old: 3,069
 Population 75 to 84 years old: 2,876
 Population 85 years and older: 588
 Median age: 30.5 years

Births (2006, MSA)

Total number: 3,954

Deaths (2006, MSA)

Total number: 2,698

Money income (2005)

Per capita income: \$20,088
 Median household income: \$31,152
 Total households: 28,533

Number of households with income of...

less than \$10,000: 4,372
 \$10,000 to \$14,999: 1,697
 \$15,000 to \$24,999: 5,290
 \$25,000 to \$34,999: 4,326
 \$35,000 to \$49,999: 3,908
 \$50,000 to \$74,999: 4,869
 \$75,000 to \$99,999: 1,813
 \$100,000 to \$149,999: 1,443
 \$150,000 to \$199,999: 601
 \$200,000 or more: 214

Percent of families below poverty level: 16% (2005)

2005 FBI Crime Index Property: 4,541

2005 FBI Crime Index Violent: 596

■ Municipal Government

Kalamazoo, seat of Kalamazoo County, has a commission-manager form of government. The city commissioners are elected on an at-large basis every two years (during odd-numbered calendar years). The commissioner who receives the largest number of votes is named as the mayor and is responsible for representing the city at



Courtesy of the Kalamazoo County Convention and Visitors Bureau.

ceremonial functions and signing contracts. The city commission appoints a city manager who is in charge of the city's daily business affairs.

Head Official: Mayor Bobby J. Hopewell (since 2007; current term expires 2009)

Total Number of City Employees: 786 (2007)

City Information: City of Kalamazoo, 241 W. South St., Kalamazoo, MI 49007-4796; telephone (269)337-8046; www.kalamazoocity.org

■ Economy

Major Industries and Commercial Activity

Kalamazoo County has a diverse economic base with manufacturing, health care and education, and trade and transportation being the strongest industry sectors.

There are over 400 industrial and manufacturing employers in the area. One of the largest is Stryker Medical Technology, a *Fortune* 500 company that produces surgical and hospital equipment and serves as one of the largest employers in the city of Kalamazoo.

However, like many Midwestern cities, Kalamazoo has struggled against the loss of manufacturing jobs in the early 2000s.

For several years downtown Kalamazoo was the site of Pfizer's offices, manufacturing facilities, and research labs, following its 2002 buyout of the homegrown Pharmacia & Upjohn Company (whose presence in the community dated back more than a century). Nearly 1,200 jobs were lost due to the Pfizer acquisition, but Kalamazoo city officials encouraged scientists and mid-level professionals who had been laid off to remain in Kalamazoo to help develop the business incubator Southwest Michigan Innovation Center (SMIC). However, in 2007 Pfizer announced that it would eliminate about 2,400 jobs in Michigan. The Pfizer research facility in Kalamazoo was slated to close by 2008, resulting in a loss of 250 local jobs.

Once a giant paper production area, Kalamazoo's importance in the industry has greatly diminished. However, several paper manufacturing firms, such as the James River Corporation, continue to manufacture paper items locally.

In health care, top employers for the county include the Borgess Medical Center and Bronson Methodist Hospital. In education, Western Michigan University,

which employs more than 4,500 people, makes a significant contribution to the local economy. Trade and transportation companies, including distribution and warehouse companies, have a solid base in the local economy as well. Eaton Corporation is a major distributor of automotive parts. Total Logistics Control, a freight and trucking company, maintains two distribution centers within the city area.

Agriculture still plays a minor role in the local economy, especially in Comstock Township, which is east of Kalamazoo. Financial services is a growing industry, with National City Bank as a major employer.

Items and goods produced: paper and pulp, surgical equipment, household products, injection molded thermoplastics, recycled paperboard, fluid sealing systems, aircraft engine components, office furniture, plastics, corrugated shipping containers

Incentive Programs—New and Existing Companies

Local programs: Kalamazoo's Community Planning and Development Department assists local businesses and industries by providing technical assistance with site selection for expansion or relocation, tax abatements, and help with permits and other paperwork. The Brownfield Redevelopment Financing Act is operated by the city and provides many tax relief benefits to redevelopers. Southwest Michigan First is an organization dedicated to developing and implementing a successful long-term economic strategy for the area. Kalamazoo College's Stryker Center provides small businesses with information in obtaining commercial loans. The Small Business Revolving Fund can supply up to \$40,000 in funding.

State and federal programs: The creation of new jobs that feed into a prosperous economy is the purpose behind the Michigan Economic Growth Authority. Fiscally-responsible companies in the fields of manufacturing, research and development, wholesale trade, or office operations can make use of Small Business Tax credits. Parts of Kalamazoo are designated Michigan Renaissance Zones, which are virtually tax free for any business or resident presently in or moving there. The Business Technology and Research Park in Kalamazoo is one of the 11 state-designated SmartZones. Services available through the statewide SmartZone program include access to business feasibility studies and business planning, venture capital preparation, market analysis, incubator space, and coordination of research and development with universities and industry.

Michigan communities can abate up to 50 percent of local property taxes for up to 12 years. Other incentives on the state level include tax abatements, tax-exempt revenue bonds, public loans and grants. The state administers an award-winning brownfield redevelopment

program, community development block grants, long-term fixed rated financing for small and medium-sized businesses, and more.

Michigan has created a system of financial institutions called BIDCOs (Business and Industrial Development Corporations). These semiprivate, independent operations are chartered and partially capitalized by the state and are designed to provide mezzanine-level financing. This is for capital of higher risk than traditional banks will consider and of lower return than venture-capital companies demand.

Job training programs: Michigan offers a coordinated job training system called Michigan Works! using federal, state, and local resources to provide a highly productive and trained workforce. The federal Workforce Investment Act and the Michigan Department of Labor and Economic Growth provide funding for the grants that assist in increasing worker productivity. The training itself is done through the institution of the company's choice. Free recruitment and screening services are available for new and expanding employers through the Michigan Employment Security Administration's job service and also through several local school districts.

Development Projects

Kalamazoo's Neighborhood and Economic Development office helps in identifying and promoting properties that are prime for building. A \$2.83-million grant from the Clean Michigan Initiative Waterfront Redevelopment is playing a part in the "Riverfront Redevelopment Plan" that strives to utilize the land for a mix of business and residential purposes.

Business Technology and Research Park (BTR), a partnership development between the city and Western Michigan University, continues to expand its Southwest Michigan Innovation Center (SMIC), which has become a major economic catalyst for the area. Southwest Michigan First is the main local organization promoting the growth of high-tech industries in the city. When Pfizer acquired Pharmacia & Upjohn Company in 2002, the Southwest Michigan First organization played a vital role in retaining scientists with its "Stick Around" campaign. This effort has allowed for nearly two dozen companies to move into the research park, including VDDI Pharmaceuticals in 2003 and TEKNA Solutions, Inc., which completed construction on a 24,000-square-foot facility in 2006.

In a continued effort for a new justice center in the downtown area to centralize Kalamazoo's public safety and court facilities, a bond proposal was put into action in April 2005 by the Kalamazoo County Board of Commissioners. A new \$32-million wing terminal was proposed in order to increase the Kalamazoo/Battle Creek International Airport to 93,000 square feet; as of late 2007 the expansion project had not yet begun construction.

In 2007 a new Michigan Space & Science Center opened at the Air Zoo. It hosts a \$30-million space artifact collection, the fourth largest collection of Smithsonian Institution/National Air and Space Museum artifacts in the United States. The facility is located on 30,000 square feet of land and includes a 120-seat theater. Nearby Gilmore Car Museum expanded their facilities by 50 percent with the addition of three exhibit buildings in 2004.

Economic Development Information: Southwest Michigan First, 241 East Michigan Ave., Kalamazoo, MI 49007; telephone (269)553-9588; www.southwestmichiganfirst.com

Commercial Shipping

Situated midway between Chicago and Detroit, Kalamazoo is within a two day truck-drive from about 78 percent of the U.S. population. The Gerald Ford International Airport in Grand Rapids (about 53 miles from Kalamazoo) hosts four cargo airlines. Kalamazoo County has over 20 motor freight carriers; Norfolk Southern provides freight rail service through the area.

Labor Force and Employment Outlook

Kalamazoo is said to have a diverse labor force with a wide range of skills. Local colleges assist job seekers via training and placement programs in conjunction with area businesses. The economic recession in the early 2000s took a toll on area employment opportunities, though, with dramatic declines in the manufacturing sector. According to the W. E. Upjohn Institute, as of September 2007 the manufacturing industry had failed to progress at a similar rate to national levels, resulting in a 3.0 percent drop in employment. The healthcare and private education sectors both experienced 1 percent growth in employment, and the hospitality industry experienced a 0.6 percent increase in employment between 2006 and 2007.

In October 2007, the unemployment rate for greater Kalamazoo stood at 5.3 percent, slightly above the national average but below its ten-year high of 7 percent in 2003. Between 1997 and 2007 the labor force in metropolitan Kalamazoo grew from 158,819 workers to 175,010 workers.

The following is a summary of data regarding the Kalamazoo-Portage metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 145,800

Number of workers employed in . . .

- construction and mining: 6,300
- manufacturing: 23,400
- trade, transportation and utilities: 1,500
- information: 1,500
- financial activities: 7,800
- professional and business services: 15,600

- educational and health services: 21,300
- leisure and hospitality: 15,500
- other services: 6,600
- government: 23,400

Average hourly earnings of production workers employed in manufacturing: \$14.93

Unemployment rate: 6.0% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Western Michigan University	4,606
Borgess Medical Center	4,475
Pfizer	4,000
Bronson Methodist Hospital	3,573
Stryker Corp.	2,500
Kalamazoo Public Schools	2,300
National City Bank	1,600
Meijer, Inc.	1,594
Portage Public Schools	1,100
Summit Polymers Inc.	1,097
County of Kalamazoo	1,065

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$274,263

2007 (1st quarter) ACCRA Cost of Living Index: 97.4

State income tax rate: 3.9% of taxable income

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: up to 25 mills per \$1,000 (2005)

Economic Information: Kalamazoo Regional Chamber of Commerce, 346 W. Michigan Ave., Kalamazoo, MI 49007; telephone (269)381-4000; www.kazoochamber.com

■ Education and Research

Elementary and Secondary Schools

The students in Kalamazoo's schools have access to the Education for Employment (EFE) program, which helps them in planning for their future careers, as well as the

Education for the Arts (EFA) program, which enhances their art education with dance, literary arts, media arts, music, theater, and visual arts classes. The Kalamazoo Area Mathematics & Science Center offers accelerated programs in math, science, and technology to public and private high school students. Kalamazoo Public Schools take pride in a low student to teacher ratio of about 15 to 1 and a wide variety of programs in art, music, drama, and sports.

The Kalamazoo Promise Program offers scholarships to high school graduates who are admitted to any public State of Michigan university or community college. Students must have attended the Kalamazoo public schools for four years or more in order to be eligible for benefits. Those who attend district schools from kindergarten through graduation may receive a scholarship of 100 percent of the cost of tuition and mandatory fees at qualifying schools for up to four years.

The following is a summary of data regarding the Kalamazoo Public Schools as of the 2005–2006 school year.

Total enrollment: 10,500

Number of facilities

elementary schools: 16
 junior high/middle schools: 3
 senior high schools: 2
 other: 8

Student/teacher ratio: 16.6:1

Teacher salaries (2005–06)

elementary median: \$50,500
 junior high/middle median: \$52,390
 secondary median: \$50,380

Funding per pupil: \$9,438

Private schools in Kalamazoo are primarily affiliated with Christian churches.

Public Schools Information: Kalamazoo Public Schools, 1220 Howard St., Kalamazoo, MI 49008; telephone (269)337-0100; www.kalamazoopublic-schools.com

Colleges and Universities

Western Michigan University (WMU), one of the top public research universities in the country, offers 141 degree and certificate programs to its nearly 20,000 undergraduates. Its wide array of centers and institutes conduct research and share knowledge gained with business, government, and other organizations.

Kalamazoo College, Michigan's oldest college (founded in 1833), is located in Kalamazoo's historic district and offers its 1,234 students bachelor of arts degree programs in 25 majors and 9 areas of concentration,

such as international and area studies, environmental studies, public policy and urban affairs, and others. The University has a unique curriculum design known as the K-Plan, which emphasizes experiential learning through internships, study abroad and research projects. *U.S. News & World Report* ranked Kalamazoo College as 69th among liberal arts colleges in the United States in 2008. Among its 19 buildings and facilities are the Dow Science Center and the Stryker Center, which offers seminars in business and management.

Davenport University, the largest independent university system in the state, is based in Grand Rapids but has more than 1,000 students on its Kalamazoo campus. The Kalamazoo campus offers associate's and bachelor's degrees as well as certificate programs in a variety of areas in business, health care, and legal studies.

Kalamazoo Valley Community College offers its 9,300 students associate in arts, associate in science, and associate in applied science degrees, as well as certificates. It prides itself on its flexible scheduling and provides areas of study that include liberal arts, health and sciences, business, and the technologies. In September 2007 the college launched its Automotive Academy, an associate's degree program designed to train students to become automotive technicians. The program offers students the opportunity to work with the many automotive facilities located in the southwest Michigan area.

Libraries and Research Centers

With a stunning granite and limestone exterior, the Kalamazoo Public Library has a four-level rotunda that admits natural light through a skylight via a 79-foot dome. The library's five buildings feature holographic materials and light sculptures that result in an ever-changing rainbow of colors. In addition to the central branch, the library maintains four branches and one bookmobile, contains roughly 275,000 fiction and non-fiction works, and maintains special collections in history, culture, African American studies, and Kalamazoo history. The Raymond W. Fox Law Library, a cooperative effort between the Kalamazoo Public Library and the County of Kalamazoo, serves as an important resource for local attorneys, as well as the general public.

Davenport University, Kalamazoo College, Kalamazoo Valley Community College, and Western Michigan University all have libraries. The W. E. Upjohn Institute for Employment Research Library has titles focusing on labor market issues and state and local economic development, among other topics. Borgess Health Information Library has a special community health information section and Bronson Methodist Hospital Library focuses on allied and consumer health issues.

Two research centers in Kalamazoo are the Kalamazoo Nature Center and the W. E. Upjohn Institute for Employment Research. Western Michigan University is the site of several research centers and institutes,

including the Center for Autism, the Institute for Cistercian Studies, the Biological Imaging Center, Environmental Research Center, the Michigan Basin Core Research Laboratory, and the Walker Institute for the Study of Race and Ethnic Relations, to name a few. The university is also a primary sponsor of the Business Technology and Research Park development, which is designed to serve as a central location for the growth and development of high-tech industry in the city.

Public Library Information: Kalamazoo Public Library, 315 S. Rose St., Kalamazoo, MI 49007; telephone (269)342-9837; www.kpl.gov

■ Health Care

The health care sector is one of the largest employment industries in the Kalamazoo area. The Borgess Medical Center and the Bronson Methodist Hospital are two of the largest employers in Kalamazoo. Borgess Medical Center, with 424 beds, has special units in coronary, cardiac surgery, intensive, and neurointensive care. It also hosts a Sleep Disorders Clinic, a Women's Heart Program, and the Borgess Wound Care Clinic. The BMC Trauma Center is a Level 1 trauma care site.

Bronson Methodist Hospital, the flagship hospital of Bronson Healthcare Group, has 343 beds and is home to a Level 1 trauma center, the designated Children's Hospital, the Bronson Center for Women, and the Heart Hospital at Bronson. The hospital also has special care units for burn patients, neonatal intensive care, pediatric intensive care, trauma care, and a hyperbaric unit.

Kalamazoo Regional Psychiatric Hospital, established in 1859, provides inpatient services for approximately 100 patients.

■ Recreation

Sightseeing

Kalamazoo's Bronson Park is the centerpiece of the city's downtown and features sculptures, war monuments, and historical markers and hosts various festivals and cultural events. Maps for self-directed walking and driving tours of three historic districts throughout Kalamazoo are available from the Convention Bureau and at City Hall. The Village of Schoolcraft offers tours by appointment of the 1835 Underground Railroad Home where a local physician once hid escaped slaves.

Kalamazoo Valley Museum, in the city's downtown, features the Stryker Theater, a planetarium, a creative preschool activity area, and the Challenger Learning Center, in which children can take off on a simulated space mission. It also houses a 2,300-year-old mummy and hands-on science and history exhibits. The Kalamazoo Institute of Arts includes an interactive gallery called

ARTworks, a new community auditorium, and a museum store, with more than 50,000 items in its various collections.

The Kalamazoo Nature Center has an exhibit hall where visitors can perform experiments, learn about plants and animals, and view natural objects magnified ten-fold. Its Parfet Butterfly House provides an indoor tropical sun-rain room, an outdoor garden, and a barn that houses farm animals. Also on site are an 11-acre arboretum and nature trails that are wheelchair and stroller accessible. In nearby Augusta is the Kellogg Bird Sanctuary where year-round visitors can walk a self-guided trail and observe the native waterfowl and birds of prey along Wintergreen Lake. Also in Augusta is the Fort Custer National Cemetery, an official burial ground for U.S. veterans, which contains the graves of 26 German soldiers held as American prisoners during World War II.

The Kalamazoo Air Zoo presents a display of over 60 vintage aircraft and an area that allows visitors to climb into mock cockpits and pretend to fly. Rides include a virtual reality simulator and a four-dimensional theater that puts visitors in the middle of a World War II bombing mission. In 2007 the Air Zoo opened its Space & Science exhibit, a collection of artifacts from the Smithsonian Air and Space Museum. In nearby Hickory Corners, auto buffs can visit Gilmore Car Museum, rated one of the ten best such museums in the country. The museum outlines the development of the American car in a six-barn, 90-acred, landscaped setting and features over 240 vehicles from the past century. In 2004 the museum began a large expansion project intended to expand the museum by almost 50 percent, making more room for the large number of vehicles. The first phase of this expansion, which included the addition of a new diner for museum patrons, was unveiled in 2007.

Visitors to what was once known as "Celery City" can experience what life was like during the city's past in nearby Portage, where the Celery Flats Interpretive Center features exhibits of the age of celery production. Music lovers can visit the Gibson Heritage Guitar building, a factory where Gibson Guitars were built in the early 1900s.

The Wolf Lake State Fish Hatchery, eight miles west of Kalamazoo, has hourly tours, a slide show, and a display pond. The Kellogg Dairy Center in Hickory Corners provides various tours where visitors can learn about the dairy cycle and observe a computerized milking parlor.

Arts and Culture

The Epic Center Complex is the primary center for the arts in Kalamazoo. It is home to the Arts Council of Greater Kalamazoo, the Black Arts and Cultural Center, the Crescendo Academy of Music, Fontana Chamber Arts, and the Kalamazoo Symphony Orchestra. The Gilmore International Keyboard Festival and the Stulberg String Competition are based at the Epic Center as well.

Kalamazoo Symphony Orchestra (KSO) presents a full concert series, as well as chamber and family concerts year-round. KSO also offers free summer concerts at local parks. During the 2005-06 season the orchestra performed more than 30 concerts, reaching over 100,000 people in eight counties of southwest Michigan, and made 300 educational and community engagement appearances. Fontana Chamber Arts presents chamber music concerts at various sites throughout the city. In late 2006 Fontana Chamber Arts received an award from the Chamber Music Association for its adventurous programming. The Kalamazoo Concert Band, made up of adult musicians and founded in 1961, presents a series of concerts at several local venues. An array of dance performances, from ballet and folk to highland flings, are presented by the Kalamazoo Ballet Company at the Comstock Community Auditorium and other sites throughout the city.

Miller Auditorium at the Western Michigan University campus made its debut in 1968 and now is the site of touring Broadway shows, conventions, and jazz, rock, and symphonic concerts. Wings Stadium hosts arena-style concerts of popular music acts for audiences of about 8,000. In 2007 the stadium hosted 70 different events over 181 days. The 1,569-seat State Theatre, built in 1927, features music and comedy performers under a star-spangled sky projected on the ceiling. Chenery Auditorium hosts concerts and travel-film series in its handsome 1,900-seat public facility. The intimate 200-seat Suzanne D. Parish Theatre carries several plays throughout the year, while the Carver Center hosts the Civic Arena Theatre, Civic Black Theatre, and Kalamazoo Civic Youth Theatre, among others.

Several area theaters offer a variety of performances, such as WMU's Irving S. Gilmore Theatre Complex, which also hosts a biennial music festival, the Actors & Playwrights' Initiative (API) Theatre, and the Whole Art Theater Company. The New Vic Theatre presents both experimental and traditional fare, including an annual holiday schedule of *A Christmas Carol*. As of 2007 the theatre had presented 325 productions. During its 16-week summer-stock season, the Barn Theatre in nearby Augusta draws about 50,000 patrons.

Festivals and Holidays

Autumn in Kalamazoo offers the National Street Rod Association race at the Kalamazoo County Fairgrounds. In October Union Pine Wine Sellers holds an annual wine festival with wine tastings, while the annual Festival of Trees takes place at the Radisson Plaza Hotel in November. The Kalamazoo holiday parade takes place in November with floats, marching bands and elves passing out candy and prizes along the parade route in downtown Kalamazoo. December brings the New Year's Fest at Bronson Park and surrounding buildings.

The cold winter weather is perfect for January's Great Winter Adventure, featuring ice sculpting, and at nearby Timber Ridge visitors can enjoy a variety of snow-related activities at the Winter Fest Fun event. Kalamazoo also hosts the Snow Cross Conquest in January, when snowboarders and downhill skiers compete for awards and prizes on Kalamazoo slopes. March turns downtown green for the St. Patrick's Day parade; the Kalamazoo Nature Center is sticky sweet with the Maple Sugar Festival.

The Gold Company hosts an annual jazz competition at Miller Auditorium in early spring. The Annual Spring Conference on Wind and Percussion takes place at WMU/Miller Auditorium in early April and proud canines are the focus of the West Michigan Apple Blossom Cluster A.K.C. Dog Show at the Kalamazoo County Fairgrounds in May.

Among June's activities are the Mayfair celebration at Bronson Park, the Dionysos Greekfest, and the Island Fest at Arcadia Festival Site. Also in June are the Kalamazoo Institute of Arts's Art Fair at Bronson Park, the Do-Dah Parade downtown, and the Parade of Homes, which takes place throughout the Kalamazoo area. The actors of the Michigan Shakespeare Festival take the stage at the Celery Flats Amphitheater at the end of the month.

In July, the Great Lakes Folk Festival is at Celery Flats and the Team U.S. National Hot-Air Balloon championship takes flight at Kellogg Airfield in Battle Creek. Other July events include the Blues Festival, a Taste of Kalamazoo at the Arcadia Festival Place, the New Orleans festival celebrating cajun culture and food, Warbirds Over Kalamazoo at the Kalamazoo Aviation History Museum, and the Silver Leaf Renaissance Faire, which is presented on certain weekends at the River Oaks County Park.

The Kalamazoo County Fair at the Fairgrounds brings food and fun to the citizenry in August, which is also the month for the Ribfest at the Arcadia Festival Site, the weeklong Black Arts Festival that can be seen at various downtown locations, the two-day Red Barns Spectacular at the Gilmore Car Museum, and the Scottish Fest at the Kalamazoo County Fairgrounds.

Arcadia Creek in downtown Kalamazoo is a popular festival area that features a natural river encased underground and surrounded by a park. On the first Friday of the month, starting at 5:00 p.m., Kalamazoo's art galleries and businesses open up for the Kalamazoo Art Hop, which highlights a wide variety of different artists. Every other spring, Kalamazoo is the site of the Gilmore International Keyboard Festival, which involves more than 100 keyboard-related events that take place throughout western Michigan. Kalamazoo also hosts the Kalamazoo Animation Festival International on alternate years. The festival attracts the world's best animators and artists together for competition, seminars, retrospectives and screenings.

Sports for the Spectator

Kalamazoo's professional hockey team, the Michigan K-Wings, is in the International Hockey League (IHL) and plays at Wings Stadium. The Kalamazoo area is also home to the men's Kalamazoo Kingdom of the United Soccer Leagues (USL) and the women's Kalamazoo Quest of the United Systems of Independent Soccer League (USIS). Stowe Stadium at Kalamazoo College hosts the U.S. Tennis Association Boys' 18 and 16 National Tennis Championship in Kalamazoo. Famous tennis players, such as Pete Sampras, Andre Agassi, and John McEnroe all played in Kalamazoo during their junior careers. Since 1980 the Little League Girls' Softball Senior and Big League World Series is held at Vanderberg Park. NASCAR racing has a weekly series at the Kalamazoo Speedway. The Kalamazoo Xplosion, a minor league team of the Continental Indoor Football League, plays at Wings Stadium.

Fans of college sports have many events from which to choose. Western Michigan University has men's baseball, basketball, football, ice hockey, soccer, tennis, and track/cross country, while women compete in basketball, gymnastics, indoor and outdoor track, soccer, softball, tennis, volleyball, golf, precision ice skating, and track/cross country. Many of the competitions are open to spectators.

Kalamazoo College has varsity men's teams competing in baseball, basketball, cross-country, football, golf, soccer, swimming, and tennis. Women's teams compete in basketball, cross country, softball, soccer, swimming, tennis, volleyball, and golf. The Cougars of Kalamazoo Valley Community College have intercollegiate competitions in volleyball, basketball, softball, and tennis for women, and basketball, baseball, tennis, and golf for men.

Sports for the Participant

The city of Kalamazoo has 36 parks and nine golf courses. Bronson Park is one of the most popular in the city and serves as a site for several festivals and events throughout the year. VerSluis/Dickinson Park features 17 municipal softball and baseball fields, sand volleyball courts, and a cricket field. Wood's Lake is the only public swimming beach in the city. Knollwood Park features an 18-hole disc golf course and lighted soccer fields. Kalamazoo County offers more than 100 public outdoor tennis courts, including Kalamazoo College's Stowe Stadium, and boating opportunities on nearby Gull Lake and Lake Michigan. The Kal-Haven Trail, which runs from the city to South Haven, Michigan, is a multiuse trail for biking, hiking, snowmobiling, and cross country skiing that runs for 34 miles. Water sports are readily accessed via the area's 83 public-access lakes.

Shopping and Dining

Kalamazoo has four major shopping malls. Kalamazoo Mall, once famous as the first outdoor pedestrian shopping mall in the country, features a variety of shops,

galleries, and dining establishments. Four large department stores anchor the Crossroads regional shopping mall, which has more than 100 specialty stores and restaurants. Maple Hill Mall, home to a major office store and discount and specialty stores, underwent renovations in 2001, expanding to 642,000 square feet. Southland Mall features office, book, and clothing shops, as well as other retail stores.

Southwestern Michigan is known for its wineries and microbreweries, whose products can be enjoyed at the wide selection of restaurants in Kalamazoo. Dining choices run from ethnic restaurants featuring Mexican, Italian, Greek, Australian, and Chinese cuisine to local and chain establishments that serve hearty American fare, such as St. Louis-style ribs, seafood, fresh fish, prime rib, and other favorites. The Black Swan provides gourmet continental cuisine with choices like leg of lamb or Beef Wellington for two in its attractive location on Willow Lake. The Black Swan is part of the Millenium Restaurant Group, a professional restaurant company with five restaurant properties and a catering service in the Southwest Michigan area. Webster's Restaurant at the Radisson Plaza hotel is western Michigan's only AAA Four Diamond Award-winning restaurant and features seafood, chops, pasta, and fresh desserts. In 2007, Webster's restaurant offered over 200 wines as part of seasonal menus.

Visitor Information: Kalamazoo County Convention & Visitors Bureau, 141 E. Michigan St., Kalamazoo, MI 49007-3783; telephone (269)488-9000; toll-free (800)888-0509; www.discoverkalamazoo.com

■ Convention Facilities

Among Kalamazoo's major conference facilities is the Bernhard Center at Western Michigan University, which has 25 meeting rooms with a maximum capacity of 1,700 people in meeting-style and 1,250 in banquet-style rooms. The Bernhard Center also has a mall located on its lower level with a food court and several shops and businesses. The John E. Fetzer Center on the Western Michigan University campus has 13 meeting rooms, including a 280-seat banquet area, a 90-seat lecture hall, and a 250-seat auditorium.

The County Center Building furnishes five meeting rooms, the largest of which can accommodate a banquet of 1,300 people. The James W. Miller Auditorium, on Western Michigan University's campus, has two meeting rooms that support 3,485 meeting-style or classroom-style. The auditorium is the third largest theater in Michigan. The Wings Stadium Complex has three meeting rooms. About 8,032 can be seated in the stadium, 2,850 in "The Annex," and 350 in "The Cube." The largest exhibit space is 17,000 square feet and seats 5,113 arena-style.

Dr. William E. Upjohn's former home, Brook Lodge, provides 12,000 square feet of meeting space on an exquisite 637-acre estate. The Yarrow Golf & Conference Center has 12 meeting rooms for up to 300 guests with an 18-hole championship course as the backdrop.

Other meeting or event locations include the Kalamazoo Civic Center, the Kalamazoo State Theater, the Epic Center Complex, and the Cityscape Event Center.

The Clarion Hotel offers 13 meeting rooms and features a 400-seat ballroom along with several banquet-style and classroom-style options in 5,000 square feet of meeting space. The Radisson Plaza Hotel & Suites has 44,000 square feet of meeting space, including 21 meeting rooms with a capacity of 1,000 people, 850 for a banquet, or 544 in classrooms. Holiday Inn West has six meeting rooms including a 400-seat ballroom for receptions.

Convention Information: Kalamazoo County Convention & Visitors Bureau, 141 E. Michigan St., Kalamazoo, MI 49007-3783; telephone (269)488-9000; toll-free (800)888-0509; www.discoverkalamazoo.com

■ Transportation

Approaching the City

The Kalamazoo/Battle Creek International Airport is located on Portage Road in Kalamazoo, just south of Interstate 94. The airport serves over 500,000 passengers annually on four commercial airlines. There are over 50 flights each day. Major highways leading to Kalamazoo include Interstate-94 (running east-west) and U.S. highway 131 (running north-south). Amtrak provides daily rail service to the downtown Internodal Transportation Center, which also receives passengers from Greyhound and Indian Trail buslines.

Traveling in the City

Local bus service is provided by Kalamazoo Metro Transit, which also operates Metro Van service, a demand-response service for people with disabilities. Two charter bus lines along with several cab services are available.

■ Communications

Newspapers and Magazines

Kalamazoo's daily paper is the *Kalamazoo Gazette*. Western Michigan University's *The Western Herald* student newspaper is published Monday-Thursday

throughout the academic year. *Flashes Shopping Guide* appears weekly.

Local magazines include *Bloodlines*, *Coonhound Bloodlines*, and *Hunting Retriever*, all of which are published by the United Kennel Club. *Business Outlook for West Michigan* is a quarterly publication of the Upjohn Institute. *Third Coast* is a literary magazine published by the Western Michigan University English Department.

A number of journals are associated with WMU and cover business, accounting, drama, Medieval studies, and sociology. Fetzer Institute publishes *Advances in Mind Body Medicine*, a journal on mind-body health.

Television and Radio

Kalamazoo has one network, one independent, and one cable television station. The city has 13 AM and FM radio stations with a variety of music, news, and talk formats available.

Media Information: *Kalamazoo Gazette*, 401 S. Burdick St., Kalamazoo, MI 49007; telephone (269)345-3511

Kalamazoo Online

City of Kalamazoo home page. Available www.kalamazoocity.org

Kalamazoo County Convention & Visitors Bureau. Available www.discoverkalamazoo.com

Kalamazoo Gazette. Available www.mlive.com/kzgazette

Kalamazoo Public Library. Available www.kpl.gov

Kalamazoo Public Schools. Available www.kalamazoopublicschools.com

Kalamazoo Regional County Chamber of Commerce. Available www.kazoochamber.com

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Lansing

■ The City in Brief

Founded: 1837 (incorporated 1849)

Head Official: Mayor Virg Bernero (since 2006)

City Population

1980: 130,414

1990: 127,321

2000: 119,128

2006 estimate: 114,276

Percent change, 1990–2000: –6.4%

U.S. rank in 1980: 122nd

U.S. rank in 1990: 142nd

U.S. rank in 2000: 204th

Metropolitan Area Population

1980: 420,000

1990: 432,684

2000: 447,728

2006 estimate: 454,044

Percent change, 1990–2000: 3.5%

U.S. rank in 1980: 81st

U.S. rank in 1990: Not available

U.S. rank in 2000: 92nd

Area: 35.24 square miles (2000)

Elevation: 880 feet above sea level

Average Annual Temperatures: January, 21.6° F; July, 70.3° F; annual average, 46.8° F

Average Annual Precipitation: 31.53 inches of rain; 48.8 inches of snow

Major Economic Sectors: Government, trade, services, manufacturing

Unemployment Rate: 6.2% (June 2007)

Per Capita Income: \$17,888 (2005)

2005 FBI Crime Index Property: 4,745

2005 FBI Crime Index Violent: 1,407

Major Colleges and Universities: Michigan State University, Lansing Community College

Daily Newspaper: *Lansing State Journal*

■ Introduction

Lansing is the capital of Michigan and the focus of a metropolitan statistical area that includes the city of East Lansing and Clinton, Eaton, and Ingham counties. Virtually a wilderness when the site was designated for the building of the state capital, Lansing was slow to develop until the arrival of the railroad. The nation's first land grant college was founded in Lansing, and the city became a world leader in the automotive industry through the pioneering work of the Olds Motor Vehicle Company. Today Lansing's status as the state capital, its industrial base including General Motors, its stable economy, and the presence of Michigan State University in East Lansing contribute to the city's overall strength. These attributes also led *Expansion Management* magazine to name Lansing as Michigan's only "Five Star" city for "Quality of Life Quotient" in 2003 and 2004.

■ Geography and Climate

Lansing is located on the Grand River at its junction with the Red Cedar River. The area climate alternates between continental and semi-marine. When little or no wind is present, the weather becomes continental, producing pronounced fluctuations in temperature. The weather turns semi-marine with a strong wind from the Great

Lakes. Snowfall averages about 49 inches annually. Tornadoes occur occasionally, as do thunder and wind storms. Flooding is likely one year out of three; floods cause extensive damage one year out of ten.

Area: 35.24 square miles (2000)

Elevation: 880 feet above sea level

Average Temperatures: January, 21.6° F; July, 70.3° F; annual average, 46.8° F

Average Annual Precipitation: 31.53 inches of rain; 48.8 inches of snow

■ History

Wilderness Site Chosen for State Capital

The original settlers of Lansing arrived at the junction of the Grand and Red Cedar rivers expecting to find New Settlement, a city that turned out to exist only on paper. Most of the pioneers were from the village of Lansing, New York, and some decided to settle the area, deciding to call it Lansing Township in honor of their former home. James Seymour, another resident of New York State, migrated to Detroit in the mid-1830s and acquired land holdings in the Michigan interior for purposes of speculation. Seymour was aware that the Michigan constitution of 1835 specified that a permanent site be found by 1847 for the state capital, which was then temporarily located in Detroit. The legislators feared Detroit's proximity to Canada would make it susceptible to foreign invasion, as had been the case in the War of 1812 when it fell under British rule. Since no mutually agreed-upon township could be found, Seymour pressed the idea of Lansing as the site, but his suggestion initially evoked laughter from the legislators. Seymour's persistence finally prevailed and Lansing, a wilderness spot with one log house and a sawmill, became the new center of Michigan's government.

By December 1847, a frame capitol building had been built, and the creation of a business district had begun at the point where Main Street and Washington Avenue now meet. Lansing was incorporated with a population of 1,500 inhabitants in 1849. Five years later a new brick capitol was constructed. Small agricultural implement industries began to introduce mechanical farming techniques to combat the manpower shortage caused by the Civil War. Development, however, was slowed by lack of transportation and the uncertainty of retaining the state capital at Lansing. But the arrival of the railroad boosted the economy by linking Lansing with the rest of the state. The legislature appropriated funding for a new capitol, which was completed in 1878 on a 10-acre park near the Grand River in the center of the city at a cost of more than \$1.4 million.

Industry and Education Join Government

Automotive innovator Ransom E. Olds, who used gasoline power instead of steam, founded the Olds Motor Vehicle Company in 1897. Olds is credited with building the first practical automobile, and by the turn of the century his company was the world's largest car manufacturer and had earned a reputation for high quality. Olds's company lived on as the Oldsmobile Division of General Motors until its discontinuation in 2004. By 1904 Lansing was the base of more than 200 manufacturing businesses and a world leader in the production of agricultural implements, automobiles, and gasoline engines.

Farmers had created the Michigan Agricultural Society in 1850 as a means to be heard in the state legislature. Many of the settlers from the East placed high value on education and culture; they petitioned the state legislature through the Agricultural Society for a college of agriculture to be founded separately from the University of Michigan in Ann Arbor. The nation's oldest land-grant institution, created as part of Michigan's state constitution of 1850, was thus granted authorization in 1855. The Michigan Agricultural College was founded on 676 acres in the woods three miles east of Lansing in present-day East Lansing, which was granted a city charter in 1907. The name of the college was changed to Michigan State College of Agriculture and Applied Sciences in 1923, and became a university upon its centennial celebration in 1955. Finally, in 1964, the name was shortened to Michigan State University.

Today, Lansing is a community where government, industry, education, and culture thrive. Although the city itself has witnessed a population decrease, the metropolitan area increased its population in the early 2000s. Residents enjoy the area for its economic stability and variety of activities. The business climate is active and was recognized by *Entrepreneur* magazine in 2003 as number seven on its list of "Best Cities for Entrepreneurs: Top Midsize Cities in the Midwest." The nearby residence of Michigan State University fosters an academia-minded atmosphere that contributed to the area's seventh place ranking in Richard Florida's bestselling book "Rise of the Creative Class" in 2002 as one of the "Top Ten Most Creative Small Cities."

Historical Information: Library of Michigan, 702 W. Kalamazoo St., Lansing, MI 48909-7507; telephone (517)373-1580; fax (517)373-4480

■ Population Profile

Metropolitan Area Residents

1980: 420,000

1990: 432,684

2000: 447,728

2006 estimate: 454,044
 Percent change, 1990–2000: 3.5%
 U.S. rank in 1980: 81st
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 92nd

City Residents

1980: 130,414
 1990: 127,321
 2000: 119,128
 2006 estimate: 114,276
 Percent change, 1990–2000: –6.4%
 U.S. rank in 1980: 122nd
 U.S. rank in 1990: 142nd
 U.S. rank in 2000: 204th

Density: 3,399.0 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 80,686
 Black: 28,016
 American Indian and Alaska Native: 520
 Asian: 4,164
 Native Hawaiian and Pacific Islander: 85
 Hispanic or Latino (may be of any race): 12,175
 Other: 3,497

Percent of residents born in state: 72.8% (2000)

Age characteristics (2005)

Population under 5 years old: 10,480
 Population 5 to 9 years old: 8,181
 Population 10 to 14 years old: 8,556
 Population 15 to 19 years old: 7,254
 Population 20 to 24 years old: 12,162
 Population 25 to 34 years old: 19,259
 Population 35 to 44 years old: 16,346
 Population 45 to 54 years old: 16,034
 Population 55 to 59 years old: 5,924
 Population 60 to 64 years old: 4,380
 Population 65 to 74 years old: 5,467
 Population 75 to 84 years old: 4,224
 Population 85 years and older: 1,408
 Median age: 30.8 years

Births (2006, MSA)

Total number: 5,558

Deaths (2006, MSA)

Total number: 3,454

Money income (2005)

Per capita income: \$17,888
 Median household income: \$34,367
 Total households: 49,552

Number of households with income of . . .

less than \$10,000: 5,880
 \$10,000 to \$14,999: 3,944
 \$15,000 to \$24,999: 9,238
 \$25,000 to \$34,999: 6,129
 \$35,000 to \$49,999: 8,142
 \$50,000 to \$74,999: 9,157
 \$75,000 to \$99,999: 4,914
 \$100,000 to \$149,999: 1,852
 \$150,000 to \$199,999: 148
 \$200,000 or more: 148

Percent of families below poverty level: 15.4% (2005)

2005 FBI Crime Index Property: 4,745

2005 FBI Crime Index Violent: 1,407

■ Municipal Government

Lansing city government is administered by an eight-member council and a mayor, who does not serve as a member of council; all are elected to four-year terms.

Head Official: Mayor Virg Bernaro (D) (since 2006; current term expires 2010)

Total Number of City Employees: 1,100 (2007)

City Information: City Hall, 124 W. Michigan Ave., Lansing, MI 48933; telephone (517)483-4000

■ Economy

Major Industries and Commercial Activity

The state government is naturally the most significant employer within the city. Services, wholesale and retail trade, education, and manufacturing (primarily of transportation products) comprise the economic base of the Lansing metropolitan area. Health care accounts for the largest share of the services sector, followed by business services and trade associations. Many insurance companies have corporate or regional offices in Lansing; several are headquartered there. Other important sectors are education—with nearby Michigan State University having annual revenues of about \$1.6 billion—along with transportation and public utilities.

The Lansing region is an important notch in the Midwest manufacturing belt. Despite the 2004 departure of the historic Oldsmobile plant, the city received a huge boost by the 2001 opening of a new General Motors (GM) plant. Although the company shut down operations in its Lansing assembly plant in 2005, the company opened a new facility in 2006 in nearby Delta Township, transferring many of its Lansing employees. Industrial leaders such as GM adapt progressive manufacturing

processes and new technology. Many firms are following GM's lead to institute advanced materials-handling techniques and to encourage participatory management, with the goal of improving product quality and increasing competitiveness. However, between 2005 and 2006 manufacturing employment dipped by five percent in Lansing. A variety of high-technology firms spawned at Michigan State University have pushed for rapid growth in that industry. Wholesale trade and construction were among the fastest-growing area industries in the mid-2000s.

Major employers include Michigan State University, General Motors, Sparrow Health Systems, and Meijer, a grocery company.

Incentive Programs—New and Existing Companies

Local programs: Promoting the local economy and providing assistance to businesses is the Lansing Economic Development Corporation. The Lansing Brownfield Redevelopment Authority (LBRA) is operated by the city and provides many tax relief benefits to redevelopers. Partnering with the Michigan Economic Development Corporation (MEDC), the LBRA assists in finding sites for businesses to locate and has also received two grants from the U.S. Environmental Protection Agency that it in turn awards. Technology-based business growth in the area is encouraged by the MEDC and the Lansing Regional SmartZone program.

State programs: The creation of new jobs that feed into a prosperous economy is the purpose behind the Michigan Economic Growth Authority. Fiscally-responsible companies in the fields of manufacturing, research and development, wholesale trade, or office operations can make use of Small Business Tax credits. The Lansing area has two designated Renaissance Zones that, if a business locates inside one of them, allow for waiving a variety of taxes such as the single business tax, local real property tax, and utility users tax. Lansing's Renaissance Zones were scheduled to retain their designation until December 2008.

Michigan communities can abate up to 50 percent of local property taxes for up to 12 years. State law also exempts inventory, pollution control equipment, and certain tools, dies, jigs, and fixtures from local property taxes. State law also allows the city of Lansing to abate all new personal property taxes in certain geographic areas to spur economic development. Abatements include all millage, state and local taxes. Eligible projects include manufacturing, mining, research and development, wholesale and trade, and office operations, but not retail businesses.

Michigan has created a system of financial institutions called BIDCOs (Business and Industrial Development Corporations). These semiprivate, independent

operations are chartered and partially capitalized by the state and are designed to provide mezzanine-level financing. This is for capital of higher risk than traditional banks will consider and of lower return than venture-capital companies demand.

Job training programs: Michigan offers a coordinated job training system called Michigan Works! using federal, state, and local resources to provide a highly productive and trained workforce. The federal Workforce Investment Act and the Michigan Department of Labor and Economic Growth provide funding for the grants that assist in increasing worker productivity. The training itself is done through the institution of the company's choice. Free recruitment and screening services are available for new and expanding employers through the Michigan Employment Security Administration's job service and also through several local school districts.

Development Projects

Lansing's downtown area continues to undergo a facelift that began in the late 1990s. Loft development is bolstered by grant monies if certain criteria are met.

Although General Motors shut down its Lansing assembly plant in 2005, another GM assembly plant in Delta Township began operations in 2006, producing the Saturn Outlook, Buick Enclave and the GMC Acadia.

In 2007 the Accident Fund announced a revitalization of the historic Ottawa Power Station, which was to be converted into the Accident Fund's national headquarters. Although no completion date had been announced, the project was expected to retain nearly 700 jobs in downtown Lansing, create an additional 500 jobs and reopen the riverfront to public access. Also in 2007 private developers announced a prospective \$30-million high-rise luxury condominium development on the site of the former City Club of Lansing on the Grand River in downtown Lansing. The project was pending voter-approval, and no completion date had been announced as of December 2007.

Economic Development Information: Lansing Regional Chamber of Commerce, 300 E. Michigan Ave., Ste. 300, PO Box 14030, Lansing, MI 48901; telephone (517)487-6340; fax (517)484-6910

Commercial Shipping

The CN North America, CSX, and Norfolk Southern rail freight lines serve Lansing. More than 30 motor freight carriers transport goods from the city to markets throughout the country. Air cargo shipments through Capital City Airport increased by more than 10% in 2006 over the previous year, due largely to expanded UPS service. Four interstate highways connect the area to all major North American markets, including Canada.



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Labor Force and Employment Outlook

Lansing area employers draw from a large, stable pool of highly skilled, educated, professional workers. Michigan State University's thousands of graduates add to the pool; approximately 30 percent of the labor force that is 25 years old and older has at least an undergraduate degree; nearly 40 percent has a graduate or professional degree.

The forecast for occupational categories in the Lansing/East Lansing area by the Michigan Department of Labor & Economic Growth projected a 10 percent increase in all occupations by 2012. The occupation sector projected to have the fastest growth in the Lansing MSA between 2000 and 2010 was the computer support field, a sector that was expected to grow by more than two-thirds. Five of the eight fastest-growing fields were expected to be in the computer industry.

In October 2007 the unemployment rate in Lansing/East Lansing stood at 5.4 percent, above the national average but down from 10-year highs of 7.2 percent, reached in July of that same year, as well as 2006.

Between 1997 and the end of 2006, the labor force in the metropolitan Lansing area grew from 237,229 workers to 252,124 workers.

The following is a summary of data regarding the Lansing-East Lansing metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 227,400

Number of workers employed in . . .

- construction and mining: 8,400
- manufacturing: 21,800
- trade, transportation and utilities: 36,400
- information: 2,900
- financial activities: 15,300
- professional and business services: 20,500
- educational and health services: 28,000
- leisure and hospitality: 19,300
- other services: 11,000
- government: 63,800

Average hourly earnings of production workers employed in manufacturing: \$23.97

Unemployment rate: 6.2% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
State of Michigan	14,355
Michigan State University	10,500
General Motors	6,300
Sparrow Health System	6,000
Lansing Community College	3,180
Ingham Regional Medical Center	2,500
Lansing School District	2,106
Meijer	2,000
Auto Owners Insurance	1,500
Peckham, Inc.	1,400

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 3.9% of taxable income

State sales tax rate: 6.0%

Local income tax rate: 1.0% resident; 0.5% non-resident

Local sales tax rate: None

Property tax rate: Varies widely from 34.7 to 52.7 mills per \$1,000 assessed value

Economic Information: Lansing Regional Chamber of Commerce, 300 E. Michigan Ave., Ste. 300, PO Box 14030, Lansing, MI 48901; telephone (517)487-6340; fax (517)484-6910

Education and Research

Elementary and Secondary Schools

The Lansing School District, one of the largest in the state of Michigan, is administered by an elected nine-member, nonpartisan board of education that appoints a superintendent. Board members serve six-year terms and receive no salary for their positions. The district sponsors nine magnet schools as well as an Early Childhood Education Center and offers school choice to parents.

In 2007 the district drew up a four-year progress plan, "Protocols Of Progress 2008 - 2012," which created ten strategic committees to design and implement yearly academic achievement goals, to be evaluated on an annual basis.

The following is a summary of data regarding the Lansing School District as of the 2005–2006 school year.

Total enrollment: 16,000

Number of facilities

- elementary schools: 27
- junior high/middle schools: 4
- senior high schools: 3
- other: 1

Student/teacher ratio: 17.6:1

Teacher salaries (2005–06)

- elementary median: \$53,940
- junior high/middle median: \$57,610
- secondary median: \$58,200

Funding per pupil: \$10,666

In addition to the public system, church-affiliated schools provide K-12 education, and independent private schools and charter schools offer elementary education. Ingham, Eaton, and Clinton counties have more than 30 private and parochial schools; denominations include Roman Catholic, Lutheran, Baptist, and Seventh Day Adventist. Charter schools enroll about 1,700 students.

Public Schools Information: Lansing School District, 519 W. Kalamazoo St., Lansing, MI 48933; telephone (517)325-6200

Colleges and Universities

Michigan State University (MSU) in East Lansing is the largest institution of higher learning in the area, with an enrollment of more than 45,000 students as of the fall of 2007. It maintains 660 buildings on about 5,200 acres of land for its diverse curriculum of more than 200 programs. According to the 2008 "Best Colleges" edition of *U.S. News & World Report*, MSU ranks 71st among the nation's top schools. The university has gained an international reputation for research and its sponsored funding topped \$300 million in the 2003–2004 school year. The school boasts more than 200 programs of study offered by 17 degree-granting colleges and enrolls students from all 83 counties in Michigan, all 50 states in the United States, and approximately 130 other countries.

Thomas M. Cooley Law School in Lansing serves working professionals with a program leading to a Juris Law degree. Great Lakes Christian College offers undergraduate programs in theology, fine arts, and interdisciplinary studies. Lansing Community College in downtown Lansing provides vocational and technical

curricula as well as training programs in more than 300 areas of study for its 32,000 annual students, more than 400 of whom are from countries other than the United States. Other schools in the three-county region are Olivet College, Davenport University, and the Capital Area Career Center.

Libraries and Research Centers

About 25 libraries located in Lansing are maintained by educational institutions, government agencies, and hospitals. The Lansing Public Library is part of the Capital Area District Library, which was formed in 1998. The Lansing branch houses about 400,000 items for patron usage including books, periodical titles, microfilm, audio and video tapes, maps, and art reproductions; South Lansing residents enjoy their own branch. Materials pertaining to local history are among the special collections. The district library operates 13 branches and a bookmobile. Michigan State University maintains a main library and nine branches on campus with a collection that includes more than 4,500,000 volumes, 33,000 magazine and journal subscriptions, 200,000 maps, 40,000 sound recordings, and hundreds of electronic resources. Special collections include fine arts and map libraries.

Established in 1928, the Library of Michigan maintains holdings of well over 5.6 million volumes and special collections in such fields as Michigan local and family history and eighteenth- and nineteenth-century periodicals. Its total holding take up more than 27 miles of shelf space. The library includes the state law library, as well as one of the 10 largest genealogy collections in the country. The Library of Michigan also provides Braille and large-type books and serves as a depository for federal and state documents. Thomas M. Cooley Law School, Lansing Community College, and Great Lakes Christian College also maintain campus libraries.

World-class research is conducted at Michigan State University (MSU) in diverse disciplines related to communications, packaging, food science, and environmental engineering. MSU is home to the National Superconducting Cyclotron Laboratory (NSCL), the Composite Materials and Structures Center, the Crop and Food Bioprocessing Center, the Digital Learning Center for Microbial Ecology, and WKAR, a top public broadcasting center. Adjacent to MSU, the University Corporate Research Park is comprised of building sites on four to 40 acres. Resident companies enjoy access to MSU's scientific and technical facilities (laboratories, libraries, computerized data and research networks, closed circuit TV, and satellite systems).

The Composite Materials and Structure Center is a research partner with the Michigan Molecular Institute, the National Science Foundation, the Ford Motor Company, and the U.S. Department of Defense. The Pesticide Research Center works with pesticides and pest

control. The Michigan Biotechnology Institute (also known as MBI International), a non-profit corporation, applies recombinant deoxyribonucleic acid, plant tissue culture, and immobilized enzymes to the commercialization of biotechnology in the state of Michigan.

Public Library Information: Lansing Public Library, 401 S. Capitol Ave., PO Box 40719, Lansing, MI 48901-7919; telephone (517)367-7919; fax (517)367-6363

■ Health Care

Six hospitals serve metropolitan Lansing. Ingham Regional Medical Center (formerly the Michigan Capital Medical Center) is a general acute care, nonprofit hospital with 338 beds. Ingham is affiliated with the Great Lakes Cancer Institute and has 30 additional affiliated practices and teaching clinics. Sparrow Health System, with 710 beds, maintains a wound center, a dialysis unit, a regional cancer center, and a family practice center. St. Lawrence Hospital, part of the Sparrow Health System, operates a poison control center, a health service for persons without physicians, and an alcohol detoxification and counseling unit. Sparrow, which is mid-Michigan's largest health care system, also includes Clinton Memorial Hospital. All major facilities in the city offer 24-hour emergency care and maintain maternity units. Michigan State University provides medical education and training through the College of Human Medicine (with 200 paid and more than 3,200 volunteer staff) and the College of Osteopathic Medicine; it also operates an outpatient clinic open to the public.

■ Recreation

Sightseeing

Completed in 1879, Lansing's Capitol was one of the first state edifices built to emulate the nation's Capitol, and this National Historic Landmark is the center of attraction in Lansing's downtown sector. Two blocks southwest of the Capitol is the Michigan Library and Historical Center, a modern facility with an outdoor courtyard. The museum traces the history of Michigan from its remote past to the twenty-first century, including the evolution of the state's economy in agriculture, timber, mining, and manufacturing to the rise and dominance of the automobile. Impression 5 Science Museum stimulates the senses with interactive displays including a "Bubble Room" that was remodeled in 2005. Next to Impression 5 is the R. E. Olds Transportation Museum, a major transportation museum recognizing the contribution of Ransom E. Olds to the automotive industry and the evolution of transportation in Lansing.

Michigan State University (MSU) in neighboring East Lansing provides many sightseeing opportunities beginning with the W.J. Beal Botanical Gardens, the oldest, continuously operated garden of its type in the country, with 5,000 different types of plants. The university's horticultural demonstration gardens cover seven-and-a-half acres. Abrams Planetarium presents programs on space science topics in the 150-seat Digistar sky theater along with an exhibition area and the astronomy-related paintings at the "Blacklight Gallery." The MSU Museum houses displays on cultural and scientific developments, and the MSU Dairy Plant and Dairy Store offers daily tours at milking time.

Potter Park Zoo places its 100 species of animals in natural settings, with a special display on Michigan animals. The zoo includes an education center, and an animal clinic with the zoo's first full-time veterinarian; it was officially accredited in 2007.

At the Rose Lake Wildlife Research Station, 3,000 acres of woods and marsh are accessible via hiking trails; Woldumar Nature Center stresses environmental education, and its five miles of trails are open to the public for hiking or cross country skiing. Fenner Arboretum maintains self-guided trails leading to a prairie scene with live bison. Nature trails associated with Red Cedar River, Sanford Natural Area, and Baker Woodlot are islands of wilderness on the Michigan State University campus. The Ledges in Grand Ledge, 10 miles west of Lansing, is named for its rock formations, which rise along the Grand River and are over 300 million years old.

Arts and Culture

Many of Lansing's cultural events take place at the Wharton Center for Performing Arts' two theaters on the campus of Michigan State University. Cobb Great Hall seats 2,500 guests and hosts Broadway and variety shows, while the Pasant Theatre has 600 seats for family presentations. Founded in 1929, the Greater Lansing Symphony Orchestra presents a season of classical and pops concerts with an annual attendance of 15,000 for about one dozen performances. Volunteer singers selected via auditions make up the Greater Lansing Arts Chorale, which presents three concerts per year.

Lansing is particularly strong in theater. The nationally known BoarsHead Theater, a residential professional company based at the Wharton Center, presents a season of modern and classical drama and comedy. Community theater companies are: the Lansing Civic Players Guild, the oldest group in the area, dating back to 1929; Lansing Community College's LCC Theater Program at Dart Auditorium; MSU's Department of Theatre, which features student productions; Riverwalk Theatre, the home to the Community Circle Players; and Spotlight Theatre in nearby Grand Ledge, with several American dramas running from May through early September.

The Greater Lansing Ballet Company is a semi-professional organization that presents classical and contemporary ballets and offers two international exchange programs with companies in Poland and Russia. The Children's Ballet Theatre of Michigan at the Wharton Center puts on holiday and spring shows.

The Lansing Arts Gallery, established in 1964, has two exhibition spaces with different exhibitions every month. At Michigan State University, the Department of Art and Art History displays student art throughout the year at the Kresge Art Museum.

Arts and Culture Information: Arts Council of Greater Lansing, 425 S. Grand Ave., Lansing, MI 48933; telephone (517)372-4636; fax (517)484-2564; email info@lansingarts.org

Festivals and Holidays

Greater Lansing hosts dozens of festivals and special events year-round. In late winter and early spring, the East Lansing Film Festival previews over 30 independently-made films worldwide but also challenges local talent (Michigan, Illinois, and Wisconsin) to a competition. The East Lansing Art Fair is held the third weekend in May, followed by the Lansing Festival of Art in the Park the last weekend in June at Ferris Park. Also in May, the Fiesta celebrates the Hispanic community with music, folklore performances, and a "Mexican Marketplace." The Lansing Concert Band gives a performance in Riverfront Park for the Fourth of July holiday with fireworks at dusk. Early August brings the Lansing Jazz Fest for two days of live jazz and music clinics; later in the month, the Great Lakes Folk Festival is three days of various activities including music, dance, and storytelling along with ethnic foods. The holiday season is celebrated in three major events: the MSU (Michigan State University) Holiday Arts & Crafts Show, held at the MSU Union for two days to present the works of about 200 regional artisans and crafters; Silver Bells in the City, which draws 80,000 to its parade and fireworks celebrating the lighting of Michigan's official holiday tree; and Wonderland of Lights at Potter Park, where thousands of lights adorn holiday displays and carolers and other musical performances come together.

Sports for the Spectator

The Michigan State Spartans compete in the Big Ten athletic conference and field nationally competitive teams. The football team plays its home games in the 76,000-seat Spartan Stadium that was expanded in 2005 to accommodate 24 new suites and 862 club seats with access to an 18,500-square-foot club. Munn Ice Arena seats 6,470 fans and is the home of the Spartan hockey team. The Jack Breslin Student Events Center has been the home of the MSU basketball program since 1989; it seats more than 15,000 people.

Lansing's professional minor-league baseball team, the Lugnuts, play an April through September season at Oldsmobile Park. Playing in the western division of the Midwest League, the Lugnuts were previously affiliated with major league's Chicago Cubs but the 2005 season brought a switch to the Toronto Blue Jays. The Spartan Speedway attracts super and hobby stock car racing on Friday nights from mid-May through mid-September. Jackson Harness Raceway features seasonal parimutuel racing at night in nearby Jackson.

Sports for the Participant

Golf is particularly popular at about three dozen public and private courses of varying difficulty in the area, and many golf tournaments are held in the summer. East Lansing's Timber Ridge was rated one of just twelve public courses in America to earn the top rating by *Golf Digest* magazine.

Nearly 200 city, county, and state parks, campgrounds, and recreation areas offer several thousand acres of green space and leisure opportunities in the Lansing region. River Trail features a canoeing route that follows the banks of the Grand and Red Cedar rivers through urban and natural environments and the campus of Michigan State University. The Brenke Fish Ladder is stocked with salmon and steelhead for urban fishing. Well supplied with bowling centers and ball fields, the Lansing area also has riding stables, about 300 indoor and outdoor tennis courts, and seven public access sites for boating.

The Summit at The Capital Centre is a modern, 180,000-square-foot facility that offers a wide array of sporting activities including ice hockey, soccer, dodge ball, and lacrosse. It also hosts one of the region's top gymnastics clubs, Geddert's Twisters. Other public ice skating facilities are available at Washington Park and Munn Arena at Michigan State University.

The region is noted for the variety of fish in rivers and lakes full of largemouth bass, northern pike, muskie, bluegill, crappie, and perch. Streams contain smallmouth bass, northern pike, walleye, and panfish. In addition, there are spawning runs of steelhead and Chinook salmon in several locations. Throughout the vicinity, state game lands and wooded areas offer rabbit, squirrel, pheasant, deer, and other game.

Shopping and Dining

The largest shopping center in the region is the Lansing Mall, with over 125 stores and restaurants. An antiques and collectibles store called Pennyless in Paradise opened in 2004. However, one of the state's biggest antiques shops is The Mega Mall with over 300 booths on 40,000 square feet of space. In East Lansing, near the Michigan State University campus, specialty shops that cater to students are clustered among small restaurants, bookstores, and record shops.

The Lansing City Market, at the corner of Cedar Street and Shiawassee since 1909, offers a large selection of fresh fruits and vegetables. The Nokomis Learning Center, next door to Meridian Historic Village, sells beaded jewelry and other items handcrafted by local Native American artists. Several upscale restaurants are located near the university.

Visitor Information: Greater Lansing Convention and Visitors Bureau, 1223 Turner St., Ste. 200, Lansing, MI 48906; telephone (517)487-6800

■ Convention Facilities

Meeting and convention planners can choose among several facilities in the Lansing area. The Lansing Center is situated downtown on the Grand River and Riverwalk near the Capitol Complex. It adjoins the Radisson Hotel and a 1,600-car parking area via an enclosed walkway. Accommodating up to 5,600 people and 71,000 square feet of exhibition space, the exhibit halls and meeting rooms function as separate units or in multiple combinations. In downtown Lansing, the Center for the Arts adjoins an art gallery and provides barrier-free space for functions with up to 240 participants.

The Breslin Center on the campus of Michigan State University (MSU) is a 254,000-square-foot facility offering 17,500 square feet of exhibition space, 30,000 maximum square feet of concourse area for product display, and state-of-the-art sound and lighting systems. MSU's Pavilion Agriculture and Livestock Education Center offers over 77,000 square feet in its facilities for trade shows, exhibitions, demonstrations, and livestock auctions.

Lansing-area hotels and motels, containing about 4,000 rooms for lodgings, also offer banquet and meeting rooms. One example is the Sheraton Lansing Hotel, with 212 guest rooms and 14,000 square feet of exhibit space.

Convention Information: Greater Lansing Convention and Visitors Bureau, 1223 Turner St., Ste. 200, Lansing, MI 48906; telephone (517)487-6800

■ Transportation

Approaching the City

Seven commercial airlines schedule regular daily flights into Capital City Airport, located 15 minutes from downtown Lansing. In 2006 there were 557,447 travellers who passed through Capital City Airport, a drop of approximately 8 percent from the previous year. Daily rail service to East Lansing from Chicago and Toronto is provided by Amtrak; Greyhound Bus Lines has terminals in Lansing and East Lansing.

An efficient highway system facilitates access to Lansing and its environs. Part of a beltway circling the southern half of the city, I-96 is intersected by several major and secondary routes; east-west I-69 completes the beltway around the northern sector. I-496 bisects the downtown area westward from north-south U.S. 127 in East Lansing. Other principal highways are U.S. 27 and M 99, both running north-south, and east-west M 43.

Traveling in the City

Downtown Lansing streets are laid out on a strict grid system with the Capitol Complex as the center of orientation; the web of one-way streets can be confusing. Public bus transportation is provided by Capital Area Transportation Authority (CATA), which operates seven days a week in Lansing and East Lansing as well as to points throughout the metropolitan region. CATA's shuttle service to downtown Lansing and the Capital Loop reduces rush-hour traffic and parking congestion in central city areas. Special service for elderly, handicapped, commuting, and rural patrons is available.

■ Communications

Newspapers and Magazines

The major daily newspaper in Lansing is the morning *Lansing State Journal*. A number of trade publications originate in Lansing, aimed at farmers, florists, grocers, and small business owners. Other Lansing publications include *Michigan History Magazine* and *The State News*, a daily published by Michigan State University.

Television and Radio

Two commercial television stations are based in Lansing, where cable television service is also available. Lansing radio listeners receive broadcasts from approximately

eight AM and FM radio stations in the city and several additional stations in neighboring communities. Musical programming includes country, classical, rock and roll, religious, top 40, and easy listening.

Media Information: *Lansing State Journal*, 120 E. Lenawee, Lansing, MI 48919; telephone (517)377-1000

Lansing Online

Arts Council of Greater Lansing. Available www.lansingarts.org

City of Lansing home page. Available www.cityoflansingmi.com

Greater Lansing Convention & Visitors Bureau. Available www.lansing.org

Lansing Regional Chamber of Commerce. Available www.lansingchamber.org

Lansing School District. Available www.lansingschools.net

Lansing State Journal. Available www.lansingstatejournal.com

Library of Michigan. Available www.michigan.gov/hal

Michigan Historical Center. Available www.michigan.gov/hal

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The State in Brief

Nickname: North Star State

Motto: L'étoile du nord (Star of the north)

Flower: Pink and white lady's slipper

Bird: Common loon

Area: 86,938 square miles (2000; U.S. rank 12th)

Elevation: Ranges from 600 feet to 2,301 feet above sea level

Climate: North part of state lies in the moist Great Lakes storm belt; western border is at the edge of the semi-arid Great Plains; spring is brief; summer is short, hot, and humid; winter is long and severe with heavy snowfall

Admitted to Union: May 11, 1858

Capital: Saint Paul

Head Official: Governor Tim Pawlenty (R) (until 2010)

Population

1980: 4,076,000

1990: 4,432,000

2000: 4,919,492

2006 estimate: 5,167,101

Percent change, 1990–2000: 12.4%

U.S. rank in 2006: 21st

Percent of residents born in state: 69.10% (2006)

Density: 64.5 people per square mile (2006)

2006 FBI Crime Index Total: 175,242

Racial and Ethnic Characteristics (2006)

White: 4,538,957

Black or African American: 228,354

American Indian and Alaska Native: 51,922

Asian: 179,295

Native Hawaiian and Pacific Islander: 919

Hispanic or Latino (may be of any race): 195,138

Other: 83,293

Age Characteristics (2006)

Population under 5 years old: 347,404

Population 5 to 19 years old: 1,060,840

Percent of population 65 years and over: 12.2%

Median age: 36.8

Vital Statistics

Total number of births (2006): 69,727

Total number of deaths (2006): 38,254

AIDS cases reported through 2005: 4,632

Economy

Major industries: Manufacturing; trade; finance, insurance, and real estate; agriculture; services

Unemployment rate (2006): 5.2%

Per capita income (2006): \$27,591

Median household income (2006): \$54,023

Percentage of persons below poverty level (2006): 9.8%

Income tax rate: 5.35% to 7.85%

Sales tax rate: 6.5%



Duluth

■ The City in Brief

Founded: 1852 (chartered 1870)

Head Official: Mayor Don Ness (since 2007)

City Population

1980: 92,811

1990: 85,493

2000: 86,918

2006 estimate: 84,167

Percent change, 1990–2000: 1.01%

U.S. rank in 1980: 184th

U.S. rank in 1990: 243rd

U.S. rank in 2000: 321st (State rank: 4th)

Metropolitan Area Population

1980: 266,650

1990: 239,971

2000: 243,815

2006 estimate: 274,244

Percent change, 1990–2000: 1.02%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 146th

Area: 87.32 square miles (2000)

Elevation: Ranges from 605 to 1,485 feet above sea level

Average Annual Temperatures: January, 8.4° F; July, 65.5° F; annual average, 39.1° F

Average Annual Precipitation: 31.0 inches of rain; 80.7 inches of snow

Major Economic Sectors: Services, trade, government

Unemployment Rate: 5.7% (June 2007)

Per Capita Income: \$22,627 (2005)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: University of Minnesota–Duluth; College of St. Scholastica

Daily Newspaper: *Duluth News-Tribune*

■ Introduction

The seat of St. Louis County in Minnesota, Duluth is the focus of a metropolitan statistical area comprising both St. Louis County and Wisconsin's Douglas County. The city has developed into the second-largest port on the Great Lakes and is the commercial, industrial, and cultural center of northern Minnesota. Duluth is noted for its dramatic geographic setting. Steep inclines, dotted with buildings that seem to pop out of hillsides, provide the backdrop for Duluth's famous 30-mile-long Skyline Parkway, which winds above the city.

■ Geography and Climate

Duluth is located on a natural harbor at the western tip of Lake Superior and at the base of a range of hills overlooking the St. Louis River. This position below high terrain and along the lake permits easterly winds to cool the area automatically, thus earning Duluth the nickname of the "Air-Conditioned City." During the summer a westerly wind flow abates at night, and the cool lake air moves back in toward the city. High and low pressure systems and proximity to Lake Superior, the coldest of the Great Lakes, have an important influence on the climate, which is predominantly continental. Summer temperatures are thus cooler and winter temperatures warmer; the frequency of severe storms—wind, hail, tornadoes, freezing rain, and blizzards—is also low in comparison to other areas at a distance from the lake. Fall is an especially pleasant season in Duluth, as the changing

leaves produce a striking combination of reds, yellows, and browns.

Area: 87.32 square miles (2000)

Elevation: Ranges from 605 to 1,485 feet above sea level

Average Temperatures: January, 8.4° F; July, 65.5° F; annual average, 39.1° F

Average Annual Precipitation: 31.0 inches of rain; 80.7 inches of snow

■ History

Harbor, Timber, and Ore Attract Development

The western Lake Superior area was originally occupied by members of the Sioux and Chippewa tribes. One of the first explorers of European descent to arrive in the area now occupied by Duluth was Frenchman Pierre Esprit Radisson, who explored the region in the 1650s or 1660s. The city was ultimately named, however, for Daniel Greysolon, Sieur du Lhut (variously spelled Dulhut, Derhaut, and du Luth), who visited the southern shore of Lake Superior in 1679 in an attempt to make peace between the Ojibway and Sioux tribes and to secure trading and trapping rights. A fur trading outlet remained in the area until 1847. The site's first permanent resident was George P. Stuntz, who was attracted by the beautiful wilderness landscape surrounding Lake Superior and settled there in 1852.

In 1854 and 1855 settlers flocked to the unnamed town hoping to discover copper deposits, although the Grand Portage and Fon du Lac people had not yet signed the Treaty of La Pointe that relinquished their mineral rights. In 1856 the village was named Duluth and designated the seat of St. Louis County. Almost immediately Duluth was beset by troubles. The panic of 1857 devastated the economy, and in 1859 a scarlet fever epidemic caused a further setback to the community. By the end of the Civil War, only two houses remained occupied in Duluth.

The town's fortunes were quickly reversed when geologists found iron ore and gold-bearing quartz at nearby Lake Vermillion. Then the Eastern financier Jay Cooke selected Duluth as the northern terminus of the Lake Superior & Mississippi Railroad. Adding to the boom, Maine woodsmen relocated to the region to establish a lumber industry. By 1869 the population of Duluth had grown to 3,500 residents, and the city received its first charter a year later.

Growth Includes New Immigrants

The new prosperity was short-lived, however, as bank and real estate failures hurt the economy and plunged the city government into debt. Duluth was forced to revert to

village status. The city's topsy-turvy early history reversed itself once again, however, when the lumbering industry was revitalized and grain business fueled the economy. By 1887 Duluth's population reached 26,000 residents, and the state legislature granted permission for reclassification as a city. Six lakeshore communities were absorbed into the city by the end of the nineteenth century.

Among the settlers who had made Duluth home were immigrants from the Scandinavian countries and Finland, who settled in the city's West End. These people possessed a commitment to cooperative undertakings, a strong sense of individualism, and a respect for organizational arrangements—qualities that have shaped the city's character. In addition to its residents, Duluth is defined by its topography. The natural harbor is the base of the economy and the source of the city's scenic beauty. Duluth, home to institutions of higher learning, a symphony orchestra, a community theater, ballet, and museums, is highly rated among small Midwestern cities for its livability.

Historical Information: Northeast Minnesota Historical Center Archives, University of Minnesota, 10 University Dr., Duluth, MN 55812; telephone (218) 726-8526. Minnesota Historical Society, 345 Kellogg Blvd. W., Saint Paul, MN 55102-1906; telephone (651) 296-6126

■ Population Profile

Metropolitan Area Residents

1980: 266,650

1990: 239,971

2000: 243,815

2006 estimate: 274,244

Percent change, 1990–2000: 1.02%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 146th

City Residents

1980: 92,811

1990: 85,493

2000: 86,918

2006 estimate: 84,167

Percent change, 1990–2000: 1.01%

U.S. rank in 1980: 184th

U.S. rank in 1990: 243rd

U.S. rank in 2000: 321st (State rank: 4th)

Density: 1,278.1.6 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 80,532

Black: 1,415

American Indian and Alaska Native: 2,122



Walter Bibikow/The Image Bank/Getty Images

Asian: 993
 Native Hawaiian and Pacific Islander: 25
 Hispanic or Latino (may be of any race): 921
 Other: 251

Percent of residents born in state: 75.1% (2000)

Age characteristics (2005)

Population under 5 years old: 3,960
 Population 5 to 9 years old: 4,486
 Population 10 to 14 years old: 4,119
 Population 15 to 19 years old: 4,663
 Population 20 to 24 years old: 9,323
 Population 25 to 34 years old: 9,311
 Population 35 to 44 years old: 10,444
 Population 45 to 54 years old: 11,123
 Population 55 to 59 years old: 4,104
 Population 60 to 64 years old: 3,876
 Population 65 to 74 years old: 4,750
 Population 75 to 84 years old: 4,959
 Population 85 years and older: 1,800
 Median age: 37.5 years

Births (2006, MSA)

Total number: 2,873

Deaths (2006, MSA)

Total number: 2,947

Money income (2005)

Per capita income: \$22,627
 Median household income: \$37,083
 Total households: 36,116

Number of households with income of . . .

less than \$10,000: 4,144
 \$10,000 to \$14,999: 3,454
 \$15,000 to \$24,999: 4,123
 \$25,000 to \$34,999: 5,454
 \$35,000 to \$49,999: 5,516
 \$50,000 to \$74,999: 6,948
 \$75,000 to \$99,999: 3,095
 \$100,000 to \$149,999: 2,207
 \$150,000 to \$199,999: 471
 \$200,000 or more: 704

Percent of families below poverty level: 12.3% (2005)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

■ Municipal Government

The city of Duluth operates under a mayor-council form of government. The mayor and nine council members are elected to four-year terms. The city's program requiring mandatory arrests in domestic violence cases is a national model.

Head Official: Mayor Don Ness (since 2007; current term expires January 2011)

Total Number of City Employees: 850 (2007)

City Information: City Hall, Mayor's Office, 411 W. 1st St., Ste. 403, Duluth, MN 55802; telephone (218) 730-5230

■ Economy

Major Industries and Commercial Activity

Principal manufacturing firms in Duluth include heavy and light manufacturing plants, food processing plants, woolen mills, lumber and paper mills, cold storage plants, fisheries, grain elevators, and oil refineries. The city is also a regional center for banking, retailing, and medical care for northern Minnesota, northern Wisconsin, northern Michigan, and northwestern Ontario, Canada. More than 12,000 jobs in Duluth are directly related to the hospital industry; approximately one of every seven residents is employed in healthcare. Area universities and local schools also provide significant employment in education. Arts and entertainment offerings as well as year-round recreation in a natural environment have contributed to expansion of the tourist industry in Duluth. Some 3.5 million visitors each year contribute \$400 million to the local economy. Other growing sectors in the Arrowhead Region include aviation, electronics, plastics, precision machining, technology and back office operations.

Items and goods produced: steel, cement, metal and wood products, electrical equipment, textiles, prepared foods

Incentive Programs—New and Existing Companies

Local programs: The Duluth Department of Planning and Development is responsible for overseeing Duluth's growth and is the focus of the city's efforts to attract new businesses to Duluth and retain existing firms. It promotes overall development in Duluth through agencies such as the Duluth Economic Development Authority, The 1200 Fund, Inc., the Duluth Airport Authority, The Seaway Port Authority of Duluth, Team Duluth, and others. It also coordinates economic development with the State of Minnesota and the U.S. Department of Commerce. The Arrowhead Regional Development

Commission (ARDC) offers a business loan program, which provides below market rate financing for eligible businesses.

State programs: The Tax Increment Financing Program, a state authorized financing mechanism, is offered to assist basic businesses in financing their local expansion or relocation. Funds may be used to purchase land and make public improvements that support business development projects. Minnesota also offers programs to provide a mechanism for businesses to sell bonds at tax-exempt interest rates, allowing firms to receive long-term, low interest financing for fixed assets.

Job training programs: The Minnesota Department of Employment and Economic Development operates a network of workforce centers throughout the state. This WorkForce Center System, which has an office in Duluth, partners with local businesses to provide customized job training and other workforce development services. Both the College of St. Scholastica and Lake Superior College also provide customized training.

Development Projects

As the new century progresses, expansion and retention of existing businesses continues to be Duluth's major focus. In 2007 plans were underway for the construction of Lakewalk, a path alongside Lake Superior between Canal Park and 20th Avenue East.

Proposed buildings in 2007 included a \$15.3-million new business school building at the University of Minnesota-Duluth. In 2005 the Duluth Downtown Waterfront District was established in order to enhance economic development and push for capital improvements in the downtown district, which covers over 90 blocks. The DDWD also seeks to establish standards of cleanliness and safety, in order to attract and retain businesses, nightclubs, and restaurants.

Economic Development Information: Duluth Area Chamber of Commerce, 5 W. 1st St., Ste. 101, Duluth, MN 55802; telephone (218)722-5501; fax (218)722-3223; email commerce@chamber.duluth.mn.us

Commercial Shipping

A vital part of the Duluth economy is the Port of Duluth-Superior, which is designated a Foreign Trade Zone and ranks among the top ports in the country in total volume of international and domestic cargo shipped in a 10-month season. An average of 45 million tons of cargo (or \$2 billion worth) is handled at Duluth-Superior each year. The impact on the local economy is \$200 million annually, and some 2,000 jobs are dependent on the port. Duluth-Superior operates one of the largest grain-handling facilities in the world. Grain is the primary export product; domestic shipments consist mainly of iron ore and taconite, in addition to metal products, twine, machinery, coal, cement, salt, newsprint, lumber, and general cargo.

Connecting the port and the city of Duluth with inland markets are several railroads and over 25 common motor freight carriers. Air cargo carriers serving Duluth International Airport with daily flights are Federal Express, United Parcel Service, and Northwest Airlines.

Labor Force and Employment Outlook

Duluth boasts an abundant, quality workforce, as well as a commitment to bringing new and expanded job opportunities into the community. Minnesota has the highest high school graduation rate in the nation; more than 70 percent of Duluth students go on to college or post-secondary education.

In September 2007 the unemployment rate was 5.4 percent, down from ten-year highs above 7 percent in 2005. Between 1997 and 2007, the labor force in the Duluth metropolitan statistical area grew only slightly, from 140,483 to 144,325.

The following is a summary of data regarding the Duluth MN-WI metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 131,900

Number of workers employed in . . .

construction and mining:	8,700
manufacturing:	8,700
trade, transportation and utilities:	25,700
information:	2,400
financial activities:	5,900
professional and business services:	7,100
educational and health services:	26,700
leisure and hospitality:	13,700
other services:	5,900
government:	27,100

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.7% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
St. Mary's/Duluth Clinic	3,800
Duluth Public Schools- ISD No. 709	1,700
St. Louis County	1,640
University of Minnesota-Duluth	1,571
City of Duluth	1,060
St. Luke's Hospital	1,143

Cost of Living

The median sale price of a home in Duluth during the first quarter of 2007 was \$118,680, up from \$116,900 in the first quarter of 2003.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 5.35% to 7.85%

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: Single family homestead property—1.0% times the first \$72,000 of estimated market value (EMV) plus 2.0% times the excess over \$72,000

Economic Information: Duluth Area Chamber of Commerce, 5 W. 1st St., Ste. 101, Duluth, MN 55802; telephone (218)722-5501; fax (218)722-3223; email commerce@chamber.duluth.mn.us. Minnesota Department of Employment and Economic Development, 332 Minnesota St., Ste. E200, St. Paul, MN 55101; telephone (612)297-1291; toll-free (800)657-3858

■ Education and Research

Elementary and Secondary Schools

The Duluth School District (ISD No. 709) covers 337 square miles, including Duluth. It offers K-12 education, special services for students with handicaps and special needs, an Early Childhood Family Education program, Head Start, alternative schools, and community education.

In 2007 the school district began taking steps toward a long-range capital improvement plan, dubbed the "Red" plan, which called for the construction of two new schools in addition to major improvements of existing facilities. In an effort to better the district's "Continuous Improvement" ranking, The Quality Initiative was created, a cooperative endeavor between the Duluth Federation of Teachers, Duluth School Board, Duluth Principal's Association and district administration. Initiatives have included a "Wellness Task Force" and steering committees for grade-specific issues. In 2007 Duluth outperformed the statewide average on achievement tests.

The following is a summary of data regarding the Duluth Public Schools as of the 2005–2006 school year.

Total enrollment: 10,000

Number of facilities

elementary schools: 10

junior high/middle schools: 3
senior high schools: 4
other: 4

Student/teacher ratio: 16.7:1

Teacher salaries (2005–06)

elementary median: \$48,520
junior high/middle median: \$44,330
secondary median: \$46,720

Funding per pupil: \$8,818

The Marshall School, an independent, coeducational day school, offers college preparatory classes for students in grades 5–12. Holy Rosary offers Catholic education for grades K–8. Lakeview Christian Academy, an interdenominational, Christian school, serves students from preschool through grade 12 with a Bible-centered curriculum. Summit School is an independent school for children from kindergarten through grade four.

Public Schools Information: Independent School District No. 709, 215 N. 1st Ave. E., Duluth, MN 55802; telephone (218)723-4150

Colleges and Universities

The University of Minnesota–Duluth enrolls 11,184 students and offers thirteen bachelor’s degrees in 77 majors, graduate programs in 22 fields, and the first two years of a medical program. Nearly eighty percent of the student body is from Minnesota. The school was ranked fiftieth among Midwestern master’s level universities in the 2008 edition of *U.S. News and World Report’s* “Best Colleges.” The College of St. Scholastica, a private four-year institution enrolling about 2,800 students, has gained recognition in the areas of nursing, management, exercise physiology, health information management, occupational therapy, physical therapy, and education. The school is also affiliated with St. Scholastica Monastery, home of the Benedictine Sisters, and the Benedictine Health Center. Lake Superior College offers more than 70 majors to its 8,500 students and operates an Aircraft Rescue and Fire Fighting Center and a Computer Flex Lab. Business and medical training and college-level general education is available at Duluth Business University. Fond du Lac Tribal and Community College in Cloquet is a joint effort between the Fond du Lac Reservation and the state of Minnesota.

Libraries and Research Centers

The Duluth Public Library houses more than 618,000 volumes, magazines, maps, charts, video and audio recordings, and framed prints; special collections relate to Duluth, the Great Lakes region, and Minnesota. The library, a depository for federal documents, operates two branches. In 2006 the library had circulation numbers amounting to 969,972. The University of Minnesota–

Duluth and the College of St. Scholastica maintain substantial campus libraries. Duluth is home to the Saint Louis County Law Library, the Environmental Protection Agency library, the Karpeles Manuscript Library, and the Northeast Minnesota Historical Center Archives, in addition to the libraries of health service and religious organizations.

The Natural Resources Research Institute, affiliated with UMD and staffed by scientists, engineers, and business consultants, conducts research and development projects on subjects such as forest products and the environment.

Public Library Information: Duluth Public Library, 520 W. Superior St., Duluth, MN 55802; telephone (218)723-3800

■ **Health Care**

Duluth is a regional health care center for the northern sections of Minnesota, Wisconsin, and Michigan and for northwestern Ontario, Canada. The St. Mary’s/Duluth Clinic (SMDC) Health System is comprised of Duluth Clinic, St. Mary’s Medical Center, St. Mary’s Hospital of Superior, Miller-Dwan Medical Center, Polinsky Rehabilitation Center, Pine Medical Center, and Duluth Children’s Hospital.

St. Mary’s Medical Center offers 24-hour emergency treatment and maintains a Level II trauma center in addition to outpatient services, home care, and community education programs. It also operates the Regional Heart Center and Regional Neuroscience Center, which provides cardiac surgery, cancer care, orthopedic surgery, intensive care, and Level III prenatal care. It has 580 physicians, dentists and podiatrists on staff.

Miller-Dwan administers the largest mental health program in the region and operates a burn clinic along with hemodialysis, medical rehabilitation, rheumatic disease, and radiation therapy units. The Duluth Clinic boasts one of just fifty community clinical oncology programs in the nation and was ranked one of the “Top One Hundred Orthopedic Hospitals” by Solucient in 2006. Polinsky Medical Rehabilitation Center treats adults and children with disabilities. Duluth Children’s Hospital is home to over thirty pediatric specialty physicians.

St. Luke’s Hospital, which was the first hospital in Duluth, has been federally designated as a Level II Regional Trauma Center; it houses the Regional Vascular Institute, Poison Control Center, and Mental Health Services and has 393 physicians on its staff. A full range of general services is supplemented by such specialties as psychiatry, oncology, physical medicine, hospice care, high cholesterol treatment, occupational health services, lithotripsy, and magnetic resonance imaging. The hospital had 12,438 admissions in 2006.

■ Recreation

Sightseeing

The St. Louis County Heritage and Arts Center is housed in the 1892 Union Depot, a renovated railroad depot with four levels of history and arts exhibits. On display are antique doll and toy collections, a Victorian parlor, Indian crafts, and Depot Square, a recreation of 1910 Duluth that contains 24 old-time stores, a silent movie theater, and an ice-cream parlor. The old immigration room that once processed newcomers to the United States is preserved in its original condition. Railroad cars and locomotives, including the first locomotive in Minnesota and one of the largest steam locomotives ever built, are on exhibit.

The Canal Park Marine Museum houses exhibits on the history of Lake Superior Shipping, while the Lake Superior Museum of Transportation maintains one of the nation's finest collections of historical railroad equipment. At the Lake Superior Zoo, animals from around the world can be viewed in facilities that include a nocturnal house and a children's zoo. Located on the shore of Lake Superior, Glensheen is a Jacobean-style mansion featuring original furnishings and a collection of carriages and sleighs.

The Skyline Parkway, a 30-mile boulevard above Duluth, provides a dramatic view of the city, the harbor, and Lake Superior. Lake Shore Drive parallels Lake Superior from Duluth to Thunder Bay and is considered one of the most scenic coastal highways in the nation. The Aerial Lift Bridge, which connects Minnesota Point with the mainland and spans Duluth harbor, is one of Duluth's most popular tourist attractions. The present bridge, built in 1930, is the world's largest and fastest lift bridge.

Arts and Culture

The Depot houses eight of Duluth's major arts and cultural institutions. The Duluth Art Institute sponsors major exhibitions in addition to its instructional programs. Rooted in classical ballet with contemporary dance influences, Minnesota Ballet stages three major performance series annually. The Duluth Playhouse, founded in 1914 and one of the nation's oldest community theaters, produces a variety of theatrical presentations. Organized in 1932, the Duluth-Superior Symphony Orchestra presents seven concerts each season, as well as three Pops performances and an annual holiday concert. The Matinee Musicale, Duluth's oldest cultural organization, promotes promising young musicians. The Tweed Museum of Art at the University of Minnesota–Duluth presents historical and contemporary exhibitions in a number of local galleries and is home to the Sax Sculpture Conservatory.

Festivals and Holidays

The summer season in Duluth features Grandma's Marathon, a run along Lake Superior, and the Park Point Art Fair in June, the Fourth Fest in July, and Bayfront Blues

Festival in August. The Festival of Cultures presents music, ethnic foods, and dance at Leif Erikson Park in August.

Sports for the Spectator

The University of Minnesota–Duluth competes nationally in Division I hockey, playing 20 home games at the Duluth Entertainment Convention Center (DECC). The Beargrease Sled Dog Marathon, the premier dog race of the lower 48 states, is a 400-mile wilderness race held every winter. The race's route, from Duluth to Grand Portage and back, includes 14 checkpoints along Lake Superior's North Shore. The Duluth Yacht Club sailboat races from Duluth and Port Wing take place on Labor Day weekend.

Sports for the Participant

Spirit Mountain Recreation Area offers downhill skiing, cross-country trails, tennis, camping, and hiking. Duluth maintains, on 11,862 acres of land, 129 municipal parks and playgrounds, two 27-hole golf courses, 41 tennis courts, 20 baseball and softball fields, and 22 community recreation centers. Athletic leagues are available for softball, basketball, no-check hockey, volleyball, touch football, broomball, and bocce. In addition 45 miles of snowmobile trails, 7 hiking trails, and 44 kilometers of groomed cross-country ski trails are maintained by the city. Residents and visitors can compete in Grandma's Marathon, which is run along the North Shore the third weekend in June. The Fond-Du-Luth Gaming Casino, located in downtown Duluth, is another popular attraction.

Shopping and Dining

The development of Duluth's historic waterfront downtown and the conversion of a local brewery into a hotel, restaurant, and shopping complex on the shore of Lake Superior have modernized Duluth's shopping milieu. The Skywalk system, which covers most of the downtown area, offers protected access to area shops and restaurants. Duluth restaurants offer freshwater fish from Lake Superior. Ethnic cuisine consists principally of Greek, Italian, and Chinese dishes. There are more than fifty restaurants in the city.

Visitor Information: Duluth Convention and Visitors Bureau, 21 W. Superior St., Ste. 100, Duluth, MN 55802; telephone (218)722-4011; toll-free (800)4-DULUTH; email cvb@visitduluth.com

■ Convention Facilities

The Duluth Entertainment Convention Center is the principal site for conventions and a wide range of other functions. Attracting more than one million visitors each

year, the complex houses 200,000 square feet of meeting and exhibit space along with an 8,000-seat arena and a 2,400-seat auditorium. The facility includes a 26,000-square-foot ballroom and 15 meeting rooms. Numerous hotels and motels, several of them with meeting facilities, provide more than 4,200 rooms for lodging in the Duluth area.

Convention Information: Duluth Convention and Visitors Bureau, 21 W. Superior St., Ste. 100, Duluth, MN 55802; telephone (218)722-4011; toll-free (800)4-DULUTH; email cvb@visitduluth.com

■ Transportation

Approaching the City

The Duluth International Airport, located six miles from downtown, is the destination for most air traffic into the city. There are three commercial airlines flying out of the airport: Northwest, Mesaba and Pinnacle Airlines.

Duluth is the terminus point for Interstate 35, which extends from the United States-Mexico border into northern Minnesota; federal highways providing easy access into the city include U.S. 53, 61, and 2. State routes running through Duluth are 23, 39, and 194.

Traveling in the City

Duluth Transit Authority (DTA) provides public bus transportation throughout the metropolitan area. The DTA operates 41 buses during peak hours on 27 routes. Among the DTA's special services are A Special Transit Ride (STRIDE) for handicapped passengers and carpool and rideshare programs. The DTA operates the Port Town Trolley, a downtown circulator, during the summer months. Visitors may also explore the city on horse-drawn carriages or via the Canal Park waterfront tram.

■ Communications

Newspapers and Magazines

Duluth's major daily newspaper is the morning *Duluth News-Tribune*. Several suburban newspapers and shopping guides circulate weekly. *Labor World*, a labor newspaper established in 1895, appears biweekly on Wednesdays. *The Duluthian*, a bimonthly, is published by the Chamber of Commerce with a business and community orientation. *Lake Superior Magazine*, also

published bimonthly, features articles and photography about the region. A number of special-interest magazines are published in the city on such subjects as mining and mineral processing, the restaurant industry, and the dental profession.

Television and Radio

More than a dozen television stations, representing the major networks and PBS, broadcast in Duluth, which also receives programming from Hibbing; cable programming is available by subscription. Some 30 AM and FM radio stations offer a variety of formats, including classical, contemporary, and country music, religious programming, news, and public interest features.

Media Information: *Duluth News-Tribune*, 424 W. 1st St., Duluth, MN 55802; telephone (218)723-5313. *The Duluthian*, Duluth Area Chamber of Commerce, 5 W. 1st St., Ste. 101, Duluth, MN 55802; telephone (218)722-5501

Duluth Online

- City of Duluth home page. Available www.ci.duluth.mn.us
- Duluth Area Chamber of Commerce. Available www.duluthchamber.com
- Duluth Convention & Visitors Bureau. Available www.visitduluth.com
- Duluth Entertainment Convention Center. Available www.duluthconventioncenter.com www.decc.org
- Duluth News-Tribune*. Available www.duluthsuperior.com
- Duluth Public Library. Available www.duluth.lib.mn.us
- Duluth Public Schools. Available www.duluth.k12.mn.us
- Minnesota Historical Society. Available www.mnhs.org

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Minneapolis

■ The City in Brief

Founded: 1849 (incorporated 1866)

Head Official: Mayor R. T. Rybak (D) (since 2002)

City Population

1980: 370,951

1990: 368,383

2000: 382,618

2006 estimate: 372,833

Percent change, 1990–2000: 3.9%

U.S. rank in 1980: 34th

U.S. rank in 1990: 42nd

U.S. rank in 2000: 45th

Metropolitan Area Population

1980: 2,137,133

1990: 2,538,776

2000: 2,968,806

2006 estimate: 3,175,041

Percent change, 1990–2000: 16.9%

U.S. rank in 1980: 17th

U.S. rank in 1990: 16th

U.S. rank in 2000: Not available

Area: 54.9 square miles (2000)

Elevation: Ranges from 687 feet to 1,060 feet above sea level

Average Annual Temperatures: January, 13.1° F; July, 73.2° F; annual average, 45.4° F

Average Annual Precipitation: 29.41 inches of rain; 49.9 inches of snow

Major Economic Sectors: Services, trade, manufacturing, government

Unemployment Rate: 4.4% (June 2007)

Per Capita Income: \$26,886 (2005)

2005 FBI Crime Index Property: 22,417

2005 FBI Crime Index Violent: 5,472

Major Colleges and Universities: University of Minnesota–Twin Cities; University of St. Thomas–Minneapolis

Daily Newspaper: *Star Tribune*

■ Introduction

The largest city in Minnesota, Minneapolis is the seat of Hennepin County and the sister city of Saint Paul, with which it forms the 15-county Minneapolis-Saint Paul metropolitan statistical area. Strategically located on the navigable head of the Mississippi River, Minneapolis traces its history to the early exploration of the Northwest Territory. The city encompasses within its boundaries 16 lakes (said to have been formed by Paul Bunyan's footprints) and is noted for its natural beauty and parklands. First a milling and lumbering center, Minneapolis today has one of the largest concentrations of high-technology firms in the nation. The combined cities of Minneapolis and Saint Paul are highly rated for their livability and rank among the country's best places for growing a business.

■ Geography and Climate

Minneapolis is part of a 15-county metropolitan statistical area. Minneapolis, which shares geographic and climatic characteristics with Saint Paul, is situated at the point where the Minnesota River joins the Mississippi River on flat or gently rolling terrain. Sixteen lakes are located within the city limits. Most of the lakes are small and shallow, covered by ice in the winter. The city's climate is continental, with large seasonal temperature variations

and a favorable growing season of 166 days. Severe weather conditions, such as blizzards, freezing rain, tornadoes, and wind and hail storms are fairly common; winter recreational weather is excellent, however, because of the dry snow, which reaches average depths of 6 to 10 inches.

Area: 54.9 square miles (2000)

Elevation: Ranges from 687 feet to 1,060 feet above sea level

Average Temperatures: January, 13.1° F; July, 73.2° F; annual average, 45.4° F

Average Annual Precipitation: 29.41 inches of rain; 49.9 inches of snow

■ History

Falls Provide Townsite and Waterpower

The area where Minneapolis is now located was farmed and hunted by the Sioux tribe before the arrival of Father Louis Hennepin, a French Franciscan missionary who explored the Mississippi River in 1680. Father Hennepin discovered the future site of Minneapolis at a waterfall on the navigable head of the Mississippi River; the falls, which he named after St. Anthony, have since played a crucial role in the city's development. Permanent settlement came in 1820, when Federal troops under the command of Colonel Josiah Snelling built Fort St. Anthony on a bluff overlooking the confluence of the Minnesota and Mississippi rivers. Renamed Fort Snelling in 1825, it safeguarded fur traders from the warring Sioux and Chippewa and served as a trading center and outpost to the Upper Midwest.

The St. Anthony Falls provided the source of power for lumber and flour milling, the two industries that fueled the city's rapid growth. Soldiers built the first flour mill in 1823, and the first commercial sawmill was in operation in 1841. Attracting settlers from New England, particularly lumbermen from Maine, the rich land was ready for settlement. A geographical fault discovered at the falls in 1869 nearly led to economic disaster and the demise of these industries, but an apron built with federal funding secured the source of waterpower and helped the city to grow in wealth and prosperity.

In 1849 the village of All Saints was founded on the west side of the falls and nine years later settlers who squatted on U.S. military reservation land were awarded land rights. Also, in 1855, the village of St. Anthony on the east side of the falls was incorporated. In 1856 the name of All Saints was changed to Minneapolis, which was derived from the Sioux "minne" for water and the Greek "polis" for city. St. Anthony was chartered as a city in 1860 and Minneapolis six years later. Then in 1872 the

two cities become one, spanning both sides of the Mississippi River, with the name of the larger being retained.

Flour, Lumber Industries Attract New Residents

Immigrants from Northern Europe, particularly Sweden but also Norway, Denmark, and Finland, flocked to Minneapolis to work in the new industries. A shoemaker named Nils Nyberg is credited as being the first Swede to settle, having arrived in St. Anthony in 1851. The wave of Scandinavian immigration after the Civil War was felt in every aspect of life in Minneapolis.

In one short generation Minneapolis emerged as a great American city. The original New England settlers platted the streets to reflect order and prosperity, with the boulevards lined with oak and elm trees. The Mississippi River divided the city and served as the focal point of the street grid. The city's rapid population growth and booming economy were attributable in part to the perfection of the Purifer, a flour-sifting device, that made possible the production of high-quality flour from inexpensive spring wheat and led to the construction of large flour mills.

A mill explosion in 1878 that destroyed half the flour mill district prompted residents to research methods to reduce mill dust. Minnesota emerged as the world's leading flour-milling center by 1882. Steam-powered machinery propelled the lumber industry, and during the period from 1899 to 1905, Minneapolis was the world's foremost producer of lumber. Production was so high that logs actually jammed the river from the timberlands of the north in 1899. Minneapolis became a rail transportation center during this period, further contributing to economic prosperity.

Progressive Programs Revitalize City

The lumber industry in Minneapolis declined once the great forest lands of the north were exhausted, and the large milling companies were forced to relocate some of their plants in other cities to combat the high cost of transportation, which further hurt the economy. After World War II Minneapolis rebounded and became a national leader in the manufacture of computers, electronics equipment, and farm machinery. It established a reputation as a progressive city, undertaking an ambitious urban development project that improved the downtown core and revitalized the economic base. The innovative Nicollet Mall, with a skywalk system, was one of the first of its kind in a major city. Minneapolis and its twin city, Saint Paul, emerged to form one of the nation's fastest-growing metropolitan areas in the 1960s and 1970s. By the end of the century, the area continued its growth, ranking as the eighth fastest growing area in the country.

Minneapolis embraces continued growth and beautification in the twenty-first century. Leveraging its early roots in the flour milling and lumber industries the city



Image copyright Jim Parkin, 2007. Used under license from Shutterstock.com.

has become the home of such major corporations as General Mills, International MultiFoods, and Anderson Windows, while also attracting growth in the technology and healthcare services fields. Development of sporting venues and cleanup of the brownfields add to the appeal of living in the Twin Cities area; Minneapolis's successful transformation has inspired other cities to find solutions to the problems of urban decay.

Historical Information: Hennepin History Museum Library, 2303 Third Avenue South, Minneapolis, MN 55404; telephone (612)870-1329. Minnesota Historical Society, 345 Kellogg Blvd. West, Saint Paul, MN 55102-1906; telephone (651)296-6126

■ Population Profile

Metropolitan Area Residents

1980: 2,137,133
 1990: 2,538,776
 2000: 2,968,806
 2006 estimate: 3,175,041
 Percent change, 1990–2000: 16.9%
 U.S. rank in 1980: 17th

U.S. rank in 1990: 16th

U.S. rank in 2000: Not available

City Residents

1980: 370,951
 1990: 368,383
 2000: 382,618
 2006 estimate: 372,833
 Percent change, 1990–2000: 3.9%
 U.S. rank in 1980: 34th
 U.S. rank in 1990: 42nd
 U.S. rank in 2000: 45th

Density: 6,970.3 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 228,305
 Black: 58,260
 American Indian and Alaska Native: 4,510
 Asian: 20,306
 Native Hawaiian and Pacific Islander: 196
 Hispanic or Latino (may be of any race): 37,017
 Other: 28,122

Percent of residents born in state: 52% (2000)

Age characteristics (2005)

Population under 5 years old: 27,659
Population 5 to 9 years old: 22,072
Population 10 to 14 years old: 15,723
Population 15 to 19 years old: 20,275
Population 20 to 24 years old: 35,079
Population 25 to 34 years old: 74,208
Population 35 to 44 years old: 54,312
Population 45 to 54 years old: 45,425
Population 55 to 59 years old: 17,317
Population 60 to 64 years old: 11,514
Population 65 to 74 years old: 13,010
Population 75 to 84 years old: 9,906
Population 85 years and older: 3,760
Median age: 32.1 years

Births (2006, MSA)

Total number: 45,553

Deaths (2006, MSA)

Total number: 19,278

Money income (2005)

Per capita income: \$26,886
Median household income: \$41,829
Total households: 156,970

Number of households with income of . . .

less than \$10,000: 17,744
\$10,000 to \$14,999: 11,072
\$15,000 to \$24,999: 20,910
\$25,000 to \$34,999: 16,629
\$35,000 to \$49,999: 23,548
\$50,000 to \$74,999: 28,972
\$75,000 to \$99,999: 15,301
\$100,000 to \$149,999: 13,808
\$150,000 to \$199,999: 5,489
\$200,000 or more: 3,497

Percent of families below poverty level: 8.3% (2005)

2005 FBI Crime Index Property: 22,417

2005 FBI Crime Index Violent: 5,472

■ Municipal Government

Minneapolis, the seat of Hennepin County, is governed by a mayor and a 13-member council, all of whom are elected to four-year terms. The mayor, who is not a member of the council, shares equally-distributed powers with council members.

Head Official: Mayor R.T. Rybak (D) (since 2002; current term expires January 2010)

Total Number of City Employees: approximately 7,000 (2007)

City Information: City Hall, 350 South Fifth Street, Minneapolis, MN 55415; telephone (612)673-3000

■ Economy

Major Industries and Commercial Activity

Manufacturing is the primary industry in Minneapolis's diversified economic base. Principal manufacturing areas are electronics, milling, machinery, medical products, food processing, and graphic arts. Nineteen of the *Fortune* 500 largest U.S. corporations are headquartered in the Twin Cities, which is among the largest commercial centers between Chicago and the West Coast. The area is home to several of the world's largest private companies, and in 2004 had the fourteenth-largest Gross Metro Product in the nation.

Also integral to the local economy are high-technology industries. With the University of Minnesota and other colleges and technical schools providing applied research and well-trained scientists and engineers, one of the largest concentrations of high-technology firms in the nation—more than 1,300—developed in metropolitan Minneapolis-Saint Paul. In 2005, Minneapolis was ranked the top U.S. city for technology by *Popular Science* magazine.

The headquarters of the Ninth Federal Reserve District Bank is located in the city. Local banks, savings and loan companies, venture capital concerns, and insurance companies play a major role in the economic development of the region.

Items and goods produced: electronics, food and dairy products, super computers, structural steel, thermostatic controls, conveyor systems, medical electronics equipment, farm machinery, ball bearings, tools, construction machinery, boilers, tanks, burglar alarms, underwear and hosiery, packaging, garden tools, lawn mowers, sprinklers

Incentive Programs—New and Existing Companies

The Twin Cities area offers a variety of programs for new and expanding businesses.

Local programs: The Minneapolis Community Development Agency (MCDA), the development arm of the City of Minneapolis, provides a host of affordable financing packages and site-search assistance for businesses expanding in or relocating to Minneapolis. As an authorized agent for the federal Small Business Administration, the MCDA can combine federal small business financing with Minneapolis' own unique finance tools to help companies grow. MCDA business experts help businesses

realize their goals from preliminary negotiations to closing. BusinessLink is a one-stop business service center located at the MCDA.

State programs: The Tax Increment Financing Program, a state authorized financing mechanism, is offered to assist basic businesses in financing their local expansion or relocation. Funds may be used to purchase land and make public improvements that support business development projects. Minnesota also offers programs to provide a mechanism for businesses to sell bonds at tax-exempt interest rates, allowing firms to receive long-term, low interest financing for fixed assets.

Job training programs: The Minneapolis Employment and Training Program (METP), a service of the City of Minneapolis, offers a variety of training and job placement services for youth, adult, and mature workers as well as dislocated and welfare workers.

Development Projects

Fueling the local economy is the redevelopment of downtown Minneapolis. Since the expansion of the now-famous Nicollet Mall in the 1980s and the initiation of the innovative skyway system, billions of dollars have been invested in construction projects. The Franklin-Portland Gateway is a phased multi-use development in an economically troubled urban area; the first phase was completed in April 2004 and included rental and ownership residential units as well as the four-story community and education Children's Village Center. Phase II was completed in 2006, with 41 mixed-income housing units. Phase III began construction in 2007, and Phase IV was slated to begin construction in 2008. Both phases call for more mixed-income housing development.

Economic expansion and construction activity have placed a strain on the city's transportation infrastructure; to address that issue, more than \$1 billion in road improvement projects will take place over several years. The Hiawatha Light Rail opened to travelers in 2004; future expansion will make it into a 13-mile line that will connect downtown Minneapolis with Minneapolis-Saint Paul International Airport and the Mall of America in Bloomington. Planning is complete for a regional rail route, the Northstar Corridor, which will connect St. Cloud with Minneapolis using an existing 40-mile freight corridor. The \$265-million project is projected to be in service in late 2008. By 2020 the city hopes to develop six bus and train "transitways" in heavily-trafficked regions.

In summer 2007 tragedy struck Minneapolis when the Interstate 35 bridge collapsed over the Mississippi River; by November work was underway on the massive rebuilding project and was expected to be complete by 2008.

In 2007 a new stadium for the Minnesota Twins was in the early construction stage in downtown Minneapolis on the site of a former parking lot; the final design is an

outdoor stadium with 40,000 seats and was expected to cost around \$390 million by its completion in 2010. In 2006 work was completed on the new Central Library, which has 353,000 square feet, a 18,560-square-foot "green" roof planted with ground cover, and 140,000 square feet of underground parking. The total cost of the project was around \$110 million.

Economic Development Information: Minneapolis Regional Chamber of Commerce, Young Quinlan Building, 81 South Ninth Street, Suite 200, Minneapolis, MN 55402; telephone (612)370-9100; fax (612)370-9195; email info@minneapolischamber.org.

Commercial Shipping

An important factor in the Minneapolis economy is the Minneapolis-Saint Paul International Airport, which is served by 17 cargo carriers and air-freight forwarders. The Twin Cities area is also linked with major United States and Canadian markets via a network of four railroad companies.

Considered one of the largest trucking centers in the nation, Minneapolis-Saint Paul is served by approximately 150 motor freight companies that provide overnight and four- to five-day delivery in the Midwest and major markets in the continental United States. Vital to the Twin Cities' role as a primary transportation hub is the port of Minneapolis, which, together with the port of Saint Paul, processes annually more than 11 million tons of cargo to and from domestic and foreign markets.

Labor Force and Employment Outlook

The Twin Cities boasts an educated work force; approximately a quarter of people 25 years old or older have four or more years of college. Unemployment in the Twin Cities remained low in the early 2000s, but by 2007 it had caught up with national averages. Companies are expanding rapidly, and there is considerable competition for skilled workers, especially in the areas of healthcare and technical positions, social services, personal care, construction, and computer professions.

The suburban Mall of America, one of the most popular tourist destinations in the United States, has a significant economic impact. The Twin Cities' economy is keeping pace with and in some cases surging ahead of the national economy. Some of the leading industries are medical instrument and supplies manufacturing, printing and publishing, transportation equipment, computer and data processing services, finance, and engineering and management services. In 2005, BestJobsUSA.com selected Minneapolis as one of the "Top 20 Best Places to Live & Work in America."

In September 2007 the unemployment rate in the Minneapolis-St. Paul-Bloomington metropolitan statistical area stood at 4.7 percent, on the rise but still slightly lower than ten year highs above five percent in 2004.

Between 1997 and 2007 the area labor force rose from 1,645,537 to 1,858,316.

The following is a summary of data regarding the Minneapolis-St. Paul-Bloomington MN-WI metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,788,000

Number of workers employed in . . .

- construction and mining: 83,400
- manufacturing: 204,700
- trade, transportation and utilities: 340,900
- information: 40,900
- financial activities: 143,100
- professional and business services: 259,800
- educational and health services: 235,700
- leisure and hospitality: 161,600
- other services: 76,200
- government: 241,700

Average hourly earnings of production workers employed in manufacturing: \$18.31

Unemployment rate: 4.4% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
University of Minnesota	25,000
Fairview University Medical Center	8,000
Target Corp.	7,848
Methodist Hospital	7,000
Wells Fargo	6,398
Ameriprise Financial	5,500
UPS	5,400
Fairview Southdale Hospital Services	5,000
Regions Hospital	5,000

Cost of Living

The Twin Cities region has one of the lowest costs of living among the 25 largest cities in the United States. The median home sale price in 2007 was \$203,000 according to the real estate web site Homescape; the U.S. Census Bureau reported the average home sale price in 2000 as \$170,722.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 5.35% to 7.85%

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: 0.5%

Property tax rate: \$118.42 per \$1,000 assessed value (2005)

Economic Information: Minneapolis Regional Chamber of Commerce, Young Quinlan Building, 81 South Ninth Street, Suite 200, Minneapolis, MN 55402; telephone (612)370-9100

Education and Research

Elementary and Secondary Schools

The Minneapolis Public Schools district, the largest school district in Minnesota, provides students with a truly international education that will prepare them for life in a global community. Students in the districts who are currently learning English also speak one of 90 other languages in their homes. Families may choose from 19 contract alternative schools and five charter schools. Ninety-eight percent of incoming kindergarten families receive their first choice. The district introduced all-day kindergarten in 2001 and was the first district in the state to do so. Since the mid-nineties, a \$608-million investment in school renovation and construction has resulted in 16 new schools.

While many districts are cutting funding for arts programs, 35 Minneapolis Public Schools received a \$10 million Annenberg Challenge Grant to integrate the arts throughout the curriculum, a strategy that has been shown to improve academic achievement. Elementary school students benefited from a \$650,000 grant from the Medtronic Foundation to revitalize the kindergarten through fifth grade science program. Nearly \$10 million from the Walling family makes college scholarships available for Minneapolis Public School seniors to further their education. Other special programs include Achieve! Minneapolis, Girls in Engineering, Mathematics & Science, and the Arts for Academic Achievement.

The following is a summary of data regarding the Minneapolis Public Schools as of the 2005–2006 school year.

Total enrollment: 36,370

Number of facilities

- elementary schools: 45
- junior high/middle schools: 7
- senior high schools: 7
- other: 40

Student/teacher ratio: 17.7:1

Teacher salaries (2005–06)

- elementary median: \$46,260

junior high/middle median: \$45,470
secondary median: \$46,410

Funding per pupil: \$11,558

Hennepin County is served by more than forty private schools offering alternative educational curricula.

Public Schools Information: Minneapolis Public Schools, 807 Northeast Broadway, Minneapolis, MN 55413-2398; telephone (612)668-0000.

Colleges and Universities

The University of Minnesota—Twin Cities, a state institution with an enrollment of 28,645 in fall 2006, is located in Minneapolis. The university ranks among the nation's top ten public research universities; in the 2008 edition of the *U.S. News and World Report* college rankings, UMTC was ranked 71st among national universities. Five degree levels—baccalaureate, first-professional, master's, intermediate, and doctorate—are available in 250 fields in the University of Minnesota system, including architecture, medicine, engineering, journalism, management, teacher education, public health, and music. Former students and faculty members have been awarded 12 Nobel Prizes in physics, medicine, chemistry, economics, and peace.

Augsburg College and North Central University, private religious institutions, award associate's, baccalaureate, and master's degrees. Augsburg, which is Lutheran, offers master's degree programs in business, education, leadership, nursing, physician assistant studies, and social work. North Central has an enrollment of about 1,200 students. The Minneapolis College of Art and Design offers four-year programs in fine and applied arts. Community and technical colleges in the metropolitan area include Minneapolis Community and Technical College, and Hennepin Technical College.

Libraries and Research Centers

The Minneapolis Public Library operates a central library and 14 branches. The central library has the largest collection of any public library in Minnesota. In 2000 a \$140-million referendum was passed for the building of a new central library and improvements to all 14 branches over a 10- or 11-year period. The new central library, which opened in 2006, totals 353,000 square feet, and has a 18,560-square-foot "green" roof planted with ground cover and 140,000 square feet of underground parking. The central library boasts the third largest per capita public library collection of any major city in America. Its collection has more than 3 million items, and nearly all of its holdings are accessible in the new building. In 2007 there was a measure under consideration that would merge the Minneapolis Public Library with the suburban Hennepin County Library system.

The University of Minnesota Libraries—Twin Cities, also located in Minneapolis, have total holdings of more than 6 million volumes in major academic departments. Special collections include literature on ballooning, the Hess Dime Novel Collection, the Charles Babbage Institute, and the Performing Arts Archives, which were undergoing a major digitization project in 2007. The library is a depository for federal and state documents. The Immigration History Research Center at the university houses one of the nation's most comprehensive collections of the immigrant past.

More than 70 special libraries and research centers serve the city. Most are affiliated with state and county government agencies, businesses and corporations, hospitals, churches and synagogues, and arts organizations.

Public Library Information: Minneapolis Public Library, 300 Nicollet Mall, Minneapolis, MN 55401; telephone (612)630-6000

■ **Health Care**

A vital force in the Minneapolis medical community is the University of Minnesota Medical Center, Fairview, where the first open heart surgery was performed in 1954. The hospital is also known as a leading organ transplant center. In the 2008 *U.S. News and World Report* list of "America's Best Hospitals," the U of M Medical Center ranked among the top 50 hospitals in the country in nine medical specialties, including digestive disorders, endocrinology, and kidney diseases. Among the other major hospitals in Minneapolis are the University of Minnesota Children's Hospital, which operates six affiliated clinics, Shriner's Hospital, the Veteran's Administration Medical Center, the Hennepin County Medical Center (with 422 beds and ranked in the 2007 *U.S. News and World Report* list for its kidney care), and the Sister Kenny Rehabilitation Institute. The Mayo Clinic is located 75 miles southeast of Minneapolis, in Rochester.

■ **Recreation**

Sightseeing

Sightseeing in Minneapolis might begin with the Chain of Lakes—Lake of the Isles, Lake Calhoun, and Lake Harriet—just a few miles west of downtown; in all, 16 lakes are located within the city limits and more than 1,000 are in close proximity. Minnehaha Falls, the point at which Minnehaha Creek plunges into the Mississippi River, was made famous by Henry Wadsworth Longfellow in his poem *The Song of Hiawatha*. A life-size statue of Hiawatha holding his wife Minnehaha is located on an island just above the falls.

For those with an interest in Minneapolis's historical roots, the American Swedish Institute maintains a turn-of-the-century 33-room mansion that displays Swedish immigrant artifacts as well as traveling exhibits. The Ard Godfrey House, built in 1849 and the oldest existing frame house in the city, features authentic period furnishings. Minneapolis's early history and development are captured at the Hennepin History Museum.

Fort Snelling, a historic landmark dating from 1820 overlooking Fort Snelling State Park, has been restored to its frontier-era appearance and is open six months a year. At the Minnesota Zoo, seven trails lead to exhibits in natural settings. The Minneapolis Planetarium, with a 40-foot dome, projects over 2,000 stars. More than 1,000 acres cultivated with numerous varieties of trees, flowers, and shrubs make up the Minnesota Landscape Arboretum.

Arts and Culture

In both Minneapolis and Saint Paul, business and the arts go hand-in-hand. The Five Percent Club consists of local businesses and corporations that donate five percent of their pre-tax earnings to the arts, education, or human services. This investment results in such high-quality institutions as the Guthrie Theater, named for Sir Tyrone Guthrie, which ranks as one of the best regional and repertory theater companies in the United States. The Walker Art Center exhibits progressive modern art in an award-winning building designed by Edward Larrabee Barnes, which has been judged among the best art exhibition facilities in the world. The center, housing a permanent collection that represents major twentieth-century movements, also sponsors programs of music, dance, film, theater, and educational activities.

The Minnesota Orchestra, performing at Orchestra Hall on Nicollet Mall and at Ordway Music Theater in Saint Paul, presents a season of concerts that includes a great performers series, the weekender series, a pop series, and a summer festival. Family holiday concerts are performed at Christmas time. The Minnesota Opera performs traditional and new works at the Opera Center in Minneapolis. Touring Broadway musicals and musical stars perform at the restored Orpheum Theater. The Children's Theater Company offers a world-class theater education program for young people. International theater professionals work with student actors and technicians to present productions of the highest quality.

The Minneapolis Sculpture Garden, adjacent to the Walker Art Center, was designed by landscape architect Peter Rothschild; it consists of four symmetrical square plazas that display more than 55 works by Henry Moore, George Segal, and Deborah Butterfield, among others. The Minneapolis Institute of Arts showcases world art in a collection of more than 100,000 objects from every period and culture.

Festivals and Holidays

Minneapolis celebrates March with a St. Patrick's Day Parade and a Spring Flower Show. The Minneapolis Aquatennial, established in 1940, is a 10-day extravaganza held in late July with a special theme each year; the Aquatennial Association programs over 250 free events that focus on the city's proximity to water. Many Minneapolis festivals honor the city's Scandinavian heritage. Other festivals celebrate ethnic cultures with music, dance, food, arts, and crafts. Uptown Art Fair, one of the largest such events in the country, is held on a weekend in early August.

Sports for the Spectator

The Hubert H. Humphrey Metrodome is home to two of the city's major sports franchises: the Minnesota Twins of the western division of baseball's American League and the Minnesota Vikings of the central division of the National Football League play their home games in this domed stadium, conveniently located downtown. In 2007 work was underway on a new Twins Ballpark. The National Basketball Association's Timberwolves play at the Target Center. The Women's National Basketball Association team, the Minnesota Lynx, came to the Twin Cities in 2000. Sports fans can also attend major and minor sporting events at the University of Minnesota-Twin Cities, which fields Big Ten teams like the Gophers, who play to sellout crowds.

Sports for the Participant

Minneapolis is one of the country's most naturally beautiful cities, enhanced by over 6,400 acres of city parks, with 17 lakes and ponds, 49 recreation centers, two water parks, 396 sports fields, 181 tennis courts, and six skate parks. The abundance of easily accessible water makes possible a full range of water sports and activities in both summer and winter. Four thousand acres of city park land are available for swimming, canoeing, sailing, windsurfing, waterskiing, roller-skating, and biking along with playing softball, tennis, and golf. About 136,900 acres of land are set aside in the Twin Cities region for parks, trails, and wildlife management areas. Winter sports include skating, skiing, snowshoeing, and ice fishing. The city was named the "Most Athletic City" by *Men's Fitness Magazine* in 2005.

Shopping and Dining

Minneapolis is the originator on a grand scale of the "second floor city" concept, integrating essentially two downtowns—a sidewalk-level traditional downtown and a second city joined by an elaborate skywalk system. Nicollet Mall, completed in 1967, redefined the urban downtown and eliminated the element of weather as a deterrent to the shopper. This all-weather skywalk system connects an indoor shopping center whose four

major department stores and hundreds of specialty shops cover over 30 city blocks. Shopping activity is also a part of the City Center mall, which underwent renovations in 2005. St. Anthony Main, along the historic Mississippi riverfront, consists of old warehouses and office buildings converted to a shopping center. Suburban Bloomington is home to the largest mall in North America, the Mall of America.

Elegant dining is possible at The 510 Restaurant, Goodfellow's, and Rosewood Room, named by *Food and Wine* magazine as Distinguished Restaurants of North America. Dinner cruises on the Mississippi River are offered during the summer.

Visitor Information: The Greater Minneapolis Convention & Visitors Center, 250 Marquette South, Ste. 1300, Minneapolis, MN 55402; telephone (612) 767-8000

■ Convention Facilities

The primary meeting and convention site in Minneapolis is the Minneapolis Convention Center, which opened in 1990 and underwent major renovations in 2002. The facility offers 480,000 square feet of trade show space, 87 conference meeting rooms, a 28,000-square-foot ballroom, and an auditorium. More than 5,000 guest rooms are located downtown, nearly 3,000 of which are connected to the Minneapolis Convention Center via the skyway system.

Convention Information: Minneapolis Convention Center, 1301 Second Ave. South, Minneapolis, MN 55403; telephone (612)335-6000

■ Transportation

Approaching the City

Located southeast of downtown Minneapolis, the Minneapolis-Saint Paul International Airport underwent a major expansion between 1996 and 2005. The resulting facility boasts 2.8 million square feet in its main terminal, with an additional 398,000 square feet in a secondary terminal. In 2004, Minneapolis-St. Paul International Airport was named Best Airport in the Americas and Best Domestic Airport by the International Air Transport Association and Airports Council International. Airlines serve 131 non-stop markets, and in 2006 there were 35,612,133 passengers served. Several reliever airports are also located in the metropolitan area. Amtrak runs a major east-west line from Chicago and the East into Saint Paul.

Two major interstate highways serve Minneapolis: I-94 (east-west) and I-35W (north-south). Two belt-line freeways, I-494 and I-694, facilitate travel around the

Twin-City suburbs. Seven federal and 13 state highways also link the city with points throughout the United States and Canada.

Traveling in the City

Minneapolis is laid out on a grid pattern, with streets south of Grant Street intersecting on a north-south axis and those north of Grant running diagonally northeast-southwest. Residents think of their hometown as made up of five major parts: North Side, South Side, Northeast, Southeast, and downtown, each with its own distinct character and attractions. The Minneapolis Skyway System connects major downtown public buildings and retail establishments with elevated, covered walkways. There are also smaller communities such as Uptown on the South Side and Dinkytown on the edge of the University of Minnesota's Minneapolis campus.

Serving Minneapolis, Saint Paul, and the surrounding suburbs is the Metropolitan Council Transit Operations (MCTO), the second-largest bus system in the United States. Additional bus service is provided by five private operators, including Gray Line, which conducts sightseeing tours, stopping at Nicollet Mall and at various hotels in Minneapolis and Saint Paul. The city is noted for efficiency of commuting time: the freeway system, moderate population density, and two central business districts contribute to high levels of mobility during peak and non-peak hours.

In 2004 the first route of the Hiawatha Light Rail Transit (LRT) was opened to the public; the light rail has 17 stations between downtown Minneapolis and the airport, as well as the Mall of America.

■ Communications

Newspapers and Magazines

The major daily newspaper in Minneapolis is the *Star Tribune*. Several neighborhood and suburban newspapers are distributed weekly in the city.

Mpls. St. Paul is a magazine focusing on metropolitan life in the Twin Cities. A popular publication with a national distribution is *The Utne Reader*. Other special interest magazines based in Minneapolis pertain to such subjects as religion, aviation, business, entertainment, hunting and conservation, minority issues, medicine, politics, and computers.

Television and Radio

Four television stations broadcast out of Minneapolis, as do two cable stations. Radio listeners can choose from nearly twenty AM and FM stations. Programming includes ethnic music, jazz, gospel, classical music, easy listening, and news and public affairs.

Media Information: *Star Tribune*, 425 Portland Avenue, Minneapolis, MN 55415; telephone (612)673-4000; toll-free (800)827-8742

Minneapolis Online

BusinessLink, Minneapolis Community Development Agency home page. Available www.mcda.net
City of Minneapolis home page. Available www.ci.minneapolis.mn.us
Greater Minneapolis Chamber of Commerce home page. Available www.minneapolischamber.org
Greater Minneapolis Convention and Visitors Association home page. Available www.minneapolis.org
Mall of America home page. Available www.mallofamerica.com

Minneapolis Public Library home page. Available www.mpls.lib.mn.us
Minneapolis Public Schools home page. Available www.mpls.k12.mn.us
Minnesota Historical Society home page. Available www.mnhs.org
Star Tribune home page. Available www.startribune.com

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Weiner, Jay, *Stadium Games: Fifty Years of Big League Greed and Bush League Boondoggles* (University of Minnesota Press, 2000)



Rochester

■ The City in Brief

Founded: 1854 (incorporated 1858)

Head Official: Mayor Ardele F. Brede (NP) (since 2003)

City Population

1980: 57,906

1990: 70,729

2000: 85,806

2006 estimate: 96,975

Percent change, 1990–2000: 12.9%

U.S. rank in 1980: 349th

U.S. rank in 1990: 319th (State rank: 5th)

U.S. rank in 2000: 329th (State rank: 3rd)

Metropolitan Area Population

1980: 92,006

1990: 106,470

2000: 124,277

2006 estimate: 179,573

Percent change, 1990–2000: 11.7%

U.S. rank in 1980: 292nd

U.S. rank in 1990: 238th

U.S. rank in 2000: 231st

Area: 39.61 square miles (2000)

Elevation: 1,320 feet above sea level

Average Annual Temperatures: January, 11.8° F; July, 70.1° F; annual average, 43.4° F

Average Annual Precipitation: 31.40 inches of rain; 48.9 inches of snow

Major Economic Sectors: Services, trade, manufacturing

Unemployment Rate: 3.9% (June 2007)

Per Capita Income: \$31,142 (2005)

2005 FBI Crime Index Property: 2,465

2005 FBI Crime Index Violent: 261

Major Colleges and Universities: Mayo Foundation, Minnesota Bible College, Rochester Community and Technical College, Saint Mary's University of Minnesota–Rochester, Winona State University–Rochester Center

Daily Newspaper: *Post-Bulletin*

■ Introduction

Rochester, the seat of Olmsted County, is known worldwide as the home of the famed Mayo Clinic. The city is the business and cultural hub for southeastern Minnesota, and its local health care facilities are among the finest in the world. Clean air, low crime, and a strong sense of community, as well as attractive offerings in the arts and recreational areas, contribute to the city's appeal as a place to settle. Rochester was rated one of the nation's 100 best cities in which to live in 2006 by *Money* magazine and snagged the top ranking in 2000 for the best small city. In its review, *Money* praised Rochester's good schools, high-tech job growth, easy commuting, and the Mayo Clinic.

■ Geography and Climate

Rochester is located 76 miles southeast of Minneapolis/Saint Paul, 41 miles north of the Iowa border, and 36 miles west of the Wisconsin border. The Zumbro River flows through the city, which is set on rolling farmland. There are also three creeks within the city limits.

Rochester enjoys a four-season climate. Spring is usually brief, and summer is pleasant and occasionally very hot, with approximately seven days exceeding 90 degrees. In July the relative humidity ranges between a

high of 90 percent and a low of 62 percent. Summer brings prevailing winds from the south and southwest, and the winds shift during the winter months to come from the northwest. Autumn offers beautiful sunny days. Winter is cold, with snowfall averaging 48.9 inches annually. Severe storms including blizzards, freezing rain, or tornadoes are not uncommon. There are occasional flash floods of the Zumbro River.

Area: 39.61 square miles (2000)

Elevation: 1,320 feet above sea level

Average Temperatures: January, 11.8° F; July, 70.1° F; annual average, 43.4° F

Average Annual Precipitation: 31.40 inches of rain; 48.9 inches of snow

■ History

Long before the coming of Europeans, members of the Chippewa and Sioux nations lived in the area of the Minnesota Territory. Rochester was founded in 1854 when a group of U.S. surveyors staked claims on the banks of the Zumbro River. George Head began a pioneer settlement there, and by 1888, the settlement, which Head named in honor of his hometown in New York, had grown to 1,500 people. Many of those drawn to the area came because of the fertile farmland. In 1863 William Worall Mayo, examining surgeon for the Union Army Enrollment Board, settled in the town and, along with his sons, founded a medical practice. The Mayo Medical Center, which started out in a five-story brick building, now occupies about 10 million square feet.

The coming of the east-west railroad in the 1880s, which provided an excellent distribution system for the local farmers' products, added to the growth of the community, and agriculture has continued to be an important part of the local economy. A terrible tornado struck the city in 1883, and doctors were forced to treat its many victims under inadequate, makeshift conditions. Mother Alfred Moes, founder of the Sisters of St. Francis, proposed the building and staffing of a hospital, in which W.W. Mayo would provide the care. In 1889 St. Mary's Hospital opened with 27 beds.

Beginning in 1892, new staff members were added to the Mayo Clinic team. Dr. Henry Plummer, from a nearby small town, joined the Mayos in 1892 and designed many group practice systems that are the basis for those used today. They include the use of a common medical record, X-rays, conveyors for moving records, a registration system, and one of the first telephone paging systems. In 1907 the first patient registration number was assigned.

As physicians from around the world came to observe how the Mayo Clinic was operated, the clinic in 1915 initiated one of the world's first graduate training programs for doctors, called the Mayo Graduate School of Medicine. In 1919 the Mayos turned over all their profits and established the nonprofit Mayo Properties Association. Both of the Mayo brothers died within months of one another in 1939, but their work continued.

The local economy developed in a new direction with the establishment of an International Business Machines (IBM) plant in the 1950s. In 1990 that plant earned the prestigious Malcolm Baldrige National Quality Award.

The Mayo Medical School opened in 1972. The integration of Mayo Clinic Rochester, Saint Mary's Hospital, and Rochester Methodist Hospital took place in 1986, and that same year the clinic expanded with the opening of Mayo Clinic Jacksonville (Florida). In 1987 Mayo Clinic Scottsdale (Arizona) opened, and St. Luke's Hospital in Jacksonville became part of Mayo.

In 1992 a merger took place between Mayo Clinic and Luther Hospital and Midelfort Clinic in Eau Claire, Wisconsin. That same year Mayo affiliated with Decorah Medical Associates in Decorah, Iowa, and Community Clinics in Wabasha, Minnesota. Today, the Mayo Clinic, along with a symphony orchestra, museums, and other amenities, contributes to Rochester's livability. Since the turn of the century, Rochester has become the new home for more than 2,000 citizens each year. As a result, the city's mayor adopted a "smart growth" program to accommodate these newcomers into Rochester's existing population. In 2004, the city celebrated its 150th birthday.

Historical Information: History Center of Olmstead County, 1195 W. Circle Dr. SW, Rochester, MN 55902; telephone (507)282-9447

■ Population Profile

Metropolitan Area Residents

1980: 92,006
1990: 106,470
2000: 124,277
2006 estimate: 179,573
Percent change, 1990–2000: 11.7%
U.S. rank in 1980: 292nd
U.S. rank in 1990: 238th
U.S. rank in 2000: 231st

City Residents

1980: 57,906
1990: 70,729
2000: 85,806



Mayo Civic Center at Mayo Park. *Andre Jenny/Mira.com/drr.net*

2006 estimate: 96,975
 Percent change, 1990–2000: 12.9%
 U.S. rank in 1980: 349th
 U.S. rank in 1990: 319th (State rank: 5th)
 U.S. rank in 2000: 329th (State rank: 3rd)

Density: 2,166.3 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 75,088
 Black: 3,064
 American Indian and Alaska Native: 258
 Asian: 4,830
 Native Hawaiian and Pacific Islander: 33
 Hispanic or Latino (may be of any race): 2,565
 Other: 996

Percent of residents born in state: 55.4% (2000)

Age characteristics (2005)

Population under 5 years old: 5,897
 Population 5 to 9 years old: 4,299
 Population 10 to 14 years old: 6,741
 Population 15 to 19 years old: 5,259

Population 20 to 24 years old: 5,245
 Population 25 to 34 years old: 14,704
 Population 35 to 44 years old: 14,276
 Population 45 to 54 years old: 13,027
 Population 55 to 59 years old: 5,075
 Population 60 to 64 years old: 3,189
 Population 65 to 74 years old: 5,511
 Population 75 to 84 years old: 3,199
 Population 85 years and older: 1,916
 Median age: 36.3 years

Births (2006, MSA)

Total number: 2,741

Deaths (2006, MSA)

Total number: 1,165

Money income (2005)

Per capita income: \$31,142
 Median household income: \$54,000
 Total households: 37,710

Number of households with income of...

less than \$10,000: 1,196

\$10,000 to \$14,999: 2,091
\$15,000 to \$24,999: 3,752
\$25,000 to \$34,999: 4,443
\$35,000 to \$49,999: 5,800
\$50,000 to \$74,999: 7,739
\$75,000 to \$99,999: 5,574
\$100,000 to \$149,999: 4,839
\$150,000 to \$199,999: 834
\$200,000 or more: 1,442

Percent of families below poverty level: 5.9%
(2005)

2005 FBI Crime Index Property: 2,465

2005 FBI Crime Index Violent: 261

■ Municipal Government

Rochester has a strong council-weak mayor form of government with an executive city administrator. The city council is comprised of seven council persons, the mayor, and the city administrator, each of whom serve a four-year term.

Head Official: Mayor Ardele F. Brede (NP) (since 2003; current term expires 2011)

Total Number of City Employees: 800 (2007)

City Information: Rochester City Hall, 201 4th St. SE, Rochester, MN 55904; telephone (507)285-8086

■ Economy

Major Industries and Commercial Activity

The health care industry dominates Rochester's economy, thanks to the world-famous Mayo Clinic, which treats more than 500,000 patients annually and employs over 28,000 people at its Rochester location. Many of the city's 1.5-million annual visitors come for treatment at the Mayo Clinic. Mayo Medical Ventures licenses medical products and treatments worldwide that are developed at Mayo.

Wholesale and retail trade is the second-largest employment sector in the county. Many local industries sell their goods to the local International Business Machines (IBM) plant and to Mayo Medical Center. The Blue Gene/L computer, being developed at the Rochester IBM facility, was named No. 1 on the TOP 500 super computers list in fall 2006.

Rochester has been rated by *Inc.* magazine as one of the top entrepreneurial cities in the country. Production at the more than 150 area manufacturing firms includes food and dairy processing, computer and computer components, electronics, and precision machining.

Strong areas of growth in the economy are agricultural, metal fabrication, and distribution companies. Other businesses having a major impact on the local economy are construction, printing, packaging, hotels, restaurants, communications, and entertainment facilities. The service industry accounts for more than eighty percent of the local economy. The continuing growth of the economy is evidenced by the addition of some 20 firms over the past several years.

Agriculture still plays an important role in Rochester's economy, along with food processing and dairy production. Area farms produce annual crops of soybeans, corn, and a variety of fruits and vegetables. The area has 1,400 working farms, a cannery and three dairy processors. Rochester is the home of Marigold Foods, which produces the well-known Kemps brand of ice cream.

Items and goods produced: hospital/surgical equipment, electronics, metal fabrication, food processing, agricultural-related products, home pasteurizers, silos, beverages, toilet preparations, computer equipment, grain, poultry

Incentive Programs—New and Existing Companies

Local programs: It is the mission of the Rochester Area Economic Development, Inc. (RAEDI) to assist new and existing companies with expansion, location, or research efforts. RAEDI has a corporation to provide better access to the U.S. Small Business Administration's 504 Loan Program, which finances long-term assets for 10- or 20-year terms. The program normally leverages a bank loan with a 504 loan to finance up to 90 percent of the project costs. RAEDI also administers the MicroEnterprise Loan Fund, which aids eligible businesses that are located in the city and have five or fewer employees, a written business plan, and an owner or 51 percent of employees who are at low or moderate income levels. The maximum loan amount is \$7,500.

State programs: The Tax Increment Financing Program, a state authorized financing mechanism, is offered to assist basic businesses in financing their local expansion or relocation. Funds may be used to purchase land and make public improvements that support business development projects. Minnesota also offers programs to provide a mechanism for businesses to sell bonds at tax-exempt interest rates, allowing firms to receive long-term, low interest financing for fixed assets.

Job training programs: The Minnesota Department of Employment and Economic Development operates a network of workforce centers throughout the state. This WorkForce Center System, which has an office in Rochester, partners with local businesses to provide

customized job training and other workforce development services.

Development Projects

The creation of Cascade Lake Park, nearing completion in fall 2007, was intended to support a lake with the best possible water quality and provide residents and visitors with a variety of recreational and educational opportunities. Also in 2007, a yearlong project was underway to expand the downtown Peace Plaza; a 150,000-square-foot BioBusiness Center was being built near the Mayo Clinic; and University of Minnesota Rochester was in the planning stages of a new downtown facility, to include a student center and bookstore.

Rochester Area Economic Development, Inc. (RAEDI), Rochester's one-stop shop for businesses seeking economic assistance, has as its goal the development of a varied economy. It reports that Rochester and environs have the highest concentration of high-tech industries among all U.S. metropolitan areas. Rochester' technology base has continued to grow over the past decade with the addition of more than 20 new technology firms.

Economic Development Information: Rochester Area Economic Development, 220 S. Broadway, Ste. 100, Rochester, MN 55904; telephone (507)288-0208

Commercial Shipping

Daily freight rail service is offered by the Dakota Minnesota & Eastern Railroad. Rochester has more than 20 motor freight carriers. Cargo carriers flying out of Rochester International Airport include FedEx and DHL.

Labor Force and Employment Outlook

In September 2007 the unemployment rate in Rochester stood at 4 percent, down slightly from ten-year highs of 5 percent in 2005. Between 1997 and 2007 the metropolitan area work force increased from 87,478 to 106,305. With the health care industry booming nationally in 2007, the Mayo Clinic was expected to continue to bring moderate but steady growth to the area in the years ahead.

The following is a summary of data regarding the Rochester metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 106,600

Number of workers employed in . . .

construction and mining: 4,700
 manufacturing: 13,200
 trade, transportation and utilities: 16,200
 information: 2,000
 financial activities: 2,800
 professional and business services: 5,500
 educational and health services: 39,000

leisure and hospitality: 8,800

other services: 3,600

government: 10,800

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.9% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Mayo Clinic	28,000
International Business Machines (IBM)	4,400
Rochester School District 535	2,150
Olmstead County	1,135
Hyvee	775
Olmsted Medical Center	998
Wal-Mart	981
City of Rochester	800
Crenlo, Inc.	755
Sunstone Hotel Properties	680

Cost of Living

The cost of living in the Rochester area is slightly below the national average, except for housing prices, which tend to be slightly above the median. Nevertheless, Rochester residents can be assured that real estate is a good investment; Rochester's home appreciation rate is in the top quarter of all metropolitan areas.

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

2007 (1st quarter) ACCRA Average House Price: \$273,900

2007 (1st quarter) ACCRA Cost of Living Index: 97.4

State income tax rate: 5.35% to 7.85%

State sales tax rate: 6.5%

Local income tax rate: 1.0% of first \$72,000; 2.0% over \$72,000

Local sales tax rate: 0.5%

Property tax rate: tax capacity (1.0 to 1.25%) multiplied by 118.794%

Economic Information: Rochester Area Chamber of Commerce, 220 S. Broadway, Ste. 100, Rochester, MN 55904; telephone (507)288-1122; fax (507)282-8960

■ Education and Research

Elementary and Secondary Schools

Independent School District 535 covers 205 square miles and has the seventh-largest enrollment in the state. The district is governed by a seven-member school board and employs more than 1,100 teachers. Rochester students consistently rank higher than average on standardized test scores, and in 2006 the district boasted nineteen National Merit Finalists. There are seven “choice” schools within the district, including a Montessori; other programs include alternative learning centers and the “Transition to Adulthood” program.

The following is a summary of data regarding the Rochester Public Schools (Independent School District 535) as of the 2005–2006 school year.

Total enrollment: 16,300

Number of facilities

elementary schools: 16
junior high/middle schools: 4
senior high schools: 3
other: 0

Student/teacher ratio: 16.7:1

Teacher salaries (2005–06)

elementary median: \$44,590
junior high/middle median: Not available
secondary median: \$42,830

Funding per pupil: \$7,595

Public Schools Information: Rochester Public Schools, 615 7th St. SW, Rochester, MN 55902; telephone (507)285-8551

Colleges and Universities

Rochester is the home of an impressive number of quality educational institutions. The Mayo Foundation conducts formal education in several areas: Mayo Graduate School of Medical Education and Research, Mayo Graduate School, Mayo Medical School, and the Mayo School of Health-Related Sciences, in addition to the residencies and fellowships the Foundation offers. The Mayo Medical School enrolls 42 students per year.

The University of Minnesota–Rochester is the newest school in the University of Minnesota system. It was formally established as a separate entity in December 2006 and offers 35 academic programs at the undergraduate, graduate, and doctoral levels. Winona State University–Rochester Center, with about 1,500 students at the location, offers a variety of undergraduate programs, and participates in the “2 plus 2” program, whereby students can complete an undergraduate degree in Rochester by transferring credits from other

institutions. The school has 40 resident faculty. Rochester Community and Technical College provides its 7,534 students with technical and transfer programs in a wide variety of majors, including business, trade/industry, allied health, human services, science, and social science. Its largest programs are in the liberal arts, nursing, business, digital arts, and law enforcement.

Other colleges are Crossroads College, formerly Minnesota Bible College, which enrolls nearly 100 students in courses that fulfill associate of arts, bachelor of arts, and bachelor of science degree requirements for the professional ministry and related areas, and Saint Mary’s University of Minnesota–Rochester.

Libraries and Research Centers

The Rochester Public Library houses a material collection of 418,917. These include films, multimedia resources, in-house CD-ROMs, and magazines. The library is a document depository for the City of Rochester.

Special libraries are maintained by the Mayo Foundation, Mayo Clinic, Crossroads College, the History Center of Olmsted County, the *Post Bulletin*, and International Business Machines (IBM).

The Mayo Clinic research funding exceeds \$185 million annually, with about \$40 million coming from external sources. Research is performed at several institutes associated with the Mayo Clinic, including the Mayo Biomedical Imaging Resource, Mayo Cancer Center, a \$15-million broad-based cancer research institute, and Mayo Clinic and Foundation, which studies allergic diseases. Other research institutes in Rochester are the Center for Basic Research in Digestive Diseases and the North Central Cancer Treatment Group, which received a \$34.4-million grant from the National Cancer Institute in 2007.

Public Library Information: Rochester Public Library, 101 2nd St. SE, Rochester, MN 55904; telephone (507)285-8011; fax (507)287-1910

■ Health Care

The world famous Mayo Clinic can diagnose and treat just about any medical problem. Across its three locations (the flagship clinic in Rochester and two others in Florida and Arizona) Mayo has a staff of 3,300 physicians, scientists and researchers, and 46,000 health staff. The clinic has the largest association of physicians in the private practice of medicine in the world. Combined, the three clinics treat over half a million patients a year. The Mayo Clinic was ranked second overall on the 2007 *U.S. News and World Report* list of “America’s Best Hospitals.” The Clinic also was ranked among the best hospitals in fifteen specialties.

Staffed by Mayo Clinic physicians, Rochester Methodist and Saint Mary’s Hospital are also world-renowned. Rochester Methodist is a 794-bed acute-care facility. The

hospital provides care in such areas as organ transplantation, human fertility, oncology/hematology, and bone marrow transplantation. Its nursing units have been uniquely designed to allow research personnel to study the methods that serve patients most efficiently.

Saint Mary's Hospital, one of the largest private not-for-profit hospitals in the world, implements some of the most current advances in medical science. These include computer-assisted laser neurosurgery, kidney stone and gallstone dissolution without surgery, and magnetic resonance imaging. The hospital has 1,157 beds, 53 operating rooms, and eight intensive care units. The buildings that make up Saint Mary's Hospital are named in honor of Saint Mary's foundress, Mother Alfred, and its administrators—Sisters Joseph, Domitilla, Mary Brigh, and Generose. Mayo Eugenio Litta Children's Hospital is an 85-bed hospital within Saint Mary's. Research centers that are part of Saint Mary's include the General Clinical Research Center, Gastrointestinal Research Unit, and the Endocrine Research Unit and Diabetes Research Unit.

The Federal Medical Center, a federal correctional facility, provides medical, psychiatry, and chemical dependency services for inmates.

■ Recreation

Sightseeing

Mayo Clinic, Rochester's most famous institution, offers general tours Monday through Friday. Self-guided tours of St. Mary's Hospital and Rochester Methodist Hospital are also available. Mayowood Mansion is the former home of doctors Charles H. and Charles W. Mayo. The 50-room mansion is full of many beautiful objects collected by the Mayos throughout their lifetime. It is open for viewing throughout the year, and is especially popular during the holiday season, when Christmas at Historic Mayowood is presented. Two local residences, the 1856 Heritage House in Town Square and the Plummer House of the Arts, are open to the public. The 49-room Tudor-style Plummer House is set on an 11-acre site with beautiful gardens.

Arts and Culture

The major setting for arts activities in Rochester is the Mayo Civic Center, with its 7,200-seat arena. Throughout the year the center presents artistic performances of all sorts, as well as sports, exhibitions, and conventions. Rochester Civic Theater offers nine performances yearly, including comedies, dramas, and musicals. The Rochester Repertory Theatre presents contemporary and classic productions. Hill Theatre, at the University Center Rochester, offers theatrical programs and productions in conjunction with classes. Children's plays are the focus of the Masque Youth Theatre.

Music thrives in Rochester, and the Rochester Civic Music-Riverside Concerts presents live concerts, featuring local, national, and international acts in rock, pop, R&B, and many other genres. Riverside Live! is a series of outdoor concerts held from May to September in the Mayo Civic Center. Talented young musicians participate in the Southern Minnesota Youth Orchestra. Recently privatized, the Rochester Orchestra and Chorale offers six concerts of chamber, symphonic, and pops programs featuring local talent.

The Mayo Clinic Collection displays throughout its facilities works of art that were donated by benefactors and former patients. Traveling exhibits of arts and crafts are on view at the Rochester Art Center, which opened a new facility in May 2004. The center also offers classes for adults and children, as well as films and other special events. Famed Rochester sculptor Charles Eugene Gagnon has more than 40 bronze sculptures on display at his studio and galleries. The Southeastern Minnesota Visual Artists Gallery presents a rotating display of works by more than 80 artists, including basketry, paintings, sculpture, pottery, wearable art, and jewelry. The Museum of the Olmstead County Historical Society contains more than 600,000 items, including photos, books, and maps related to Rochester and the county.

Festivals and Holidays

Rochester salutes spring with its annual Daffodil Days, sponsored by the American Cancer Society, and the Rochester World Festival, a celebration of the cultures of the world. April brings the Gingerbread Craft Show at Mayo Civic Center. The Covered Bridge Music & Arts Festival and Rochesterfest, with its food, street dances, parade, music, and crafts displays, enliven the summer.

July brings the Independence Day celebration at Silver Lake; the two-day threshing show, with hayrides, food, and demonstrations of early crafts; and the Olmsted County Fair at Rochester Fairgrounds, which continues into August and features a midway, grandstand shows, livestock competitions, and the largest county draft horse show in the country.

The Fall Festival is held at Mayowood and features an open-air market of Minnesota produce, a flower show, and woodworking exhibits and demonstrations. During Thanksgiving weekend the Festival of Trees spotlights special displays and holiday foods.

Sports for the Spectator

The Minnesota Ice Hawks Junior B U.S. Hockey league plays its games at the Rochester-Olmstead Recreation Center from November through May. Rochester Honkers collegiate baseball league takes place at Mayo Field downtown from June through August. The Rochester Giants semi-professional football team plays at Soldiers Field.

Sports for the Participant

Rochester has approximately 3,500 acres of park land, more than 60 miles of trails, 56 playgrounds, 42 tennis courts, and 14 picnic shelters. There are also two outdoor pools within the city limits, a beach, 35 horseshoe courts, 46 ball diamonds, 28 soccer fields, 11 basketball courts, two dog parks, 18 sand volleyball courts, an archery range, and two Frisbee golf courses. The Quarry Hill Nature Center offers hiking and biking trails on more than 290 acres of parkland, including a pond, stream, quarry, cave and restored prairies, as well as deciduous pine forests. Every year, more than 30,000 Canadian geese make their home at Silver Lake Park, which is the summertime site of canoeing and paddle boat rentals, walking paths, and picnicking. Whitewater State Park offers camping, trout fishing, picnic grounds, and hiking trails.

The Rochester Amateur Sports Commission spotlights the many amateur sporting events that take place in the area throughout the year. From May through September patrons enjoy activities at the Skyline Raceway & Waterslide, while bowling is offered year-round at Colonial Lanes and Recreation Lanes.

Shopping and Dining

Apache Mall, with 100 specialty shops, is the city's premier shopping site. The Kahler Plaza, located beneath the Kahler Grand and Marriott hotels, offers shops, businesses, and restaurants. Small, unique shops are the focus of Rochester's Historic Mercantile District, and the Centerplace Galleria Mall is at the center of the skyway system. Other popular shopping centers include Crossroads, Maplewood, and Silver Lake. Contemporary fine art is offered at Callaway Galleries, and Wild Wings Gallery features the work of local wildlife artists.

Rochester has restaurants to appeal to every taste—from informal bar and grills to more formal dining rooms. Ethnic cuisine runs the gamut from American barbecue to Greek and Mexican, and just about everything in between. At the Lord Essex Fine Dining and Pub in the Kahler Hotel, patrons can enjoy fine dining in a pub atmosphere. The Henry Wellington is another popular restaurant.

Visitor Information: Rochester Convention and Visitors Bureau, 30 Civic Center Drive SE, Suite 200, Rochester, MN 55904; telephone (507)288-4331; fax (507)288-9144

■ Convention Facilities

Rochester's primary meeting place is the Mayo Civic Center, which houses the 11,000-square-foot Grand Lobby and the 25,000-square-foot Taylor Arena, accommodating 4,500 theater-style and 1,000 classroom-style. The civic center's 11,800-square-foot auditorium

can seat 3,400 festival-style, while its theater can handle 1,340 theater-style and provides up to 17 breakout rooms. The facility also has many patios and a 3,000-square-foot outdoor stage. Graham Arena One and Graham Arena Two are at the Olmsted County Fairgrounds. Graham Arena One provides a total exhibit area of 28,000 square feet with seating for 2,500. Graham Arena Two has 22,000 square feet of exhibit space. In 2007 Graham Arena Three had recently opened and Graham Arena Four was under construction.

Rochester has about 4,600 hotel rooms, with more than 1,500 of them linked by climate-controlled skyways and subways to dining, shopping, services, the Mayo Clinic, and the Mayo Civic Center. There are 51 hotels and motels in the Rochester area.

Convention Information: Rochester Convention and Visitors Bureau, 150 S. Broadway, Ste. A, Rochester, MN 55904; telephone (507)288-4331; toll-free 800-634-8277; fax (507)288-9144

■ Transportation

Approaching the City

U.S. Highway 14 and State Highway 30 run east and west through Rochester, while U.S. Highway 52 and U.S. Highway 63 run north and south. Interstate 35 is 35 miles west of the city. Rochester International Airport, located south of the city just off U.S. Highway 63, averaged 164 aircraft operations per day in 2006. The airport is served by American Airlines, which has daily flights to Chicago, and Northwest Airlines, with daily flights to Minneapolis and Detroit. Local van service is also available to Minneapolis Airport. Intercity bus lines include Greyhound and Rochester City Lines Commuter Services. Daily bus service is offered to Winona, Minnesota, 45 miles east, where the closest Amtrak depot is located.

Traveling in the City

In Rochester, streets generally run east and west, and avenues run north and south. The city is divided into quadrants designated NW, NE, SW and SE. Broadway is the east/west divider street, and Center Street is the north/south divider street. Local bus service is provided by Rochester City Lines.

■ Communications

Newspapers and Magazines

The *Post-Bulletin*, Rochester's daily, is an evening newspaper. The *Agri-News* is a farm newspaper that appears weekly. Monthly journals published in Rochester are *Fertility and Sterility*, a journal on reproductive medicine, and the *Mayo Clinic Proceedings*.

Television and Radio

Television stations available in Rochester include NBC and FOX affiliates. The city is served by almost 30 AM and FM stations with diverse formats, including news/talk, country, and public radio.

Media Information: *Post-Bulletin*, 18 1st Ave. SE, PO Box 6118, Rochester, MN 55903; telephone (507) 285-7600

Rochester Online

City of Rochester home page. Available www.ci-rochester.mn.us
Mayo Clinic Health Oasis. Available www.mayoclinic.com
Mayo Clinic Rochester. Available www.mayo.edu
Minnesota Historical Society. Available www.mnhs.org
Rochester Convention & Visitors Bureau. Available www.rochestercvb.org

Rochester *Post-Bulletin*. Available www.postbulletin.com

Rochester Public Library. Available www.rochesterpubliclibrary.org

Rochester Public Schools. Available www.rochester.k12.mn.us

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Leonard, Joseph A., *History of Olmsted County Minnesota* (Chicago, IL: Goodspeed History Association, 1910)
Severson, Harold R., *Rochester: Mecca for Millions* (Rochester, MN: Marquette Bank & Trust, 1979)



Saint Paul

■ The City in Brief

Founded: 1846 (incorporated 1849)

Head Official: Mayor Chris Coleman (since 2006)

City Population

1980: 270,230

1990: 272,235

2000: 287,151

2006 estimate: 273,535

Percent change, 1990–2000: 5.5%

U.S. rank in 1980: 54th

U.S. rank in 1990: 57th (State rank: 2nd)

U.S. rank in 2000: 59th (State rank: 2nd)

Metropolitan Area Population

1980: 2,137,133

1990: 2,538,776

2000: 2,968,806

2006 estimate: Not available

Percent change, 1990–2000: 19.6%

U.S. rank in 1980: 17th

U.S. rank in 1990: Not available

U.S. rank in 2000: 16th

Area: 53 square miles (2000)

Elevation: 834 feet above sea level

Average Annual Temperature: 44.7° F

Average Annual Precipitation: 26.41 inches of rain;
49.9 inches of snow

Major Economic Sectors: Services, trade, manufacturing, government

Unemployment Rate: 4.4% (June 2007)

Per Capita Income: \$23,541 (2005)

2005 FBI Crime Index Property: 13,693

2005 FBI Crime Index Violent: 2,443

Major Colleges and Universities: University of Minnesota–Twin Cities, Metropolitan State University, Macalester College, University of St. Thomas, College of St. Catherine, Hamline University, William Mitchell College of Law

Daily Newspaper: *Saint Paul Pioneer Press*

■ Introduction

Saint Paul is the capital of Minnesota and the seat of Ramsey County. Along with Minneapolis, it occupies the center of the fifteen-county Twin Cities metropolitan statistical area. The city developed in the late nineteenth century through the efforts of railroad baron James Hill and religious leader Archbishop John Ireland. In addition to being a primary transportation and distribution hub, Saint Paul has gained a national reputation for its effective local government, attractive architecture, rich cultural environment, and quality of life. The combined cities of Minneapolis and Saint Paul are highly rated for their livability and rank among the country's best places for growing a business.

■ Geography and Climate

Saint Paul occupies with Minneapolis the center of the 15-county Twin Cities metropolitan statistical area. Saint Paul is located with Minneapolis at the confluence of the Mississippi and Minnesota Rivers over the heart of an artesian water basin. The surrounding terrain is flat or rolling and dotted with lakes. The climate is predominantly continental with wide seasonal temperature variations, ranging from minus 30 degrees to 100 degrees and above.

Area: 53 square miles (2000)

Elevation: 834 feet above sea level

Average Temperature: 44.7° F

Average Annual Precipitation: 26.41 inches of rain;
49.9 inches of snow

■ History

River Fort Draws Traders, Settlers

Jonathan Carver, a New Englander, was attempting to find a northwest passage to the Pacific Ocean in the winter of 1766 when he stopped near the future site of Saint Paul, where he discovered a Native American burial ground (now known as Indian Mound Park). When the Louisiana Purchase became part of United States territory in 1803, federally-financed expeditions explored the new territory, which included present-day Saint Paul. In 1805 Lieutenant Zebulon M. Pike camped on an island later named Pike Island and entered into an unofficial agreement with the Sioux tribe for land at the confluence of the Mississippi and Minnesota rivers; also included in the pact was land that became the site of Fort Snelling.

In 1819, Colonel Henry Leavenworth built an army post on the Minnesota River on a spot named Mendota south of present-day Saint Paul; the next year the fortress was moved across the river where Colonel Josiah Snelling constructed Fort Anthony, which was later renamed Fort Snelling. The presence of the fort allowed an Indian agency, fur trading post, missionaries, and white settlers to gain a foothold there. Settlers living on federal land were eventually expelled, and Pierre “Pig’s Eye” Parrant, a French Canadian, joined others in building a settlement named after Parrant’s colorful nickname near Fort Snelling. In 1841, Father Lucian Galtier named a log chapel in Pig’s Eye after his patron saint, Saint Paul, and persuaded others to accept the name for their emerging community, as well.

Saint Paul was platted in 1847; two years later it was named the capital of the Minnesota Territory and incorporated as a town. Saint Paul received its city charter in 1854 and when Minnesota became a state in 1858, the city retained its status as state capital. By the start of the Civil War, 10,000 people lived in Saint Paul.

Rail Transport and New Residents Shape City

Two men had major roles in the development of Saint Paul in the post-Civil War period. The railroad magnate James J. Hill used the city and the Great Northern Railroad to accumulate great individual wealth and to wield immense political power. Hill envisioned his adopted city of Saint Paul as the base for an empire in the northwest, built on his railroad holdings. The other major influence on Saint Paul’s development was Catholic

Archbishop John Ireland, a native of Ireland who settled in Saint Paul at the age of fourteen and, as an adult, established a religious base for community endeavors. He brought thousands of destitute Irish families to Saint Paul, where they relocated in colonies and started a new life. The Catholic influence in the shaping of Saint Paul can be traced to the pioneering efforts of Archbishop Ireland. Another notable figure who called Saint Paul home is F. Scott Fitzgerald.

In the nineteenth century a number of distinct population groups contributed to the character of Saint Paul. One was from the New England states and New York; these transplanted Easterners brought their educational values and business experiences to the prairie community. Another consisted of immigrants from Germany and Ireland who flocked to the United States by the tens of thousands. Among the professional groups were German physicians and Irish politicians and lawyers. German musical traditions and beer-making practices found a new home in Saint Paul. Scandinavians also immigrated to the city, but in fewer numbers than those who settled in neighboring Minneapolis.

In the twentieth century, Saint Paul erected fine buildings like the state capitol and developed many cultural institutions, including theaters; a notable peace monument in the concourse of the city hall; the state historical society building, containing a museum and library; and the Saint Paul Arts and Science Center. Saint Paul is also home to many educational institutions. Although its Twin City, Minneapolis, surpassed Saint Paul shortly before the turn of the twentieth century as the larger, wealthier, industrially more powerful of the two cities, Saint Paulites believe their city possesses more character and charm. Contributing to that charm are a good symphony orchestra and the stately mansions of former railroad and timber barons along Summit Avenue. The city is also known as environmentally friendly, ranking fourth on a list of top 10 green cities in the U.S. by “The Green Guide.”

Historical Information: Minnesota History Center, 345 Kellogg Blvd W., Saint Paul, MN 55102; telephone (651)296-6126

■ Population Profile

Metropolitan Area Residents

1980: 2,137,133

1990: 2,538,776

2000: 2,968,806

2006 estimate: Not available

Percent change, 1990–2000: 19.6%

U.S. rank in 1980: 17th

U.S. rank in 1990: Not available

U.S. rank in 2000: 16th



©James Blank.

City Residents

1980: 270,230

1990: 272,235

2000: 287,151

2006 estimate: 273,535

Percent change, 1990–2000: 5.5%

U.S. rank in 1980: 54th

U.S. rank in 1990: 57th (State rank: 2nd)

U.S. rank in 2000: 59th (State rank: 2nd)

Density: 5,441.7 people per square mile (1999)

Racial and ethnic characteristics (2005)

White: 172,922

Black: 35,836

American Indian and Alaska Native: 1,897

Asian: 35,324

Native Hawaiian and Pacific Islander: 87

Hispanic or Latino (may be of any race): 22,402

Other: 9,065

Percent of residents born in state: 59.6% (2000)

Age characteristics (2005)

Population under 5 years old: 22,204

Population 5 to 9 years old: 18,982

Population 10 to 14 years old: 20,329

Population 15 to 19 years old: 17,780

Population 20 to 24 years old: 19,367

Population 25 to 34 years old: 39,676

Population 35 to 44 years old: 42,042

Population 45 to 54 years old: 37,823

Population 55 to 59 years old: 13,379

Population 60 to 64 years old: 8,289

Population 65 to 74 years old: 10,078

Population 75 to 84 years old: 8,056

Population 85 years and older: 3,554

Median age: 33.4 years

Births (2006, MSA)

Total number: 45,553

Deaths (2006, MSA)

Total number: 19,278

Money income (2005)

Per capita income: \$23,541

Median household income: \$44,103

Total households: 107,979

Number of households with income of . . .

less than \$10,000: 12,380
\$10,000 to \$14,999: 5,778
\$15,000 to \$24,999: 11,087
\$25,000 to \$34,999: 13,375
\$35,000 to \$49,999: 17,699
\$50,000 to \$74,999: 21,158
\$75,000 to \$99,999: 11,826
\$100,000 to \$149,999: 9,172
\$150,000 to \$199,999: 2,971
\$200,000 or more: 2,533

Percent of families below poverty level: 8.3% (2005)

2005 FBI Crime Index Property: 13,693

2005 FBI Crime Index Violent: 2,443

■ Municipal Government

Saint Paul, the seat of Ramsey County, operates under a mayor-council form of government, with strong power being delegated to the mayor, who serves for four years. The seven council members are elected by ward to two-year terms.

Head Official: Mayor Chris Coleman (since 2006; current term expires January 2010)

Total Number of City Employees: 3,495 (2007)

City Information: City Hall, 400 City Hall Annex Saint Paul, MN 55102; telephone (651)266-8510

■ Economy

Major Industries and Commercial Activity

The principal economic sectors in Saint Paul are services, wholesale and retail trade, manufacturing, and government. Along with Minneapolis, Saint Paul is the site of one of the largest concentrations of high-technology firms in the United States. Statewide, there are more than 8,000 high-tech firms employing nearly 270,000 skilled workers. The city is also among the largest livestock and meatpacking centers in the nation. Nineteen of the *Fortune* 500 largest U.S. corporations are headquartered in the Twin Cities area, which is among the largest commercial centers between Chicago and the West Coast. The area is home to several of the world's largest private companies, and in 2004 had the fourteenth-largest Gross Metro Product in the nation. Local companies are involved in the manufacturing of super computers, electronics, and medical instruments, as well as milling, machine production, food processing, and graphic arts. There are approximately 31,000 total companies in the Saint Paul region.

Approximately 24 percent of area workers are employed in education, health, and social services. Thirteen percent work in manufacturing and twelve percent in professional/administrative/management services.

The city was selected as the site of the 2008 Republican National Convention, which was expected to generate significant tourism revenue for the Twin Cities.

Items and goods produced: hoists and derricks, rugs, computers, food products, medical products, machinery, electronic materials, automobiles, appliances, chemicals, abrasives, beer, printed products

Incentive Programs—New and Existing Companies

Various programs are available for small business incentive and expansion; among them are the Small Business Development Loan Program, offering fixed-rate low-interest direct loans, and tax credits for corporations that assist small businesses.

Local programs: The City of Saint Paul's Department of Planning and Economic Development offers a variety of services to assist new or expanding businesses; services include small business financing and loan guarantees/direct loans. Specific financial assistance programs include the city's Capital City Business Development Program, Strategic Investment Program, Minority Business and Development Retention Program (MBDR), and the Socially Responsible Investment Fund (SRIF). In 2007 the city instituted the "Sustainable Saint Paul Awards" to reward green building projects.

State programs: The Tax Increment Financing Program, a state authorized financing mechanism, is offered to assist basic businesses in financing their local expansion or relocation. Funds may be used to purchase land and make public improvements that support business development projects. Minnesota also offers programs to provide a mechanism for businesses to sell bonds at tax-exempt interest rates, allowing firms to receive long-term, low interest financing for fixed assets.

Job training programs: The City of Saint Paul's Business Resource Center offers a variety of services including information, technical assistance, financing, site searches, and job training. Other programs are available through area colleges and universities, including the Saint Paul Technical College and Vocational Institute.

Development Projects

Saint Paul continues to profit from the Neighborhood Development Program, a unique redevelopment initiative that has gained the city national recognition. Since 1997, the Saint Paul Port Authority has partnered with neighborhood organizations to select brownfield sites for redevelopment. Through creative use of public and private

funding, it has completed several projects, replacing brownfields with light industrial manufacturing facilities and donating land for designated open spaces. Saint Paul funds its brownfield projects with a combination of general obligation bonds, tax increment financing, local sales tax revenues, municipal grants, loan guarantees, Economic Development Administration grants, Community Development Block Grants, Enterprise Community grants, and EPA Brownfields Pilot grants. The city was the recipient of the 2005 Phoenix Award Grand Prize for "Excellence in Brownfield Redevelopment" for its Phalen Corridor initiative.

In 2007 planning was in the early stages for a large-scale economic initiative to develop a vision and development strategy for University Avenue and the Capitol/Downtown area, called the "Central Corridor Plan." Key tenets of the plan included stringent requirements for the design of new development, new housing for all incomes, minority business development and apprenticeship programs, increased pedestrian and bicycle connections, revamped streetscape design, and new parks, open space, and public art. No completion date had been set for the initiative.

In 2007 a major building project was underway in nearby Minneapolis; a new stadium for the Minnesota Twins was in the early construction stage downtown on the site of a former parking lot. The final design is an outdoor stadium with 40,000 seats and was expected to cost around \$390 million by its completion in 2010.

Economic Development Information: Saint Paul Port Authority, Suite 1900 Landmark Towers, 345 St. Peter St., Saint Paul, MN 55102

Commercial Shipping

Saint Paul is a Foreign Trade Zone with duty free facilities. The ports of Saint Paul and Minneapolis are served by nine barge lines operating on the Mississippi, Minnesota, and St. Croix rivers; together the ports handle more than 11 million tons of cargo annually. Air transportation is available at the Minneapolis-Saint Paul International Airport, which is served by 17 cargo carriers and air-freight forwarders. The Twin Cities area is also linked with major United States and Canadian markets via a network of four railroad companies.

Considered one of the largest trucking centers in the nation, Minneapolis-Saint Paul is served by approximately 150 motor freight companies that provide overnight and four- to five-day delivery in the Midwest and major markets in the continental United States.

Labor Force and Employment Outlook

Local educational institutions assure employers of well-trained workers, particularly in high-technology areas, where engineers, scientists, researchers, and technicians are in demand. The Twin Cities boasts an educated work

force; approximately a quarter of people 25 years old or older have four or more years of college. Unemployment in the Twin Cities remained low in the early 2000s, but by 2007 it had caught up with national averages. The highest growth was expected in the areas of healthcare, technical and social services, personal care, construction, and computer professional occupations. Projections in 2007 indicated that a diversified economy and low cost of living would help growth in the Twin Cities remain fairly steady.

The suburban Mall of America, one of the most popular tourist destinations in the United States, has a significant economic impact. The Twin Cities' economy is keeping pace with, and in some cases surging ahead of, the national economy. In September 2007 the unemployment rate in the Minneapolis-Saint Paul-Bloomington metropolitan statistical area stood at 4.7 percent, on the rise but still slightly lower than ten year highs above five percent in 2004. Between 1997 and 2007 the area labor force rose from 1,645,537 to 1,858,316.

The following is a summary of data regarding the Saint Paul city metropolitan area labor force, 2005 annual averages.

Size of nonagricultural labor force: 128,011

Number of workers employed in . . .

- construction and mining: 4,058
- manufacturing: 14,664
- trade, transportation and utilities: 22,267
- information: 5,539
- financial activities: 10,448
- professional and business services: 14,050
- educational and health services: 29,473
- leisure and hospitality: 11,903
- other services: 8,705
- government: 18,570

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.4% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Northwest Airlines	16,900
State of Minnesota	13,298
West Group	4,500
Anderson Corp.	4,000
U.S. Bank	3,636
Regions Hospital	3,425
Wells Fargo	3,379
Deluxe Corp.	3,100
United Hospitals	2,400
St. Paul Travelers	2,300

Cost of Living

The Twin Cities' region has one of the lowest costs of living among the 25 largest cities in the United States. The cost of living is reported as being near the national average; the cost of housing and food is below the national average. The average home price in 2007 was listed as \$187,453 by HomeScape, a web site for realtors. The U.S. Census Bureau reported that the average home sale price in 2000 was \$175,515.

The following is a summary of data regarding several key cost of living factors in the Saint Paul area.

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 5.35% to 7.85%

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: 0.5%

Property tax rate: 17.0% of first \$68,000 of market value; 27.0% over \$68,000

Economic Information: Saint Paul Area Chamber of Commerce, 401 North Robert Street, Suite 150, Saint Paul, Minnesota 55101; telephone (651)223-5000; fax (651)223-5119

■ Education and Research

Elementary and Secondary Schools

Public schools in Saint Paul are administered by Independent School District 625, the second-largest school system in Minnesota. A superintendent is chosen by a seven-member, nonpartisan board of education. Students in the district speak more than 70 dialects and languages, and the district offers educational collaboratives with the Office of the Mayor, the Children's Museum, and local businesses. Alternative learning programs include an international academy, a creative arts high school, and a lifelong learning center.

The following is a summary of data regarding the Saint Paul Public Schools as of the 2005–2006 school year.

Total enrollment: 42,000

Number of facilities

elementary schools: 53
junior high/middle schools: 11
senior high schools: 10
other: 0

Student/teacher ratio: 17.7:1

Teacher salaries (2005–06)

elementary median: \$46,260
junior high/middle median: \$45,470
secondary median: \$46,410

Funding per pupil: \$10,928

A variety of private schools in Saint Paul enroll more than 12,000 students.

Public Schools Information: Saint Paul Public Schools, 360 Colborne Street, Saint Paul, MN 55102; telephone (651)293-5100

Colleges and Universities

Saint Paul is home to several colleges and universities. The University of Minnesota–Twin Cities operates a main campus in Saint Paul as well as in Minneapolis. The state institution had an enrollment of 28,645 in fall 2006. The university ranks among the nation's top ten public research universities; in the 2008 edition of the *U.S. News and World Report* college rankings, UMTC was ranked 71st among national universities. Five degree levels—baccalaureate, first-professional, master's, intermediate, and doctorate—are available in 250 fields in the University of Minnesota system, including architecture, medicine, engineering, journalism, management, teacher education, public health, and music. Former students and faculty members have been awarded 12 Nobel Prizes in physics, medicine, chemistry, economics, and peace.

Metropolitan State University, part of the Minnesota State University system, offers undergraduate and graduate programs in liberal arts, nursing, and management; the administrative offices of Minnesota State University are located in Saint Paul. The William Mitchell College of Law is a privately operated professional school devoted solely to the study of law.

Macalaster College, affiliated with the Presbyterian church and founded in 1874, enrolled 1,920 students in 2007. Twelve percent of its enrollment consists of international students. Macalester was ranked 26th on the 2008 *U.S. News and World Report* list of top liberal arts colleges. Between 1997 and 2007 Macalester students received four Rhodes Scholarships, 28 Fulbrights, 23 National Science Foundation Fellowships, three Truman Scholarships, ten Watson Fellowships, two Mellon Fellowships and three Goldwater Scholarships.

Hamline University, affiliated with the United Methodist Church, provides undergraduate and graduate programs in such areas as chemistry, law, music, and teacher education. It enrolled 1,902 students in 2006. Bethel University is a four-year institution associated with the Baptist General Conference. The four-year Concordia College is operated by the Lutheran Church-Missouri Synod. Lutheran Northwestern Seminary is the divinity school for the American Lutheran Church and the

Lutheran Church in America. Other church-related colleges include Northwestern College, which is associated with the Presbyterian Church. The College of St. Catherine, the University of St. Thomas, and the Saint Paul Seminary School of Divinity are Roman Catholic institutions.

Vocational and technical training is available at community colleges and specialized schools in Saint Paul and Minneapolis; among them is Saint Paul Technical College and Vocational Institute.

Libraries and Research Centers

Nearly 70 public and private libraries are based in Saint Paul. The Saint Paul Public Library system includes a main facility, 12 branches, and a bookmobile. The library, which is a depository for federal and city documents, houses more than 1 million volumes as well as 2,000 periodicals, and CDs, maps, and other items. Special collections include oral history and the history of the city of Saint Paul. Adjacent to the Saint Paul Public Library is the James J. Hill Reference Library; its business and economic collection is open to the public. The Minnesota Historical Society maintains an extensive reference library with subject interests in genealogy, Minnesota history, and Scandinavians in the United States, among other areas. Most colleges and universities in Saint Paul operate campus libraries, the largest being the University of Minnesota system, which consists of a main facility and four department libraries; its collection numbers more than four million catalogued volumes.

Among the larger state agency libraries in the city are the Minnesota State Law Library and the Minnesota Legislative Reference Library. Other specialized libraries are associated primarily with corporations, churches, and hospitals.

Research centers in the Twin Cities affiliated with the University of Minnesota include the Hubert H. Humphrey Institute of Public Affairs; the Industrial Relations Center; the Metropolitan Design Center; the Northern Tier Technology Corridor; the Underground Space Center; the Immigration History Research Center; and the Minnesota Center for Twin and Adoption Research.

Public Library Information: Saint Paul Public Library, 90 West Fourth Street, Saint Paul, MN 55102; telephone (651)266-7000

Health Care

Minneapolis-Saint Paul is a regional health care center. Six hospitals are based in Saint Paul. The largest facility is Regions Medical Center, a teaching and research hospital that specializes in heart care, women's services, cancer, digestive care, seniors' services, burns, emergency, and trauma. Regions also houses an ambulatory care clinic and provides general medical, surgical, pediatric,

psychiatric, and chemical dependency services. The hospital has 427 beds. Gillette Children's Specialty Healthcare is a center specializing in children's health issues; it is located in Regions Hospital.

Children's Hospital, a teaching and referral center for infants and children with pediatric disorders, includes among its specialties open heart surgery and cardiac catheterization, and infant apnea diagnosis. Other hospitals in Saint Paul include St. John's, St. Joseph's, United Hospital, and Bethesda HealthEast.

Nearby Minneapolis is also home to a number of hospitals, including the University of Minnesota Medical Center, Fairview, where the first open heart surgery was performed in 1954. The hospital is also known as a leading organ transplant center. In the 2008 *U.S. News and World Report* list of "America's Best Hospitals," the U of M Medical Center ranked among the top 50 hospitals in the country in nine medical specialties, including digestive disorders, endocrinology, and kidney diseases. Among the other major hospitals in Minneapolis are the University of Minnesota Children's Hospital, which operates six affiliated clinics, Shriner's Hospital, the Veteran's Administration Medical Center, the Hennepin County Medical Center (with 422 beds and ranked in the 2007 *U.S. News and World Report* list for its kidney care), and the Sister Kenny Rehabilitation Institute.

Recreation

Sightseeing

Landmark architectural structures provide unique space for Saint Paul's arts institutions. The state Capitol was designed by Cass Gilbert in 1904 and blends Minnesota stones with imported marble; paintings, murals, and sculptures represent the state's history. A trip to Saint Paul might include a visit to Saint Paul Cathedral, which is modeled after St. Peter's in Rome. Landmark Center, once a Federal Courts Building, is now the city's arts center and winner of a national restoration award.

Historic Fort Snelling has been restored to its original state; costumed guides tell about the fort's early history as the first non-Native American settlement in the Saint Paul area. The Alexander Ramsey House was the home of Minnesota's first territorial governor; tours of the home are available year round. Reflecting the opulence of Saint Paul's most famous nineteenth-century railroad baron, the 32-room James J. Hill House was at one time the largest home in the Midwest. A 5-mile stretch of Summit Avenue is lined with Victorian homes. A few blocks away, at 481 Laurel, is writer F. Scott Fitzgerald's birthplace (not open to the public).

Como Zoo and Marjorie McNeely Conservatory feature a children's zoo, a large cats house, an aquatic house, and a new visitor's center. The Children's Museum features hands-on exhibits.

Arts and Culture

Like Minneapolis, Saint Paul enjoys a national reputation in the performing arts. The Ordway Center for the Performing Arts is the home of the Saint Paul Chamber Orchestra and the Minnesota Opera Company. The Landmark Center is a Romanesque Revival building whose south tower is modeled after Boston's Trinity Church. The Schubert Piano Club and Keyboard Instruments Museum is located in the center. The American Museum of Art recently opened its Riverfront Gallery on Kellogg Boulevard; the museum houses contemporary and Asian art as well as sculpture, paintings, photography, and drawings.

The Science Museum of Minnesota features the Dinosaurs and Fossils Gallery, Omnitheater and a 3D cinema representing the latest in high-tech entertainment. At the Mississippi River Gallery, visitors can unlock the secrets of locks and dams, explore an authentic Mississippi River towboat, and view the river from the museum's balcony. At the Human Body Gallery, visitors can view their own cells through a microscope; in the Experiment Gallery, visitors can make a tornado and create waves in the wave tank. The Minnesota History Center presents interpretations of the state's history through exhibits and material objects.

Saint Paul's theater companies include the Park Square Theater, which concentrates on classic plays; the Great North American History Theater, which presents local historical drama; and Penumbra Theater, a professional African American theater company.

Arts and Culture Information: Metropolitan Regional Arts Council, 2324 University Ave. W., Saint Paul, MN 55114; telephone (651)645-0402

Festivals and Holidays

The Saint Paul Winter Carnival is the largest winter celebration in the nation. This annual festival, held the last weekend in January through the first weekend in February, features parades, ice and snow sculpture, fine arts performances, a ball, unusual winter sporting events, and a re-enactment of the legend of King Boreas. Saint Paul hosts the largest celebration of St. Patrick's Day outside of New York City. The Festival of Nations in late April celebrates the food and cultures of more than 50 countries. Grand Old Day on an early June Sunday begins with a parade on a one-mile stretch of Grand Avenue and includes entertainment, food, and crafts; the celebration is the largest one-day street fair in the Midwest. Taste of Minnesota on the Fourth of July weekend is held on the Minnesota State Capitol Mall and concludes with a fireworks display on Independence Day. The Minnesota State Fair, one of the largest state fairs in the country, runs for 10 days ending on Labor Day at the Minnesota State Fairgrounds.

Sports for the Spectator

The Twin Cities are home to five professional sports teams. The Minnesota Vikings compete in the National Football Conference in the North Division. The Minnesota Twins are in the Central Division of baseball's American League. The Minnesota Timberwolves are in the National Basketball Association. The baseball and football teams play home games in the Hubert H. Humphrey Metrodome in downtown Minneapolis. The Timberwolves compete at the Target Center in downtown Minneapolis. The Minnesota Wild of the National Hockey League play in the 650,000-square-foot Xcel Energy Center. The Women's National Basketball Association team, the Minnesota Lynx, came to the Twin Cities in 2000.

University of Minnesota teams compete in the Big Ten in football, baseball, hockey, and basketball. Thoroughbred horses run at Canterbury Downs Racetrack in Shakopee in a mid-May to mid-August season.

Sports for the Participant

The Rice & Arlington Sports Dome hosts softball, soccer, and baseball leagues. In addition, the dome is used for private lessons, clinics, parties, and batting practice. The playing area of the dome features a full-size softball field with a 330-foot, straight-away center and two soccer fields that are 50 yards wide by 60 yards long. The soccer fields can also be played on lengthwise, creating a field 100 yards long by 60 yards wide.

Outdoor sports in the Saint Paul area include fishing, swimming, boating, and water skiing in the summer and ice fishing, ice skating, cross-country skiing, and hockey in the winter. The Twin Cities Marathon is an annual event that attracts as many as 10,000 runners and is usually held the first or second Sunday in October.

Shopping and Dining

Saint Paul boasts one of the world's longest public skyway systems; it consists of 5 miles of second-level walkways that link downtown hotels, restaurants, stores, and businesses. At the center of four square blocks of more than 100 retail and dining establishments is the Town Square Park, which is an enclosed, year-round park. The Farmers Market is an old-world open market selling home-grown foods and crafts on weekends. Historic Grand Avenue is lined with private homes, retail shops, boutiques, and antique stores. A local shopping square is housed in a turn-of-the-century railroad building. There are antique stores as well as specialty stores promoting Minnesota goods located throughout the Twin Cities.

Saint Paul restaurants stress American home cooking and Midwest cuisine; ethnic choices range from Afghan and Vietnamese menus to continental and French restaurants. Fresh fish, prime rib, and 16-ounce steaks are local favorites. Dinner cruises on the Mississippi River are offered. The quaint river town of Stillwater, 25 miles

east of Saint Paul, also offers dining and shopping opportunities.

Visitor Information: Saint Paul Convention and Visitors Bureau, 175 West Kellogg Boulevard, Suite 502, Saint Paul, MN 55102; telephone (651)265-4900. Explore Minnesota Tourism, 100 Metro Square, 121 7th Place East, Saint Paul, MN 55101; telephone (651)296-5029

■ Convention Facilities

River Centre Convention and Entertainment complex accommodates events such as seminars, banquets, and conventions. The facility has a total of 902,819 square feet of space, with 162,299 in the Saint Paul's RiverCentre and 90,520 in the Roy Wilkins auditorium; the adjacent arena has 650,000 square feet. Saint Paul's skyway system connects the facility to more than 700 downtown hotel rooms. The Radison Riverfront Hotel offers 55,000 square feet of flexible meeting space, 25 meeting rooms, and a glass ballroom overlooking the Mississippi River and Kellogg Square Park. The Fitzgerald Theatre, the city's oldest standing theater, provides seating for more than 900 people for meetings and various kinds of presentations in a two-balcony hall. The Minnesota State Fair Grounds maintains 13 indoor facilities, ranging from 2,000 to 100,000 square feet, for use outside of the fair season. Four conference sites, accommodating from 100 to 4,000 people, and lodging rooms for 1,000 people are available on the Macalester College campus.

Several hotels and motels offer meeting and banquet facilities for both large and small groups. Approximately 5,000 lodging rooms can be found in Saint Paul.

Convention Information: Saint Paul Convention and Visitors Bureau, 175 West Kellogg Boulevard, Suite 502, Saint Paul, MN 55102; telephone (651)265-4900

■ Transportation

Approaching the City

The principal destination of most air travelers bound for Saint Paul is the Minneapolis-Saint Paul International Airport, 15 minutes from downtown Saint Paul. The Minneapolis-Saint Paul International Airport underwent a major expansion between 1996 and 2005. The resulting facility boasts 2.8 million square feet in its main terminal, with an additional 398,000 square feet in a secondary terminal. In 2004, Minneapolis-St. Paul International Airport was named Best Airport in the Americas and Best Domestic Airport by the International Air Transport Association and Airports Council International. Airlines serve 131 non-stop markets, and in 2006 there were

35,612,133 passengers served. Several reliever airports are also located in the metropolitan area.

An efficient highway system permits easy access into Saint Paul. Interstate-94 intersects the city from east to west and I-35E from north to south. I-494 and I-694 form a beltway circling the north, south, east, and west perimeters. Serving metropolitan Minneapolis-Saint Paul are seven federal and 13 state routes.

Passenger rail service to Saint Paul from Chicago and Seattle is provided by Amtrak. Bus service is provided by Greyhound.

Traveling in the City

Saint Paul proper has an East Side roughly east of downtown, but its West Side actually lies south of the central business district. The West Side should not be confused with West Saint Paul, which is a suburb on the south edge of town (on the west edge of South Saint Paul, another suburb). Other Saint Paul communities include Frogtown, the Historic Hill District, the Midway, Macalester-Groveland, and Highland Park.

Saint Paul's freeway system, moderate population density, and two business districts facilitate high levels of traffic mobility throughout Minneapolis-Saint Paul during both peak and non-peak hours. The Twin Cities' Metropolitan Council Transit Operations (MCTO), one of the largest bus transportation systems in the country, operates regularly scheduled routes in Saint Paul as well as Minneapolis and the surrounding suburbs.

■ Communications

Newspapers and Magazines

Saint Paul's major daily newspaper is the *Saint Paul Pioneer Press*. Other newspapers appearing daily in the Twin Cities area are the *Minneapolis Star Tribune*, *Minnesota Daily*, and *Finance and Commerce*. *Minnesota Monthly* is a magazine focusing on topics of state and regional interest.

Approximately 60 magazines, journals, and newsletters originate in the metropolitan area, covering topics such as law, furniture, religion, feminist issues, and agriculture. Member or special interest publications for professional associations, religious organizations, trade groups, and fraternal societies are also based in the city.

Television and Radio

Two commercial and two public television stations broadcast from Saint Paul; cable service is also available. AM and FM stations furnish music, news, and information programming. The headquarters of the Minnesota Public Radio Network, an affiliate of National Public Radio, is located in Saint Paul. American Public Media produces "Saint Paul Sunday," a popular program that is broadcast live nationally from Saint Paul, as well as "A

Prairie Home Companion,” which broadcasts from the Fitzgerald Theater.

Media Information: *Saint Paul Pioneer Press*, 345 Cedar Street, Saint Paul, MN 55101; telephone (651) 222-1111. *Minnesota Monthly*, Minnesota Monthly Publications, Inc., 730 Second Ave., Minneapolis, MN 55402; telephone (612)371-5800

Saint Paul Online

- City of Saint Paul home page. Available www.ci.stpaul.mn.us
- Mall of America home page. Available www.mallofamerica.com
- Minnesota Department of Trade and Economic Development home page. Available www.deed.state.mn.us
- Minnesota Historical Society home page. Available www.mnhs.org
- Saint Paul Area Chamber of Commerce home page. Available www.saintpaulchamber.com

Saint Paul city guide online. Available www.saint-paul.com

Saint Paul Convention and Visitors Bureau home page. Available www.stpaulcvb.org

Saint Paul Pioneer Press home page. Available www.twincities.com

Saint Paul Public Library home page. Available www.stpaul.lib.mn.us

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- Fitzgerald, F. Scott, *Taps at Reveille* (New York: C. Scribner's Sons, 1935)
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The State in Brief

Nickname: Show Me State

Motto: Salus populi suprema lex esto (The welfare of the people shall be the supreme law)

Flower: Hawthorn

Bird: Bluebird

Area: 69,704 square miles (2000; U.S. rank 21st)

Elevation: Ranges from 230 feet to 1,772 feet above sea level

Climate: Continental, with seasonal extremes; affected by cold air from Canada, warm moist air from the Gulf of Mexico, and dry air from the Southwest

Admitted to Union: August 10, 1821

Capital: Jefferson City

Head Official: Governor Matt Blunt (R) (until 2008)

Population

1980: 4,917,000

1990: 5,117,073

2000: 5,595,211

2006 estimate: 5,842,713

Percent change, 1990–2000: 9.3%

U.S. rank in 2006: 18th

Percent of residents born in state: 66.33% (2006)

Density: 84.2 people per square mile (2006)

2006 FBI Crime Index Total: 255,450

Racial and Ethnic Characteristics (2006)

White: 4,905,832

Black or African American: 661,535

American Indian and Alaska Native: 21,082

Asian: 86,010

Native Hawaiian and Pacific Islander: 3,333

Hispanic or Latino (may be of any race): 160,898

Other: 62,026

Age Characteristics (2006)

Population under 5 years old: 390,715

Population 5 to 19 years old: 1,197,335

Percent of population 65 years and over: 13.3%

Median age: 37.2

Vital Statistics

Total number of births (2006): 78,815

Total number of deaths (2006): 55,620

AIDS cases reported through 2005: 10,630

Economy

Major industries: Manufacturing; trade; finance, insurance, and real estate; retail trade; services

Unemployment rate (2006): 6.3%

Per capita income (2006): \$22,916

Median household income (2006): \$42,841

Percentage of persons below poverty level (2006): 13.6%

Income tax rate: 1.5% to 6.0%

Sales tax rate: 4.225%



Columbia

■ The City in Brief

Founded: 1818 (incorporated 1826)

Head Official: Mayor Darwin Hindman (NP) (since 1995)

City Population

1980: 62,061

1990: 69,101

2000: 84,531

2006 estimate: 94,428

Percent change, 1990–2000: 18.25%

U.S. rank in 1980: 324th

U.S. rank in 1990: 331st (State rank: 6th)

U.S. rank in 2000: 339th (State rank: 6th)

Metropolitan Area Population

1980: 100,376

1990: 112,379

2000: 135,454

2006 estimate: 155,997

Percent change, 1990–2000: 20.5%

U.S. rank in 1980: 282nd

U.S. rank in 1990: 288th

U.S. rank in 2000: 221st

Area: 58 square miles (2005)

Elevation: 889 feet above sea level

Average Annual Temperatures: January, 27.8° F; July, 77.4° F; annual average, 54.0° F

Average Annual Precipitation: 40.28 inches of rain; 22.8 inches of snow

Major Economic Sectors: Education, government, insurance, trade, services

Unemployment Rate: 4.0% (June 2007)

Per Capita Income: \$24,535 (2005)

2005 FBI Crime Index Property: 3,065

2005 FBI Crime Index Violent: 477

Major Colleges and Universities: University of Missouri-Columbia, Stephens College, Columbia College

Daily Newspaper: *Columbia Daily Tribune*, *Columbia Missourian*

■ Introduction

Known locally as “College Town U.S.A.,” Columbia is the seat of Boone County in central Missouri, about midway between Kansas City and St. Louis. This fast-growing city offers a top rate school system, fine health care facilities, cultural opportunities, a low cost of living, and a clean environment. Columbia, with its highly educated populace, consistently ranks among the best places to live in the United States. In 2006 *Money* magazine ranked the city as one of the “Top 100 Best Places to Live” and *Expansion Management* magazine gave the city five stars on its “Quality of Life Quotient.”

■ Geography and Climate

Columbia is located halfway between St. Louis to the east and Kansas City to the west, with the state capital, Jefferson City, about 25 miles directly south. It is also halfway between Des Moines and Memphis. The city is set on gently rolling terrain where prairie meets forest. It has cold winters and warm, often humid summers. In winter the cold periods are often interrupted by a warm spell, and the temperature only drops below zero for a few days. Snows rarely last longer than a week, most commonly appearing in March. Freezing temperatures

usually end after April first, and the first frost is generally in late October. Late spring and early summer are the rainiest seasons, and summertime temperatures sometimes reach above 100° F.

Area: 58 square miles (2005)

Elevation: 889 feet above sea level

Average Temperatures: January, 27.8° F; July, 77.4° F; annual average, 54.0° F

Average Annual Precipitation: 40.28 inches of rain; 22.8 inches of snow

■ History

Before the coming of Europeans, Osage and Missouri tribes roamed the area of Columbia and Boone County. The “Missouri,” meaning “people with dugout canoes,” were originally from the Ohio River Valley, prehistoric evidence shows. The fierce Osage were the predominant tribe of the area. They were a pierced and tattooed, jewelry bedecked, tall, robust, warlike people who dominated other tribes in the region. The men shaved their heads but for a strip at the crown, and wore loinclouts and buckskin leggings; the women wore deerskin dresses, and leggings and moccasins as well. They were primarily migrating hunters and gatherers, although they also farmed corn, beans, and pumpkins. The Osage are considered a fringe Plains tribe even though they dwelled mostly in forested areas, because they spoke a Sioux branch of language and went on buffalo hunting excursions on the Great Plains twice annually.

The first Europeans to encounter the Osage were the French, led by Marquette’s exploration down the Mississippi for New France in the 1670s. The French and the Osage soon became partners in the fur trade, and with guns and horses gained from this union, the Osage dominated other tribes even more than before. They helped the French defeat the British in 1755 but stayed out of the colonial war. More Europeans came to the area; the Spanish influence grew as that of the French waned. The Osage were pushed to reservations in Kansas and finally what is now Oklahoma by a series of treaties made through the 1800s.

The United States gained the Missouri Territory from France in 1803. The Lewis and Clark expedition passed nearby in that same year, and Daniel Boone and his sons started a settlement in 1806. They also established the Booneslick Trail, which led all the way from Kentucky to the Columbia area. In 1818 the town of Smithton, named for its purchaser, the Smithton Land Company, was established. However, in need of a better water supply, the entire town of 20 residents was moved to its present site in 1821. The settlement of mud-daubed log huts, which was surrounded by wilderness, was

renamed Columbia, a popular name at the time, and became the seat of Boone County. Although Columbia is in the Midwest, it had a very Southern feel in the early days, as many of its settlers were from below the Mason-Dixon Line.

From its beginnings, the economy of Columbia has rested on education. It also benefited from being a stagecoach stop of the Santa Fe and Oregon trails, and later from the Missouri Kansas Texas Railroad (nicknamed Katy). Columbia was incorporated in 1826, five years after Missouri became the 24th state. The city’s progress can be traced through the development of its institutions. In 1824 Columbia was the site of a new courthouse; in 1830 its first newspaper began; in 1832 the first theater in the state was opened; and in 1834 a school system began to serve its by then 700 citizens. The state’s first agricultural fair was held in Columbia in 1835. A school for girls was opened in 1833 and an institution called Columbia College (unrelated to the present school) was opened in 1834. Also in 1834, one of the country’s finest portrait artists, George Caleb Bingham, opened a studio in Columbia. In 1841 the University of Missouri was built in Columbia after Boone County won out over several competing counties in raising money and setting aside land. In 1851 Christian Female College was established; it went coed in the 1970s and changed its name to Columbia College. In 1855 Baptist Female College was established; still a women’s-only school, it is now known as Stephens College. By 1839 the population and wealth of Boone County, with 13,000 citizens, was exceeded in Missouri only by that of St. Louis County.

Slavery was a largely accepted practice in Columbia in its early days, and the slave population had reached more than 5,000 by the beginning of the Civil War. In fact, the sale of slaves continued until 1864. Before the Civil War many Columbians were very nationalistic and supported the Missouri Compromise, which would admit Missouri into the Union as a slave state, but would placate northerners with the admission of Maine as a free state and the establishment of the rest of the Louisiana Purchase, north and west of Missouri’s southern border, as free territory. Early in the Civil War, Union forces secured the area and enforced mandatory draft into the local militia; however, although the state was officially Union, people were in reality sharply divided, and supported both sides with supplies and men.

Since the turmoil of the Civil War and Reconstruction, Columbia’s history was marked by steady and quiet growth and prosperity, based largely on its roots in education and the growth and development of the University of Missouri–Columbia. The University of Missouri School of Medicine opened in 1872 and the Parker Memorial Hospital was built in 1901 as the first training hospital. The Medical Center was built in 1960 and was later renamed University Hospitals. In the early 2000s, Columbia was among the top cities in the nation for



Photo courtesy of Jason Swindle, Columbia, MO.

medical facilities per capita with both the University Hospitals and clinics (sponsored by University of Missouri HealthCare) and the Boone Hospital Center serving as major employers for the city.

In 1908 the Missouri School of Journalism opened as the first of its kind in the world. The university's student-run newspaper, *University Missourian*, widened its scope of reporting to include local and national news and was renamed the *Columbia Missourian*, which has become a major daily newspaper for the city.

The University of Missouri has continued to grow by leaps and bounds and has had a major impact on the growth and development of the city into the early 2000s. In 2006 it was estimated that research programs at the university supported over 9,000 jobs and had an annual economic impact of \$440 million. In 2007 the university was working with local development organizations in the construction of Discovery Ridge Research Park. Located at the site of the former South Farm Agriculture Experiment Station of the university, the new development is expected to attract high-tech business and research organizations to the city.

Historical Information: State Historical Society of Missouri, Lowry Mall, University of Missouri, Columbia campus; telephone (573)882-7083. Boone County Historical Society, 3801 Ponderosa Street, Columbia, MO; telephone (573)443-8936; <http://shs.umssystem.edu>

■ Population Profile

Metropolitan Area Residents

1980: 100,376
1990: 112,379
2000: 135,454
2006 estimate: 155,997

Percent change, 1990–2000: 20.5%
U.S. rank in 1980: 282nd
U.S. rank in 1990: 288th
U.S. rank in 2000: 221st

City Residents

1980: 62,061
1990: 69,101
2000: 84,531
2006 estimate: 94,428
Percent change, 1990–2000: 18.25%
U.S. rank in 1980: 324th
U.S. rank in 1990: 331st (State rank: 6th)
U.S. rank in 2000: 339th (State rank: 6th)

Density: 1,592.8 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 68,397
Black: 7,376
American Indian and Alaska Native: 280
Asian: 2,959
Native Hawaiian and Pacific Islander: 81
Hispanic or Latino (may be of any race): 2,417
Other: 1,334

Percent of residents born in state: 62.5%
(2000)

Age characteristics (2005)

Population under 5 years old: 6,150
Population 5 to 9 years old: 3,756
Population 10 to 14 years old: 3,833
Population 15 to 19 years old: 4,544
Population 20 to 24 years old: 14,292
Population 25 to 34 years old: 15,815
Population 35 to 44 years old: 10,997

Population 45 to 54 years old: 10,228
Population 55 to 59 years old: 3,303
Population 60 to 64 years old: 2,062
Population 65 to 74 years old: 3,607
Population 75 to 84 years old: 2,189
Population 85 years and older: 1,327
Median age: 29.7 years

Births (2006, MSA)

Total number: 2,160

Deaths (2006, MSA)

Total number: 923

Money income (2005)

Per capita income: \$24,535
Median household income: \$37,051
Total households: 39,624

Number of households with income of . . .

less than \$10,000: 5,473
\$10,000 to \$14,999: 2,637
\$15,000 to \$24,999: 5,506
\$25,000 to \$34,999: 5,510
\$35,000 to \$49,999: 5,372
\$50,000 to \$74,999: 6,489
\$75,000 to \$99,999: 3,208
\$100,000 to \$149,999: 3,973
\$150,000 to \$199,999: 573
\$200,000 or more: 883

Percent of families below poverty level: 19.4%
(2005)

2005 FBI Crime Index Property: 3,065

2005 FBI Crime Index Violent: 477

■ Municipal Government

Columbia has a council-manager form of government, with a mayor and six council members. The council members are elected by ward and serve three-year terms. The mayor is also elected every three years as a council member at-large. This unpaid elected body directly supervises a city manager, city clerk, and three municipal judges.

Head Official: Mayor Darwin Hindman (NP) (since 1995; current term expires 2010)

Total Number of City Employees: 1,220 (2007)

City Information: City of Columbia, Daniel Boone Building, 701 East Broadway, Columbia, MO 65205; telephone (573)874-7111; www.gocolumbiamo.com

■ Economy

Major Industries and Commercial Activities

Columbia's thriving economy is primarily based on the education, health care, and insurance industries. Major employers in these sectors include the University of Missouri-Columbia, Columbia Public Schools, University of Missouri HealthCare (hospitals and clinics), Boone Hospital Center, State Farm Insurance Companies, and Shelter Insurance Companies. The government sector, including city, county, and state organizations, accounts for a large number of jobs for the region as well.

Columbia's manufacturers make and sell a wide variety of products. 3M is a major employer, producing projection lenses, optical equipment, electronic products, and interconnect systems. MBS Textbook Exchange is a textbook distribution center. Columbia Foods, a division of Oscar Mayer, employs about 620 workers at its food processing plant. Watlow-Columbia, Inc. manufactures electrical heating elements; Square D Corporation makes circuit breakers; and Hubbell Power Systems produces electric utility equipment.

The city is consistently named as a top place in the nation to live, retire, and do business in publications such as *Money*, *Entrepreneur*, *Kiplinger's Personal Finance*, and *Expansion Management*. *Forbes* listed Columbia as one of the "Best Small Metros for Business and Careers" in 2006.

Items and goods produced: electric utility equipment, processed foods, optical equipment, circuit breakers, automotive parts, newspapers, snack foods, HVAC equipment, plastic pipes, foam products

Incentive Programs—New and Existing Companies

Local programs: The Columbia and Boone County area's main economic development contact is the Regional Economic Development, Inc. (REDI). REDI is a public/private entity created to promote economic expansion while maintaining quality of life. REDI provides services, financing, tax credits and exemptions, job training, and other local perks for businesses, such as no local income tax, moderate property taxes and low sales tax. Community Development Block Grants are available outside the city limits for public infrastructure. Financing takes the form of Industrial Revenue Bonds for qualifying projects, and other low-interest loans and incentive financing for large development projects. Tax exemptions include no sales taxes on manufacturing equipment or on materials used to install such equipment, no sales taxes on air or water pollution control devices, and a property tax exemption on business and industrial inventories.

State programs: Tax credit programs offered by the state of Missouri include a Business Modernization and Technology Credit, Small Business Incubator Credit,

Neighborhood Assistance Program, Historic Preservation Credit, New Markets Tax Credit and a Community Bank Investment Credit. Tax credits through these programs range from 45 percent to 70 percent for qualified programs. A Research Expense Tax Credit program offers a credit of 6.5 percent for qualified expenses. The BUILD Missouri Program provides incentives for the relocation or expansion of large business projects (generally in excess of 100 jobs). The program provides Missouri state income tax credits to the business in the amount of debt service payments for bonds related to a portion of project costs. The tax credits may be sold if not used by the recipient. A number of loan financing programs are also available.

Job training programs: The New Jobs Training Program (NJTP) provides education and training to workers employed in newly created jobs in Missouri. The new jobs may result from a new industry locating in Missouri or an existing industry expanding its workforce in the state. The Missouri Customized Training Program (MCTP) helps Missouri employers with funding to offset the costs of employee training and retraining. It assists new and expanding businesses in recruiting, screening, and training workers, and it helps existing employers retain their current workforce when faced with needed upgrading and retraining. The Missouri Job Retention Training Program offers retraining assistance to employers who have retained a minimum of 100 employees for at least two consecutive years and have made a capital investment of at least \$1 million.

The Columbia Area Career Center offers business seminars, computer classes, and skilled trade and industry training for adults. Occupational programs are available in fields such as practical nursing and EMT/paramedic training.

Development Projects

Growing somewhat naturally out of Columbia's strength in the education and health care industries is the biological sciences research business. There are three key organizations in the area that promote expansion into this growing field: the Mid-MO BIO, the MU Life Science Business Incubator at Monsanto Place, and Scientific Partnership and Resource Connection, or SPARC. SPARC works with Regional Economic Development, Inc. (REDI) and University of Missouri's College of Agriculture, Food, and Natural Resources to procure funding for research and the building of related facilities. This has resulted in a new, \$60-million Life Sciences Center, which opened in 2004 on the University of Missouri-Columbia's campus.

The University of Missouri-Columbia maintains its own Foundation for Economic Development department, which has had an enormous impact on the local economic growth and development as well. One of the major projects under development in 2007 was Discovery

Ridge, formerly the South Farm agriculture experiment station of the University of Missouri. As of 2007, only two tenants were located on the site: Analytical Bio-Chemistry Laboratories and the Research Animal Diagnostic Laboratory, the latter of which is the second-largest lab animal diagnostic and pathology lab in the world. However, once development is complete, the site is expected to serve as a major attraction for high-tech companies that would work in collaboration with both the University and private businesses. In 2006 the MIZZOU Business Development Extension assisted in business start-ups valued at over \$19 million, resulting in the creation of over 1,115 new jobs.

In 2007 the Missouri Life Science Research Board announced plans to locate a statewide Center of Excellence in Columbia. This center will be designed to focus on agricultural research, specifically in the areas of bio-energy, plant science, and animal health and nutrition. The University of Missouri-Columbia will also be involved in this project, along with a number of state agricultural associations.

In November 2007 the city opened its first landfill-gas-to-energy project at the Columbia landfill. The project will generate 2.1 megawatts of renewable energy from gases created through landfill waste decomposition. This is the amount of energy needed to power about 1,500 homes in the city. The \$2.85-million project was partially funded through an electric bond issue passed by voters in 2006. The plant has been designed for possible expansion.

Economic Development Information: Regional Economic Development, Inc., 302 Campusview Dr., Ste. 208, Columbia, MO 65201; telephone (573)442-8303; www.columbiaredi.com. Missouri Department of Economic Development, 301 W. High Street, Jefferson City, MO 65102; telephone (573)751-4962; www.ded.mo.gov

Commercial Shipping

Boone County has over a dozen major motor freight lines serving the area. Railroads serving the area's freight needs include Norfolk Southern, Gateway Western, and COLT (Columbia Terminal), a short-line railroad owned by the city. Air cargo travels through Columbia Regional Airport, primarily through Airborne Express and the U.S. Postal Service.

Labor Force and Employment Outlook

The Columbia workforce is very well-educated in comparison to national averages. According to 2006 estimates, nearly 92 percent of the population age 25 years and over had obtained a high school diploma or higher. Nearly 55 percent of this population had obtained a bachelor's degree or higher. In 2006 *Expansion Management* magazine ranked Columbia as a five-star city in their annual Knowledge Worker Quotient, based on the

apparent ability of the workforce to support technological industries. In 2007 the largest employment sectors were government and retail, followed by manufacturing, and finance, insurance, and real estate. Employment projections into 2014 suggest that the greatest number of new jobs will be added in health services and marketing, sales, and services. Local development projects are underway to attract new business and research jobs in life sciences.

The following is a summary of data regarding the Columbia metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 91,400

Number of workers employed in . . .

- construction and mining: Not available
- manufacturing: Not available
- trade, transportation and utilities: 15,100
- information: Not available
- financial activities: Not available
- professional and business services: Not available
- educational and health services: Not available
- leisure and hospitality: Not available
- other services: Not available
- government: 29,700

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.0% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
University of Missouri-Columbia	8,002
University Hospital & Clinics	4,520
Columbia Public Schools	2,150
Boone Hospital Center	1,769
City of Columbia	1,220
State Farm Insurance Companies	1,151
Shelter Insurance Companies	1,040
MBS Textbook Exchange	947
Hubbell Power Systems, Inc.	910
US Department of Veterans Affairs	910

Cost of Living

Columbia consistently ranks below the national average for cost of living. The following is a summary of data regarding several key cost of living factors for the Columbia metropolitan area.

2007 (1st quarter) ACCRA Average House Price: \$257,325

2007 (1st quarter) ACCRA Cost of Living Index: 91.5

State income tax rate: 1.5% to 6.0%

State sales tax rate: 4.225%

Local income tax rate: None

Local sales tax rate: 3.125%

Property tax rate: \$6.32 per \$100 of assessed value (2004)

Economic Information: Missouri Department of Economic Development, 301 W. High Street, P.O. Box 1157, Jefferson City, MO 65102; telephone (573)751-4962; <http://ded.mo.gov>. Regional Economic Development, Inc., 302 Campusview Dr., Ste. 208, Columbia, MO 65201; telephone (573)442-8303; www.columbiaredi.com

■ **Education and Research**

Elementary and Secondary Schools

The Columbia Public School District is one of the largest districts in the state of Missouri. Within the district, proficiency scores through the Missouri Assessment Program are generally higher than the state average. In 2007 nearly 55 percent of all teachers in the district held a master's degree or higher. Special assessment efforts, reading-intensive activities and summer school programs are directed at students at risk of dropping out. At the other end of the achievement spectrum is the A+ program, in which students with superior attendance, grades, and citizenship records can earn free tuition to a two-year community college, vocational-technical schools, or the Columbia Area Career Center (run by the public school district). The free Summer Enrichment program offers core academic studies in the morning and enrichment activities in the afternoon. There is a Parents As Teachers program, a family literacy program in which adults can work on GED certification or other educational goals such as learning English while their children attend preschool, and other volunteer programs that encourage adult volunteers from the community to join in a partnership for mentoring or service skills education.

The following is a summary of data regarding the Columbia Public Schools as of the 2005–2006 school year.

Total enrollment: 23,150

Number of facilities
 elementary schools: 20

junior high/middle schools: 6
 senior high schools: 4
 other: 0

Student/teacher ratio: 13.2:1

Teacher salaries (2005–06)

elementary median: \$36,810
 junior high/middle median: Not available
 secondary median: \$41,480

Funding per pupil: \$7,319

Columbia also has over a dozen private schools, including Catholic, Lutheran, Seventh-day Adventist, and Islamic schools.

Public Schools Information: Columbia Public Schools, 1818 W. Worley St., Columbia, MO 65203; telephone (573)886-2100; www.columbia.k12.mo.us

Colleges and Universities

The University of Missouri–Columbia (MU), with more than 28,250 students, offers 274 degree programs, including 86 bachelor’s degrees, 93 master’s degrees, and 67 doctorates. MU, founded in 1839, was the first public university west of the Mississippi. MU is considered to be one of the most prestigious research universities in the nation. For 2008 the university was listed among the top 100 “Best National Universities” by *U.S. News & World Report*.

Columbia College, a private, coeducational institution, was originally called Christian Female College when it was founded in 1851. It was the first women’s college west of the Mississippi to be chartered by a state legislature. It changed its name in 1970 when it went coed and offered bachelor’s and post-graduate degrees in addition to associate’s degrees. The school maintains a covenant affiliation with the Christian Church (Disciples of Christ). The school offers master’s degrees in teaching, business administration, and criminal justice and bachelor’s and associate’s degrees in a wide variety of fields. Columbia College now has almost 1,000 students at its day campus and over 3,000 working adults at its evening campus, both of which are located in Columbia. There are 32 extended campuses around the nation, including one at Guantanamo Bay, and an impressive online college.

Stephens College, founded in 1833, is the nation’s second oldest women’s college. Stephens offers a liberal arts curriculum and pre-professional programs, with over 50 majors and minors in three schools of study. There is also a program available for student-designed majors. Stephens is the only four-year women’s college in Missouri and remains dedicated to women’s education in the new millennium. The division of Graduate and Continuing studies offers programs for both men and women. Stephens College was listed as one of the “Best Midwestern Colleges” for 2008 in the *Princeton Review*.

The Columbia Area Career Center offers business seminars, computer classes, and skilled trade and industry training for adults. Occupational programs are available in fields such as practical nursing and EMT/paramedic training.

Libraries and Research

The Columbia Public Library is the headquarters of the Daniel Boone Regional Library system, which serves Boone and Callaway counties as well as the city of Columbia through three branches and two bookmobile services. The \$22-million Columbia Public Library was completed in 2002. The design of the new building features curves and cylindrical shapes and a carefully planned system of signs that allow patrons to find things easily. The system maintains a collection of over 518,000 materials.

The University of Missouri–Columbia libraries maintain the largest library collection in the state and one of the largest collections in the Midwest. The university library system includes the main Ellis Library and seven specialized libraries (law, veterinary medicine, geological sciences, health sciences, engineering, journalism, and mathematical sciences). Holdings include over 3.2 million volumes, 6.8 million microforms, 1.6 million government documents, and over 26,000 journal subscriptions. Its online catalog of resources, called MERLIN for Missouri Education and Research Libraries Information Network, makes materials available from the University of Missouri’s four campuses and St. Louis University. MU’s special collections include an extensive historical and contemporary collection of government documents, Microform Collection, Rare Book Collection, Newspaper Collections, and the Comic Art Collection with originals and reprints of classic comic strips, underground comics, and graphic novels.

Columbia College’s Stafford Library maintains a general collection of over 80,000 volumes and 600 periodical subscriptions. Its special Library of American Civilization contains materials on all aspects of American life from pre-colonial times through World War I. The Stafford Library also maintains special collections in biography, history, and costumes. The Arthur catalog links the library collections of the Stafford Library and four other central Missouri college libraries, plus the collection of the Missouri State Library.

The State Historical Society of Missouri Library has special collections on church histories, literature, Midwestern history, and Missouri newspapers. The Midwest Science Center Library features a collection on wildlife research. Stephens College has special libraries that encompass women’s studies, educational resources, and children’s literature.

The University of Missouri–Columbia spends an estimated \$211 million each year on research activities. MU is one of 34 public universities in the nation to be

designated as Doctoral Research Extensive by the Carnegie Foundation for Advancement of Teaching. This designation marks the school as one of the most prestigious research institutions in the country. Research centers and institutes maintained at the university include the Agricultural Experiment Station Research Farms, Ellis Fischel Cancer Research Center, the Missouri Center for Mathematics and Science Teacher Education, the National Center for Explosion Resistant Design, the National Center for Gender Physiology, the National Center for Soybean Biotechnology, and the Health and Behavior Risk Research Center, to name a few.

A number of institutions have research facilities in Columbia. These include the Mid-Missouri Mental Health Center, which conducts research along with providing psychiatric inpatient treatment; the Missouri Coop Fish and Wildlife Research Unit; a division of the U.S. Geological Survey of the Department of the Interior; Missouri Lions Eye Research Foundation, which holds an eye tissue bank and does research into glaucoma treatment and all things involving preserving and restoring eyesight; the Rehabilitation Research Foundation, part of MU's Health Psychology Department; and the U.S.D.A. Biological Control of Insects Research Laboratory.

Public Library Information: Columbia Public Library, PO Box 1267, 100 W. Broadway, Columbia, MO 65205; telephone (573)443-3161; www.dbrl.org

■ Health Care

Columbia's hospitals provide quality health care for Central Missourians, comparable to that of cities many times its size.

University of Missouri HealthCare (UMHC) sponsors the 189-bed Columbia Regional Hospital and the 274-bed University Hospital, both in Columbia. University Hospital (UH) features the only Level I trauma center and helicopter service in the region. The UH critical care center includes cardiac, medical, neurological and surgical intensive care units as well as mid-Missouri's only burn intensive care unit. It also boasts of the most comprehensive center for wound care and hyperbaric medicine in the region. Other specialized services through UH include the region's only cochlear implant center, a diabetes center, an ophthalmology institute, a sleep disorders center, and an endoscopy center. The Children's Hospital at UH is a 115-bed unit providing specialized pediatric care services.

UMHC also sponsors the Ellis Fischel Cancer Center, which is the only hospital in the state dedicated to cancer care and research. The Howard A. Rusk Rehabilitation Center is managed jointly through UMHC and HealthSouth, a rehabilitative care organization based in Alabama. The Rusk Center features specialized programs for spinal cord injuries, brain injuries, stroke recovery,

amputee rehabilitation, and multiple sclerosis patients, to name a few. The UMHC Missouri Rehabilitation Center is a 124-bed long-term care facility. This center houses the largest traumatic brain injury program in the state. It is also considered to be a leading center for pulmonary rehabilitation. UMHC also sponsors several primary care clinics in the city and the Sinclair Home Care network.

The Boone Hospital Center (BHC) is a 388-bed hospital with specialties in cardiology, neurology, oncology, and obstetrics. The hospital has a Level III Neonatal Intensive Care Unit and a Neuroscience Intensive Care Unit, as well as general surgical and medical intensive care units. BHC sponsors the Advanced Wound Care Clinic, the Harris Breast Center, a Pain Management Clinic, and the Joint Replacement Center. The hospital also sponsors several outpatient primary care clinics and community wellness programs.

Mid-Missouri Mental Health Center offers short term intensive psychiatric help for children and adults. Eligible veterans are served by the 54-bed Harry S. Truman Memorial Veteran's Hospital.

■ Recreation

Sightseeing

Downtown Columbia itself is a stunning sight to see, where four massive columns stand in front of the stately Boone County Courthouse. The Firestone Baars Chapel, which was designed by architect Eero Saarinen of the St. Louis Arch fame, is also in the heart of downtown Columbia. Tours of the Victorian-era Maplewood Home, built in 1877 and beautifully restored, are available to give the public a glimpse into 19th century country estate life. The Columbia Audubon Trailside Museum has exhibits on birds and other creatures and offers workshops on nature. A genealogy center, a photo collection, an art collection and works of local artists are among many historical artifacts on display at the State Historical Society housed in the Ellis Library on the MU campus. More than 1,500 types of flowers and 300 trees can be seen at Shelter Insurance Gardens, which also features a one-room red brick school house, a "sensory garden" designed for the visually impaired, and many other attractions such as a giant sundial. It also hosts free summer concerts on its five acres. The writings of Dr. Martin Luther King, Jr., as part of a sculptured amphitheater at King Memorial Gardens, are another must-see in Columbia. The gardens' landscaping, with benches and walkways, provides a placid setting for cultural events.

Historic Rocheport, just 12 miles west of the city, began as an early trading post on the Missouri River in 1825 and prospered due to the building of the railroad. Now on the National Register of Historic Places, this charming town offers top-rate antique and craft shops, excellent restaurants, a local winery, and an annual RiverFest in early June.

Arts and Culture

The Missouri Theatre is central Missouri's only pre-Depression-era movie palace and vaudeville stage. It presents a variety of programs throughout the year. The Rhynsberger Theater, on the University of Missouri's campus, is the site for dramatic performances by visiting actors as well as faculty and students. The Repertory Theatre performs there in the summertime. Both professional and student productions can be enjoyed at Stephens College's Macklanburg Playhouse and Warehouse Theatre. Columbia's primary community theater group is the Maplewood Barn Community Theater, located in Nifong Park, which performs outdoors in summer months. The Columbia Entertainment Company is a dynamic theatrical troupe that gives rousing musical and dramatic performances throughout the year, in addition to offering a drama school for adults and children. Columbia can also boast of Arrow Rock Lyceum Theater and two acting groups that focus on children: PACE, or Performing Arts in Children's Education, and TRYPS, or Theater Reaching Young People and Schools.

The Missouri Symphony makes its home in the historic Missouri Theatre Center for the Arts and holds its summer festival every June and July. The University Concert Series brings opera, ballet, orchestra, chamber music, jazz, dance, and theatrical performances. Other musical groups in the city are the Columbia Community Choir and the Columbia Chorale Ensemble.

Columbia's museums offer a variety of lectures, classes, and exhibits. More than 13,000 artifacts and works of art from prehistoric times to the present are housed at the University of Missouri-Columbia's Museum of Art and Archaeology. Also on campus, the Museum of Anthropology displays Native American materials and archaeology from the Midwest and the Rogers Gallery highlights exhibits on architecture and interior design, as well as student art works. Rotating exhibits of professional and amateur artists are showcased at the Columbia Art League Gallery, while the work of students and faculty is shown at the Columbia College Art Gallery.

African American intellectual culture is the focus of the Black Culture Center, which offers various programs and conducts research. The story of Boone County over the decades is the subject of the Walters-Boone County Historical Museum and Visitor's Center, set in a wood-hewn family farmhouse with weathered boards and wide porches. This 16,000-square-foot house features exhibits on westward expansion along the Booneslick Trail and portrays the pioneers who settled in the region.

Festivals and Holidays

Columbia ushers in spring in April with the annual Earth Day celebration. With May comes the Salute to Veterans Air Show and Parade, the largest free air show in the United States. June is the time for the annual Art in the Park Fair and the weekly Twilight Festivals. June also

features the J.W. Boone Ragtime Festival, where folks can enjoy the sounds of early jazz and ragtime of the Roaring '20s. The Fourth of July celebration, called Fire in the Sky, kicks off the month, and the Boone County Fair and Horse Show keeps the excitement going. The International Buckskin Horse World Championship and the Lion's Antique show are held in August. In September the Twilight Festivals restart, but the highlight of the month must be the Heritage Festival at Maplewood Farm in Nifong Park, which celebrates the work of local artists and performers. The September Columbia Festival of the Arts at Courthouse Square combines the celebration of visual, performing, and literary arts in a two-day event sponsored by the city's Office of Cultural Affairs and local businesses. October sees the annual Missouri Fall Festival, in which Courthouse Square is transformed into a showcase of regional arts and crafts. November events include the Annual Fall Craft Show and the Downtown Holiday Parade. The downtown Holiday Festival and the Christmas Past 1865 at the Maplewood Home celebrate the December holiday season, which is capped by the First Night Celebration and Midway Invitational Rodeo and Dance on December 31st and January 1st.

Sports for the Spectator

Big 12 conference basketball, football, NCI Division baseball, wrestling, volleyball, softball, gymnastics, and track and field are all available for sports fan to watch. The city is close enough to both St. Louis and Kansas City to enjoy their major league baseball, football, and basketball teams.

Sports for the Participant

Columbia enjoys 50 parks, with such basic facilities as swimming pools, tennis courts, softball fields, volleyball courts, fishing lakes, hiking and wheelchair-accessible trails, golf courses, and even horseshoe pits. The city maintains two golf courses, Lake of the Woods and L.A. Nickell. There is a skate park at the Columbia Cosmopolitan Recreation Area. The Show-Me State Games, an annual Olympic-style athletic competition, welcomes amateur competitors. Bikers and runners enjoy the MKT Nature & Fitness Trail, an 8.9-mile path that connects with the 225-mile Katy Trail, the nation's longest rails-to-trails conversion. In 2005 the University of Missouri-Columbia Student Recreation Complex was named as the best student rec center in the nation by *Sports Illustrated*.

Shopping and Dining

Columbia provides a variety of shopping experiences with 16 shopping centers in addition to its major downtown shopping district. The largest mall is the 140-store Columbia Mall, which features major national chain stores. Forum Shopping Center has a big indoor entertainment center for children. The District, located downtown and bordered on three sides by college campuses, features 110 specialty shops and retail stores, including an

abundance of antique shops, such as the 6,000-square-foot Grandma's Treasures, which features antique jewelry, glass collectibles, and furniture. The District also has about 70 bars and restaurants and several venues offering live entertainment each week.

Dining establishments come in all forms in the city; there are more than 300 restaurants, from American bistros, haute cuisine establishments, ethnic eateries, and one of central Missouri's only brewpubs, the Flat Branch Pub & Brewery, located near the courthouse. Les Bourgeois Vineyard in Rocheport offers an elegant menu and variety of award-winning wines.

■ Convention Facilities

There are 34 hotels and motels in and around Columbia with more than 3,500 rooms. The largest facilities for conventions and exhibitions are at Boone County Fairgrounds, with 107,300 square feet; the Hearn Center, with 70,000 square feet; the Midway Expo Center, with 66,000 square feet; and the Holiday Inn Executive Center, with 20,000 square feet. The Columbia EXPO Center has about 18,600 square feet of meeting space available. Smaller groups can be accommodated at many local hotels.

■ Transportation

Approaching the City

Columbia is located on Interstate 70, which runs east and west, and U. S. Highway 63, which runs north and south. It is twenty minutes away from U.S. 54 to the east and the Missouri River to the west. Columbia Regional Airport offers four daily flights to Kansas City and St. Louis through U.S. Airways Express. Amtrak rail service is available to nearby Jefferson City and Greyhound has daily bus service to St. Louis and Kansas City, all with connections to many other places.

Traveling in the City

Columbia's relatively flat streets are arranged in an easy grid pattern, with numbered streets running north and south. Columbia Area Transit (CAT) provides bus service in the city through six fixed routes. Paratransit service is available. The University of Missouri has its own shuttle, as does Columbia Regional Airport.

■ Communications

Newspapers and Magazines

Columbia's two daily newspapers are the *Columbia Daily Tribune*, which appears every evening, and the *Columbia Missourian*, which is the morning daily paper. The

Columbia Missourian is staffed primarily by students and faculty of the Missouri School of Journalism (University of Missouri). The same staff works on the publication of *Adelante!*, a Spanish-English publication, and the weekly entertainment paper, *Vox*. *The Columbia Business Times* is published every other Saturday.

People in the area also read the *Boone County Journal*, *Columbia Senior Times*, and the *Centralia Fireside Guard*.

Publications affiliated with the University of Missouri include the monthly *Journal of Chemical Crystallography*, semi-annuals *Journal of Dispute Resolution* and *Theatre Topics*, and the quarterlies *Missouri Historical Review* and *Missouri Law Review*. *MIZZOU Magazine* is an MU alumni quarterly and *The Missouri Review* is a quarterly literary journal.

Columbia Home and Lifestyle magazine and *Inside Columbia* are monthly publications.

Television and Radio

The city has six television network affiliates and two cable television networks. The formats of the 13 FM and AM radio stations available to Columbia listeners cover the gamut of musical tastes along with news, talk, and public broadcasting

Media Information: *Columbia Daily Tribune*, 101 N. Fourth St., PO Box 798, Columbia, MO 65205; telephone (573)815-1700; www.columbiatribune.com. *Columbia Missourian*, 221 S 8th St., Columbia, MO 65211; telephone (573)882-5720; www.columbia-missourian.com

Columbia Online

City of Columbia, Missouri. Available www.gocolumbiamo.com

Columbia Chamber of Commerce. Available www.chamber.columbia.mo.us

Columbia Convention and Visitors Bureau. Available www.visitcolumbiamo.com

Columbia Daily Tribune. Available www.columbiatribune.com

Columbia Public Schools. Available www.columbia.k12.mo.us

Regional Economic Development, Inc. Available www.columbiaredi.com

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Jefferson City

■ The City in Brief

Founded: 1823 (incorporated 1825)

Head Official: Mayor John Landwehr (since 2003)

City Population

1980: 33,619

1990: 35,481

2000: 39,636

2006 estimate: 39,274

Percent change, 1990–2000: 10.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: (State rank: 15th)

Metropolitan Area Population

1980: 56,663

1990: 63,579

2000: 71,397

2006 estimate: 73,296

Percent change, 1990–2000: 12.3%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 693rd

Area: 27.3 square miles (2000)

Elevation: 702 feet above sea level

Average Annual Temperature: 54.4° F

Average Annual Precipitation: 38.43 inches of rain;
23.5 inches of snow

Major Economic Sectors: Government, trade, services

Unemployment Rate: 4.5% (June 2007)

Per Capita Income: \$21,268 (1999)

2005 FBI Crime Index Property: 1,733

2005 FBI Crime Index Violent: 312

Major Colleges and Universities: Lincoln University,
Columbia College-Jefferson City

Daily Newspapers: *Daily Capital News*, *Jefferson City News Tribune*

■ Introduction

Jefferson City, the seat of Cole County, is named after the esteemed third president of the United States. It is a genteel, conservative city full of charming and refurbished old homes. The Missouri State Capitol building, reminiscent of the U.S. Capitol, stands grandly at the center of this planned city, which serves as a center for Midwestern trade. Visitors view its many historic structures while enjoying the friendly, easygoing family atmosphere the city offers.

■ Geography and Climate

Jefferson City lies in the geographical center of Missouri, extending east, south, and westward from a bluff on the Missouri River. The city spreads inland across finger-like ridges and valleys paralleling the river.

Like the rest of the state, Jefferson City is affected by cold air blowing down from Canada; warm, moist air from the Gulf of Mexico; and dry southwestern air. Spring is the rainy season. Snowfall averages 23.5 inches per year and snow is most prevalent from December through February. Like all of Missouri, Jefferson City lies in a region where tornadoes are a danger. Summers can be hot with temperatures sometimes reaching more than 100° F.

Area: 27.3 square miles (2000)

Elevation: 702 feet above sea level

Average Temperature: 54.4° F

Average Annual Precipitation: 38.43 inches of rain;
23.5 inches of snow

■ History

Missouri's Early Development

Before the coming of white settlers, the region surrounding Jefferson City was home to an ancient group known as the Mound People. In fact, America's largest prehistoric city was located only 160 miles away at what is now Cahokia, Illinois. Why this civilization disappeared remains a mystery.

At the time Europeans arrived in the area in the seventeenth century, the Osage Indians inhabited the region. In 1673 the French explorers Joliet and Marquette explored the region. In 1682 the explorer LaSalle sailed down the Mississippi River and claimed the area of Jefferson City for France. In 1715 Antoine de la Mothe Cadillac opened a lead mine nearby, where until 1744 white men used slaves to work the mines. During the mid-1700s, settlements were begun at Ste. Genevieve and at St. Louis. Soon many new settlers began arriving from Kentucky and Tennessee by way of the Ohio River and its tributaries.

In the 1780s the Spanish built a road northward from New Madrid, Missouri to St. Louis, which today is known as U.S. Route 51. The area was explored by members of the Lewis and Clark expedition in 1804. In the early 1800s frontiersman Daniel Boone carved out the Boone's Lick Trail, which is now Interstate Highway 70. It ran westward from St. Charles to the Missouri River at Franklin. In time the Santa Fe Trail was developed, running from Franklin westward to Independence, then southward. The Oregon Trail branched westward from Independence.

Created to Serve as Capital

Jefferson City holds the distinction of having been created specifically to serve as the state capital by a commission appointed by the Missouri state legislature in 1821. But until government buildings could be constructed, the town of St. Charles served as the capital.

Jefferson City was laid out by Daniel Morgan Boone, the son of the frontiersman. It was named for U.S. President Thomas Jefferson, who served from 1801-1809. The town was incorporated in 1825, and the general assembly moved there in 1826. At that time, the town had thirty-one families, a general store, a hotel, and a few other buildings.

For several years, other towns attempted to have the capital city changed, and in 1832 Governor John Miller suggested that a state penitentiary be built in Jefferson City to strengthen the town's position as capital. The prison was completed in 1836.

The next year, the Capitol burned and all the state records went up in flames. Five years later, a new state-house was completed at the site of the present Capitol building. At that time, modern steamboats regularly visited the city and stage coach routes brought travelers. This encouraged the growth of local industries, including grist mills, flour mills, tanneries, and distilleries. The 1830s saw the influx of German immigrants, who were mostly farmers.

Civil War Brings Strife and Division

In 1839 Jefferson City was incorporated as a city and in 1840 the population stood at 1,174 people, including 262 slaves. A frightening incident took place in 1849, when a ship carrying Mormon church members, some of whom had cholera, landed at the city dock. For two years the plague infected residents in the area, paralyzing the local trade.

In 1855 the Pacific Railroad line was completed between St. Louis and Jefferson City. However, the first trip between the two cities was a disaster. As residents waited for the president of the railroad and other dignitaries to arrive, a pier collapsed on a bridge that crossed the Gasconade River, and the resulting train accident killed 28 people and injured 30 others. Regular train service did not begin until the next year.

The coming of the Civil War (1860-1865) brought to a head the question of whether slavery would continue in Missouri. While President Abraham Lincoln encouraged an end to slavery, Missouri Governor Claiborne F. Jackson favored the retention of slavery and the secession of the southern states, including Missouri.

Decades Pass Before Wounds Heal

Soon after, a convention was held in Missouri to decide which position the state assembly would embrace. The convention voted to remain in the Union. But Governor Jackson refused to recognize federal authority and also refused to send troops to fight for the Union Army.

Instead, he rallied 50,000 volunteers for the state militia and marched from the capital to join Confederate forces at Booneville. But two days later, Union troops overran Jefferson City and pitched camp on Capitol Hill. In 1864 the Confederate general and former Missouri governor Sterling Price and his men marched to within four miles of the city and announced they would attack. Troops exchanged fire, but in the end Price withdrew and fled westward toward Kansas City, and Jefferson City remained in Union hands.

Decades passed before the city recovered from the rifts occasioned by the Civil War. But the Missouri constitution of 1875 restored peace of mind to the citizens and a period of expansion began. Such industries as printing and shoe manufacturing developed in the city, and within ten years a bridge was built across the Missouri River, uniting the pro-South Jefferson City with its pro-

North neighbors in Kansas. In 1896, the town of Sedalia tried to wrest the capital from Jefferson City, but the attempt failed when Jefferson City triumphed in a popular vote among Missouri citizens.

The City in the Twentieth Century

After 1900 the local economy began to grow again with the expansion of the state government. In 1904 the Supreme Court Building was constructed with funds from the St. Louis World's Fair. The next year St. Mary's Hospital was built. In 1911 street car service began in the city and a dramatic fire brought the destruction of the old State House. A new one was completed in 1917 and the present Capitol building was dedicated in 1924.

For the next forty years the business of state government business continued to dominate the local scene, throughout the periods of two world wars and the Great Depression. The city slowly continued to grow, as more people left the local farms and gravitated to the city.

In 1951 Still Hospital was built and in 1954 a major prison riot took place at the state prison in Jefferson City. The 1960s saw the construction of Memorial Hospital, the opening of Rex M. Whitten Expressway, and Jefferson City's development as a manufacturing center. In 1983 the John G. Christy Municipal Building opened. A major flood in 1993 caused extensive damage, but by the end of the 1990s the city had fully recovered. Jefferson City, notable for its livability, relatively low cost of living, and high per capita income, entered the 2000s with vitality.

Historical Information: Cole County Historical Society, 109 Madison St., Jefferson City, MO, 65101; telephone (573)635-1850; www.colecohistosoc.org

■ Population Profile

Metropolitan Area Residents

1980: 56,663
 1990: 63,579
 2000: 71,397
 2006 estimate: 73,296
 Percent change, 1990–2000: 12.3%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 693rd

City Residents

1980: 33,619
 1990: 35,481
 2000: 39,636
 2006 estimate: 39,274
 Percent change, 1990–2000: 10.8%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: (State rank: 15th)

Density: 1,454.4 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 32,303
 Black: 5,828
 American Indian and Alaska Native: 150
 Asian: 488
 Native Hawaiian and Pacific Islander: 20
 Hispanic or Latino (may be of any race): 616
 Other: 847

Percent of residents born in state: 71.7% (2000)

Age characteristics (2000)

Population under 5 years old: 2,314
 Population 5 to 9 years old: 2,210
 Population 10 to 14 years old: 2,295
 Population 15 to 19 years old: 2,705
 Population 20 to 24 years old: 3,133
 Population 25 to 34 years old: 6,202
 Population 35 to 44 years old: 6,518
 Population 45 to 54 years old: 5,613
 Population 55 to 59 years old: 1,766
 Population 60 to 64 years old: 1,337
 Population 65 to 74 years old: 2,646
 Population 75 to 84 years old: 2,023
 Population 85 years and older: 874
 Median age: 36.5 years

Births (2006, MSA)

Total number: 2,007

Deaths (2006, MSA)

Total number: 1,243

Money income (1999)

Per capita income: \$21,268
 Median household income: \$39,628
 Total households: 15,870

Number of households with income of...

less than \$10,000: 1,488
 \$10,000 to \$14,999: 1,034
 \$15,000 to \$24,999: 2,329
 \$25,000 to \$34,999: 2,189
 \$35,000 to \$49,999: 2,628
 \$50,000 to \$74,999: 3,212
 \$75,000 to \$99,999: 1,725
 \$100,000 to \$149,999: 839
 \$150,000 to \$199,999: 142
 \$200,000 or more: 284

Percent of families below poverty level: 8.1% (1999)

2005 FBI Crime Index Property: 1,733

2005 FBI Crime Index Violent: 312



Airphoto-Jim Wark

■ Municipal Government

Jefferson City is the capital of Missouri and the seat of Cole County. The city itself has a mayor-council form of government; there are ten council members, each of whom serves a two-year term and may be elected to serve a total of up to eight years. Two council members are elected from each of five wards. The mayor serves for four years and may be re-elected for a second term.

Head Official: Mayor John Landwehr (since 2003; term expires 2011)

Total Number of City Employees: 776, full- and part-time (2007)

City Information: Mayor's Office, City of Jefferson City, 231 Madison Street, Jefferson City, MO 65101; telephone (573)634-6304; www.jeffcitymo.org

■ Economy

Major Industries and Commercial Activity

The major business in Jefferson City is government, which provides more than 28,000 local jobs through state, county, and city entities. Much of the state

government business is carried on in the city, home of the Missouri Legislature, Missouri Supreme Court, and many offices that house the different state departments.

Jefferson City also serves as a trading center for the agricultural produce grown in the area. The main cash crops raised are corn, wheat, and soybeans. Between 1997 and 2002, the number of farms in the county decreased by 6 percent, from 1,162 farms to 1,098; however, the size of farms increased by 4 percent, from 162 acres to 169 acres. Retail trade is one of top employing industries in the city.

Health care has become an important part of the local economy with Capital Region Medical Center and St. Mary's Health Center both serving as major employers for the city. Two major educational publishing companies, Scholastic, Inc. and Von Hoffman Press, Inc. have facilities in Jefferson City.

Items and goods produced: structural steel products, heat transfer equipment, books, educational materials, cosmetics, automotive seating, radiators, washer parts

Incentive Programs—New and Existing Companies

Business incentives and economic programs are administered at the state level to Jefferson City businesses.

State programs: Tax credit programs offered by the state of Missouri include a Business Modernization and Technology Credit, Small Business Incubator Credit, Neighborhood Assistance Program, Historic Preservation Credit, New Markets Tax Credit and a Community Bank Investment Credit. Tax credits through these programs range from 45 percent to 70 percent for qualified programs. A Research Expense Tax Credit program offers a credit of 6.5 percent for qualified expenses. The BUILD Missouri Program provides incentives for the location or expansion of large business projects (generally in excess of 100 jobs). The program provides Missouri state income tax credits to the business in the amount of debt service payments for bonds related to a portion of project costs. The tax credits may be sold if not used by the recipient. A number of loan financing programs are also available.

Job training programs: The New Jobs Training Program (NJTP) provides education and training to workers employed in newly created jobs in Missouri. The new jobs may result from a new industry locating in Missouri or an existing industry expanding its workforce in the state. The Missouri Customized Training Program (MCTP) helps Missouri employers with funding to offset the costs of employee training and retraining. It assists new and expanding businesses in recruiting, screening, and training workers, and it helps existing employers retain their current workforce when faced with needed upgrading and retraining. The Missouri Job Retention Training Program offers retraining assistance to employers who have retained a minimum of 100 employees for at least two consecutive years and have made a capital investment of at least \$1 million.

Development Projects

In September 2007 the city approved a resolution of intent to annex 309.52 acres of unincorporated land to an area southwest of the city known as the Route C/Capital Hills area. The resolution states that annexation is reasonable and necessary for the growth and development of the city. As of late 2007 plans were underway to build a new federal courthouse in Jefferson City. Site selection and design had been completed at that time; however, final approval for costs (about \$60 million) had not yet been considered by the U.S. Congress. Local officials believe that the presence of the federal courthouse will boost the economic growth and development of the city. City officials were also beginning a series of meetings and a feasibility study concerning the possible development of a new conference center for the city.

Economic Development Information: Jefferson City Chamber of Commerce, 213 Adams St., Jefferson City, MO 65101; telephone (573)634-3616; fax (573)634-3805; www.jcchamber.org. Missouri Department of Economic Development, 301 W. High Street, Jefferson City, MO 65102; telephone (573)751-4962; www.ded.mo.gov

Commercial Shipping

The Union Pacific Railroad provides rail freight service. Several motor freight carriers serve the city. Barge lines ship cargo through Jefferson City via the Missouri River.

Labor Force and Employment Outlook

The education levels of Jefferson City residents are generally higher than the national average. About 85 percent of the population age 25 years and over has obtained a high school diploma or higher. Nearly 31 percent of this population has achieved a bachelor's degree or higher. A 2004 study shows that job prospects in Cole County and surrounding counties are the best in the state; prospects are especially strong in the categories of durable goods manufacturing, transportation/public utilities, and services. Occupation projections into the year 2014 suggest that, within the region, the most new job growth will be in health services and marketing, sales, and service sectors.

The following is a summary of data regarding the Jefferson City metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 78,200

Number of workers employed in . . .

construction and mining: Not available
 manufacturing: Not available
 trade, transportation and utilities: 13,800
 information: Not available
 financial activities: Not available
 professional and business services: Not available
 educational and health services: Not available
 leisure and hospitality: Not available
 other services: Not available
 government: 28,000

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.5% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
State of Missouri	16,423
Scholastic, Inc.	1,920
Capital Region Medical Center	1,268
St. Mary's Health Center	1,254
Jefferson City Public Schools	1,150
ABB Power T & D Company	875
Von Hoffmann Press	700
Central Bank	650

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Wal-Mart Supercenter	585
Jefferson City Medical Group	559

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$225,800

2007 (1st quarter) ACCRA Cost of Living Index: 90.7

State income tax rate: 1.5% to 6.0%

State sales tax rate: 4.225%

Local income tax rate: None

Local sales tax rate: 2.0% (1.5% city; 0.5% county)

Property tax rate: \$.72 per \$100 assessed valuation

Economic Information: Jefferson City Chamber of Commerce, 213 Adams St., Jefferson City, MO 65101; telephone (573)634-3616; Missouri Department of Economic Development, 301 W. High Street, P.O. Box 1157, Jefferson City, MO 65102; telephone (573)751-4962; <http://ded.mo.gov>

■ Education and Research

Elementary and Secondary Schools

Jefferson City Public School System's elementary schools offer instruction in language arts, social studies, science, math, fine arts, and physical education. Two middle schools, identical in physical design, feature innovative curriculums for grades 6-8. All ninth graders attend the Simonsen Center. In tenth grade, the students transfer to Jefferson City High School. The Simonsen Center and the high school operate on a 4x4 block schedule through which students take four 90-minute courses each day for 18 weeks (or one semester). High school students may also opt to enroll in classes offered by Nichols Career Center, which offers classes in a variety of vocational areas as well as basic adult education courses. The Exploration, Enrichment and Research program is offered for gifted students in grades three through eight. The Jefferson City Academic Center is an alternative high school for students who do not perform well in the traditional setting.

The following is a summary of data regarding the Jefferson City Public Schools as of the 2005-2006 school year.

Total enrollment: 8,243

Number of facilities

elementary schools: 11
 junior high/middle schools: 2
 senior high schools: 1
 other: 3

Student/teacher ratio: 11.8:1

Teacher salaries (2005-06)

elementary median: \$32,690
 junior high/middle median: \$40,110
 secondary median: \$37,670

Funding per pupil: \$6,939

Jefferson City is home to several private schools. The largest of these is Helias Interparish High School, which enrolls about 900 students from three local Catholic parishes. Emphasis at Helias is placed on a four-year program in math, science, English, social studies, and foreign language. Courses are taught in computer applications with computer assisted instruction in other courses.

Public Schools Information: Jefferson City Public Schools, 315 E. Dunklin St., Jefferson City, MO 65101; telephone (573)659-3000; www.jcps.k12.mo.us

Colleges and Universities

Lincoln University, founded in 1866 by African American Civil War veterans, has changed over time from an African American university to a major coeducational state university with a multi-ethnic student body. The university offers undergraduate degrees in arts and sciences, as well as accounting, business administration, public administration, marketing, business education, economics, computer science, technology, military science, and agribusiness. Graduate programs are available in business, education, and social science. Enrollment is about 3,159 students.

Columbia College-Jefferson City is a private liberal arts and sciences college that offers associate's and bachelor's degrees in several fields of study. Courses are available both onsite and online. The Jefferson City campus is one of 32 Columbia College extensions nationwide. The main campus is in Columbia, Missouri.

The Jefferson City campus of William Woods University (WWU) offers graduate and undergraduate degree completion studies through its Graduate and Adult Studies Program. The main campus of WWU is in Fulton, Missouri. Metro Business College is a private career college offering associate's degrees and certificates in the fields of business, healthcare, and information technology. The Jefferson campus is one of four throughout the state.

Libraries and Research Centers

Jefferson City is served by the Missouri River Regional Library, which consists of a main library in Jefferson City and an Osage County branch in Linn. The library has

nearly 200,000 volumes and approximately 400 periodical subscriptions; it maintains special collections on local and state history. The system also has two bookmobiles.

The Missouri State Library has special collections on health and education policy issues, human service, legislative reference, public finance, and state government. The Wolfner Library for the Blind and Physically Handicapped, featuring Braille and large-type books, has holdings of over 360,000 volumes and over 70 periodical subscriptions. Other state libraries located in the city include the library maintained by the Missouri Committee on Legislative Research, with 5,200 volumes and 125 periodical subscriptions; the Missouri Department of Corrections Libraries, with more than 100,000 book titles; the Missouri Supreme Court Library, which has more than 110,000 volumes; and the Office of the Secretary of State, Missouri State Archives, which has 12,500 volumes.

Other local libraries include Lincoln University's Inman E. Page Library, which has over 204,948 volumes and over 358 periodical titles. The library is part of the MOBIUS Consortium that links the libraries of 55 colleges and universities in the state of Missouri and special collections on ethnic studies. The library of the Cole County Historical Society has special collections on oral history.

Lincoln University's Cooperative Research and Extension Program conducts studies in agricultural science, nutrition, and environmental science.

Public Library Information: Missouri River Regional Library, 214 Adams St., Jefferson City, MO 65102; telephone (573)634-2464; www.mrrl.org

■ Health Care

Capital Region Medical Center is a 100-bed facility affiliated with the University of Missouri Health Sciences System. The affiliation combines the strengths of an academic medical center with the strengths of a community-based hospital. Capital Region offers prenatal and maternity services, an inpatient rehabilitation center, advanced cardiac and oncology services, and ambulance service. In addition to being a full-service hospital, the center operates six clinics in the area offering urgent care services and specialty physician practices.

St. Mary's Health Center is a faith-based, full-service hospital, with 167 beds, extensive cardiology and open-heart surgery, a maternal and child care center, an oncology center, and a network of primary care clinics. The Heart Center at St. Mary's is one of the leading cardiac care centers in the region. St. Mary's also has one of the first Wound Healing Centers in the region offering hyperbaric oxygen technology. Also at St. Mary's is Villa Marie Skilled Nursing Facility, a 120-bed facility offering intermediary and skilled nursing care as well as a complete rehabilitation program.

■ Recreation

Sightseeing

The State Capitol, which houses the Missouri State Museum, is the third state Capitol building, the first two having been destroyed by fires in 1837 and 1911. The stone building, built between 1913-1917, sits on a limestone bluff on the south bank of the Missouri River. A 1936 mural within the Capitol building's House Lounge, painted by Missouri artist Thomas Hart Benton, is entitled *A Social History of the State of Missouri*. The mural, which depicts average citizens involved in their daily activities, was at first criticized for showing a lack of refinement, but has since become a beloved visual record. Free guided tours of the building are available daily. Located adjacent to the Capitol Rotunda, the Missouri State Museum houses a History Hall and a Resource Hall. The latter tells the story of Missouri from its earliest history to modern times. Located on the Capitol grounds is the large Fountain of Centaurs that was designed by sculptor Adolph A. Weinman.

The Missouri Governor's Mansion is perched on a bluff within walking distance of the State Capitol. An outstanding example of Renaissance Revival style architecture, the mansion has been beautifully restored. The three-story red brick building is trimmed in stone and has an imposing portico with four stately pink granite columns, and its mansard roof is crowned by iron grillwork. The work of Missouri painters Thomas Hart Benton and George Caleb Bingham adorns the walls. The mansion is decked out as a haunted house at Halloween, and is ornately decorated at holiday time.

The Jefferson Landing State Historic Site is a complex of three historic buildings—the Christopher Maus House, the Lohman Building, and the Union Hotel—located just one block from the Capitol. They form the state's oldest remaining Missouri River commercial district. The buildings were restored in 1976 and serve as the Capitol complex's visitors center. The 1854 Christopher Maus House typifies the small, red brick residences of its time. The Union Hotel, built in 1865, houses a gallery with historical exhibits. The Lohman Building, which serves as the visitor center for the Missouri State Museum, was once a store that supplied boat merchandise and general items to the local citizenry. Across the street, the Cole County Historical Society displays artifacts of the city's earlier days, including a collection of inaugural ball gowns of former Missouri first ladies.

The Runge Conservation Nature Center has a 3,000-square-foot exhibit hall that provides hands-on exhibits of Missouri wildlife habitats and features a 2,400-gallon fish aquarium holding indigenous fish. Adjacent to the Runge Conservation Nature Center are five hiking trails with self-guided exhibits. More than 3,500 veterinary artifacts and instruments, some more than a century

old, can be viewed at the Missouri Veterinary Medical Foundation Museum, along with old diaries and sample drug cases.

The Missouri State Information Center, which houses the State Records and Archives Division of the Secretary of State's office, is a must for genealogy buffs. Visitors to the Missouri State Highway Patrol Safety Education Center and Law Enforcement Museum can view old patrol cars; gun, drug, alcohol, and seat belt displays; and various law enforcement antiques.

Arts and Culture

The Little Theatre of Jefferson City, based at Lincoln University's Richardson Auditorium, stages musicals, drama, and comedy. Four major productions are presented annually. The Stained Glass Theatre Mid-Missouri, a non-denominational Christian theatre, stages seven shows per year. The Capitol City Players presents dinner theater entertainment ranging from traditional Broadway musicals to more contemporary fare.

The Jefferson City Symphony offers three annual concerts at Richardson Auditorium, in cooperation with the Community Concert Association. In addition, Lincoln University Vocal Ensemble, Dance Group, and "Share in the Arts" series invites members of the community to enjoy its theatre, music, dance, and poetry events. The Jefferson City Cantorum offers annual concerts in the spring and at Christmas.

Festivals and Holidays

Jefferson City keeps things lively with a number of annual events. January is highlighted by a bridal show and a boat show. In mid-March the Annual Ice Show provides a colorful extravaganza at the covered Washington Park Ice Arena. May brings the Collectibles and Antique Show and Antique Fair. The city welcomes Independence Day with the Salute to America, featuring musical entertainment, a parade, historical reenactments, arts and crafts, and fireworks. In September, the town celebrates the colors of fall with the Cole County Fall Festival, an arts and crafts fair; the Jefferson City Multicultural Fall Festival, focusing on the city's diversity; Art inside the Park, where contemporary artists create installations in Memorial Park; and the Annual JazzFest on the Capitol grounds. Oktoberfest celebrates residents' German heritage with a festival featuring a beer garden, wine, carriage rides, food, and home tours.

December is filled with holiday activities that begin during the first weekend with the Living Christmas Showcase downtown. It features music, carriage rides, hayrides, tours of historic buildings, and living window displays. Candlelight tours of the Governor's Mansion, decorated for the holiday season, are available. The Annual Christmas Parade takes place on the first Saturday of the month.

Sports for the Spectator

Both students and community members like to watch the Blue Devils in action during athletic activities that take place at Lincoln University. These events include women's basketball, softball, cross-country/track and field, and tennis, as well as men's basketball, baseball, cross-country/track and field, soccer, and golf. In 2005 the women's cross-country/track and field team won their third straight NCAA Division II Track and Field Championship.

Sports for the Participant

Ellis Porter Riverside Park offers 60 acres on a bluff overlooking the Missouri river. The park includes a 9,500-square-foot swimming pool, ball playing areas including a basketball court and three lighted handball/racquetball courts, trails, and an outdoor amphitheater. Binder Park, with 650 acres, is the city's largest park. It provides a 150-acre lake for fishing, a boat launch ramp, a campground, lighted softball fields, and two sand volleyball courts. Washington Park features a skating and ice arena, tennis courts, ball fields, and a skate park. Oak Hills Golf Center/Hough Park complex has an eight-acre lake with a boat launching area and an 18-hole golf course. The Tinker Creek Golf Center has a nine-hole par three course and a miniature golf course. Other parks in the city offer a variety of facilities including trails, horse-shoe pits, ball fields, and an ice arena. Public and private golf courses in the area include Eagle Knoll (public), Railwood Golf Club (public), Turkey Creek Golf Center (public); and Jefferson City Country Club and Meadow Lake Acres Country Club (private). The Greenway is a multi-use 6.5-mile trail for walking, jogging, biking, and skating.

South of Jefferson City, the Lake of the Ozarks State park offers more than 17,000 acres of camping, hiking, swimming, and boating facilities.

Shopping and Dining

High Street is the focal point of downtown shopping, with restaurants and galleries tucked among the brick-fronted shops. Shoppers may also browse at the Capital Mall, which offers dozens of stores, three department stores—Dillard's, Sears, and JCPenney—and a multi-screen cinema. Other local shopping areas include the Southside area, the Eastside with its many quaint shops, and the Westside/Wildwood Crossings area, which has more than 30 restaurants concentrated along Missouri Boulevard.

Local restaurants offer many opportunities to sample the cuisines of various cultures. Menus feature big Midwestern steaks and local catfish, as well as Greek, Asian, Mexican, Italian, and German offerings. There are two wineries in the area: Native Stone Winery and Summit Lake Winery.

Visitor Information: Jefferson City Convention and Visitors Bureau, 100 East High St., Jefferson City, MO 65101; telephone (573)632-2820 or (800)769-4183; www.visitjeffersoncity.com

■ Convention Facilities

The Truman Hotel and Conference Center has three large halls, each of which may be partitioned into smaller rooms, and 14 meeting rooms that encompass about 22,000 square feet of meeting space. The hotel features 233 guest rooms and suites and a full-service restaurant with catering service available.

Convention Information: The Truman Hotel and Conference Center, 1510 Jefferson Street, Jefferson City, MO 65101; telephone (573)635-7171; www.trumanjeffersoncity.com

■ Transportation

Approaching the City

Jefferson City is located at the crossroads of U.S. Highways 54 and 63, which run north and south, and U.S. Highway 50, which runs east and west. Columbia Regional Airport (COU), about twelve miles north of downtown, has commuter air carrier service through Air Midwest (U.S. Airways Express). COU has daily flights to and from Kansas City and St. Louis. The airport shuttle offers trips downtown and taxi service is also available. The Jefferson City Memorial Airport is a flight base for military, corporate, and general aviation aircraft. Amtrak offers train transportation to the city and bus service is provided by Show-Me Coach Lines. USA Express provides bus service eight times a day between Jefferson City and the St. Louis airports.

Traveling in the City

Highway 50/63 runs east and west through the city just two blocks south of the State Capitol Building; in town it is known as the Whitton Expressway. Highway 54, known as Christy Lane, runs north to Fulton and south to the Lake of the Ozarks State Park. Downtown, West Main Street and East Capitol Avenue run directly to the Missouri Capitol Building. Jefferson City is served by Jefferson City Transit Authority (JEFFTRAN) bus line.

■ Communications

Newspapers and Magazines

The *Jefferson City News Tribune* is published weekday afternoons; the *Daily Capital News* is published Tuesday through Saturday mornings; and the *Sunday News Tribune* is a combination of both publications.

The Catholic Missourian is the official weekly newspaper of the Diocese of Jefferson City, while *Word and Way* is a religious tabloid published by the Missouri Baptist Convention. *Jefferson City Home & Lifestyle* is published six times a year.

Locally published trade journals include *Journal of the Missouri Bar*, *Rural Missouri*, *Missouri Municipal Review*, *Missouri Conservationist*, *The Missouri Nurse*, *Focus MDA*, and *Missouri Pharmacist*.

Television and Radio

There are 10 AM and FM radio stations broadcasting a variety of formats, including talk, news, Christian music, and top 40. While there are no major network stations broadcasting directly from the city, city residents receive broadcasts from other locations.

Media Information: *Jefferson City News Tribune*, PO Box 420, Jefferson City, MO 65102; telephone (573) 636-3131; www.newstribune.com

Jefferson City Online

City of Jefferson City home page. Available www.jeffcitymo.org

Jefferson City Chamber of Commerce. Available www.jcchamber.org

Jefferson City Convention and Visitors Bureau. Available www.visitjeffersoncity.com

Jefferson City News Tribune. Available www.newstribune.com

Jefferson City Public Schools. Available www.jcps.k12.mo.us

Missouri River Regional Library. Available www.mrrl.org

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Kansas City

■ The City in Brief

Founded: 1821 (incorporated 1853)

Head Official: Mayor Mark Funkhouser (since 2007)

City Population

1980: 448,028

1990: 431,236

2000: 441,545

2006 estimate: 447,306

Percent change, 1990–2000: 1.5%

U.S. rank in 1980: 27th

U.S. rank in 1990: 31st

U.S. rank in 2000: 45th

Metropolitan Area Population

1980: 1,433,000

1990: 1,587,875

2000: 1,776,062

2006 estimate: 1,967,405

Percent change, 1990–2000: 12.2%

U.S. rank in 1980: 25th

U.S. rank in 1990: Not available

U.S. rank in 2000: 26th

Area: 314 square miles (2000)

Elevation: 742 feet above sea level

Average Annual Temperatures: January, 26.9° F; July, 78.5° F; annual average, 54.2° F

Average Annual Precipitation: 37.98 inches of rain; 19.9 inches of snow

Major Economic Sectors: Trade, transportation, and utilities; government; professional and business services; educational and health services

Unemployment Rate: 5.3% (June 2007)

Per Capita Income: \$24,567 (2005)

2005 FBI Crime Index Property: 34,822

2005 FBI Crime Index Violent: 6,536

Major Colleges and Universities: University of Missouri at Kansas City, Metropolitan Community Colleges

Daily Newspaper: *The Kansas City Star*

■ Introduction

Kansas City is a thriving cultural and economic center at the heart of the United States. The largest city in Missouri, Kansas City is the center of a bi-state Metropolitan Statistical Area that covers several counties in both Missouri and Kansas. First a trading post and river port settlement, the city developed after the Civil War as a link in the intercontinental railroad network, which led to prosperous grain, livestock, and meat-packing industries. During the twentieth century Kansas City garnered a national reputation for its distinctive architecture, boulevard system, and innovations in urban redevelopment. This redevelopment has continued into the twenty-first century, prompting *Entrepreneur* magazine to name Kansas City as the best city in the Midwest in 2006.

■ Geography and Climate

Surrounded by gently rolling terrain, Kansas City is located near the geographical center of the United States. It is situated on the south bank of the Missouri River at the Missouri-Kansas state line. The climate is modified continental, with frequent and rapid fluctuations in weather during early spring. Summer is characterized by warm days and mild nights; fall days are mild and the nights cool. Winter is cold with the heaviest snowfall coming late in the season.

Area: 314 square miles (2000)

Elevation: 742 feet above sea level

Average Temperatures: January, 26.9° F; July, 78.5° F; annual average, 54.2° F

Average Annual Precipitation: 37.98 inches of rain; 19.9 inches of snow

■ History

River Site Aids Westward Expansion

The area along the Missouri River now occupied by Kansas City was originally territory within the domain of the Kansa (Kaw) Native Americans. The first persons of European descent to enter the region were Meriwether Lewis and William Clark, who camped at the confluence of the Kansas and Missouri rivers in 1804 during their Louisiana Purchase expedition. Several years later, in 1821, Francois Chouteau opened a depot for the American Fur Company on the site; after a flood destroyed his warehouse in 1826, he relocated to the site of a ferry boat service, where the town of Kansas soon developed.

In 1832 John Calvin McCoy settled nearby and built a store; the following year he platted the town of Westport in Missouri, offering lots for new business development. Westport was soon competing with neighboring Independence, the seat of Jackson County, to be chosen as the eastern terminus of the Santa Fe Trail. Meanwhile Chouteau's settlement, Kansas, developed more slowly; in 1838 the Kansas Town Company was formed to sell property near Chouteau's warehouse. Both Westport and Kansas Town prospered under westward migration until the height of the Gold Rush in 1849, when an epidemic of Asiatic cholera reduced the local population by one-half and drove business elsewhere.

The Kansas Town settlement remained substantial enough, however, to be incorporated in 1850 as the Town of Kansas and then as the City of Kansas in 1853. By 1855 overland trade had returned and the city began to prosper once again, just in time to be disrupted by the nation's conflict over the issue of slavery, during which Southern and Northern forces vied for dominance in the Kansas Territory. Kansas border ruffians invaded Wyandotte County, Kansas, creating havoc in the City of Kansas, which fell into disrepair and economic difficulty with the outbreak of the Civil War. In a pivotal conflict, the Union Army resisted a Confederate Army attack at the Battle of Westport (Missouri) in October of 1864.

Rail Center Develops Architectural Refinement

When the Missouri Pacific Railroad arrived in 1865, the City of Kansas at the confluence of the Kansas and Missouri rivers was found to be the perfect location for a

railroad distributing center. The first stockyards opened in 1870 and, after weathering the grasshopper plagues of 1874, the City of Kansas emerged as a wheat and grain exchange center. The economy was further stimulated when the Kansas River was bridged in 1866, followed by the construction of the Hannibal Bridge across the Missouri River in 1869. Kansas City adopted its current name in 1889 and annexed Westport in 1897.

The figure who exercised the greatest impact in transforming Kansas City into a beautiful metropolis was William Rockhill Nelson, an Indiana native who settled in Kansas City in 1880 to become owner and editor of the *Kansas City Star*. Nelson persuaded the community's elite to commit themselves to civic betterment. Through Nelson's constant nudging, a residential development project was begun, turning a rundown neighborhood into the exclusive Country Club district that contained the internationally acclaimed business section, Country Club Plaza. Carefully landscaped with parks, fountains, and European statuary, this enclave remains Kansas City's most popular tourist attraction. At Nelson's encouragement, George E. Kessler planned Kansas City's much-admired boulevard system, which helps define its distinctive character. The city still contains a number of architecturally significant buildings, especially in the Art Deco style, which credit their existence to Nelson's ability to convince people to express their civic pride through architecture, landscaping, and city planning.

In the 1920s Democrat Thomas J. Pendergast introduced machine politics to Kansas City, with mixed blessings. Although civic improvements were initiated, Kansas City developed a reputation for a corrupt government that functioned under "boss rule," a reputation that continued until 1940 when reformers were voted into office. Since then, Kansas City has prospered through urban redevelopment projects. Crown Center, Hallmark Cards' "city within a city," is credited by some with halting the drain of business into the suburbs. Major development projects completed in the early 2000s included major renovations and expansion of the Kansas City Convention Center and the construction of the Sprint Center arena development. The Kansas City Power and Light District was completed in 2007 to serve as the cornerstone of a major urban renaissance for the city. The development covers nine city blocks and includes retail, entertainment, office, and retail space. It is considered to be the largest entertainment district in the Midwest.

Through these and other developments, Kansas City has become a sophisticated community offering many attractions, from a lyric opera company to five professional sports teams, and from world-class shopping to its famous Kansas City barbecue. Famous natives include pioneering pilot Amelia Earhart; director Robert Altman; actors Edward Asner, Noah and Wallace Beery, and Jean

Harlow; composers Virgil Thompson and Burt Bacharach; rocker Melissa Etheridge; professional golfer Tom Watson; and baseball player Casey Stengel.

Historical Information: Kansas City Museum, 3218 Gladstone Boulevard, Kansas City, MO 64123; telephone (816)483-8300; www.unionstation.org/kcmuseum.cfm. University of Missouri, Western Historical Manuscript Collection, 302 Newcomb Hall, 5100 Rockhill Road, Kansas City, MO 64110; telephone (816) 235-1543; www.umn.edu/~whmcinfo.

■ Population Profile

Metropolitan Area Residents

1980: 1,433,000
 1990: 1,587,875
 2000: 1,776,062
 2006 estimate: 1,967,405
 Percent change, 1990–2000: 12.2%
 U.S. rank in 1980: 25th
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 26th

City Residents

1980: 448,028
 1990: 431,236
 2000: 441,545
 2006 estimate: 447,306
 Percent change, 1990–2000: 1.5%
 U.S. rank in 1980: 27th
 U.S. rank in 1990: 31st
 U.S. rank in 2000: 45th

Density: 1,408.2 persons per square mile (2000)

Racial and ethnic characteristics (2005)

White: 271,210
 Black: 132,187
 American Indian and Alaska Native: 1,988
 Asian: 10,878
 Native Hawaiian and Pacific Islander: 1,054
 Hispanic or Latino (may be of any race): 35,995
 Other: 13,387

Percent of residents born in state: 57%
 (2000)

Age characteristics (2005)

Population under 5 years old: 32,120
 Population 5 to 9 years old: 28,167
 Population 10 to 14 years old: 29,358
 Population 15 to 19 years old: 30,553
 Population 20 to 24 years old: 31,572
 Population 25 to 34 years old: 68,060

Population 35 to 44 years old: 67,071
 Population 45 to 54 years old: 61,877
 Population 55 to 59 years old: 26,402
 Population 60 to 64 years old: 19,167
 Population 65 to 74 years old: 24,852
 Population 75 to 84 years old: 17,290
 Population 85 years and older: 4,396
 Median age: 35.1 years

Births (2006, MSA)

Total number: 29,175

Deaths (2006, MSA)

Total number: 15,721

Money income (2005)

Per capita income: \$24,567
 Median household income: \$41,069
 Total households: 187,448

Number of households with income of ...

less than \$10,000: 21,358
 \$10,000 to \$14,999: 11,561
 \$15,000 to \$24,999: 21,820
 \$25,000 to \$34,999: 24,982
 \$35,000 to \$49,999: 29,546
 \$50,000 to \$74,999: 33,488
 \$75,000 to \$99,999: 20,976
 \$100,000 to \$149,999: 16,910
 \$150,000 to \$199,999: 2,935
 \$200,000 or more: 3,872

Percent of families below poverty level: 10.4%
 (2005)

2005 FBI Crime Index Property: 34,822

2005 FBI Crime Index Violent: 6,536

■ Municipal Government

Kansas City operates under a council-manager form of government, with the mayor and 12 council members all elected to four-year terms. The mayor and six council members are elected at-large with one at-large council member representing each district. The remaining six council members are elected only by voters within their district. All council members and the mayor are limited to two consecutive terms. The city manager serves and advises the mayor and council.

Head Official: Mayor Mark Funkhouser (since 2007; term expires in 2011)

Total Number of City Employees: approximately 4,400
 (2007)

City Information: City Hall, 414 East 12th St, Kansas City, MO 64106; telephone (816)513-3500; www.kcmo.org

■ Economy

Major Industries and Commercial Activity

As defined by the Kansas City Area Development Council, the Kansas City KS-MO Metropolitan Statistical Area (KC MSA) includes Kansas City KS-MO; the Lawrence, KS, and St. Joseph, MO MSAs; and the Atchison, KS, Chillicothe, MO, Ottawa, KS, and Warrensburg, MO areas. This KC MSA supports a major trade and transportation center for the nation. It is one of the largest rail centers in the nation based on the amount of freight carried through the area. Along the Missouri River there are 41 docks and terminal facilities in the KC MSA with 7 barge lines operating from the area. The Kansas City International Airport serves as a major hub for Kansas, Missouri, Iowa, and Nebraska with 15 airlines handling cargo. Air, rail, and river transportation is all supplemented by the presence of over 300 motor freight carriers in the area.

In the Missouri portion of the MSA the professional, scientific, and technical services industries accounted for one of the top employing sectors. Education and health care services have a strong role in the local economy as well, with the public school districts, HCA Midwest Health Systems, St. Luke's Health System, and Truman Medical Centers serving as major employers in the city. DST Systems, which offers information processing and business computer software services, also maintains a headquarters in the city and is one of the major employers.

While the number of manufacturing jobs in the area has declined over the last decade, there are still a significant number of jobs available in the sector. The Ford Motor Company in nearby Claycomo, MO, is a major employer for the area. The headquarters of two major greeting card companies—Artic Salt Greetings, Inc. and Hallmark Cards, Inc.—are in Kansas City, MO. American Italian Pasta, the largest producer of pasta in North America, has corporate offices in the city.

Federal, state, and local government all serve as major employers in the city and the vicinity. Hospitality services (food service and accommodations) are also important to the city economy.

In 2006 Kansas City, MO ranked first on the list of best cities in the Midwest in a survey by *Entrepreneur* magazine. The KC MSA ranked 11th on the national list for large cities in the same survey.

Items and goods produced: automobiles, food products, greeting cards, commercial printing and publishing, computer software, information systems, telecommunications equipment, personal care items, railroad signal and traffic control systems

Incentive Programs—New and Existing Companies

Local programs: One of the main development assistance organizations in the city is the Economic Development Corporation of Kansas City (EDCKC). This organization oversees a Tax Increment Financing (TIF) Program through which developers may be eligible to recover construction costs by recapturing part of the increased property, sales, and utilities taxes generated by the project. Redirection of property and economic activity taxes may occur for up to 23 years. Through the Rebuilding Communities Tax Program, existing, new, or relocating businesses may choose between a 40 percent income credit or a 40 percent specialized equipment credit, plus obtain a 1.5 percent employee credit.

The Kansas City Area Development Council is a bi-state, regional coalition of business, government, economic development, and chambers of commerce leaders. The council works with community partners to attract business and industry to the bi-state metropolitan area. Businesses locating within the Kansas City area are eligible for several incentive programs that, at the time of initial investment, offer direct cost reductions. The Greater Kansas City Chamber of Commerce's Business Resource Center provides information for the research and business planning stage.

State programs: Kansas City is part of a state designated Enhanced Enterprise Zone through which eligible businesses may receive tax credits for up to 10 years for new development. The business must create at least two new jobs and offer \$100,000 in new investment for each year in order to be eligible for tax credits. A job creation tax credit of \$400 per eligible employee is available against state income taxes for up to 10 years. Other tax credits include up to \$1,200 for hiring Enterprise Zone residents or "special employees." Local Enterprise Zone incentives include a 50 percent property tax abatement for real estate improvements. Foreign Trade Zone (FTZ) incentives are available in several zones throughout the KC MSA. Goods entering FTZs are not subject to customs tariffs until the goods leave the zone and are formally entered into U.S. customs territory. Other tax credit programs offered by the state of Missouri include a Business Modernization and Technology Credit, Small Business Incubator Credit, Neighborhood Assistance Program, Historic Preservation Credit, New Markets Tax Credit and a Community Bank Investment Credit. Tax credits through these programs range from 45 percent to 70 percent for qualified programs. A Research Expense Tax Credit program offers a credit of 6.5 percent for qualified expenses. The BUILD Missouri Program provides incentives for the location or expansion of large business projects (generally in excess of 100 jobs). The program provides Missouri state income tax credits



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to the business in the amount of debt service payments for bonds related to a portion of project costs. The tax credits may be sold if not used by the recipient. A number of loan financing programs are also available.

Job training programs: The New Jobs Training Program (NJTP) provides education and training to workers employed in newly created jobs in Missouri. The new jobs may result from a new industry locating in Missouri or an existing industry expanding its workforce in the state. In greater Kansas City, NJTP services are provided by the Metropolitan Community Colleges system. The Missouri Customized Training Program (MCTP) helps Missouri employers with funding to offset the costs of employee training and retraining. It assists new and expanding businesses in recruiting, screening, and training workers, and it helps existing employers retain their current workforce when faced with needed upgrading and retraining. The Missouri Job Retention Training Program offers retraining assistance to employers who have retained a minimum of 100 employees for at least two consecutive years and have made a capital investment of at least \$1 million.

Development Projects

The Kansas City Power and Light District was completed in 2007 and serves as the cornerstone of a major urban renaissance for the city. The development covers nine city blocks and includes retail, entertainment, office, and retail space. The \$850 million project was developed in partnership with the city and state governments and has created one of the largest entertainment districts in the Midwest. The new Sprint Center was completed in 2007 as well. This \$276 million development serves as the home for the National Association of Basketball Coaches Hall of Fame. The center also serves as a venue for major entertainment events. The city hopes that the center will attract a new professional basketball and/or hockey franchise. The Kansas City Convention Center completed a \$135 million expansion and renovation project in 2007, which included major technology upgrades for the facility and a new 50,000-square-foot ballroom.

A plan for redevelopment of East Village was underway in 2007 with an expected completion date of 2009. The \$357 million project is anchored by the new headquarters of JE Dunn Construction Group and will

include 1,200 residential units and 85,000 square feet of retail space. Another major downtown project is the Kauffman Center for the Performing Arts. This \$326 million development will include a 1,800-seat new theater home for the Kansas City Ballet and the Lyric Opera. The theater will also host national and international touring artists. A 1,600-seat Concert Hall will be the new home for the Kansas City Symphony. There will also be a multi-purpose Celebration Hall for performances, banquets, and educational programs.

The \$200 million Federal Reserve Bank of Kansas City building project is expected to be completed in 2008. The 600,000-square-foot tower will include 12 floors above a two-story base and will house a coin museum. Children's Mercy Hospital has added a new Pediatric Research Center and Primary Care Clinics to its facility and has plans for new outpatient clinics, classrooms, and educational building to be completed in 2010. The total investment for these projects will be about \$120 million.

Economic Development Information: Kansas City Area Development Council, 2600 Commerce Tower, 911 Main Street, Kansas City, MO 64105; telephone (816)842-2865 or (800)99KCADC; www.thinkkc.com. Economic Development Corporation of Kansas City, Missouri, 1100 Walnut, Ste. 1700, Kansas City, MO 64106; telephone (816)221-0636 or (800)889-0636; www.edckc.com

Commercial Shipping

Located at the juncture of three interstate highways, four interstate linkages, and 10 federal highways, Kansas City is served by more than 300 motor freight carriers, including Yellow Corp., the nation's largest less-than-truckload carrier, which is headquartered in Kansas City. Kansas City is the third largest truck terminal in the United States. The second-largest rail center in the United States, Greater Kansas City is served by four Class I rail carriers: Burlington Northern Santa Fe, Kansas City Southern, Norfolk Southern, and Union Pacific. Regional rail service is provided through the Iowa, Chicago, & Eastern line and Missouri & Northern Arkansas.

Seven barge lines offer shipping from the Kansas City area of the Missouri River. There are 41 docks and terminals in the metropolitan area. The shipping season runs from March through November. As an important inland port, Kansas City ranks first in the country in Foreign Trade Zones space. Kansas City International Airport has 4 all-cargo carriers and 11-passenger combination carriers. The Downtown Airport supports small charter air cargo flights.

Labor Force and Employment Outlook

The Kansas City area labor force is said to be well-educated, motivated, and highly productive. In 2006 an estimated 86 percent of the adult population had earned

a high school diploma or higher level of education. About 29 percent of the adult population had achieved a bachelor's degree or higher. About 27 percent of those employed in the city are also residents.

In 2007 the largest employment sectors were professional, technical, and scientific services; health care and social assistance; and accommodation and food services. Projections for 2004–2014 suggest that the greatest number of new jobs will be created in health care, financial services, business management and administration, and marketing, sales and services.

The following is a summary of data regarding the Kansas City MO-KS Metropolitan Statistical Area metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 994,000

Number of workers employed in . . .

- construction and mining: 54,600
- manufacturing: 82,900
- trade, transportation and utilities: 205,200
- information: 41,400
- financial activities: 73,500
- professional and business services: 141,400
- educational and health services: 114,100
- leisure and hospitality: 95,200
- other services: 40,200
- government: 145,700

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.3% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Federal Government	25,004
Sprint Nextel Corp.	16,403
HCA - Midwest Division	7,320
McDonald's USA LLC	7,111
State of Missouri	6,078
Ford Motor Company KC Assembly Plant	5,453
DST Systems	5,200
Saint Luke's Health System	4,808
Hallmark Cards Inc.	4,500
City of Kansas City, MO	4,400

Cost of Living

Kansas City's cost of living has consistently been at or below the national average. A major component of the overall low cost of living is the affordability of housing in the area.

The following is a summary of data regarding several key cost of living factors in the Kansas City area.

2007 (1st quarter) ACCRA Average House Price:
\$271,279

2007 (1st quarter) ACCRA Cost of Living Index:
94.9

State income tax rate: 1.5% to 6.0%

State sales tax rate: 4.225%

Local income tax rate: 1.0% of earnings

Local sales tax rate: 2.875%

Property tax rate: 1.32 per \$100 of assessed value of improved and unimproved land, personal property, and footage on or abutting boulevards, parkways, and trafficways

Economic Information: Kansas City Area Development Council, 2600 Commerce Tower, 911 Main Street, Kansas City, MO 64105; telephone (816)842-2865 or (800)99KCADC; www.thinkkc.com. Economic Development Corporation of Kansas City, Missouri, 1100 Walnut, Ste. 1700, Kansas City, MO 64106; telephone (816)221-0636 or (800)889-0636; www.edckc.com

■ Education and Research

Elementary and Secondary Schools

There are 15 public school districts serving students from Kansas City. Of those there are five with administrative offices within the city proper. The largest in terms of number of student residents served is the Kansas City, Missouri School District. In 2007 the district had 17 magnet schools, including the Longan French Magnet School and the Crispus Attucks Communication and Writing Magnet School. Several schools have focused arts programs, including the Kansas City Middle School of the Arts and Paseo Academy. The Afrikan Centered Education (ACE) Collegium Campus serves students from kindergarten through ninth grade with a program of study that features high academic standards and a focus on social responsibility and leadership in a culturally relevant approach. The school expects to add a full high school curriculum by 2010. The Clark ACE Middle School offers similar programming. Gladstone Academy has special programs for students who are deaf or hard of hearing, and offers the ARENA Gifted Program. Lincoln College Preparatory Academy is open to high school students. Technical and occupational programs are also available throughout the system for older youth and young adults.

The following is a summary of data regarding the Kansas City, Missouri School District as of the 2005–2006 school year.

Total enrollment: 26,980

Number of facilities

elementary schools: 47
junior high/middle schools: 9
senior high schools: 7
other: 8

Student/teacher ratio: 14.5:1

Teacher salaries (2005–06)

elementary median: \$39,490
junior high/middle median: \$39,580
secondary median: \$39,190

Funding per pupil: \$9,237

More than 150 private and parochial schools operate in the metropolitan area.

Public Schools Information: Kansas City, Missouri School District, 1211 McGee, Kansas City, MO 64106; telephone (816)418-7000; www.2.kcmsd.net

Colleges and Universities

The largest institution in the city is the University of Missouri–Kansas City, with an enrollment of about 14,200 students. Granting baccalaureate, master's, and doctorate degrees, the university operates a College of Arts and Sciences, a conservatory of music and dance, and schools of business and public administration, computing and engineering, education, law, pharmacy, dentistry, nursing, medicine, and biological sciences. Several undergraduate and graduate certificate programs are also available.

Avila University is a four-year Catholic liberal arts college founded in 1916. The school offers 60 undergraduate majors, 5 graduate programs, and 3 certificate programs. The most popular majors are business, education, nursing, communications, radiologic science, psychology, and art. Enrollment is about 2,000 students. Rockhurst University is a Catholic Jesuit liberal arts university with an enrollment of about 3,000 students. The school offers bachelor's degrees in a wide variety of fields and master's degrees in nursing, business administration, education, and physical and occupational therapy.

The Kansas City Art Institute, which began as a sketch club in 1885, offers a four-year fine and applied arts curriculum with 12 areas of emphasis, including animation, digital filmmaking, fibers, and art history.

Metropolitan Community Colleges supports seven campuses in the Kansas City area, with four located within the city proper. A wide variety of two-year associate's degree and certificate programs are available.

Credits are easily transferred to other local and state colleges and universities.

Libraries and Research Centers

The Kansas City Public Library, with holdings of over 2 million volumes and more than 34,000 periodical subscriptions, operates 10 branches, including the new \$50 million Central Library Branch unveiled in 2004 and the Plaza Branch opened in April 2005. Special collections include African American history, Missouri Valley history and genealogy, oral history, and federal and state government documents. The Kansas City Library Consortium is a network of the public library and seven local college and university libraries through which each organization shares resources.

The Black Archives of Mid-America is a collaborative effort with the Kansas City Public Library and the Missouri State Library. The archive is the largest depository of artifacts and documents of the African American experience in the four-state region. The collection contains written histories, personal documents, newspapers, diaries, and documents from churches, clubs, and other social and business establishments. An oral archive has been developed through the Kansas City Association of Trust and Foundations.

The University of Missouri–Kansas City Libraries feature a wide variety of special collections and research materials in numerous fields of study. The system holds over 1.1 million volumes and over 6,000 periodical subscriptions. The Miller Nichols Library is a general library that also houses the Special Collections Department, which includes the Marr Sound Archives of American social and cultural history recordings, the Snyder Collection of Americana, and a collection of the Midwest Center for American Music. Miller Nichols Library is also a federal depository library for the Fifth U.S. Congressional District. Other libraries within the system include the Leon E. Bloch Law Library, the Health Sciences Library, and the Dental Library. Students and researchers have access to all libraries in the University of Missouri system.

The Linda Hall Library of Science, Engineering & Technology is one of the largest privately endowed libraries of its kind in the country, holding more than 1 million volumes and more than 15,000 periodicals. Special collections include National Aeronautics and Space Administration (NASA) and Department of Energy technical reports, Soviet and European scientific and technical publications, and United States patent specifications. The Kansas City Branch of the National Archives and Records Administration holds records of various federal government agencies.

A wide variety of research projects take place among the students and faculty of the University of Missouri–Kansas City. Facilities include the Shock Trauma Research Center, the Oral Biology Research Lab, the

Transgenic Lab, and the Neurophysiology/Pharmacology Lab.

The 600,000-square-foot Stowers Institute for Medical Research boasts one of the nation's finest laboratory complexes dedicated to conducting basic research into complex genetic systems to unlock the mysteries of disease and find the key to their causes, treatment, and prevention. In 2007 the institute sponsored 24 research programs.

Public Library Information: Kansas City Public Library, 14 West 10th St., Kansas City, MO 64105; telephone (816)701-3400; www.kclibrary.org

■ Health Care

HCA Midwest Health System is one of the largest health systems in the region. The 545-bed Research Medical Center, founded in 1896, offers general and specialized care in such areas as arthritis, cardiac, and pulmonary rehabilitation, pain management, and speech and hearing disorders. The hospital sponsors a Certified Stroke Center, Transplant Institute, and specialized cardiovascular and oncology departments. In 2005 the Research Cancer Center unveiled a new genetic counseling/screening program. The Research Psychiatric Center provides a complete range of psychiatric treatment for adults and adolescents.

St. Luke's Health System is also one of the largest health care systems in the region. St. Luke's Hospital in Kansas City is a 629-bed tertiary care institution. In 2007 the hospital was ranked within the top 40 best hospitals for heart care, neurology and neurosurgery, and gynecology by *U.S. News & World Report*. The emergency department includes a Level I Trauma Center and a specialized sexual assault treatment center. Other specialty centers within the hospital include the Kidney Dialysis and Transplant Center, the Center for Surgical Weight Loss, Cancer Institute, the Mid-American Heart Institute, the Brain and Stroke Institute, The Children's SPOT (speech, physical and occupational therapy), the Regional Arthritis Center, and a Pain Management program. The Crittenton Children's Center, also affiliated with the St. Luke's Health System, offers inpatient and outpatient psychiatric care and sponsors school- and home- based programs as well.

Truman Medical Centers (TMC) is a two-hospital system that also serves as a primary teaching center for the University of Missouri-Kansas City schools of medicine, dentistry, pharmacy, and nursing. The TMC Hospital Hill campus features a Level I Trauma Center and has specialized programs in care of asthma, diabetes, obstetrics, ophthalmology, weight management, and women's health.

Children's Mercy Hospitals and Clinics sponsors the Children's Mercy Hospital and Hall Family Outpatient Center and Children's Mercy Northland, both in Kansas

City, Missouri, and Children's Mercy South in Overland Park, Kansas. Each location features a wide variety of specialty clinics and urgent care services.

■ Recreation

Sightseeing

Kansas City is regarded as one of the most cosmopolitan cities of its size in the United States. Second only to Rome, Italy, in the number of its fountains (more than 200), Kansas City also has more miles of boulevards than Paris, France. Country Club Plaza, the nation's first planned community, boasts Spanish-style architecture, beautiful landscaping, and a plethora of shops, restaurants, hotels, and apartments. More than 1,000 of the city's structures are included on the National Register of Historic Places; among them are the Scarritt Building and Arcade, the *Kansas City Star* Building, Union Station, and the Kansas City Power and Light Building. The Mutual Musicians Foundation, a hot-pink bungalow acquired by the Black Musicians Union Local 627 in 1928, received a National Historic Landmark designation.

A unique feature of the city is a system of underground limestone caves that were formerly quarries. This 20-million-square-foot "subtropolis" is now a commercial complex used for offices and warehouses. The Hallmark Visitors Center showcases the history and most recent developments of the Hallmark Greeting Card Company. The Harry S. Truman Library and Museum in Independence, Missouri, captures Truman's political career and years as 33rd President of the United States. The nation's second largest urban park, Swope Park, includes the Kansas City Zoo and a Braille trail.

One of the city's most popular attractions is Worlds of Fun, a 175-acre theme park featuring MAMBA, one of the tallest, longest, fastest steel coasters in the world. Oceans of Fun, located on the grounds of Worlds of Fun, is a tropically-themed water park featuring a million-gallon wave pool and giant water slides.

The towns around Kansas City are full of historic homes and sites, including the home and presidential library of Harry S. Truman in Independence. One of the more unusual sites is the Jesse James Bank Museum in Liberty, the site of the first daylight bank robbery in the United States. History aficionados can still see ruts created by covered wagons along the Santa Fe Trail, established in 1821, and the Quindaro Ruins in Kansas City, Kansas, represent the largest underground-railroad archeological site in the nation.

The Negro Leagues Baseball Museum in Kansas City's 18th and Vine District honors the history of African American baseball before 1947, when Kansas City Monarchs shortstop Jackie Robinson broke the color barrier by joining major league baseball. Sports fans will also enjoy a tour of the National Collegiate Athletic

Association Hall of Champions in Overland Park, Kansas, to commemorate great moments in intercollegiate athletics through multi-image and video presentations, displays, and exhibits.

Arts and Culture

Kansas City's Nelson-Atkins Museum of Art, one of the largest museums in the United States and ranked in the top 15, maintains a permanent collection that represents art from all civilizations and periods, from Sumeria to the present. Opened in 1933, the museum covers 20 landscaped acres and is home to the only Henry Moore Sculpture Garden outside the artist's native England. A new 165,000-square-foot expansion designed by internationally acclaimed architect Steven Holl is slated to open in 2007.

The Kemper Museum of Contemporary Art, built in 1994, presents rotating contemporary exhibits free of charge to the public. The Liberty Memorial Museum, conceived as a "monument to peace," is the nation's only public museum devoted solely to World War I and America's involvement in that conflict. Its dedication in 1921 brought together five Allied commanders who met for the first and only time in their lives. The Toy and Miniature Museum of Kansas City is one of only three museums of its kind in the country. The Kansas City Museum features hands-on science and history exhibits; its "If I Had a Hammer" program gives fourth through twelfth graders hands-on experience assembling a house. The museum's Science City at Union Station combines the best of a museum, science center, theme park, and theater. Other museums in the city include the Black Archives of Mid-America, the Federal Reserve Bank Visitors Center, and the home and studio of the late painter, Thomas Hart Benton.

Kansas City, "the mother of swing and the nurturer of bebop," is noted for a distinctive jazz musical style, which consists of a two-four beat, predominance of saxophones, and background riffs. It has been played by musicians in local clubs since the early 1900s. The late Count Basie and Charlie "Bird" Parker, regarded as two of the greatest practitioners of the genre, began their careers in Kansas City. The Museums at 18th and Vine celebrate this heritage. The American Jazz Museum section is the first museum in the country devoted exclusively to this art form. The museum's interactive exhibits tell the story of "America's classical music" in an entertaining and educational format. In addition to in-depth exhibits on such greats as Count Basie, Ella Fitzgerald, and Charlie Parker, the museum includes artifacts such as a Charlie Parker saxophone and a discovery room where visitors can listen to jazz performances. In the evenings, visitors can swing into the Blue Room, a jazz club recognized by *Downbeat Magazine* in 2004 as one of the 100 greatest jazz clubs in the world.

Kansas City ranks third in the nation for professional theaters per capita, boasting more than 20 equity and community theater companies. The Gem Theater Cultural and Performing Arts Center, one of the Museums at 18th and Vine, is a historic structure. With its neon marquee, it has been transformed into a 500-seat state-of-the-art facility for musical and theatrical performances. The center also hosts dance theaters and multimedia events for the public.

The Missouri Repertory Theatre performs a seven-show season, hosting nationally known actors and performing a stage adaptation of Charles Dickens's *A Christmas Carol* each holiday season. Among the other theater companies in Kansas City are the Coterie Family Theatre, American Heartland Theatre, Quality Hill Playhouse, Unicorn Theatre, and Kansas City Repertory Theatre.

Folly Theatre, a former burlesque house refurbished in 1981, is the first theater to appear on the National Historic Register; it hosts professional theater productions. The Midland Center for the Performing Arts, also on the National Historic Register, is a 1920s movie palace that was refurbished and reopened in 1981. Touring Broadway shows are presented in this ornate structure, which is decorated with gold leaf overlays, Tiffany glass, and bronze chandeliers.

The Lyric Theater is the home of the Kansas City Ballet, and the Kansas City Symphony and Lyric Opera, which presents all of its performances in English, as well as the headquarters of the State Ballet of Missouri. The Heart of America Shakespeare Festival presents professional productions of Shakespeare's plays in Southmoreland Park in June and July. One of the nation's largest outdoor amphitheaters, the 7,795-seat Starlight Theatre is located in Swope Park and presents musicals and concerts in the summer.

Festivals and Holidays

Kansas City offers entertaining, educational, and flavorful festivals and events year-round. The culture and unique foods of many different countries are celebrated at the Northland Ethnic Festival in April, the Taiwanese Festival in May, the Annual Greek Festival in June, the Sugar Creek Slavic Festival in June, the Ethnic Enrichment Festival in August, and the Kansas City Irish Festival in September. The "Rhythm & Ribs" Jazz Festival in June combines two of Kansas City's favorite things—barbeque and jazz. Food is also the theme of the Platte City BBQ Fest in June and the Kansas City Chocolate Festival in October.

Other events that celebrate Kansas City's Midwestern heritage include the Prairie Village Art Show in June, the Heart of America Quilt Festival in October, and the Missouri Town 1855 Festival of Arts, Crafts, and Music in October. There are fairs aplenty, including the Platte County Fair in July, the oldest continuously running fair west of the Mississippi. The more arts-minded

visitor will appreciate the Women' Playwriting Festival and the Kansas City Comedy Arts Fest in March, the Filmmakers Jubilee Film Festival in April, and the variety of music and theater festivals throughout the summer.

Autumn brings a full calendar of harvest festivals and horse racing. In November the 100-foot-tall Mayor's Christmas Tree is illuminated by 7,200 white lights, with 47,500 more strung throughout Crown Center Square. After Christmas the tree is made into ornaments for the next year, which are sold with proceeds going to the Mayor's Christmas Tree Fund. Christmas in Kansas City would not be the same without the annual production of "A Christmas Carol" by the Kansas City Repertory Theatre or the "Festival of Lights" at Country Club Plaza.

Sports for the Spectator

Kansas City athletes compete in three of the most modern sports facilities in the United States. The Harry S. Truman Sports Complex consists of the 40,000-seat Kauffman Stadium and 79,000-seat Arrowhead Stadium. Arrowhead is the home of the Kansas City Chiefs in the Western Division of the American Conference of the National Football League. Kauffman Stadium is the home of the Kansas City Royals of the Western Division of baseball's American League. Kemper Arena, close to downtown Kansas City, features an award-winning circular and pillar-less structure that allows unobstructed and intimate viewing from all locations. The Kansas City Comets play indoor soccer and the Kansas City Knights play ABA basketball, both at Kemper Arena. The Kansas City Brigade plays in Kemper Arena as part of the Arena Football League. Professional golfer Tom Watson, a Kansas City native, is affectionately known as the city's "fourth sports franchise."

Sprint Center, the 20,000-seat arena opened in 2007, houses the National Collegiate Basketball Hall of Fame. Kansas City is also headquarters of the National Association of Intercollegiate Athletics (NAIA) and the Fellowship of Christian Athletes (FCA). Since the Kansas Speedway (in Kansas) was inaugurated in 2001, racing fans have enjoyed NASCAR, Indy Racing, and Truck series events at the 1.5 mile tri-oval track.

The American Royal, the world's largest combined livestock show, horse show, and rodeo, takes place in autumn at the American Royal Complex in the stockyard district.

Sports for the Participant

The beautiful and popular Kansas City parks offer an outlet for sports enthusiasts who enjoy fishing, golf, hiking, jogging, swimming, boating, ice skating, or tennis. Swope Park, the second largest city park in the nation, provides two 18-hole golf courses, a nature center, athletic fields, a swimming pool, the Kansas City Zoo, and a Braille trail. The 250-acre Shawnee Mission Park is

one of the best spots for sailing and canoeing. Fishing and sailing are available at nine public access lakes within an hour's drive. The area has facilities for amateur auto racing as well as horse- and dog-race tracks. In total Kansas City Parks and Recreation sponsors 212 parks with 5 public golf courses and 150 athletic fields.

Those who enjoy gambling spend time on the Missouri River just north of downtown, where four riverboats offer a number of opportunities to court Lady Luck. There is no admission charge to board the boats, most of which have cruise times every two hours from 8 a. m. to 3 a.m. and offer numerous dining choices and virtually nonstop entertainment.

Shopping and Dining

The City Market, at the north end of Main Street, offers shopping in a bazaar-like atmosphere. A Saturday morning trip to City Market for produce is a local tradition. Further south on Main Street, the Country Club Plaza, developed by Jessie Clyde Nichols in 1922, enjoys the distinctions of being "America's Original Shopping Center" and Kansas City's most popular tourist attraction, welcoming 10 million visitors each year. Located five miles south of downtown, the Plaza covers 55 acres and houses almost 200 retail and service businesses, including 40 restaurants. The Plaza, with its tile-roofed, pastel-colored buildings and imported filigree ironwork, borrows heavily from Hispanic architecture in honor of Seville, Spain, Kansas City's sister city. The European ambiance is enhanced with a number of towers, fountains, and horse-drawn carriages. The Plaza inaugurated America's outdoor Christmas lighting tradition in 1926.

Hallmark Cards's Crown Center, described as a city within a city, is a one-half billion-dollar downtown complex of shops, restaurants, hotels, offices, apartments, and condominiums over 85 acres. The Crown Center Shops occupy three levels topped by Halls Crown Center, a 100,000-square-foot specialty store. Crown Center revitalized the inner city by creating a downtown suburb where families can live and work. Town Pavilion, a tri-level shopping complex at the base of a major office building downtown, is connected by walkways to other office complexes. Just a couple miles from downtown lies Westport, Kansas City's historic district, featuring boutiques, restaurants, and nightly entertainment. In nearby Olathe, Kansas, shoppers converge at the 130 outlet stores of the Olathe Great Mall of the Great Plains.

Kansas City barbecue is one of America's most savory contributions to world cuisine. Since 1908, when Henry Perry first started selling 25-cent slabs of barbecued meat cooked on an outdoor pit and wrapped in newspaper, Kansas City barbecue has held its own alongside traditional Texas and Carolina versions. The process requires that the meat be dry rub-spiced, cooked slowly over wood—preferably hickory—for as long as 18 hours, and slathered with rich, sweet-tangy sauce. More than 90 Kansas City

barbecue establishments serve ribs, pork, ham, mutton, sausage, and even fish. Each establishment prides itself on its own unique recipe for sauce; the most famous sauce, KC Masterpiece, was developed in the 1980s by Rich Davis. The barbecue restaurant owned by the legendary Arthur Bryant has been described by food critic Calvin Trillin as "the single, best restaurant in the world."

Kansas City ranks number three in the United States for sheer number of restaurants. Elegant dining is possible at establishments like the Savoy Grill, Le Fou Frog, Fedora Café & Bar, and the Peppercorn Duck Club, famous for its rotisserie duck and ultra chocolatta bar.

Visitor Information: Kansas City Convention and Visitors Association, 1100 Main St., Ste. 2200, Kansas City, MO 64105; telephone (816)221-5242; toll-free (800)767-7700; www.visitkc

■ Convention Facilities

Kansas City is a popular convention destination, ranking among the top meeting centers in the nation. The Kansas City Convention and Entertainment Centers is the site of most major functions in the city. Covering eight city blocks in downtown Kansas City, the Convention Center includes nearly 400,000 square feet of column-free space and 29 meeting rooms. The attached Conference Center is a three-story complex with up to 19 additional meeting rooms, a 33,000-square-foot lobby, and a 24,000-square-foot ballroom. The Municipal Auditorium is an art deco landmark with self-contained venues, including the Music Hall, Arena, Little Theatre, and Exhibition Hall; located directly across the street, Barney Allis Plaza is an outdoor park concealing underground parking facilities for 1,000 vehicles.

Located near the convention center is the American Royal Center, a 14-acre complex that includes Kemper Arena, the American Royal Arena, Hale Arena, and American Royal Museum. The newly expanded Kemper Arena is the site of large functions such as political conventions.

Additional convention facilities for both large and small groups can be found at metropolitan area hotels and motels, where more than 17,000 rooms are available.

Convention Information: Kansas City Convention and Visitors Association, 1100 Main St., Ste. 2200, Kansas City, MO 64105; telephone (816)221-5242; toll-free (800)767-7700; www.visitkc

■ Transportation

Approaching the City

Kansas City International Airport, located about 22 miles from the downtown area, is the primary entry point for air travelers. Its 13 major commercial airlines offer about 230 daily departures with nonstop service to 70 destinations.

The Charles B. Wheeler Downtown Airport (sometimes referred to simply as the Kansas City Downtown Airport), serves charter, corporate, and other fixed-based operator flights.

Primary highway routes into Kansas City are north-south I-35 and I-29, which join U.S. 71 leading into the city. The I-435 bypass links with east-west I-70 from the south. Amtrak provides passenger rail service to two stops in the metropolitan area. Greyhound and Jefferson bus lines serve destinations in Kansas City and around the country.

Traveling in the City

Kansas City's streets are laid out in a basic grid pattern except in areas contiguous with the Kansas and Missouri rivers, where one-way streets predominate. The principal downtown thoroughfare is Main Street, which runs north to south. Beginning at the Missouri River, east-west streets are numbered in ascending order southward through the city. State Line Road separates Kansas City, Missouri, from Kansas City, Kansas; the two cities are connected via I-70.

Public bus transportation is operated by the Kansas City Area Transit Authority, which provides service throughout the entire metropolitan area. The new MAX (Metro Area Express) connects the River Market, downtown Kansas City, Crown Center, and Country Club Plaza, carrying travelers along exclusive lanes through coordinated traffic signals. Dial-A-Ride offers public transit service for persons with disabilities. Senior Group Transportation is also available. Johnson County Transit (The JO), operates bus services throughout Johnson County Kansas and to points in both Kansas City, Kansas, and Kansas City, Missouri.

■ Communications

Newspapers and Magazines

The major daily newspaper in Kansas City is the morning *The Kansas City Star*. *The Daily Record* is a legal newspaper serving Kansas City and Independence. Several community newspapers also circulate weekly, including *The Call*, which serves the African American community; *The Pitch*, an alternative press publication; and the *Kansas City Business Journal*. *Dos Mundos* is a weekly bilingual newspaper (Spanish).

The National Catholic Reporter Publishing Company is based in Kansas City. The company publishes the news-weekly *National Catholic Reporter* and the monthly

Celebration, a resource magazine primarily for priests and church workers. *Ingram's* is a monthly business and lifestyle magazine. *Jam* (Jazz Ambassadors Magazine) is published six times a year to keep visitors and residents up-to-date on the local music scene.

Television and Radio

Six television stations—major network affiliates and one PBS—are based in Kansas City. Broadcasts are also received from stations in neighboring Fairway, Kansas, and Shawnee Mission, Kansas. Seventeen AM and FM radio stations in Kansas City broadcast a range of program formats, including music, news, and information; many more are available from nearby cities.

Media Information: *The Kansas City Star*, 1729 Grand Blvd., Kansas City, MO 64108; telephone (816) 234-4926; www.kansascity.com

Kansas City Online

City of Kansas City home page. Available www.kcmo.org

Economic Development Corporation of Kansas City, Missouri. Available www.edckc.com

Experience Kansas City. Available www.experiencekc.com

Greater Kansas City Chamber of Commerce. Available www.kcchamber.com

Kansas City Area Development Council. Available www.smartkc.com

Kansas City Convention and Visitors Association. Available www.visitkc.com

The Kansas City Star. Available www.kansascity.com

Missouri Department of Economic Development. Available www.ded.mo.gov

Missouri Department of Elementary and Secondary Education. Available www.dese.mo.gov

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Hemingway, Ernest, *Ernest Hemingway, Cub Reporter; Kansas City Star Stories* (Pittsburgh, PA: University of Pittsburgh Press, 1970)

Pearson, Nathan W., Jr., *Goin' to Kansas City (Music in American Life)* (University of Illinois Press, 1988)



St. Louis

■ The City in Brief

Founded: 1763 (incorporated 1822)

Head Official: Mayor Francis G. Slay (D) (since 2001)

City Population

1980: 453,085

1990: 396,685

2000: 348,189

2006 estimate: 347,181

Percent change, 1990–2000: –12.2%

U.S. rank in 1980: 26th

U.S. rank in 1990: 34th

U.S. rank in 2000: 53rd

Metropolitan Area Population

1980: 2,377,000

1990: 2,492,348

2000: 2,698,687

2006 estimate: 2,796,368

Percent change, 1990–2000: 4.6%

U.S. rank in 1980: 14th

U.S. rank in 1990: Not available

U.S. rank in 2000: 18th

Area: 62 square miles (2000)

Elevation: 535 feet above sea level

Average Annual Temperatures: January, 29.6° F; July, 80.2° F; annual average, 56.3° F

Average Annual Precipitation: 38.75 inches of rain; 19.6 inches snow

Major Economic Sectors: Services, wholesale and retail trade, manufacturing, government

Unemployment Rate: 5.4% (June 2007)

Per Capita Income: \$19,153 (2005)

2005 FBI Crime Index Property: 38,245

2005 FBI Crime Index Violent: 8,323

Major Colleges and Universities: Washington University; Saint Louis University; University of Missouri–St. Louis; St. Louis Community College

Daily Newspaper: *St. Louis Post-Dispatch*

■ Introduction

St. Louis, the second largest city in Missouri, is the center of the metropolitan statistical area comprised of Franklin, Jefferson, Lincoln, St. Charles, St. Louis, Washington, and Warren counties in Missouri and Bond, Calhoun, Clinton, Jersey, Macoupin, Madison, Monroe, and St. Clair counties in Illinois. Since its founding St. Louis has undergone several significant stages of development, which parallel the nation's westward expansion, symbolized by the city's famous Gateway Arch. St. Louis enjoys a rich and culturally diverse life and a revitalized downtown commercial district. As one of the first regions in the country to confront defense cutbacks in the 1990s and develop plans for dealing with them, the St. Louis area has emerged as a national laboratory for the post-Cold-War economy.

■ Geography and Climate

Located at the confluence of the Mississippi and Missouri rivers, St. Louis is near the geographic center of the United States. Its modified continental climate is characterized by four seasons without prolonged periods of extreme heat or high humidity. Alternate invasions of moist air from the Gulf of Mexico and cold air masses from Canada produce a variety of weather conditions. Winters are brisk and seldom severe; annual snowfall averages about 19 inches. Hot days with temperatures of

100 degrees or higher occur on the average of five days per year. Severe storms are often accompanied by hail and damaging winds, and tornadoes have caused destruction and loss of life.

Area: 62 square miles (2000)

Elevation: 535 feet above sea level

Average Temperatures: January, 29.6° F; July, 80.2° F; annual average, 56.3° F

Average Annual Precipitation: 38.75 inches of rain; 19.6 inches snow

■ History

Fur Trade Establishes St. Louis Townsite

The first known attempted settlement near present-day St. Louis was the Jesuit Mission of St. Francis Xavier, established in 1700 at the mouth of the Riviere des Peres (River of the Fathers). Two Native American bands settled at the site with the Jesuit party, but within three years the mission was abandoned and no permanent settlement was attempted again in that area for more than 60 years.

Around 1760 the New Orleans firm of Maxent, Laclede & Company secured exclusive rights from France to trade with Native Americans in the Missouri River Valley and the territory west of the Mississippi River as far north as the St. Peter River. Pierre Laclede Liguest selected the present site of St. Louis for a trading post in December 1763. Laclede said his intent was to establish “one of the finest cities in America.” The village was named for the patron saint of France’s King Louis XV. North of the village were Native American ceremonial mounds; these mounds stood outside the original village boundary but were eventually leveled as the city expanded. The largest, known as Big Mound, was located at the present-day St. Louis intersection of Mound and Broadway streets.

In its early years St. Louis was nicknamed *Pain Court* because of the absence of local agriculture to supply such staples as bread flour. Laclede’s fur business prospered but in time France lost control of the territory and the ruling Hispanic government withdrew Laclede’s exclusive fur-trading rights. This opened the city to new settlers and new businesses. During the American Revolutionary War, the Mississippi-Ohio River route was protected when soldiers and townsmen successfully rebuffed an attack by British General Haldimand’s troops; this victory secured the strategic importance of St. Louis. After the Revolution Mississippi River pirates disrupted trade on the river but in 1788 boats carrying fighting crews from New Orleans defeated the pirates. St. Louis quickly emerged as a trading center as the village grew into an oasis of wealth, culture, and privilege.

American Influence Brings Westward Expeditions

This early period of splendor ended in 1803 when France, which had regained control of the surrounding territory, sold the vast tract of land to the new government of the United States in a land deal known as the Louisiana Purchase. American migrants soon brought gambling, violence, and mayhem into the community. Nearby Bloody Island gained a national reputation as a place of infamous duels, such as the one in 1817 when Thomas Hart Benton shot and killed a man. The rough-and-tumble village life eventually stabilized itself; the *Missouri Gazette*, St. Louis’s first newspaper, and the opening of the first English school helped to improve the local environs.

St. Louis-based fur trappers and traders were the source of great local wealth; the Missouri Fur Company was founded in 1809 and dominated the Missouri Valley for the next 40 years. The city became a logical point of departure for explorers setting off on westward journeys. The most famous of these undertakings is the Lewis and Clark expedition of 1804 to 1806. Eventually as many as 50 wagons a day crossed the Mississippi River at St. Louis on the trek westward, and the arrival of the first steamboat from New Orleans in 1817 was the first sign of the city’s importance as a river trading center.

St. Louis was incorporated as a village in 1808 and as a city in 1822. The city asserted its political dominance early in Missouri’s public life, but tension between businessmen and farmers in outlying areas resulted in the election of Alexander McNair as the state’s first governor and the eventual establishment of the state government in Jefferson City.

Industry and Immigration Prompt Development

St. Louis’s first manufacturing enterprises were operated by craftsmen in small shops, but by mid-century the city was an industrial center as the development of flour mills, ironworks, and factories for the production of foodstuffs and manufactured goods fueled the economy. Between 1832 and 1850, more than 30,000 German immigrants started new lives in St. Louis. As industry brought another wave of new wealth, many of the city’s existing civic, educational, and cultural institutions were established. During this period, credit for introduction of the highball, Southern Comfort, and Planter’s Punch was attributed to local bartenders.

Serious damage to the city’s downtown resulted when a fire on the steamboat *White Cloud* in 1849 spread to the wharf district and destroyed 15 blocks in the commercial district; estimates of property damage ran as high as \$6 million. St. Louis rebuilt by replacing log and wood buildings with masonry; public health issues such as sewage disposal and contaminated water were also addressed.

At the outset of the Civil War, St. Louis was divided in its sympathies. The city's role was decided when General Nathaniel Lyon led the Union Army action, surrounding Missouri state troops at Camp Jackson. St. Louis became a base of Federal operations, and the city benefited from the purchase of manufactured goods by the Chief Quartermaster that totaled \$180 million. St. Louis's industrial capability increased by almost 300 percent in the decade between 1860 and 1870.

Prosperity, Culture Draw World Notice

In the post-Civil War period railroads replaced steamboats as the primary transportation mode, and a new route to the east was opened. The Eads Bridge, the world's first arched steel truss bridge, was completed in 1874 and the city's first Union Station was built in 1878. The new prosperity was diverted in part to cultural enrichments such as the Missouri Botanical Gardens and Tower Grove Park. The St. Louis Symphony Orchestra, the nation's second oldest, was founded in 1880. The Mercantile Library Association, which opened in 1846, began purchasing and commissioning original art works. Joseph Pulitzer's *Globe-Democrat* and Carl Schurz's *Westliche Post* were two of many newspapers that reported on the political and social issues of the day. St. Louis was, in 1876, the first city west of the Mississippi River to host a national political convention. In 1877 St. Louis's city charter separated it from the county and freed the city from state government control except for general laws.

By the turn of the century St. Louis had a population of 575,000 residents. In 1904 the city hosted the Louisiana Purchase Exposition, which focused national and world attention on St. Louis. Many European nations were represented in yearlong festivities that were considered a success. The first Olympiad to be held in the United States took place in St. Louis in 1904. The ice cream cone, the hot dog, and iced tea mark their beginnings at this world's fair. In 1926 an \$87 million bond issue improved the city's infrastructure and financed the construction of new public buildings. A second bond issue in 1934 continued the improvements. New industrial initiatives in the late 1930s helped St. Louis pull out of the Great Depression.

In 1965 the Gateway Arch became a part of the St. Louis skyline, marking the spot where Laclède first established St. Louis. After failing to solve public housing problems in the 1950s, 1960s, and 1970s, the city emerged in the 1980s as a model for urban housing renewal, with stable neighborhoods of rehabilitated structures. A renovated warehouse district near the Gateway Arch called Laclède's Landing attracts tourists to the historic roots of modern St. Louis.

St. Louis approaches the Millennium

In the summer of 1993 St. Louis suffered extensive damage from flooding when the Missouri and Mississippi rivers joined forces just north of the city and swept down

over its protective levees in some of the worst flooding in the country's history. Damage in the flood region was estimated at more than \$10 billion.

Also in 1993, Democrat Freeman Bosley, Jr. was elected St. Louis's first African American mayor. Four years later African American police chief Clarence Harmon became mayor after an acrimonious campaign in which the vast majority of white voters preferred Mr. Harmon, while Mr. Bosley claimed the support of African American ministers and civil-rights activists. Race relations remain a thorny issue in St. Louis, but city leaders continue to address the problem.

St. Louis in the New Millennium

St. Louis entered the twenty-first century recognizing itself as a big city without some of the major big city problems. Looking past a downturn in population and instead focusing on a vibrant future, St. Louis has attracted major companies, revitalized the downtown area, and improved the educational system. Renovations, remodels, and additions to St. Louis arts and history establishments, parks, buildings, infrastructure, and athletic venues have modernized the city, while traditional values continue to reign supreme in this mid-America city. Mayor Francis Slay, in one of his Neighborhood Newsletters, stated it well: "...the people of St. Louis embody the values that make America a great country. We applaud hard work, dedication and effort. We judge players by their performance on the field—not where they came from. We demand integrity, selflessness, and teamwork. We never give up, no matter how hard the task."

Historical Information: Missouri Historical Society, PO Box 11940, St. Louis, MO 63112-0040; telephone (314)454-3150; www.mohistory.org

■ Population Profile

Metropolitan Area Residents

1980: 2,377,000
 1990: 2,492,348
 2000: 2,698,687
 2006 estimate: 2,796,368
 Percent change, 1990–2000: 4.6%
 U.S. rank in 1980: 14th
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 18th

City Residents

1980: 453,085
 1990: 396,685
 2000: 348,189
 2006 estimate: 347,181
 Percent change, 1990–2000: –12.2%



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U.S. rank in 1980: 26th
U.S. rank in 1990: 34th
U.S. rank in 2000: 53rd

Density: 5,622.9 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 147,955
Black: 168,909
American Indian and Alaska Native: 1,603
Asian: 7,199
Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 8,268
Other: 3,403

Percent of residents born in state: 70.3% (2000)

Age characteristics (2005)

Population under 5 years old: 26,160
Population 5 to 9 years old: 20,745
Population 10 to 14 years old: 25,131
Population 15 to 19 years old: 21,911
Population 20 to 24 years old: 22,705
Population 25 to 34 years old: 48,137
Population 35 to 44 years old: 50,829
Population 45 to 54 years old: 48,707

Population 55 to 59 years old: 16,828
Population 60 to 64 years old: 13,409
Population 65 to 74 years old: 18,758
Population 75 to 84 years old: 15,661
Population 85 years and older: 4,749
Median age: 35.4 years

Births (2006, County)

Total number: 5,231

Deaths (2006, County)

Total number: 3,790

Money income (2005)

Per capita income: \$19,153
Median household income: \$30,874
Total households: 141,408

Number of households with income of . . .

less than \$10,000: 22,967
\$10,000 to \$14,999: 13,969
\$15,000 to \$24,999: 21,618
\$25,000 to \$34,999: 21,240
\$35,000 to \$49,999: 22,413
\$50,000 to \$74,999: 20,423

\$75,000 to \$99,999: 9,344
 \$100,000 to \$149,999: 6,858
 \$150,000 to \$199,999: 1,267
 \$200,000 or more: 1,309

Percent of families below poverty level: 10.9% (2005)

2005 FBI Crime Index Property: 38,245

2005 FBI Crime Index Violent: 8,323

■ Municipal Government

St. Louis functions with a mayor-council form of government; the mayor and 28 aldermen are elected to four-year terms. Voters choose a mayor in April of odd-numbered years; half the number of aldermen, each from a single ward, are selected every two years. Established as both a city and a county, the city of St. Louis operates under home rule, but St. Louis County, without home rule, conforms to Missouri's state requirements for county government.

Head Official: Mayor Francis G. Slay (D) (since 2001; term expires April 2009)

Total Number of City Employees: 7,070 (2007)

City Information: City of St. Louis, Office of the Mayor, 200 City Hall, 1200 Market Streets, St. Louis, MO 63103; telephone (314)622-3201; <http://stlouis.missouri.org>

■ Economy

Major Industries and Commercial Activity

The economy of St. Louis and the surrounding metropolitan area is quite diverse. In 2007 St. Louis was the world headquarters of 17 *Fortune* 1000 companies, including Emerson Electric, Anheuser-Busch Companies, Inc., Monsanto, Ameren, Charter Communications, Peabody Energy, and Graybar Electric, which were all in the *Fortune* 500 that year.

St. Louis supports a strong manufacturing sector that accounts for about 15 percent of the region's gross product and about 11 percent of regional employment. The General Motors and Chrysler assembly plants in the area have been ranked as the most productive automotive assembly plants in the country by the *Harbour Report*. The city is also home to over 90 companies that produce automotive parts, including HBPO Group and Kelsey-Hayes. Aerospace and defense manufacturing has become a major growth sector as St. Louis is the headquarters for Boeing's Integrated Defense Systems unit. Other companies in this subsector include GKN Aerospace and DRS Engineered Air Systems. Food and beverage

manufacturing is also important, with companies such as Anheuser-Busch, Sara Lee Bakery group, and Bunge International taking the lead in this subsector.

The transportation and distribution sector of the economy also has a solid base in the local economy. Served by several major motor freight carriers, 14 active river ports, and 2 Foreign Trade Zones, St. Louis is the second-largest inland port in the United States by tonnage. There are over 125 distribution companies operating large facilities in the Greater St. Louis area, including Hershey Foods, Proctor and Gamble, Whirlpool, Aldi's Foods, and US Food Service.

St. Louis is the base for the Eighth Federal Reserve District Bank and several national investment firms, such as A.G. Edwards (a *Fortune* 1000 company), Edward Jones, Scottrade, and Stifel-Niclaus. There are also several mid-sized investment and venture capital firms in the Greater St. Louis area, such as Advantage Capital, Ascension Health Ventures, and RiverVest Venture Partners. Several banks have regional headquarters in St. Louis, including Bank of America, National City, and U. S. Bancorp. St. Louis is also the headquarters for Citi-Mortgage.

Into the 2000s, the city is emerging as a center for major new economy industries. World class research and development in plant and life sciences is conducted by industry giants such as Pfizer and Monsanto; St. Louis is becoming known as the heart of the bio-belt for progress in this arena. The city also boasts of a high concentration of information technology jobs with companies such as World Wide Technology, the Newberry Group, and Reuters.

Items and goods produced: vans and minivans, automotive parts, animal feed and pet foods, cooking oils, baked goods, electrical equipment and electronics, appliances, primary metals

Incentive Programs—New and Existing Companies

Local programs: The St. Louis Regional Chamber and Growth Association (RCGA) is the economic development organization for the Greater St. Louis region. Developers may receive assistance with renovations and new construction projects through the St. Louis Real Estate Tax Abatement program.

State programs: Portions of the city have been designated by the state as an Enhanced Enterprise Zone through which eligible businesses may receive tax credits for up to 10 years for new development. The business must create at least two new jobs and offer \$100,000 in new investment for each year in order to be eligible for tax credits. A job creation tax credit of \$400 per eligible employee is available against state income taxes for up to 10 years. Other tax credits include up to \$1,200 for

hiring Enterprise Zone residents or “special employees.” Some parts of the city have also been designated by the federal government as Empowerment Zones, which offer special financing incentives. Foreign Trade Zone (FTZ) incentives are available in two areas of Greater St. Louis. Goods entering FTZs are not subject to customs tariffs until the goods leave the zone and are formally entered into U.S. customs territory. Other tax credit programs offered by the state of Missouri include a Business Modernization and Technology Credit, Small Business Incubator Credit, Neighborhood Assistance Program, Historic Preservation Credit, New Markets Tax Credit and a Community Bank Investment Credit. Tax credits through these programs range from 45 percent to 70 percent for qualified programs. A Research Expense Tax Credit program offers a credit of 6.5 percent for qualified expenses. The BUILD Missouri Program provides incentives for the location or expansion of large business projects (generally in excess of 100 jobs). The program provides Missouri state income tax credits to the business in the amount of debt service payments for bonds related to a portion of project costs. The tax credits may be sold if not used by the recipient. A number of loan financing programs are also available.

Job training programs: The New Jobs Training Program (NJTP) provides education and training to workers employed in newly created jobs in Missouri. The new jobs may result from a new industry locating in Missouri or an existing industry expanding its workforce in the state. The Missouri Customized Training Program (MCTP) helps Missouri employers with funding to offset the costs of employee training and retraining. It assists new and expanding businesses in recruiting, screening, and training workers, and it helps existing employers retain their current workforce when faced with needed upgrading and retraining. The Missouri Job Retention Training Program offers retraining assistance to employers who have retained a minimum of 100 employees for at least two consecutive years and have made a capital investment of at least \$1 million. Career development and professional training programs are available locally through several schools, including the St. Louis Community College and Rankin Technical College.

Development Projects

Several new and continuing development projects were underway in the city as of 2007. AT&T announced that it has chosen St. Louis for the national corporate headquarters of its Yellow Pages. The project will involve a \$1.6 million investment in the city. Jambo Kenya Coffee and Tea International moved into the city, opening a 12,000-square-foot roasting, packaging, and distribution facility for specialty coffees in the downtown area. The capital investment was estimated at \$1.1 million. Central Transport International expanded its facility in St. Louis with the promise of creating about 115 new jobs at an aver-

age annual wage of \$36,400. Centene Corporation announced plans to build a new headquarters in the Ballpark Village area of downtown St. Louis. The first phase of the project, which will include offices and street-level retail establishments, is expected to cost about \$250 million and to create about 1,000 new jobs. Steel Warehouse Co. announced plans to open a new steel processing plant on land leased from the St. Louis Port Authority. The new facility will employ about 100 people.

The massive Forest Park, site of the 1904 World’s Fair and the home to St. Louis’s main cultural institutions, has undergone a \$100 million transformation. Once stagnant ponds and lakes are now connected by a river that greatly improves park aesthetics. More than 7,500 new trees were planted, historic areas and buildings were preserved, and recreational facilities and park facilities were upgraded.

In 2006 the Lambert–St. Louis Airport completed construction of a new \$1 billion, 9,000-foot runway project and began a \$105 million renovation project on the main airport terminal.

In 2007 the Missouri Life Science Research Board announced that it would sponsor a new Center of Excellence in St. Louis to focus on research and development activities in the areas of bioenergy, plant science, and animal health and nutrition. The St. Louis Center for Excellence will represent a partnership between the Danforth Plant Science Center, the Missouri Botanical Gardens, St. Louis University, University of Missouri–St. Louis, and Washington University. This project is one of many regional and statewide development projects designed to encourage the growth of life science business and industry in the area.

Economic Development Information: St. Louis Regional Chamber and Growth Association, One Metropolitan Square, Suite 1300, St. Louis, MO 63102; telephone (314)231-5555; www.stlrcga.org

Commercial Shipping

St. Louis is a prime location for air, land, and water transportation networks. Among the commodities shipped through the city are coal, grain, cement, petroleum products, and chemicals. One of the nation’s leading rail centers, St. Louis is served by six Class I, one regional, and three switching railroad lines. Four interstate highways converge in St. Louis, affording trucking companies overnight to third-morning access to markets throughout the country. Many of these firms maintain terminals within the Commercial Truck Zone, which covers all or portions of a seven-county area. St. Louis is one of the nation’s largest inland ports, as well as the country’s northernmost port with ice-free access year round; the port connects St. Louis via the Mississippi, Illinois, and Missouri river system with New Orleans and international waterways. St. Louis waterways offer more than 100 docks and terminal facilities. Air freight service is available

at Lambert-St. Louis International Airport through five air cargo carriers. MidAmerica Airport in St. Clair County in Illinois provides state-of-the-art facilities for cargo as well. The St. Louis area has two Foreign Trade Zones (No. 31 and No. 102).

Labor Force and Employment Outlook

During the 1990s thousands of jobs were lost as major employers downsized, moved out, or merged. In response to the state and nation-wide economic downturn of the early 2000s, the Missouri state legislature has passed several legislative bills to stimulate economic growth and decrease unemployment. The state as a whole continues to experience stability and growth, recognizing four times the national growth rate in the manufacturing sector. In the northern metro St. Louis region, several areas show strong momentum with St. Charles, Warren, and Franklin counties ranked as top performers.

The St. Louis area has a fairly high concentration of scientists and engineers, accounting for about 4 percent of the workforce. The percentage of adults age 25 and over who have obtained a bachelor's degree or higher tends to be higher than the national average, and with several educational facilities within the area there are several opportunities for specialized employee training. Occupational forecasts into the year 2014 suggests job growth in several sectors, including health sciences; business, management, and administration; education and training; architecture and construction; and information technology.

The following is a summary of data regarding the St. Louis MO-IL metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,349,400

Number of workers employed in . . .

construction and mining:	83,100
manufacturing:	139,100
trade, transportation and utilities:	255,100
information:	30,100
financial activities:	79,000
professional and business services:	192,200
educational and health services:	203,300
leisure and hospitality:	142,200
other services:	57,800
government:	167,500

Average hourly earnings of production workers employed in manufacturing: \$20.74

Unemployment rate: 5.4% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
BJC HealthCare	21, 814
Boeing Integrated Defense Systems	16,259

Scott Air Force Base	13,065
Washington University in St. Louis	12,505
Wal-Mart Stores Inc.	11,921
SSM Health Care	11,905
Schnuck Markets Inc.	10,700
SBC Communications Inc.	9,920
St. John's Mercy Health Care	8,699
McDonald's	8,000

Cost of Living

Among the nation's top 20 metro areas, St. Louis housing is among the most affordable. The following is a summary of data regarding several key cost of living factors in the St. Louis area.

2007 (1st quarter) ACCRA Average House Price:
\$266,620

2007 (1st quarter) ACCRA Cost of Living Index:
97.1

State income tax rate: 1.5% to 6.0%

State sales tax rate: 4.225%

Local income tax rate: 1.0%

Local sales tax rate: 3.291%

Property tax rate: personal property is assessed at 33-1/3%; rates vary by tax jurisdiction

Economic Information: St. Louis Regional Chamber and Growth Association, One Metropolitan Square, Suite 1300, St. Louis, MO 63102; telephone (314)231-5555; www.stlrcga.org. Missouri Department of Economic Development, 301 W. High Street, Jefferson City, MO 65102; telephone (573)751-4962; www.ded.mo.gov

■ Education and Research

Elementary and Secondary Schools

The St. Louis Public Schools district is the largest district in the state. As of 2006 St. Louis students were performing below the state average on the Missouri Assessment Program tests. That year, 22 percent of fifth-graders and 13 percent of tenth graders scored as proficient or advanced in mathematics, compared to the statewide average of 44 percent of fifth-graders and 42 percent of tenth graders. In communication arts, only 18 percent of St. Louis eleventh-graders scored as proficient and advanced, compared to an average 43 percent statewide. The annual dropout rate for 2006 was about 18 percent. However, there are a few high points for the district. In

2007, Metro Academic and Classical High School was included on the list of “Best Public High Schools in the Nation” by *Newsweek*. There were 24 schools in the St. Louis Magnet Schools Program in 2007. Over 1,400 students were enrolled in technical and career education programs in 2006.

The St. Louis Special School District provides educational alternatives for nearly 30,000 area students with special needs. Schools in this district include the Missouri School for the Blind, Central Institute for the Deaf, and the Moog Center for Deaf Education, all of which are in St. Louis.

The following is a summary of data regarding the St. Louis Public Schools as of the 2005–2006 school year.

Total enrollment: 39,500

Number of facilities

- elementary schools: 55
- junior high/middle schools: 19
- senior high schools: 16
- other: 5

Student/teacher ratio: 15.1:1

Teacher salaries (2005–06)

- elementary median: \$43,780
- junior high/middle median: \$43,860
- secondary median: \$44,950

Funding per pupil: \$10,492

In 2007 there were over 400 private schools in the St. Louis MSA. One of the largest is the Christian Brothers College High School, an all-boys Catholic College Preparatory school. About 42 schools in the St. Louis Area are associated with the Independent Schools of St. Louis; these include the Chaminade College Preparatory School, a Catholic boarding school for boys in grades 6-12, and Brehm Preparatory School, a coed boarding school for students with learning disabilities (grades 6-12). There are several schools with religious affiliations. The Saul Mirowitz Days School–Reform Jewish Academy serves students from K-5.

Colleges and Universities

Washington University, a private independent institution, offers 90 programs and 1,500 courses in such fields as business, architecture, engineering, social work, and teacher education; the university operates schools of medicine, dentistry, and law. More than 13,500 students attend this research university. In 2008 Washington University was ranked as 12th in the nation for best national universities by *U.S. News & World Report*.

Saint Louis University, established in 1818, is a Jesuit, Catholic university that offers over 50 graduate and 85 undergraduate programs in its 13 colleges/schools. Enrollment is over 11,000 students. The university main-

tains a campus in Madrid, Spain. In 2008 Saint Louis University was ranked in the top 100 (82nd) best national universities by *U.S. News & World Report*.

Webster University awards baccalaureate and master’s degrees in 13 bachelor’s and 9 graduate programs. While the main campus is located in suburban Webster Groves, there are 107 worldwide campuses, including one in downtown St. Louis.

The University of Missouri–St. Louis is both a graduate and undergraduate institution and part of the state university system. More than 15,500 students attend classes on the 300-acre campus. The University of Missouri–St. Louis is the third largest university in Missouri. Degrees are offered in 30 fields of study in 10 colleges and schools.

Missouri Baptist University is a liberal arts institution that offers professional certificates as well as undergraduate and graduate degrees in seven academic divisions: business, education, fine arts, health and sport sciences, humanities, natural sciences, and social and behavioral sciences. Enrollment at the main campus in St. Louis is about 1,700 students. Saint Louis Christian College offers three bachelor’s degree programs and two associate’s degree programs.

Concordia Seminary in St. Louis is affiliated with the Lutheran Church–Missouri Synod and offers master’s degrees and doctorates in a variety of religious studies. Covenant Theological Seminary, affiliated with the Presbyterian Church, and Eden Theological Seminary, affiliated with the United Church of Christ, also offer graduate programs in religious studies.

St. Louis Community College is the largest community college in Missouri and one of the largest in the United States. The college’s four campuses offer college transfers, career and developmental programs, and non-credit courses. Rankin Technical College offers associate’s degrees in 13 fields and bachelor’s degrees in 2 fields (applied management and architectural technology).

Southern Illinois University at Edwardsville, also a state university, is in neighboring Edwardsville, Illinois. Fontbonne College, Harris-Stowe State College, and Maryville University are four-year institutions located in the St. Louis area.

Libraries and Research Centers

The St. Louis Public Library operates a central library, a bookmobile, and 15 branches with holdings of over 4.6 million book volumes and bound periodicals, periodical titles, and CDs, microfiches, films, audio- and videotapes, slides, maps, and art reproductions. Special collections include African American history, genealogy, architecture, and federal and state documents.

The St. Louis County Library, with 19 locations and 10 bookmobiles, has more than 2.3 million books and over 209,000 federal, state, and county documents. The library also offers a special collection in genealogy. The

Missouri Historical Society holds a reference collection of over 80,000 items on topics pertaining to regional and state history.

Most area colleges and universities maintain substantial campus libraries; among the most extensive is the Washington University Libraries system, which maintains 14 libraries on three campuses. In the entire system there are holdings of over 3.8 million volumes and 41,339 journal titles. Special collections include the Black Film Promotional Material Collection, Islamic Studies, Jewish Studies, the Mozart and Beethoven Collection, and the Dred Scott Case collection. The Olin Library on the main campus is a depository for European Union publications and select U.S. government documents.

In 2006 Washington University received about \$546.3 million in total research support, including \$451.8 million in federal obligations. Topics for research cover a wide spectrum of social and scientific fields. Centers and institutes affiliated with the university include the Aerospace Research and Education Center, the Center for Advanced Renewable Energy Committee, the Center for the Study of Human Values, the Center for Research in Economics and Strategy, the Center for Joint Studies, and the Center for Mental Health Services Research.

The University of Missouri–St. Louis also supports a wide variety of research activities. Centers and institutes affiliated with this university include the Center for Eye Care and Vision Research, the Public Policy Research Center, the Center for Character and Citizenship, the Center for Transportation Studies, and the Center for Trauma Recovery.

The city is fast becoming a center for the bio-tech industry; the industry is supported by several research facilities in this area. Monsanto's multimillion-dollar agricultural headquarters and Life Science Research Center are both based in St. Louis, comprising one of the world's largest and most sophisticated facilities searching for ways to improve agriculture through biotechnology and genetic engineering. The Donald Danforth Plant Science Center is another major component in the area's biotech development, along with the 40,000-square-foot plant and life sciences incubator, the Nidus Center.

The Sigma-Aldrich Corp. Life Science Technology Center is a \$57 million, four-story research and technology center near its headquarters in mid-town St. Louis. The center is home to 220 life science chemists and also serves as a corporate learning center. The 150,000-square-foot building makes possible continuing technical discovery that builds on Sigma-Aldrich's half-century of success in the development of life science and high-tech products.

Public Library Information: St. Louis Public Library, 1301 Olive Street, St. Louis, MO 63103; telephone (314)241-2288; www.slpl.org. St. Louis County

Library, 1640 S. Lindbergh Blvd., St. Louis, MO 63131; telephone (314)994-3300; www.slcl.org

■ Health Care

As one of the country's leading medical care centers, St. Louis is served by more than 50 hospitals, two of which—the Washington University Medical Center and the St. Louis University Hospital—are top-rated teaching facilities.

The Washington University Medical Center consists of Washington University School of Medicine, Barnes-Jewish Hospital, St. Louis Children's Hospital, the Center for Advanced Medicine, Siteman Cancer Center, Central Institute for the Deaf, St. Louis College of Pharmacy, the Schools of Occupational and Physical Therapy, and Barnard Hospital. In 2007 Barnes-Jewish Hospital was ranked ninth on the national honor roll of best hospitals by *U.S. News & World Report*. The hospital ranked within the top ten in the nation for care of respiratory disorders, neurology and neuroscience, endocrinology, kidney disease, heart health, ophthalmology, and ear, nose and throat. It is the only hospital in the region offering comprehensive transplant services, including heart, heart and lung, double lung, kidney, liver, pancreas, islet cell, and bone marrow transplants. St. Louis Children's Hospital was ranked as the seventh best children's hospital in the nation in *U.S. News & World Report* for 2007.

St. Louis University Hospital is a 356-bed academic teaching hospital with specialties that include geriatrics, orthopedics, rheumatology, urology, heart care and digestive diseases. The hospital is also a certified Level I Trauma Center in both Missouri and Illinois. The 582-bed St. Mary's Health Center was ranked as one of the top 50 hospitals in the nation for care in neurology and neuroscience by *U.S. News & World Report*. St. Mary's also has specialty clinics for women's health and cardiology. St. Anthony's Medical Center operates a 767-bed tertiary care facility with specialized care in cardiology, women's services, oncology/cancer care, orthopedics, neurology and emergency medicine.

■ Recreation

Sightseeing

The Gateway Arch, which rises 630 feet above the banks of the Mississippi River, is the starting point of a tour of St. Louis. Designed by Eero Saarinen and commemorating the nineteenth-century westward movement and St. Louis's role in settling the frontier, the Gateway Arch is the nation's tallest memorial. Beneath the Arch is the Old Courthouse, where the Dred Scott case was heard. A proud Greek revival structure, its dome was a forerunner of the style in public architecture that would sweep the

country. The building holds displays relating to the Scott case and is home to the Museum of Westward Expansion, which documents the westward movement and life in St. Louis in the 1800s.

An attraction popular with kids of all ages, Six Flags St. Louis is an amusement park offering thrilling rides and attractions. The St. Louis Zoo in Forest Park houses more than 11,400 animals in naturalistic settings. The Fragile Forest at the zoo features chimpanzees, orangutans and lowland gorillas in an outdoor habitat. The zoo also features an insectarium, Children's Zoo, and Big Cat Country, a habitat for feline predators. Opposite from the zoo is the Missouri History Museum. The Museum's featured exhibit celebrates St. Louis's history-making 1904 World's Fair with documents, sights and sounds that bring the century-old event alive. Also featured are exhibits on slave trade and the American presidency.

A Digistar computerized planetarium projector, OMNIMAX Theater, hands-on science and computer exhibits, and outdoor science exhibits are featured at the St. Louis Science Center in Forest Park. The center's Discovery Room is currently under renovation; when complete, children will enjoy dressing as a surgeon, exploring fossils, and playing with robots as well as other participative activities. The 79-acre Missouri Botanical Garden, founded in 1859, is one of the oldest botanical gardens in the country and is considered one of the most beautiful; unique features include a 14-acre Japanese strolling garden and the Climatron conservatory, a domed greenhouse featuring tropical plants and birds. Sightseers can view one of the nation's few contemporary sculpture parks at the Laumeier Sculpture Park. The St. Louis Carousel provides a rare opportunity to ride an authentic carousel at its Faust County Park location. Operated by Anheuser-Busch and ranked seventh best family attraction in the nation by U.S. Family Travel Guide, Grant's Farm features a cabin built by General Grant in 1856; the farm's miniature zoo features a Clydesdale stallion barn and bird and elephant shows. Jefferson Barracks Historical Park combines military history and recreation with two museums and a number of sports fields; Robert E. Lee and Ulysses S. Grant are two of the many famous American military leaders whose service included a stay at Jefferson Barracks.

St. Louis museums include the National Museum of Transport, which highlights rail, road, air, and water modes of transportation; the AKC Museum of the Dog, which presents exhibits on the dog through history; the recently expanded Magic House, St. Louis Children's Museum; and the Soldiers' Memorial Military Museum.

The Missouri Chapter of the American Institute of Architects is located in St. Louis and provides complete information about this architecturally rich city. Among some of the significant structures are the Cathedral of St. Louis (New Cathedral), which houses 41.5 million pieces of glass tesserae, one of the largest collections of mosaic art in the West; Christ Church Cathedral, the first

Episcopal church west of the Mississippi; and Old Cathedral, the city's first church.

Arts and Culture

St. Louis is a major cultural center for the Midwest. The award-winning St. Louis Symphony Orchestra, winner of six Grammys and 36 nominations, presents a season of classical music concerts with internationally known guest artists at Powell Symphony Hall. In the summer the orchestra plays a series of pops concerts at Greensfelder Recreation Center. Theater is presented year round in St. Louis by a diverse range of organizations. The Repertory Theatre of St. Louis performs a season of plays on two stages, including modern drama, musicals, and comedies at the recently-expanded Loretto Hilton Center. The Opera Theatre of St. Louis performs its four dramatic productions of classical and new opera in English during a month-long season beginning in late May. The Fox Theatre was restored in 1982 and now sponsors a Broadway series, ballet, and pop music concerts as well pre-event buffet dining. The Muny in Forest Park is a 12,000-seat outdoor amphitheater that stages Broadway musical theater during the summer. History is re-lived in words and music in four shows per year by the Historionics Theatre Company.

The Black Repertory Company performs at the 450-seat Grandel Square Theater, a handsome 1883 structure that was once a church. Stages St. Louis, a musical theater group, also performs in St. Louis.

Dance St. Louis sponsors performances with local, national, and international companies, and offers a dance education program. The First Street Forum is a multi-purpose arts center that sponsors exhibitions, performances, lectures, and symposia.

The St. Louis Art Museum in Forest Park was the Fine Arts Palace of the 1904 World's Fair and today offers contemporary and audio/video art in addition to traditional pieces. Washington University's Gallery of Art was the first museum west of the Mississippi River. At the Missouri Historical Society Museum, the major events and individuals in St. Louis history from the first settlers to Charles Lindbergh are recaptured. The Concordia Historical Institute maintains an authentic collection of American Lutheran historical documents as well as Protestant Reformation artifacts. Among St. Louis's other museums are the newly restored Campbell House Museum, which features a Victorian era home and furnishings; the Holocaust Museum and Learning Center, which is dedicated to educating and preserving the Holocaust's history and consequences; and the Eugene Field House and Toy Museum, which presents an extensive collection of antique toys and dolls.

Festivals and Holidays

Major venues for celebrations in St. Louis are the Missouri Botanical Gardens and Jefferson Barracks Historical Park. At the Botanical Gardens, an orchid show in

January features more than 800 plants. The Spring Floral Display begins in March. November brings the St. Louis International Film Festival, the African Arts Festival, and a Festival of Trees. The city rings in the new year with a community celebration called First Night St. Louis & Riverfront Fireworks Festival.

Jefferson Barracks Historical Park presents a World War II Reenactment in April and American Indian Days in May. May is also the month for arts and crafts displays at Laumeier Sculpture Park and Tilles County Park. Parades and other events at various locales mark St. Patrick's Day, Independence Day, Veterans' Day, and Christmas.

Sports for the Spectator

The St. Louis Cardinals compete in the Western Division of the Major League Baseball Association's National League and play their home games in Busch Stadium. The St. Louis Cardinals Hall of Fame, which is located inside the International Bowling Museum and Hall of Fame, houses displays and movies on baseball, football, basketball, hockey, golf, bowling, and soccer. The St. Louis Rams of the National Football League play home games at the Edward Jones Dome at America's Center downtown.

The St. Louis Blues compete in the National Hockey League and play home games at the Scottrade Center, which is also home to Saint Louis University Billikens basketball team. The St. Louis Aces play professional tennis at the Dwight Davis Tennis Center. The River City Rage of the National Indoor Professional Football League play at the Family Arena in St. Charles. The St. Louis Stunners play for the American Basketball Association.

Sixteen NCAA Division I athletics teams including baseball, basketball, swimming, and cross country compete for St. Louis University. Teams from Washington University—St. Louis are also popular for sports fans.

Balloonists compete in the Great Forest Park Balloon Race scheduled in September; the balloon race is one of the largest sporting events in Missouri with 70 balloons and 130,000 spectators. For two weeks in September horse owners and trainers from around the country participate in the St. Louis National Charity Horse Show at Queen County Park.

Sports for the Participant

A city of parks and sports enthusiasts, St. Louis offers attractive outdoor facilities and a selection of major and minor sports for the individual, including golf, tennis, bicycling, softball, and water sports such as swimming, water skiing, and boating. There are over 100 city parks. Forest Park, the showcase of the 1904 World's Fair, offers recreational opportunities that include skating, jogging, and tennis, on nearly 1,300 acres; the park is 500 acres larger than New York City's Central Park. Forest Park is also the site of the St. Louis Zoo, the St. Louis Art Museum, the St. Louis Science Center, and two golf

courses. The city has 18 spray pools and 10 recreation centers with indoor swimming pools. There are also 43 cricket and rugby fields.

Riverboat gambling on the Mississippi River is a popular activity, with boats departing from East St. Louis and St. Charles.

Shopping and Dining

Downtown St. Louis offers boutique shopping in the Union Station complex, the city's major train terminal and inspiration for the classic *Meet Me in St. Louis*. Featuring vaulted ceilings and stained glass windows, Union Station is a historical, architectural, shopping, and dining landmark. St. Louis Centre is anchored by Famous-Barr department store and is located near Metro Link, the Arch, and the Edward Jones Dome. Plaza Frontenac is anchored by Missouri's only Neiman-Marcus and Saks Fifth Avenue. Crestwood Plaza offers more than 100 upscale stores and restaurants. Cherokee Street Antique Row offers restaurants, cafes, antiques, collectibles, and specialty shops in a six-block historic area.

The Saint Louis Galleria in Richmond Heights consists of 3 levels, 165 stores, an Italian marble interior, and a 100-foot-high atrium; Lord & Taylor, Mark Shale, and Dillard's anchor the Galleria.

Diners in St. Louis can choose from among hundreds of fine restaurants, including Café de France, Giovanni's, and Tony's. The city boasts an Italian district, known as "the Hill," which offers a number of fine moderately priced Italian eateries; a popular appetizer is fried ravioli. Chinese, German, and other ethnic restaurants are located throughout the city. Regional specialties available in St. Louis include barbecued lamb, ribs, pork, ham, and sausage; pecan pie; and sweet potato pie.

Visitor Information: St. Louis Convention and Visitors Commission, 701 Convention Plaza, Ste. 300, St. Louis, MO 63101; telephone (314)421-1023; toll-free (800)916-8938; www.explorestlouis.com

■ Convention Facilities

The major convention facility in St. Louis is the America's Center convention complex. The America's Center offers 502,000 square feet of contiguous, one-level exhibit space that can be broken down into six separate exhibition halls, including the 162,000-square-foot domed stadium/exhibit hall, the Edward Jones Dome. Other amenities offered by America's Center are 83 flexible meeting rooms, a 28,000-square-foot grand ballroom, a 1,411 fixed-seat lecture hall, and the St. Louis Executive Conference Center, which serves as a site for smaller meetings.

Ample hotel space is available in the metropolitan area. More than 35,000 hotel rooms are available area-wide; several luxury hotels have been built in recent years,

and thousands of first-class hotel rooms are located near America's Center.

Convention Information: St. Louis Convention and Visitors Commission, One Metropolitan Square, Suite 1100, St. Louis, MO 63102; telephone (314)421-1023; toll-free (800)916-8938; fax (314)421-0394; email vis-info@explorestlouis.com

■ Transportation

Approaching the City

Lambert-St. Louis International Airport, one of the busiest airports in the country, provides non-stop service to 81 cities through 10 major airlines. There are also 15 commuter airlines and 2 major charter companies. Daily, more than 780 flights arrive and depart Lambert for destinations in North America and Europe. MidAmerica Airport, about 24 miles away in St. Clair County, Illinois, offers commercial airline services at a slightly less crowded site.

St. Louis, with a geographically central location, is easily accessible from points throughout the United States via four interstate highways that converge in the city: I-44, I-55, I-64, and I-70. State Route 61 enters the city as well. Rail transportation to St. Louis is provided by Amtrak and bus transportation is by Greyhound.

Traveling in the City

The city streets form a basic block grid pattern. Market Street downtown is the dividing point for north and south addresses. St. Louis Metro operates the city's 22-mile light rail MetroLink system, offering light rail shuttle service from the airport to America's Center as well as to other area attractions. Metro also features a fleet of 395 MetroBuses with over 50 fixed routes. Call-a-Ride service is available only for persons with disabilities who have registered to use the service.

■ Communications

Newspapers and Magazines

The city's major daily newspaper is the morning *St. Louis Post-Dispatch*, which is owned by Lee Enterprises. Lee Enterprises is also the publisher of the *Suburban Journals*, which come out in 31 separate weekly editions that are distributed free to nearly 660,000 households in the greater St. Louis area. These include the *South City Journal*, the *South County Journal*, and the *SouthWest City Journal*. The *St. Louis Business Journal* is a business weekly. *The Riverfront Times* is a weekly alternative press publication. The *St. Louis American* and the *St. Louis Argus* are

weeklies serving the African American community. *St. Louis Jewish Light* is also a weekly paper. There are several local interest and hobby magazines published in the area, including *St. Louis Homes and Lifestyle* and *Sauce* magazine (a local restaurant guide). *St. Louis Commerce* magazine is published by the Greater St. Louis Chamber of Commerce.

The Associated Press and United Press International operate offices in St. Louis. Several specialized magazines and journals are based in St. Louis; the majority are journals published for medical professionals by the Elsevier Health Sciences Publishing Company and other firms.

Television and Radio

Television viewers in metropolitan St. Louis tune in broadcasts from six stations and cable is available. A complete range of radio programming—including classical, jazz, classic rock, “oldies,” Christian, and gospel music, as well as news and public interest features—is offered by 19 AM and FM radio stations.

Media Information: *St. Louis Post-Dispatch*, 900 North Tucker Boulevard, St. Louis, MO 63101-9990; telephone (314)340-8000; toll-free (800)365-0820; www.stltoday.com

St. Louis Online

City of St. Louis. Available www.stlouis.missouri.org
Missouri Department of Economic Development.
Available www.ded.mo.gov
St. Louis Commerce magazine. Available www.stlcommercemagazine.com
St. Louis Convention and Visitors Commission.
Available www.explorestlouis.com
St. Louis Post-Dispatch. Available www.stltoday.com
St. Louis Public Library. Available www.slpl.org
St. Louis Regional Chamber and Growth Association. Available www.stlrcga.org

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Springfield

■ The City in Brief

Founded: 1830 (incorporated 1838)

Head Official: City Manager Bob Cumley (since 2006)

City Population

1980: 133,116

1990: 140,494

2000: 151,580

2006 estimate: 150,797

Percent change, 1990–2000: 7.4%

U.S. rank in 1980: 126th

U.S. rank in 1990: 151st

U.S. rank in 2000: Not available

Metropolitan Area Population

1980: 207,704

1990: 264,346

2000: 325,721

2006 estimate: Not available

Percent change, 1990–2000: 23%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 122nd

Area: 73.16 square miles (2000)

Elevation: 1,268 feet above sea level

Average Annual Temperatures: January, 31.7° F; July, 78.5° F; annual average, 56.2° F

Average Annual Precipitation: 44.97 inches of rain; 17.8 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, manufacturing, government

Unemployment Rate: 4.2% (June 2007)

Per Capita Income: \$17,711 (1999)

2005 FBI Crime Index Property: 12,723

2005 FBI Crime Index Violent: 892

Major Colleges and Universities: Missouri State University, Drury University

Daily Newspaper: *The News-Leader*

■ Introduction

Springfield is the seat of Missouri's Greene County and the center of a metropolitan statistical area that includes Christian, Greene, Webster, Polk, and Dallas counties. Called the Gateway to the Ozark Mountains, Springfield is part of a resort area whose primary attractions are the largest cave in North America, an outdoor exotic animal park, and Bass Pro Shops Outdoor World, one of the most-visited tourist attractions in the state. The Battle of Wilson's Creek was fought in the first year of the American Civil War near Springfield and the site is now a national battlefield monument. Today the city is a regional agribusiness center and a dairy-product shipping center. In 2007 *Expansion Management* magazine gave Springfield a five-star rating in its annual "Quality of Life Quotient" survey.

■ Geography and Climate

Surrounded by flat or gently rolling tableland, Springfield is set atop the crest of the Missouri Ozark Mountain plateau. The climate is characterized as a plateau climate, with a milder winter and a cooler summer than in the upland plain or prairie. Springfield occupies a unique location for natural water drainage—the line separating two major water sheds crosses the north-central part of the city, causing drainage north of this line to flow into the Gasconade and Missouri Rivers; drainage to the south flows into the White and Mississippi Rivers.

Area: 73.16 square miles (2000)

Elevation: 1,268 feet above sea level

Average Temperatures: January, 31.7° F; July, 78.5° F; annual average, 56.2° F

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■ History

Removal of Delaware Tribe Opens Farmland

In 1821 Pioneer Thomas Patterson attempted to make the first permanent settlement on the site of present-day Springfield; however, the Delaware people arrived the following year to claim the land as a federal Indian reservation. James Wilson was the lone settler to remain, and after the further relocation of the Delaware in 1830 he farmed land in the area. New settlers followed immediately. Among them was John Polk Campbell, who staked a claim in 1829 on a site that was then called Kickapoo Prairie; he carved his initials in an ash tree where four springs unite to form Wilson's Creek. This location was well situated, and a settlement soon grew up around the Campbell homestead.

Campbell was made county clerk when Missouri's Greene County was organized in 1833 and two years later he and his wife deeded land for a townsite. Springfield's name comes from a spring that creates Jordan Valley Creek downtown. Springfield was incorporated in 1838 and chartered in 1847.

Springfield's location and commercial base made it a military target during the Civil War. Sentiments regarding the war were split in the town, with the professional classes descended from Tennessee slaveholders supporting the Southern cause and rural settlers favoring the North. The Battle of Wilson's Creek was fought on August 10, 1861, resulting in a victory for the Confederate army; Union forces won the next battle in February, 1862, however, and held the area until the end of the war. Among the soldiers based at the Union Army's Springfield headquarters was James Butler Hickok, nicknamed Wild Bill, who served as a scout and spy. During a gun fight in July 1865 on the city square with his former friend, gambler Dave Tutt, Hickok shot Tutt through the heart. Hickok was acquitted in a trial in which he was defended by John S. Phelps, a future Missouri governor.

Railroad Brings Expansion, New Business

In 1870 land speculators persuaded the Atlantic & Pacific Railroad to build a railroad through a new town north of Springfield despite the protests of Springfield citizens, who claimed that the new route violated the original charter. Nonetheless, the Ozark Land Company was organized and

the new town was deeded to the company. As both communities grew, they were consolidated in 1887.

During the first half of the twentieth century, Springfield became an agricultural and distribution center; after World War II, the population grew rapidly as the result of the expansion of Eastern manufacturing companies into the West. The city's proximity to the Ozark Mountains makes it a popular tourist destination.

A vital economy, low cost of living, commitment to education, scenic location, and commitment to downtown revitalization are ensuring the city's steady growth in population.

Historical Information: Springfield-Greene County Library, 4653 South Campbell, Springfield, MO 65810; telephone (417)882-0714; <http://thelibrary.springfield.missouri.org>

■ Population Profile

Metropolitan Area Residents

1980: 207,704

1990: 264,346

2000: 325,721

2006 estimate: Not available

Percent change, 1990–2000: 23%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 122nd

City Residents

1980: 133,116

1990: 140,494

2000: 151,580

2006 estimate: 150,797

Percent change, 1990–2000: 7.4%

U.S. rank in 1980: 126th

U.S. rank in 1990: 151st

U.S. rank in 2000: Not available

Density: 2,072 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 129,115

Black: 4,151

American Indian and Alaska Native: 755

Asian: 2,108

Native Hawaiian and Pacific Islander: 107

Hispanic or Latino (may be of any race): 593

Other: 3,174

Percent of residents born in state: 60.1% (2000)

Age characteristics (2000)

Population under 5 years old: 8,635



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Population 5 to 9 years old: 8,439
 Population 10 to 14 years old: 7,987
 Population 15 to 19 years old: 12,155
 Population 20 to 24 years old: 19,064
 Population 25 to 34 years old: 22,032
 Population 35 to 44 years old: 20,438
 Population 45 to 54 years old: 17,912
 Population 55 to 59 years old: 6,563
 Population 60 to 64 years old: 5,469
 Population 65 to 74 years old: 10,572
 Population 75 to 84 years old: 8,545
 Population 85 years and older: 3,469
 Median age: 33.5 years

Births (2006, MSA)

Total number: 5,516

Deaths (2006, MSA)

Total number: 3,636

Money income (1999)

Per capita income: \$17,711
 Median household income: \$29,563
 Total households: 64,779

Number of households with income of...

less than \$10,000: 2,267
 \$10,000 to \$14,999: 2,105
 \$15,000 to \$24,999: 5,499
 \$25,000 to \$34,999: 6,199
 \$35,000 to \$49,999: 7,882
 \$50,000 to \$74,999: 6,411
 \$75,000 to \$99,999: 2,681
 \$100,000 to \$149,999: 1,739
 \$150,000 to \$199,999: 468
 \$200,000 or more: 680

Percent of families below poverty level: 13.1% (1999)

2005 FBI Crime Index Property: 12,723

2005 FBI Crime Index Violent: 892

■ **Municipal Government**

The city of Springfield, which is also the seat of Greene County, is administered by a council-manager form of government. Eight council members are elected to four-year terms (with staggered elections) on a non-partisan

basis and a mayor is elected for a two-year term. Four council members are elected to represent particular wards and four are elected at large. The city manager is appointed by the council to be the chief executive and administrative officer of the city.

Head Official: City Manager Bob Cumley (since 2006)

Total Number of City Employees: 1,825 (2007)

City Information: City of Springfield, 840 Boonville Avenue, PO Box 8368, Springfield, MO 65801-8368; telephone (417)864-1000; www.springfieldmo.gov

■ Economy

Major Industries and Commercial Activity

The manufacturing and logistics sector is a major force in Springfield MSA, which includes Greene, Christian, Webster, Polk, and Dallas Counties. A 2006 report showed that manufacturers contributed about \$18.6 billion annually to the regional economy, with logistics accounting for another \$14.3 billion. Manufacturing and logistics together accounted for about 16 percent of employment the same year. O'Reilly Automotive, a *Fortune* 1000 company, has its headquarters in the city. Other manufacturers in Springfield include Kraft Foods, Paul Mueller Company, Willow Brook Foods, Solo Cup, and 3M. Springfield Iron and Metal, one of the newest manufacturers in the city, has been built on the site of the closed Springfield Southwest Regional Stockyards.

Food processing and distribution companies have developed in the city, not only for the resources of agriculture and livestock, but for the unique location of the Springfield Underground. Springfield Underground maintains an active limestone mining operation. Over 75 million cubic feet of underground caverns created by mining have been developed for lease, primarily by food manufacturing and distribution companies, such as Kraft, Dairy Farmers of America, and Willow Brook Foods. As mining operations continue, so does development of what Springfield Underground calls its "Food Technology Park."

Health care and education have also grown to have an enormous impact on the local economy. The health care industry employs about 15 percent of the workforce and is estimated to have an annual impact of about \$4.5 billion. St. John's Health System and CoxHealth, two of the largest employers in the city, sponsor major hospitals and numerous clinics throughout Springfield. Higher education has an impact of about \$900 million, with Missouri State University being the largest university employer in Springfield.

The third-largest retail market in Missouri—sales total more than \$3 billion annually—Springfield ranks in the top 170 markets in the nation. The retail total for the

metropolitan area is over \$6 billion. Wal-Mart, Lowe's Stores, Meeks Building Centers, and Dillons Food Stores are a few of the largest retailers in the area.

Professional and business services and financial activities have begun to take root in the city. BKD, LLP, one of the 10 largest certified public accountant and advisory firms in the country, has its headquarters in Springfield. T-Mobile and Bell Industries have customer service call stations in the city.

In 2007 *Inc. Magazine* ranked Springfield number 20 on its list of the "Hottest Mid-Sized Cities in the Nation for Entrepreneurs."

Items and goods produced: dairy products, paper cups and containers, food and chemical processing equipment, auto parts, food products, iron and steel, engines and engine components, electronic parts

Incentive Programs—New and Existing Businesses

Local programs: The Springfield Business Development Corporation is the economic development subsidiary of the Springfield Area Chamber of Commerce. It offers competitive rates and reliable service through City Utilities of Springfield, and administers enterprise zone tax credits and abatements through the Missouri Department of Economic Development.

State programs: A large portion of the city has been designated by the state as an Enhanced Enterprise Zone through which eligible businesses may receive tax credits for up to 10 years for new development. The business must create at least two new jobs and offer \$100,000 in new investment for each year in order to be eligible for tax credits. A job creation tax credit of \$400 per eligible employee is available against state income taxes for up to 10 years. Other tax credits include up to \$1,200 for hiring Enterprise Zone residents or "special employees." Foreign Trade Zone (FTZ) incentives are available in Springfield, which has a U.S. Customs office at the Springfield-Branson Regional Airport. Goods entering FTZs are not subject to customs tariffs until the goods leave the zone and are formally entered into U.S. customs territory. Other tax credit programs offered by the state of Missouri include a Business Modernization and Technology Credit, Small Business Incubator Credit, Neighborhood Assistance Program, Historic Preservation Credit, New Markets Tax Credit and a Community Bank Investment Credit. Tax credits through these programs range from 45 percent to 70 percent for qualified programs. A Research Expense Tax Credit program offers a credit of 6.5 percent for qualified expenses. The BUILD Missouri Program provides incentives for the location or expansion of large business projects (generally in excess of 100 jobs). The program provides Missouri state income tax credits to the business in the amount of debt service

payments for bonds related to a portion of project costs. The tax credits may be sold if not used by the recipient. A number of loan financing programs are also available.

Job training programs: The New Jobs Training Program (NJTP) provides education and training to workers employed in newly created jobs in Missouri. The new jobs may result from a new industry locating in Missouri or an existing industry expanding its workforce in the state. The Missouri Customized Training Program (MCTP) helps Missouri employers with funding to offset the costs of employee training and retraining. It assists new and expanding businesses in recruiting, screening, and training workers, and it helps existing employers retain their current workforce when faced with needed upgrading and retraining. The Missouri Job Retention Training Program offers retraining assistance to employers who have retained a minimum of 100 employees for at least two consecutive years and have made a capital investment of at least \$1 million. The Springfield Business Development Corporation coordinates customized training programs through Ozarks Technical Community College.

Development Projects

The Partnership Industrial Center (PIC), which broke ground in 1993, is part of the economic development public/private partnership between the City of Springfield, city utilities, the Springfield Area Chamber of Commerce, and the Springfield Business and Development Corporation. The partnership was formed in 1991 to promote and encourage the retention and creation of quality manufacturing and industrial jobs in the Springfield area. In 2006 the PIC reached build-out capacity with 21 companies. Partnership Industrial Center West, the second site for the group, was still under development in 2007, with four tenants at the site that year.

Downtown Springfield continues to be a focus for developers. Plans were announced in 2005 for a retail, entertainment, and parking complex for the Market Avenue Redevelopment Area in downtown Springfield. In 2006 developers broke ground for College Station, which will include a 14-screen movie theater within a 75,000-square-foot urban entertainment complex that will also house restaurants and retail space. The entire project is expected to cost \$20 million with a completion date of early 2008.

In 2007 the city welcomed a new customer service call center for T-Mobile Central and T-Mobile USA. The new center was expected to involve an investment of \$17.5 million and create 650 new jobs at an average annual wage of \$18,720. Also in 2007, the Missouri Life Science Research Board announced that it would locate one of its Centers of Excellence in Springfield. The Springfield center, which will focus on agricultural research in the areas of bioenergy, plant science, and animal health and nutrition, will be built as a collaborative effort with Missouri State University, St. John's Health System, Drury University,

Cox Health Systems, the Springfield Business and Development Corporation, and other private and non-profit organizations. Local officials hope that the center will draw new life sciences businesses and organizations.

In December 2007 the new scrap metal processing plant for Springfield Iron and Metal was still under construction, with an expected completion date by mid-2008. The facility is being built on the site of the old Southwest Regional Stockyards, which was sold to Springfield Iron and Metal in January 2007. The new processing plant represents an investment of about \$20 million and is expected to employ about 45 people.

Also in December 2007, the city opened its newest park. Rutledge-Wilson Farm Park is a 207-acre site that features an animal barn, milking barn, farmhouse, fishing pond, playground, classrooms, gift shop and book store, and forty acres of land to support demonstration crops. The \$2.6 million park was funded in part by the voter approved quarter-cent Sales Tax for Parks, which took effect in 2001. A second phase of development for the park will include a farm museum to be placed in the farmhouse. The park is designed for both recreational and educational purposes.

Economic Development Information: Springfield Area Chamber of Commerce, 202 S. John Q. Hammons Parkway, Springfield, MO 65806; telephone (417)862-5567; www.springfieldchamber.com

Commercial Shipping

Springfield is linked with national and international markets by a network of air, rail, and motor freight carriers. Exporting has become an integral part of the local economy; Springfield-Branson Regional Airport is the site of a Foreign Trade Zone and Port of Entry operated by the United States Customs Service. National companies provide customs house and freight forwarding services. Air cargo services are provided by a few airlines. FedEx, UPS, and Airborne Express all operate at the airport as well. Rail transportation is provided by Missouri-North Arkansas and Burlington Northern and Santa Fe Railway, which maintains an intermodal hub for piggyback trailer shipping in the city. There are more than 30 trucking terminals in Springfield, representing all major national carriers.

Labor Force and Employment Outlook

In 2006 about 85 percent of the population age 25 and over had obtained a high school diploma or higher, with about 26 percent of this population achieving bachelor's degrees or higher. While education and health services, retail trade, government, and manufacturing were the largest employment industries in 2006, the largest growth industries in terms of employment were professional and business services and construction and mining. Projections to 2014 suggest that health sciences will still

see the greatest growth in new jobs, particularly in jobs for registered nurses. Jobs in marketing, sales, and service are also expected to increase.

In 2007 *Expansion Magazine* ranked Springfield as 12th among the top mid-sized metros for recruitment and attraction of new business and jobs.

The following is a summary of data regarding the Springfield metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 195,600

Number of workers employed in . . .

- construction and mining: 10,400
- manufacturing: 17,700
- trade, transportation and utilities: 46,300
- information: 4,300
- financial activities: 12,100
- professional and business services: 34,300
- educational and health services: 18,200
- leisure and hospitality: 18,800
- other services: 8,500
- government: 24,900

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.2% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
St. John's Health System	7,610
CoxHealth	6,759
Wal-Mart Stores	4,100
Springfield Public Schools	2,995
Missouri State University	2,840
United States Government	2,540
State of Missouri	2,465
Bass Pro Shops/Tracker Marine	2,375
City of Springfield	1,825
Chase Card Services	1,650

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$231,572

2007 (1st quarter) ACCRA Cost of Living Index: 92.5

State income tax rate: 1.5% to 6.0%

State sales tax rate: 4.225%

Local income tax rate: None

Local sales tax rate: city, 1.875%; county, 0.5%

Property tax rate: \$4.5262 per \$100 assessed valuation. Assessed valuation is 33 1/3%

Economic Information: Springfield Area Chamber of Commerce, 202 S. John Q. Hammons Parkway, Springfield, MO 65806; telephone (417)862-5567; www.springfieldchamber.com. Missouri Department of Economic Development, 301 W. High Street, Jefferson City, MO 65102; telephone (573)751-4962; www.ded.mo.gov

■ **Education and Research**

Elementary and Secondary Schools

Public school education began in Springfield in 1867; today, Central High and Lincoln School are on the National Register of Historic Places. Public elementary and secondary schools in Springfield are part of the School District of Springfield R-XII, the third largest public school system in Missouri. An elected seven-member, nonpartisan board of education selects the superintendent. In 2006 the system had a 78 percent graduation rate.

Special courses for high school students are available through Ozarks Technical Community College. High schools students may also choose to participate in the International Baccalaureate Program at Central High. The system sponsors the Bailey Alternative School, for students who may achieve more in a non-traditional school setting, and the Phelps Center for Gifted Education, which offers programs for gifted students of all ages.

The following is a summary of data regarding the Springfield Public Schools as of the 2005–2006 school year.

Total enrollment: 24,000

Number of facilities

- elementary schools: 36
- junior high/middle schools: 9
- senior high schools: 5
- other: 8

Student/teacher ratio: 14.9:1

Teacher salaries (2005–06)

- elementary median: \$34,360
- junior high/middle median: \$34,980
- secondary median: \$42,390

Funding per pupil: \$6,448

There are about 15 private elementary and secondary schools in the city, serving about 2,550 students. The Greenwood Laboratory School is affiliated with Missouri State University and has an enrollment of about 365 students from kindergarten through 12th grade. The faculty members of Greenwood are master's degree students at Missouri State.

Public Schools Information: Springfield Public Schools, 940 N. Jefferson Ave., Springfield, MO 65802; telephone (417)523-0000; <http://springfieldpublicschools.org>

Colleges and Universities

Missouri State University (MSU) is Springfield's largest institution of higher learning and the second largest university in the state. The Springfield campus is the main campus of MSU, with two additional branch campuses at West Plains and Mountain Grove. The Springfield campus enrolls about 19,000 students and awards baccalaureate degrees in 88 disciplines and master's degrees in 40 disciplines. There are seven colleges, which include the colleges of business administration, education, natural and applied sciences, health and human services, arts and letters, and humanities and public affairs. The first doctoral program to be offered by the university was recently initiated in audiology. Pre-professional programs are also available for fields such as engineering, journalism, law, medicine, theology, and dentistry.

Drury University has over 5,000 students in undergraduate and graduate programs. The school offers 63 undergraduate majors and special programs. Master's degrees are available in education, criminology, criminal justice, communication, and business administration. Graduate certificates are offered in instructional mathematics K-8, instructional technology, terrorism issues and analysis, and web design.

Ozarks Technical Community College was founded in 1990 to offer associate's degrees and other technical education programs and certificates for adults and high school students in the area. Customized training programs are also available to local businesses for employee training. Associate's degrees are available in the fields of mathematics, English and communication, life and physical science, social sciences and humanities, business, computer services, construction, human services, industrial, and transportation. Allied health programs are also available.

Southwest Baptist University (SBU), which is based in Bolivar, maintains a branch campus in Springfield that offers baccalaureate and master's degrees in business administration. This Springfield campus is also home to the SBU College of Nursing and Health Sciences, which offers associate's and bachelor's degrees in nursing.

Cox College of Nursing and Health Sciences is a private college with an enrollment of about 600 students. The college offers associate's and bachelor's degrees in nursing and certificates in medical transcription and medical coding. The Forest Institute of Professional Psychology offers postgraduate certificates in specialized counseling fields, master's degrees in counseling and clinical psychology, and a doctorate in clinical psychology.

Evangel University, Central Bible College, and Assemblies of God Theological Seminary are all private colleges affiliated with the Assemblies of God. Vatterott College offers vocational and technical programs in business, medical fields, trades, court reporting, and culinary arts. There is a branch of Everest College in Springfield that also offers a variety of career training programs.

Libraries and Research Centers

The Springfield-Greene County Library system's main facility is Library Center, a newer facility that occupies an 82,000-square-foot former home improvement store and features a café, gift shop, and other amenities. The system has seven full-service branch locations, including Library Station, which also features a gift shop and café. A state-of-the-art bookmobile serves the system's outreach program. The system has also established a Book Stop within a local grocery store where library patrons can return books borrowed from any library location or pick-up books that have been ordered for reserve. The system has holdings of well over half a million volumes in addition to periodicals and special collections in such areas as genealogy, Missouri history, and Ozarks folklore.

Missouri State University maintains the Duane G. Meyer Library, which houses a collection of more than 835,000 volumes and current subscriptions to 3,600 periodicals and newspapers. The Music Library, established at MSU in 1986, has a collection of over 5,000 books, scores, and recordings and over 100 periodical subscriptions. The Haseltine Library at Greenwood Laboratory School is designed for the students of that K-12 school.

Specialized libraries located in the city are operated by the Missouri State Court of Appeals and the Springfield Art Museum, among other organizations.

Missouri State University sponsors a number of research programs and centers, including the Center for Biomedical and Life Sciences, the Center for Archaeological Research, The Center for Grapevine Biotechnology, the Ozarks Environmental and Water Resources Institute, and the Ozarks Public Health Institute.

Public Library Information: Springfield-Greene County Library, 4653 South Campbell, Springfield, MO 65810; telephone (417)882-0714; <http://thelibrary.springfield.missouri.org>

■ Health Care

The city's major hospitals are St. John's Hospital, Cox Medical Center South/Cox Walnut Lawn, Cox Medical Center North, Lakeland Regional Hospital, and Doctors Hospital of Springfield.

St. John's Hospital is affiliated with the Sisters of Mercy Health System—St. Louis, which is one of the largest Catholic health systems in the nation. St. John's Hospital in Springfield has the only Level I Trauma Center (for both adults and children) and Burn Center in the region. The full-service hospital offers specialized services in women's health, sports medicine, neurosciences, cancer treatment, senior health, and cardiology. The Children's Hospital is a department of St. John's that offers specialized pediatric care. St. John's Clinic is a physician-led multi-specialty group practice that sponsors over 70 specialized clinic site locations throughout Springfield, with services ranging from primary care in family medicine to specialized care in allergies and immunology, behavioral health, dermatology, and ophthalmology.

CoxHealth sponsors three facilities in Springfield. Cox Medical Center South is a 563-bed full-service care facility. The 102-bed Cox Walnut Lawn is part of the Cox South campus, serving patients in need of rehabilitative services, wound care, and urgent care. Cox North is a 72-bed facility. CoxHealth also supports several primary care and specialized clinics in the city.

Doctors Hospital of Springfield is a 45-bed acute care facility with specialties that include family practice, internal medicine, gynecology, ophthalmology, orthopedic surgery, plastic surgery, general surgery, oral surgery, ENT, podiatry, and psychiatry.

Lakeland Regional Hospital is owned by Youth and Family Centered Services, Inc., based in Austin, Texas. The facility provides comprehensive residential and outpatient psychiatric care services and includes recreational and fitness facilities that are open to the community.

■ Recreation

Sightseeing

One of Springfield's major sightseeing attractions is Wilson's Creek National Civil War Battlefield, the site of the first battle between Union and Confederate armies in Missouri and west of the Mississippi. An automobile tour of nearly five miles encompasses all the major points with historic markers and exhibits. Springfield National Cemetery is the only cemetery where soldiers from both the North and South are buried side by side. The Wonders of Wildlife American National Fish and Wildlife Museum entertains and educates visitors about the need to preserve the environment and protect fish and wildlife. This new museum facility is adjacent to the Bass Pro Shops

Outdoor World. The Close Park Botanical Gardens and Arboretum and the Mizumoto Japanese Garden at Nathanael Greene Park may be the place to go for a quiet, relaxing afternoon walk.

Fantastic Caverns, a natural wonder, is the only cave in North America and one of three in the world that is so large visitors must tour it in motorized vehicles. Exotic Animal Paradise, 12 miles east of Springfield in Stratford, is a 400-acre park that is home to more than 3,000 wild and exotic animals and birds. Springfield's Dickerson Park Zoo, nationally known for its elephant herd, offers elephant rides to children. The zoo also breeds cheetahs and bald eagles.

Arts and Culture

The Springfield Regional Arts Council, established in 1978, sponsors numerous arts organizations and events through the city. The council has offices and meeting spaces at the Creamery Arts Center, which also serves as a community center and the home offices for the Springfield Ballet, the Springfield Regional Opera, and the Springfield Symphony.

A principal venue for the performing arts in Springfield is the Juanita K. Hammons Hall for the Performing Arts. A variety of cultural events are staged there, including touring Broadway productions and performances by the symphony. The Springfield Symphony Orchestra and the Little Theater are the city's two oldest cultural organizations. Among the city's other performance arts institutions are the Springfield Regional Opera (performing at the 1909 Landers Theater, a historic landmark) and the Springfield Ballet. Missouri State University offers a summer series at its Tent Theater. Within the area, more than 20 music theaters like the Roy Clark Celebrity Theater and the Ray Price Show entertain country-music lovers. The Shepherd of the Hills is an outdoor theater in Branson that attracts a large audience each season with its stories on Ozark mountain families. Numerous local museums and other historic points of interest increase cultural awareness in the Springfield area. The Air and Military Museum of the Ozarks houses more than 5,000 pieces of military history. Nearby Mansfield is home to the Laura Ingalls Wilder Museum.

Festivals and Holidays

Bass Pro Shops, "the world's greatest sporting goods store," presents a Spring Fishing Classic in Springfield in March. Historic Walnut Street is the site of a May Artsfest. A balloon race and Firefall—a fireworks display accompanied by the Springfield Symphony—are popular Fourth of July events. The Ozark Empire Fair in August also attracts large crowds. The Springfield Art Museum hosts a national "Watercolor USA" show each summer. In nearby Silver Dollar City, the Mountain Folks Music Festival is held the third week of June. Ozark Empire Fair, Missouri's second largest and one of the top-rated

fairs in the country, is held in late July. Wilson's Creek National Battlefield sponsors special programs each year on Memorial Day, Independence Day, August 10, and Labor Day. The Ozark Auto Show, a collector car auction, draws vintage automobile buffs to nearby Branson on the last weekend of October.

Arts and Culture Information: Springfield Regional Arts Council, 411 N. Sherman Parkway, Springfield, MO 65802; telephone (417)862-2787; www.springfieldarts.org

Sports for the Spectator

The Springfield Cardinals, a minor league baseball team, play in Hammons Field, a multimillion dollar baseball park that opened in 2004. Six local colleges and universities field a variety of teams in intercollegiate sports competition. The Drury Panthers and the Missouri State University Bears basketball teams frequently compete in national tournament play, as do the Lady Bears. The Springfield Lasers, a professional team, compete at the Cooper Tennis Complex.

Sports for the Participant

Over 50 city parks are located throughout Springfield. Nearby is the Mark Twain National Forest and Mincy Wildlife area. A number of freshwater lakes close to Springfield provide opportunities for fishing, swimming, boating, and water skiing. For the golfer Springfield offers three municipal courses. The city maintains more than 50 tennis courts and 8 city pools. A variety of sports programs are sponsored by the city. Skiing in the Ozark Mountains is possible year-round.

Recreation Information: Springfield-Greene County Parks and Recreation, 1923 North Welter, Springfield, MO 65803; telephone (417)864-1049; www.parkboard.org. For hunting and fishing information, Missouri Department of Conservation, 2901 West Truman Boulevard, Jefferson City, MO 65102; telephone (573)751-4115; <http://mdc.mo.gov>

Shopping and Dining

Battlefield Mall, one of the state's largest shopping malls, with 170 shops and 4 anchor department stores, is located in Springfield. A popular shopping district is a nineteenth-century village consisting of renovated buildings with shops offering quilts, crafts, and folk art. An antique mall and flea market houses more than 70 dealers in a three-story building, the largest such enterprise in the Ozarks. This antique mart sells everything from comic books and baseball cards to antique coins, dolls, toys, jewelry, furniture, and furnishings. A large reproduction shop is also on the premises. Nearby Silver Dollar City features products made by resident craftsmen using nineteenth-century skills. Bass Pro Shops, billing itself as the world's largest sporting goods store, is located in Springfield and

specializes in equipment for anglers, hunters, and others. This unusual shop sports a two-story log cabin with water wheel, a four-story waterfall, fresh water and salt water aquariums, and daily fish feedings by divers, as well as a 300,000-square-foot showroom and a NASCAR shop.

The more than 600 restaurants in Springfield specialize in a variety of cuisines that include authentic ethnic foods and Southern cooking. One of the more popular dining establishments serves fish one night and prime rib the next, in addition to an eclectic menu that offers Ozark dishes.

Visitor Information: Springfield, Missouri Convention and Visitors Bureau, 3315 East Battlefield Road, Springfield, MO 65804; telephone (417)881-5300; toll-free (800)678-8767; www.springfieldmo.org

■ Convention Facilities

Several meeting sites in Springfield cater to a full range of meeting needs, from small parties to merchandise shows. The Springfield Exposition Center at Jordan Valley Park and improvements to an existing trade center were completed in September 2003. The center offers 112,000 square feet of convention and exhibit space that can accommodate 543 booths. A theater seats 4,500 people. There is also a 977-space parking garage. The center is across the street from the University Plaza Hotel and Convention Center, which offers 39,000 square feet of meeting space and 271 guest rooms.

The Shrine Mosque features a 6,900-square-foot auditorium with variable capacity that includes up to 40 exhibit booths and seating for 3,289 people in a theater setting and 650 people for banquets. A lower-level, 12,650-square-foot exhibit area can contain 40 additional booths and accommodate up to 800 people for a reception.

The Missouri Entertainment and Event Center (formerly known as the Ozark Empire Fairgrounds) is a multi-purpose complex that sponsors indoor and outdoor trade shows, seminars, auctions, and other consumer shows as well as a variety of entertainment events, such as horse shows, fairs, and paintball tournaments. A main arena seats up to 3,000 people.

Pythian Castle offers a variety of meeting, reception, or exhibition spaces, as well as a small theater to accommodate about 217 people. Hammons Student Center and McDonald Arena on the MSU campus, designed principally for university use, are also available for special events. Several Springfield area hotels and motels offer meeting accommodations; more than 5,000 lodging rooms are available in metropolitan Springfield.

Convention Information: Springfield, Missouri, Convention and Visitors Bureau, 3315 East Battlefield Road, Springfield, MO 65804; telephone (417)881-5300; toll-free (800)678-8767; www.springfieldmo.org

■ Transportation

Approaching the City

Commercial air service at Springfield-Branson Regional Airport is offered by 5 airlines with over 30 daily flights to 13 U.S. cities. Interstate 44 is the primary route into Springfield. U.S. 60 and U.S. 65 wrap around the city and connect to I-44. State Route 13 passes through the city from north to south. Greyhound provides bus transportation into the city.

Traveling in the City

The downtown Springfield area is set up in a basic grid street pattern. The public transit system is operated by City Utilities Transit System, usually referred to as The Bus. The Bus has 15 fixed routes with frequent service on Mondays through Saturday from 6am to 6pm. Modified schedules and routes apply for Sundays, evenings, and holidays. Paratransit service is available. A system of bike routes, lanes, and multipurpose paths crisscross the city and are maintained by the city, Ozark Greenways Trails, and Missouri State University. All city buses feature bike racks through the Bike and Bus program.

■ Communications

Newspapers and Magazines

Springfield's daily newspaper is *The News-Leader*, which appears in daily and Sunday morning editions. The *Springfield Business Journal* is a weekly publication. The monthly *Springfield! Magazine* features articles on topics of local and community interest; *417 Magazine* caters to the area's upscale residents with lifestyle, decorating, travel, and entertainment articles. *The Mirror* is a weekly religious newspaper published by the Catholic Church of Southern Missouri.

Gospel Publishing House of the General Council of the Assemblies of God is based in Springfield. The company publishes religious resources and curriculums for churches and pastors.

Television and Radio

Five television stations, including four major network affiliates and one public network outlet, plus cable, broadcast in Springfield. Sixteen AM and FM radio stations schedule music, religious, and news and information programming.

Media Information: *The News-Leader*, 651 Boonville Ave., Springfield, MO 65806; telephone (417)836-1100 or (800)695-1969; www.news-leader.com

Springfield Online

- City of Springfield home page. Available www.springfieldmo.gov
- Missouri State University. Available www.missouristate.edu
- The News-Leader*. Available www.springfieldnews-leader.com
- Springfield Business Development Corporation. Available www.business4springfield.com
- Springfield, Missouri Convention and Visitors Bureau. Available www.springfieldmo.org
- Springfield Museum. Available www.wondersofwildlife.org
- Springfield Regional Arts Council. Available www.springfieldarts.org

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Nebraska

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The State in Brief

Nickname: Cornhusker State

Motto: Equality before the law

Flower: Goldenrod

Bird: Western meadowlark

Area: 77,353 square miles (2000; U.S. rank 16th)

Elevation: Ranges from 840 feet to 5,426 feet above sea level

Climate: Continental, with wide variations of temperature

Admitted to Union: March 1, 1867

Capital: Lincoln

Head Official: Governor Dave Heineman (R) (until 2010)

Population

1980: 1,570,000

1990: 1,578,385

2000: 1,711,263

2006 estimate: 1,768,331

Percent change, 1990–2000: 8.4%

U.S. rank in 2006: 38th

Percent of residents born in state: 65.53% (2006)

Density: 22.9 people per square mile (2006)

2006 FBI Crime Index Total: 64,058

Racial and Ethnic Characteristics (2006)

White: 1,566,980

Black or African American: 72,095

American Indian and Alaska Native: 16,112

Asian: 29,815

Native Hawaiian and Pacific Islander: 785

Hispanic or Latino (may be of any race): 130,230

Other: 56,014

Age Characteristics (2006)

Population under 5 years old: 128,307

Population 5 to 19 years old: 372,131

Percent of population 65 years and over: 13.2%

Median age: 36

Vital Statistics

Total number of births (2006): 26,291

Total number of deaths (2006): 14,998

AIDS cases reported through 2005: 1,377

Economy

Major industries: Finance, insurance, and real estate; trade; agriculture; manufacturing; services

Unemployment rate (2006): 4.8%

Per capita income (2006): \$23,248

Median household income (2006): \$45,474

Percentage of persons below poverty level (2006): 11.5%

Income tax rate: 2.56% to 6.84%

Sales tax rate: 5.5%



Lincoln

■ The City in Brief

Founded: 1864 (incorporated 1869)

Head Official: Mayor Chris Beutler (D)
(since 2007)

City Population

1980: 171,932

1990: 191,972

2000: 225,581

2006 estimate: 241,167

Percent change, 1990–2000: 17.5%

U.S. rank in 1980: 81st

U.S. rank in 1990: 81st

U.S. rank in 2000: 87th

Metropolitan Area Population

1980: 192,864

1990: 213,641

2000: 250,291

2006 estimate: 283,970

Percent change, 1990–2000: 17.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 144th

Area: 75.38 square miles (2000)

Elevation: 1,167 feet above sea level

Average Annual Temperatures: January, 22.4° F;
July, 77.8° F; annual average, 51.1° F

Average Annual Precipitation: 28.37 inches of rain;
27.8 inches of snow

Major Economic Sectors: Government, services,
wholesale and retail trade, manufacturing

Unemployment Rate: 3.1% (June 2007)

Per Capita Income: \$23,803 (2005)

2005 FBI Crime Index Property: 12,703

2005 FBI Crime Index Violent: 1,364

Major Colleges and Universities: University of
Nebraska–Lincoln, Nebraska Wesleyan University,
Union College

Daily Newspaper: *Lincoln Journal Star*

■ Introduction

Lincoln is the capital of Nebraska and the seat of Lancaster County. Lincoln and Lancaster County form a metropolitan statistical area, which serves as a commercial, educational, and government center for a grain and livestock producing region. Named after President Abraham Lincoln, the city was an important railroad junction for major western routes during the nineteenth century. William Jennings Bryan dominated the political life of Lincoln when he ran for president three times. The Nebraska state Capitol building, completed in 1932, rises 400 feet above the prairie and was designed to symbolize the spirit of the Plains. Voted by *Expansion Management* magazine in 2003 as a “Five Star Community,” Lincoln is appealing for its small-town feel yet offers a wide array of cultural attractions and business development opportunities.

■ Geography and Climate

Set near the center of Lancaster County in southeastern Nebraska, Lincoln is surrounded by gently rolling prairie. The western edge of the city lies in the valley of Salt Creek, which flows northeastward to the lower Platte River. The upward slope of the terrain to the west causes instability in moist easterly winds. Humidity remains at moderate to low levels except during short summer periods when moist

tropical air reaches the area. The summer sun shines an average of two-thirds of possible duration; high winds combined with hot temperatures occasionally cause crop damage. A chinook or foehn effect often produces rapid temperature rises in the winter. Although annual snowfall is approximately 28 inches, it has sometimes exceeded 59 inches.

Area: 75.38 square miles (2000)

Elevation: 1,167 feet above sea level

Average Temperatures: January, 22.4° F; July, 77.8° F; annual average, 51.1° F

Average Annual Precipitation: 28.37 inches of rain; 27.8 inches of snow

■ History

Saline Deposits Attract First Settlers

As early as 1853, salt companies were sending men to study the possibility of salt manufacture in the salt flats northwest of the present city of Lincoln. Actual processing by any salt company did not start until the early 1860s, but it was never commercially successful, and efforts to manufacture salt were abandoned around 1887. However, Captain W. T. Donovan, representing the Crescent Salt Company, settled on the west bank of Salt Creek near the intersection of Oak Creek in 1856. He named his claim Lancaster. By 1859 the area had sufficient population to be considered for organization of a county. Donovan participated in the committee that was to determine the site and name of the county seat. It was named after Donovan's home town of Lancaster, Pennsylvania.

As a state capital, Lancaster was a compromise choice between North Platters—who favored Omaha, the territorial capital since 1854—and South Platters—who vied for a capital site south of the Platte River. Ultimately Lancaster was chosen and a new name proposed: “Capital City.” Lancaster was finally renamed Lincoln, after President Abraham Lincoln. August F. Harvey, a state surveyor, replatted Lincoln in 1867, setting up a grid system of streets lettered from A to Z, with O as the division point, and north and south blocks numbered. In the heart of downtown were four square blocks for the state Capitol and a proposed university. The city plan also called for the planting of more than two million trees, mostly oak, which would line boulevards and parks. The attention to the natural landscaping of the city is a civic responsibility each generation of Lincolniters since has taken seriously.

In December 1868, the state government moved its property in covered wagons to hide the transfer of power from armed Omahans upset with the relocation. Local investors feared that Lincoln would not remain the state

capital long since it numbered just 30 inhabitants in 1867, but within a year 500 people lived there, and new businesses started to develop. One event in Lincoln's history at this time symbolized the early difficulties. A herd of 1,000 Texas longhorns collapsed the wooden bridge over Salt Creek at O Street, but the wild herd blocked local officials from locating the cattle's owner and monetary restitution for the bridge's reconstruction was never obtained.

State Capital Weathers Troubled Times

At the first meeting of the Nebraska legislature in Lincoln in 1869, immediate action was taken to authorize land grants for railroad construction and a bill was passed to establish the University of Nebraska. The Burlington & Missouri River railroad line reached Lincoln in 1870, the same year the population reached 2,500 people. One popular rumor of the time was that Lincoln was built over an underground ocean that would provide a source of saline springs with commercial potential, but nothing of this sort materialized.

In the 1870s Lincoln suffered a difficult period. The state's first governor was impeached, a depression hit the local economy, and the legality of transferring the capital was questioned. Grasshoppers infested the area for more than three years. Saloons, gambling, and prostitution flourished, prompting the formation of the Women's Christian Temperance Union, which set a moral tone that dominated local politics until Prohibition. Lincoln reversed its fortunes in the 1880s, as public services were introduced, businesses prospered, and a reform party was victorious in 1887. But as the new mayor and city council began cleaning up the local government, a crooked judge had them arrested and convicted in a circuit court case that was eventually reversed by the U.S. Supreme Court.

Twentieth Century Brings New Challenges

At the turn of the century William Jennings Bryan dominated the political life of Lincoln, running unsuccessfully for president as the Democratic candidate in 1896, 1900, and 1908. Bryan published *The Commoner*, a weekly newspaper with a circulation of more than 100,000 after his defeat in 1900. Bryan was an oddity—a radical Democrat in conservative Lincoln. During World War I, segments of Lincoln's German population openly supported the Central Powers. A misplaced sense of American patriotism gripped the Lincoln populace and local German culture was shunned. The University Board of Regents conducted a hearing in which 80 professors faced charges of “lack of aggressive loyalty” and three were asked to resign.

The Capitol structure built in Lincoln in the 1880s began to settle into the ground, and one corner had sunk eight inches by 1908. Serious concern for the condition of the Capitol prompted a contest to select the best new cost-effective design. All the entries except two involved

the traditional federal dome style. The winning design featured a 400-foot tower that could be built around the old Capitol, saving Nebraska nearly \$1 million in office rental and making it possible to defray the costs of construction by the time the new capitol was completed in 1932. Its design revolutionized public and government buildings by ushering in a modernist style.

Lincoln today is a typical “All-American” city, boasting clean, healthy air and safe streets. Answering a question about where he sees Lincoln by the year 2006, former Mayor Mike Johanns declared: “Lincoln will continue to be a vibrant and healthy community with a unique sense of place. Growth will continue to occur at locations carefully chosen in the 1990s, maintaining Lincoln’s interface with its agricultural hinterland. Lincoln in 2006 will still be one of the best cities in which to live in the United States.”

Planning for Lincoln’s Future

Current community planners have continued this vision by actively working to develop the downtown area. In 2004, a comprehensive plan was drafted by the Downtown Lincoln Association that included a civic center, hotels, and additional parking. Residents enjoy cultural amenities along with outdoor and professional sports. Meanwhile, Lincoln has been cited by Population Connection’s *Kid-Friendly Cities Report Card* as number 17 of 80 on its “Kid-Friendly Cities” 2004 list and was ranked twentieth on *Child* magazine’s “Best Cities for Families.” Further, it was featured as an economical travel destination by AAA in 2005. And with a diversified business climate, population growth, and increase in the area’s workforce, it follows that Lincoln ranked on a 2006 *Expansion Management* list as a “5-Star Business Opportunity Metro.”

Historical Information: Nebraska State Historical Society, 1500 R St., PO Box 82554, Lincoln, NE 68501; telephone (402)471-3270. American Historical Society of Germans from Russia (AHSGR), 631 D St., Lincoln, NE 68502-1199; telephone (402)474-3363; fax (402) 474-7229; email ahsgr@ahsgr.com

■ Population Profile

Metropolitan Area Residents

1980: 192,864
 1990: 213,641
 2000: 250,291
 2006 estimate: 283,970
 Percent change, 1990–2000: 17.2%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 144th

City Residents

1980: 171,932

1990: 191,972
 2000: 225,581
 2006 estimate: 241,167
 Percent change, 1990–2000: 17.5%
 U.S. rank in 1980: 81st
 U.S. rank in 1990: 81st
 U.S. rank in 2000: 87th

Density: 3,370.7 people per square mile
 (2000)

Racial and ethnic characteristics (2005)

White: 202,867
 Black: 7,184
 American Indian and Alaska Native: 1,668
 Asian: 7,572
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 9,672
 Other: 3,627

Percent of residents born in state: 66.6%
 (2000)

Age characteristics (2005)

Population under 5 years old: 16,457
 Population 5 to 9 years old: 14,566
 Population 10 to 14 years old: 12,333
 Population 15 to 19 years old: 12,583
 Population 20 to 24 years old: 24,280
 Population 25 to 34 years old: 38,893
 Population 35 to 44 years old: 30,069
 Population 45 to 54 years old: 32,019
 Population 55 to 59 years old: 12,192
 Population 60 to 64 years old: 9,058
 Population 65 to 74 years old: 11,442
 Population 75 to 84 years old: 8,691
 Population 85 years and older: 3,479
 Median age: 33.3 years

Births (2006, MSA)

Total number: 4,343

Deaths (2006, MSA)

Total number: 1,875

Money income (2005)

Per capita income: \$23,803
 Median household income: \$45,790
 Total households: 97,128

Number of households with income of . . .

less than \$10,000: 8,797
 \$10,000 to \$14,999: 6,014
 \$15,000 to \$24,999: 12,257
 \$25,000 to \$34,999: 10,747



©2007 PRANGE Aerial Photography

\$35,000 to \$49,999: 14,280
\$50,000 to \$74,999: 22,947
\$75,000 to \$99,999: 10,923
\$100,000 to \$149,999: 7,992
\$150,000 to \$199,999: 1,336
\$200,000 or more: 1,835

Percent of families below poverty level: 11.1%
(2005)

2005 FBI Crime Index Property: 12,703

2005 FBI Crime Index Violent: 1,364

■ Municipal Government

The city of Lincoln is governed by a mayor and seven-member council, all of whom are elected to four-year terms on a nonpartisan ballot.

Head Official: Mayor Chris Beutler (D) (since 2007; current term expires 2011)

Total Number of City Employees: 2,746 (2003)

City Information: City of Lincoln, 555 S 10th St., Lincoln, NE 68508; telephone (402)441-7511; fax (402)441-7120

■ Economy

Major Industries and Commercial Activity

In May 2005, *Forbes* chose Lincoln as the seventh “Best Smaller Metro” area for business and careers with a third place ranking for income growth. Located in a grain and livestock producing region, Lincoln has, since its founding, been a communications, distribution, and wholesaling hub, thanks to its central location. Important industries include the manufacture and repair of locomotives, flour and feed milling, grain storage, and diversified manufacturing. In 2006 the government sector accounted for 21 percent of Lincoln’s jobs; education and health services represented 14 percent; retail, 12 percent; professional services, 11 percent; and manufacturing, 9 percent. State government and the University of Nebraska constitute approximately a quarter of the city’s economy, but about 90 percent of Lincoln’s some 8,000 employers are companies with 20 or fewer employees.

Lincoln is also the corporate headquarters of several insurance companies.

During the 1980s and 1990s Lincoln experienced sustained growth that brought economic expansion, with the employment base increasing 2.5 percent annually. Despite the recession in the early 2000s, retail trade, for example, continued to grow at a higher rate than other metropolitan areas in the state. In 2007 Lincoln's overall economy was stronger than the national economy, and its cost of living was lower than that of metropolitan averages nationwide.

A number of Lincoln's local companies conduct business throughout the United States and in foreign countries. Among them are Ameritas Financial Services, Lester Electrical, and Cook Family Foods. Sandhills Publishing (formerly Peed Corporation), publisher of national trade magazines, has maintained its facilities in Lincoln since 1985. Biotechnology is a fast-growing industry in Lincoln, especially for firms specializing in agriculture and animal science. MDS Harris Laboratories, a pharmaceutical testing and research firm that serves all 50 states and dozens of nations abroad, has an office in Beijing, China. It expanded its medical testing business into the development of a biological warfare vaccine for the U.S. Army, which was the first such test conducted under Food and Drug Administration standards. In addition to its traditional strength of testing medicines on "well normal" people to confirm safety standards, the company tests how people with illnesses react to new medicines. Pfizer Laboratories supplies veterinary products in the United States and dozens of foreign countries. Novartis Consumer Health, Inc., expanded its Lincoln facilities and now makes products such as No-Doz and Excedrin in Lincoln.

Items and goods produced: creamery products, farm machinery, farm belts, veterinary supplies, radiator hoses, telephone equipment, biological products, pharmaceutical supplies, plumbing supplies, pumps, motors, motor scooters, wax, filing equipment and office supplies, and printing, lithographic, engraving, metal, stone, and concrete products

Incentive Programs—New and Existing Businesses

Local programs: The Lincoln Independent Business Association, the Chamber of Commerce, Southeast Community College, the University of Nebraska-Lincoln, and the city of Lincoln operate a small business resource center that helps businesses secure financing, permits, and information about other resources. Several major established industrial parks cover more than 1,000 acres and are designed for both heavy industry and multiple use. The City of Lincoln Research and Development Department, with assistance from the Nebraska Research and Development Authority, provides block grant funds to aid

startup businesses. The Lincoln Partnership for Economic Development (LPED) began formal operations in 1996. LPED is a community-based, public-private, permanent venture to provide strategic, focused direction for Lincoln's economic development activities. Community Development Resources (CDR) provides loans and capital with a focus on assisting low-income, minority groups, microentrepreneurs, and women.

State programs: Qualified Lincoln businesses can take advantage of state programs such as the Nebraska Business and Development Center and the Procurement Technical Assistance Center, which provide technical and research assistance. Invest Nebraska partners with the state of Nebraska along with other donors to introduce entrepreneurs to individual investors and venture capital firms. Federal and state programs include the Nebraska Investment Finance Authority (NIFA), various Small Business Administration loans, the Nebraska Research and Development Authority, the Small Business Innovation Research Program (SBIR), and the Urban Development Action Grant. Nebraska Advantage is a five-tiered program designed to create new jobs and increase statewide investment.

The state of Nebraska has emphasized its commitment to revitalized economic growth in all parts of the state with a series of laws designed to make the state an even better place to do business. Firms can now earn a series of tax credits and refunds for investment and new job creation through the provisions of the Employment and Investment Growth Act (LB 775), as well as the Employment Expansion and Investment Incentive Act (LB 270), the Enterprise Zone Act (LB 725), the Quality Jobs Act (LB 829), Incentive Electric Rates (LB 828), and the Nebraska Redevelopment Act (LB 830).

Job training programs: Community Development Resources (CDR) offers a variety of training and workshops for both profit and nonprofit businesses. For manufacturing firms, the Nebraska Department of Economic Development facilitates a Customized Job Training Program for eligible companies and disperses job training grants. The Nebraska Worker Training Program works to update the skills of existing employees and awards grants quarterly.

Development Projects

Lincoln's downtown business district continues to thrive and its growth is a critical focus for city planners. They implemented a "Downtown Master Plan," begun in 2004, intended to ensure new construction and renovation while maintaining the natural beauty of the area. Proposals included a civic square with 100,000 square feet of office space and 5,000 square feet of retail space, along with new hotels, conversion of a power station to condominiums, and additional parking structures. Several

projects had been completed as of 2007, including a new movie theater and renovation of the Cornhusker Hotel. No completion date had yet been set for the entire project.

2015 Vision is a private organization that seeks to provide a framework and funding for improvements to downtown Lincoln. As of July 2007 the group had received more than \$25 million in philanthropic donations to encourage private development; projects were planned on a number of “pillars for Lincoln’s future,” including the creation of a West Haymarket Arena, the expansion of Haymarket Park, the creation of a “Nebraska Sports Triangle,” the development of a Humanities and Art Center near the university, and a retail corridor along P and Q streets.

Economic Development Information: Lincoln Partnership for Economic Development, 1135 M St., Ste. 200, Lincoln, NE 68508; telephone (402)436-2350; Fax (402)436-2360

Commercial Shipping

Lincoln is connected with national and world markets via the Burlington Northern/Santa Fe railroad; more than thirty motor freight companies; and several national and local air express and freight carriers, including United States Postal Service, UPS, FedEx, Airborne Express, American Courier Corp, and Greyhound Package Express. In total, Nebraska has more than 8,000 licensed motor freight carriers with global connections. Next to the Lincoln Municipal Airport lies a 372-acre Foreign Trade Zone (FTZ) that helps in facilitating imported goods. The city is also conveniently situated within 50 miles of water transportation at Mississippi River terminals.

Labor Force and Employment Outlook

Lincoln’s labor force is described as dependable, productive, and highly skilled and educated. Employers may draw from a large student population. Work stoppages are rare, with unionization estimated around 25 percent. As agriculture declines, more rural laborers are seeking jobs in the city.

A diversified economy has enabled employment in Lincoln to remain resilient since the nationwide recession during the early 2000s. Among non-manufacturing categories, Lincoln has been strong in construction, wholesale and retail trade, and services.

In September 2007 the unemployment rate in Lincoln was 2.7 percent, well below the national average and down from its ten-year high above 4 percent in 2005. Between 1997 and 2007 the Lincoln labor force grew from 151,605 to 167,179.

The following is a summary of data regarding the Lincoln metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 171,000

Number of workers employed in . . .

- construction and mining: 8,400
- manufacturing: 15,300
- trade, transportation and utilities: 29,300
- information: 2,700
- financial activities: 12,400
- professional and business services: 18,500
- educational and health services: 23,900
- leisure and hospitality: 15,800
- other services: 7,400
- government: 37,400

Average hourly earnings of production workers employed in manufacturing: \$15.55

Unemployment rate: 3.1% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
University of Nebraska	5,100
State of Nebraska	5,000
Lincoln Public Schools	5,000
BryanLGH Medical Center	3,500
Saint Elizabeth Health Systems	2,800
Kawasaki Motors Manufacturing USA	1,800
BNSF Railway	1,600
Madonna Rehabilitation Hospital	1,300
State Farm Insurance	1,265
Duncan Aviation	1,250

Cost of Living

The city of Lincoln boasts a low tax burden with a high quality of services. The following is a summary of data regarding several key cost of living factors in the Lincoln area.

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 2.56% to 6.84%

State sales tax rate: 5.5%

Local income tax rate: None

Local sales tax rate: 1.5%

Property tax rate: \$2.051 per \$100 of actual value (consolidated, 2004)

Economic Information: Lincoln Partnership for Economic Development, 1135 M St., Ste. 200, Lincoln, NE 68508; telephone (402)436-2350; fax (402)436-2360

■ Education and Research

Elementary and Secondary Schools

The Lincoln Public Schools system is the second largest district in the state of Nebraska. A seven-member, nonpartisan board of education selects a superintendent. Lincoln's students consistently score above the national average on standardized tests, and the system's high school graduation rate is one of the highest in the country at about 80 percent. In 2007 Lincoln High School was named one of the country's "25 Healthiest Schools" by School Nutrition Association and the President's Council on Physical Fitness and Sports. The district is a growing one, reaching record-high enrollments in 2007.

The following is a summary of data regarding the Lincoln Public Schools as of the 2005–2006 school year.

Total enrollment: 39,818

Number of facilities

elementary schools: 36
junior high/middle schools: 11
senior high schools: 13
other: 0

Student/teacher ratio: 14:1

Teacher salaries (2005–06)

elementary median: \$41,260
junior high/middle median: \$39,300
secondary median: \$41,010

Funding per pupil: \$7,715

The city is served by approximately 30 private and parochial schools.

Public Schools Information: Lincoln Public Schools, 5901 O St., Lincoln, NE 68510; telephone (402)436-1000

Colleges and Universities

The University of Nebraska–Lincoln (UNL), which enrolls approximately 22,000 students (with 18,000 of those being undergraduates), maintains two campuses in Lincoln. Selected as fourth place overall by *The Scientist* on its list of "2004 Best Places to Work in Academia," UNL offers 140 undergraduate (with 275 programs of study) and 112 graduate programs, along with operating a law school and a dental college. The school also boasts the second-highest per capita enrollment of National

Merit Scholars in the United States. Two liberal arts colleges, Nebraska Wesleyan University and Union College, schedule courses leading to the baccalaureate degree. Union, which is affiliated with the Seventh-day Adventist church, enrolled 982 students in 2006, who hailed from 46 states and 30 countries; the functioning one-room George Stone School on campus permits education majors to acquire small-class teaching experience. Union offers more than fifty majors in seven academic divisions. Founded in 1887 by Nebraskan Methodists, Wesleyan is comprised of 1,600 students and was chosen in 2005 by *U.S. News and World Report* as the leading liberal arts college in the state of Nebraska. The school has a student-faculty ratio of about 13:1 and an average class size of nineteen.

Technical and vocational schools located in the Lincoln area include Southeast Community College–Lincoln Campus and Hamilton College–Lincoln (formerly The Lincoln School of Commerce). Of historical interest, Charles Lindbergh learned to fly at the Lincoln Airplane and Flying School, though it is no longer in business.

Libraries and Research Centers

The Lincoln City Libraries system, headquartered downtown, operates seven branches and a bookmobile; it maintains holdings of about 800,000 volumes, more than 2,000 periodical titles, plus microfiche, books on tape, videos, CDs, DVDs, and CD-ROMs. Special collections feature Nebraska authors and sheet music; the library is a depository for state documents. Free Internet access is available. The library also sponsors a literacy program, called Prime Time Family Reading Time.

Union College and Southeast Community College–Lincoln Campus operate campus libraries. The Nebraska Wesleyan University Library has over 135,000 holdings and is also home to a collection of university archives and the United Methodist Heritage Center. Several federal and state agencies maintain libraries in Lincoln; among them are the the Nebraska Game and Parks Commission, the Nebraska Legislative Council, the Nebraska Library Commission, and the Nebraska State Historical Society. The American Historical Society of Germans from Russia, as well as hospitals, churches and synagogues, and corporations, also operate libraries in the city.

The University of Nebraska–Lincoln maintains extensive holdings in eight academic libraries, including a collection of Great Plains art. It is also a center for specialized research; facilities include the Barkley Memorial Center for speech therapy and hearing impaired study, the Engine Technology Center, the Food Processing Center, and the UNL Center for Mass Spectrometry. The Nebraska Technology Development Corporation and the Nebraska Research and Development Authority provide links between research and commercial product development.

Public Library Information: Lincoln City Libraries, 136 S 14th St., Lincoln, NE 68508; telephone (402)441-8500

■ Health Care

Bryan LGH Medical Center, with 529 beds and over 4,000 staff members, specializes in cardiac and pulmonary care and rheumatology, oncology, dialysis, and ophthalmology services and operates the BryanLGH College of Health Sciences. Bryan LGH received an Orthopedic Care Award from HealthGrades in 2006, and has also been recognized as the state's only five-time recipient of the Solucient "100 Top Hospitals Award" for excellence in cardiovascular care. Saint Elizabeth Regional Medical Center, with 475 physicians, operates a regional burn care unit and a neonatal care center. The 242-bed non-profit facility was founded Sisters of St. Francis of Perpetual Adoration in 1889. Lincoln is also home to Veterans Administration Medical Center, Madonna Rehabilitation Hospital, nursing homes, nationally recognized substance-abuse services, and several in-home care agencies.

■ Recreation

Sightseeing

The Nebraska State Capitol Building was designed to reflect the spirit of the state of Nebraska; its large square base represents the Plains and its 400-foot tower is meant to convey the dreams of the pioneers. Described as the nation's first state Capitol to be designed to depict the state's cultural heritage and development, the building features an interior enhanced with mosaics, paintings, and murals portraying the history of Nebraska. On the Capitol grounds is Daniel Chester French's sculpture of the seated Abraham Lincoln.

Folsom Children's Zoo and Botanical Gardens presents more than 300 exotic animals from around the world on 19 acres that are lined with 7,000 annual flowers and more than 30 varieties of trees. Antelope Park stretches throughout the city and contains the Sunken Gardens with thousands of flowers, lily pools, and a waterfall. Pioneers Park Nature Center focuses on animals and prairie grasses native to 1850s Nebraska; animal exhibits include deer, elk, red foxes, wild turkeys, and wild buffalo.

Historic houses on view in Lincoln include Kennard House, home of Nebraska's first U.S. secretary of state Thomas P. Kennard; Fairview, residence of William Jennings Bryan; and the governor's mansion, which features a collection of dolls depicting Nebraska's first ladies in their inaugural gowns.

Arts and Culture

Lincoln is highly rated for the quality of the cultural activities in a city its size. The Lincoln Symphony Orchestra opens its season with a pops concert followed by a

subscription series of classical music at Lied Center for Performing Arts, which also hosts performances by Lincoln Midwest Ballet Company. Other local music offerings include the Nebraska Symphony Chamber Orchestra and Abendmusik. Lincoln's Zoo Bar is one of the nation's oldest blues clubs booking touring blues bands and rock artists.

Designed by Phillip Johnson, the Sheldon Memorial Art Gallery is located on the campus of the University of Nebraska and exhibits American art from the eighteenth through the twentieth centuries with an emphasis on the realist tradition and abstract expressionism.

The Museum of Nebraska History exhibits depict Nebraska from prehistoric times through the days of the Native American tribes of the Great Plains and on to pioneer days. The world's largest articulated fossil elephant is on display at the University of Nebraska State Museum's Elephant Hall, which is also home to Mueller Planetarium. The American Historical Society of Germans from Russia Museum traces the history and culture of this ethnic group that settled in Lincoln in the nineteenth century. Lincoln is also home to the National Museum of Roller Skating, Great Plains Art Museum, and the Lincoln Children's Museum.

Arts and Culture Information: Lincoln Arts Council, 920 O St., Lincoln, NE 68508; telephone (402) 434-2787; fax (402)434-2788; email info@artscene.org

Festivals and Holidays

Held the third weekend in June is Haymarket Heydays, a celebration of the state's railroad heritage that features a street fair, Farmers Market Craft Fair, musical events, and activities for children. July starts off with the bang of Independence Day fireworks at Oak Lake Park after a day of food and fun; later in the month, the July Jamm brings jazz, fine artists, and restaurateurs from around the state for a three-day event. In August, the largest downtown event is the RibFest, sponsored by the Nebraska Pork Producers, which features four days of barbecuing and live music. The Nebraska State Fair draws about 600,000 visitors for 10 days, ending on Labor Day; the fair features national performers of country and rock music, midway rides, livestock shows, and agricultural and industrial exhibits. The Christmas season begins with the parade of the Star City Holiday Festival, a colorful event with floats, giant balloon characters, and costumed participants, held on the first Saturday in December; meanwhile the downtown area is aglow with holiday lights and decorations.

Sports for the Spectator

When the University of Nebraska Cornhuskers football team plays home games at Lincoln's Memorial Stadium on fall Saturday afternoons, the crowd of nearly 74,000 fans becomes the state's third-largest "city." Nicknamed

Big Red because of its bright red uniforms, the team competes in the Big Twelve conference and had won nine or more games each season and played in a bowl game each season since 1972 until the streak ended with the 2004 season. The University of Nebraska also fields competitive teams in wrestling, volleyball, track and field, and men's and women's basketball.

The Lincoln Capitols of the National Indoor Football League is a minor league team in the Pacific Conference. Playing 13 regular-season games from March through July with home games at the Pershing Center, the team fields players from most of the state colleges and draws talent from across the country. Lincoln is also home to the Lincoln Stars in the western division of the United States Hockey League (USHL) who play at the State Fair Park Coliseum (the "Ice Box"). After winning the championship in the debut season in 1996–1997, they remained one of the league's top teams despite not capturing the Clark Cup again until 2002–2003.

Lincoln is the site of the high school state championships in basketball, wrestling, volleyball, gymnastics, and swimming and diving. Thoroughbred horse racing, with parimutuel betting permitted, takes place at the State Fair Park.

Sports for the Participant

For sports enthusiasts in Lincoln there are 106 parks on about 6,000 acres, more than 80 miles of bike paths and trails (most are paved), 11 golf courses, 11 outdoor pools, 8 recreation centers, about 65 tennis courts, and surrounding recreation areas totaling 15,000 acres with 10 lakes. Team and league sports for all age levels are also available. The Lincoln Track Club sponsors the Lincoln Marathon and Half Marathon each May. The Cornhusker State Games, attracting nearly 10,000 competitors, features sports such as badminton, biathlon, fencing, tae kwon do, archery, and wrestling. Wilderness Park, Lincoln's largest park, maintains bridle trails, jogging and exercise trails, and cross country ski trails. Holmes Lake and Park is available for non-motorized boating on its large lake; it also features the Hyde Memorial Observatory. The Pioneers Park Nature Center includes five miles of trails. Lincoln is surrounded by the seven Salt Valley Lakes with recreational areas providing opportunities for such pursuits as fishing, camping, and boating.

Shopping and Dining

The nation's longest straight main street is Lincoln's O Street, which runs all the way through the city; a number of retail centers are located along the route. Antiques, art galleries, and specialty shops are the focus in the Central Business District and Historic Haymarket District, which feature more than 100 restaurants and clubs. Westfield S Gateway Mall is the area's largest enclosed shopping

center with several department stores and a children's "Playtown." SouthPointe Pavilions claims 50 stores in its outdoor mall and presents free concerts on Friday nights throughout the summer. Local dining specialties include succulent Nebraska beef, barbecue ribs, and chicken, served at Skeeter Barnes among others, as well as other traditional American fare and ethnic favorites. Many of the national chain restaurants are represented, such as Olive Garden and Red Lobster.

Visitor Information: Lincoln Convention & Visitors Bureau, 1135 M St., Ste. 300, Lincoln, NE 68501; telephone (402)434-5335; toll-free (800)423-8212; fax (402)436-2360; email info@lincoln.org

■ Convention Facilities

Meeting and convention planners may choose from several major facilities that accommodate a full range of group functions. Pershing Center, located downtown on Centennial Mall, houses an arena with more than 28,000 square feet of exhibit space and a capacity for 200 booths. The arena has eight different floor arrangements with a seating capacity of up to 7,500 guests. Other amenities include concession facilities, catering services, and sound and lighting systems. Devaney Sports Center and Nebraska State Fair Park host trade shows, exhibitions, and athletic events as well as banquets and meetings; ample parking is provided at both sites.

The Burnham Yates Conference Center in Lincoln offers 46,000-plus square feet of meeting room space, and reception, exhibit, and banquet space designed to accommodate up to 1,500 people. It features the latest in meeting space design and a state-of-the-art acoustic system. The center is decorated in the grand style and tradition of The Cornhusker, a Marriott hotel.

Lodging for meeting-goers is available at downtown and metropolitan area hotels and motels offering a total of about 3,000 rooms; several also provide meeting facilities.

Convention Information: Lincoln Convention & Visitors Bureau, 1135 M St., Ste. 300, Lincoln, NE 68501; telephone (402)434-5335; toll-free (800)423-8212; fax (402)436-2360; email info@lincoln.org

■ Transportation

Approaching the City

Lincoln Municipal Airport is served by three commercial air carriers with regularly scheduled daily direct and connecting flights from major United States cities as well as points throughout the world. Commuter service is also provided from cities in central and western Nebraska. The airport averages 74 departing flights per week. Amtrak

provides railway transportation into Lincoln, and Greyhound provides bus transportation.

An efficient highway system permits easy access into Lincoln. I-80 approaches from the northeast and exits due west; U.S. 6 also bisects the city from northeast to west. U.S. 34 runs northwest to south, in the center of downtown joining U.S. 77, which extends from the south, and joining Nebraska Highway 2, which approaches from the southeast.

Traveling in the City

Lincoln's streets are laid out on a grid pattern, with lettered streets running east and west and numbered streets running north and south. The main east-west thoroughfare is O Street. Public bus service is provided by StarTran with 60 full-size coaches and 9 vans.

■ Communications

Newspapers and Magazines

Lincoln's daily newspaper is the *Lincoln Journal Star*. Several neighborhood newspapers and shopping guides are distributed weekly.

A number of special-interest magazines are based in Lincoln. The Sandhills Publishing Company publishes four national trade magazines plus *Smart Computing*. The Christian Record Services publishes magazines for blind adults and children and has a lending library as well. *Letras Femeninas* is a journal of contemporary Hispanic literature by women published two times a year in Lincoln; *Prairie Schooner* is a quarterly literary magazine published by the University of Nebraska. Other publications pertain to such subjects as agriculture, medicine, education, college engineering students, outdoor recreation and conservation, Nebraska history, and literature.

Television and Radio

Several television channels, including a PBS affiliate, a CBS affiliate, and an ABC affiliate, broadcast in the city, which also has cable and receives channels from nearby communities. Over a dozen Lincoln AM and FM radio stations schedule a complete range of musical programming such as rock and roll, classical, country, big band,

jazz, blues, and gospel. Lincoln radio listeners can also tune into several Omaha stations.

Media Information: *Lincoln Journal Star*, 926 P St., Lincoln, NE 68508; telephone (402)475-4200; email feedback@journalstar.com

Lincoln Online

American Historical Society of Germans from Russia. Available www.ahsgr.org

City of Lincoln Home Page. Available www.lincoln.ne.gov

Lincoln Arts Council. Available www.artscene.org

Lincoln Chamber of Commerce. Available www.lcoc.com

Lincoln City Libraries. Available www.lcl.lib.ne.us

Lincoln Convention and Visitors Bureau. Available www.lincoln.org

Lincoln Journal Star. Available www.journalstar.com

Lincoln Partnership for Economic Development. Available www.lincolncdev.com

Lincoln Specialty Care Home Page. Available www.lincoln.specialtycare.org

Nebraska Economic Development Information. Available www.sites.nppd.com

Nebraska State Historical Society. Available www.nebraskahistory.org

State of Nebraska. Available www.nebraska.gov

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Neihardt, John Gneisenau, *The End of the Dream and Other Stories* (Lincoln, NE: University of Nebraska Press, 1991)

Osborne, Tom, *More Than Winning* (Nashville, TN: T. Nelson, 1985)



Omaha

■ The City in Brief

Founded: 1854 (incorporated 1857)

Head Official: Mayor Mike Fahey (D) (since 2001)

City Population

1980: 314,255

1990: 344,463

2000: 390,007

2006 estimate: 419,545

Percent change, 1990–2000: 13.2%

U.S. rank in 1980: 48th

U.S. rank in 1990: 48th

U.S. rank in 2000: 53rd

Metropolitan Area Population

1980: 585,122

1990: 618,262

2000: 716,998

2006 estimate: 822,549

Percent change, 1990–2000: 16.0%

U.S. rank in 1980: 57th

U.S. rank in 1990: Not available

U.S. rank in 2000: 60th

Area: 118.88 square miles (2000)

Elevation: ranges from 965 to 1,300 feet above sea level

Average Annual Temperatures: January, 22.4° F; July, 75.6° F; annual average, 50.9° F

Average Annual Precipitation: 30.08 inches; 31.2 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, government, manufacturing

Unemployment Rate: 3.6% (June 2007)

Per Capita Income: \$23,500 (2005)

2005 FBI Crime Index Property: 22,056

2005 FBI Crime Index Violent: 2,327

Major Colleges and Universities: University of Nebraska at Omaha, Creighton University, University of Nebraska Medical Center

Daily Newspaper: *The Omaha World-Herald*

■ Introduction

Omaha, the seat of Douglas County, is the focus of a metropolitan statistical area that includes Douglas, Sarpy, Cass, and Washington counties in Nebraska and Pottawattamie County in Iowa. The city's development as a railroad center was augmented by the Union Stockyards and the meat-packing industry. Throughout its history Omaha has benefited from the civic commitment of its citizens. Father Edward J. Flanagan's establishment of Boys Town in the Omaha area brought national recognition to the plight of homeless children. Today, Omaha is an insurance and telecommunications center, home to the U.S. Air Force Strategic Command, and notable for its inexpensive housing, good schools, and relatively few social and environmental problems. The downtown is vibrant and growing and the business climate is thriving, as recognized by *Forbes* magazine's nineteenth-place ranking in its "Best City for Business and Careers" list in 2007.

■ Geography and Climate

Omaha is located on the bank of the Missouri River and is surrounded by rolling hills. The area's continental climate, which produces warm summers and cold, dry winters, is influenced by its position between two zones: the humid east and the dry west. Low pressure systems crossing the country also affect the weather in Omaha, causing periodic and rapid changes, especially in the

winter. An annual average of 31 inches of snow falls during Omaha's winters, which are relatively cold. Sunshine occurs 50 percent of the possible time in the winter and 75 percent in the summer.

Area: 118.88 square miles (2000)

Elevation: ranges from 965 to 1,300 feet above sea level

Average Temperatures: January, 22.4° F; July, 75.6° F; annual average, 50.9° F

Average Annual Precipitation: 30.08 inches of rain; 31.2 inches of snow

■ History

Omaha Furthers Westward Expansion

The first people to live in the area surrounding present-day Omaha were the Otoe, Missouri, and Omaha tribes, who roamed and hunted along the Missouri River, which divides Iowa and Nebraska. The Mahas, a Nebraska plains tribe, lived where Omaha now stands. Meriwether Lewis and William Clark, on their mission to chart the Louisiana Purchase, reached the future site of Omaha in the summer of 1804, and held council with Otoe and Missouri Native Americans. As early as the War of 1812, Manuel Lisa established a fur-trading post in the area.

Mormon pioneers set up camp in Florence, a small settlement north of Omaha, in the winter of 1846 to 1847. Six hundred residents died during that harsh winter, and the Mormon Pioneer Cemetery today contains a monument by sculptor Avard Fairbanks that marks the tragedy. Florence, later annexed by Omaha, served for years as a Mormon way station in the westward journey to Utah. Omaha served as the eastern terminus and outfitting center for pioneers headed to the west to find their fortune in the California gold fields or to settle available, inexpensive land.

A rush for land officially began in the area on June 24, 1854, when a treaty with the Omaha Native Americans was concluded. The Council Bluffs & Nebraska Ferry Company, the town's founders, named the new town Omaha, from the Maha word meaning "above all others upon a stream" or "up-river people." When it seemed likely that a Pacific Railroad line was to be constructed out of Omaha, the new town was proposed as the site of the future state capital. The first territorial legislature did meet in Omaha on January 16, 1855. Omaha was incorporated in 1857, but Lincoln was designated the capital when Nebraska was admitted to the Union in 1867.

Rail Transport Establishes Omaha's Future

The city's early years were full of incidents that prompted the administering of so-called frontier justice, including lynchings, fist and gun fights, and an arbitration body

calling itself the Claim Club. Ignoring Federal land laws in favor of local interpretations, the Claim Club went so far as to construct a house on wheels that could be used to protect the claims of people in need of a home to retain possession of the land. The U.S. Supreme Court in later rulings decided not to go against land title disputes made during this colorful but lawless time.

The fortunes of Omaha took a positive turn when President Abraham Lincoln selected Council Bluffs, Iowa, for the terminus of the Pacific Railroad, which was subsequently relocated on Omaha's side of the Missouri River. Actual construction began in 1863, the first step in Omaha's development into one of the nation's largest railroad centers.

The historic trial that gave Native Americans their citizenship took place in Omaha and was decided by Judge Elmer Dundy of the U.S. District Court for Nebraska on May 12, 1879; the case is known as *Standing Bear v. Crook*. The Poncas, after accepting a reservation in southeastern South Dakota, decided to return to their homeland. Led by Chief Standing Bear, they were arrested by a detachment of guards sent by Brigadier General George Crook, commander of the Department of the Platte, who was based at Ft. Omaha. General Crook, a veteran fighter in the Indian campaigns, was nonetheless an advocate of fair treatment of Indians. He cooperated fully in the trial, and some evidence indicates he even instigated the suit. Thomas Henry Tibbles, an editor of the *Omaha Daily Herald*, publicized the case nationwide, focusing attention on Omaha and on the humanitarian sentiments of General Crook and himself, an abolitionist-turned-journalist.

Meatpacking Industry Spurs New Growth

The establishment of the Union Stockyards and the great packing houses in the 1880s invigorated the Omaha economy and drew to the city immigrants from Southern Europe and an assortment of colorful individuals who figured prominently in the city's growth. After a flood in 1881, residents relocated to the other side of the Missouri River, triggering another real estate boom. Fifty-two brickyards were by that time in operation, producing more than 150 million bricks each year. Omaha's first skyscraper, the New York Life Insurance Building (renamed the Omaha Building in 1909), dates from this era.

The Knights of Ak-Sar-Ben (Nebraska spelled backwards), Omaha's leading civic organization, was created in 1895 to promote the city; they organized the Trans-Mississippi and International Exposition in 1898, bringing more than one million people to a city of less than 100,000 in a year-long event. The Omaha Grain Exchange was established at the turn of the century, helping the city develop as a grain market. Agriculture has proved to be the city's economic base, augmented by insurance.

Father Edward J. Flanagan founded Boys Town in the Omaha area in 1917 with 90 dollars he borrowed and with the philosophy that “there is no such thing as a bad boy.” This internationally famous boys’ home, which was incorporated as a village in 1936, is located west of the city and now provides a home for boys and girls alike. After World War II, Omaha native and aviation pioneer Arthur C. Storz, son of brewing giant Gottlieb Storz, lobbied to have Omaha designated the headquarters of the U.S. Air Force. Today, Omaha’s Offutt Air Force Base serves as headquarters of the Strategic Command, or USSTRATCOM.

Telecommunications Replaces Meatpacking

During the 1980s, while other cities were trying to attract industries, Omaha began a highly successful campaign to attract telecommunications companies. Promoting advantages like cheap real estate, comparatively low wage and cost of living, and its educated and reliable work force, Omaha succeeded to the point that by 1991 its number of telecommunications jobs was more than twice the number of meatpacking jobs. Omaha is also home to several of the nation’s largest telemarketers.

Downtown Growth in the 2000s

Omaha’s community leaders have addressed the need for growth within the city by implementing a \$2 billion downtown development plan including condominiums and townhouses along with considerable business growth. A new Hilton Hotel accompanies the expansive Qwest Center Omaha that opened in 2003. The commitment to Omaha’s healthy business environment is reflected in several recognitions, such as its inclusion on *Entrepreneur* magazine’s list of 20 best cities for small business.

Historical Information: Douglas County Historical Society Library/Archives Center, 5730 N. 30 St., #11B, Omaha, NE 68111-1657; telephone (402)451-1013; fax (402)453-9448; email archivist@omahahistory.org

■ Population Profile

Metropolitan Area Residents

1980: 585,122
 1990: 618,262
 2000: 716,998
 2006 estimate: 822,549
 Percent change, 1990–2000: 16.0%
 U.S. rank in 1980: 57th
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 60th

City Residents

1980: 314,255

1990: 344,463
 2000: 390,007
 2006 estimate: 419,545
 Percent change, 1990–2000: 13.2%
 U.S. rank in 1980: 48th
 U.S. rank in 1990: 48th
 U.S. rank in 2000: 53rd

Density: 3,370.7 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 288,708
 Black: 50,452
 American Indian and Alaska Native: 1,944
 Asian: 6,971
 Native Hawaiian and Pacific Islander: 125
 Hispanic or Latino (may be of any race): 39,674
 Other: 17,352

Percent of residents born in state: 60.1% (2000)

Age characteristics (2005)

Population under 5 years old: 27,502
 Population 5 to 9 years old: 24,853
 Population 10 to 14 years old: 26,202
 Population 15 to 19 years old: 24,097
 Population 20 to 24 years old: 30,393
 Population 25 to 34 years old: 56,428
 Population 35 to 44 years old: 52,361
 Population 45 to 54 years old: 52,828
 Population 55 to 59 years old: 20,781
 Population 60 to 64 years old: 16,141
 Population 65 to 74 years old: 20,935
 Population 75 to 84 years old: 15,416
 Population 85 years and older: 5,278
 Median age: 34.1 years

Births (2006, MSA)

Total number: 13,121

Deaths (2006, MSA)

Total number: 5,979

Money income (2005)

Per capita income: \$23,500
 Median household income: \$40,484
 Total households: 156,292

Number of households with income of...

less than \$10,000: 17,160
 \$10,000 to \$14,999: 9,882
 \$15,000 to \$24,999: 20,932
 \$25,000 to \$34,999: 19,979
 \$35,000 to \$49,999: 25,793
 \$50,000 to \$74,999: 29,380



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\$75,000 to \$99,999: 15,782
\$100,000 to \$149,999: 11,391
\$150,000 to \$199,999: 2,950
\$200,000 or more: 3,043

Percent of families below poverty level: 10.3% (2005)

2005 FBI Crime Index Property: 22,056

2005 FBI Crime Index Violent: 2,327

■ Municipal Government

The city of Omaha operates under a mayor-council form of government. The mayor, who does not serve on the council, and seven council members are all elected to four-year terms.

Head Official: Mayor Mike Fahey (D) (since 2001; current term expires 2009)

Total Number of City Employees: 4,000 (2007)

City Information: Mayor's Office, 1819 Farnam St., Ste. 300, Omaha, NE 68183; telephone (402)444-5000; email mfahey@ci.omaha.ne.us

■ Economy

Major Industries and Commercial Activity

In 2005 Omaha was listed among "America's 50 Hottest Cities" for business expansion by *Expansion Management* magazine. There are more than 20,900 business establishments in the metro area. Omaha is home to five Fortune 500 companies: ConAgra, Peter Kiewit Sons, Berkshire Hathaway, Union Pacific, and Mutual of Omaha. More than 30 other Fortune 500 companies have manufacturing plants in the metropolitan area.

Omaha is an important center for the insurance industry, with a number of companies headquartered in the area. More than half of the approximately two dozen telemarketing/direct response/reservation centers operating in Omaha also have their corporate headquarters located in the metropolitan area. Many other large firms have their headquarters in Omaha, including Lozier Corporation, First Data Corp., ITI Marketing Services, Omaha Steaks International, Pamida, Oriental Trading Company, Valmont Industries, Inc., and Godfather's Pizza, Inc.

The Omaha economy is well diversified, with no industry sector accounting for more than a third of total employment. Omaha's highest concentration of

employment is in trade, transportation, and utilities (at nearly 22 percent) with strong showings in education and health services as well as professional and business services. This is offset by a relatively smaller share of total employment in the manufacturing, construction and mining, and information sectors.

Items and goods produced: a variety of food items from raw products like meat and flour to finished consumer goods like frozen dinners and cereal; irrigation equipment; phone apparatus; store fixtures; hydraulic motors and pumps; paper boxes and packaging materials; furniture; computer components

Incentive Programs—New and Existing Companies

Local programs: Assisting in the expansion of new and existing businesses at the local level are the Small Business Council, the Omaha Small Business Network, Inc., and the Omaha Regional Minority Purchasing Council. Among other finance programs are community development block grants, improvement financing, industrial development revenue bonds, and a range of local and state tax credits.

State programs: Qualified Omaha businesses can take advantage of state and local programs such as the Nebraska Business and Development Center and the Procurement Technical Assistance Center, which provide technical and research assistance. Invest Nebraska partners with the state of Nebraska along with other donors to introduce entrepreneurs to individual investors and venture capital firms. Federal and state programs include the Nebraska Investment Finance Authority (NIFA), various Small Business Administration loans, the Nebraska Research and Development Authority, the Small Business Innovation Research Program (SBIR), and the Urban Development Action Grant. Nebraska Advantage is a five-tiered program designed to create new jobs and increase statewide investment.

The state of Nebraska has emphasized its commitment to revitalized economic growth in all parts of the state with a series of laws designed to make the state an even better place to do business. Firms can now earn a series of tax credits and refunds for investment and new job creation through the provisions of the Employment and Investment Growth Act (LB 775), as well as the Employment Expansion and Investment Incentive Act (LB 270), the Enterprise Zone Act (LB 725), the Quality Jobs Act (LB 829), Incentive Electric Rates (LB 828), and the Nebraska Redevelopment Act (LB 830).

Job training programs: Community Development Resources (CDR) offers a variety of training and workshops for both profit and nonprofit businesses. For manufacturing firms, the Nebraska Department of Economic Development facilitates a Customized Job Training Program for eligible

companies and disperses job training grants. The Nebraska Worker Training Program works to update the skills of existing employees and awards grants quarterly.

Development Projects

As of 2007 over \$2 billion dollars had been invested in downtown Omaha for the ongoing Riverfront Development project. Work began in 1999 on the 33-block redevelopment area. The spring of 2004 saw the debut of the \$66 million, 450-room Hilton Hotel that is attached to the Qwest Center Omaha by an elevated walkway. Work began in 2006 on the \$22 million Missouri River pedestrian bridge. Upon its scheduled completion in late 2008, the bridge was expected to be one of the largest of its kind in the world. In 2007 a new baseball stadium, intended to host the College World Series, was awaiting taxpayer approval.

The North Omaha Development Project, begun in 2006, is a plan for the economic development of the area, with a focus on attracting private investors. In 2007 more than \$750,000 dollars of philanthropic donations had been committed to the project. Destination Midtown, a similar project, was begun in 2003 to help encourage private investment and commercial development. Proposed changes in the 3.6-mile area included transportation improvements/traffic flow management.

Economic Development Information: Economic Development Council, Greater Omaha Chamber of Commerce, 1301 Harney St., Omaha, NE 68102; telephone (402)346-5905; toll-free (800)852-2622

Commercial Shipping

More than 135 million pounds of cargo passed through Eppley Airfield in 2006. An international point of entry with access to a Foreign Trade Zone, it is served by eight air freight carriers. The Union Pacific and several other major railroads provide freight service that is coordinated with many of the trucking companies serving the metropolitan area.

Labor Force and Employment Outlook

The Omaha labor force is described as highly productive, possessing an old-fashioned work ethic, and lacking a regional accent, so workers are considered excellent for the phone operations and high-technology jobs proliferating there. In 2005 Omaha was ranked among the top 25 cities for “Best Educated Workforce” by *Business Facilities*. However, the workforce does suffer from wage rates that are well below the national average.

In September 2007 the unemployment rate stood at 3.1 percent, below the national average and down from ten year highs topping 5 percent in 2005. Between 1997 and 2007 the labor force in the Omaha metropolitan statistical area grew from 409,771 to 450,944.

The following is a summary of data regarding the Omaha-Council Bluffs NE-IA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 458,600

Number of workers employed in . . .

- construction and mining: 26,900
- manufacturing: 32,900
- trade, transportation and utilities: 99,300
- information: 12,900
- financial activities: 37,900
- professional and business services: 62,900
- educational and health services: 65,300
- leisure and hospitality: 43,200
- other services: 16,500
- government: 60,800

Average hourly earnings of production workers employed in manufacturing: \$17.05

Unemployment rate: 3.6% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Offutt Air Force Base	Not available
Alegent Health	Not available
Omaha Public Schools	Not available
Methodist Health System	Not available
First Data Corp.	Not available
First National Bank	Not available
Union Pacific Corporation	Not available
University of Nebraska Medical Center	Not available
Mutual of Omaha Insurance	Not available
The Nebraska Medical Center	Not available

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$255,321

2007 (1st quarter) ACCRA Cost of Living Index: 89.1

State income tax rate: 2.56% to 6.84%

State sales tax rate: 5.5%

Local income tax rate: None

Local sales tax rate: 1.5%

Property tax rate: \$1.85460 to \$2.39067 per \$100 of assessed valuation (2004)

Economic Information: Greater Omaha Chamber of Commerce, 1301 Harney St., Omaha, NE 68102; telephone (402)346-5000; fax (402)346-7050; email info@omahachamber.org

■ **Education and Research**

Elementary and Secondary Schools

Omaha Public Schools district is the largest elementary and secondary public education system in Nebraska. A nonpartisan, twelve-member board of education appoints a superintendent. Approximately sixty percent of high-school graduates in the district pursue post-secondary education. District teachers boast an average of 11.7 years of experience and 43 percent hold advanced degrees. The district offers a “school choice” program. There are magnet schools options at the elementary, junior, and high school levels, for students interested in mathematics, technology, the arts, and international studies. Several magnet schools also offer programs in Spanish.

The following is a summary of data regarding the Omaha Public Schools as of the 2005–2006 school year.

Total enrollment: 136,081

Number of facilities

- elementary schools: 60
- junior high/middle schools: 11
- senior high schools: 8
- other: 5

Student/teacher ratio: 14.8:1

Teacher salaries (2005–06)

- elementary median: \$44,460
- junior high/middle median: \$44,880
- secondary median: \$42,040

Funding per pupil: \$7,486

An extensive parochial school system as well as a number of private schools provide complete curricula, including religious instruction, for students in kindergarten through twelfth grade. The most notable private institution is Boys Town, a residential facility founded in 1917 as the “city of little men” by Father Edward J. Flanagan.

Public Schools Information: Omaha Public Schools, 3215 Cuming St., Omaha, NE 68131-2024; telephone (402)557-2222

Colleges and Universities

The University of Nebraska at Omaha, with an enrollment of 15,000 students, awards graduate and undergraduate degrees in nearly 200 fields, including business,

chemistry, engineering, social work, criminal justice, elementary education, and fine and dramatic arts. Affiliated with the university is the University of Nebraska Medical Center, which offers programs at all degree levels from associate to doctorate in areas that include dental hygiene, dentistry, medical technology, medicine, nuclear medicine technology, nursing, pharmacy, physical therapy, physician's assistant, radiation technology, and radiological technology.

Awarding associate through doctorate degrees, Creighton University is one of 28 Jesuit institutions nationwide. The private institution has colleges of arts and sciences and business administration and schools of law, nursing, pharmacy and allied health, dentistry, medicine, and graduate study and an annual enrollment of more than 6,500 students. Creighton was ranked first among master's-level institutions in the Midwest by *U.S. News and World Report* in 2008. Opened in 1943, Grace University is a private school with some 500 enrollees. Among the colleges located in the Omaha area are the College of Saint Mary (a Catholic women's college with approximately 1,000 attendees) and Metropolitan Community College (with 27,179 credit students and 17,333 non-credit students). Area vocational schools offer specialized and technical training.

Libraries and Research Centers

The Omaha Public Library operates a main downtown facility, the W. Dale Clark Library (built in 1976), and ten branches while also providing services for the hearing- and visually-impaired. With holdings of approximately 800,000 volumes, plus videos, music cassette tapes, and compact discs, the library is also a depository for federal and state documents. The library maintains several special digital collections, including "TransMiss Expo of 1898," "Nebraska Memories," and "Early Omaha." Extensive main and departmental libraries are located on the campuses of all colleges and universities in the city. The University Library at the University of Nebraska at Omaha consists of 700,000 print volumes, over 2,300 print subscriptions, music recordings, videos, and extensive electronic holdings. Special collections include the Arthur Paul Afghanistan collection. Other libraries in Omaha are associated with government agencies, corporations, hospitals, religious groups, arts organizations, and the local newspaper.

Research centers affiliated with Omaha-area colleges and universities conduct studies in such fields as cancer, allergies, gerontology, human genetics, and neonatology. Founded in 1960, the Eppley Institute for Research in Cancer and Allied Diseases is funded by the National Cancer Institute and housed at the University of Nebraska Medical Center. It conducts research programs in biochemistry, biology, chemistry, immunology, nutrition, pathology, pharmacology, and virology.

Public Library Information: Omaha Public Library, 215 S 15th St., Omaha, NE 68102; telephone (402)444-4800; email webdesk@omaha.lib.ne.us

■ Health Care

The health care industry is one of Omaha's largest employers. The city is a center for medical education and research, with medical schools at Creighton University and the University of Nebraska Medical Center, a dental school, and a number of schools of nursing.

St. Joseph Hospital is the teaching hospital for the Creighton University School of Medicine, specializing in renal dialysis, metabolic research, cardiac diagnosis and treatment, and cancer care. Adjacent to St. Joseph is the Boys Town National Research Hospital, a national diagnostic, treatment, and research facility for children with hearing, speech, or learning disorders. Boys Town serves about 36,000 patients each year. The University of Nebraska Medical Center, the teaching hospital for the University of Nebraska School of Medicine, operates units for pediatric cardiology, cancer therapy, and high-risk newborn care, and a pain rehabilitation institute. The Medical Center also includes centers for women's health and genetics. Alegent Health's Lakeside Hospital opened in fall 2004 and is a 45-bed acute care facility. The facility has been dubbed a "smart hospital," which means that it has all wireless technology, a filmless/paperless environment and a cutting edge all-digital diagnostic center.

■ Recreation

Sightseeing

Omaha received national attention when the Hollywood movie "Boys Town," starring Spencer Tracy and Mickey Rooney, was released in 1938. Today Tracy's Academy Award Oscar is on display in the Hall of History Museum on the Boys Town campus. The Hall traces the history of the country's most famous institution for the care of home-less children, presenting exhibits on the history of juvenile delinquency and of social programs designed to address it.

The PhilaMatic Museum exhibits stamp, coin, and currency collections for the hobbyist. General Crook House, a restored Victorian house on the grounds of Ft. Omaha, was the home of General George Crook, head of the Army of the Platte, who gained fame for his testimony in the trial of Chief Standing Bear. The Gerald Ford Birthplace, an outdoor park and rose garden, contains a replica of the home where former President Ford was born as well as memorabilia from his White House years and is often used for weddings.

The U.S. Air Force Strategic Air Command Museum, located in nearby Ashland, charts the history of the United States Air Force in indoor and outdoor exhibits; the \$29.5-million museum displays more than thirty vintage and modern airplanes year round, in addition to four missiles. The Henry Doorly Zoo attracts about 1.6 million visitors annually. Species include rare white Siberian tigers. The zoo's aviary is the second largest in the world with 500 exotic species, and its indoor rain forest is the world's largest. The Lied Jungle at the zoo, winner of *Time* magazine's 1992 design award, was described by the magazine as "architecturally stupendous . . . and zoologically thrilling." It features a half-mile maze of trails offering views of exotica such as Malayan tapirs and pygmy hippos in an authentic rain forest atmosphere. In 2002 an indoor desert, the world's largest, was constructed and features plant and animal life from deserts in Africa, Australia, and the United States. The Mutual of Omaha Wild Kingdom wildlife pavilion presents the theme of animal adaptation for survival. Ak-Sar-Ben Aquarium, the only aquarium between Chicago and the West Coast, is open year-round and exhibits 50 species of fresh-water fish.

The Mutual of Omaha Dome exhibits memorabilia from the Mutual of Omaha's "Wild Kingdom" television program; the Dome is an underground facility topped by a large glass dome. Completely redesigned, the Union Pacific Railroad Museum at the Union Pacific Railroad's headquarters building traces the history of the company's railroad.

Twenty-five miles north of Omaha, the 7,800-acre DeSoto Bend National Wildlife Refuge offers opportunities in the spring and fall to view thousands of migrating birds that use the Missouri Valley flyway for their seasonal migration. Fontenelle Forest in North Bellevue is a 1,300-acre sylvan area within the city. Peony Park, Nebraska's largest amusement park, combines amusement park rides, shows in an outdoor amphitheater, and the state's largest swimming pool.

Arts and Culture

Omaha Community Playhouse, founded in 1924, is one of the nation's largest and most recognized community theaters—whose alumni include Henry Fonda and Dorothy McGuire—and schedules year-round productions. Main-stage productions as well as studio and experimental theater are presented in what is physically the largest amateur theater facility in the country. Omaha Theater Company for Young People is a professional company offering original adaptations of classic children's literature.

The Omaha Symphony plays a season of classical, pop, and chamber music; and Opera Omaha sponsors three productions annually. Incorporated in 2000, the Omaha Chamber Music Society performs a summer concert series along with monthly "Music at Midday"

concerts. The Tuesday Musical Concert Series brings internationally-known classical musicians to the Holland Performing Arts Center.

The Joslyn Art Museum, built in 1931 in honor of business leader George Joslyn, is an Art Deco facility on three levels that houses a permanent collection emphasizing European, American, and Western art. The Durham Western Heritage Museum is housed in the restored Union Station depot. The museum charts the city's history from pioneer days to the 1950s and features a vintage soda fountain manned by volunteer soda jerks. The Great Plains Black History Museum chronicles the contributions and achievements of African Americans in the Midwest. Designed for children to interact with the exhibits, the Omaha Children's Museum features art projects that complement the displays. John Raimondi's *Dance of the Cranes* at Eppley Airfield, the largest bronze sculpture in North America, is a five-story, 15-ton sculpture depicting sandhill cranes in a ritual dance.

Festivals and Holidays

Omaha sponsors festivals and special indoor and outdoor events year round. The major cultural institutions of the city host many of these festivals in honor of the city's heritage. During the second weekend in February a softball tournament held throughout the city raises money for the March of Dimes. In mid-March Triumph of Agriculture Exposition, one of the largest farm equipment shows in the world, draws participants to the Qwest Convention Center.

Nearly 200 artists and crafters are featured at the Summer Arts Festival, held at the Gene Leahy Mall for three days in late June. The Nebraska Shakespeare Festival is presented outdoors in Elmwood Park on weekends through June and July. In August the Offutt Air Force Base open house and air show enjoys the participation of the 55th Strategic Reconnaissance Wing. The Omaha Federation of Labor sponsors Septemberfest in honor of Omaha's working men and women over Labor Day weekend at the Qwest Center. This is also when La Festa Italiana brings music, dance, and food to a celebration at Roncalli High School.

Ak-Sar-Ben Rodeo and Livestock Exposition in October is the world's largest 4-H livestock show; the rodeo attracts the nation's top rodeo competitors. Dickens in the Market takes place the first weekend in December at Old Market and features costumed entertainers performing holiday music and vignettes of Charles Dickens' novels.

Sports for the Spectator

Omaha hosts the National Collegiate Athletic Association (NCAA) college baseball World Series each June at Rosenblatt Stadium. The Omaha Royals, the Triple-A

farm team of professional baseball's American League Kansas City Royals, play their home season at Rosenblatt Stadium. Bluffs Run in Council Bluffs offers greyhound dog racing with individual televisions in the clubhouse for viewing each race.

Late-model stock car racing takes place at Little Sunset Speedway at the I-80 Speedway from May through October. College sports are played by the Creighton Bluejays and the University of Nebraska at Omaha Mavericks; the Mavericks rank high among the nation's most competitive wrestling teams. In 2008 the city is scheduled to play host to the U.S. Olympic Trials in swimming.

Sports for the Participant

The Omaha Parks and Recreation Department administers more than 200 city parks on 8,300 acres of land, two ice arenas, 14 neighborhood recreation centers, and various recreational leagues. The most popular is the summer softball program; Omaha claims the title of "Softball Capital of the World" with approximately 2,500 teams and 60 fields. The metropolitan area boasts around 50 golf courses and nearly 20 public pools along with several private pools, outdoor and indoor tennis courts, and facilities for hockey and ice skating. One downhill skiing facility operates in nearby Crescent, Iowa, though the area's relative flatness lends well to cross-country skiing trails at Elmwood Park and N.P. Dodge Park.

Shopping and Dining

Omaha's Old Market in its earliest days was a warehouse district where pioneers purchased the goods they needed for the journey to the West. In 1968 Old Market began renovation, first converting to an artists' colony; today it is a thriving shopping and restaurant district as well as a fruit and vegetable marketplace. A number of downtown locations have been renovated into malls as part of the revitalization of Omaha's downtown commercial district. The Crossroads Mall and Oak View Mall both house around 100 stores. Omaha claims the largest independent jewelry store in the United States. Possibly the city's most visited store is the Nebraska Furniture Mart, which records the nation's largest volume of furniture sales.

Some of the best beefsteaks in the world are served in Omaha restaurants; the city is also noted for catfish caught in the Missouri River, and for Continental, French, East Indian, and Creole cuisine. *Food and Wine* magazine named Omaha's Le Cafe de Paris a "Distinguished Restaurant of North America." "Runza," a dough pocket filled with ground beef and cabbage, is a local specialty served at Runza Hut. Godfather's Pizza, one of the largest pizza chains in the country, originated in Omaha.

Visitor Information: Greater Omaha Convention & Visitors Bureau, 1001 Farnam-on-the-Mall., Ste. 200, Omaha, NE 68102; telephone (402)444-4660; toll-free (866)937-6624; fax (402)444-4511

■ Convention Facilities

Centrally located downtown, within easy access of sightseeing, entertainment, shopping, dining, and lodging, the Omaha Civic Auditorium is a popular site for regional events as well as national conventions, trade shows, and meetings. The main exhibition hall, with 43,400 square feet of space, can be partitioned into separate meeting rooms. The Omaha Civic Auditorium seats up to 9,300 for sporting events and 10,960 for concerts. The multipurpose, 25,000-square-foot convention hall, providing space for 176 booths, hosts banquets and large meetings.

In 2003 the Qwest Center Omaha debuted with its 194,000-square-foot exhibition hall (that can be divided into three separate spaces) and 17,000-seat arena. Set on 422 acres and highlighted by a 31,000-square-foot ballroom, the center also has 12 meeting rooms with seating ranging from 71 to 503 guests. The Qwest Center connects to the 450-room Hilton Omaha.

The Peter Kiewit Conference Center, located in the new mall area, is operated by the College of Continuing Studies of the University of Nebraska at Omaha. Accommodations at the 192,000-square-foot facility include an auditorium with a seating capacity of more than 500 people, 18 meeting rooms for groups of 5 to 500 people, dining and catering service, and teleconferencing and computer access. Additional convention and meeting facilities are available at two clusters of hotels at 72nd and Grover streets and 108th and L streets; some of these, including the Holiday Inn Convention Center, offer a selection of meeting rooms for functions involving from 35 to 1,800 participants. There are over 10,000 hotel rooms in Omaha.

Convention Information: Greater Omaha Convention & Visitors Bureau, 1001 Farnam St., Ste. 200, Omaha, NE 68102; telephone (402)444-4660; toll-free (866)937-6624; fax (402)444-4511

■ Transportation

Approaching the City

The terminal at Eppley Airfield, four miles northeast of downtown Omaha, is served by twenty-two jet service air carriers and one commuter air carrier with direct flights to twenty cities and connecting flights to points throughout the world. Located on 2,650 square feet of land, it served 4.2 million passengers in 2006. Several general aviation airports in the metropolitan area are open to the public.

Principal highway routes providing access to the Omaha metropolitan area are I-80 and I-29; U.S. 6, 30, 75, and 275; and Nebraska 36, 38, 50, 64, 85, 92, 131, 133, and 370.

Traveling in the City

Omaha's streets are arranged in a grid pattern, with Dodge Street dividing the city into north and south sectors. Streets running north-south are numbered; east-west streets are named. Public bus transportation is provided by Metro Area Transit (MAT), which operates routes in Omaha, Council Bluffs, Bellevue, Papillion, Ralston, Boys Town, Carter Lake, La Vista, and Northeast Sarpy County. MAT schedules morning and evening express service; reduced fares for students and senior and handicapped passengers are available.

■ Communications

Newspapers and Magazines

Omaha's daily newspaper is *The Omaha World-Herald*, published daily. Several special-interest newspapers and magazines are also published in Omaha. Among them are *The Catholic Voice* and *Jewish Press*. The weekly *Midlands Business Journal* presents local business information on a weekly basis.

Television and Radio

Television stations broadcasting from Omaha include affiliates of CBS, Fox, PBS, ABC, and NBC; two additional channels are received from Lincoln. Several companies supply cable television service to the metropolitan area. Radio programming that includes a range of musical

formats such as rock, classical, jazz, and religious, as well as educational, information, and news features, is provided by the more than thirty AM and FM stations available in Omaha.

Media Information: *Omaha World-Herald*, 1334 Dodge St., Omaha, NE 68102; telephone (402)444-1000

Omaha Online

- City of Omaha Home Page. Available www.ci.omaha.ne.us
- Greater Omaha Chamber of Commerce. Available www.accessomaha.com
- Omaha Convention and Visitors Bureau. Available www.visitomaha.com
- Omaha by Design community development home page. Available www.livelyomaha.org
- Omaha Public Library. Available www.omaha.lib.ne.us
- Omaha Public Schools. Available www.ops.org
- Omaha World-Herald*. Available www.omaha.com

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- Larsen, Lawrence H., and Barbara J. Cottrell, *The Gate City: A History of Omaha* (Lincoln, NE: University of Nebraska Press, 1997)
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North Dakota

Bismarck...395

Fargo...405

Grand Forks...415



The State in Brief

Nickname: Flickertail State; Sioux State; Peace Garden State

Motto: Liberty and Union, now and forever, one and inseparable

Flower: Wild prairie rose

Bird: Western meadowlark

Area: 70,699 square miles (2000; U.S. rank 19th)

Elevation: Ranges from 750 feet to 3,506 feet above sea level

Climate: Continental, with a wide variety of temperatures; brief, hot summers; winter blizzards; semi-arid in the west and 22 inches average rainfall in the east

Admitted to Union: November 2, 1889

Capital: Bismarck

Head Official: Governor John Hoeven (R) (until 2008)

Population

1980: 653,000

1990: 638,800

2000: 642,200

2006 estimate: 635,867

Percent change, 1990–2000: 0.5%

U.S. rank in 2006: 48th

Percent of residents born in state: 71.05% (2006)

Density: 9.2 people per square mile (2006)

2006 FBI Crime Index Total: 13,532

Racial and Ethnic Characteristics (2006)

White: 578,919

Black or African American: 5,999

American Indian and Alaska Native: 33,219

Asian: 4,348

Native Hawaiian and Pacific Islander: 241

Hispanic or Latino (may be of any race): 9,332

Other: 4,775

Age Characteristics (2006)

Population under 5 years old: 39,094

Population 5 to 19 years old: 129,629

Percent of population 65 years and over: 14.6%

Median age: 37.1

Vital Statistics

Total number of births (2006): 8,380

Total number of deaths (2006): 5,886

AIDS cases reported through 2005: 140

Economy

Major industries: Agriculture, manufacturing, mining

Unemployment rate (2006): 3.3%

Per capita income (2006): \$22,619

Median household income (2006): \$41,919

Percentage of persons below poverty level (2006): 11.4%

Income tax rate: 2.1% to 5.54%

Sales tax rate: 5.0%



Bismarck

■ The City in Brief

Founded: 1871 (incorporated 1875)

Head Official: Mayor John Warford (since 2002)

City Population

1980: 44,485

1990: 49,256

2000: 55,532

2006 estimate: 58,333

Percent change, 1990–2000: 11.1%

U.S. rank in 1980: Not available

U.S. rank in 1990: 527th

U.S. rank in 2000: 620th

Metropolitan Area Population

1980: 54,811 (Burleigh County)

1990: 83,831 (MSA)

2000: 94,719 (MSA)

2006 estimate: 101,138

Percent change, 1990–2000: 13.0%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 260th

Area: 27.0 square miles (2000)

Elevation: 1,700 feet above sea level

Average Annual Temperatures: January, 10.2° F; July, 70.4° F; annual average, 42.3° F

Average Annual Precipitation: 16.84 inches of rain; 44.3 inches of snow

Major Economic Sectors: Services, trade, transportation, energy, government

Unemployment Rate: 3.2% (June 2007)

Per Capita Income: \$20,789 (1999)

2005 FBI Crime Index Property: 1,488

2005 FBI Crime Index Violent: 51

Major Colleges and Universities: Bismarck State College, University of Mary, University of North Dakota School of Medicine, United Tribes Training College

Daily Newspaper: *The Bismarck Tribune*

■ Introduction

Bismarck, the capital of North Dakota, seat of Burleigh County, and part of the metropolitan statistical area that also includes Mandan, is known as the hub city for the Lewis and Clark Trail. Since the time that Meriwether Lewis and William Clark explored the region's rolling plains in 1804–1805, the Bismarck region has remained a center for outdoor adventures, from hiking and canoeing to mountain biking and boating, offering some of the finest fishing and hunting opportunities in the country. It is also recognized as the region's business, cultural, and financial center.

■ Geography and Climate

Bismarck is located on the east bank of the Missouri River in south-central North Dakota. It is situated on butte-like hills overlooking the river, and lies within one of the country's leading wheat-producing areas. North Dakota's climate is continental and fairly uniform throughout; the Bismarck region is temperate with moderate rainfall. Winters are long and severe; summers are short but favorable for agriculture because of the long hours of sunshine.

Area: 27.0 square miles (2000)

Elevation: 1,700 feet above sea level

Average Temperatures: January, 10.2° F; July, 70.4° F; annual average, 42.3° F

Average Annual Precipitation: 16.84 inches of rain; 44.3 inches of snow

■ History

Crossing on the Missouri Exploited by Indians, Whites

Long before white settlement of the Northern Plains began, a natural ford on the site of present-day Bismarck was known to Plains Indian tribes as one of the narrowest and least dangerous crossings on the Missouri River. Stone tools and weapons found in the vicinity indicate that the area was used thousands of years ago by prehistoric big-game hunting tribes. By the time white explorers arrived in the 1700s, those tribes had been displaced by the Mandan and Hidatsa peoples. Unlike nomadic Plains tribes, the Mandan and Hidatsa built fortified towns, raised cultivated plants in settled communities in and around present-day Bismarck, and developed a thriving Northern Plains trading hub.

The Mandan were among the first people on the Plains to be contacted by whites, and relations between them were generally friendly. The first recorded visitor was French explorer Pierre Gaultier de Varennes, Lord de La Verendrye, who discovered Mandan earthen lodges in present-day Bismarck in 1738 while searching for a water route to the Pacific Ocean. Most subsequent contact was with Canadian fur traders, until Lewis and Clark camped with the Mandan in 1804–1805. In the 1820s and 1830s, American traders out of St. Louis, Missouri, began to ply the Missouri River in steamboats and an outpost of the American Fur Company was established near Bismarck. Contact with white traders and white diseases proved nearly fatal to the Mandan; in 1837, the tribe was virtually destroyed by smallpox. By that time, a small white settlement had been established at present-day Bismarck called Crossing on the Missouri, and it thrived in a small way as a port for steamboats carrying military troops and supplies to forts and Indian agencies in the Missouri River basin.

Dakota Territory Opened; Railroad and Gold Spur Settlement

The U.S. Congress organized the Dakota Territory in 1861 (originally consisting of the two present-day Dakotas plus parts of Montana and Wyoming), but white settlement did not begin in earnest until the indigenous tribes had been expelled. In 1871–1872, squatters who anticipated the arrival of Northern Pacific Railway tracks settled at the Crossing on the Missouri. In 1872, Camp Greeley (later Camp Hancock), a military post, was established nearby to protect the railroad crews, and in June 1873, the railroad reached the crossing. It carried

printing presses for the *Bismarck Tribune*, which published its first edition in July 1873; today it is North Dakota's oldest newspaper still publishing. The paper scored its greatest scoop when it was first to publish the story of Custer's last stand at the Little Big Horn in Montana in 1876. Bismarck mourned the loss of Custer and his men, who often left their post at nearby Fort Abraham Lincoln to join in the social life of the town. In 1881 Mandan, Bismarck's sister city, was established across the Missouri River just north of Fort Lincoln.

In 1873, the settlement was renamed Bismarck in honor of the first chancellor of the German Empire. Germans had previously invested in American railroads, and it was hoped that Germany would invest in the financially ailing Northern Pacific. Bismarck's first church service was organized in 1873 by distinguished citizen, author, and suffragette Mrs. Linda Warfel Slaughter, who also started the first school, became the first county school superintendent, and organized the Ladies Historical Society. Bismarck was incorporated in 1875 and began to grow as a steamboat port and, until 1879, as the western terminus of the Northern Pacific Railway. The town attracted rivermen and wood choppers, who supplied personnel and fuel needs for riverboats.

Life in the little town was rugged. River traffic closed in the winter because of low water, and the railroad discontinued operating out of Fargo, North Dakota, into Bismarck until spring, when Bismarck residents might look forward to the flooding of the river. Fires were frequent, thanks to poorly constructed, flimsy homes, tents, and rough wooden buildings lit by kerosene lamps.

In 1874, gold was discovered in the Black Hills of South Dakota. Bismarck experienced its first boom as gold seekers poured in to outfit themselves for the 200-mile trip to Deadwood, South Dakota. Some stayed to take advantage of new business opportunities.

As railroad tracks were laid across America, word spread to the East and to Europe of the rich land of the Plains, suitable for growing wheat and grazing livestock. Men and women came to break the virgin soil and to build sod houses, barns, frame houses, and windmills. Those who settled around Bismarck suffered considerably when the Missouri River flooded in 1881; livestock drowned, homes were destroyed, and wildlife were carried down the river on ice floes. Bismarck residents who lived on higher ground were more fortunate. In 1882, Northern Pacific built a bridge across the Missouri River at Bismarck. While the trains would no longer have to cross the river on barges in the summer and on tracks laid over the ice in the winter, the event marked the end of Bismarck's prominent position as a center for railroad freight transfers.

City Becomes Center for Dakota Government

In 1882 Bismarck replaced Yankton, South Dakota, as the capital of the Dakota Territory, and a second boom began. The price of land skyrocketed, and everyone

believed that Bismarck was on its way to becoming a major population center. It was with high hopes that the cornerstone of the capitol building was laid in 1883 in a gala ceremony that included many prominent figures of the day. Some attendees, such as ex-President U.S. Grant, were members of the Golden Spike Excursion, on their way west to mark the completion of the Northern Pacific Railway. Others present at the ceremony included U.S. congressmen, foreign noblemen, and the Sioux chief Sitting Bull. Despite high hopes for rapid change, Bismarck grew steadily but slowly. Federal and state government offices emerged and it became a center for shipping wheat to Minneapolis. Other businesses flourished, including flour mills, creameries, grain elevators, and the innovative Oscar H. Will Company, specialists in seed corn like that used by the Mandan Indians, as well as several varieties of hardy, drought-resistant plants.

When the Dakota Territory was divided and North and South Dakota entered the Union in 1889, Bismarck became the capitol of North Dakota. As the town developed politically, new buildings went up, including schools, churches, and frame houses to replace sod shanties. By 1890, 43 percent of the population was foreign-born, and mostly comprised of Russians, Germans, Norwegians, Canadians, English, Irish, and Swedes. In 1898 the Northern Pacific freight depot caught fire; the fire spread and destroyed most of downtown Bismarck. However, citizens rallied and the town was quickly rebuilt.

The population around Bismarck swelled in 1903 when thousands of German farmers moved from Wisconsin and began producing dairy products, wool, honey, and corn, all of which were shipped out of Bismarck. In 1909 the Bureau of Indian Affairs opened an Indian boarding school in Bismarck. By 1910 the population had risen to 4,913 people; by 1920 the population was 7,122; and by 1930 it reached 11,090. The population increase was mostly due to farmers moving into town to retire or to look for schools for their children. A drought and an invasion of hordes of grasshoppers in the 1930s destroyed wheat crops and intensified the need to diversify farming in the region.

In December 1930, with the Great Depression and the drought under way, the old capitol building burned down and talk turned to moving the capitol elsewhere. By a popular statewide vote in 1932, it was decided to keep Bismarck as the capital. On October 8, 1932, the cornerstone was laid for a new statehouse.

Manmade Changes Usher in the Modern Era

Bismarck farmers and ranchers benefited from the 1947 construction of the Garrison Dam, 75 miles up the Missouri River. It lessened spring flood danger, but the project remains controversial. Local Indian tribes claim that land was taken from them for the massive project, and environmentalists decry the loss of the natural

shortgrass land and the flooding of countless acres of bottomland. The project was headquartered at Fort Lincoln, and attracted new residents to Bismarck. Sister projects like the Heart Butte Dam and the Dickinson Dam opened up new recreational opportunities to Bismarckers. By 1950, over 18,540 people called Bismarck home.

In 1951, oil was discovered near Tioga, North Dakota. Although it was flowing from wells 200 miles away, it led to the formation of state agencies and oil company offices in Bismarck, and the city became a center for oil leasing activities. Bismarck continued to cope with floods and droughts, but farms thrived because of improved farming methods. Bismarck's population soared to 27,670 people in 1960. During that decade, attention turned to soil and wildlife preservation and water conservation, and new office buildings, a junior college, a conservatory of music, and highways were constructed. Construction continued into the 1970s, when shopping centers and homes were built, and prospects for Bismarck's growth and prosperity looked bright.

Today Bismarck is the center of North Dakota state government and home to an impressive historical museum as well as several colleges, including a unique intertribal college owned and operated by five Native American tribes. A thriving medical, transportation and trade center, Bismarck boasts amenities typically found in much larger cities.

Famous or notorious former residents of Bismarck include poet James W. Foley, author of the official state song and several books including *Prairie Breezes*; Alexander McKenzie, politician, friend of the railroads, and the man credited with moving the Dakota Territory capital to Bismarck; the French-born Marquis de Mores, who hoped to establish a huge meat packing industry in the Badlands, was tried three times in a sensational murder case and found not guilty, and founded the town of Medora, North Dakota, named in honor of his wife; former President Theodore Roosevelt, who owned a cabin in town from 1883 to 1885 when he was a rancher in the Badlands; and General E.A. Williams, first representative from Burleigh County to the Territorial Assembly.

Historical Information: State Historical Society of North Dakota, State Archives & Historical Research Library, Heritage Center, Capitol Grounds, 612 East Boulevard Avenue, Bismarck, ND 58505-0830; telephone(701)328-2666; fax (701)328-3710

■ Population Profile

Metropolitan Area Residents

1980: 54,811 (Burleigh County)
 1990: 83,831 (MSA)
 2000: 94,719 (MSA)



The North Dakota State Capitol building in Bismarck. ©iStockPhoto.com

2006 estimate: 101,138
Percent change, 1990–2000: 13.0%
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: 260th

City Residents

1980: 44,485
1990: 49,256
2000: 55,532
2006 estimate: 58,333
Percent change, 1990–2000: 11.1%
U.S. rank in 1980: Not available
U.S. rank in 1990: 527th
U.S. rank in 2000: 620th

Density: 2,065.2 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 52,634
Black: 156
American Indian and Alaska Native: 1,884
Asian: 251
Native Hawaiian and Pacific Islander: 15
Hispanic or Latino (may be of any race): 415
Other: 95

Percent of residents born in state: 77.4% (2000)

Age characteristics (2000)

Population under 5 years old: 3,356
Population 5 to 9 years old: 3,431
Population 10 to 14 years old: 3,790
Population 15 to 19 years old: 4,308
Population 20 to 24 years old: 4,380
Population 25 to 34 years old: 7,339
Population 35 to 44 years old: 8,842
Population 45 to 54 years old: 7,815
Population 55 to 59 years old: 2,545
Population 60 to 64 years old: 2,084
Population 65 to 74 years old: 3,888
Population 75 to 84 years old: 2,631
Population 85 years and older: 1,123
Median age: 36.5 years

Births (2006, MSA)

Total number: 1,267

Deaths (2006, MSA)

Total number: 680

Money income (1999)

Per capita income: \$20,789

Median household income: \$39,422
Total households: 23,163

Number of households with income of . . .

less than \$10,000: 2,065
\$10,000 to \$14,999: 1,682
\$15,000 to \$24,999: 3,255
\$25,000 to \$34,999: 3,337
\$35,000 to \$49,999: 4,102
\$50,000 to \$74,999: 4,910
\$75,000 to \$99,999: 2,129
\$100,000 to \$149,999: 1,102
\$150,000 to \$199,999: 286
\$200,000 or more: 295

Percent of families below poverty level: 9.4% (1999)

2005 FBI Crime Index Property: 1,488

2005 FBI Crime Index Violent: 51

■ Municipal Government

The city of Bismarck operates under the commission form of government. Four commissioners and a president (who also serves as mayor) are elected at large to four-year terms. The commission meets regularly on the second and fourth Tuesday of each month.

Head Official: Mayor John Warford (since 2002; current term expires 2010)

Total Number of City Employees: 490 (full-time; 2007)

City Information: City/County Office Building, 221 N. 5th Street, P.O. Box 5503, Bismarck, ND 58506-5503; telephone (701)222-6471; fax (701)222-6470

■ Economy

Major Industries and Commercial Activity

Bismarck has a strong, diversified economy that has been continually expanding since the 1980s. As the capital city of North Dakota, it serves as a major hub for government, business and finance; it is also a major distribution center for the agricultural industry. Services and retail trade continue to dominate the local market, together employing more than 50 percent of the non-agricultural workforce.

The state government is Bismarck's largest employer with more than 4,300 workers as of 2007. The health care industry is the second largest industry; MedCenter One and St. Alexius hospitals and their related clinics employ more than 4,200 people. Bismarck Public Schools and the North Dakota federal offices each employ more than 1,000 people.

Items and goods produced: energy (coal, natural gas), food and food products, heavy equipment

Incentive Programs—New and Existing Companies

Local programs: Interest buydowns, reduced interest loans, grants, exemptions, and other financial incentives are available through the Bismarck Vision Fund. Other local sources of funding include micro-loan programs that provide short-term loans of \$15,000 to \$25,000 with a bank turn-down at standard bank rates; the Bismarck Loan Pool, a group of local lending institutions and utilities; Bismarck Industries, Inc., which offers supporting participation in construction or leasing of buildings and equipment purchase; and the Small Business Investment Company, a private investment firm that uses its own funds plus money backed by federal Small Business Administration guarantees to make capital investments in small businesses. The Bismarck-Mandan Development Association can help new and expanding companies negotiate preferred terms or grants from local service providers.

State programs: North Dakota is the only state in the nation to control its own development bank. The Bank of North Dakota (BND) arranges financing for the MATCH program, aimed at attracting financially strong companies to North Dakota via loans and low interest rates. The BND also administers the Business Development Loan Program, for new and existing business with higher risk levels; and the PACE fund, which targets community job development. The North Dakota Development Fund provides “gap financing” to primary sector businesses. The SBA 504 Loan Program offers long-term, fixed asset financing in partnership with private lenders; the borrower provides 10 percent in cash equity. The SBA 7(a) Loan Program is available to small businesses unable to obtain financing in the private credit marketplace.

Job training programs: Job Service North Dakota administers state- and federally-funded workforce training programs including customized training, on-the-job training, occupational upgrading and Workforce 2000 employee training. The North Dakota New Jobs Training Program provides incentives to businesses that create new employment opportunities in the state. Bismarck State College and the University of Mary are both recognized for meeting the needs of Bismarck-area business and industry; both institutions offer scholarships and grants for expanding businesses requiring employee training.

Development Projects

The Capital Area Transit fixed-route public bus system was launched in May 2004. In 2005 the city of Bismarck opened a \$25 million airport terminal; the state-of-the-art facility incorporates high ceilings and glass walls in an “open spaces” concept designed to complement its

prairie setting. In 2007 the city of Bismarck announced plans to develop an intermodal rail service for the Northern Plains Commerce Center.

Economic Development Information: Bismarck/Mandan Chamber of Commerce, 2000 Schafer Street, Bismarck, ND 58501; telephone (701)223-5660; fax (701)255-6125

Commercial Shipping

The city of Bismarck lies at the intersection of Interstate 94 and U.S. Highway 83. Bismarck is served by Burlington Northern Santa Fe Railroad Company and Dakota, Missouri Valley, and Western Rail. Air freight service is available at the Bismarck Airport.

Labor Force and Employment Outlook

Employment in Bismarck is provided by state and federal government, energy companies, trade, transportation, and health services. Growing fields include data processing and customer service. Statewide, agriculture and tourism are top industries.

The 2007 Bismarck-Mandan Labor Study reported high workforce productivity and credited a well-educated population combined with a Midwest work ethic. The local workforce is also considered loyal and dependable; 89 percent of employers report daily absenteeism below 6 percent and the average length of employment is 8.75 years.

The following is a summary of data regarding the Bismarck metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 58,700

Number of workers employed in ...

- construction and mining: 3,500
- manufacturing: 3,000
- trade, transportation and utilities: 12,200
- information: 1,200
- financial activities: 3,100
- professional and business services: 5,900
- educational and health services: 10,100
- leisure and hospitality: 5,300
- other services: 2,800
- government: 11,600

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.2% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
State of North Dakota	4,309
Medcenter One Health Systems	2,500

St. Alexius Medical Center	2,129
Bismarck Public School District	1,658
ND Federal Offices	1,198
BOBCAT/Ingersoll-Rand	1,130
City of Bismarck	790
MDU Resources Group	748
Aetna	570
University of Mary	520
Dan's Supermarkets	517

Cost of Living

Bismarck-Mandan ranks consistently high in quality of life surveys. Bismarck ranked second in a Harvard University study of "community attitudes and civic engagement." North Dakota consistently has the lowest crime rate in the nation in most categories of crime.

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

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index:
93.8

State income tax rate: 2.1% to 5.54%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: 483.72 mills per \$1,000 (2003)

Economic Information: Bismarck-Mandan Chamber of Commerce, 2000 Schafer Street, P.O. Box 1675, Bismarck, ND 58502-1675; telephone (701)223-5660; fax (701)255-6125

■ Education and Research

Elementary and Secondary Schools

The Bismarck Public School system is the largest school district in the state. In the 2006–07 school year the dropout rate was only 1.95 percent and average daily attendance was 96.7 percent. Special education and early learning opportunities are offered in both private and public schools. Several local schools have earned the national honor of being designated "Blue Ribbon Schools." Bismarck Public School District has been recognized year after year for meeting the needs of families in the national "What Parents Want" competition; the annual survey

honored just 16 percent of public school districts in the country in 2005.

The following is a summary of data regarding the Bismarck Public Schools as of the 2005–2006 school year.

Total enrollment: 15,206

Number of facilities

elementary schools: 15
 junior high/middle schools: 3
 senior high schools: 2
 other: 3

Student/teacher ratio: 14.6:1

Teacher salaries (2005–06)

elementary median: \$40,280
 junior high/middle median: Not available
 secondary median: \$36,910

Funding per pupil: \$7,013

Nearly 2,000 students in the greater Bismarck area are served by the region's secular and religious private schools.

Public Schools Information: Bismarck Public Schools, 806 North Washington, Bismarck, ND 58501; telephone (701)355-3000; fax (701)355-3001

Colleges and Universities

Bismarck State College (BSC) is a two-year college offering more than 30 vocational and technical programs. Bismarck State College students may also take their first two years towards a bachelor's degree in arts or sciences. Medcenter One College of Nursing accepts students in their junior year for a two-year bachelor's degree focusing on general nursing science, clinical practice and research. Minot State University offers four-year degree programs in its three schools: the College of Arts and Sciences, the College of Business and the College of Education and Health Sciences. The University of North Dakota (UND) is North Dakota's most comprehensive research university. As of 2006 there were 12,834 students enrolled in both undergraduate and graduate levels. The University of North Dakota (UND) Graduate Center offers master's programs in such fields as education, business administration, social work, and public administration; students can enroll in online, evening, and weekend classes. The UND School of Medicine offers a four-year doctor of medicine degree. As of 2006, approximately 20 percent of the working American Indian doctors in the United States trained at UND through the Indians Into Medicine (INMED) program.

The University of Mary is a private Christian school offering four-year degrees in 34 programs, as well as graduate degrees in nursing, management, education,

and physical therapy. In 2007 the University added a new graduate program for a professional degree in occupational therapy. St. Alexius Medical Center is home of the North Dakota School of Respiratory Care and St. Alexius School of Radiologic Technology. Both programs are part of collaboration between the medical center and the University of Mary. The United Tribes Technical College is a unique intertribal college, owned and operated by five Native American tribes. The college offers 10 associate degree programs and certificates in 10 other areas, as well as adult education and on-site daycare. In 2007 the United Tribes Medical Center agreed to be an outlet for a new Nike shoe named the "Air Native," which was to be marketed specifically to Native Americans.

Libraries and Research Centers

As of 2007, the Bismarck Veterans Memorial Public Library had 195,421 books, 684 magazine subscriptions, 6,607 audiotapes and compact discs, 6,608 videotapes and DVDs, and 262 miscellaneous items ranging from artwork to fishing poles. Approximately 16,450 of these items were added to the library in 2006 when the collection was updated. The library building is 70,000 square feet in size and underwent construction from 1988–1998, which cost \$5.1 million dollars. Its bookmobile collection includes over 2,000 fiction and non-fiction works and travels approximately 7,000 miles each year throughout the county. A U.S. government document depository, the library has special collections on Northern Missouri River history and the Lewis and Clark Expedition.

The North Dakota State Library on the Capitol grounds specializes in state government publications. The State Historical Society of North Dakota Library houses the official state archives. It has special collections on anthropology and the history of the Northern Great Plains, as well as archaeological artifacts. In 2007 the Historical Society opened a Public Death Index through the department of Health website, which allows individuals to find and order copies of death certificates.

Other major libraries in Bismarck are the Bismarck State College Library, which has 55,000 book titles and specializes in North Dakota history; the University of Mary's Welder Library, which holds 70,000 volumes; and the Q & R MedCenter One Health Sciences Library, which specializes in clinical medicine and nursing.

Public Library Information: Bismarck Public Library, 515 N. Fifth St., Bismarck, ND 58501; telephone (701)222-6410

■ **Health Care**

St. Alexius Medical Center was opened in 1885 by a group of Benedictine Sisters and was the first hospital in Dakota Territory. The 289-bed facility serves the

Bismarck area as well as central and western North Dakota, northern South Dakota and eastern Montana. In 2007 the Alexian brothers Hospital Network, the hospital system to which St. Alexius belongs, teamed with the Institute of Healthcare Improvement in a campaign to save 100,000 lives through the implementation of enhanced patient safety measures. Medcenter One Health Systems offers a range of services, including 9 primary care clinics, a home health agency, 3 long-term care facilities, and a 238-bed hospital. The two institutions have combined resources to offer state-of-the-art cancer care at the Bismarck Cancer Center. The health system received the Distinguished Service Award in 2007 from the North Dakota Healthcare Association for supporting the Smith Gate Clinic, the only pediatric burn clinic in Iraq.

■ Recreation

Sightseeing

Visitors to the grounds of the North Dakota State Capitol, also known as the “Skyscraper on the Prairie,” can tour the building and also enjoy the arboretum trail that winds among various state buildings and features 75 species of trees, shrubs, and blooming flowers. Also on site is a statue of Sacajawea, the Indian woman who accompanied Lewis and Clark on their expedition through Bismarck. The statue of the guide was erected by the North Dakota Federation of Women’s Clubs in 1910. Nearby, the North Dakota Heritage Center, the most comprehensive of the state’s museums, houses one of the largest collections of Plains Indian artifacts in the United States. Also open for tours is the Historic Governor’s Mansion that served as the governor’s residence from 1893 to 1960.

Docked at the historic Port of Bismarck, the *Lewis & Clark* riverboat offers paddlewheel cruises of the Missouri River. Open daily from April through October (and only weekends in the winter season), the Dakota Zoo is home to more than 125 species of birds, reptiles, and mammals. As of 2007 there were over 600 individual animals in residence at the North Dakota Zoo. Camp Hancock State Historic Site includes an interpretive museum of military life and local history in its original log building, an early Northern Pacific Railroad locomotive, and Bismarck’s first Episcopal church. Double Ditch Indian Village State Historic Site displays the ruins of a Mandan Indian earthlodge village inhabited from years A.D. 1500–1781. The restored Fort Lincoln Trolley offers a unique scenic rail trip from Bismarck to Fort Abraham Lincoln State Park.

Fort Abraham Lincoln houses the reconstructed home of General George Custer. Visitors can view a staff performance set in Custer’s time, visit the soldiers’ central barracks, and shop at the commissary store. In 2004 the Fort Abraham Lincoln Foundation, which manages the

fort, built a 7th cavalry stable. The hill above the fort provides panoramic views of the Missouri Valley. On-a-Slant Indian Village displays replicas of Indian earth lodges on the site of an ancient Mandan village. An on-site museum contains Native American and military artifacts. Visitors to Fort Abraham Lincoln State Park can experience the Custer Trail Ride and explore the panoramic views from bluffs overlooking the Missouri River.

The Lewis & Clark Interpretive Center, 35 miles north of Bismarck in Washburn, provides a view of what life was like on the trail for the explorers, and features the world-famous artwork of Karl Bodmer, who chronicled Plains Indian life and local river landscapes. The center is managed by the USDA Forest Service and the 25,000-square-foot building includes the permanent exhibit hall, 158-seat theater, an education room for hands-on curriculum-based activities, and a retail store.

North Bismarck’s Gateway to Science offers hands-on exhibits that provide learning opportunities for visitors of all ages. The museum hosts an annual Environmental Festival which invites fifth grade classes from across the state to learn about environmental issues. The Railroad Museum, north of nearby Mandan, has on view hand-made models, photographs, and uniforms, and offers miniature train rides. Located just a few miles east of Bismarck, Buckstop Junction contains reconstructed buildings that date back to the 1800s and early 1900s. Visitors can tour a mining camp complete with a coal mine, gas shovel, scale house, and mine buildings.

Bismarck is about 130 miles east of the South Unit of Theodore Roosevelt National Park and is a stopping-off point for visitors to that monument to the 26th President of the United States.

Arts and Culture

A primary venue for the performing arts in Bismarck is the Belle Mehus Auditorium, which is on the National Register of Historic Places. Built in 1914, the auditorium hosts performances of the Bismarck-Mandan Symphony Orchestra and the Northern Plains Ballet, one of the state’s fastest growing performing arts organizations. In 2007 the Northern Plains Ballet was named the official host of the Nickelodeon Worldwide Day of Play, a joint venture between the American Heart Association and the William J. Clinton Foundation to encourage children to exercise.

Sleepy Hollow Summer Theatre offers live performances and classes. The Shade Tree Players is a children’s theater group offering summer productions. The Bismarck/Mandan area is also home to the North Dakota Association of Dance and Drill and to the Dakota West Arts Council, the area’s arts umbrella agency.

Arts and Culture Information: Bismarck-Mandan Symphony Orchestra, P.O. Box 2031, Bismarck, ND 58502; telephone (701)258-8345

Festivals and Holidays

September is a festive month in Bismarck. The city hosts one of the nation's largest Native American cultural events—the annual United Tribes International Pow Wow. More than 70 tribes are represented at this award-winning festival, which features 1,500 dancers and drummers and draws 30,000 spectators. Also in September is the Annual International Indian Art Expo, which highlights Native American artists and provides traditional song, music, dance, and storytelling. The Folkfest Celebration takes place over four days in September, with a parade, carnival, street fair, book festival, tractor pull, walking and running events, and plenty of food. Bismarck Marathon, North Dakota's only major marathon, is also held in September and attracts runners from around North America.

The highlight of October is the Edge of the West PRCA Rodeo, featuring the nation's toughest rough stock and champion cowboys. Month's end brings the Children's All-City Halloween Party. December begins with the annual Fantasy of Lights Parade, featuring lighted holiday floats. Sertoma Park is the site of the Christmas In The Park display of lighted trees. Fort Abraham Lincoln State Park hosts Custer Christmas; guests can tour General Custer's home decorated for the holidays and celebrate the season with sleigh rides and a buffalo burger buffet.

July events include Frontier Army Days at Fort Abraham Lincoln State Park, featuring a look at the lives of the ladies of the frontier army, as re-enactors cook and launder and hold cavalry and artillery drills. The annual Mandan Rodeo Days celebration also takes place in July, with more than 100 artist booths, ethnic food, music, a carnival, and a petting zoo.

August is the month for the Bismarck Art & Galleries Association annual art fair on the State Capitol Grounds. Also in August, the Fur Trader Rendezvous at Fort Abraham Lincoln features demonstrations of fire starting, toolmaking, rifle marksmanship, and dancing.

The Bismarck Civic Center hosts a number of annual events, including the Bismarck Tribune Sport Show in February, the Spring Blossoms Craft Fair in May, the Missouri River Festival in June, and the Monaco International Motorcoach Event in August.

The Bismarck-Mandan Symphony League, a volunteer organization, schedules festive fundraisers throughout the year, such as Holiday Home Walk and Wild n' Wooly Wing Ding, which has received two national awards from the American Symphony Orchestra League as one of the six most unique and effective fundraisers in the nation.

Sports for the Spectator

The Bismarck Bobcats bring exciting North American Hockey League action to the VFW Sports Center. The Dakota Wizards, a team in the NBA Development League, play basketball at the Bismarck Civic Center.

Sports for the Participant

Bismarck has an outstanding parks and recreations system that includes bicycle and skate parks, an archery range, baseball diamonds, boat ramps, jogging and exercise tracks, hockey and figure skating rinks, all-season arenas, racquetball courts, swimming pools, tennis courts, and soccer fields. There are seven golf courses in the area.

With its location on the Missouri River in the North Central Flyway, the Bismarck-Mandan area offers some of the best fishing and hunting opportunities available in North America. Nineteen of North Dakota's 23 game fish species are found in the Missouri River. Some of the best natural areas of the relatively unaltered habitat left on the Missouri River system are just upstream and downstream from Bismarck-Mandan. The habitat is home to abundant upland and big game. Pheasant, grouse, partridge, dove, white-tailed deer and many other non-game species of birds and animals are available for picture taking, observing, and hunting. Other activities enjoyed in the Bismarck area include camping, curling, gymnastics, horseshoes, cross-country skiing, go-cart racing, and downhill skiing.

Shopping and Dining

Bismarck-Mandan is the retail hub for south-central North Dakota, a retail trade area that includes nearly 170,000 people. Downtown Bismarck offers more than 70 stores, as well as art galleries and antique shops. Kirkwood Mall features more than 100 specialty stores and 5 major department stores. Other malls include Arrowhead Plaza, Northbrook Shopping Center, Gateway Mall, and Upfront Plaza.

The historic Burlington Northern Railroad Depot on Main Street in Mandan is home to Native American arts and crafts. Works of more than 200 North Dakota American Indian artists are available for purchase.

A variety of dining establishments can be found in Bismarck, from the Captains Table Restaurant, boasting one of the largest menus in the upper Midwest, to Space Aliens restaurant, which promises "out of this world food," to the Fiesta Villa, where south-of-the-border food is served in Bismarck's historic Spanish mission-style depot. Other restaurants feature hot buffets, Italian food, regional beef and prime rib, and seafood.

Visitor Information: Bismarck-Mandan Convention and Visitors Bureau, 1600 Burnt Boat Drive, Bismarck, ND 58503; toll-free (800)767-3555

■ Convention Facilities

The Bismarck Civic Center features 16 meeting rooms, 84,000 square feet of exhibit space, and arena seating for 10,000 in two separate but connected buildings. The Pavilion at Prairie Knights Casino and Resort seats 2,000 and offers 34,000 square feet of meeting and exhibit

space. The Mandan Community Center is a full-service recreation and convention center. Bismarck-Mandan also has more than 2,600 rooms in 30 hotels and motels.

Convention Information: Bismarck-Mandan Convention and Visitors Bureau, 1600 Burnt Boat Drive, Bismarck, ND 58503; telephone (800)767-3555

■ Transportation

Approaching the City

The Bismarck Airport has daily commercial service via Northwest, United Express, Big Sky, and Allegiant airlines to Minneapolis, Denver, and Las Vegas. The airport is served by three major national auto rental chains. Rimrock Stages provides bus service in the area.

Traveling in the City

The Capital Area Transit System, known as the CAT, serves the Bismarck-Mandan area. The Bis-Man Transit Board offers Greyhound bus service, a Taxi 9000 on-demand service, and an elderly and handicapped transit system. A restored trolley car that once ran in Bismarck now offers a unique trip to Fort Abraham Lincoln State Park.

■ Communications

Newspapers and Magazines

The Bismarck Tribune, North Dakota's oldest newspaper still publishing, appears every morning. Other newspapers published in Bismarck are the biweekly *Farm and Ranch Guide*, and the monthly *Dakota Catholic Action*.

Magazines published in Bismarck include the monthlies *Enterprise Connection*, a business publication; *Dakota Country*, which promotes hunting and fishing; *North Dakota Stockman*; and *Vintage Guitar*, which focuses on the hobby of guitar playing. *North Dakota Outdoors*, a natural resources magazine, is issued ten times per year. *The Sunflower*, a magazine for sunflower producers, is issued six times per year. Locally published quarterlies include *North Dakota Horizons*, a consumer magazine of North Dakota lifestyles and *North Dakota*

History, which focuses on the history and culture of North Dakota and the Great Plains.

Television and Radio

Bismarck has six television stations—four network stations, one public station, and one community access station. The city is also served by three AM radio stations and six FM stations.

Media Information: *Bismarck Tribune*, P.O. Box 5516, Bismarck, ND 58506; telephone (701)223-2500; fax (701) 223-2063

Bismarck Online

- Bismarck-Mandan Chamber of Commerce. Available www.chmbr.org
- Bismarck-Mandan Convention & Visitors Bureau. Available www.bismarckmandancvb.com
- Bismarck-Mandan Development Association. Available www.bmda.org
- Bismarck Public Schools. Available www.bismarck.k12.nd.us
- The Bismarck Tribune*. Available www.bismarcktribune.com
- City of Bismarck Home Page. Available www.bismarck.org
- North Dakota State Library. Available www.ndsl.lib.state.nd.us
- State Historical Society of North Dakota. Available www.state.nd.us/hist
- Theodore Roosevelt National Park. Available www.nps.gov/thro

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- Rogers, Ken, Allison Hawes Bundy, Laura Seibel, eds., *Bismarck by the River* (Bismarck, ND: *The Bismarck Tribune*, 1997)



Fargo

■ The City in Brief

Founded: 1871 (incorporated 1875)

Head Official: Mayor Dennis Walaker (since 2006)

City Population

1980: 61,383

1990: 74,084

2000: 90,599

2006 estimate: 90,056

Percent change, 1990–2000: 22.3%

U.S. rank in 1980: 329th

U.S. rank in 1990: 297th

U.S. rank in 2000: 302nd

Metropolitan Area Population

1980: 137,574

1990: 153,296

2000: 174,367

2006 estimate: 187,001

Percent change, 1990–2000: 13.7%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 179th

Area: 38 square miles (2000)

Elevation: 900 feet above sea level

Average Annual Temperatures: January, 6.8° F; July, 70.6° F; annual average, 41.5° F

Average Annual Precipitation: 21.19 inches of rain; 40.8 inches of snow

Major Economic Sectors: Wholesale and retail trade, services, government

Unemployment Rate: 3.2% (June 2007)

Per Capita Income: \$26,596 (2005)

2005 FBI Crime Index Property: 2,348

2005 FBI Crime Index Violent: 104

Major Colleges and Universities: North Dakota State University

Daily Newspaper: *The Forum*

■ Introduction

Fargo is the largest city in North Dakota and the seat of Cass County. It is the focus of a metropolitan statistical area that extends over Cass County, North Dakota, and Clay County, Minnesota, where Fargo's sister city, Moorhead, is located. Founded by the Northern Pacific Railway, the city was an important transportation and marketing point for the surrounding fertile wheat-growing region. Today it is an agribusiness and agricultural research center. *Money* magazine consistently ranks Fargo among the nation's most livable small cities, noting that it is a safe city and a "booming regional center for health care and financial services." The city has been declared a "Great Plains success story, with locally grown high-tech firms and a state university" by *Kiplinger's Personal Finance* magazine.

■ Geography and Climate

Flat and open terrain surrounds Fargo, which is situated on the eastern boundary of North Dakota opposite Moorhead, Minnesota, in the Red River Valley of the North. The Red River, part of the Hudson Bay drainage area, flows north between the two cities. Precipitation is generally Fargo's most significant climatic feature. The Red River Valley lies in an area where lighter amounts of precipitation fall to the west and heavier amounts to the east. Seventy-five percent of the precipitation, accompanied by electrical storms and heavy rainfall, occurs during

the growing season, April to September. Summers are comfortable, with low humidity, warm days, and cool nights. Winters are cold and dry, the temperatures remaining at zero or below approximately half of the time; snowfall is generally light. The legendary Dakota blizzards result from drifting of even minimal snowfall, caused by strong winds that blow unimpeded across the flat terrain.

Area: 38 square miles (2000)

Elevation: 900 feet above sea level

Average Temperatures: January, 6.8° F; July, 70.6° F; annual average, 41.5° F

Average Annual Precipitation: 21.19 inches of rain; 40.8 inches of snow

■ History

Railroad Route Creates Townsite

The city of Fargo was founded by the Northern Pacific Railway in 1871 in expectation of the railroad track to be built across the Red River of the North. This particular location was selected as a safeguard against flooding because it represented the highest point on the river. The city was named for William G. Fargo, founder of the Wells-Fargo Express Company and a director of the Northern Pacific Railway. When the railroad announced in 1871 that a track would be laid from Lake Superior to the Pacific Ocean, land speculators sought to capitalize on the opportunity. Attempts ensued on the part of both the railroad and the speculators to outwit one another and gain first possession of the land. For a time the railroad staked a claim but after much litigation decided to withdraw.

During the winter of 1871 to 1872, the settlement was divided into two distinct communities. The first, "Fargo on the Prairie," became the headquarters of the Northern Pacific engineers and their families. Although they lived in tents, the accommodations were the best available given the conditions. The other, "Fargo in the Timber," was much cruder and more primitive, consisting of huts, log houses, dugouts, and riverbank caves. The Timber community became known for its hard-drinking, gun-carrying men who had a rough sense of humor and enjoyed practical jokes. A delivery of potatoes to the Prairie community was once sabotaged by the Timber men, who loosened the wagon endgates and shot their guns to scare the horses. The potatoes that spilled onto the ground turned out to be the only supply available for the winter.

Fargo was located in what was still legally Native American territory, and the railroad company claimed the Timber residents were illegal squatters on Native

American land and were selling illegal liquor. In February of 1872, federal troops surrounded the Timber settlement, issuing warrants for the arrest of those accused of selling liquor and ordering the others to leave under threat of destruction of their crude homes. The settlers appealed to the government, claiming their land rights had been violated. A treaty was negotiated with the native tribes that opened the land to settlement, and those who had not broken the law were able to retain their land.

Agricultural Prosperity Survives Disasters

Law and order followed with the arrival of new settlers on the first train of the Northern Pacific to cross the Red River in June of 1872. Residents were surprised to learn that Fargo was situated on rich wheat land. With the reduction of freight rates in 1873, farming became economically profitable and the town prospered. Two decades later Fargo suffered a severe fire, which began on one of the main streets and consumed the entire business district as well as the northwestern sector. This tragedy led to many civic improvements and put an end to wood construction.

Near disaster struck again four years later, when the Red River, dammed by ice north of Fargo, began to rise. It continued rising for a week; in order to save the railroad bridges, locomotive and threshing machines were placed on them. Citizens were forced to evacuate through second-story windows, and the flood carried away 18 blocks of sidewalk and 20 blocks of wooden street paving.

During the first 30 years of the twentieth century, Fargo prospered from an influx of Norwegian immigrants who were attracted by the promise of a better life and a free farm. Fleeing economic depression in their own country, they introduced their customs to the upper Red River Valley, thus helping to shape the character of present-day Fargo. The city remains an important agricultural center as well as a regional distribution and transportation hub.

Due to its affordable housing, workforce availability, high standards of living and education, and low unemployment rate, in 2004 *Expansion Management* magazine awarded Fargo a "Five Star Community" rating in its annual "Quality of Life Quotient."

Historical Information: North Dakota State University Library, North Dakota Historical Manuscript, Photograph, and Book Collection, 1301 12th Ave. North, PO Box 5599, Fargo, ND 58105; telephone (710)231-8886

■ Population Profile

Metropolitan Area Residents

1980: 137,574

1990: 153,296



Photo courtesy of the Fargo-Moorhead Convention and Visitors Bureau.

2000: 174,367
 2006 estimate: 187,001
 Percent change, 1990–2000: 13.7%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 179th

Black: 1,306
 American Indian and Alaska Native: 1,326
 Asian: 1,133
 Native Hawaiian and Pacific Islander: 178
 Hispanic or Latino (may be of any race): 1,473
 Other: 332

City Residents

1980: 61,383
 1990: 74,084
 2000: 90,599
 2006 estimate: 90,056
 Percent change, 1990–2000: 22.3%
 U.S. rank in 1980: 329th
 U.S. rank in 1990: 297th
 U.S. rank in 2000: 302nd

Percent of residents born in state: 59.0% (2006)

Age characteristics (2005)

Population under 5 years old: 5,181
 Population 5 to 9 years old: 4,079
 Population 10 to 14 years old: 6,028
 Population 15 to 19 years old: 4,533
 Population 20 to 24 years old: 11,469
 Population 25 to 34 years old: 17,359
 Population 35 to 44 years old: 11,536
 Population 45 to 54 years old: 12,953
 Population 55 to 59 years old: 5,533
 Population 60 to 64 years old: 1,920
 Population 65 to 74 years old: 3,914

Density: 2,388.2 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 83,542

Population 75 to 84 years old: 2,963
Population 85 years and older: 1,341
Median age: 31.3 years

Births (2006, MSA)

Total number: 2,424

Deaths (2006, MSA)

Total number: 1,108

Money income (2005)

Per capita income: \$26,596
Median household income: \$39,886
Total households: 42,619

Number of households with income of . . .

less than \$10,000: 3,590
\$10,000 to \$14,999: 2,547
\$15,000 to \$24,999: 5,993
\$25,000 to \$34,999: 6,347
\$35,000 to \$49,999: 7,322
\$50,000 to \$74,999: 7,799
\$75,000 to \$99,999: 3,501
\$100,000 to \$149,999: 3,828
\$150,000 to \$199,999: 735
\$200,000 or more: 957

Percent of families below poverty level: 12.1% (2005)

2005 FBI Crime Index Property: 2,348

2005 FBI Crime Index Violent: 104

■ Municipal Government

Fargo, the seat of Cass County, is governed by a city commission comprised of five at-large members, one of whom serves as mayor. Commissioners are elected to four-year terms. All commissioners, including the mayor, are subject to a limit of three consecutive terms.

Head Official: Mayor Dennis Walaker (since 2006; current term expires June 2010)

Total Number of City Employees: 730 (2007)

City Information: City Commission, 200 North Third Street, Fargo, ND 58102; telephone (701)241-1310

■ Economy

Major Industries and Commercial Activity

The Fargo economy is based on education, the medical industry, agricultural equipment manufacturing, retailing, and services. The city is a retail magnet for the entire

Upper Plains; its per capita retail spending is usually among the nation's highest because so many people from the region go to Fargo to do their shopping. Because of its central location, the city is a transportation hub for the northern Midwest region. Agriculture has long been of primary importance to Fargo, as the Red River Valley area contains some of the richest farmland in the world; related industries include agribusiness and agricultural research. However, in recent years, software companies have brought a touch of Silicon Valley to the area. As of 2007 Microsoft was the largest employer in the city of Fargo.

The principal manufacturing employer is Case New Holland, makers of agricultural and construction equipment. Terminals for two oil pipeline systems—Standard Oil Company of Indiana and Great Lakes Pipeline Company of Oklahoma—are located in Fargo-Moorhead. The Standard Oil pipeline is connected with the company's refinery in Whiting, Indiana, which as of 2007 processed approximately 405,000 barrels of crude oil per day. In late 2007 the Canadian government attempted to run a petroleum pipeline under the city of Fargo, but the mayor disallowed it because of the potential damage to the city's water supply.

Fargo has received many accolades for its economy and pro-business environment. In 2004 *Business Development Outlook* magazine ranked the Fargo-Moorhead area fifth on its list of "Best Places for a Thriving Economy." In 2007 *Forbes* magazine ranked it fourth on a list of "Best Metro Areas in the Country for Business and Careers." That same year Fargo was named one of the "10 Most Affordable Places to Live and Work" by MSN Real Estate.

Items and goods produced: food, concrete, dairy and meat products, fur coats, jewelry, luggage, neon signs, electrical apparatus, sweet clover and sunflower seeds

Incentive Programs—New and Existing Companies

Local programs: Several incentive programs are available to businesses that locate or expand in Cass County; among them are property tax and income tax exemptions, an interest rate subsidy program, and loans of up to \$8,000 at U.S. treasury rates. The Chamber of Commerce of Fargo Moorhead offers business services to its members, including an employee assistance program, group medical insurance, and seminars.

State programs: North Dakota's Economic Development & Finance Division assists businesses with start-up, expansion, and recruitment. The Dakota Certified Development Company (CDC) administers the Small Business Administration 504 Loan Program. The program creates and retains jobs via the financing of real

estate and equipment. The North Dakota Development fund provides secondary sources of funding to businesses through loans and equity investments.

Job training programs: Several state and federal programs assist in training or retraining workers. Workforce 2000 aids North Dakota employers in implementing new technologies and work methods. Under the Workforce 2000 program, the cost of employee training may be reimbursed. New Jobs Training provides financial assistance to businesses filling hourly job positions.

Economic Development Information: Fargo-Cass County Economic Development Corporation, 51 Broadway, Suite 500, Fargo, ND 58102; telephone (701)364-1900

Development Projects

In 1999, the North Dakota legislature established the Renaissance Zone program to encourage private sector investment in neglected areas. Fargo's Renaissance Zone, which encompasses 35 blocks of the downtown area, saw more than \$200 million worth of development projects each year between 1999 and 2004. The downtown revitalization has included storefront rehabilitation, beautification, and the conversion of unused buildings into commercial and residential space. The city was featured in *The Wall Street Journal* in 2006 for its revitalization of the downtown area as well as for its economic growth over the previous 15 years.

In 2002 MeritCare Health System began a five-year, \$55 million renovation to the downtown MeritCare Medical Center campus. This project was the first major renovation to the facility since the 1970s. In 2005 a new MeritCare facility, which included a cutting-edge heart center, opened. Other scheduled renovations underway in 2007 included the expansion and renovation of the children's hospital, the conversion of most patient hospital rooms into private rooms, and the construction of a two-tier parking facility.

Commercial Shipping

Fargo is served by the Burlington Northern/Santa Fe Railroad, which has its Dakota Division headquarters in Fargo. More than 120 regional, national, and international truck lines serve Cass County, transporting products, machinery, and bulk commodities to and from Fargo.

Labor Force and Employment Outlook

Fargo has become a resettling point for Bosnians, Somalis, Sudanese, and others who have joined Fargo's labor force. Fargo boasts a well-educated labor force that has been shown to be 20 percent more productive than the national average. A strong Midwestern work ethic contributes to a low absentee rate, and over half of Cass County businesses have a turnover rate of 5 percent or less. In 2007 more than 80 percent of Fargo's workforce

held high school diplomas. North Dakota is a right-to-work state. In September 2007 Fargo's unemployment rate was just under 3 percent; an unemployment rate of 3 percent or less is considered full employment.

The following is a summary of data regarding the Fargo ND-MN metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 115,900

Number of workers employed in . . .

construction and mining: 7,100
 manufacturing: 9,200
 trade, transportation and utilities: 26,000
 information: 3,200
 financial activities: 8,400
 professional and business services: 12,500
 educational and health services: 16,500
 leisure and hospitality: 11,600
 other services: 4,800
 government: 16,500

Average hourly earnings of production workers employed in manufacturing: \$13.70

Unemployment rate: 3.2% (June 2007)

Largest primary sector employers (2007)

	<i>Number of employees</i>
Microsoft	946
US Bank Service Center	770
Noridian	719
Case New Holland Corp.	672
Phoenix International Corp.	597
Integrity Windows by Marvin	557
American Crystal Sugar	485
DMS Health Group	411
SEI Information Technology	378
Swanson Health Products	358

Cost of Living

The cost of living in Fargo is well below the national average.

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

2007 (1st quarter) ACCRA Average House Price: \$259,382

2007 (1st quarter) ACCRA Cost of Living Index: 95.3

State income tax rate: 2.1% to 5.54%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 1.5%

Property tax rate: 484.06 mills for School District #1;
418.53 mills for School District #6 (2004)

Economic Information: Fargo-Cass County Economic Development Corporation, 51 Broadway, Suite 500, Fargo, ND 58102; telephone (701)364-1900

■ Education and Research

Elementary and Secondary Schools

Public elementary and secondary schools in Fargo are part of Fargo Public School District #1. A superintendent is appointed by a nine-member, nonpartisan school board. The district offers special education classes to students with special needs. Advanced placement classes are available to high-performing high school students. Career and technical education classes at the high school level allow students to receive instruction in fields that pertain to specific careers or interests.

The following is a summary of data regarding the Fargo Public Schools as of the 2005–2006 school year.

Total enrollment: 27,719

Number of facilities

elementary schools: 15
junior high/middle schools: 3
senior high schools: 2
other: 2

Student/teacher ratio: 15.4:1

Teacher salaries (2005–06)

elementary median: \$37,290
junior high/middle median: Not available
secondary median: \$44,580

Funding per pupil: \$7,751

Six parochial schools are operated by the Catholic and Lutheran churches in Fargo.

Public Schools Information: Fargo Public Schools, 415 Fourth Street North, Fargo, ND 58102; telephone (701)446-1000

Colleges and Universities

The Fargo-Moorhead community is served by three universities as well as several vocational schools. North Dakota State University in Fargo, with an enrollment of more than 12,500 students, awards baccalaureate,

master's, and doctorate degrees in a wide range of disciplines; colleges within the university are humanities and social sciences, agriculture, engineering and architecture, home economics, pharmacy, science and mathematics, and teacher education. Located on the North Dakota State University campus is Tri-College University, a consortium of area colleges and universities that allows students to take classes at North Dakota State University, Concordia College, and Minnesota State University Moorhead at no extra charge. In 2007 the Tri-College University consortium launched a grant program, awarding its students and faculty small amounts of money to promote collaborative projects between the different campuses. Cardinal Meunch Seminary (CMS) trains young men for the priesthood. In 2006 Pope Benedict XVI bestowed five alumni from CMS with the honorary title of "Monsieur." In 2007 Aakers College merged with Webster College to form Rasmussen College, a private university offering two- and four-year degrees. Concordia College, Moorhead State University, and Moorhead Technical College are located in Moorhead.

Libraries and Research Centers

The Fargo Public Library maintains holdings of more than 133,000 volumes, more than 250 magazine and newspaper subscriptions, compact discs, films, DVDs, audiotapes, and videotapes. The library maintains computers with Internet access and various software applications that are available to the public. Children's services include story time and a summer reading program. The library operates one branch library and a bookmobile in addition to the main branch. Online research databases may be accessed through the library's Internet website. In late 2007 the city of Fargo broke ground on the site of its new main library. The library was expected to open in fall of 2008. As of 2007 the North Dakota State University Library housed about 655,472 books, 8,646 periodical and subscription titles, CD-ROMs, audiotapes, videotapes, and maps. Special collections include bonanza farming, the North Dakota Biography Index, North Dakota Pioneer Reminiscences, and the North Dakota Historical Manuscript, Photograph and Book Collection; the library is also a depository for federal and state documents. In 2000, severe flooding in North Dakota caused damage to the library's collection of government microfiche and many older journal subscriptions. The library launched a local restoration project, in which it purchases replacements of damaged items from community members. Specialized libraries in the city are affiliated with hospitals, fraternal societies, and religious organizations.

The Northern Crop Science Laboratory on the North Dakota State University campus is a division of the Agricultural Research Service of the U.S. Department of Agriculture. Government and university scientists conduct cooperative research on barley, hard red spring

wheat, durum wheat, flax, sunflowers, and sugar beets; the goal is to expand and retain profitable production of these crops through the use of the most advanced equipment and research techniques.

Public Library Information: Fargo Public Library, 102 North Third Street, Fargo, ND 58102; telephone (701)241-1472

■ Health Care

Fargo is the primary health care center for the region between Minnesota and the West Coast. The major health system is MeritCare Health System, which is the largest group practice and largest hospital in the state. Nearly 400 physicians specialize in 74 areas of medicine, including internal medicine, prenatal care, cancer care, and eating disorders. Two hospital locations provide 583 patient beds and 32 surgical suites. In 2005 MeritCare opened its new facility, part of a large \$55 million renovation project. In 2006, MeritCare was rated one of Solucient's "Top 100 Heart Hospitals." As of 2007 MeritCare Heart Center had been named one of nation's "Top 100 Heart Hospitals" eight times in nine years by the Thomson 100 Top Hospitals "Cardiovascular Benchmarks for Success" study, which compares success rates at 1,000 heart centers nationwide.

■ Recreation

Sightseeing

A visit to Fargo might begin with a stop at the Fargo-Moorhead Convention & Visitors Bureau Visitors Center, where the Walk of Fame has been providing a little bit of Hollywood in the Midwest since 1989 with hand prints or footprints of more than 80 musicians, athletes, movie stars, and dignitaries, including Neil Diamond, Bob Costas, Garth Brooks, President George W. Bush, and the Eagles.

One of downtown Fargo's more recent attractions is the Plains Art Museum; it offers regional art, guided tours, and facilities for receptions. Included in the museum's permanent collection are pieces by Mary Cassatt, Luis Jimenez, and William Wegman. In 2006 more than 53,000 people attended programs offered at, or through, the Plains Museum. Bonanzaville USA is a recreated pioneer village of 40 restored buildings on a 15-acre site; the structures were relocated from a number of small North Dakota towns and represent various types of architecture. Included among them are a drugstore, general store, sod and farm houses, district courtroom, and barber shop. Vintage automobiles, farm machinery, and airplanes are also on exhibit. The main attraction at Moorhead's Heritage Hjemkomst Interpretive Center is the sailing ship the late Robert Asp of Moorhead

modeled after ancient Viking vessels. Housed in an architecturally distinctive building that also includes the Clay County Historical Museum, the ship made a journey from Duluth, Minnesota, to Bergen, Norway, in 1982.

The Solomon G. Comstock Historic House in Moorhead is the former home of this prominent Fargo-Moorhead figure who was a financier and a political and cultural force in the community. The authentically restored Victorian house contains its original furnishings. The Roger Maris Museum in the West Acres Shopping Center pays tribute to the city's most famous athlete, who broke Babe Ruth's single-season home run record in 1961 when he hit 61 home runs. Maris donated all of his trophies and sports memorabilia to the museum as a tribute to the city in which he grew up. In 2003 the museum was completely rebuilt with better lighting and ventilation to help preserve the artifacts. The Children's Museum at Yunker Farm, a century-old farm house, presents participatory learning exhibits in the physical, natural, and social sciences.

Arts and Culture

The Fargo Theatre, a landmark movie theater built in 1926, was fully restored in 1999 and is the site of film showings as well as live theater, music, and dance performances. On weekends, the Mighty Wurlitzer organ performs intermission music during each show at the theater. The Fargo Theater is the only theater in the Eastern Dakota area with capabilities of showing 16-mm, 35-mm, and 70-mm film presentations. The Fargo-Moorhead Community Theatre group stages 12 annual productions at the Fargo-Moorhead Community Theatre. Other local performing groups are the Fargo-Moorhead Symphony Orchestra (which celebrated its 75th season in 2006), the Fargo-Moorhead Opera, and the Red River Dance and Performing Company. The Trollwood Performing Arts School provides arts education, entertainment, and activities for children.

Festivals and Holidays

The Fargo Film Festival, in March, screens the best in independent filmmaking at the Fargo Theatre and other downtown locations. In July, the Downtown Street Fair features craft booths, food, and entertainment. Bonanzaville USA holds Pioneer Days in August, when more than 100 demonstrators revive the skills and crafts of the past. The Fargo Blues Festival, in August, is a two-day event that features world class bands; more than 20 Grammy winners or nominees have performed at the event, which has been called one of "America's Best" by actor Dan Aykroyd. The Big Iron Farm Show fills the Red River Valley Fairgrounds on the second weekend in September, bringing the latest farm products and services from 400 agribusiness exhibitors. The holiday season brings Christmas on the Prairie at Bonanzaville USA and the annual Santa Village at Rheault Farm, with

opportunities to feed deer, meet Santa, and enjoy a sleigh ride. A Winter Blues Fest is held in February.

Sports for the Spectator

Although Fargo does not field any major league sports teams, it is home to other professional and collegiate teams. The Fargo-Moorhead Redhawks of the Northern League play baseball at Newman Outdoor Field. In 2007 average attendance for the season was 3,620 people. The Fargo-Moorhead Jets are a Junior A developmental league hockey team for 17- to 20-year-olds making the transition from high school to college; they play a 54-game season from September through March at the John E. Carson Coliseum.

The North Dakota State University Bisons have won 20 National Collegiate Athletic Association (NCAA) Division II national championships, including the 2002 women's indoor track and field championship. In 2004 North Dakota State University was reclassified as a Division I team in all sports other than football. The university fields men's and women's teams in 10 sports, including football, basketball, baseball, and softball. In 2006 the university was accepted into the Summit League, and played in the league conference for the first time in 2007. The Moorhead State University Dragons and the Concordia College Cobbers also present a complete schedule of men's and women's major and minor sports. The Red River Valley Speedway presents stock car racing.

Sports for the Participant

The Fargo Park District sponsors an extensive sports program for all age groups. Recreational facilities include 73 public parks, 12 public golf courses, 38 public tennis courts, and 4 public swimming pools. Winter sports are particularly popular with ice skating, figure skating, and youth and adult hockey available at both indoor and outdoor facilities; outdoor rinks are equipped with warming houses. Other recreational pursuits include volleyball, basketball, track, soccer, walking, cross-country skiing, ballroom dancing, table tennis, and broom ball. The Fargo Park District also sponsors a number of adaptive recreational activities, or sports for developmentally disabled adults and children. The Scheels and Adidas Fargo Marathon is held in May. In 2007 some 1,190 people completed the marathon.

Charitable and cultural organizations sponsor gaming operations at 39 casinos in Fargo-Moorhead's public establishments. Profits benefit the programs of the sponsoring organizations, and fraternal groups allocate profits to public causes. Games include blackjack, paper slot machines, bingo, and tri-wheel.

Shopping and Dining

The Fargo shopping scene is a mix of unique local establishments and national retailers. The Crafters Mall, open year round, has more than 250 display areas

featuring crafts from around the country. The Fargo Antique Mall is one of the largest in the state, with more than 7,000 square feet of antiques, books, and collectibles. Gordmans is a local department store selling name brand clothing and shoes, fragrances, furniture, and home accessories. West Acres Shopping Center, the largest mall in the region with more than 120 stores and restaurants, is anchored by Marshall Field's, JCPenney, Sears, and Herberger's.

Fargo offers a range of culinary choices, with over 250 restaurants in the city. Ethnic options include Asian, Indian, Italian, Mediterranean, and Mexican. Dining in historic settings is offered at Runck Chateau Ranch, a working cattle ranch, and at The White House, District 31, Victoria's, and The Conservatory.

Visitor Information: Fargo-Moorhead Convention & Visitors Bureau, 2001 44th Street SW, Fargo, ND 58103; telephone (701)282-3653; toll-free (800)235-7654

■ Convention Facilities

Fargo's main convention/multipurpose facility, the \$48 million Fargodome, opened in 1992. It is the largest multipurpose facility of its kind between Minneapolis and Spokane. Fargodome's seven meeting rooms total more than 13,500 square feet; the 80,000-square-foot arena seats more than 26,000 guests.

Constructed in 1960, the Fargo Civic Center hosts a variety of events, including state political conventions, concerts, trade exhibitions, sporting events, and business gatherings. The 11,000-square-foot arena accommodates over 3,000 persons for sports events and concerts and 1,200 people in a banquet setting. The exhibition hall, measuring 40 feet by 150 feet, seats 600 people for both theater-style and banquet functions; the hall can be divided into four rooms for private meetings.

The Red River Valley Fairgrounds offers facilities for agricultural expositions, trade shows, conventions, and entertainment.

Convention Information: Fargo-Moorhead Convention & Visitors Bureau, 2001 44th Street SW, Fargo, ND 58103; telephone (701)235-7654; toll-free (800) 235-7654. Fargodome, 1800 North University Drive, Fargo, ND 58102; telephone (701)241-9100

■ Transportation

Approaching the City

Hector International Airport is situated 10 minutes northwest of downtown Fargo. United Express and Northwest Airlines offer daily flights to Minneapolis, Chicago, and Denver. The year 2006 was the busiest in terms of total passengers for the airport; more than

609,000 passengers either enplaned or deplaned at Hector International Airport. Also, in 2006, the Municipal Airport Authority initiated a terminal expansion project to meet the needs of the passenger terminal for the next 20 years. Amtrak provides two daily trains, one eastbound and one westbound. Bus service by Greyhound is also available.

Highways serving metropolitan Fargo include I-94, extending east to west through the south sector of the city, and I-29, which runs north to south and provides links to I-70, I-80, and I-90, all east-west connections. U.S. 10 and 52 are east-west routes, and U.S. 81 extends through the city from north to south. State routes serving Fargo are 20 and 294, both running east to west.

Traveling in the City

Except for streets following the configuration of the Red River, Fargo is laid out on a grid pattern. The city is divided into quadrants; roadways running north to south are designated “street,” while those running east to west are labeled “avenue.” First Avenue and Main Avenue are major thoroughfares crossing the river to connect Fargo with Moorhead, Minnesota.

Public bus transportation in Fargo is provided by Fargo Metropolitan Area Transit (MAT). MAT operates 10 bus routes in Fargo and one in West Fargo; the system is coordinated with the Moorhead Transit System for a combined total of 18 bus routes. Passengers with disabilities who are unable to ride without assistance may use the MAT Paratransit service. As of 2007 there were 35 buses in the MAT fleet and drivers covered over 600,000 miles on the Fargo fixed route.

■ Communications

Newspapers and Magazines

Fargo’s daily newspaper is *The Forum*. The paper’s Internet website also provides daily coverage as well as archives of previous stories. Other newspapers include

New Earth, a Catholic Diocese publication, and *Spectrum*, the bi-weekly North Dakota State University student newspaper. *The Area Woman* is a free quarterly magazine. *The Fargo-Moorhead Magazine* is a free local-interest magazine published every other month. *Prairie Business*, a regional business magazine targeted toward readers in North Dakota, South Dakota, and western Minnesota, is published monthly.

Television and Radio

Six television stations—five commercial and one public—broadcast in Fargo; cable service is available. Sixteen AM and FM radio stations schedule a variety of programming.

Media Information: *The Forum*, 105 Fifth Street North, Fargo, ND 58102-4826; telephone (701)235-7311

Fargo Online

City of Fargo. Available www.ci.fargo.nd.us

Fargo-Cass County Economic Development Corporation. Available www.fedc.com

Fargo-Moorhead Chamber of Commerce. Available www.fmchamber.com

Fargo-Moorhead Convention & Visitors Bureau. Available www.fargomoorhead.org

Fargo Public Library. Available www.ci.fargo.nd.us/library

The Forum. Available www.in-forum.com

North Dakota State University. Available www.ndsu.nodak.edu

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Grand Forks

■ The City in Brief

Founded: 1875

Head Official: Mayor Michael R. Brown (since 2000)

City Population

1980: 43,765

1990: 49,417

2000: 49,321

2006 estimate: 50,372

Percent change, 1990–2000: –0.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: 511th (State rank: 2nd)

U.S. rank in 2000: 404th (Grand Forks, ND and East Grand Forks, MN combined; State rank: 2nd)

Metropolitan Area Population

1980: 66,100

1990: 103,272

2000: 97,478

2006 estimate: 96,523

Percent change, 1990–2000: –5.6%

U.S. rank in 1980: 280th

U.S. rank in 1990: Not available

U.S. rank in 2000: 258th

Area: 19.2 square miles (2000)

Elevation: 834 feet above sea level

Average Annual Temperatures: January, 5.3° F; July, 69.4° F; annual average, 40.3° F

Average Annual Precipitation: 19.60 inches of rain; 44.3 inches of snow

Major Economic Sectors: Trade, government, services

Unemployment Rate: 3.9% (June 2007)

Per Capita Income: \$18,395 (1999)

2005 FBI Crime Index Property: 2,074

2005 FBI Crime Index Violent: 65

Major Colleges and Universities: University of North Dakota

Daily Newspaper: *Grand Forks Herald*

■ Introduction

Since the 1870s when the juncture of the Red River of the North and the Red Lake River became a crossroads for people and their river-oriented business, the cities of Grand Forks and East Grand Forks have been a focal point of trade and services between the plains of North Dakota and the pine forests of northern Minnesota. Located 75 miles south of the Canadian border, the city is centered in one of the world's richest agricultural regions. The business community is deeply rooted in agriculture and its related enterprises. Today more than 300,000 people in an 18-county area come to Greater Grand Forks for the commercial, recreational, and cultural services it has to offer, which include nearly 40 arts organizations. The city is headquarters for a major university and boasts a key military installation that has an important economic impact on the local community.

■ Geography and Climate

Flat and open terrain surrounds Grand Forks, which is just 75 miles south of the Canadian border, and situated on the western boundary of the Red River Valley of the North. Seventy-five percent of precipitation accompanied by electrical storms and heavy rainfall occurs during the growing season, April through September. Summers are comfortable with low humidity, warm days and cool

nights. Winters are cold and dry with temperatures remaining at zero or below approximately half the time. Snowfall is generally light. The legendary Dakota blizzards result from drifting of even minimal snowfall caused by strong winds that blow unimpeded across the flat terrain.

Area: 19.2 square miles (2000)

Elevation: 834 feet above sea level

Average Temperatures: January, 5.3° F; July, 69.4° F; annual average, 40.3° F

Average Annual Precipitation: 19.60 inches of rain; 44.3 inches of snow

■ History

Railroads Stimulate Growth of City

Located at the junction of the Red Lake River and the Red River of the North, the area of Grand Forks served as a camping and trading site for Native Americans for centuries. French, British, and American fur traders peddled their wares in and around “La Grand Fourches,” as the French named it, meaning “the great forks.”

In the 1850s, furs and trade goods passed through the Forks on ox carts enroute between Winnipeg, Canada, and St. Paul, Minnesota. Steamboats replaced ox carts in 1859. The shallow-draft steamboats could operate in less than three feet of water as they negotiated the Red River from Fargo to Winnipeg. Alexander Griggs, an experienced Mississippi River steamboat captain, established the town site of Grand Forks in 1870. Griggs teamed up with James J. Hill in the Red River Transportation Line of steamboats in the 1870s.

Grand Forks really began to grow after James J. Hill’s Great Northern Railroad came to town in 1880. The Northern Pacific Railroad also built tracks to the city in 1882 and business boomed. Early arrivals who stayed in the region were mostly of northern European background including Scandinavian, German, and Polish immigrants.

Wheat and Lumber Anchor Economy

Wheat farming served as the basis of the Red River Valley’s prosperity. In 1893 Frank Amidon, chief miller at the Diamond Mills in Grand Forks, invented “Cream of Wheat.” George Clifford, George Bull, and Emery Mapes financed the new breakfast porridge venture, and the city became a part of a national breakfast legend.

From the 1880s to 1910, pine logs were floated down the Red River or brought in by rail to sawmills in the city. Many houses in Grand Forks were built of the majestic white pines from the vast forests of northern Minnesota. The University of North Dakota, founded in

1883, became the premier liberal arts institution in the state. The city grew from the river toward the college campus to the west. The Metropolitan Theatre opened in 1890 and for the next 25 years it presented quality productions of music and drama. During the period of the “Gilded Age” at the end of the last century, spacious and elegant houses were built along historic Reeves Drive and South Sixth Street for the local elite.

By 1900, Grand Forks had a population of almost 10,000 people. The wealth from the lumber companies, wheat farms, and railroads enabled the community to take its place as a leading city of the “Great Northwest.” After his arrival in the early 1880s, local architect Jon W. Ross designed many of the area’s most beautiful buildings. In 1902, Joseph Bell Deremer, trained at Columbia University, began to make his mark upon the community through the new buildings he designed.

The North Dakota Mill and Elevator, the only state-owned flour mill in the country, opened in 1923. The mill allowed North Dakota farmers to bypass Minneapolis-based railroads and milling monopolies. The mill distributed free flour to needy people during the Great Depression of the 1930s. Even today, the mill sends its trademark flour “Dakota Maid” around the world.

Twentieth Century Ends in Disaster; City Rebuilds

Grand Forks grew as a regional trade center in the twentieth century. In recent times Grand Forks residents have endured several hardships. The winter of 1995–1996 brought record snowfall (more than 100 inches in many areas) and eight blizzards. In April 1997, Grand Forks was devastated by a flood that saw the Red River rise to more than 53 feet, 25 feet above the flood stage. With 60 percent of the city covered with water, most residents were forced to abandon the city, and the state was declared a disaster area. Damage from the flood totaled around \$1.3 billion. Many residents pledged to return and rebuild, although Mayor Patricia Owens acknowledged that some residents would probably never return. She declared: “The lesson we’ve learned is that material things don’t mean a thing. Pretty soon we’ll be back, bigger and better.”

Analysts estimated that Grand Forks lost about 2,000 residents, nearly 4 percent of its population, because of destroyed homes and lost job opportunities from the great flood. But, with the initiative of then-Mayor Patricia Owens, the city began to rebuild. She secured \$171.6 million in Community Development Block Grant money to help Grand Forks rebuild. She also got the federal government to earmark more than \$1 billion for buyouts and relocations of homes, businesses, and schools; money for farmers who lost livestock; and money for infrastructure repair (including the town’s sewer system, which was hit particularly hard). Today, under the leadership of Mayor Brown, the city continues to grow.



Photo by Bordner Aerials

Grand Forks has become known as a “Destination City” for its pro-business practices, affordable housing, and community events.

Historical Information: University of North Dakota, Elwyn B. Robinson Department of Special Collections, Chester Fritz Library, Box 9000, Grand Forks, ND 58202-9000; telephone (701)777-2617

■ Population Profile

Metropolitan Area Residents

1980: 66,100
 1990: 103,272
 2000: 97,478
 2006 estimate: 96,523
 Percent change, 1990–2000: –5.6%
 U.S. rank in 1980: 280th
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 258th

City Residents

1980: 43,765
 1990: 49,417

2000: 49,321
 2006 estimate: 50,372
 Percent change, 1990–2000: –0.2%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 511th (State rank: 2nd)
 U.S. rank in 2000: 404th (Grand Forks, ND and East Grand Forks, MN combined; State rank: 2nd)

Density: 2,563 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 46,040
 Black: 426
 American Indian and Alaska Native: 1,357
 Asian: 472
 Native Hawaiian and Pacific Islander: 28
 Hispanic or Latino (may be of any race): 921
 Other: 288

Percent of residents born in state: 63.0% (2000)

Age characteristics (2000)

Population under 5 years old: 2,910
 Population 5 to 9 years old: 2,819

Population 10 to 14 years old: 2,924
Population 15 to 19 years old: 5,012
Population 20 to 24 years old: 8,174
Population 25 to 34 years old: 6,981
Population 35 to 44 years old: 6,657
Population 45 to 54 years old: 5,867
Population 55 to 59 years old: 1,747
Population 60 to 64 years old: 1,394
Population 65 to 74 years old: 2,317
Population 75 to 84 years old: 1,768
Population 85 years and older: 751
Median age: 28.3 years

Births (2006, MSA)

Total number: 1,267

Deaths (2006, MSA)

Total number: 754

Money income (1999)

Per capita income: \$18,395
Median household income: \$34,194
Total households: 19,658

Number of households with income of . . .

less than \$10,000: 2,390
\$10,000 to \$14,999: 1,438
\$15,000 to \$24,999: 3,055
\$25,000 to \$34,999: 3,153
\$35,000 to \$49,999: 3,436
\$50,000 to \$74,999: 3,463
\$75,000 to \$99,999: 1,564
\$100,000 to \$149,999: 706
\$150,000 to \$199,999: 230
\$200,000 or more: 223

Percent of families below poverty level: 12.3%
(1999)

2005 FBI Crime Index Property: 2,074

2005 FBI Crime Index Violent: 65

■ Municipal Government

Grand Forks has been a home rule city since 1970; it was the first city in the state to adopt home rule. Grand Forks has a mayor-council form of government. The mayor and 14 councilpersons representing 7 wards or districts in the city are elected to four-year terms. The formal powers of the mayor of Grand Forks are limited. The mayor presides over city council meetings but can vote only if there is a tie. The mayor can veto actions of the council.

Head Official: Mayor Michael R. Brown (since 2000; current term expires June 2008)

Total Number of City Employees: 500 (2007)

City Information: City Hall, 255 North 4th St., PO Box 5200, Grand Forks, ND 58206-5200; telephone (701)746-4636; fax (701)787-3725; email info@grandforksgov.com

■ Economy

Major Industries and Commercial Activity

Grand Forks has a stable, agriculturally-based economy that has been expanding and diversifying since the early 1980s. More than 2,500 businesses are located in the area. Abundant moisture assists the growth of the hard spring wheat, corn, oats, sunflowers, durum, barley, potatoes, sugar beets, dry edible beans, soybeans, and flax that represent its major crops. Cattle, sheep and hogs also contribute to the local farm economy. Plants operate for the processing of potatoes, for the conversion of locally grown mustard seed for table and commercial use, for the refining of beets into sugar, and for the pearling of barley. The counties surrounding Grand Forks include 2,000 farming operations with a value of nearly \$250 million in production. Much of the area's durum wheat is marketed through the North Dakota State Mill and Elevator.

While in the early 1980s almost all businesses were agriculturally based, other enterprises such as high-technology firms, a wood products company, and concrete firms now play an important role in the local economy. Some important local firms include: J. R. Simplot, which processes potatoes and other foods; American Woods, which produces outdoor lawn furniture; Strata Corporation, which produces ready-mix concrete and handles asphalt and masonry; the American Crystal Sugar refinery; Young Manufacturing, which custom designs, engineers, and manufactures metal products; Energy Research Center, which conducts research on energy-related products; and R. D. O., which deals in processed foods. In 2001 and 2002, after its 1999 acquisition of Acme Tool Crib of the North, Internet retailer Amazon.com expanded and located a portion of its customer service operations in Grand Forks. Amazon.com is now one of the region's top employers. Retail is one of the fastest growing sectors in the Grand Forks economy, with much of its growth coming from "big box" stores like Target, Walmart, and Sam's Club.

The University of North Dakota (UND) is a major contributor to the city's economic life as well as its cultural and entertainment life. UND contributes nearly \$1 billion annually to the state and local economy.

Grand Forks U.S. Air Force Base is one of the bases in the Air Mobility Command, headquartered at Scott AFB, Illinois. The base is home to the 319th Air Refueling Wing and is the second-largest employer in the city.

Items and goods produced: farm crops, fertilizer, chemicals, seeds, wood products, metal products, concrete, computer software

Incentive Programs—New and Existing Companies

Local programs: The Urban Development Department is responsible for the administration and management of a variety of economic development programs. These activities are performed under the guidance and supervision of the Grand Forks City Council, Grand Forks Housing Authority, and miscellaneous advisory bodies. For example, the Urban Development Department works with the Grand Forks Region Economic Development Corporation to assist businesses and industries wishing to expand or locate in Grand Forks by helping secure funding through various local, state, and federal resources.

State programs: North Dakota is the only state in the nation to control its own development bank. The Bank of North Dakota (BND) arranges financing for the MATCH program, aimed at attracting financially strong companies to North Dakota via loans and low interest rates. The BND also administers the Business Development Loan Program, for new and existing business with higher risk levels; and the PACE fund, which targets community job development. The North Dakota Development Fund provides “gap financing” to primary sector businesses. The SBA 504 Loan Program offers long-term, fixed asset financing in partnership with private lenders; the borrower provides 10 percent in cash equity. The SBA 7(a) Loan Program is available to small businesses unable to obtain financing in the private credit marketplace

Job training programs: Job Service North Dakota administers state- and federally-funded workforce training programs including customized training, on-the-job training, occupational upgrading and Workforce 2000 employee training. The North Dakota New Jobs Training Program provides incentives to businesses that create new employment opportunities in the state.

Development Projects

Slowly but surely downtown Grand Forks has rebuilt itself. To prevent another flood disaster, the city, along with East Grand Forks, Minnesota and the St. Paul District of the U.S. Army Corps of Engineers, undertook an estimated \$386 million flood protection project, which reached functional completion in 2007. The city secured \$40 million of the U.S. President’s 2006 budget to assist with construction, which included a 100,000-gallon-per-minute pump station to divert runoff that would otherwise flow into the community. Other major features include 12.3 miles of levees, 1.1 miles of floodwall, bike paths, and a new pedestrian bridge spanning the Red River and joining Grand Forks and East Grand Forks.

The floodwall was the first of its kind to be built in the United States. The city also increased its efforts to redevelop its industrial park, where more than 1,000 new jobs were added between 1997 and 2007.

In 2005 Canadian developers broke ground on a \$50-million hotel and entertainment complex next to the Alerus; as of 2007 no completion date had been announced. The Wellness Center at the University of North Dakota, begun in 2004 and completed in 2006, will provide for the wellness needs of the university community. The \$19.3 million building offers fitness oriented programs such as group exercise and personal training, fitness assessments, weight and cardio machines, and massage therapy.

Economic Development Information: Grand Forks Region Economic Development Corp., 600 DeMers Avenue, Suite 501, Grand Forks, ND 58201; telephone (701)746-2720.

Commercial Shipping

Burlington Northern-Santa Fe schedules 200 freight trains per week through the region. Seventy motor carriers and several package service carriers are located in the city.

Labor Force and Employment Outlook

Post-flood, Grand Forks civic leaders are looking for ways to make Grand Forks more appealing to professionals and young people.

The following is a summary of data regarding the Grand Forks ND-MN metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 53,100

Number of workers employed in . . .

- construction and mining: 2,700
- manufacturing: 4,100
- trade, transportation and utilities: 11,200
- information: 700
- financial activities: 1,700
- professional and business services: 3,600
- educational and health services: 8,400
- leisure and hospitality: 5,500
- other services: 2,000
- government: 13,300

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.9% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
University of North Dakota	4,945

<i>Largest employers</i>	<i>Number of employees</i>
Grand Forks Air Force Base	4,265
Altru Health System	3,550
Grand Forks Public Schools	1,310
Hugo's Stores	775
Simplot	539
City of Grand Forks	517
Valley Memorial Homes	500
Amazon.com	400

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Grand Forks area.

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index: 91.1

State income tax rate: 2.1% to 5.54%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 1.75%

Property tax rate: 2.25% of appraised value (2005)

Economic Information: Grand Forks Chamber of Commerce, 203 Third Street North, Grand Forks, ND 58203; telephone (701)772-7271

■ Education and Research

Elementary and Secondary Schools

The Grand Forks Public School District is a progressive school district, with both standard and non-traditional subjects covered in the curriculum. Students routinely use computers and other technologies in the classroom, and all students receive some foreign language instruction prior to high school. The district's special education department is recognized as one of the best in the state; it provides services to disabled persons ages 3 through 21. Gifted students are provided with enrichment opportunities, including Advanced Placement courses at the high school level. Extracurricular opportunities in sports and the arts are offered to students in all grades. The Grand Forks Foundation for Education is a private organization that provides private donations, scholarships, and endowments to the district's schools and its students.

The following is a summary of data regarding the Grand Forks Public School District #1 as of the 2005–2006 school year.

Total enrollment: 14,618

Number of facilities

elementary schools: 12
junior high/middle schools: 4
senior high schools: 3
other: 3

Student/teacher ratio: 12.9:1

Teacher salaries (2005–06)

elementary median: \$43,870
junior high/middle median: Not available
secondary median: \$42,790

Funding per pupil: \$7,061

Five parochial and private schools provide an alternative to the public school curriculum. Two schools at Grand Forks Air Force Base provide education for students in grades kindergarten through eighth grades; high school students on the base are bused to Central High School.

Public Schools Information: Grand Forks Public Schools, 2400 47th Avenue South, Grand Forks, ND 58201; telephone (701)746-2200

Colleges and Universities

The University of North Dakota (UND), with nearly 13,000 students, is one of the largest institutions of higher learning in the Upper Midwest. Founded in 1883, the university has a strong liberal arts course and a constellation of 10 professional and specialized colleges and schools. The school has an economic impact on the region of nearly \$1 billion annually, and just over half of its students hail from North Dakota. Academic programs are offered in 193 fields, and the curriculum spans arts and sciences, aviation, business, fine arts, engineering, human resources, education, nursing, law, medicine, and graduate studies. It is one of just 47 public universities with accredited programs in both law and medicine. UND's school of medicine is recognized as a national leader in training rural health care providers.

Libraries and Research Centers

The Grand Forks Public Library houses more than 300,000 volumes and subscribes to approximately 400 periodicals. Its Grand Forks Collection includes books, pictures, and oral history of the local area. The library hosts story hours for young children and has meeting facilities available to the public for a small fee. The library's computer facilities offer free word processing and Internet access. Patrons can access the library's catalog via its Internet website. Greater Grand Forks's libraries hold more than 3 million volumes as well as periodicals, reports, microfilms, and documents.

The University of North Dakota has an international reputation for research. Among its research centers and service units are the Energy and Environmental Research Center, the Bureau of Governmental Affairs, the Bureau of Educational Services and Applied Research, the Center for Rural Health, and the Upper Midwest Aerospace Consortium. Special collections at the University of North Dakota Chester Fritz library include rare books, North Dakota history, and books on the geography and history of the Great Plains.

The Research Center at Altru Hospital participates in research and clinical trials in specialties that include cardiology, oncology, infectious diseases, pain management, and surgery. The Center collaborates with other health-care providers and academic institutions in a 17-county region of northeastern North Dakota and northwestern Minnesota.

Public Library Information: Grand Forks Public Library, 2110 Library Circle, Grand Forks, ND 58201; telephone (701)772-8116

■ Health Care

Altru Health System of Grand Forks serves the more than 200,000 residents of northeast North Dakota and northwest Minnesota. Altru is an integrated health system with headquarters on a 90-acre medical campus. It was created July 1, 1997 when the Grand Forks Clinic and United Health Services integrated following the Red River Flood. Facilities include a 261-bed acute care hospital, a 34-bed rehabilitation facility, a free-standing cancer center, and a 172-unit retirement living community. There are more than 3,000 staff, including 180 physicians, nurses, and health care professionals. Specialized services include a surgical center; women's services; heart services; and cancer, diabetes, rehabilitation, and vascular centers. The Altru Cancer Center was the first in the state to provide High-Dose Rate Brachytherapy. Altru provides care from 8 locations in Grand Forks and 12 regional clinics in northeast North Dakota and northwest Minnesota. Additionally, the University of North Dakota sponsors the Grand Forks Family Medicine Residency, and East Grand Forks is home to Meritcare East Grand Forks.

■ Recreation

Sightseeing

The Grand Forks County Historical Society grounds feature the Myra Museum, which displays the heritage of the Grand Forks area. Exhibits and displays include the Quiet Room, which contains furnishings from the 1700s; the Chapel, with its stained glass windows and objects from historic local churches; and the Lake Agassiz

display, which offers a history lesson in the ancient lake that produced the rich Red River Valley soil. The 1879 Campbell House displays furnishings of family life including a working loom, toys, and a summer kitchen. A 1917 school house and the 1870s post office are some of the first buildings constructed in the town. The grounds are open for tours May 15 through September 15, with guided tours available every day of the week.

Arts and Culture

Grand Forks has a thriving cultural scene, with performing arts venues that include the Fire Hall Theatre, which offers a season of musicals, dramas, classics, and comedies in an intimate 114-seat setting, and the restored 1919 Empire Arts Center. The Chester Fritz Auditorium on the University of North Dakota (UND) campus presents a diversity of national, regional, and local theatrical productions and is home of the Greater Grand Forks Symphony Orchestra. The campus's Burtneis Theatre is the site of excellent college dramatic productions. Community performing arts groups include the Greater Grand Forks Symphony and Youth Symphony, Grand Forks Master Chorale, Grand Forks City Band, and North Dakota Ballet Company.

The North Dakota Museum of Art, located on the UND campus, is the state's official art gallery and serves as the center of cultural life for a five-state region. The museum exhibits national and international contemporary art with shows changing every six to eight weeks. During the winter, the Museum Concert Series presents classical music concerts. The Hughes Fine Arts Center Gallery on the UND campus exhibits the works of national and regional artists as well as students. The UND Witmer Art Center displays quality works by professional artists.

Festivals and Holidays

Guest writers and poets from across the nation come to Grand Forks in March for the Writer's Conference. April's Time Out/Wacipi, sponsored by the Native American Studies Department at UND, offers a variety of activities and entertainment focused on Native American life. During three weekends in June, July, and August, Summerthing presents Music in the Park, Kids Days, and Artfest. In June, the Greater Grand Forks Fair and Exhibition offers carnival rides, concerts, 4-H entries, and races. From June through September, an outdoor farmers market with free entertainment and concessions is held on the town square. A popular summer U.S. Air Force Base event, Friends and Neighbors Day, brings thousands of people to watch aerial demonstrations and to peer into cockpits. Crazy Days offers bargain shopping at many local marketplaces in August, and later in the month the two-day Heritage Days Festival includes old time threshing demonstrations and antique machinery. The Potato Bowl in September features football games, a

queen pageant, and a golf tournament, among other activities. Christmas in the Park, held from late November through early January, is a driving tour of holiday light displays.

Sports for the Spectator

The University of North Dakota is the home of the Fighting Sioux, with historically excellent Division I ice hockey and Division II men's and women's basketball, football, and swimming programs.

Sports for the Participant

The Grand Forks Park District maintains 43 parks and facilities on more than 850 acres of land. Facilities include biking and jogging lanes and paths, two golf courses (including an Arnold Palmer signature golf course), one public swimming pool, eleven outdoor skating rinks, four indoor ice arenas, and tennis and racquetball courts. The Park District's Center Court Fitness Club houses indoor tennis courts, aerobics studios, and a weight room. Two rivers provide outstanding fishing opportunities; the Red River is internationally known for its trophy-sized channel catfish. Winter offers opportunities for snowmobiling, ice fishing, and cross-country skiing.

Shopping and Dining

The largest indoor mall in the region is Columbia Mall, whose 70 stores are anchored by JCPenney, Marshall Field's, and Sears. The Grand Cities Mall, anchored by Big K-Mart, includes stores such as Grand Cities Antiques and Collectibles and Zimmerman's Furniture. The Grand Forks Marketplace, located off of Interstate 29 and opened in 2001, is home to national retailers such as Target and Lowe's. The Riverwalk Centre, in East Grand Forks, offers unique shopping opportunities in a scenic setting along the Red River. Barnes and Noble University Bookstore is the anchor for the "University Village" on the UND campus, which opened in 2000.

East Grand Forks, Minnesota, is home to Cabela's, featuring an extensive collection of hunting, fishing, and outdoor gear in a five-story-high store with a 35-foot high mountain with game mounts, a gigantic aquarium, and indoor firearm testing areas.

The Grand Forks area has more than 85 restaurants serving fast food to gourmet meals, including Chinese, Mexican, Bavarian, and Italian fare as well as the Midwest staple steak-and-potatoes dinner.

Visitor Information: Greater Grand Forks Convention & Visitors Bureau, 4251 Gateway Drive, Grand Forks, ND 58203; telephone (701)746-0444; toll-free (800)866-4566. Grand Forks Parks District, 1210 7th Avenue South, Grand Forks, ND 58208; telephone (701)746-2750

■ Convention Facilities

Grand Forks is the largest sports, convention, and entertainment center between Minneapolis and Seattle. Its Alerus Center is the largest sports, entertainment, and convention facility in the upper Midwest. The facility includes more than 145,000 square feet of banquet, meeting, and exhibit space; adjustable concert seating for up to 22,000 people; 12 conference rooms; and a 26,000-square-foot ballroom. Several local banquet halls, hotels, and restaurants also provide meeting facilities.

Convention Information: Alerus Center, 1200 42nd Street South, Grand Forks, ND 58203; telephone (701) 792-1200. Greater Grand Forks Convention & Visitors Bureau, 4251 Gateway Drive, Grand Forks, ND 58203; telephone (701)746-0444; toll-free (800)866-4566

■ Transportation

Approaching the City

Grand Forks is accessible by two major highways: Interstate 29, which runs north and south, and U.S. Highway 2, which runs east and west. Grand Forks International Airport, located 4.5 miles west of the city, is North Dakota's busiest commercial airport. Northwest Airlines and Northwest Airlinks (Mesaba Airlines and Pinnacle Airlines) operate daily flights with a traffic total of almost 40,000 flights per month. Amtrak operates daily passenger trains. Interstate bus service is provided by Greyhound and Triangle bus lines.

Traveling in the City

The Cities Area Transit (CAT) provides bus service to both Grand Forks and East Grand Forks Monday through Saturday. CAT offers a door-to-door senior ride service for adults 55 and older. Dial-a-Ride service is available for the physically handicapped.

■ Communications

Newspapers and Magazines

The city's daily newspaper is the *Grand Forks Herald*; although its building burned to the ground in April 1997 during the great flood, the newspaper managed to win a Pulitzer Prize for its coverage of the flood. The paper maintains an Internet website with daily news, a week's worth of archived news, local classified ads, and "online extras." The *Dakota Student*, the student-published campus newspaper of UND, is published twice weekly during the fall and spring semesters. The paper is free to students and community members. The University of North Dakota publishes scholarly journals, including *North Dakota Quarterly*, a literary review.

Television and Radio

Residents of Grand Forks receive programming from one public and one commercial television station and from AM and FM radio stations that include religious and classic rock formats, as well as a University of North Dakota station. Grand Forks also receives programming from Fargo. Cable service is available.

Media Information: *Grand Forks Herald*, Knight-Ridder, Inc., 375 2nd Ave. N., PO Box 6008, Grand Forks, ND 58206-6008; telephone (701)780-1100; toll-free (800)477-6572

Grand Forks Online

- City of Grand Forks. Available www.grandforksgov.com
- Grand Forks Air Force Base. Available public.grandforks.af.mil
- Grand Forks Chamber of Commerce. Available www.gfchamber.com
- Grand Forks Convention and Visitors Bureau. Available www.visitgrandforks.com
- Grand Forks County Historical Society. Available www.grandforkshistory.com

- Grand Forks Herald*. Available www.grandforksherald.com
- Grand Forks Park District. Available www.gfparks.org
- Grand Forks Public Library. Available www.grandforksgov.com/library
- Grand Forks Public Schools. Available www.gfschools.org
- Grand Forks Region Economic Development Corporation. Available www.grandforks.org
- Office of Urban Development. Available www.grandforksgov.com/gfgov/home.nsf/Pages/Urban+Development
- University of North Dakota. Available www.und.edu

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Ohio

Akron...429

Cincinnati...443

Cleveland...455

Columbus...467

Dayton...477

Toledo...487



The State in Brief

Nickname: Buckeye State

Motto: With God, all things are possible

Flower: Scarlet carnation

Bird: Cardinal

Area: 44,825 square miles (2000; U.S. rank 35th)

Elevation: Ranges from 455 feet to 1,550 feet above sea level

Climate: Temperate and continental; humid with wide seasonal variation

Admitted to Union: March, 1, 1803

Capital: Columbus

Head Official: Governor Ted Strickland (D) (until 2010)

Population

1980: 10,798,000

1990: 10,847,115

2000: 11,353,140

2006 estimate: 11,478,006

Percent change, 1990–2000: 4.7%

U.S. rank in 2006: 7th

Percent of residents born in state: 75.12% (2006)

Density: 280.0 people per square mile (2006)

2006 FBI Crime Index Total: 462,444

Racial and Ethnic Characteristics (2006)

White: 9,645,844

Black or African American: 1,357,343

American Indian and Alaska Native: 21,570

Asian: 175,000

Native Hawaiian and Pacific Islander: 2,447

Hispanic or Latino (may be of any race): 265,762

Other: 104,589

Age Characteristics (2006)

Population under 5 years old: 736,175

Population 5 to 19 years old: 2,364,272

Percent of population 65 years and over: 13.3%

Median age: 37.6

Vital Statistics

Total number of births (2006): 147,791

Total number of deaths (2006): 107,614

AIDS cases reported through 2005: 14,381

Economy

Major industries: Trade; finance, insurance, and real estate; manufacturing; agriculture; tourism; services

Unemployment rate (2006): 7.1%

Per capita income (2006): \$23,543

Median household income (2006): \$44,532

Percentage of persons below poverty level (2006): 13.3%

Income tax rate: 0.649% to 6.555%

Sales tax rate: 5.5%



Akron

■ The City in Brief

Founded: 1825 (incorporated 1836)

Head Official: Mayor Donald L. Plusquellic (D) (since 1987)

City Population

1980: 237,177

1990: 223,019

2000: 217,074

2006 estimate: 209,704

Percent change, 1990–2000: –2.7%

U.S. rank in 1980: Not available

U.S. rank in 1990: 71st (State rank: 5th)

U.S. rank in 2000: 82nd (State rank: 5th)

Metropolitan Area Population

1980: 2,938,277

1990: 2,859,644

2000: 2,945,831

2006 estimate: 2,917,801

Percent change, 1990–2000: 3.0%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 16th

Area: 62.41 square miles

Elevation: 1,050 feet above sea level

Average Annual Temperatures: January, 25.2° F; July, 71.8° F; annual average, 49.5° F

Average Annual Precipitation: 38.47 inches of rain; 47.1 inches of snow

Major Economic Sectors: Research and development, manufacturing, healthcare, education

Unemployment Rate: 5.9% (June 2007)

Per Capita Income: \$19,497 (2005)

2005 FBI Crime Index Property: 12,040

2005 FBI Crime Index Violent: 1,265

Major Colleges and Universities: University of Akron

Daily Newspaper: *The Akron Beacon Journal*

■ Introduction

Akron is the cradle of the rubber industry in the United States, home of the National Inventors Hall of Fame, birthplace of Alcoholics Anonymous and current site of the leading edge of polymer engineering and research. Akron's history has been one of adaptation, of seeing opportunity and developing a response, all of which has led to the community becoming an industrial power. The city balances a long tradition of manufacturing and transportation businesses with fine cultural tastes. Akron has given the United States automotive tires, plastics, oatmeal, basketballer LeBron James, rocker Chrissie Hynde of the Pretenders, New Wave band Devo, and the All-American Soap Box Derby—a true show of the city's diversity.

■ Geography and Climate

Akron's natural surroundings provide a little of everything—to the south and east lie the gently rolling Appalachian Foothills; to the north is the glacial legacy of Lake Erie; and Akron itself sits on the Cuyahoga River in the Great Lakes Plains region. The Plains are renowned for their fertility, while the Appalachian Plateau is not only beautiful but a concentrated repository of minerals.

Akron experiences four distinct seasons throughout the year. A consistently high level of humidity makes for cold winters and hot summers. The winter season can be

quite snowy, although Akron's relative distance from Lake Erie protects it from the full barrage of lake effect precipitation experienced by Cleveland. Year-round moisture generates an excellent growing climate.

Area: 62.41 square miles

Elevation: 1,050 feet above sea level

Average Temperatures: January, 25.2° F; July, 71.8° F; annual average, 49.5° F

Average Annual Precipitation: 38.47 inches of rain; 47.1 inches of snow

■ History

Great Lake, Good Spot to Settle

The last Ice Age left northern Ohio a priceless gift—a mammoth body of water to support fish, game and agriculture, along with rich soil and mineral deposits. Lake Erie was named for a tribe of native people who lived on its shores; other early inhabitants attracted by the bountiful flora and fauna included Iroquois, Miami, Shawnee, Wyandot, Delaware, and Ottawa Indian tribes. The first residents left little mark on the land, aside from a well-worn trail that became known as the Portage Path used to transport canoes between large bodies of water. The native tribes also left a linguistic heads-up—their words for the concepts of “hunger” and “cold” were soon understood by subsequent European explorers.

Northern Ohio's riches of fish and furs couldn't be ignored by adventurers from across the pond. French trappers set up outposts to protect their fur trade and subsequently fought the British for the area in what came to be known as the French and Indian War. As part of a treaty, France ceded Ohio and the Great Lakes to Great Britain, which forbade U.S. settlers to occupy the area. Not known for obedience to the Queen, pioneers from the eastern U.S. colonies continued to traverse the area; following the American Revolution, Great Britain ceded Ohio and the Northwest Territories to the United States. However, the British continued to occupy fortifications that they had agreed to leave. Tensions had continued to run high between the U.S. and Great Britain after the war of American independence, and a new generation of “warhawks” on the east coast fed the unrest with reports that the Brits were inciting native tribes to perpetrate violence on U.S. pioneers and explorers along the Great Lakes. War was declared in 1812, with British and Canadian troops taking on an under-prepared U.S. military. Native American tribes picked a side and fought for reasons ranging from survival to revenge, although the tribes's alliance with the British was effectively ended when the Shawnee Chief Tecumseh was killed shortly after the Battle of Lake Erie.

The War of 1812 ultimately ended in a stalemate but with lasting effects on both Canada and the U.S.—national identity was cemented in both countries, and a firm border was established along the Great Lakes. Ohio had been a state since 1803, and the U.S. had just spent a great deal of effort to ensure that the productive, fertile area remained part of the Union. But how to bring those riches to the rest of the country?

The Ohio-Erie Canal

Ever since humans first cast eyes on the ocean-like expanse of Lake Erie, the creation of a navigable route between the lake and other major water systems nearby was a primary objective. The Appalachian and Adirondack Mountains created obstacles to ground transportation methods of the time, and water was viewed as an easy route. Plans for a canal system had been percolating for decades before the War of 1812; after the war, construction commenced on the Erie Canal that would connect the northeast end of the lake with the Hudson River, allowing for transportation of goods and people on to the Atlantic Ocean. A parallel canal was begun from the south shore of Lake Erie with a plan to join the Ohio River at Portsmouth, then proceed east through Pennsylvania to the wealthy eastern communities hungry for Ohio wheat, furs, and minerals.

Communities sprang up along the canal construction route and its attendant industries. An hour south of Lake Erie, at the high point of the Ohio-Erie canal, the town of Akron (Greek for “high”) was platted in 1811 and founded in 1825. The canal required 17 locks to be passed in the vicinity of Akron, necessitating that passengers spend a number of hours in the burgeoning town. Businesses were developed to meet the needs and desires of the pass-through traffic as well as to facilitate the freight trade—barrels and pottery containers were manufactured in Akron amid taverns, general stores and boat building enterprises. Hard-working immigrants came to Akron to labor on the canal and stayed to prosper in canal-related businesses after the waterway was completed. Akron was established as a true crossroads, and then found itself at the figurative crossroads of the U.S. Civil War.

“Farmers of Rich and Joyous Ohio . . .”

In the mid-1800s, Ohio was a microcosm of the nation. The northern counties, including Summit, were home to some of the most passionate abolitionists in the country. The southern counties, abutting pro-slavery states Kentucky and Virginia, were equally passionate in support of states' rights. In this atmosphere of division, the pro-abolition family of John Brown moved to northern Ohio in search of a politically supportive community. Brown and his family lived a somewhat chaotic existence, as he struggled to provide for his wife and children as a tanner, sheep farmer and wool merchant. In 1844, Brown moved

to Akron and partnered with city founder Simon Perkins in a wool business; the partnership was dissolved in 1851 for financial reasons and Brown moved his family out of Ohio as he became increasingly troubled by slavery in the United States. Events in “bleeding Kansas” inspired Brown and several of his sons to travel to the free state to take part in raids on pro-slavery factions. Brown gained a national platform for his views and actions, which culminated in his band’s raid on Harper’s Ferry, Virginia (now West Virginia). Brown was apprehended by Robert E. Lee and was hanged in 1859—arguably, the raid on Harper’s Ferry pushed the country into Civil War and ultimately gained Brown’s goal of ending slavery in the United States.

With Brown’s fierce beliefs in its memory and Sojourner Truth’s Akron speech ringing in its ears, Ohio joined the Union and contributed more than its conscripted quota of volunteers to the army during the Civil War. During and after the war, life in Akron and northern Ohio underwent a shift from the agrarian to the industrial, as entrepreneurs adapted to meet the demands of a nation doing battle. Railroads began to crisscross the country, and Akron was not immune—train transport of goods eventually led to the demise of the Ohio-Erie Canal in 1913. However, in the late 1800s, Akron needed all the freight transport systems available: B.F. Goodrich had come to town.

Akron’s Beginnings in Rubber

Dr. Benjamin Franklin Goodrich grew up on the east coast and received his medical education in Cleveland, Ohio. After serving as a surgeon during the Civil War, Goodrich could see the potential in vulcanized rubber products as developed by Charles Goodyear and decided in 1870 to locate a company in Akron. A couple of decades later, the Goodyear Tire and Rubber Company, named in honor of Charles Goodyear, based its headquarters in Akron and provided competition for Goodrich. Firestone Rubber followed in 1900 and General Tire in 1915, establishing Akron as the “Rubber Capital of the World.” Rubber production at that time consisted mainly of bicycle and carriage tires and rubber pads for horse-shoes. The industry pulled in workers not only from other states but from other countries, making for a motivated and diverse population.

Akron’s fortunes were boosted by rubber demand during World War I; the ensuing Great Depression had an economic impact on the industry and the city as a whole, but the American love affair with the automobile came to the rescue. In the early 1900s, the Model T had been outfitted with Goodyear tires; by 1926, Goodyear had become the world’s largest rubber company as it sprinted to keep ahead of its competitors in Akron. World War II again increased the need for fighter plane tires and other equipment, bringing more growth and wealth to the Rubber Capital. With many men serving in the

military, women entered the industrial workforce in droves; the local rubber manufacturers used women in advertising to both promote the war effort and their products.

After the war, change was in the air. In the 1950s and 1960s, radial tires became the industry standard and Akron’s factories weren’t equipped for the switch. Some companies attempted a hybrid tire with poor results, and B.F. Goodrich converted its machinery over to radial production equipment at great expense to the company. These costs, coupled with industry strikes and factory shutdowns in the 1970s and 1980s, decimated the rubber business in Akron. Today, Firestone maintains a technical research center in Akron and Goodyear continues to produce racing tires while researching new tire technology, but most of the other rubber companies have left.

Post-Rubber Akron

Akron has rebounded from the tough days in the rubber industry, again demonstrating its ingenuity and resourcefulness in the field of polymer research and engineering. More than 400 polymer-related companies operate in the area, and the University of Akron has created both a degree program in polymer engineering and a research facility that supports local efforts. In addition, aerospace design is taking flight in local industry.

The city of Akron is redefining itself and rediscovering itself as it celebrates its contributions to American inventiveness, music, and sports. The downtown area is undergoing a renaissance, and the Ohio & Erie Canal National Heritage Corridor has been preserved in recognition of the history of the waterway. Akron is facing forward, but it remembers how it got where it is today.

Historical Information: Summit County Historical Society, 465 South Portage Path, Akron, OH 44320; telephone (330) 535-1120; fax (330) 535-0250

■ Population Profile

Metropolitan Area Residents

1980: 2,938,277
 1990: 2,859,644
 2000: 2,945,831
 2006 estimate: 2,917,801
 Percent change, 1990–2000: 3.0%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 16th

City Residents

1980: 237,177
 1990: 223,019
 2000: 217,074
 2006 estimate: 209,704



Eric M. Miller 2008.

Percent change, 1990–2000: –2.7%
U.S. rank in 1980: Not available
U.S. rank in 1990: 71st (State rank: 5th)
U.S. rank in 2000: 82nd (State rank: 5th)

Density: 3,497.3 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 131,244
Black: 60,590
American Indian and Alaska Native: 369
Asian: 3,497
Native Hawaiian and Pacific Islander: 61
Hispanic or Latino (may be of any race): 3,485
Other: 1,447

Percent of residents born in state: 75.6% (2006)

Age characteristics (2005)

Population under 5 years old: 13,894
Population 5 to 9 years old: 15,159

Population 10 to 14 years old: 12,886
Population 15 to 19 years old: 12,529
Population 20 to 24 years old: 16,138
Population 25 to 34 years old: 30,436
Population 35 to 44 years old: 28,297
Population 45 to 54 years old: 26,764
Population 55 to 59 years old: 11,303
Population 60 to 64 years old: 8,540
Population 65 to 74 years old: 11,636
Population 75 to 84 years old: 9,913
Population 85 years and older: 2,686
Median age: 34.7 years

Births (2006, MSA)

Total number: 8,195

Deaths (2006, MSA)

Total number: 6,806

Money income (2005)

Per capita income: \$19,497

Median household income: \$32,937

Total households: 85,558

Number of households with income of . . .

less than \$10,000: 11,644
 \$10,000 to \$14,999: 7,565
 \$15,000 to \$24,999: 13,030
 \$25,000 to \$34,999: 12,619
 \$35,000 to \$49,999: 15,287
 \$50,000 to \$74,999: 12,901
 \$75,000 to \$99,999: 5,936
 \$100,000 to \$149,999: 4,842
 \$150,000 to \$199,999: 1,091
 \$200,000 or more: 643

Percent of families below poverty level: 11.3% (2005)

2005 FBI Crime Index Property: 12,040

2005 FBI Crime Index Violent: 1,265

■ Municipal Government

The City of Akron operates under the council-mayor form of government, with the 13-member council and the mayor working together to establish administrative departments and to oversee the city finances. The city is divided into 10 wards, each of which elect a council member for a two-year term of service. The other three council members are elected by the city populace at-large and serve four-year terms in office. The mayor is also elected by the general populace of Akron and serves a four-year term. The mayor selects a cabinet composed of the Deputy Mayors of Economic Development, Planning, Public Service, Safety, Labor Relations, Intergovernmental Relations, Finance, and Law.

Head Official: Mayor Donald L. Plusquellic (D) (since 1987; current term expires 2012)

Total Number of City Employees: 2,585 (2007)

City Information: City of Akron, Municipal Building, Ste. 200, 166 South High Street, Akron, OH 44308; telephone (330)375-2345; fax (330) 375-2468

■ Economy

Major Industries and Commercial Activity

From its former honor as the “Rubber Capital of the World,” Akron has moved forward into the world of liquid crystal and polymer research, development, and technology. More than 400 companies in the area are at work on one aspect or another of polymers, creating what is now referred to as “The Polymer Valley.” The area is the leading site nationwide for the manufacture of plastic

processing equipment; more than 16,000 polymer industry employees live in greater Akron. The University of Akron supports the industry with both a College of Polymer Engineering and a specialized laboratory and research facility accessible by Akron area business partners. The greater Akron area is home to more than 21,000 businesses, approximately 150 of which are *Fortune* 500 companies.

As a transportation hub between the east coast of the United States and parts west, Akron has built an industry around motor vehicle production, movement of freight, and aeronautics. In 2003 the local branch of Lockheed-Martin was awarded a \$2 million Department of Defense contract to develop a new high altitude airship capable of carrying a variety of payloads. Local researchers in the aeronautics field have been studying “lighter than air” technology for aircraft since the days of the Goodyear Blimp being docked in Akron.

Items and goods produced: plastic products, polymers, chemicals, metals, motor vehicles and related equipment, biomedical products, aeronautical instruments, and controls

Incentive Programs—New and Existing Companies

Local programs: Through Tax Increment Financing, the City of Akron offers businesses the opportunity to apply real property taxes to a public infrastructure improvement that will directly benefit the business. In addition, businesses that locate or expand into an Akron Enterprise Community Zone are eligible for a tax abatement program that allows for up to 100 percent of tangible personal property taxes to be in abatement for up to 10 years.

State programs: The state of Ohio offers a number of incentives designed to encourage new companies and retain existing businesses. Tax credit programs include those for job creation, machinery and equipment investment, export, research and development franchise, and technology investment. Ohio also offers a property tax abatement for areas identified as enterprise zones and sales tax exemptions for research and development.

Job training programs: The state of Ohio has created the Enterprise Ohio Network of public community colleges and universities that work with businesses and organizations to provide continuing education for employees. The Ohio Investment in Training Program offers reduced-cost training and materials to new or expanding businesses, with an emphasis on employment sectors in which training costs are comparatively high.

Summit County’s Employment Resource Center assists employers with recruitment and skills testing for prospective employees, customizes on-the-job training for new or reallocated workers, and can advise employers and employees during layoff situations.

Development Projects

In an effort to counter the outflow of businesses and residents to malls and suburbs, downtown Akron became a Special Improvement District in the mid-1990s. This designation as a private nonprofit entity has enabled the enhancement of parking and transit services, marketing of the downtown area, business recruitment and retention, and the physical presentation and security of the area. The restoration project has included adaptive reuse of large, unoccupied businesses in the district; examples include the Roetzel & Andress Office Center (bringing 85,000 square feet of retail space and 100,000 square feet of office space to the downtown area) and Advanced Elastomer Systems (now located in buildings 40 and 41 of the B.F. Goodrich complex and continuing the trend of innovation in a most appropriate setting). As of 2007, more than \$2.5 billion dollars in private capital had been invested in new plants and plant expansions in Summit, Portage and Medina Counties. In 2004 alone, 42 projects contributed to nearly \$150 million in private capital investment.

In 2007 the City of Akron had a number of business and industrial parks under development or open for new enterprises. The Ascot Business Park was being cultivated for light industrial and manufacturing businesses, with 52 of the 228 total acres remaining for development in 2007. Tenants included companies that produce plastics, chemicals, aluminum, glass, and graphic art rubber products. The Airport Development Area encourages location of businesses that fit within the existing aviation, commercial, and industrial themes. In 2006 a \$10 million grant was made to the University of Akron in order to support the University Park Alliance's economic development plan to revitalize the downtown district. Developers hoped to bring 500 new housing units, create 1,000 new jobs, attract new businesses and mixed-use developments, and draw additional investments of \$500 million to \$1 billion.

In 2003 the Akron Public Schools District embarked on an ambitious 15-year plan to renovate existing school structures into state-of-the-art community learning centers. The updated facilities were intended to serve as modern school buildings for Akron Public School students during the day, and in the evening will be available for community programs, adult education, recreation, and after-school enrichment activities. The total project budget was \$800 million, and as of 2007 three community centers had been opened, including the Helen E. Arnold Community Learning Center in October 2007. Three more community centers were planned or under construction.

The Akron Art Museum underwent extensive renovations that were unveiled in 2007. The museum expanded to 65,000 square feet of soaring architecture with tripled gallery space and increased outdoor exhibit areas with the opening of the new John S. and James L. Knight Building.

Commercial Shipping

Akron is ideally situated within a 500-mile radius of 42 major U.S. cities that comprise 55 percent of U.S. manufacturing plants, 57 percent of the U.S. population and 60 percent of its buying power. Akron businesses have a variety of choices when it comes to shipping, considering the city's proximity to major waterways, airports, roadways, and rail systems. The Akron Fulton Airport, located in the southeast corner of the municipality, was home to the original Goodyear Airdock and site of the first lighter-than-air craft. The airport has four paved runways and can accommodate all types of private, single- and multi-engine aircraft. The Akron-Canton Airport offers a range of commercial flight and cargo shipping options. Carriers include AirTran, Delta, Frontier, Northwest, United and US Airways Express. Further air cargo options are available up the road 40 miles in Cleveland, where Cleveland Hopkins International Airport hosts eight carriers that include UPS, FedEx and the United States Postal Service.

A multitude of interstate, U.S. and state highways intersect in Akron, providing ready access to and from all points in the country. Interstates 71, 76 and 77 all pass through the city; bypasses have been created to encourage smooth traffic flow. Local trucking and transport firm Roadway Express, a subsidiary of Yellow Roadway Corporation, leads the ground transport field with a network of shipping options extending to Canada, Alaska, Hawaii, Puerto Rico and across the globe. Akron's industrial history has made the city a magnet for many other companies that specialize in handling and transport of a range of freight. Several rail systems pass through Akron as well, including CSX and Norfolk Southern Railroads.

The Great Lakes Seaway from the Port of Cleveland and the St. Lawrence Seaway link the Akron area to the Atlantic Ocean, providing access to Europe, Africa, South America, Australia and Asia. The Port of Cleveland, the largest overseas general cargo port on Lake Erie and third largest port on the Great Lakes, serves more than 50 countries, shipping cargo to and receiving cargo from 120 ports around the world.

Labor Force and Employment Outlook

Developments in the early 2000s portended that the manufacturing sector was likely to see more layoffs and lost jobs in the future. Analysts believed that the manufacture of durables might rebound somewhat, but the employment sectors that were expected to demonstrate significant growth included health care and social assistance, science and technology professions, administration and support services, leisure and hospitality, wholesale trade, transportation and warehousing, construction, retail trade, services, and recreation, arts and entertainment. Adaptation and retraining were considered critical for workers to make the shift from production to a more service-oriented job market.

The following is a summary of data regarding the Akron metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 339,700

Number of workers employed in . . .

construction and mining: 14,900
 manufacturing: 47,700
 trade, transportation and utilities: 67,400
 information: 4,600
 financial activities: 14,400
 professional and business services: 51,200
 educational and health services: 45,100
 leisure and hospitality: 31,400
 other services: 13,800
 government: 49,300

Average hourly earnings of production workers employed in manufacturing: \$16.07

Unemployment rate: 5.9% (June 2007)

Largest metropolitan area employers (2007)

	<i>Number of employees</i>
Summa Health System	6,102
Akron General Health System	4,267
Goodyear Tire & Rubber Co.	4,000
Akron School District	3,500
Kent State University	3,500
The University of Akron	2,845
Akron General Medical Center	2,820
City of Akron	2,585
Akron Children's Hospital	2,360
FirstEnergy Corp.	2,300

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$251,053

2007 (1st quarter) ACCRA Cost of Living Index: 95.7

State income tax rate: 0.68% to 6.87%

State sales tax rate: 5.5%

Local income tax rate: 2.25% (Akron)

Local sales tax rate: 0.75% (Summit County)

Property tax rate: \$89.270 per \$1,000 assessed value

Economic Information: Greater Akron Chamber, One Cascade Plaza, 17th Floor, Akron, OH 44308-1192; telephone (303)376-5550; toll-free (800)621-8001.

■ Education and Research

Elementary and Secondary Schools

In 2001 Akron Public Schools committed to a ten-point contract with the community, vowing to heighten academic standards, raise test scores and graduation rates, keep schools safe, cut costs and limit growth, execute and enforce contracts with parents of students, move students into alternative school programs as necessary, provide continuing education for teachers and administrators, work closely with community partners, monitor the budget closely, and delay requests for more operational monies until the ten points of the contract were met (which happened as of the 2004-2005 school year). Akron Public Schools is a large district that boasts a student body that is approximately half African American and half Anglo-American, along with representation from Asian, Pacific Islander, Latino, and American Indian cultural and ethnic groups. The district's diverse language program is a source of pride.

A plethora of specialized programs and studies are offered in classes that meet all state standards for education. Team and individual sports, music, and art offerings have been supported in Akron Public Schools, demonstrating the district's commitment to individualized learning; classes in French, Spanish, Latin and Chinese are all offered, and Firestone High School participates in the prestigious International Baccalaureate Program. The district has incorporated alternative school facilities that serve students who are at risk of dropping out of the general school population or who pose a discipline problem. Project GRAD (Graduation Really Achieves Dreams) is a district-wide program to encourage students to stay in school; it targets achievement levels among low-income students.

In 2003 the district embarked on an ambitious 15-year plan to renovate existing school structures into state-of-the-art community learning centers. The updated facilities were intended to serve as modern school buildings for Akron Public School students during the day, and in the evening will be available for community programs, adult education, recreation, and after-school enrichment activities. The total project budget was \$800 million, and as of 2007 three community centers had been opened, including the Helen E. Arnold Community Learning Center in October 2007.

In 2007 two Akron public schools, Firestone and Ellet High Schools, were chosen as two of eight Ohio sites and two of nineteen for the national "High Schools

That Work” awards and designated as “Gold Improvement” Award schools.

The following is a summary of data regarding the Akron Public Schools as of the 2005–2006 school year.

Total enrollment: 26,385

Number of facilities

- elementary schools: 36
- junior high/middle schools: 10
- senior high schools: 7
- other: 0

Student/teacher ratio: 15.4:1

Teacher salaries (2005–06)

- elementary median: \$52,360
- junior high/middle median: \$53,130
- secondary median: \$52,860

Funding per pupil: \$9,845

The city of Akron is also home to a number of private middle and high school programs, most of which are operated under the auspices of religious institutions, such as Walsh Jesuit, a Catholic high school. A Waldorf school is located in nearby Copley, Ohio, and several Montessori schools are located in Akron and surrounding communities.

Public Schools Information: Akron Public Schools, Administration Building, 70 N. Broadway, Akron, OH 44308-1911; telephone (330)761-1661

Colleges and Universities

With the unlikeliest of mascots (Zippy the Kangaroo), the University of Akron has a student body 24,704 students representing 44 U.S. states and 79 foreign countries. The university functions on the semester system and offers more than 200 undergraduate majors, more than 110 master’s and doctoral degrees, and 4 law degree tracks. The university has adapted to economic trends in the Akron area by instituting a College of Polymer Science and Engineering; other degree programs prepare students for careers in nursing, education, the fine arts, the social sciences and more. There are more than 735 instructors, over 85 percent of whom hold a doctoral degree in their field.

Adult vocational education is available at several institutions in the Akron area, including the Ohio College of Massotherapy (OCM). Enrolling approximately 250 full-time students, OCM combines classroom and experiential work in pursuit of an associate’s degree in Applied Science or a diploma in Massage Therapy. Specialized healthcare programs in X-ray technology or nursing can be studied through the local hospitals organized under the Summa Health System, including St. Thomas Medical Center and Akron City Hospital.

Other institutions for post-secondary education include the Academy of Court Reporting, Akron Barber College, Stafford Flight Academy, and the Akron Machining Institute.

Akron is a mere hour south of Cleveland and within easy reach of the main campuses and branches of several post-secondary education programs, including Case Western Reserve University and Cleveland State University. Kent State University is located about 24 miles to the northeast of Akron.

Libraries and Research Centers

Akron and its surrounding communities are served by the Akron-Summit County Public Library system, which is comprised of a main library facility in Akron, 17 branch libraries, and a bookmobile. The library system provides access to more than 1.2 million books, approximately 250,000 audio-visual materials, and 1,800 periodicals. The main library houses a number of special collections centered around local history; one of the newer collections has preserved musical contributions of local Summit County performers from the past to present day. Photographs, books, articles, and other materials chronicle the history of the rubber industry, the World Series of Golf, and the Soap Box Derby in Akron. Each branch of the library system offers a variety of reading and education programs for children, teens, and adults throughout the year. Book delivery is available for homebound readers.

Located on the fourth floor of the Summit County Courthouse, the Akron Law Library promotes the study of law and legal research to its membership of attorneys, judges, magistrates, and other court personnel. More than 81,500 volumes are on hand for browsing, along with an increasing number of audio-visual formats. Library members can also utilize online legal research resources, and three professional law librarians are onsite to assist with research questions and access to materials.

Future legal eagles conduct research in the Law Library associated with the law school at the University of Akron. The library maintains a comprehensive selection of books, audio-visual materials and periodicals related to the legal profession, supporting the academic work of students and the pedagogical efforts of faculty members. The university also provides a general library service for students in other degree programs, with materials including electronic books, government documents, maps, periodicals, and printed books.

The University of Akron is the site of breakthrough research efforts such as an examination of the D.A.R.E. (Drug Abuse Resistance Education) program, with procedural revisions expected as an outcome, and applied polymer research taking place in the Institute of Polymer Engineering. The institute works with a variety of businesses in the polymer industry, providing lab equipment and personnel trained in research and testing techniques.

The University of Akron Research Foundation has total assets of over \$3 million to be allocated through various university programs.

Public Library Information: Akron-Summit County Public Library, 60 South High Street, Akron, OH 44326; telephone (330)643-9000

■ Health Care

One of the Akron area's largest employers, Summa Health System operates more than 1,200 licensed, inpatient beds throughout Akron City, St. Thomas and Cuyahoga Falls General Hospital campuses. Summa also offers outpatient care in four health centers in surrounding communities. There are more than 900 physicians employed by the Summa Health Network, and in 2006 there were 38,374 patient admissions. Akron City Hospital specializes in diagnosis, treatment and ongoing care in the areas of orthopedics, oncology, cardiovascular issues, geriatrics, and obesity. The facility was named a "Leapfrog Top Hospital" for 2007, one of just 33 nationwide. In 2007, for the tenth year in a row, Summa was selected as one of "America's Best Hospitals" by *U.S. News and World Report*. St. Thomas Hospital offers wound care, eye surgery, orthopedics and behavioral health treatment. Cuyahoga Falls General Hospital is a 257-bed acute care facility.

Akron General Medical Center was founded in 1914 and has evolved into a tertiary care, nonprofit teaching hospital with 537 licensed beds. The facility provides emergency and trauma care, critical care, and services in a wide variety of specialties such as sleep disorder diagnosis and treatment, pain management, heart and vascular treatment, endocrinology and diabetes care. Akron General is equipped to respond to many conditions, disorders and diseases; as a full-service medical facility, it provides its students with opportunities to research, observe and intervene with a broad spectrum of health concerns. Its staff includes 1,000 physicians and 3,400 healthcare professionals.

The Children's Hospital Medical Center of Akron is the largest pediatric care provider in northeast Ohio. The design of the structure and the approach of the staff are intended to promote calm and healing in the hospital's young patients, who visit the hospital for treatment of conditions such as trauma, cystic fibrosis, speech and hearing issues, and cancer. The hospital houses a regional burn trauma center for the treatment of both adults and children, and a Ronald McDonald House is located across from the facility for the convenience and comfort of families whose children have been admitted.

Edwin Shaw Rehabilitation Hospital provides therapeutic treatment for patients recovering from disorders that have disrupted physical or mental function. The hospital employs traditional methods along with fun and

innovative approaches such as the Challenge Golf Course designed to improve the skills of players with identified disabilities.

Private practices in general and specialized medicine are available in Akron, as are walk-in and urgent care clinics. Practitioners of massage therapy, chiropractic care, acupuncture and hypnotherapy also exist in the metro area.

■ Recreation

Sightseeing

Sightseeing in Akron might start where the city itself started—with the Ohio & Erie Canal. The original canal route has been transformed into a recreational and historical education zone called the CanalWay, which was designated as a National Heritage site in 1996. The 110-mile area can be explored by biking or walking all or part of the 60 miles of Towpath Trail along the route where mules once towed barges, or by driving the CanalWay Ohio National Scenic Byway that stretches from Canton to Cleveland, or by riding the Cuyahoga Valley Scenic Railroad. Both the byway and the railroad pass near destinations such as Inventure Place (the National Inventors Hall of Fame), Akron's Northside, the Visitors Center for the Canal, Rockside Road, and Quaker Square. The original Quaker Oats Company building has been converted into a unique center for entertainment, shopping, and dining; the silos of the old factory can be rented as lodging in one of Akron's most memorable hotels.

The CanalWay transports visitors to downtown Akron by way of the Northside District, a collection of restored buildings, outdoor sculptures, unique cafés, galleries, and restaurants in the city's reborn city center. Northside makes a good jumping-off point for a tour of Akron history; just north of the train station in Northside are the nine locks that allowed barges to climb the canal from Little Cuyahoga River to the Portage Summit. The restored Mustill Store reflects the 19th century canal-era design and houses a visitors center with exhibits on local industry related to the canal.

The Glendale Cemetery was established in 1839 and reveals much of the history of Akron in its engravings and epitaphs. A restored 1876 Gothic chapel remains on the grounds, and mausoleums exhibiting Egyptian, Greek, Roman, Gothic, and Art Moderne influences line Cypress Avenue as it runs through the grounds.

At the Goodyear World of Rubber Museum on East Market Street, visitors can retrace the beginnings of vulcanization, observe modern rubber production processes, and check out an Indy 500 race car with Goodyear tires.

Heading south and east through downtown, visitors will come upon the National Inventors Hall of Fame, which honors the creative and brave individuals who have

advanced technology and the sciences over the course of the country's existence. The Inventors Workshop onsite stimulates innovation and problem-solving in visitors who participate in interactive and fun exhibits, demonstrations, and experiments. Camp Invention provides a week-long immersion experience during the summer for children in grades two through six, and older students can compete in the Collegiate Inventors Competition sponsored by the museum.

The Akron Zoological Park is home to more than 400 animals in exhibits such as the Tiger Valley habitat, the Bald Eagle exhibit, the Otter exhibit, and the Penguin Point exhibit. The aviary and Lemur Island are perennially popular attractions. As an accredited world conservation zoo, the Akron Zoo coordinates breeding programs to conserve endangered species. The zoo offers seasonal and special events throughout the year, including Senior Safari, Boo at the Zoo, and Snack with Santa.

The home of Dr. Bob, co-founder of Alcoholics Anonymous in 1935, is open to tourists. It all started in a tidy house on Ardmore Avenue when Bill Wilson helped Dr. Robert Smith kick his alcohol addiction. The two opened the house to other alcoholics, creating a grassroots addiction treatment program that is thriving today.

Other must-see attractions include Stan Hywet Hall and Gardens (former home of Goodyear co-founder Frank Seiberling), St. Bernard Church, the American Marble and Toy Museum, and the Pan African Culture and Research Center on the grounds of the University of Akron.

Arts and Culture

The Akron Art Museum underwent extensive renovations that were unveiled in 2007. The museum expanded to 65,000 square feet of soaring architecture with tripled gallery space and increased outdoor exhibit areas with the opening of the new John S. and James L. Knight Building. The museum's collections include works of Warhol, Stella, Bourke-White, and Callahan.

The Akron Symphony is the headliner for local performing arts; it is comprised of a symphony orchestra, a youth symphony and a symphony chorus. The professional orchestra offers free Picnic Pops concerts in local parks, chamber music during Sundays at the Elms, three Family Series concerts, seven Classic Series concerts, a Gospel Meets Symphony performance, and educational outreach programs and concerts for the public schools.

The E.J. Thomas Performing Arts Hall at the University of Akron hosts musical performances (both national and local), plays and musicals. The performance hall has joined forces with Broadway Across America, one of the largest live theater production companies in the U.S., and now offers a Broadway in Akron series. The Civic Theatre in Akron participates in the Broadway in Akron series production and provides an elegant venue for musical, dramatic and comedic performances.

Nationally-recognized musical performers are often booked at the Blossom Music Center in Cuyahoga Falls.

The Ohio Ballet, a professional company in residence at the University of Akron, performs classical and more contemporary ballet pieces. The Children's Ballet Theatre in Akron was founded in 1993 to provide a pre-professional performance opportunity for select young dancers from 10 to 18 years of age. The Children's Ballet Theatre annually performs "The Nutcracker" and has become recognized for productions of "Coppelia" and "Cinderella."

The Weathervane Playhouse is a community theater that produces a year-round schedule of family theater, musicals, and contemporary comedies and dramas. The 2004-2005 season offered an eclectic mix, ranging from "Winnie the Pooh" and "Forever Plaid" to "The Rocky Horror Picture Show." The Playhouse holds classes in Hands-On Theater, audition tactics, and musical theater techniques in addition to summer camps for younger performers.

Akron is home to the largest professional dinner theater in the world—in its 51,000 square feet of space, the Carousel Dinner Theatre can entertain up to 1,000 guests with dinner and a show.

Arts and Culture Information: Akron-Summit Convention and Visitors Bureau, 77 E. Mill Street, Akron, OH 44308; telephone (330)374-7560

Festivals and Holidays

The cold of the Ohio winter means festivities are either inside or on the ski slopes in January. Early in the month, the One Act Play Festival takes place at the Miller South School for the Visual and Performing Arts, while a number of races and demo events are occurring at nearby Boston Mills and Brandywine ski resorts. Ski and snowboard events continue throughout February. The Akron/Canton Home and Flower Show in February awakens thoughts of spring, with gardening seminars held in the John S. Knight Center. March is a month of festival as well as weather extremes, with the Annual Spring Needlework Show and the Fists Against Hunger Martial Arts Tournament. March also brings an Akron tradition of wintry night hikes in anticipation of spring.

Earth Day activities and resumption of baseball season herald the arrival of spring in April. Akron's newest extravaganza is the National Hamburger Festival, held each Memorial Day weekend in celebration of an all-American culinary creation. The first festival was held in May of 2006 in downtown Akron.

Father's Day in Akron is observed with the high-flying antics of the Aero Expo air show at the Akron Fulton Airport. Throughout the weekend, aerobatic performances are staged by modern military aircraft and the Tuskegee Airmen. Toward the end of June, Boston Mills Ski Resort hosts its annual Artfest, with juried fine arts and crafts shows featuring more than 160 artists.

The Fourth of July weekend sets off musical and culinary fireworks with the Akron Family Barbecue at Lock 3 on the Canal. Rib vendors, carnival rides and games, street entertainers, and children's activities light up the July nights. At the end of the month, the annual Akron Arts Expo coordinates a juried art show with more than 165 exhibitors, plus food and live entertainment. July winds up with the All-American Soap Box Derby World Championships at Derby Downs. In the heat of August, folks from around the region dress up in Civil War garb for the Annual Civil War Encampment and Reenactment held at Hale Farm and Village.

During the entire month of September, locals take advantage of cooler temperatures by indulging in Metro Parks' Fall Hiking Spree, following any of the 13 trails that wander through prime fall foliage. Two festivals at the end of the month say goodbye to summer (the Annual Barberton Mum Fest at Lake Anna Park) and hello to fall (the Annual Loyal Oak Cider Fest at Crawford Knecht Cider Mill). In October, the Annual Wonderful World of Ohio Mart is held at Stan Hywet Hall and Gardens, while the Akron Zoo celebrates Halloween with Boo at the Zoo. The month of November ushers in the Annual Holiday Mart at the Summit County Fairgrounds Arena, followed by the Holiday Tree Festival at the John S. Knight Center later in the month. The annual Christmas Music Spectacular in mid-December has become a beloved tradition, and FirstNight Akron is catching on as a family-friendly, alcohol-free way to see in the New Year.

Sports for the Spectator

The big event in Akron is the All-American Soap Box Derby World Championship Finals, held each August at Derby Downs. Since 1934, the Soap Box Derby has been encouraging youth to build and race their own non-motorized vehicles. The race has become increasingly sophisticated and now has three divisions ranging from beginners in the Derby to more advanced participants to a Masters Division. The festivities last for a week and are attended by locals, celebrities, and sports personalities from across the country.

From April to September, hardball fans enjoy Akron Aeros games at beautiful Canal Park Stadium. The Aeros are the AA farm team affiliate of the Cleveland Indians, drawing half a million fans each season. The Akron Racers are one of six national pro fast-pitch women's softball teams; games are played at Firestone Stadium.

The University of Akron Zips play a number of sports in Division I of the National Collegiate Athletic Association, providing college sports fans with football, baseball, basketball, softball, volleyball, and track events. Nearby Cleveland is also home to several professional teams, including the Indians baseball franchise, the Browns football team, and the Cavaliers basketball organization.

Sports for the Participant

The City of Akron organizes year-round individual and team sports through its recreation bureau, including basketball, wrestling, baseball, softball, volleyball, and weight training at local community centers operated by the city. Akron also maintains a championship golf course; Good Park Golf Course is located on the west side of the city and offers watered tees, greens, and fairways during golf season. A snack bar and pro shop are onsite as well. Riverwoods Golf Course provides nine holes for public use, and Turkeyfoot Lake Golf Links has an 18-hole course located in the Portage Lakes area. Valley View Golf Club has 27 holes. Mud Run has a nine-hole course and a driving range.

The Metro Parks system, which serves Akron and the greater Summit County community, maintains more than 8,700 acres of recreational and educational space. A 33-mile Bike and Hike Trail provides safe workout areas for cyclists and walkers, and the extensive trail systems throughout Metro Parks are appropriate for light hiking and mountain biking in the warmer seasons and cross-country skiing in the winter.

Camping, boating, swimming, and fishing can be enjoyed within the bounds of Portage Lakes State Park in Akron. The Portage Lakes formed when chunks of glacier settled in depressions in the ground; the resulting plants in the area are unique and consist of tamarack trees, skunk cabbage, and cranberry. A wide variety of animals and birds can be observed near the lakes, and anglers can fish for largemouth bass, walleye, bullhead, carp, pickerel, pan fish, and channel catfish.

Great fishing can also be experienced on Lake Erie, otherwise known as the "Walleye Capital of the World." Besides walleye, anglers can hook smallmouth bass, yellow perch, salmon, and silver bullet steelhead. For a fish-eye view of the lake, it's possible to scuba dive into the depths of Lake Erie to explore a number of shipwreck sites.

Cuyahoga Valley National Park contains more than 125 miles of hiking trails that cross a variety of habitats and ecosystems. Some trails are accessible to all visitors; others are more challenging, though elevation change on the trails is relatively minimal. When winter hits, sledding and cross-country skiing fun can be had at the Kendall Lake Winter Sports Center in the Park. All trails can be accessed by snowshoe, and Kendall Lake often reaches sufficient thickness for ice skating.

The Road Runner Akron Marathon has gained a reputation as one of the best marathons in the U.S., based on the organization of the race and the quality of the course. Participants can choose to run the full marathon or be part of a marathon relay team. The event kicks off with inspirational speakers and a pasta party, followed by a celebration at Canal Park Stadium after the race has ended. A Kids Fun Run is also available.

In the winter months, the Brandywine and Boston Mills Ski Resorts are the scene of downhill skiing, snowboarding, and sledding galore.

Shopping and Dining

The former Quaker Oats Factory has been given new life as the Quaker Square Complex, home of unique specialty stores, a hotel, galleries, and restaurants. The complex was purchased by the University of Akron in 2007. The shopping experience continues in local shops throughout the downtown area. The Summit Mall on West Market Street houses more than 120 vendors beneath its roof. The Plaza at Chapel Hill incorporates a collection of 45 stores and an 8-screen theater. Don Drumm Studios and Gallery in Akron features works by more than 500 artists in a gallery that spans two buildings. Foodies will appreciate the West Point Market, a 25,000-square-foot buffet of gourmet foods such as Belgian chocolates, premium wines, imported caviar, homemade breads and a convenient café.

Akron's dining scene is continental, in reflection of its immigrant past; Italian and Chinese eateries abound, as do Mexican restaurants. Many culinary tastes are represented, however, including Cajun, Thai, Korean, Indian, French, Greek, Japanese, and Irish. Establishments range from homey cafés to fine dining bistros. The Menches Brothers Restaurant experience commemorates the invention of two American favorites by the local Menches Brothers of Akron: hamburgers and the cornucopia ice cream cone. After-dinner coffee can be found at a small selection of local coffee houses.

■ Convention Facilities

The John S. Knight Center has served downtown Akron since 1994, greeting conventioners and meeting participants with its dramatic glass rotunda and spiral staircase in the 22,000-square-foot lobby. The facility offers a 30,000-square-foot exhibition hall, 12,000 square feet of banquet space, and another 12,600 square feet for meetings. Meeting areas are flexible and can be customized in a variety of configurations; all spaces meet specifications of the Americans with Disabilities Act.

The Arena Complex at the Summit County Fairgrounds contributes 68,000 square feet of exhibition space capable of accommodating 296 booths and seating for up to 2,500 people. The complex adds 3,000 square feet of meeting space and 2,500 square feet for banquet functions.

Greystone Hall in Akron contains 10,000 square feet of exhibition space, with seating for 400; 120 square feet of meeting space and 400 square feet of banquet area are also available. Two local theaters can also be utilized for meetings and conventions: the Carousel Dinner Theatre can be converted into 14,000 square feet of exhibition area with seating for 1,000 and the Akron Civic Theatre has seating for 2,700 in the performance hall.

■ Transportation

Approaching the City

The Akron-Canton Airport is located just south of Akron proper and is accessed by Interstate 77. The airport offers a range of commercial flight options, with carriers such as AirTran, Delta, Frontier, Northwest, United, and US Airways Express. Akron-Canton had 1,434,233 total passengers in 2005. The Cleveland Hopkins International Airport 40 miles north of Akron provides another air option, with flights serving all regions of the U.S. and the globe. Amtrak supplies passenger train service to the area.

A number of interstate, U.S. and state highways intersect in Akron, making the city easily accessible by road. Interstates 71, 76, and 77 all pass near or through the city, and U.S. Highway 224 cuts a north-south swath through its heart. State highways 18, 21, and 8 aid travelers entering Akron. Greyhound bus service provides ground transportation to supplement personal vehicle travel.

Traveling in the City

Market Street runs from the northwest to the southeast through the center of Akron, where it is intersected at almost a 90-degree angle by Main Street as it runs from the northeast to the southwest edge of the city. These streets make good navigational reference points in a city where several of the arterials are not constructed on a grid but rather radiate out from the city center like spokes in a wheel. Interstate 76 and State Highway 8 also can guide travelers within Akron.

Bus service within the city is provided by the Metro Regional Transit Authority, with an extensive route system and customized transportation options for senior or disabled riders. Taxi companies supplement the mass transit services. The CanalWay offers safe bike passage to portions of Akron, and the city is in the process of implementing a 20-year strategic plan that will allow for creation of more bike lanes and increased options for alternative transportation.

■ Communications

Newspapers and Magazines

The mainstream daily paper in the area is the *Akron Beacon Journal*, which is available in both home delivery and digital versions. The newspaper covers international, national, and local news, along with sports, entertainment and business happenings. Special sections are published periodically to address seasonal interests in gardening, sports, and travel. Community news is the focus of Akron's *West Side Leader* periodical. Several other local newspapers address specific groups or interest areas, including the legal community, seniors, the rubber and plastics industry, and women's issues.

The City of Akron publishes *Akron City Magazine* three times a year to keep the community abreast of developments and events. Several industry-specific publications are produced locally and distributed nationally.

Television and Radio

No television stations broadcast from Akron; most programming is relayed from the Cleveland area. A governmental channel for City of Akron issues exists, and the region receives network channels ABC, FOX, CBS and NBC in addition to the CW, PBS and PAX. Cable service is available.

Akron's nearly ten AM and FM radio stations offer oldies, adult contemporary, talk, news, and alternative programming. Other radio station options are received via Cleveland and other nearby cities.

Media Information: Akron-Summit Convention and Visitors Bureau, 77 E. Mill Street, Akron, OH 44308; telephone (330)374-7560

Akron Online

Akron Public Schools. Available www.akronschools.com

Akron-Summit Convention & Visitors Bureau. Available www.visitakron-summit.org

Akron-Summit County Public Library. Available www.akronlibrary.org

City of Akron. Available www.ci.akron.oh.us

Greater Akron Chamber. Available www.greaterakronchamber.org

Summit County Historical Society. Available summithistory.org

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Cincinnati

■ The City in Brief

Founded: 1789 (incorporated 1819)

Head Official: Mayor Mark Mallory (D) (since 2005)

City Population

1980: 385,457

1990: 364,040

2000: 331,285

2006 estimate: 332,252

Percent change, 1990–2000: –9.1%

U.S. rank in 1980: 32nd

U.S. rank in 1990: 45th

U.S. rank in 2000: 63rd

Metropolitan Area Population

1980: 1,660,000

1990: 1,525,090

2000: 1,646,395

2006 estimate: 2,104,218

Percent change, 1990–2000: 8.9%

U.S. rank in 1980: 20th

U.S. rank in 1990: 23rd

U.S. rank in 2000: 23rd

Area: 78 square miles (2000)

Elevation: 869 feet above sea level

Average Annual Temperature: 53.3° F

Average Annual Precipitation: 42.6 inches of rain; 23.4 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, manufacturing, government

Unemployment Rate: 5.6% (June 2007)

Per Capita Income: \$20,593 (2005)

2005 FBI Crime Index Property: 22,411

2005 FBI Crime Index Violent: 3,723

Major Colleges and Universities: University of Cincinnati, Xavier University

Daily Newspaper: *The Cincinnati Enquirer*, *The Cincinnati Post*

■ Introduction

Cincinnati, the seat of Hamilton County, is Ohio's third largest city and the center of a metropolitan statistical area comprised of Clermont, Hamilton, and Warren counties in Ohio, Kenton County in Kentucky, and Dearborn County in Indiana. Praised by Charles Dickens and Winston Churchill among others, Cincinnati is noted for its attractive hillside setting overlooking the Ohio River. The city enjoys a rich cultural history, particularly in choral and orchestral music, dating from German settlement in the nineteenth century. Once the nation's pork capital and the country's largest city, Cincinnati today is home to several leading national corporations.

■ Geography and Climate

Cincinnati is set on the north bank of the Ohio River in a narrow, steep-sided valley on the Ohio-Kentucky border in southwestern Ohio. The city is spread out on hills that afford beautiful vistas of downtown and give the city a picturesque landscape. The area's continental climate produces a wide range of temperatures from winter to summer. Winters are moderately cold with frequent periods of extensive cloudiness; summers are warm and humid with temperatures reaching 90 degrees about 19 days each year.

Area: 78 square miles (2000)

Elevation: 869 feet above sea level

Average Temperature: 53.3° F

Average Annual Precipitation: 42.6 inches of rain; 23.4 inches of snow

■ History

Ohio River Crossing Part of Northwest Territory

The Ohio River basin first served as a crossing point for Native Americans traveling south. It is believed that Robert Cavelier, sieur de La Salle, was the first explorer to reach this spot on the Ohio River as early as 1669. Part of the Northwest Territory that the newly formed United States government received from England at the conclusion of the Revolutionary War, Cincinnati became a strategic debarkation point for settlers forging a new life in the wilderness.

Congressman John Cleves Symmes of New Jersey purchased from the Continental Congress one million acres of land between the two Miami rivers, and three settlements were platted. In February 1789, John Filson named one of the settlements Losantiville, meaning “the place opposite the Licking [River].” The next year, General Arthur St. Clair, governor of the Northwest Territory, renamed the village Cincinnati in honor of the Roman citizen-soldier Lucius Quinctius Cincinnatus and after the Society of the Cincinnati, an organization of American Revolutionary army officers. He made Cincinnati the seat of Hamilton County, which he named after Alexander Hamilton, then president general of the Society of Cincinnati.

River Traffic Swells City’s Population

Fort Washington was built in the area in 1789 as a fortification from which action was mounted against warriors of the Ohio tribe, but the military efforts proved unsuccessful until General Anthony Wayne trained an army that defeated the Ohio at Fallen Timbers in 1794, securing the area for settlement. Cincinnati was chartered as a town in 1802 and as a city in 1819. The introduction of the river paddle-wheeler on the Ohio River after the War of 1812 turned Cincinnati into a center of river commerce and trade. The opening of the Miami Canal in 1827 added to the town’s economic growth. William Holmes McGuffey published his Eclectic Readers in Cincinnati in 1836, and eventually 122 million copies were sold. The first mass migration of Germans in 1830 and Irish a decade later swelled Cincinnati’s population to 46,338 people.

The economy continued to boom as the South paid cash for foodstuffs produced in the city, and by 1850 Cincinnati was the pork-packing capital of the world. More than 8,000 steamboats docked at Cincinnati in

1852. Cincinnati merchants protested the cutoff of Southern trade at the outbreak of the Civil War, but federal government contracts and the city’s role as a recruiting and outfitting center for Union soldiers righted the economy. Cincinnati was a major stop on the Underground Railroad, a secret network of cooperation aiding fugitive slaves in reaching sanctuary in the free states or Canada prior to 1861. Cincinnati also served as a center of Copperhead political activity during the Civil War; Copperheads were Northerners sympathetic to the Southern cause. The city’s proximity to the South spread fear of invasion by the Confederate Army, and martial law was decreed in 1862 when raiders led by Edmund Kirby-Smith, a Confederate commander, threatened invasion.

Cincinnati residents played an important role in the Abolitionist cause. James G. Birney, who published the abolitionist newspaper *The Philanthropist*, and Dr. Lyman Beecher of the Lane Theological Seminary were leading Northern antislavery activists. Dr. Beecher’s daughter, Harriet Beecher Stowe, lived in Cincinnati from 1832 to 1850 and wrote much of her best seller, *Uncle Tom’s Cabin*, there. African Americans have in fact been prominent in Cincinnati’s history since its founding. The city’s first African American church was built in 1809 and the first school in 1825. African Americans voted locally in 1852, 18 years before the passage of the Fifteenth Amendment. The first African American to serve on city council was elected in 1931, and two African Americans have served as mayor.

Prosperity Follows End of Civil War

A suspension bridge designed by John R. Roebling connected Ohio and Kentucky upon its completion in 1867. Cincinnati prospered after the Civil War and, with a population that grew to 200,000 people, became the country’s largest city before annexing land to develop communities outside the basin. Cincinnati’s most revered public monument, the Tyler Davidson Fountain, was unveiled in 1871 in the heart of downtown. During this period Cincinnati’s major cultural institutions were founded, including the art museum and art academy, the conservatory of music, the public library, the zoo, and Music Hall. Two of the city’s most cherished traditions also date from this time: the May Festival of choral music at Music Hall and the first professional baseball team, the Cincinnati Red Stockings.

In reaction to the decline of riverboat trade in the 1870s, the city of Cincinnati built its own southern rail line—it was the first and only city to do so—at a cost of \$20 million, rushing to complete the project in 1880. The era of boss-rule in the municipal government was introduced in 1884 when newly elected Governor Joseph B. Foraker appointed George Barnsdale Cox, a tavern keeper, to head the Board of Public Affairs. With control of more than 2,000 jobs, Cox and his machine ruled Cincinnati through a bleak period of graft and corruption, which finally came to an end with a nonpartisan

reform movement that won election in 1924. The city's new charter corrected the abuses of the Cox regime.

On the national scene, a political dynasty was established when Cincinnati William Howard Taft was elected President and then became the only President to be appointed Chief Justice of the U.S. Supreme Court. Taft's son, Robert A. Taft, was elected to three Senate terms; and his grandson, Robert Taft, Jr., was elected to the U.S. House of Representatives.

City Retains Vitality in Twentieth Century

Cincinnati weathered the Great Depression better than most American cities of its size, largely because of a resurgence of inexpensive river trade. The rejuvenation of downtown began in the 1920s and continued into the next decade with the construction of Union Terminal, the post office, and a large Bell Telephone building. The flood of 1937 was one of the worst in the nation's history, resulting in the building of protective flood walls. After World War II, Cincinnati unveiled a master plan for urban renewal that resulted in modernization of the inner city. Riverfront Stadium and the Coliseum were completed in the 1970s, as the Cincinnati Reds baseball team emerged as one of the dominant teams of the decade. Tragedy struck the Coliseum in December 1981 when eleven people were killed in a mass panic prior to The Who rock and roll concert. In 1989, the two-hundredth anniversary of the city's founding, much attention was focused on the city's Year 2000 plan, which involved further revitalization.

The completion of several major new development projects enhanced the city as it entered the early years of the new millennium. Cincinnati's beloved Bengals and Reds teams both have new, state-of-the-art homes: Paul Brown Stadium opened in 2000 and the Great American Ball Park opened in 2003. Two new museums have opened: the Rosenthal Center for Contemporary Art in 2003 and the National Underground Railroad Freedom Center in 2004. The Banks is a developing 24-hour urban neighborhood of restaurants, clubs, offices, and homes with sweeping skyline views, along the city's riverfront. Cincinnati has received such accolades as "Most Liveable City," by Partners for Livable Communities in April 2004.

Historical Information: Cincinnati Historical Society, Museum Center, Cincinnati Union Terminal, 1301 Western Avenue, Cincinnati, OH 45203; telephone (513)287-7030

■ Population Profile

Metropolitan Area Residents

1980: 1,660,000
1990: 1,525,090

2000: 1,646,395
2006 estimate: 2,104,218
Percent change, 1990–2000: 8.9%
U.S. rank in 1980: 20th
U.S. rank in 1990: 23rd
U.S. rank in 2000: 23rd

City Residents

1980: 385,457
1990: 364,040
2000: 331,285
2006 estimate: 332,252
Percent change, 1990–2000: -9.1%
U.S. rank in 1980: 32nd
U.S. rank in 1990: 45th
U.S. rank in 2000: 63rd

Density: 4,249.0 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 140,285
Black: 132,152
American Indian and Alaska Native: 188
Asian: 6,874
Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 3,855
Other: 2,400

Percent of residents born in state: 73.0% (2006)

Age characteristics (2005)

Population under 5 years old: 22,870
Population 5 to 9 years old: 20,301
Population 10 to 14 years old: 18,488
Population 15 to 19 years old: 19,238
Population 20 to 24 years old: 24,594
Population 25 to 34 years old: 44,945
Population 35 to 44 years old: 37,189
Population 45 to 54 years old: 41,437
Population 55 to 59 years old: 15,472
Population 60 to 64 years old: 10,531
Population 65 to 74 years old: 14,453
Population 75 to 84 years old: 14,164
Population 85 years and older: 3,858
Median age: 33.3 years

Births (2006, MSA)

Total number: 29,408

Deaths (2006, MSA)

Total number: 17,537

Money income (2005)

Per capita income: \$20,593
Median household income: \$29,554
Total households: 136,949



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Number of households with income of . . .

- less than \$10,000: 25,344
- \$10,000 to \$14,999: 11,550
- \$15,000 to \$24,999: 22,915
- \$25,000 to \$34,999: 18,366
- \$35,000 to \$49,999: 19,972
- \$50,000 to \$74,999: 18,114
- \$75,000 to \$99,999: 10,191
- \$100,000 to \$149,999: 6,542
- \$150,000 to \$199,999: 2,065
- \$200,000 or more: 1,890

Percent of families below poverty level: 11.6% (2005)

2005 FBI Crime Index Property: 22,411

2005 FBI Crime Index Violent: 3,723

■ Municipal Government

Since 1926, the top vote-getter of city council automatically became mayor, but as of 2001, the mayor is elected independently. A city manager is appointed by the mayor and the city's nine-member council. Council members

are elected to two-year terms; the city manager serves for an indefinite period.

Head Official: Mayor Mark Mallory (D) (since 2005; current term expires 2009)

Total Number of City Employees: approximately 1,000 (2007)

City Information: City Hall, 801 Plum Street, Cincinnati, OH 45202; telephone (513)591-6000

■ Economy

Major Industries and Commercial Activity

Cincinnati's diversified economic base includes manufacturing, wholesale and retail trade, insurance and finance, education and health services, government, and transportation. Known worldwide for Procter & Gamble soap products and U.S. Playing Cards, the city ranks high nationally in the value of manufacturing shipments. Ten *Fortune* 500 companies have established headquarters in the Cincinnati area: AK Steel (steel manufacturer), American Financial (financial services), Ashland Inc. (chemicals), Cinergy Corp. (public utilities), Federated Department Stores (retail stores), Fifth Third

Bancorp (financial services), The Kroger Co. (grocery stores), Omnicare (pharmacy services), Procter & Gamble Co. (consumer goods), and Western & Southern Financial (financial services).

More than one thousand area firms have contributed to Cincinnati's position as an international trade center, generating approximately \$6.7 billion in sales to markets outside the United States each year. Foreign investment in the local economy is substantial; more than 300 Cincinnati-area firms are presently owned by companies in Asia (especially Japan), Europe (especially France, Germany, and the United Kingdom), Canada, South America, and Africa. Among these companies are: AEG, Bayer, Faurecia, Krupp-Hoesch, Mitsubishi Electric, Siemens, Snecma, Sumitomo Electric, Toyota Motor Mfg.-North American Headquarters, and Valeo. Toyota, one of Cincinnati's largest employers, chose the greater Cincinnati area for its North American manufacturing plant because, in the words of its Senior Vice President of Corporate Affairs, Dennis C. Cuneo, "The area has an excellent transportation system, a world-class airport, an excellent quality of life and a positive business climate." The fastest-growing business sectors in Cincinnati are management, business and financial, professional, and service occupations. In 2007 the city of Cincinnati was continuing efforts to attract more biotechnology, biomedical manufacturing, and software firms; there are over 200 biotechnology-related firms in the area.

Federal agencies with regional centers located in the city are the United States Postal Service, the U.S. Internal Revenue Service, the U.S. Environmental Protection Agency, and the National Institute for Occupational Safety and Health.

Items and goods produced: aircraft engines, auto parts, motor vehicles, chemicals, valves, alcoholic beverages and soft drinks, food and kindred products, playing cards, drugs, cosmetics, toiletries, detergents, building materials, cans, metalworking and general industrial machinery, toys, apparel, mattresses, electric motors, robotics, electronic equipment, housewares, shoes, printing and publishing

Incentive Programs—New and Existing Companies

Greater Cincinnati offers a wide range of economic development assistance programs to businesses planning to expand or locate new operations within the 13-county region.

Local programs: Local organizations offer assistance for small businesses, women, and minority business owners. One such organization, the Cincinnati Business Incubator (CBI), specializes in assisting woman- and minority-owned small businesses operating—or seeking to start a business—in designated Empowerment Zones. CBI offers training and workshops that focus on business skills and profit building.

State programs: The state of Ohio offers a number of incentives designed to encourage new companies and retain existing businesses. Tax credit programs include those for job creation, machinery and equipment investment, export, research and development franchise, and technology investment. Ohio also offers a property tax abatement for areas identified as enterprise zones, and sales tax exemptions for research and development.

Job training programs: The City of Cincinnati Employment and Training Division oversees vocational, life, and pre-employment skills training and job placement employment initiatives. Cincinnati Works focuses on four service areas: job readiness, job search, retention, and advancement. Great Oaks Center for Employment Resources offers customized training and services to meet the needs of companies. Services and programs include comprehensive vocational assessment, employee assessment, employment services, professional development, job profiling, return to work services, workplace programs, and customized training. TechSolve, a non-profit organization for manufacturers, offers help with change in manufacturing operations; its training programs aim to maintain a high performance workforce.

Development Projects

The Dr. Albert B. Sabin Cincinnati Convention Center expansion, which opened in 2006, was projected to have an economic impact of \$417 million and boasts over 750,000 square feet of exhibit, meeting, and entertainment space. The main hall comprises over 200,000 square feet; there is also a 40,000-square-foot ballroom and space for 37 individual meeting rooms.

The University of Cincinnati has been a hotbed of building activity since it undertook a strategic architectural plan in 1989. Among its most recent additions are a Central Utility Plant (2004); Marge Schott Stadium (2004); Gettler Stadium (2004); Veterinary Technology Center (2005); and the Campus Recreation Center (2006), a \$112 million undertaking that includes an athletic core, six electronic classrooms, housing, restaurants and dining, and stadium grandstands.

In 2007 the Cincinnati Public Schools opened three new schools: Roberts Paideia Academy, the Douglass School on Park Avenue in Walnut Hills, and George W. Hays School on Cutter Street in the West End. Also in 2007 work was underway on a renovation of the downtown library, scheduled to be completed by February 2008.

Economic Development Information: Ohio Department of Development, PO Box 1001, Columbus, OH 43216; telephone (800)848-1300

Commercial Shipping

The Cincinnati/Northern Kentucky Airport pumps approximately \$4 billion into the local economy; contributing significantly to the region's transportation system, it

is considered a major inducement in attracting new industry. The airport is the primary U.S. hub for DHL Worldwide Express. The area has two foreign trade zones, one in Hamilton County and the other in Boone County, Kentucky near the international airport. Greater Cincinnati has one of the largest inland U.S. ports for domestic loads, with more than fifty million tons of cargo transported annually through Cincinnati on the Ohio River system.

All major markets are easily reached from Greater Cincinnati via interstate. Three interstates (I-71, I-74 and I-75) link Cincinnati with the nation, while I-70, 55 miles to the north, links the east and west coasts. Twenty major metropolitan areas are served by one day's trucking service and another 30 metropolitan areas are within two days. Three major railroad systems—CSX Transportation, Norfolk Southern Corp., and Conrail—serve the region.

Labor Force and Employment Outlook

Graduates from the colleges and universities within a 200-mile radius add more than 100,000 young professionals to the workforce each year. The region is noted for its strong work ethic, which translates into a workforce that is productive, responsible, and dedicated. The city has been successful in attracting new business including company headquarters in recent years. Among the rapidly growing sectors of the area's economy are high-tech manufacturing, aerospace (in 2003, the Cincinnati-Dayton corridor was awarded \$2.5 billion in defense spending and \$1.4 billion in U.S. defense projects), automotive manufacturing, and life sciences.

In September 2007 the unemployment rate in Cincinnati stood at 5.1 percent, close to the national average and below ten-year highs above 6 percent in 2005. Between 1997 and 2007 the labor force in the metropolitan Cincinnati area grew from 1,004,438 to 1,124,365. Growth in Cincinnati is comparable to that of the nation as a whole, and in 2007 analysts predicted upward growth in the years ahead would be slower but fairly consistent. A chamber of commerce economic outlook report stated in 2007 that "there is a clear need for more opportunities for young, educated entrepreneurs as well as members of the creative class."

The following is a summary of data regarding the Cincinnati-Middletown OH-KY-IN metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,038,400

Number of workers employed in . . .

- construction and mining: 52,600
- manufacturing: 121,700
- trade, transportation and utilities: 209,600
- information: 15,700
- financial activities: 65,300
- professional and business services: 156,000

- educational and health services: 137,400
- leisure and hospitality: 105,200
- other services: 42,500
- government: 132,500

Average hourly earnings of production workers employed in manufacturing: \$19.58

Unemployment rate: 5.6% (June 2007)

Largest regional employers (2007)

	<i>Number of employees</i>
Wright Patterson Air Base	24,000
University of Cincinnati	15,400
Kroger Co.	14,000
Health Alliance	13,141
Procter & Gamble	12,000
Wal-Mart	11,307
Premier Health Partners	10,023
Fifth Third Bank	8,964
Children's Hospital	8,102
GE Aircraft Engines	7,400

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$249,811

2007 (1st quarter) ACCRA Cost of Living Index: 93.5

State income tax rate: 0.68% to 6.87%

State sales tax rate: 5.5%

Local income tax rate: 2.1%

Local sales tax rate: 1.0%

Property tax rate: ranges from \$61.66 to \$133.45 per \$1,000 of assessed valuation; assessed at 35% of market value (Hamilton County)

Economic Information: Greater Cincinnati Chamber of Commerce, 441 Vine Street, Suite 300, Cincinnati, OH 45202; telephone (513)579-3100; fax (513)579-3101

■ Education and Research

Elementary and Secondary Schools

The Cincinnati Public School (CPS) district is spread across the city plus Amberley Village, Cheviot, Golf Manor, most of the city of Silverton, parts of Fairfax and

Wyoming, and parts of Anderson, Columbia, Delhi, Green, and Springfield townships, with a total area of 92 square miles. It is the third-largest public school district in the state. CPS opened the first public Montessori elementary school in the country in 1975. Magnet school offerings include quadrants in Spanish, French, and Arabic; there are six different magnet programs offered at twenty different elementary schools. The district's \$985 million Facilities Master Plan, launched in 2002, is financing the building or renovation of more than a dozen schools; the first new school resulting from this plan—Rockdale Academy—was completed in January 2005. The beginning of the 2007-2008 school year also marked the opening of three new schools: Roberts Paideia Academy, the Douglass School on Park Avenue in Walnut Hills, and George W. Hays School on Cutter Street in the West End.

In 2006-2007 CPS was recognized on the State Report Card for "steady academic achievement."

The following is a summary of data regarding the Cincinnati Public Schools as of the 2005-2006 school year.

Total enrollment: 35,508

Number of facilities

elementary schools: 46
 junior high/middle schools: 0
 senior high schools: 16
 other: 0

Student/teacher ratio: 16.9:1

Teacher salaries (2005-06)

elementary median: \$47,560
 junior high/middle median: \$50,320
 secondary median: \$51,170

Funding per pupil: \$11,019

A parochial school system operated by the Catholic Diocese as well as a variety of private schools throughout the area provide instruction from kindergarten through twelfth grade. Cincinnati is home to more than 130 private schools. Its Catholic school system is the ninth largest in the nation. There are 42 charter schools within the Cincinnati school district.

Public Schools Information: Cincinnati Public Schools, PO Box 5381, Cincinnati, OH 45201; telephone (513)363-0000

Colleges and Universities

The University of Cincinnati (UC), part of Ohio's state higher education system, was founded in 1819. The university has an enrollment of more than 35,000 students and grants degrees at all levels, from associate through doctorate, in a complete range of fields. The

university includes a main academic campus, a medical campus, a branch campus in suburban Blue Ash, and a rural branch campus in Clermont County, east of Cincinnati. The university is a nationally recognized research institution known for its professional schools, notably the colleges of medicine, engineering, law, business, applied science, and design, architecture, art, and planning. UC offers 98 doctoral degrees, 170 at the master's level, 167 bachelor's, and 139 associate's degrees. Cooperative education originated at the University of Cincinnati in 1906; other UC firsts include the development of the oral polio vaccine and the first antihistamine. Both its physiology and criminal and justice studies programs were ranked sixth in the nation by *Faculty Scholarly Productivity Index* in 2005.

Cincinnati is also home to Xavier University, a Jesuit institution founded in 1831, which offers undergraduate and graduate programs in such areas as theology, criminal justice, psychology, business, education, English, health services administration, nursing, and occupational therapy. According to the *U.S. News & World Report 2008* edition of "America's Best Colleges," among Midwestern universities Xavier was ranked second overall.

Hebrew Union College-Jewish Institute of Religion, a graduate rabbinical seminary, was founded in 1875 and is the nation's oldest institution of higher Jewish education. In addition to its Rabbinical School, the College-Institute includes Schools of Graduate Studies, Education, Jewish Communal Service, Sacred Music, and Biblical Archaeology. Branch campuses are located in Los Angeles, New York, and Jerusalem.

The Athenaeum of Ohio is an accredited center of ministry education and formation within the Roman Catholic tradition. Other colleges in Cincinnati are the Art Academy of Cincinnati, a small independent college of art and design; The Union Institute, designed for adults who have the desire to assume a significant measure of personal responsibility for planning and executing their degree programs; and Cincinnati Christian University.

Colleges and universities in the metropolitan area include Miami University in Oxford, offering specialized studies in more than 100 academic majors and pre-professional programs, and particularly known for its business school; Northern Kentucky University; Thomas More College; and College of Mount St. Joseph.

Vocational and technical education is available at a variety of institutions such as Cincinnati State Technical and Community College, and Gateway Community and Technical College.

Libraries and Research Centers

The Public Library of Cincinnati and Hamilton County is the third-oldest library in the nation, and loaned 14,783,307 items in 2006. The library system is comprised of a downtown facility and 40 branches. The 542,527

square-foot main library includes a library for the blind. Special collections cover a range of topics, including inland rivers, sacred music, patents from 1790 to the present, nineteenth and twentieth century illustrators, and Bibles and English language dictionaries; the library is also a depository for federal documents. In 2007 work was underway on a renovation of the downtown library, scheduled to be completed by February 2008. Changes are to include a 100-computer technology center, a popular library, genealogy and local history center, and a teen center.

Cincinnati-area colleges and universities also maintain campus libraries. The largest is the University of Cincinnati Libraries, which include a central facility with 3,209,337 volumes and 42,265 periodicals; the law school and the University of Cincinnati Medical Center operate separate library systems. The Hebrew Union College-Jewish Institute of Religion Klau Library, with holdings of approximately 425,000 volumes and 2,340 periodical subscriptions, is an important center for such subject interests as Hebraica, Judaica, ancient and near-Eastern studies, and rabbinical studies. Several cultural and scientific organizations operate libraries, including the Art Museum, the Cincinnati Museum Center, the Taft Museum, and the Zoological Society. The Cincinnati Historical Society Library holds more than 90,000 books relating to the history of the United States, Ohio, and the Old Northwest Territory, especially metropolitan Cincinnati.

The U.S. Department of Health and Human Services has a library in Cincinnati that is open to the public. Collections are maintained by the Cincinnati Law Library Association and the Young Men's Mercantile Library Association. Other specialized libraries are affiliated with hospitals, churches, and synagogues.

The University of Cincinnati (UC) is a major research center, and its research funding continues to increase steadily. In 2006, UC earned more than \$330 million in research grants and contracts and was home to ten Ohio "Eminent Scholars." Research is conducted in a wide variety of fields, including sociology, biology, aeronautics, health, psychology, and archaeology. The university's Medical Center campus features such research facilities as the Genome Research Institute, and is home to BIO/START, a biomedical business incubator.

Public Library Information: Public Library of Cincinnati and Hamilton County, 800 Vine Street, Cincinnati, OH 45202-2009; telephone (513)369-6900

■ Health Care

The Cincinnati medical community, a regional health care center, has gained prominence for education, treatment, and research. The University of Cincinnati maintains the oldest teaching hospital/medical center in the country and is the place where Albert Sabin developed

the first polio vaccine and Leon Goldman performed the first laser surgery for the removal of cataracts. In 1994, University Hospital joined with The Christ Hospital to form the Health Alliance, which consists of eight hospitals—University Hospital; Drake Center; Jewish Hospital, where Henry Heimlich developed his famous maneuver; Fort Hamilton Hospital; West Chester; The Lindner Center of Hope; The Neuroscience Institute; and University Pointe Surgical Institute—in Cincinnati and northern Kentucky. University Hospital consistently ranks among *U.S. News and World Report's* "Best Hospitals," and is especially well-known for its Endocrinology and Urology programs. Drake Center is a specialized rehabilitation facility set on 42 acres. The Linder Center of Hope, established by a 2005 charitable donation, is a behavioral health center expected to open in 2008. Children's Hospital Medical Center, one of the nation's largest and most respected pediatric hospitals, also operates the largest pediatric residency program and developed the first heart-lung machine.

More than 30 hospitals serve the Cincinnati area. Among the general care and specialized facilities are the Shriners Hospital, St. Elizabeth Medical Center, Good Samaritan Hospital, Bethesda North Hospital, and Deaconess hospitals.

■ Recreation

Sightseeing

A tour of Cincinnati can begin downtown at Fountain Square, the site of the Tyler Davidson Fountain, one of the city's most revered landmarks, which was made in Munich, Germany, and erected in 1871. Several historic monuments, including statues in honor of three United States presidents—James A. Garfield, William Henry Harrison, and Abraham Lincoln—are also located in the downtown area.

Eden Park in Mt. Adams, one of Cincinnati's oldest hillside neighborhoods and named after President John Quincy Adams, provides a panoramic view of the city and of northern Kentucky across the Ohio River. In Eden Park the Irwin M. Krohn Conservatory maintains several large public greenhouses showcasing more than 3,500 plant species: the Palm House features palm, rubber, and banana trees in a rainforest setting with a 20-foot waterfall; the Tropical House has ferns, bromeliads, begonias, chocolate and papaya trees, and vanilla vine; the Floral House has seasonal floral displays among its permanent collection of orange, kumquat, lemon, and grapefruit trees; the Desert Garden is home to yuccas, agaves, cacti, and aloes; and the Orchid House displays 17 genera of orchids.

The Cincinnati Zoo & Botanical Garden, opened in 1872, is the second oldest zoo in the United States. Set on 75 acres, the zoo is home to 510 animal species as well

as 3,000 plant varieties. The zoo is recognized worldwide for the breeding of animals in captivity; the zoo introduced the nation's first insect world exhibit. It also features such rare animals as the white Bengal tiger, Sumatran rhinoceros, and lowland gorilla, as well as manatees, alligators and crocodiles, orangutans, elephants, giraffes, and polar bears. At Wolf Woods, which opened in May 2005, visitors can view the rare Mexican gray wolf and other North American animals, including river otters, gray fox, wild turkey, striped skunk, and thickbilled parrots.

Historic houses open for public viewing include the former homes of Harriet Beecher Stowe, author of *Uncle Tom's Cabin*; and William Howard Taft, 27th President of the United States. The Harriet Beecher Stowe House displays artifacts of African American history, featuring documents from the Beecher family. The William Howard Taft National Historic Site was Taft's birthplace and boyhood home; several rooms have been restored to reflect Taft's family life. Dayton Street on Cincinnati's West End features restored nineteenth-century architecture. The Spring Grove Cemetery and Arboretum, a national historic landmark, contains 1,000 labeled trees on 733 landscaped acres lined with statuary and sculpture.

Kings Island Theme Park, 20 minutes north of Cincinnati, features more than 80 amusement attractions and is known nationally for its daring rollercoasters and water rides, among them The Beast, the world's longest wooden rollercoaster. The nearby Beach Waterpark has nearly 50 waterslides and rides. Meier's Wine Cellar, Ohio's oldest and largest winery, offers tours.

Arts and Culture

Many of Cincinnati's cultural institutions date from the mid-nineteenth century, and the city takes particular pride in their longevity and quality. The primary venues for the performing arts are Music Hall which, built in 1878, retains its nineteenth-century elegance and is affectionately known as the city's Grand Dame; and the Aronoff Center for the Arts, opened in 1995, which features three performance spaces as well as the Weston Art Gallery, and presents thousands of exhibits and performances each year. Cincinnati is home to the Cincinnati Symphony Orchestra, Cincinnati Ballet, and Cincinnati Opera. The symphony, established in 1895, performs classical and pops concert series. The ballet company, based at the Aronoff Center, offers more than 30 performances annually, presenting both classical and contemporary dance. The opera company, the second oldest in the United States, presents four productions during a summer season. Based at Music Hall, The Corbett Opera Center, a four-story opera headquarters, opened in October 2005.

Riverbend Music Center, an open-air amphitheater designed by noted architect Michael Graves, is the summer performance quarters for the Cincinnati Pops

Orchestra and Symphony Orchestra, as well as the site for concerts by visiting artists. Popular music traditions in Cincinnati include the Matinee Musicale, founded in 1911; the Linton Chamber Music Series; and the Taft Chamber Concerts.

Music in Cincinnati is not limited to the classical tradition. Cincinnati and nearby Covington, Kentucky, support an active jazz club scene. The Blue Wisp Jazz Club features local and national talent.

Cincinnati Playhouse in the Park, a professional regional theater, is housed in a modern facility in Eden Park. Recipient of the 2004 Regional Theatre Tony Award, the Playhouse presents a September-June season of comedies, dramas, classics, and musicals on a main stage and in a smaller theater. The University of Cincinnati's College-Conservatory of Music presents nearly 1,000 events per year and is most noted for its philharmonic orchestra concerts, operas, and musical theater productions; many performances are free. The Showboat Majestic, a restored nineteenth-century showboat on the Ohio River Public Landing, is one of the last original floating theaters still in operation. Performances on the showboat include dramas, comedies, old-fashioned melodramas, and musicals. The Ensemble Theatre of Cincinnati presents regional, world, and off-Broadway premiere productions at its theater downtown.

In addition to music and performing arts, the visual arts are an integral part of the city's cultural heritage. The Women's Art Museum Association was responsible for the construction of the Cincinnati Art Museum in 1871; the museum, which has undergone an extensive renovation, houses nearly 100 galleries and offers 60,000 works spanning 6,000 years. Its permanent collection features an outstanding collection of Asian art and musical instruments, and a Cincinnati Wing with local artworks dating from 1788 through the present. Downtown's Taft Museum, housed in an 1820 mansion and formerly the home of art patrons Charles and Anna Taft, was presented as a gift to the city in 1932. The museum holds paintings, decorative arts, sculpture, furniture, and more. The Rosenthal Center for Contemporary Art, also located downtown, opened in 2003 and presents changing exhibitions of modernist art in a variety of forms; its "UnMuseum" is designed for children. A number of art galleries occupy converted warehouses near the shopping district.

Union Terminal, a former train station declared a masterpiece of Art Deco construction when it opened in 1933, has been restored and is home to the Cincinnati Museum Center at Union Terminal. The center includes the Cincinnati History Museum, featuring recreations of historical settings showcasing the city's past; the Museum of Natural History and Science, where visitors can walk through glaciers, explore caves, and learn about the human body; the Cinergy Children's Museum, where kids can climb, crawl, explore, and learn about the world

in educational exhibits; and an Omnimax theater. The National Underground Railroad Freedom Center, opened in 2004, is a 158,000-square-foot facility tracing the 300-year history of slavery in America and highlighting the role of the Underground Railroad. The Cincinnati Fire Museum, located in a 1907 firehouse, exhibits the history of fire fighting in Cincinnati.

Festivals and Holidays

Each year Cincinnati presents a number of festivals that celebrate the city's heritage and institutions. The Celtic Lands Culture Fest in March includes storytelling, dancing, food, music and crafts. The nation's professional baseball season opens in April with the Cincinnati Reds game at Riverfront Stadium. Preceding the game is an Opening Day Parade originating at historic Findlay Market. The Appalachian Festival, held in May, has mountain crafts, live music, dancing, and storytellers; it is said to be the largest craft show in the country. May Festival, a tradition begun in 1873, is the oldest continuing festival of choral and orchestral music in the country. The Taste of Cincinnati celebration held over Memorial Day weekend downtown affords the city's best restaurants an opportunity to feature some of their favorite menu items. Summerfair brings an arts and crafts show to the city's riverfront the second weekend in June. Juneteenth Festival is a celebration of African-American freedom, featuring diverse music and food. The day-long Riverfest celebration on Labor Day honors the area's river heritage and is the city's largest celebration. The festival features water skiing, sky diving and air shows, and riverboat cruises, and is capped by a spectacular fireworks display. The Harvest Home Fair, held the following weekend in nearby Cheviot, features horse, art, and flower shows, a parade, 4-H auction, petting zoo, and more. The Harvest Home Fair, also in September, features wine, tours, food, music, camping, arts, crafts and activities. Oktoberfest Zinzinnati features German food, customs, dancing, and beer; downtown streets are blocked off for the festivities. Early December brings Balluminaria at Eden Park, where hot air balloons are lit up at dusk near Mirror Lake.

Popular Christmas-holiday events in Cincinnati include the annual tree-lighting on Fountain Square, the Festival of Lights at the Cincinnati Zoo, and the Boar's Head and Yule Log Festival at Christ Church Cathedral downtown, a Cincinnati tradition since 1940.

Events are held throughout the year in nearby Sharon Woods Village and in the MainStrasse Village in Covington, Kentucky, across the Ohio River.

Sports for the Spectator

The Cincinnati Reds, World Series winners in 1975, 1976, and 1990, is America's oldest professional baseball team; they play their home games at the new Great American Ball Park. Opened in 2003, the park has a

seating capacity of 42,059 and is praised for its innovative features, breathtaking views, and tributes to the Reds' rich history. The Cincinnati Bengals, who captured the American Football Championship in 1981 and 1988, play home games at Paul Brown Stadium, opened in 2000. The stadium has a seating capacity of 65,535, on three levels; its open-ended design allows for stunning views of the downtown skyline and the riverfront.

The Cincinnati Cyclones are in the International Hockey League and play at the U.S. Bank Arena. The University of Cincinnati and Xavier University provide a schedule of college sports teams and cross-town rivalry in basketball, in which both schools enjoy strong traditions and some national prominence.

Thoroughbred racing takes place at River Downs Racetrack in late April through Labor Day, and at Turfway Park in Florence, Kentucky, from September through mid-October, and Thanksgiving through mid-April. The Association of Tennis Professionals compete in tournament play each August in nearby Mason.

Sports for the Participant

Cincinnati maintains more than 100 parks on 5,000 acres of land in attractive urban settings. The city manages 5 regional parks, 70 neighborhood parks, 34 natural areas, 5 neighborhood nature centers, 16 scenic overlooks and 65 miles of hiking and bridle trails. Alms Park and Eden Park offer dramatic views of the Ohio River and northern Kentucky, and these parks, as well as others, attract joggers because of their natural beauty and challenge for runners. The Cincinnati Nature Center-Rowe Woods is comprised of 1,025 acres with nature trails covering more than 17 miles, and a nature center featuring a bird-viewing area, library, and displays. The 1,466 acres of Mount Airy Forest feature hiking and picnic areas. The city's recreation department sponsors an array of sports from softball to soccer for all age groups and manages neighborhood swimming pools and tennis courts throughout the summer. Sawyer Point on the Ohio River provides facilities for pier fishing, rowboating, skating, tennis, and volleyball.

Shopping and Dining

Cincinnati consists of distinct neighborhoods where shopping districts provide an atmosphere not found in many cities today. The city's revitalization is most evident downtown in the area known as Over-the-Rhine, the old German neighborhood around Vine and Main Streets. There, art galleries, restaurants, and breweries flourish in restored nineteenth-century buildings. Cincinnati's sky-walk system connects downtown stores, hotels, and restaurants, allowing visitors to explore the shopping district free of traffic and weather concerns. The downtown Tower Place mixes local and nationally known stores with specialty shops in a compact area. Other downtown Cincinnati shopping highlights include Macy's and Saks

Fifth Avenue department stores. Neighborhood and suburban shopping districts and malls abound on both sides of the river, and the region offers endless antique shops, boutiques, arts and crafts shops, and ethnic and fashion collections. Other shopping opportunities include large regional malls, factory outlets, discount houses, and museum stores. The Findlay Market, an open-air marketplace that has been in operation since 1852, offers ethnic foods in an old-world atmosphere.

Cincinnati restaurants have been rated highly by critics and travel guides. The city is home to several restaurants that have received critical acclaim nationally, including Maisonette, a French restaurant that has received Five Stars from Mobil for 40 consecutive years; it moved to the suburbs from its downtown location in 2005. One of Cincinnati's specialties is moderately priced German cuisine. Cincinnati restaurateurs have been successful in opening establishments in architecturally interesting buildings, such as firehouses, police precincts, or riverboat paddle-wheelers. A locally made ice cream, Graeter's, is widely popular, as is a downtown New York-style deli, Izzy's, known for its corned beef. The city's oldest tavern, opened in 1861, is still in business as a bar and grill. Cincinnati chili, Greek in origin, is flavored with cinnamon and chocolate as the "secret" ingredients and served over spaghetti; 3-way, 4-way, or 5-way chili choices consist of various combinations of grated cheese, onions, beans, and oyster crackers.

Visitor Information: Greater Cincinnati Convention and Visitors Bureau, 300 West Sixth Street, Cincinnati, OH 45202; telephone (513)621-2142

■ Convention Facilities

Duke Energy Center, formerly the Dr. Albert B. Sabin Cincinnati Convention Center, is conveniently situated downtown and connected via the 20-block Skywalk system with shops and stores, restaurants, entertainment and cultural activities, and hotels. The center underwent a \$160 million renovation and expansion, completed in 2006, that resulted in over 750,000 square feet of exhibit, meeting, and entertainment space. The main hall comprises over 200,000 square feet; there is also a 40,000-square-foot ballroom, and space for 37 individual meeting rooms. Technological upgrades include increased security and optic networking throughout the building.

Meeting and convention accommodations can also be found at several luxury hotels clustered downtown near the Convention Center and at other hotels and motels throughout the Greater Cincinnati area. More than 22,500 lodging rooms are available citywide.

Convention Information: Greater Cincinnati Convention and Visitors Bureau, 300 West Sixth Street, Cincinnati, OH 45202; telephone (513)621-2142

■ Transportation

Approaching the City

Cincinnati/Northern Kentucky International Airport served 1,229,332 passengers in 2006. Located only 15 minutes from downtown Cincinnati, it is one of the fastest growing airports in the world. It is the second largest hub for Delta Air Lines, and is served by 7 other commercial airlines. The airport offers non-stop air service from the region to approximately 120 cities, including international service to Frankfurt, London, Paris, Rome, Amsterdam, Montreal and Toronto.

Metropolitan Cincinnati is linked to other areas via I-75, a major north/south route running between the Canadian border through Florida; I-71, running between Louisville and northeast Ohio; and I-74, the area's principal link from the west. I-70, a major transcontinental route, runs east/west approximately 55 miles north of the city. Other highways providing access to downtown and the metropolitan region are Interstates 275, which circles the metropolitan area, and 471, which runs in to downtown; U.S. 50 and 52; and several state and county routes.

Passenger rail service into renovated Union Terminal is available by Amtrak. Bus transportation is provided by Greyhound.

Traveling in the City

Downtown streets are in a grid pattern, making travel within the city relatively easy. Streets running east/west are numbered, beginning with 2nd Street near the Ohio River. The public transit bus system is operated by Metro, which schedules regular routes in the city and the suburbs.

■ Communications

Newspapers and Magazines

Cincinnati's major daily newspapers are *The Cincinnati Enquirer*, circulated every morning, and the afternoon *The Cincinnati Post*. The *Cincinnati Herald*, an African American oriented newspaper, appears weekly. Both the Associated Press and United Press International maintain offices in Cincinnati. *Cincinnati Magazine* is a monthly publication focusing on topics of community interest.

A number of nationally circulated magazines are published in Cincinnati; among them are *Writer's Digest*, a professional magazine for writers; *Dramatics Magazine*, for students interested in theatre as a career; and *St. Anthony Messenger*, a family-oriented Catholic magazine. Specialized publications originating in the city are directed toward readers with interests in business, medicine, pharmacy, engineering, the arts, crafts, and other fields.

Television and Radio

Cincinnati is the broadcast media center for southwestern Ohio, northern Kentucky, and southeastern Indiana. Seven commercial, public, and independent television stations are received in the city; cable service is available. Approximately thirty-five AM and FM radio stations broadcast educational, cultural, and religious programming as well as rock and roll, contemporary, classical, gospel, blues, jazz, and country music.

Media Information: *The Cincinnati Enquirer*, Gannet Co., 312 Elm Street, Cincinnati, OH; telephone (513)721-2700. *The Cincinnati Post*, E.W. Scripps Co., 125 E. Court, Cincinnati, OH 45202; telephone (513) 352-2000

Cincinnati Online

The Cincinnati Enquirer. Available enquirer.com
Cincinnati Museum Center. Available www.cincymuseum.org
Cincinnati Public Schools. Available www.cpsboe.k12.oh.us
Cincinnati Regional Links. Available www.rcc.org/reglinks.html
City of Cincinnati home page. Available www.ci.cincinnati.oh.us

Greater Cincinnati Chamber of Commerce.
Available www.cincinnati-chamber.com
Greater Cincinnati Convention and Visitors Bureau.
Available www.cincyusa.com
Public Library of Cincinnati and Hamilton County.
Available www.cincinnati-library.org
University of Cincinnati Medical Center. Available
medcenter.uc.edu

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Cleveland

■ The City in Brief

Founded: 1796 (incorporated 1836)

Head Official: Mayor Frank Jackson (D) (since 2006)

City Population

1980: 573,822

1990: 505,616

2000: 478,403

2006 estimate: 444,313

Percent change, 1990–2000: –5.4%

U.S. rank in 1980: 18th

U.S. rank in 1990: 23rd

U.S. rank in 2000: 40th (State rank: 2nd)

Metropolitan Area Population

1980: Not available

1990: 2,202,069

2000: 2,250,871

2006 estimate: 2,114,155

Percent change, 1990–2000: 0.2%

U.S. rank in 1980: 11th

U.S. rank in 1990: Not available

U.S. rank in 2000: 16th (PMSA)

Area: 82.42 square miles (2000)

Elevation: most of the city is on a level plain 60 to 80 feet above Lake Erie

Average Annual Temperatures: January, 25.7° F; July, 71.9° F; annual average, 49.6° F

Average Annual Precipitation: 38.71 inches of rain; 56.9 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, manufacturing, government

Unemployment Rate: 6.3% (June 2007)

Per Capita Income: \$14,825 (2005)

2005 FBI Crime Index Property: 28,543

2005 FBI Crime Index Violent: 6,416

Major Colleges and Universities: Case Western Reserve University; Cleveland State University

Daily Newspaper: *Plain Dealer*

■ Introduction

The seat of Cuyahoga County, Cleveland is Ohio's second largest city and is at the center of a metropolitan statistical area that encompasses Cuyahoga, Geauga, Lake, and Medina counties. The city's location on Lake Erie accounts for its success as a transportation, industrial, and commercial center. Cleveland contributed a number of industrial discoveries that benefited national growth and prosperity in the nineteenth century. In the early twentieth century, the local political system set a standard for reform that contributed to the general welfare of its citizens. Today Cleveland's revitalized central business and commercial districts complement its cultural institutions and major professional sports teams.

■ Geography and Climate

Extending 31 miles along the south shore of Lake Erie, Cleveland is surrounded by generally level terrain except for an abrupt ridge that rises 500 feet above the shore on the eastern edge of the city. Cleveland is bisected from north to south by the Cuyahoga River. The continental climate is modified by west to northerly winds off Lake Erie, which lower summer temperatures and raise winter temperatures. Summers are moderately warm and humid, winters relatively cold and cloudy. Snowfall fluctuates widely, ranging from 45 inches in west Cuyahoga County

to 90 inches in the east. Thunderstorms often bring damaging winds of 50 miles per hour or greater; tornadoes occur frequently.

Area: 82.42 square miles (2000)

Elevation: most of the city is on a level plain 60 to 80 feet above Lake Erie

Average Temperatures: January, 25.7° F; July, 71.9° F; annual average, 49.6° F

Average Annual Precipitation: 38.71 inches of rain; 56.9 inches of snow

■ History

Lake Erie Port Attracts Development

U.S. General Moses Cleaveland was sent in 1796 by the Connecticut Land Company to survey the Western Reserve, a one-half million acre tract of land in northeastern Ohio, which was at that time called “New Connecticut.” General Cleaveland platted a townsite on Lake Erie at the mouth of the Cuyahoga River, named from a Native American term for crooked river because of the unusual U shape that causes it to flow both north and south. Cleaveland copied the New England style of town square layout. The settlement was abandoned, however, when dysentery and insects drove Cleaveland and his company back to New England. The eventual taming of the Western Reserve wilderness has been credited to Lorenzo Carter, who arrived at General Cleaveland’s original townsite in 1799. Carter, a man of impressive ability and stature, brought stability to the primitive setting and established friendly relations with the Native Americans in the area. The revived settlement was named for its initial founder; the current spelling of the name can be traced to a newspaper compositor who dropped the first “a” from Cleaveland in order to fit the name on the newspaper masthead. Cleveland’s geographic position as a Lake Erie port made it ideally situated for development in transportation, industry, and commerce.

By 1813 the port was receiving shipments from the cities in the East. Cleveland was chosen as the northern terminus of a canal system connecting the Ohio River and Lake Erie; it was completed in 1832. Cleveland was incorporated in 1836 as its population increased dramatically. Telegraph lines were installed in 1847, and shortly thereafter Western Union telegraph service was founded in Cleveland by Jephtha H. Wade. The opening of the Soo Canal in 1855 and the arrival of the railroad soon thereafter strengthened Cleveland’s position as a transportation center.

The city played a significant role in the Civil War. Clevelanders generally opposed slavery, and a prominent local lawyer defended abolitionist John Brown. As a principal stop along the Oberlin-Wellington Trail,

Cleveland was active in the Underground Railroad. While the city sent its share of volunteers to fight for the Union cause, during the Civil War the ironworks industry grew, aided by the discovery of soft coal in canal beds. After the war the iron industry continued to expand in Cleveland, and local fortunes were made in steel and shipping; those who benefited created the Cleveland residential district known as “Millionaires Row.”

Industry and Reform Spell Progress

John D. Rockefeller’s Standard Oil Company, organized in 1870, put Cleveland on the map as the nation’s first oil capital. A rise in trade unionism paralleled Cleveland’s industrialization. The Brotherhood of Locomotive Engineers established headquarters in the city, which was the site of national labor meetings that eventually led to walkouts and brought about better conditions for workers. Inventors found a hospitable environment in Cleveland. Charles F. Brush, originator of the carbon arc lamp, founded the Brush Electric Light and Power Company and installed arc lamps throughout the city. He also invented and manufactured the first practical storage battery. Worcester R. Warner and Ambrose Swasey perfected automotive gear improvements and designed astronomy instruments, bringing about innovations in both industries.

Cleveland gained a reputation as a reform city during the five-term administration of Thomas Loftin Johnson, a captain of the steel and transportation industries. Johnson was influenced by the American social philosopher Henry George, and his administration won high praise from muckraking journalist Lincoln Steffens, who called Johnson the nation’s “best mayor” and Cleveland “the best governed city in the United States.” First elected to office on the “three-cent fare program,” Johnson fought to overcome the entrenched political interests of his nemesis, Mark Hanna, who used his power to work against Johnson’s reforms. Johnson, a mentor to a generation of young politicians, improved life in Cleveland by building new streets and parks, creating a municipal electric company to curb the abuses of private utilities, and introducing city-owned garbage and refuse collection. He also set standards for meat and dairy products, and even took down “keep off the grass” signs in city parks.

Like other Rust Belt cities, Cleveland suffered in the 1950s and 1960s, becoming the subject of national attention and ridicule when the polluted Cuyahoga River burst into flames in 1969. The event, a low point in Cleveland history, became a rallying point in the passage of the Clean Water Act of 1972.

Cleveland’s renaissance began in the early 1980s. From grass roots efforts initiated by neighborhood groups, to the city’s top brass—business, civic, and political leaders—citizens have worked hard to mold Cleveland into a model city for America. The result: \$7 billion in capital investment, including new hotels and world-class attractions. The city has also gained



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international and national attention as a model city for urban progress. Cleveland has been awarded the coveted “All America City” distinction five times.

The sheen from that title was growing tarnished by the mid-2000s, however. With a high school graduation rate among the lowest in the nation, along with taxes among the highest, Cleveland faced challenges in many arenas. Community leaders and businesses united to tackle these problems by stimulating innovation and entrepreneurship, attracting new businesses while retaining existing ones, and encouraging education and workforce development.

Historical Information: Western Reserve Historical Society, 10825 East Boulevard, Cleveland, OH 44106; telephone (216)721-5722. Great Lakes Historical Society, Clarence Metcalf Research Library, 480 Main St., PO Box 435, Vermillion, OH 44089; telephone (216)967-3467; email glhs1@inlandseas.org.

■ Population Profile

Metropolitan Area Residents

1980: Not available
1990: 2,202,069

2000: 2,250,871
2006 estimate: 2,114,155
Percent change, 1990–2000: 0.2%
U.S. rank in 1980: 11th
U.S. rank in 1990: Not available
U.S. rank in 2000: 16th (PMSA)

City Residents

1980: 573,822
1990: 505,616
2000: 478,403
2006 estimate: 444,313
Percent change, 1990–2000: –5.4%
U.S. rank in 1980: 18th
U.S. rank in 1990: 23rd
U.S. rank in 2000: 40th (State rank: 2nd)

Density: 6,166.5 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 160,254
Black: 222,837
American Indian and Alaska Native: 2,312
Asian: 6,289
Native Hawaiian and Pacific Islander: 188

Hispanic or Latino (may be of any race): 32,085
Other: 16,626

Percent of residents born in state: 71.2% (2000)

Age characteristics (2005)

Population under 5 years old: 31,522
Population 5 to 9 years old: 32,416
Population 10 to 14 years old: 31,866
Population 15 to 19 years old: 30,472
Population 20 to 24 years old: 28,015
Population 25 to 34 years old: 50,558
Population 35 to 44 years old: 63,804
Population 45 to 54 years old: 62,057
Population 55 to 59 years old: 19,977
Population 60 to 64 years old: 17,701
Population 65 to 74 years old: 23,286
Population 75 to 84 years old: 16,830
Population 85 years and older: 6,030
Median age: 35.3 years

Births (2006, MSA)

Total number: 25,788

Deaths (2006, MSA)

Total number: 21,358

Money income (2005)

Per capita income: \$14,825
Median household income: \$24,105
Total households: 177,817

Number of households with income of . . .

less than \$10,000: 41,066
\$10,000 to \$14,999: 17,422
\$15,000 to \$24,999: 32,697
\$25,000 to \$34,999: 24,620
\$35,000 to \$49,999: 23,477
\$50,000 to \$74,999: 21,919
\$75,000 to \$99,999: 9,263
\$100,000 to \$149,999: 5,977
\$150,000 to \$199,999: 811
\$200,000 or more: 565

Percent of families below poverty level: 13.8% (2005)

2005 FBI Crime Index Property: 28,543

2005 FBI Crime Index Violent: 6,416

■ Municipal Government

Cleveland city government is administered by a mayor and a 21-member council. Councilpersons and the mayor, who is not a member of council, are elected to four-year terms.

Head Official: Mayor Frank Jackson (D) (since 2006; current term expires January 2010)

Total Number of City Employees: 8,136 (2007)

City Information: Cleveland City Hall, 601 Lakeside Ave., Cleveland, OH 44114; telephone (216)664-2000

■ Economy

Major Industries and Commercial Activity

Diversified manufacturing is a primary economic sector, resting on a traditional base of heavy industry in particular. Consistent with a nationwide trend, the services industry—transportation, health, insurance, retailing, utilities, commercial banking, and finance—is emerging as a dominant sector. Cleveland serves as headquarters to 5 companies on the *Fortune* 500 list, both industrial and non-industrial. These firms are, in order of their *Fortune* 500 rank: National City Corp., Eaton Corp., Parker Hannifin Corp., Sherwin-Williams Co., and KeyCorp. Cleveland is also home to approximately 150 international companies from 25 different countries.

Manufacturing has traditionally been the primary industry of northeast Ohio. It remains so today, although the local economy has suffered along with the rest of the nation during the recession of the late 1990s and early 2000s, and the service industry has become crucial to the region as well. Dubbed “Polymer Valley,” the metropolitan Cleveland area has the largest concentration of polymer companies in the United States; Goodyear Tire & Rubber Co., the world’s largest tire company, is headquartered in nearby Akron. The area’s other manufacturing companies are engaged in such fields as the automotive industry, fabricated metals, electrical/electronic equipment, and instruments and controls.

Supported by the manufacturing industry is the science and engineering field. More than 160 engineering companies are located in the Cleveland metro area. These firms engage in civil engineering, construction, and the burgeoning field of information technology. Among the local institutions of science and engineering are the Cleveland Engineering Society, the Cleveland Society of Professional Engineers, the Great Lakes Science Center, the NASA John H. Glenn Research Center, ASM (American Society for Metals) International, and the engineering schools of Case Western Reserve University, Cleveland State University, and the University of Akron.

Cleveland’s research base for the biotechnology and biomedical industry has grown exponentially in recent years. More than 100 biotechnology firms are located in northeast Ohio, along with more than 100 research laboratories. The Cleveland Clinic Foundation has the nation’s largest hospital-based department of biomedical

engineering. Area colleges offer training in biomedical or bioscience technology; among them are Case Western Reserve University, Cleveland State University, Kent State University, Lakeland Community College, and the University of Akron.

Items and goods produced: automobile parts, bolts and nuts, machine tools, paints and lacquers, rubber and oil products, chemicals, rayon, foundry and machine shop products, electrical machinery and appliances, men's and women's clothing, iron and steel

Incentive Programs—New and Existing Businesses

Local programs: The Greater Cleveland Partnership (GCP) was formed in 2003 through the merger of the Greater Cleveland Roundtable, the Greater Cleveland Growth Association, and Cleveland Tomorrow. GCP provides access to local and state business incentives and job training programs. It can link businesses with a variety of assistance including international trade, business financing, tax credits and abatement programs, technology transfer, labor force recruitment, and training and market data. GCP is also affiliated with Growth Capital Corp., which provides financing assistance to businesses in northeast Ohio to facilitate business expansion, new facility construction, and equipment purchases. Neighborhood Progress Inc. is a non-profit organization that offers up to \$5 million per year in low-interest funds to develop Cleveland's neighborhoods.

State programs: The state of Ohio offers a number of incentives designed to encourage new companies and retain existing businesses. Tax credit programs include those for job creation, machinery and equipment investment, export, research and development franchise, and technology investment. Ohio also offers a property tax abatement for areas identified as enterprise zones, and sales tax exemptions for research and development.

Job training programs: The Ohio Investment Training Program (OITP) provides financial assistance and technical resources for customized training involving employees of new and expanding Ohio businesses. OITP may assist a company up to a maximum of one-half of the project's total eligible training costs. The Ohio Job Training Tax Credit is offered to businesses engaged in manufacturing and other specified service industries. Career Service Centers offer customized training programs designed to meet the needs of a specific business, as well as other ongoing skill training for current or new employees; these Career Service Centers are operated by Case Western Reserve University, Cleveland Institute of Art, Cleveland State University, Cuyahoga Community College, and David N. Myers College.

Development Projects

In March 2004 *Site Selection* magazine ranked the Cleveland area, with 96 projects, the tenth in the nation for number of new and expanded corporate facility projects. Among these corporate projects were the expansion of Minolta's Cleveland facility, which added 25,000 square feet; the \$4.5 million expansion of U.S. Cotton's facility; and a new, 5,000-square-foot distribution center for Netflix Inc.

Groundbreaking began in September 2005 on a six-year, \$258-million expansion and renovation of the Cleveland Museum of Art, expected to be completed by 2011. In 2007 Euclid Avenue was undergoing a \$168 million renovation between the downtown Public Square and the Playhouse Square Center to create the "Euclid Transportation Corridor"; construction was scheduled for completion in 2008. The corridor was intended to connect the downtown business district (the region's largest employment center) with the University Circle area (the second largest employment center) and major cultural, medical and educational districts. In 2007 plans were announced by the Regional Transit Authority to build a new Rapid Transit stop in the University Circle/Little Italy area; the plans were in the design stage and no completion date had yet been finalized.

Economic Development Information: Greater Cleveland Partnership; The Higbee Building, 100 Public Square, Suite 210, Cleveland, OH 44113-2291; telephone (216)621-3300; fax (216)621-4617

Commercial Shipping

Cleveland is at the center of the nation's largest concentration of industrial and consumer markets. The city of Cleveland is home to more than 100 offices of motor freight carrier companies and there are many others located throughout the metropolitan area. Three railroads—Norfolk Southern, CSX Transportation, Wheeling & Lake Erie Railroad—serve the region. More than 1,200 miles of highways connect the region with other U.S. markets, and the World Trade Center Cleveland assists companies with international business ventures. Cleveland-Hopkins International Airport is served by 8 cargo carriers.

The Port of Cleveland, the largest overseas general cargo port on Lake Erie and third largest port on the Great Lakes, serves more than 50 countries, shipping cargo to and receiving cargo from 120 ports around the world. The Port is also the site of Foreign Trade Zone #40, an area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty. Every service for shippers—banking, insurance, customs, stevedoring, and storage—is available from experienced firms. Each year the port handles over 12 million tons of cargo, primarily semi-finished products, machinery, and such bulk cargo as iron ore, stone, cement, and salt.

Labor Force and Employment Outlook

In September 2007 the unemployment rate in Greater Cleveland stood at 5.9 percent, above the national average and down only slightly from ten-year highs of 6.8 percent in 2003. Between 1997 and 2007 the metropolitan labor force experienced a slight net gain, from 1,057,207 to 1,097,211 workers. However, the city of Cleveland itself experienced a loss of population; between 1980 and 2000, Cleveland lost fully one-sixth of its population.

In 2007 analysts were not optimistic about the Cleveland economy; the employment situation showed little signs of improvement throughout the mid 2000s, and the region was particularly hard-hit by summer 2007's subprime mortgage crisis. The health care industry and increased efforts to make the city a center of "green" manufacturing were the major bright spots for the area as it looked into the 2010s and beyond.

The following is a summary of data regarding the Cleveland-Elyria-Mentor metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,076,100

Number of workers employed in . . .

construction and mining:	41,600
manufacturing:	147,600
trade, transportation and utilities:	199,600
information:	18,900
financial activities:	77,600
professional and business services:	140,600
educational and health services:	171,500
leisure and hospitality:	95,000
other services:	44,100
government:	139,400

Average hourly earnings of production workers employed in manufacturing: \$19.10

Unemployment rate: 6.3% (June 2007)

Largest Cuyahoga County employers (2007)

	<i>Number of employees</i>
Cleveland Clinic	27,755
University Hospitals Health System	16,611
Cuyahoga County Progressive Corporation	9,142
City of Cleveland	9,017
Cleveland Municipal School District	8,136
KeyCorp	7,472
National City Corp.	6,397
Metrohealth	6,051
	5,503

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$255,228

2007 (1st quarter) ACCRA Cost of Living Index: 99.7

State income tax rate: 0.68% to 6.87%

State sales tax rate: 5.5%

Local income tax rate: 2.0%

Local sales tax rate: 7.5%

Property tax rate: Ranges from 96.5 to 183.40 mills per \$1,000 of assessed value

Economic Information: Greater Cleveland Partnership, Tower City Center, Ste. 200, 50 Public Sq., Cleveland, OH 44113; telephone (216)621-3300; toll-free (888)304-GROW; fax (216)621-4617; email customer service@clevegrowth.com

Education and Research

Elementary and Secondary Schools

The Cleveland Municipal School District, administered by a mayor-appointed school board that appoints a superintendent, enrolls the largest student population of any Ohio school system. More than 300 businesses and other organizations have joined in a partnership with the city's schools; one of these is NASA John H. Glenn Research Center.

Cleveland's schools experienced academic, financial, and structural crises in the mid-2000s. In 2004 the high school graduation rate was only 40.8 percent, while only 11.3 percent of residents achieved a college degree. Worsening the situation, the Cleveland Municipal School District had a \$36 million operating deficit; in order to rectify the shortfall, the board of education closed a number of schools and laid off part of the workforce for the 2005–2006 school year. In June 2002, prompted by the collapse of a school gym roof, a \$1.5 billion Facilities Plan was approved to replace or renovate each school in the district within 10–12 years. The 2007–2012 phase of the school district's plan called for the institution of a "Zero Tolerance" disciplinary policy, a mentoring program with 700 local legal professionals, and the opening of an academy to help former dropouts obtain a high school diploma.

The 2007–2008 school year was one of important changes for the District; it marked the opening of the Ginn Academy for at-risk boys, named after famous area football coach Ted Ginn, Sr. That same year four single-

sex academies were opened throughout the city and a strict dress code was instituted.

The following is a summary of data regarding the Cleveland Metropolitan School District as of the 2005–2006 school year.

Total enrollment: 319,901 (includes all districts)

Number of facilities

elementary schools: 81
 junior high/middle schools: 2
 senior high schools: 20
 other: 0

Student/teacher ratio: 16.5:1

Teacher salaries (2005–06)

elementary median: \$58,920
 junior high/middle median: \$60,590
 secondary median: \$58,970

Funding per pupil: \$10,420

More than 30 parochial and private schools offer a range of educational alternatives at the pre-school, kindergarten, elementary, and secondary levels in the Cleveland metropolitan area. Among them is the University School, a more than 100-year-old independent day school for boys; St. Ignatius High School; Gilmour Academy; Hathaway Brown School; the Laurel School; and Magnificat High School.

Public Schools Information: Cleveland Municipal School District, 1380 E. 6th St., Cleveland, OH 44114; telephone (216)574-8000; email info@cmsdnet.net

Colleges and Universities

Cleveland State University (CSU), predominantly a commuter institution, enrolls more than 16,000 students. The university offers 1,000 courses supporting 200 major fields of study at the bachelor, master, doctoral, and law degree levels, including doctoral programs in regulatory biology, chemistry, engineering, urban studies, and urban education. CSU's Cleveland-Marshall College of Law is the largest law school in Ohio. Case Western Reserve University offers undergraduate, graduate, and professional education in more than 60 areas of study, such as medicine, dentistry, nursing, law, management, and applied social sciences; it is a major research institution ranking among the best in undergraduate engineering and business programs. In the 2008 *U.S. News and World Report* list of "America's Best Colleges," Case Western was ranked 41st among national universities, 21st among medical schools for research, and 53rd among law schools. The Laura and Alvin Siegal College of Jewish Studies is one of only a handful of colleges in North America to be accredited as an institution of higher Jewish learning.

The Cleveland Institute of Art offers a five-year bachelor of fine arts program. The Cleveland Institute of Music grants baccalaureate, master's, and doctoral degrees in various music fields in conjunction with Case Western Reserve University, which provides the academic curriculum. Other colleges in Cleveland include David N. Myers University and Cuyahoga Community College (CCC, or Tri-C), which is the city's largest college and the fourth largest in the state. Offering career education leading to an associate's degree and enrolling more than 55,000 credit and non-credit students at its Metropolitan, Eastern, and Western campuses, Tri-C's programs include allied health, business technologies, engineering technologies, early childhood education, law enforcement, and mental health.

Among the colleges and universities enrolling more than 1,000 students and located in the surrounding area or within commuting distance of Cleveland are Baldwin-Wallace College, John Carroll University, Kent State University, Lakeland Community College, Lorain County Community College, Oberlin College, University of Akron, and Ursuline College, which is the oldest Catholic women's college in the nation.

Libraries and Research Centers

Approximately 90 libraries are operated in Cleveland by a diverse range of public agencies, private corporations, and other organizations. The Cleveland Public Library maintains a main facility set on 529,204 square feet, 28 branches, a Library for the Blind and Physically Handicapped, and a Public Administration Library in City Hall. The Cleveland Public Library, the third largest public research library in the United States, has nearly 10 million items and is also the largest repository worldwide for chess-related items. The library is a depository for federal, state, international, local, and United Nations documents. The Library for the Blind and Physically Handicapped offers 11,000 Braille titles, 150,000 cassettes, and 48,000 discs; the library also includes material on visual and physical disabilities in their collection.

In 2003 the Ohio Center for the Book was dedicated at the main Cleveland Public Library, enabling it to serve the entire state. That year the library system became the first in the nation to offer eBooks to patrons. The Langston Hughes branch was the recipient of an Ohio Historical Marker in December 2003 in honor of its namesake, the Cleveland poet James Mercer Langston Hughes.

The Cuyahoga County Public Library, which houses nearly 3 million books, operates 27 full-service branches throughout the county, all with free Wi-Fi access. The Western Reserve Historical Society, the Cleveland Museum of Art, and the Cleveland Museum of Natural History maintain reference libraries. As a major research institution, Case Western Reserve University maintains holdings of more than 1.5 million books, nearly 14,000 periodical subscriptions, and approximately 35 special collections in such fields as literature, history, philosophy,

urban studies, psychology, and the sciences; six departmental libraries are also located on campus. The Cleveland Health Sciences Library is operated by Case Western Reserve University and the Cleveland Medical Library Association. Other colleges and universities, as well as several corporations, hospitals, and religious organizations, maintain libraries in the city.

More than 400 public and private research centers are based in the Cleveland metropolitan area. Among them are the John H. Glenn Research Center of the National Aeronautics and Space Administration (NASA), the Cleveland Clinic Educational Foundation, and the Cleveland Psychoanalytic Center. In 2003 Case Western Reserve University was awarded an \$18 million grant to create the Wright Center of Innovation to focus on fuel cell research. University Hospitals represents the largest concentration of biomedical research in Ohio. Greater Cleveland's medical community as a whole receives more than \$100 million in research dollars from the National Institutes of Health each year, making Cleveland a leading center nationwide for biomedical research and spending. In 2006 the Cleveland Clinic alone spent \$144.3 million on medical and scientific research.

Public Library Information: Cleveland Public Library, 325 Superior Ave. NE, Cleveland, OH 44114; telephone (216)623-2800; fax (216)623-7015; email info@library.cpl.org

■ Health Care

Cleveland is home to a number of the nation's top institutions providing health care, medical education, and medical research and technology. The Cleveland metropolitan area is served by approximately 50 hospitals; more than 20 are affiliated with medical schools, including Case Western Reserve University School of Medicine. The region employs more than 9,000 physicians and 23,000 health care professionals.

Cleveland Clinic and University Hospital Health Systems control 90-plus percent of the area's hospital beds. The Cleveland Clinic Foundation, which pioneered kidney transplants and open-heart surgery, occupies 140 acres and 37 buildings on its main campus, and serves patients throughout the United States and the world. It consistently ranks among the best hospitals in the country in *U.S. News & World Report* surveys. In 2007 the hospital was ranked the 4th best overall and was ranked in the top ten for twelve of its specialties. The Cleveland Clinic rates highly for care in cardiology, gastroenterology, neurology, orthopedics, and urology. The Clinic also has facilities in Florida, Canada, and Abu Dhabi. Rainbow Babies and Children's Hospital is one of the country's best for pediatric and neonatal intensive care. University Hospitals (UH), nationally recognized for cancer research and treatment, receives excellent rankings in three specialties.

UH has more than 150 locations throughout the Greater Cleveland area. In 2006 it was ranked among the top fifty hospitals in thirteen specialties by *U.S. News and World Report*. Among other Cleveland facilities is St. Vincent Charity Hospital, which participated in the development of the first heart-lung machines.

Health Care Information: Cleveland Health Education Museum, 8911 Euclid Ave., Cleveland, OH; telephone (216)231-5010

■ Recreation

Sightseeing

One of Cleveland's most popular attractions is the Rock and Roll Hall of Fame and Museum. Situated on the shores of Lake Erie, the museum houses six floors of costumes, interactive exhibits, and original films, along with the most extensive collection of rock and roll artifacts and memorabilia in the world. Adjacent to the Rock and Roll Hall on North Coast Harbor is the Great Lakes Science Center. Visitors can explore the wonders of science, the environment, and technology via more than 400 interactive exhibits. Located inside the center is the six-story OMNIMAX theater, with supersized images and digital sound that allows viewers to feel as though they were actually in the film.

North America's largest collection of primate species is housed at the Cleveland Metroparks Zoo and RainForest, located five miles south of downtown. The zoo has more than 3,300 animals from around the world, including 84 endangered species, and occupies 168 rolling, wooded acres. The two-acre RainForest is home to more than 600 animals and 10,000 plants from the jungles of the world, and features a 25-foot waterfall and simulated tropical storm.

The NASA John H. Glenn Research Center is the only NASA facility north of the Mason-Dixon line. Named after the Ohio astronaut, it presents programs on space exploration, aircraft propulsion, satellites, and alternative energy sources. Two of Cleveland's best-known monuments are the Garfield Monument in Lakeview Cemetery and the National Shrine of Our Lady of Lourdes, which resembles the original shrine in France and is located 10 miles east of the city.

Seasonal amusement parks located in Greater Cleveland include Geauga Lake & Wildwater Kingdom and Cedar Point (located 63 miles from Cleveland, in Sandusky, Ohio), known for its world-record-breaking collection of roller coasters and rides. Sandusky is also home to Kalahari Resort, the largest indoor waterpark in Ohio.

Arts and Culture

University Circle, located four miles east of downtown, boasts the largest concentration of cultural institutions and museums in the country. Within one square mile, visitors

will find more than 40 non-profit institutions including the Cleveland Museum of Art (undergoing major renovations in 2007), Cleveland Museum of Natural History (which merged with HealthSpace Cleveland in January 2007), Cleveland Botanical Garden, Children's Museum of Cleveland, Crawford Auto-Aviation Museum, and Museum of Contemporary Art Cleveland (MOCA).

Museums located outside of University Circle include the Hungarian Heritage Society, the Shaker Historical Society and Museum, the Steamship William G. Mather Museum, and the Dunham Tavern Museum, the oldest Cleveland museum building on its original site. The Milton & Tamar Maltz Museum of Jewish Heritage opened in the fall of 2005. The Christmas Story House, a museum dedicated to the movie of the same name, opened in November 2006.

The Cleveland Orchestra, considered one of the nation's top orchestras, plays a season of concerts at Severance Hall from September to May; the summer season is scheduled at the open-air Blossom Music Center from June to August. Blossom also hosts opera, classical, pop, jazz, rock, and folk concerts during the summer months. The Cleveland Chamber Music Society and the Cleveland Chamber Symphony offer a schedule of chamber music each year. The Cleveland Institute of Music presents hundreds of concerts by faculty, students, and visiting artists, and the Cleveland Pops Orchestra performs music from motion pictures and Broadway shows. The internationally acclaimed Cleveland Quartet gives performances throughout the world. The nation added its eighth House of Blues with the 2004 opening of Cleveland's concert club.

Two dance companies perform in Cleveland: Dance Cleveland and Akron's Ohio Ballet. Cleveland's opera companies—Opera Cleveland (which merged with the city's Lyric Opera in spring 2007) and Cleveland Institute of Music—stage operatic presentations.

Cleveland supports a number of theater companies. Cleveland Play House, the country's first professional resident company, presents a season of classical drama and new works. Playhouse Square Center, with its five beautifully restored circa 1920 theaters, is the nation's second largest performing arts center. The Ohio Theatre is home to the Great Lakes Theater Festival; the others host touring Broadway shows, musicals, concerts, opera, and ballets. Karamu House, from the Swahili for "a center of enjoyment, a place to be entertained," has earned a national reputation as a center of African American culture.

Festivals and Holidays

Cleveland schedules a full calendar of annual events. Each January, Cleveland organizes a Martin Luther King Jr. celebration, followed two months later by a festive St. Patrick's Day Parade through downtown. The Cleveland International Film Festival also takes place in March with nearly 200 film screenings. The state's largest environmental event is EarthFest, held in April at the Cleveland

Metroparks Zoo. The Cleveland Botanical Garden Flower Show, the largest outdoor flower show in North America, takes place in May at the Cleveland Botanical Gardens.

June brings the Parade the Circle Celebration, featuring an art parade and free admission to University Circle facilities. Visitors can join in Cleveland's annual July birthday bash in the Flats with riverfront festivities and performances as well as an amazing fireworks and laser light show. Samples of savory ribs, live entertainment, and family fun are on the menu at the Great American Rib Cookoff in late May. Cleveland showcases its diversity at summer festivities such as the Irish Cultural Festival, the Annual Polish Heritage Festival, and the Cleveland Pride Parade & Festival, celebrating the lesbian-gay-bi-transsexual community.

The week-long Cuyahoga County Fair in August features rides, exhibits, and shows. An unforgettable Labor Day weekend event is the Cleveland National Air Show at Burke Lakefront Airport. Art meets technology at the Ingenuity Festival, taking place at various downtown locations in early September; running nearly simultaneously with this event is Taste of Cleveland, at which food from more than 30 local restaurants can be sampled. The Johnny Appleseed Festival at Mapleside Farms and the Midwest Oktoberfest are among the area's many fall festivals. The Christmas season marks its start with the annual Holiday Lighting ceremony on downtown's Public Square the day after Thanksgiving.

Sports for the Spectator

Cleveland is a major-league sports city with major-league sports facilities. Gund Arena hosts NBA Cleveland Cavaliers basketball and the American Hockey League's Lake Erie Monsters (an affiliate of the Colorado Avalanche), as well as more than 200 family events and concerts each year. State-of-the-art Jacobs Field is home to Major League Baseball's Cleveland Indians. The Cleveland Browns professional football team, named for their first coach, the legendary Paul Brown, is part of the National Football League's American Conference and play home games at the lakefront Cleveland Browns Stadium. The Cleveland Junior Lumberjacks play youth hockey at the Metroplex. The Grand Prix of Cleveland is held over three June days at the Burke Lakefront Airport. Thistledown Race Track offers thoroughbred racing and Northfield Park schedules harness races.

Sports for the Participant

Cleveland's Metroparks system, consisting of more than 20,000 acres on 16 reservations that surround the city's core, represents one of the nation's largest concentrations of park land per capita. Facilities are available for hiking, cycling, tennis, swimming, golf, boating, and horseback riding. Winter activities include cross-country skiing, tobogganing, ice skating, and ice fishing. Downhill skiing is

available at three nearby resorts. Greater Cleveland encompasses more than 70 public and private golf courses. One hundred miles of Lake Erie shoreline, as well as inland lakes, reservoirs, rivers, and streams, make fishing a favorite pastime; the annual catch in Lake Erie equals that of the other four Great Lakes combined. Cuyahoga Valley National Park, Cleveland Lakefront State Park, Huntington Beach, and Mentor Headlands State Park are popular summer spots for water sports enthusiasts. The Cleveland Marathon and 10K is held downtown in May.

Shopping and Dining

More than 600 retail businesses are located in downtown Cleveland. The elegant Tower City Center offers shopping and dining at more than 100 establishments. Eton Collections, situated on Chagrin Boulevard, houses retail and dining establishments amid fountains, gardens, and sculptures, and recently underwent a \$50 million expansion and renovation. Just west of downtown Cleveland is the new Crocker Park, a \$450 million shopping center that encompasses 12 city blocks in Westlake. To the east of the city is Beachwood Place, a large indoor mall, and Legacy Village, a village-style, upscale shopping center. Unique shopping opportunities can be found throughout the city: Antique Row on Lorain Avenue, which attracts antique buyers; the Arcade, a nineteenth-century marketplace; the Larchmere area, well known for its antiques; and the West Side Market in nearby Ohio City which sells fresh fish and meats, vegetables and fruits, baked goods, cheeses, and ethnic foods.

Visitor Information: Convention & Visitors Bureau of Greater Cleveland, Higbee Building 100 Public Square, Suite 100, Cleveland, OH 44113; telephone (216)875-6600

■ Convention Facilities

The International Exposition & Conference Center is one of the largest facilities nationwide for exhibition space. Situated on a 175-acre site next to Cleveland-Hopkins International Airport, the center contains over a million square feet of exhibit space, 800,000 of which is contained in a single room. It also offers a renovated 85,000-square-foot carpeted conference center with 26 meeting rooms. The Cleveland Convention Center, located downtown, contains 375,000 square feet of flexible exhibit space that can be divided into four separate meeting halls; 37 meetings rooms are available to accommodate up to 10,000 attendees. The largest room in the Cleveland Masonic Temple & Auditorium is 15,000 square feet, and the largest in the Cleveland State University's Wolstein Center is 23,520 square feet.

Other convention and meeting facilities are located throughout the Greater Cleveland area; among them are the Forum, Grays Armory, Play House Square Center,

and the Spitzer Conference Center, located in Elyria approximately 20 minutes from the Cleveland-Hopkins International Airport.

Convention Information: Convention & Visitors Bureau of Greater Cleveland, Higbee Building 100 Public Square, Suite 100, Cleveland, OH 44113; telephone (216)875-6600

■ Transportation

Approaching the City

Cleveland-Hopkins International Airport, the Midwestern hub for Continental Airlines, was the 37th busiest airport in the nation in 2006, with 249,967 operations that year. There are approximately 320 daily nonstop flights from 9 commercial airlines to over 80 destinations. The Rapid Transit system connects the airport to downtown. Commuter air service to regional cities is available at Burke Lakefront Airport; business and general aviation traffic is handled at Cuyahoga County Airport. Twenty-one other general aviation facilities are located in the metropolitan area.

Three major interstates intersect downtown Cleveland: I-77 and I-71, which run north and south, and I-90, which runs east and west. In addition, I-480 connects the eastern and western Cleveland suburbs and runs south of the city, bypassing the downtown area; I-490 does the same by connecting I-90 and I-71 to I-77. Amtrak provides rail transportation service into Cleveland, and Greyhound operates a bus terminal downtown.

Traveling in the City

The Regional Transit Authority (RTA) operates Cleveland's extensive rapid transit system. RTA has a direct link from downtown Public Square to Hopkins International Airport. The Waterfront Line, a light rail transportation system, connects Cleveland's downtown attractions. Other lines extend to the University Circle area and the eastern suburbs. Visitors can conveniently and economically travel from Public Square and Tower City Center's hotels and shopping venues to the Flats Entertainment District and North Coast Harbor attractions like the Rock and Roll Hall of Fame, Great Lakes Science Center, and Cleveland Browns Stadium. Trolley tours and riverboat cruises offer unique and informative views of the city.

■ Communications

Newspapers and Magazines

Cleveland's major daily newspaper is the *Plain Dealer*, which is also Ohio's largest daily newspaper. Numerous community newspapers, including the *Call & Post*, an

African American community newspaper, also circulate in the city. *Cleveland Magazine*, for readers in the Cleveland metropolitan area, features articles on politics and urban and suburban contemporary living and events. *Northern Ohio LIVE*, a monthly magazine describing entertainment opportunities, and *Crain's Cleveland Business* are also published there. The award-winning *Cleveland Scene* is an alternative magazine published weekly; the *Free Times* is another alternative newsweekly.

About 80 specialized magazines and trade, professional, and scholarly journals are published in Cleveland on such subjects as explosives engineering, local history, fraternal organizations, lawn care, ethnic culture, business and economics, religion, medicine, welding and metal production, food service, and building trades.

Television and Radio

Cleveland is the broadcast media center for northeastern Ohio. Greater Cleveland television viewers tune in to programming scheduled by seven stations based there. More than a dozen AM and FM radio stations broadcast a wide range of listening choices, from religious and inspirational features, to news and talk shows, to all major musical genres.

Media Information: *Plain Dealer*, 1801 Superior Ave., Cleveland, OH 44114; telephone (216)999-6000. *Cleveland Magazine*, 1422 Euclid Ave., Ste. 730, Cleveland, OH 44115; telephone (216)771-2833; fax (216) 781-6318. *Northern Ohio LIVE*, 11320 Juniper Rd., Cleveland, OH 44106; telephone (216)721-2525; email info@livepub.com

Cleveland Online

City of Cleveland Home Page. Available www.city.cleveland.oh.us

Cleveland Municipal School District. Available www.cmsdnet.net

Cleveland Public Library. Available www.cpl.org
Convention & Visitors Bureau of Greater Cleveland. Available www.travelcleveland.com

Greater Cleveland Partnership. Available www.gcpartnership.com

Plain Dealer. Available www.plaindealer.com
www.plaindealer.com

Rock and Roll Hall of Fame. Available www.rockhall.com

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Schneider, Russell, *The Boys of the Summer of '48* (Sports Publishing Inc., 1998)



Columbus

■ The City in Brief

Founded: 1797 (incorporated 1834)

Head Official: Mayor Michael B. Coleman (D) (since 2003)

City Population

1980: 564,871

1990: 632,945

2000: 711,470

2006 estimate: 733,203

Percent change, 1990–2000: 12.4%

U.S. rank in 1980: 19th

U.S. rank in 1990: 16th

U.S. rank in 2000: 15th

Metropolitan Area Population

1980: 1,244,000

1990: 1,345,450

2000: 1,540,157

2006 estimate: 1,725,570

Percent change, 1990–2000: 14.5%

U.S. rank in 1980: 28th

U.S. rank in 1990: Not available

U.S. rank in 2000: 32nd

Area: 225.9 square miles (2000)

Elevation: Ranges from 685 to 893 feet above sea level

Average Annual Temperatures: January, 28.3° F; July, 75.1° F; annual average, 52.9° F

Average Annual Precipitation: 38.52 inches of rain; 27.7 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, government, manufacturing, education

Unemployment Rate: 5.4% (June 2007)

Per Capita Income: \$22,134 (2005)

2005 FBI Crime Index Property: 54,141

2005 FBI Crime Index Violent: 6,111

Major Colleges and Universities: The Ohio State University, Capital University, Ohio Dominican University

Daily Newspaper: *The Columbus Dispatch*

■ Introduction

Columbus, the capital of Ohio and the state's largest city, is the seat of Franklin County. The focus of an urban complex comprised of Grandview Heights, Upper Arlington, Worthington, Bexley, and Whitehall, Columbus is the center of the metropolitan statistical area that includes Delaware, Fairfield, Franklin, Licking, Madison, Pickaway, and Union counties. Chosen by the Ohio General Assembly as the state capital because of its central location, Columbus developed in the nineteenth century as an important stop on the National Highway and as a link in the nation's canal system. Today, the city is a leader in research, education, technology, and insurance. *Inc.* magazine describes Columbus as "clean, with good schools, reasonably priced housing, and a college-town atmosphere that helps attract and retain young people."

■ Geography and Climate

Situated in central Ohio in the drainage area of the Ohio River, Columbus is located on the Scioto and Olentangy rivers; two minor streams running through the city are Alum Creek and Big Walnut Creek. Columbus's weather is changeable, influenced by air masses from central and southwest Canada; air from the Gulf of Mexico reaches the region during the summer and to a lesser extent in the

fall and winter. The moderate climate is characterized by four distinct seasons. Snowfall averages around 27 inches annually.

Area: 225.9 square miles (2000)

Elevation: Ranges from 685 to 893 feet above sea level

Average Temperatures: January, 28.3° F; July, 75.1° F; annual average, 52.9° F

Average Annual Precipitation: 38.52 inches of rain; 27.7 inches of snow

■ History

Central Location Makes Columbus Ohio's Capital

After Ohio gained statehood in 1803, the General Assembly set out to find a geographically centralized location for the capital. Congress had enacted the Ordinance for the Northwest Territory in 1787 to settle claims from the American Revolution and a grant was given to Virginia for lands west of the Scioto River. Lucas Sullivant, a Virginia surveyor, established in 1797 the village of Franklinton, which quickly turned into a profitable trading center. In 1812 plans for a state Capitol building and a penitentiary at Franklinton were drawn up and approved by the legislature, which also agreed to rename the settlement Columbus. Construction of the state buildings was delayed for four years by the War of 1812.

During its early history the major threat to Columbus was a series of fever and cholera epidemics that did not subside until swamps close to the center of town were drained. With the opening in 1831 of the Ohio & Erie Canal, which was connected to Columbus by a smaller canal, and then the National Highway in 1833, Columbus was in a position to emerge as a trade and transportation center. Then, on February 22, 1850, a steam engine pulling flat cars made its maiden run from Columbus to Xenia, 54 miles away, and Columbus entered the railroad age. Five locally financed railroads were in operation by 1872.

Columbus, with a population of 20,000 people in 1860, became a military center during the Civil War. Camp Jackson was an assembly center for recruits and Columbus Barracks—renamed Fort Hayes in 1922—served as an arsenal. Camp Chase, also in the area, was the Union's largest facility for Confederate prisoners, and the Federal Government maintained a cemetery for the more than 2,000 soldiers who died there.

Academic Prominence Precedes High-Technology Growth

Columbus prospered economically after the Civil War, as new banks and railroad lines opened and horse-and-buggy companies manufactured 20,000 carriages and

wagons a year. The city's first waterworks system and an extended streetcar service were built during this period. In 1870 the Ohio General Assembly created, through the Morrill Land Grant Act, the Ohio Agricultural and Mechanical College, which became a vital part of the city's life and identity. This coeducational institution, renamed The Ohio State University in 1878, is now one of the country's major state universities. The Columbus campus consists of nearly 400 permanent buildings on 1,644 acres of land. Today, the university's technological research facilities, coupled with the Battelle Memorial Institute, comprise one of the largest private research organizations of its kind in the world.

Two events prior to World War I shook Columbus's stability. The streetcar strike of 1910 lasted through the summer and into the fall, resulting in riots and destruction of street cars and even one death. The National Guard was called out to maintain order, and when the strike finally ended, few concessions were made by the railway company. Three years later, the Scioto River flood killed 100 people and left 20,000 people homeless; property damages totaled \$9 million.

Traditionally a center for political, economic, and cultural activity as the state capital, Columbus is today one of the fastest-growing cities in the east central United States. The downtown area underwent a complete transformation in the 1990s, and the economy surged as high-technology development and research companies moved into the metropolitan area. Franklin County saw its population top 1,000,000 for the first time in the 2000 census and celebrated its bicentennial in 2003.

Historical Information: Ohio Historical Society, 1985 Velma Avenue, Columbus, OH 43211; telephone (614)297-2510

■ Population Profile

Metropolitan Area Residents

1980: 1,244,000
1990: 1,345,450
2000: 1,540,157
2006 estimate: 1,725,570
Percent change, 1990–2000: 14.5%
U.S. rank in 1980: 28th
U.S. rank in 1990: Not available
U.S. rank in 2000: 32nd

City Residents

1980: 564,871
1990: 632,945
2000: 711,470
2006 estimate: 733,203
Percent change, 1990–2000: 12.4%
U.S. rank in 1980: 19th



Image copyright Bryan Busovicki, 2007. Used under license from Shutterstock.com.

U.S. rank in 1990: 16th

U.S. rank in 2000: 15th

Density: 3,225 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 454,368

Black: 181,977

American Indian and Alaska Native: 1,674

Asian: 27,125

Native Hawaiian and Pacific Islander: 75

Hispanic or Latino (may be of any race): 24,607

Other: 10,661

Percent of residents born in state: 66.1% (2006)

Age characteristics (2005)

Population under 5 years old: 60,740

Population 5 to 9 years old: 44,050

Population 10 to 14 years old: 43,489

Population 15 to 19 years old: 39,725

Population 20 to 24 years old: 62,170

Population 25 to 34 years old: 131,641

Population 35 to 44 years old: 106,624

Population 45 to 54 years old: 88,634

Population 55 to 59 years old: 32,186

Population 60 to 64 years old: 24,541

Population 65 to 74 years old: 31,627

Population 75 to 84 years old: 21,435

Population 85 years and older: 7,121

Median age: 32.1 years

Births (2006, MSA)

Total number: 25,687

Deaths (2006, MSA)

Total number: 12,973

Money income (2005)

Per capita income: \$22,134

Median household income: \$40,405

Total households: 301,325

Number of households with income of...

less than \$10,000: 33,463

\$10,000 to \$14,999: 18,842

\$15,000 to \$24,999: 38,332

\$25,000 to \$34,999: 38,717

\$35,000 to \$49,999: 54,669

\$50,000 to \$74,999: 56,151

\$75,000 to \$99,999: 32,116
\$100,000 to \$149,999: 21,985
\$150,000 to \$199,999: 3,930
\$200,000 or more: 3,120

Percent of families below poverty level: 12.1% (2005)

2005 FBI Crime Index Property: 54,141

2005 FBI Crime Index Violent: 6,111

■ Municipal Government

The city of Columbus is governed by a mayor and a council comprised of seven members who are elected at large to four-year terms.

Head Official: Mayor Michael B. Coleman (D) (since 2003; current term expires 2011)

Total Number of City Employees: 8,106 (2006)

City Information: City Hall, 90 W. Broad St., Rm. 247, Columbus, OH 43215

■ Economy

Major Industries and Commercial Activity

Columbus has been nationally recognized for its strong business climate. The city was ranked 88 of 200 among the “Best Places for Business and Careers” by *Forbes* in 2007. Columbus’s diversified economy is balanced among the services, trade, government, and manufacturing sectors. State government, education, banking, research, insurance, and data processing in particular have helped the city to resist recession. Telecommunications, retailing, health care, and the military are other strong employment areas. Home to more than 70 insurance companies, Columbus ranks among the insurance capitals of the United States. There are four *Fortune* 500 firms in the Columbus area, and the city is the corporate headquarters for nationwide firms such as Nationwide Insurance Enterprise, Big Lots, Limited Brands, American Electric Power, Wendy’s International, Huntington Bancshares, Inc., Abercrombie and Fitch, Borden Inc., Ashland Chemical, Battelle Memorial Institute, and Bob Evans Foods Inc. Approximately twenty of Columbus’s largest financial institutions operate more than 400 offices throughout the metropolitan region. J.P. Morgan, a nationwide financial services institution, maintains a significant presence in Columbus.

The U.S. government is among the city’s largest employers; it operates the Defense Supply Center, whose 3,000 employees operate a massive central storehouse that ships up to 10,000 items a day to military posts around the world. Manufacturing comprises about 10 percent of the metropolitan Columbus economic base;

the main production categories are machinery, fabricated metal, printing and publishing, and food processing. Local industry profits from proximity to coal and natural gas resources. Limestone and sandstone quarries operate in the area.

Items and goods produced: airplanes, auto parts, appliances, telephone components, computer equipment, glass, coated fabrics, shoes, food products

Incentive Programs—New and Existing Companies

Several city and state programs are available to assist existing companies and proposed startups in the Columbus metro area.

Local programs: The Columbus Development Department incentive programs focus on small business lending and inner-city revitalization, including the Office of Financial Assistance, to help create and sustain jobs and companies; among their specialties are infrastructure assistance and urban brownfields redevelopment. The Greater Columbus Chamber of Commerce oversees very successful public and private partnerships and small business programs to ensure the success of the region’s businesses. Training programs are available through the Small Business Administration.

State programs: The state of Ohio offers a number of incentives designed to encourage new companies and retain existing businesses. Tax credit programs include those for job creation, machinery and equipment investment, export, research and development franchise, and technology investment. Ohio also offers a property tax abatement for areas identified as enterprise zones, and sales tax exemptions for research and development.

Job training programs: The Ohio Investment Training Program (OITP) provides financial assistance and technical resources for customized training involving employees of new and expanding Ohio businesses. OITP may assist a company up to a maximum of one-half of the project’s total eligible training costs. The Ohio Job Training Tax Credit is offered to businesses engaged in manufacturing and other specified service industries.

Development Projects

Columbus is one of the nation’s fastest-growing cities, and saw \$2.18 billion in public and private investment from 2000 to 2007. The city’s focus is on downtown development; in 2001 the city commenced a Strategic Business Plan to revitalize downtown Columbus and bring jobs and investment to the city center. The city sought input from businesses and from the community with a “Tell Us Your Great Idea” campaign, and the Columbus Downtown Development Corporation was formed to bring the ideas to fruition. Public and private entities invested \$1.72 billion in the downtown area

between 2001 and 2004. The plan was slated for completion by the city's bicentennial in 2012. The goals of the project were fivefold: to build more downtown housing (a goal of 10,000 units by 2012), add jobs and stabilize the downtown office market, create new downtown neighborhoods on Gay Street and in RiverSouth District, develop a riverfront park system called the Scioto Mile, and improve parking and city transit.

In 2007 work was completed on Phase One of the all-"green" rehabilitation of the Lazarus Building downtown. With a budget of over \$60 million, the project included construction of the Galleria and the renovation of office space for the Ohio Department of Job and Family Services (ODJFS) and the Ohio Environmental (EPA) Protection Agency.

Work was nearing completion on a new 130,000-square-foot nuclear engineering building at Ohio State in 2007; the \$72.5 million project was expected to be open for spring semester 2008. A major renovation of Ohio State's Thompson Library began in 2006, with completion slated for 2009.

Economic Development Information: Greater Columbus Chamber of Commerce, 37 N. High St. Columbus, OH 43215; telephone (614)221-1321; fax (614)221-1408

Commercial Shipping

Strategically located between the Northeast and Midwest regions and served by an excellent transportation system, Columbus is a marketing, distribution, and warehouse center. An important link in the import/export shipping network is Rickenbacker Air/Industrial Park, which has been designated a free trade zone. In 2005 the shipping firm DHL, one of 31 air cargo carriers at Rickenbacker, committed \$4 million dollars to a long-term expansion of its operations at Rickenbacker. Several major railroads operate routes through Columbus; all provide piggyback and rail car shipping. Completing the ground transportation system are more than 100 motor freight companies. One of three inland ports in the United States, Columbus receives and ships U.S. Customs-sealed containers to the Pacific Rim.

Labor Force and Employment Outlook

Among Ohio's 10 largest cities, Columbus is the only one whose population increased in the 1990s, and this trend continued in the 2000s. Greater Columbus is the third fastest growing major metropolitan area in the Midwest. More than 80 percent of the population over age 25 are high school graduates and nearly 30 percent have college degrees; around 70 percent of the population over the age of 16 is in the labor force. While the region has a more desirable workforce than most of the nation, the increase in average age is causing some concern. The Chamber of Commerce has launched

several projects to give businesses the tools to compete in such a market.

Traditional economic mainstays such as government, The Ohio State University, corporate headquarters, and large financial institutions continue to lend stability to the local economy. The Columbus area lost manufacturing jobs in the late 1990s and early 2000s, but has added positions in services to create a net gain in jobs overall.

In October 2007 the unemployment rate in metropolitan Columbus stood at 5.0 percent, slightly below ten-year highs of 6 percent that occurred in 2003. The metropolitan Columbus labor force grew from 815,641 to 956,339 between 1997 and 2007.

The following is a summary of data regarding the Columbus metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 932,200

Number of workers employed in . . .

construction and mining:	39,900
manufacturing:	78,100
trade, transportation and utilities:	187,900
information:	18,900
financial activities:	73,500
professional and business services:	142,600
educational and health services:	107,800
leisure and hospitality:	89,200
other services:	37,700
government:	156,600

Average hourly earnings of production workers employed in manufacturing: \$18.85

Unemployment rate: 5.4% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
The State of Ohio	26,613
The Ohio State University	19,919
JP Morgan Chase & Co United States Government	14,276
Nationwide	12,800
OhioHealth	11,834
City of Columbus	9,413
Columbus Public Schools	8,106
Limited Brands	7,432
Honda of America Manufacturing Inc.	7,200
	6,900

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
\$313,567

2007 (1st quarter) ACCRA Cost of Living Index:
102.1

State income tax rate: 0.68% to 6.87%

State sales tax rate: 5.5%

Local income tax rate: 2.0%

Local sales tax rate: 6.75% (total)

Property tax rate: Taxes on real property are assessed on 35 percent of the property's total market value. Businesses with personal property valued at \$10,001 or more must also pay personal property tax in the state of Ohio.

Economic Information: Greater Columbus Chamber of Commerce, 37 N. High St. Columbus, OH 43215; telephone (614)221-1321; fax (614)221-1408

■ Education and Research

Elementary and Secondary Schools

The Columbus Public Schools (CPS) are administered by a seven-member board of education that supports a superintendent. The system's Alexander Graham Bell Elementary School for the hearing impaired is considered one of the nation's finest. Alternative/magnet schools; a high school for the performing arts; a virtual high school; and the International Baccalaureate diploma program, giving qualified graduates access to the world's leading universities, are also among the system's offerings.

In 2002–2003 CPS met 5 of 18 state standards on proficiency tests and graduation and attendance rates; by 2003–2004 the rate remained at 5 of 18 standards, and the district maintained or improved performance in 16 of 18 standards. In 2005 the district met 41 of 42 standards for Adequate Yearly Progress (AYP) and in 2004, CPS had more teachers achieve National Board Certified Status than any other school district in Ohio. Approximately 72 percent of the class of 2007 graduated and earned a combined \$45.8 million in grant and scholarship awards. In 2007–2008 the district opened the DeVry Advantage Academy, which incorporates dual enrollment in DeVry University for high school juniors and seniors. The Africentric Early College High School (also opened in 2007) is a similar program, sponsoring dual enrollment with Columbus State Community College.

The following is a summary of data regarding the Columbus Public Schools as of the 2005–2006 school year.

Total enrollment: 290,930

Number of facilities

elementary schools: 76
junior high/middle schools: 23
senior high schools: 17
other: 12

Student/teacher ratio: 17:1

Teacher salaries (2005–06)

elementary median: \$52,080
junior high/middle median: \$53,040
secondary median: \$51,280

Funding per pupil: \$10,444

Columbus is also served by more than two dozen charter, private and parochial schools that offer a range of curricula, including special education programs.

Colleges and Universities

The Ohio State University, a major institution of higher learning at both the state and national levels, had an enrollment of 52,568 students as of October 2007, making it the largest student body in the country. The school awards undergraduate through doctorate degrees. In addition to its Columbus campus, the university maintains four regional campuses and a two-year branch facility. The Ohio State system includes 8 schools and 18 colleges that administer 12,000 courses, 174 undergraduate majors, and 204 graduate programs. The school was ranked 19th among the nation's top 50 public universities in the *U.S. News & World Report 2007* edition of "America's Best Colleges."

Capital University schedules courses leading to undergraduate and graduate degrees in such fields as arts and sciences, music, nursing, business administration, and law; the university also operates an adult education division. The school enrolled 3,825 undergraduate and graduate students in 2006 and employed 201 full-time and 198 part-time faculty. Other four-year institutions located in the Columbus area include the Columbus College of Art and Design, DeVry University, and Franklin University. Columbus State Community College, enrolling more than 23,000 students, grants two-year associate degrees in business, health, public service, and engineering technologies.

Libraries and Research Centers

Columbus is home to more than 60 libraries that are maintained by a range of institutions, corporations, government agencies, and organizations. The Columbus Metropolitan Library (CML) operates 20 branches in Columbus and throughout Franklin County in addition to the Main Library. CML also jointly operates the Northwest Library with the Worthington Public Library. The collections of several Central Ohio library systems, including CML, are linked electronically in the Discovery

Place Libraries consortium. CML's collection contains more than 3 million items, including books, periodicals, videotapes, DVDs, CD-ROMs, films, audiocassettes, compact discs, circulating visuals, maps, charts, microfilm/microfiche, sheet music, and photos. In addition, the Library maintains special collections on local and state history and federal and state documents. CML is also part of the Ohio Public Library Information Network (OHIOLINK), a statewide on-line resource. OHIOLINK was created to help guarantee that all Ohio citizens continue to have access to information regardless of location or format. In 2006 CML patrons checked out 16 million items, made 8.2 million visits to the library and asked 1.2 million reference questions, making it one of the most heavily utilized libraries in the country.

The Ohio State University Libraries hold about 5.8 million volumes and receive approximately 35,000 serial titles. The University Libraries, which include Moritz Law Library and the Prior Health Sciences Library, operate numerous department libraries and five campus facilities. Included in the more than 25 special collections are the American Association of Editorial Cartoonist Archives, including a long term loan of more than 3,000 original "Calvin and Hobbes" cartoons by Bill Watterson; American playwrights' theater records; film scripts; Ohio News Photographers Association Archives; and various author collections featuring the works of such writers as Miguel de Cervantes, Emily Dickinson, Nathaniel Hawthorne, Edith Wharton, James Thurber, and Samuel Beckett. The library is a depository for federal, state, and European Economic Community documents.

As the state capital, Columbus is the site of libraries associated with state governmental divisions, including the Supreme Court of Ohio, the Ohio Department of Transportation, the Ohio Environmental Protection Agency, the Ohio Legislative Service Commission, and the Public Utilities Commission of Ohio. The *Columbus Dispatch*, all local colleges and universities, most major hospitals, several churches and synagogues, and cultural organizations maintain libraries in the city. Private corporations and law firms provide library facilities for both employee and public use. Among the research institutions that house libraries are Battelle Columbus Laboratories, Chemical Abstracts Service, and the National Center for Research in Vocational Education.

Columbus is home to the headquarters of Battelle Memorial Institute, among the world's largest independent research organizations, which conducts research, analysis, testing, design, and consultation in fields that include energy, environmental quality, health sciences, engineering and manufacturing technology, and national security. Battelle has 20,000 staff members and conducts \$3.9 billion in annual research and development. The American Ceramic Society performs educational, technical, scientific, and information services for the international ceramic community. The Online Computer

Library Center (OCLC) maintains an automated information and cataloging system for more than 6,000 libraries in the United States.

More than 60 research centers at The Ohio State University provide research, testing, analysis, design, and consultation services. Other research facilities located in Columbus are Chemical Abstracts Service of the American Chemical Society, Edison Welding Institute, and several engineering, pharmaceutical, and chemical firms.

Public Library Information: Columbus Metropolitan Library, 96 South Grant Avenue, Columbus, OH 43215; telephone (614)849-1265

■ Health Care

The Columbus and Franklin County metropolitan region is served by 15 hospitals and 3 nationally recognized medical research facilities including The Ohio State University's Arthur G. James Cancer Hospital and Research Institute, which was ranked the 15th best specialty cancer hospital by *U.S. News and World Report* in 2007. The Ohio State University Hospital was ranked 10th best for rehabilitation in the same report.

Children's Hospital, the country's fifth-largest children's health care institution, conducts research on childhood illnesses and specializes in burn treatment. In 2006 the hospital, with a staff of 5,822, conducted 16,527 total surgeries. Among the other hospitals in Columbus are Columbus Community Hospital, Riverside Methodist Hospital, Grant Medical Center, and Doctors Hospital, the largest osteopathic teaching facility in the nation.

■ Recreation

Sightseeing

At the center of Columbus's downtown is the State Capitol Building, an example of Greek Doric architecture. Several blocks south of the Capitol, German Village, one of the city's major attractions, is a restored community in a 230-acre area settled by German immigrants in the mid-1800s. The largest privately funded restoration in the United States, the district features German bakeries, outdoor beer gardens, restaurants, and homes.

The Center of Science and Industry (COSI) maintains hands-on exhibits in health, history, science, and technology for all ages. COSI's 300,000-square-foot building consists of a modern style element joined to the existing historic building. The facility features a curved facade, a large atrium, a host of Learning Worlds, and two unique theaters. The Space Theater boasts DIGISTAR 3-D technology while the IWERKS Theater, a six-story, multimillion-dollar theater, seats 400 people and presents nationally known films.

The Columbus Zoo displays animals in natural habitats and has gained a reputation for successfully breeding endangered species, including gorillas, cheetahs, snow leopards, polar bears, and eagles. The zoo houses the world's largest reptile collection and is the home of four generations of gorillas. The first phase of the zoo specializes in North American wildlife and features the Manatee Coast Exhibit; this is modeled after the 10,000 Island wildlife area in southwestern Florida, one of the few remaining untouched natural places in the United States. The zoo's second phase, the African Forest project, opened in June 2000. The African Forest outdoor gorilla exhibit features two large glass viewing areas and landscaping. Creative exhibits and a holding building reflect simple African forest architecture and offer indoor viewing of colobus monkeys and Congo gray parrots, as well as a mixed species aviary. The next phase, Asia Quest, began construction in March 2005 and opened in summer 2006.

Franklin Park Conservatory and Garden Center cultivates tropical, subtropical, and desert plants. Columbus's Park of Roses, among the world's largest municipal rose gardens, displays 450 varieties of roses. Located seven minutes from downtown, the Ohio Historical Center and Ohio Village recreate a nineteenth-century Ohio town, where period dishes are served at the Colonel Crawford Inn. Costumed craftspeople add to the authenticity of the exhibits. The Mid-Ohio Historical Museum displays antique dolls and toys. Hanby House, a station on the Underground Railroad, is now a memorial to Ben Hanby, who composed "Darling Nelly Gray."

Arts and Culture

Columbus is a national leader in local government support of the arts. The Greater Columbus Arts Council distributes approximately \$2 million annually to support a more than \$52 million cultural industry. One focus of cultural activities is the Martin Luther King, Jr. Arts Complex, which showcases African American cultural events, while the Cultural Arts Center, located in a renovated arsenal, hosts visual and performing arts events classes.

Three elegant theaters are also the scene of cultural activity in Columbus. The Palace Theatre, opened in 1926, has been completely renovated and now houses Opera Columbus and presents Broadway touring musicals and plays, concerts, and films. The Ohio Theatre, a restored 1928 movie palace and the official theater for the state of Ohio, is the home of the Columbus Symphony Orchestra, BalletMet, the new Broadway series, and presentations sponsored by the Columbus Association for Performing Arts. The 102-year-old Southern Theatre closed between 1979 and 1998 and then reopened after a \$10 million restoration project.

The Reality Theatre, Contemporary American Theatre Company, Gallery Players, and the theater department at The Ohio State University stage live theater

performances ranging from world premieres to revivals of classic plays.

The Columbus Museum of Art houses a sculpture garden and a permanent collection of European and American art works. The restored Thurber House, the home of James Thurber during his years as a student at Ohio State, is now a writers' center that displays Thurber memorabilia.

Festivals and Holidays

The first weekend of March marks the annual Arnold Sports Festival, a health and fitness convention headed by actor Arnold Schwarzenegger at which bodybuilders and other athletes come together to socialize and compete. The Open Garden Tour, featuring both parks and private homes, is held in April. Music in the Air, sponsored by the city Recreation and Parks Department, is the country's largest free outdoor concert series; 200 concerts are presented at Columbus parks beginning in late May and concluding on Labor Day weekend. The Columbus Arts Festival, which draws 500,000 people to the city, begins the summer festival season in early June. The city's Red, White & Boom! Parade in early July is followed by one of the largest fireworks displays in the Midwest. The Columbus Jazz and Rib Fest draws participants to downtown locations the last weekend in July. A major event in Columbus is the Ohio State Fair; held in August, the fair features livestock shows, agricultural and arts exhibitions, horse shows, rides, and concessions. Columbus observes First Night Columbus on December 31 to bring family-friendly New Year's celebrations to the area.

Sports for the Spectator

Columbus is home to a Major League Soccer team, the Columbus Crew, who play in Columbus Crew Stadium. The stadium, opened in 1999, is the first specifically built for professional soccer in the United States and combines European soccer atmosphere with traditional American amenities to make it one of the premier soccer venues in the country. The Columbus Blue Jackets, a National Hockey League team, first played in 2000 at Nationwide Arena, a 20,000-seat, 685,000-square-foot, \$150 million venue.

The Big Ten conference Ohio State Buckeyes, one of the nation's top college football teams, play a home schedule to sold-out crowds on fall Saturday afternoons in the 90,000-seat Ohio Stadium. The Buckeyes also field men's and women's basketball teams that play home games at Jerome Schottenstein Center, a 20,000-seat arena that opened in October 1998. The Columbus Clippers, a Triple-A affiliate of baseball's professional New York Yankees, play a 70-game home schedule at 15,000-seat Cooper Stadium, and the city is finalizing funding to build a larger, newer stadium near the Nationwide Arena to replace the 1932 Cooper Stadium.

The Columbus Marathon, held each October, attracted 10,000 runners in 2007, and the Capital City Half Marathon, first run in April 2004, is an annual event. Harness racing is on view at Scioto Downs, where more than a dozen world records have been set in a season that runs from early May to mid-September. The Little Brown Jug, the year's biggest harness race, is held at the Delaware County Fairgrounds. Columbus's most important golf event, the Memorial Golf Tournament, is sometimes referred to as the "fifth major"; competitors tee-off in nearby Dublin at the Muirfield Village course that Jack Nicklaus designed.

Sports for the Participant

Columbus city parks cover 14,000 acres (9,000 acres of land and 5,000 acres of water) and include parks, golf courses, conservation areas, reservoirs, 28 recreation centers, 11 swimming pools, and the Columbus Zoo. Water sports can be enjoyed on two major rivers and three lakes in the city; among the area's popular activities are fishing, boating, sailing, water skiing, and paddleboating. The city maintains municipal tennis courts; indoor tennis and racquetball courts are available at private clubs. The city's scenic commuter routes are popular among joggers and cyclists. Year-round recreational programs for all age groups are available at the city parks.

Shopping and Dining

One of the largest shopping showcases in Columbus is the innovative outdoor shopping and entertainment district called Easton. Easton features nearly 120 shops, a luxury Hilton Hotel and Easton Town Center, anchored by the world's first Planet Movies by AMC, a 6,200-seat, 30-screen megaplex movie theater complex. In addition, Easton includes a mall with a Nordstrom's and other national retailers.

Columbus City Center downtown offers approximately 130 upscale stores and restaurants. Among the distinctive shopping districts in Columbus is German Village, where small shops and stores offer specialty items. Short North exhibits and sells the works of Columbus and national artists as well as clothing and home furnishings. High Street, the Main Street of the university district, offers eclectic shopping and dining options.

Diners in Columbus can choose from among a number of restaurants serving contemporary American, European, and ethnic cuisine. In 2005 *Food and Wine* magazine named Kahiki one of the world's five coolest bars. Several restaurants are housed in architecturally interesting buildings such as churches and firehouses. The renovated North Market features local produce and German, Middle Eastern, Indian, and Italian delicatessens. Columbus is also home base to both Wendy's and Bob Evans national restaurant chains.

Visitor Information: Greater Columbus Convention and Visitors Bureau; telephone (614)221-6623; toll-free (800)354-2657

■ Convention Facilities

Convention and meeting planners are offered a wide range of facilities in the metropolitan Columbus area. The Greater Columbus Convention Center, which opened in 1993 and underwent expansion in 2001, hosted more than 2,500,000 attendees and delegates that year. The Convention Center features 1.7 million square feet of exhibition space and 100,000 square feet of retail space. The nearby Ohio Center Mall is an added attraction to the convention center. Other meeting facilities include Franklin County Veterans Memorial, Ohio Expo Center (site of the Ohio State Fair), and the Palace and Ohio theaters.

First-class downtown hotels, including the Hyatt Regency, the Westin, the Courtyard by Marriott, and the Doubletree Guest Suites, maintain a complete range of meeting and banquet facilities. There are more than 3,000 hotel rooms within walking distance of the Convention Center.

Convention Information: Greater Columbus Convention Center; telephone (614) 827-2500; toll-free (800)626-0241

■ Transportation

Approaching the City

Twenty-one commercial domestic and international airlines schedule daily flights into Port Columbus International Airport, which underwent a \$92 million improvement to celebrate its 75th anniversary in 2005. Port Columbus, just eight minutes from downtown, is serviced by ten major commercial airlines and served 568,339 passengers in 2006. Rickenbacker International Airport also services the Columbus area. General aviation facilities are provided at Bolton Field.

Two interstate highways—north-south I-71 and east-west I-70—intersect in the city; I-270 serves as a bypass, and I-670 is a downtown innerbelt. Several other major highways provide convenient access into and out of Columbus.

Traveling in the City

Columbus streets conform to a grid pattern, the principal thoroughfares being Broad Street (U.S. 40/62) and High Street (U.S. 23 south of I-70), which form the main downtown intersection and divide north-south streets and east-west avenues. Efficient traffic flow into the center city permits commuting time of no more than 45 minutes from outlying areas.

The public bus system is operated by Central Ohio Transit Authority (COTA).

■ Communications

Newspapers and Magazines

The principal daily newspaper in Columbus is *The Columbus Dispatch* (morning). *Business First*, a business weekly, presents current news as well as analyses of local commerce. Several suburban newspapers also have a wide circulation in the metropolitan area.

Columbus is the publishing base for magazines and journals with extensive state and national distribution. Especially popular with Ohio readers is *Ohio Magazine*, which contains articles on local and state topics. A number of professional organizations publish their official journals in the city; among them are the Ohio Academy of Science, the Ohio State Bar Association, the Ohio Historical Society, and the Ohio Education Association. Other specialized publications are directed toward Ohio readers with interests in such fields as agriculture, religion, education, library science and communications, banking, business and industry, and sports.

Columbus is also home to membership publications of several national organizations, including Business Professionals of America and the American Society for Nondestructive Testing. The Ohio State University Press publishes several scholarly journals in such fields as theoretical geography, higher education, banking, and urban planning; several academic departments and colleges also issue publications.

Television and Radio

Columbus is the broadcast media center for central Ohio. Three commercial network affiliates and one public station—all locally based—provide television programming for viewers in the city and surrounding communities. Cable service is also available. Radio listeners tune in to

music, news, special features, and public-interest programs scheduled by more than a dozen locally-based AM and FM radio stations.

Media Information: *The Columbus Dispatch*, 34 South Third Street, Columbus, OH 43215; telephone (614)461-5000. *Columbus Monthly*, PO Box 29913, Columbus, OH 43229; telephone (614)888-4567

Columbus Online

- City of Columbus home page. Available ci.columbus.oh.us
- The Columbus Dispatch*. Available www.dispatch.com
- Columbus Metropolitan Library. Available www.cml.lib.oh.us
- Columbus Public Schools. Available www.columbus.k12.oh.us
- The Greater Columbus Convention & Visitors Bureau. Available www.columbuscvb.org
- Greater Columbus Super Site. Available www.columbus.org
- Ohio Historical Society Archives/Library. Available www.ohiohistory.org/resource/archlib
- Ohio State University Extension Data Center. Available www.osuedc.org/current

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Dayton

■ The City in Brief

Founded: 1795 (incorporated 1805)

Head Official: Mayor Rhine D. McLin (D) (since 2002)

City Population

1980: 203,371

1990: 182,011

2000: 166,179

2006 estimate: 156,771

Percent change, 1990–2000: –8.7%

U.S. rank in 1980: 70th

U.S. rank in 1990: 89th

U.S. rank in 2000: 141st

Metropolitan Area Population

1980: 942,000

1990: 951,270

2000: 950,558

2006 estimate: 838,940

Percent change, 1990–2000: –0.1%

U.S. rank in 1980: 39th

U.S. rank in 1990: 51th

U.S. rank in 2000: 52nd

Area: 56.63 square miles (2000)

Elevation: 750 feet above sea level

Average Annual Temperatures: January, 26.3° F; July, 74.3° F; annual average, 51.5° F

Average Annual Precipitation: 39.58 inches of rain; 27.3 inches of snow

Major Economic Sectors: Wholesale and retail trade, manufacturing, services, government, transportation

Unemployment Rate: 6.5% (June 2007)

Per Capita Income: \$16,191 (2005)

2005 FBI Crime Index Property: 11,471

2005 FBI Crime Index Violent: 1,533

Major Colleges and Universities: University of Dayton; Wright State University

Daily Newspaper: *Dayton Daily News*

■ Introduction

Dayton, the seat of Ohio's Montgomery County, is the focus of a four-county metropolitan statistical area that includes Montgomery, Miami, Clark, and Greene counties and the cities of Kettering, Miamisburg, Xenia, Fairborn, Oakwood, and Vandalia. World-famous through the pioneering efforts of the Wright brothers, today Dayton is an aviation center and home of Wright-Patterson Air Force Base, headquarters of the United States Air Force bomber program. Dayton, once vulnerable to severe flooding, was the site of the first comprehensive flood control project of its kind. Today the city is at the center of industrial and high-technology development, serving traditional and new markets.

■ Geography and Climate

Surrounded by a nearly flat plain that is 50 to 100 feet below the elevation of the adjacent rolling countryside, Dayton is situated near the center of the Miami River Valley. The Mad River, the Stillwater River, and Wolf Creek, all tributaries of the Miami River, join the master stream within the city limits. The Miami Valley is a fertile agricultural region because of evenly distributed precipitation and moderate temperatures. High relative humidity throughout the year can cause discomfort to people with allergies. Winter temperatures are moderated by the downward slope of the Miami River; cold polar air

from the Great Lakes produces extensive cloudiness and frequent snow flurries.

Area: 56.63 square miles (2000)

Elevation: 750 feet above sea level

Average Temperatures: January, 26.3° F; July, 74.3° F; annual average, 51.5° F

Average Annual Precipitation: 39.58 inches of rain; 27.3 inches of snow

■ History

Town Planned Despite Flood Danger

The point where the Mad River flows into the Great Miami was a thoroughfare for native tribes on their way from Lake Erie to Kentucky and for frontier heroes such as George Rogers Clark, Simon Kenton, Daniel Boone, and Anthony Wayne. Revolutionary War veterans General Arthur St. Clair, General James Wilkinson, Colonel Israel Ludlow, and Jonathan Dayton of New Jersey, for whom Dayton is named, purchased 60,000 acres in the area from John Cleves Symmes. Ludlow surveyed the town plot in the fall of 1795, and the first settlers arrived on April 1, 1796. In spite of well-founded Native American warnings against the danger of floods, settlers occupied the area where Dayton now stands at the confluence of four rivers and creeks.

Ohio gained statehood in 1803, and two years later Dayton was incorporated as a town and became the seat of Montgomery County. The opening of the Miami & Erie Canal in 1828 brought booming cannons and cheering crowds in celebration of future economic prosperity. That year 100,000 people descended upon Dayton, whose population then numbered 6,000 people, to hear William Henry Harrison, Whig presidential candidate. A year later Dayton was incorporated as a city. In 1851 the Mad River & Lake Erie Railroad reached Dayton, motivating Daytonians to establish new industries that were expanded during the Civil War boom years. Local Congressman Clement L. Vallandigham was head of the anti-Lincoln Copperhead faction in the North, which brought riots, murder, and the destruction of the Republican *Dayton Journal* newspaper office. Vallandigham was banished from the Union for treason.

Industrial Innovation Characterizes Dayton

Dayton entered its golden age of invention and business acumen when John Patterson bought James Ritty's cash register company and his "mechanical money drawer" in 1884. Two years later, Patterson introduced the "daylight factory," a new work environment in which 80 percent of the walls were glass. National Cash Register soon set the standard for this indispensable business device.

Dayton-based inventors Wilbur and Orville Wright taught themselves aerodynamics by reading every book on the subject in the Dayton public library. They experimented with kites and gliders and built the world's first wind tunnel to test their ideas. Then on December 17, 1903, the Wright brothers made aviation history at Kitty Hawk, North Carolina, when their flying machine made its first successful flight. The Wrights' common-sensical approach to solving the centuries-old problem of heavier-than-air flight is considered one of the great engineering achievements in history.

The next inventor and engineer to make his mark in Dayton was Charles "Boss" Kettering, who began his career at National Cash Register by inventing an electric cash register. Kettering and a partner founded the Dayton Engineering Laboratories Company (Delco), which became a subsidiary of General Motors in 1920 when Kettering was appointed a vice president and director of research at General Motors. Kettering repeatedly revolutionized the automobile industry; he designed the motor for the first practical electric starter, developed tetraethyl lead that eliminated engine knock and led to ethyl gasoline, and, with chemists, discovered quick-drying lacquer finishes for automobile bodies. Kettering is considered to have demonstrated the value of industrial research and development.

Reform, Cooperation Meet City's Challenges

Newspaper publisher James Cox bought the *Dayton News* in 1898 and then purchased other newspapers in Ohio, Florida, and Atlanta, Georgia. Cox turned to politics in 1909, serving as Dayton's congressman, then as Ohio governor, and running for the presidency in 1920 on the Democratic ticket but losing to Warren G. Harding. As governor, Cox initiated a number of reforms, including the initiative and referendum, minimum wage, and worker's compensation.

Destructive floods had frequently plagued Dayton during the city's first 100 years. Total devastation came on March 25, 1913, when the Great Miami River, swollen by a five-day downpour that brought ten inches of rain, burst through protective levees and flooded the city. So powerful was the flood that houses were literally wrenched from their foundations and sent down the Great Miami. The water level did not recede until March 28, by which time 361 people had died and property damage had reached \$100 million.

The flood forced citizens to find a solution to this perennial threat; they responded by raising \$2 million in 60 days. Arthur E. Morgan, a self-taught engineer who was then head of the Tennessee Valley Authority—and later became the president of Antioch College in nearby Yellow Springs—was charged with the responsibility of finding solutions. A systematic plan of flood protection consisting of five huge dams and retaining basins was proposed. The Miami Conservancy District, the first comprehensive flood-control project of its kind in the United States, was



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established by the state legislature on June 18, 1915. Construction was completed in 1922. In another response to the flood crisis, Dayton turned to the nonpartisan, democratically controlled commission-manager form of government, becoming the first major American city to do so and inspiring other cities to follow suit.

During both World Wars, Dayton's manufacturing facilities produced planes, tanks, guns, and other war materials that were vital to successful military efforts. In the post-war years, the focus of Dayton's industry shifted to consumer products. Household appliances, automobiles, and early components of the computer industry were manufactured in Dayton from mid-century on.

In 2005 the city celebrated its bicentennial anniversary of incorporation. Today, Dayton is home to fine educational institutions, an art institute, a symphony orchestra, a natural history museum, and Wright-Patterson Air Force Base. Dayton blends metropolitan amenities with the feel of an All-American city.

■ Population Profile

Metropolitan Area Residents

1980: 942,000

1990: 951,270

2000: 950,558

2006 estimate: 838,940

Percent change, 1990–2000: –0.1%

U.S. rank in 1980: 39th

U.S. rank in 1990: 51th

U.S. rank in 2000: 52nd

City Residents

1980: 203,371

1990: 182,011

2000: 166,179

2006 estimate: 156,771

Percent change, 1990–2000: –8.7%

U.S. rank in 1980: 70th

U.S. rank in 1990: 89th

U.S. rank in 2000: 141st

Density: 2,979.4 people per square mile (in 2000)

Racial and ethnic characteristics (2005)

White: 68,151

Black: 60,290

American Indian and Alaska Native: 151

Asian: 1,827

Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 1,693
Other: 979

Percent of residents born in state: 72.6% (2006)

Age characteristics (2005)

Population under 5 years old: 9,827
Population 5 to 9 years old: 8,953
Population 10 to 14 years old: 8,670
Population 15 to 19 years old: 8,578
Population 20 to 24 years old: 10,907
Population 25 to 34 years old: 18,591
Population 35 to 44 years old: 18,277
Population 45 to 54 years old: 19,341
Population 55 to 59 years old: 8,707
Population 60 to 64 years old: 5,382
Population 65 to 74 years old: 7,196
Population 75 to 84 years old: 5,545
Population 85 years and older: 2,705
Median age: 35.4 years

Births (2006, MSA)

Total number: 10,525

Deaths (2006, MSA)

Total number: 7,836

Money income (2005)

Per capita income: \$16,191
Median household income: \$25,928
Total households: 59,914

Number of households with income of . . .

less than \$10,000: 11,188
\$10,000 to \$14,999: 7,033
\$15,000 to \$24,999: 10,749
\$25,000 to \$34,999: 8,214
\$35,000 to \$49,999: 9,181
\$50,000 to \$74,999: 7,419
\$75,000 to \$99,999: 3,747
\$100,000 to \$149,999: 2,008
\$150,000 to \$199,999: 171
\$200,000 or more: 204

Percent of families below poverty level: 12.7% (2005)

2005 FBI Crime Index Property: 11,471

2005 FBI Crime Index Violent: 1,533

■ Municipal Government

The Dayton City Commission is comprised of the mayor and four commissioners, who serve part-time. They are elected at large on a non-partisan basis for four-year

overlapping terms. Each member of the commission has equal voting power.

Head Official: Mayor Rhine D. McLin (D) (since 2002; current term expires January 2010)

Total Number of City Employees: 4,637 (2007)

City Information: City of Dayton, 101 W. Third St., Dayton, OH 45402; telephone (937)333-3333

■ Economy

Major Industries and Commercial Activity

Dayton's balanced economy is supported principally by manufacturing, wholesale and retail trade, and services. In recent years, Dayton has suffered from many of the ills plaguing the national economy. Most major industries charted reductions in jobs in the early 2000s, and those industries related to the automotive industry were the hardest hit. Dayton businesses are working toward a resurgence by focusing on increased business investment and diversifying into the manufacturing of technical products and services. Dayton employers are also concerned about the constraints of a stagnant and aging population; employers are working to recruit highly skilled employees to the region, particularly in the high-tech fields. The most important factor in determining Dayton's economic future, however, is the fate of the area's major manufacturing employers such as Delphi Automotive, General Motors, and Behr, whose presence is so vital to the area's continued prosperity.

In the past ten years, employment in education and health services has grown steadily in Dayton. More than 30 institutions of higher learning in the metropolitan area provide a significant number of jobs. Area health care facilities have been steadily expanding both their physical facilities and the services offered. Technological advances in health care have been readily adopted in Dayton area hospitals, making this economic sector one of the most promising for the region.

More than 1,500 other firms in the Dayton area manufacture accounting systems, bicycles, castings and forgings, compressors, concrete products, washing machines, generators, hoists and jacks, industrial belts, machine tools, name plates, paints and varnishes, paper and paper-making machinery, plastics, precision gauges, tools and dies, and meat products.

Wright-Patterson Air Force Base, the research and development arm of the U.S. Air Force, is the fifth largest employer in the state of Ohio and the largest employer at a single location. Wright-Patterson employs almost one of every twelve people working in the greater Dayton area, approximately 22,000 total, with sixty base units. Wright-Patterson is the headquarters of the Air Force Logistics Command, Air Force Material Command, and the

Aeronautical Systems Division (ASD), in addition to more than 100 other Department of Defense divisions. The U.S. Defense Department Joint Logistics Systems Center, affiliated with Wright-Patterson, oversees the installation of new computer systems for all military services; the center generates many private sector jobs. The ASD at Wright-Patterson manages the U.S. Air Force bomber program; also housed at the base is the Center for Artificial Intelligence Applications (CAIA). Wright-Patterson also houses the Air Force Institute for Technology, which trains thousands of students each year. In addition, Wright-Patterson is credited with bringing to Dayton one of the highest concentrations of aerospace/high-technology firms in the nation. These firms employ scientists, engineers, technicians, and specialists actively involved in development and application in both the private and public sectors.

Another vital factor in the metropolitan area economy is the Miami Valley Research Park, supported by the Miami Valley Research Foundation, a private, nonprofit corporation; the 1,500-acre park is a university-related research facility that is the site of corporate, academic and government research firms. Approximately 4,500 workers are employed at the park. The Research Park's goal is to promote research, technology, and science in the region, while helping to create and preserve employment opportunities. Dayton is the seventh-largest information technology center and is second in the nation (behind Silicon Valley) for the highest concentration of science and engineering Ph.Ds.

Incentive Programs—New and Existing Companies

Local programs: The CityWide Direct Loan program offers assistance for the acquisition of real estate, facility renovation and construction, and equipment purchasing. Dayton has a Foreign Trade Zone; companies that operate there pay no duties or quota charges on reexports. The West Dayton Development Trust Fund provides funding for community and economic development projects that benefit designated areas within the City of Dayton.

State programs: The State of Ohio grants direct low interest loans, industrial revenue bonds, and financial assistance for research and development to companies creating or retaining jobs in Ohio. Additionally, the Ohio Job Creation Tax Credit provides tax credits for Ohio companies that expand as well as companies relocating to Ohio. Enterprise zones provide significant tax reductions on property investments made by businesses expanding in or relocating to specific areas of Ohio.

Job training programs: The Ohio Investment in Training program provides financial assistance and technical resources for assisting Ohio businesses in the training of employees. Additionally, area colleges and universities offer many options for training.

Development Projects

The Dayton Downtown Partnership has been committed to the development of Dayton's urban space for more than a decade; between 1998 and 2007, more than \$585 million was invested in the downtown Dayton area. The Dayton Downtown Partnership's "Vision 2013" plan called for the addition of 750 new downtown housing units by 2013, in addition to a proposed Interactive Innovation/Invention Science Center.

In 2006 plans were approved for the construction of Ballpark Village, a 24-hour city center slated to include entertainment, retail, office and housing located north of Fifth Third Field in an area bounded by Monument Avenue, Webster Street and Riverside Drive.

In 2007 plans were underway for the third phase of the Five Rivers MetroParks RiverScape improvement project; an entertainment pavilion and other amenities were planned, while feasibility studies were underway for a proposed downtown waterpark in RiverScape Park. In 2006 CareSource Management Group announced plans to build a \$55 million headquarters at the corner of Main Street and Monument Avenue, with a completion date slated for 2008.

Economic Development Information: Dayton Area Chamber of Commerce, 1 Chamber Plaza, Dayton, OH 45402-2400; telephone (937)226-1444

Commercial Shipping

Dayton International Airport, ranking among the nation's busiest air-freight facilities, is home to several cargo carriers, including Aviation Facilities Company, Inc; FedEx; FedEx Trade Networks; Exel Global; and UPS Supply Chain. Dayton's central location means that the Dayton International Airport is within 90 minutes by air from 55 percent of the nation's population. Passengers can find nonstop flights from Dayton International to 22 major cities, including Detroit, Chicago, New York, Atlanta, and Houston. Approximately thirty trucking companies maintain terminals in the metropolitan area. Just north of the city, the intersection of interstates 70 and 75 creates a hub that is a focal point of the nation's transportation network and has lured transportation companies to the Dayton area.

Three Class I rail systems furnish rail cargo transportation, including trailer on flat car service; both CSX and Conrail operate switching yards in the city. Because of its transportation system, which affords direct access to major markets, Dayton has become an important warehouse and distribution center.

Labor Force and Employment Outlook

Dayton educational institutions provide employers with skilled workers. In particular, the region abounds with employees highly educated in the fields of science and engineering. Dayton area businesses have increasingly

been attempting to retain area-educated employees to their workforces. In the early 2000s, jobs were lost in Dayton's traditional manufacturing sectors, which are highly dependent on the fortunes of the automobile industry.

In September 2007 the unemployment rate in the greater Dayton area stood at 5.9 percent; ten-year highs of 7 percent unemployment occurred in January 2007 and in 2005.

The following is a summary of data regarding the Dayton metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 408,200

Number of workers employed in . . .

- construction and mining: 15,200
- manufacturing: 56,500
- trade, transportation and utilities: 70,000
- information: 10,600
- financial activities: 20,100
- professional and business services: 52,300
- educational and health services: 64,700
- leisure and hospitality: 37,800
- other services: 16,400
- government: 64,800

Average hourly earnings of production workers employed in manufacturing: \$20.28

Unemployment rate: 6.5% (June 2007)

Largest regional employers (2007)

Number of employees

Wright-Patterson Air Force Base	22,000
Premiere Health Partners	11,500
Delphi	6,680
DHL	6,000
Kroger	5,959
Montgomery County	5,293
Meijer, Inc.	4,967
City of Dayton	4,637
Kettering Medical Network	4,460
United States Postal Service	4,450

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$262,877

2007 (1st quarter) ACCRA Cost of Living Index: 94.2

State income tax rate: 0.68% to 6.87%

State sales tax rate: 5.5%

Local income tax rate: 2.25%

Local sales tax rate: 1.5%

Property tax rate: \$61.55 per \$1,000 assessed valuation (2005)

Economic Information: Dayton Area Chamber of Commerce, 1 Chamber Plaza, Dayton, OH 45402-2400; telephone (937)226-1444

■ **Education and Research**

Elementary and Secondary Schools

The Dayton City Schools system, the sixth largest district in the state of Ohio, is administered by a seven-member, nonpartisan board of education that appoints a superintendent. The system supports a Montessori school, single-sex schools, an International Baccalaureate program, an advanced placement program, an early college program, career technology programs, and the specialized Dayton Design Technology High School.

Between 2001 and 2006 the graduation rate in DPS grew from approximately fifty percent to nearly eighty percent. The Dayton Early College Academy was one of five programs nationally named "most innovative" in a study by WestEd for the Bill and Melinda Gates Foundation.

The following is a summary of data regarding the Dayton Public Schools as of the 2005–2006 school year.

Total enrollment: 130,087

Number of facilities

- elementary schools: 25
- junior high/middle schools: 4
- senior high schools: 6
- other: 0

Student/teacher ratio: 17.1:1

Teacher salaries (2005–06)

- elementary median: \$49,830
- junior high/middle median: \$48,910
- secondary median: \$52,200

Funding per pupil: \$9,327

Catholic, Jewish, Baptist, Seventh Day Adventist, Church of God, and nondenominational groups also operate schools in the region. Approximately fifty charter schools operate within Dayton.

Colleges and Universities

A wide range of higher learning resources are available within driving distance of Dayton. Located in the area are more than 25 colleges and universities, and approximately 10 vocational and technical schools that offer curricula for traditional as well as nontraditional students. The largest state-funded institution is Wright State University, with an enrollment of nearly 17,000 students in more than 100 undergraduate and 50 doctorate, graduate, and professional degree programs; Wright State operates schools of law, medicine, pharmacy, and nursing.

The University of Dayton, founded in 1850, is the state's largest independent university and grants associate, baccalaureate, master's, and doctorate degrees in 120 fields of study. The university operates professional schools in education, business administration, engineering, and law. The United Theological Seminary, affiliated with the United Methodist Church, offers graduate programs in theology. Based near Dayton in Yellow Springs is Antioch University. Founded by Horace Mann in 1852, Antioch has long been respected for its innovative role in alternative and cooperative education; in 2007 the Antioch board of directors considered suspending the operations of the university, but national media coverage and an outcry from alumni prompted the board to reverse their decision. Central State University, in neighboring Wilberforce, is Ohio's only public university with a traditionally African American student enrollment.

Sinclair Community College, located in downtown Dayton, awards two-year associate degrees in such areas as allied health, business, engineering technologies, and fine and applied arts. With an enrollment of 24,000 students, Sinclair is one of the largest community colleges in the nation. The school is known for its robotics program, operated in association with General Motors Fanuc. The Air Force Institute of Technology (AFIT) at Wright-Patterson Air Force Base is operated by the Air Force for military personnel. Designed primarily as a graduate school, AFIT also offers upper-level baccalaureate study as well as continuing education for civilians. Included among AFIT graduates are 25 U.S. astronauts.

Libraries and Research Centers

Dayton is home to approximately 30 libraries operated by a variety of institutions, businesses, and organizations. The Dayton Metro Library is the largest facility in the Miami Valley. Containing about 1.7 million books in addition to periodicals, compact discs, microfiche, audio and videotapes, and films, the library operates a main library and 21 branches; special collections include local history and federal and state documents. All of the colleges and universities in the area maintain substantial campus libraries with holdings in a wide range of fields. Most specialized libraries are affiliated with hospitals, law firms, major corporations, and government agencies.

Dayton's higher education community is involved in technological research of national scope. The University of Dayton Research Institute works in association with Wright-Patterson Air Force Base, the foremost aeronautical research and development center in the Air Force; about 10,000 scientists and engineers are employed at the base. Human-computer interaction is studied at the university's Information System Laboratory. The engineering department at Central State University conducts projects for the National Aeronautics and Space Administration and for high-technology firms. Wright State University School of Medicine's Cox Heart Institute has received recognition for the development of diagnostic and surgical treatment of heart disease. Wright State receives annual research grants of more than \$60 million; in 2007 the university received a grant of \$4.8 million for neuroscience-related research. Also located in Dayton is the Cancer Prevention Institute, one of several independent cancer research facilities in the country.

Public Library Information: Dayton Metro Public Library, 215 East Third Street, Dayton, OH 45402-2103; telephone (937)227-9500; fax (937)227-9524

■ Health Care

With a medical community that comprises the third-largest employment sector in the Miami Valley region, Dayton is a primary health care center for southwestern Ohio. The Upper Valley Medical Centers, comprised of three hospitals, is the region's largest health care provider, with 836 beds.

Miami Valley Hospital, providing 811 beds, is the city's largest medical single facility; Miami Valley operates an air ambulance service and maintains a Level I regional trauma center as well as units specializing in kidney dialysis, burn treatment, maternity services, and women's health programs. In 2006 it was selected as one of the nation's 100 Top Hospitals for Cardiovascular Care by Solucient.

In addition to furnishing in-patient and out-patient care, 560-bed Good Samaritan Hospital houses the Family Birthing Center, the Marie-Joseph Living Care Center, and a substance abuse treatment center. St. Elizabeth Medical Center, founded in 1878 near downtown Dayton, provides 631 beds and specializes in family medicine, physical therapy, sports medicine, women's health programs, and senior health care. In suburban Kettering, the Kettering Memorial Hospital/Sycamore Hospital provides 470 beds, and in 2007 was named a "Top 50 Hospital" for Neurology and Neurosurgery by *US News & World Report*. Grandview/Southview Hospitals has 452 beds and in 2005 was selected by *U.S. News & World Report* as a "Top 50 Hospital" in both Neurology and Neurosurgery and the treatment of

Respiratory Disorders. Among other medical facilities in Dayton are Children's Medical Center, Dartmouth Hospital, and Veterans Affairs Medical Center.

■ Recreation

Sightseeing

The Boonshoft Museum of Discovery maintains a planetarium and observatory, and operates SunWatch, a twelfth-century Native American village restoration south of the city, which is considered the most complete prehistoric settlement of any culture east of the Mississippi. The National Museum of the United States Air Force is the world's largest military aviation museum. Historic Dayton buildings and collections of artifacts from the city's golden age of invention are presented at the Kettering Moraine Museum. The Oregon Historic District, Dayton's oldest neighborhood, is a center of shopping, dining, and nightlife amidst nearly 200-year-old architecture. In downtown Dayton on Thursdays, Fridays, and Saturdays, the "market district," centered around the National City 2nd Street Public Market and the Webster Street Market, showcases home-baked bread, fresh produce, and other foods and crafts. The National Afro-American Museum and Cultural Center, located in Wilberforce, a stop on the Underground Railroad, consists of the museum and renovated Carnegie Library.

At Carillon Historical Park, on 65 acres next to the Great Miami River, the carillon bells that are a Dayton landmark are among the featured displays, which also include the Wright Flyer III and the Barney & Smith railroad car. RiverScape provides facilities for paddleboating on the river and a venue for live music as well as serving as the setting for displays relating to Dayton's history and the many inventions born in the city. Festival Plaza, the focal point of Riverscape, features gardens, fountains, and pools in the summer and a skating rink during winter months. The Cox Arboretum is a 160-acre public garden set in native woodlands. Five miles of trails wind through woods and meadows containing more than 150 indigenous Ohio plant species at Aullwood Audubon Center, a 200-acre nature sanctuary. Other nature preserves in the Dayton area include Wegerzyn Horticultural Center and Bergamo/Mt. St. John.

The Paul Laurence Dunbar House, the restored home of one of the country's great African American poets, is open to the public. The Wright Memorial commemorates the spot where the Wright brothers tested their airplane during its invention; the Wright Brothers Bicycle Shop is a National Historic Landmark. At the center of Dayton's downtown district, the Montgomery County Historical Society is housed in the Old Courthouse, which was built in 1850 and is considered one of the nation's finest examples of Greek Revival architecture.

Arts and Culture

Dayton supports an active cultural community. The Arts Center Foundation was created in 1986 to plan and fund new facilities to house Dayton's major arts institutions. The restoration and renovation of Victoria Theatre, listed on the National Register of Historic Places, transformed the theatre into a modern performing arts complex. The Victoria Theatre is home to the JP Morgan Chase Broadway Series, a summer film series, the Dayton Ballet, and the Dayton Contemporary Dance Company. The Dayton Art Institute, founded in 1919, sponsors exhibition programs, Sunday afternoon musicales, twilight concerts, gallery talks, and studio classes. Artworks by the members of the Dayton Society of Painters and Sculptors, Inc., are exhibited in two galleries at the society's Victorian mansion quarters in the historic St. Anne's Hill district. Permanent collections include Oceanic, Native American, and African art, as well as a sizeable glass collection.

The Dayton Philharmonic Orchestra, founded as a chamber orchestra in 1933, is now an 85-member orchestra performing classical, pops, chamber, and a summer band concert series at Memorial Hall and other Dayton locations. Dayton Opera, founded in 1960, presents four fully staged operas at the Benjamin and Marian Schuster Performing Arts Center. The Center, which opened in 2003, includes a 2,300-seat performance hall as well as a rehearsal hall, a Wintergarden and glass atrium, and an 18-story tower with first-class office and condominium space. Dayton Ballet's season of four productions includes traditional and new ballet works. Dayton Contemporary Dance Company, nationally acclaimed for innovative work, presents three performances a year in addition to national tours.

The Dayton Music Club celebrated its centennial in 1988; it sponsors free music programs at various city locations with performances by local and national artists. Other regularly scheduled musical events include the chamber concert Vanguard Series, the Bach Society choral productions, the CityFolk ethnic and folk music series, and concerts at area churches.

Theater companies offering full seasons of traditional and experimental works include the Dayton Playhouse, the Human Race, and the Dayton Theatre Guild. The Victoria Theatre, which opened in 1865 as Dayton's first theatrical house for live entertainment, sponsors touring companies' productions as well as a season of children's drama. Wright State University, the University of Dayton, and Sinclair Community College stage theater performances for the general public. The Muse Machine, a Dayton organization designed to inform young people about the arts and culture, each year stages a theatrical production showcasing student performers. *Blue Jacket*, an outdoor drama about the white Shawnee war chief, is presented each summer at a facility six miles southeast of neighboring Xenia.

Festivals and Holidays

Art in the Park in May attracts artists from around the nation for an outdoor fine arts and crafts show. At A World A'Fair, held in May at the Convention Center, 35 countries share their native culture, cuisine, and costumes. Dave Hall Plaza Park hosts music festivals in the summer.

The Vectren Dayton Air Show, one of the largest of its kind in the world, draws more than 200,000 spectators to the Dayton International Airport in July. Aerobatic displays, military jet demonstrations, and entertainment for the whole family make the Air Show one of the most important events on Dayton's calendar. Arts and crafts, ethnic foods, music and dancing, and special children's activities are featured at Oktoberfest, held in early October on the grounds of the Dayton Art Institute. Each year the Dayton Holiday Festival begins the day after Thanksgiving with a tree-lighting ceremony at Courthouse Square. Ohio Renaissance Festival is held on weekends in August and September near Waynesville. In May, the Dayton Amateur Radio Association hosts Hamvention, a convention that draws ham radio enthusiasts from across the country.

Sports for the Spectator

Dayton is home to the Dayton Dragons, a Midwest League baseball Class A club in the Cincinnati Reds' farm system; they play at Fifth Third Field. Dayton also boasts a Class AA ECHL ice hockey team, the Dayton Bombers. The Bombers play at the Nutter Center, which also hosts Wright State University athletic events and various regional and state high school tournaments. Dayton sports fans support both the Cincinnati Reds baseball team and the Cincinnati Bengals football team. The University of Dayton Flyers field a football team in National Collegiate Athletic Association (NCAA) Division III, as does Wittenberg University in nearby Springfield. The Flyers' basketball team has a record of successful competition on the national level.

Sports for the Participant

The Dayton Recreation and Parks Department sponsors sports programs for preschoolers to senior citizens at nearly 80 parks and 10 recreation centers. Programs include soccer and tennis camps, summer day camps for children, and softball leagues. Swimming, canoeing, golf, tennis, basketball, volleyball, boating, sailing, fishing, and winter sports are also available. Among the facilities managed by the department are the Jack Nicklaus Sports Center, the Wesleyan Nature Center, and the Horace M. Huffman River Corridor Bikeway, a 24-mile path along the Great Miami River. Golfing opportunities in Dayton include Kittyhawk Golf Center, the largest public golf facility in Ohio, and the Madden Golf Center, designed by notable course architect Alex Campbell. The Urban

Krag Climbing Center features an 8,000-square-foot vertical climbing wall in a beautifully restored church.

Shopping and Dining

Downtown, the Merchants Row District offers jewelry, antiques, books, and more. The Oregon Historic District is a 12-block area near downtown that features shops, restaurants, and clubs among restored turn-of-the-century homes. The National City Second Street Public Market features the wares of local farmers and food and gift vendors, including fresh flowers and produce, gourmet coffee, and homemade baked goods. The Webster Street Market, housed in a restored nineteenth-century railroad freight depot, also provides a unique market-style shopping experience. The public markets are open Thursday through Sunday. There are nearly 30 shopping centers in the region, the largest being Dayton Mall and Fairfield Commons Mall.

Dining choices in Dayton include Japanese, Chinese, Mexican, Italian, Indian, and American cuisine. One critically acclaimed restaurant, which specializes in French and continental cuisine, is known for its rack of lamb, duck, and fresh seafood. Another serves authentic German dishes. One of the city's most popular eateries is a traditional steak and chop house that does not take reservations or serve desserts.

Visitor Information: Dayton/Montgomery County Convention and Visitors Bureau, 1 Chamber Plaza, Suite A, Dayton, OH 45402; toll-free (800)221-8235

■ Convention Facilities

Situated in the central business district, the Dayton Convention Center is within walking distance of hotels, restaurants, shopping, and entertainment. The Convention Center offers two exhibit halls, with capacities of 47,000 square feet and 21,300 square feet, which can be combined to accommodate from 3,600 to 9,970 people in a variety of settings. Also part of the complex are 22 meeting rooms, a 674-seat theater, a fully equipped kitchen, and teleconferencing, sound, and lighting systems. Hara Arena Conference and Exhibition Center, the second-largest facility of its kind in the state of Ohio, contains a total of 165,575 square feet of space, which includes an 8,000-seat arena. On the Wright State University campus is the multipurpose Ervin J. Nutter Center, which can hold up to 12,500 people at full capacity, with conference rooms seating 400.

Dayton area hotels and motels offer meeting and banquet accommodations for large and small groups; more than 7,500 lodging rooms can be found in the Dayton-Montgomery County area.

Convention Information: Dayton/Montgomery County Convention and Visitors Bureau, 1 Chamber Plaza, Suite A, Dayton, OH 45402; telephone (800)221-

8235. Dayton Convention Center; telephone (937)333-4707

■ Transportation

Approaching the City

The destination for the majority of air traffic into Dayton is the Dayton International Airport, near the junction of I-70 and I-75 north of the city. Dayton International is served by ten airlines with non-stop service to more than twenty cities. It is the 81st busiest airport in North America. Seven general aviation airports are located throughout the Miami Valley.

Highways into metropolitan Dayton include two major interstate freeways—east-west I-70 and north-south I-75. I-675, a bypass, connects these highways and provides direct access to the city from Columbus and Cincinnati. U.S. 35 extends from east to west through the southern sector of Dayton. State routes leading into Dayton from points throughout the state and the immediate vicinity are 4, 202, 48, 49—all with a general north-south orientation.

Traveling in the City

Regional Transit Authority (RTA) provides regularly scheduled mass transit bus service throughout Montgomery County and in parts of Greene County; RTA operates special routes to Wright-Patterson Air Force Base and Wright State and Central State Universities. Dayton is one of the few U.S. cities to have retained an electric trolleybus system.

■ Communications

Newspapers and Magazines

Established in 1808 and merged with the *Journal Herald* in 1988, the *Dayton Daily News* is the city's daily morning newspaper. More than 20 suburban newspapers

plus local college and university publications circulate weekly, including *Dayton Business Journal*, the *Oakwood Register*, and the *WSU Guardian*. Special-interest magazines published in Dayton cover such subjects as religion, African American culture, and management.

Television and Radio

Dayton is the primary center for television and radio north of Cincinnati in southwestern Ohio. Five television stations—four commercial affiliates and one public—broadcast from Dayton; cable service is available. More than fifteen AM and FM radio stations schedule a variety of programs such as jazz, gospel, Celtic and folk, African American, contemporary, and classical music, educational features, and news.

Media Information: *Dayton Daily News*, Dayton Newspapers Inc., 45 South Ludlow Street, Dayton, OH 45402; telephone (937)222-5700

Dayton Online

City of Dayton Home Page. Available www.ci.dayton.oh.us

Dayton Area Chamber of Commerce. Available www.daytonchamber.org

Dayton/Montgomery County Convention & Visitors Bureau. Available daytoncvb.com

Dayton Public Schools. Available www.dps.k12.oh.us

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Toledo

■ The City in Brief

Founded: 1817 (incorporated 1837)

Head Official: Mayor Carty S. Finkbeiner (D) (since 2005)

City Population

1980: 354,635

1990: 332,943

2000: 313,619

2006 estimate: 298,446

Percent change, 1990–2000: –5.8%

U.S. rank in 1980: 40th

U.S. rank in 1990: Not available

U.S. rank in 2000: 66th

Metropolitan Area Population

1980: 617,000

1990: 614,128

2000: 618,203

2006 estimate: 653,695

Percent change, 1990–2000: .65%

U.S. rank in 1980: 55th

U.S. rank in 1990: Not available

U.S. rank in 2000: 69th

Area: 81 square miles (2000)

Elevation: 615 feet above sea level

Average Annual Temperatures: January, 23.9° F; July, 73.0° F; annual average, 49.5° F

Average Annual Precipitation: 33.21 inches of rain; 37.1 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, manufacturing, government

Unemployment Rate: 6.6% (June 2007)

Per Capita Income: \$17,953 (2005)

2005 FBI Crime Index Property: 23,630

2005 FBI Crime Index Violent: 3,725

Major Colleges and Universities: University of Toledo; Davis College; Stautzenberger College; Medical College of Ohio; Owens Community College

Daily Newspaper: *The Toledo Blade*

■ Introduction

Toledo, the seat of Ohio's Lucas County, is the focus of a metropolitan complex comprised of Ottawa Hills, Maumee, Oregon, Sylvania, Perrysburg, and Rossford. The city played a strategic role in the War of 1812, after which the victorious Americans enjoyed unimpeded settlement of the Northwest Territory. The site of pioneer advancements in the glass-making industry, today Toledo continues to be headquarters of international glass companies. The Port of Toledo is a major Great Lakes shipping point. Toledo's commitment to arts, culture, education, and citywide revitalization has residents and city leaders looking toward a bright future.

■ Geography and Climate

Toledo is located on the western end of Lake Erie at the mouth of the Maumee River, surrounded by generally level terrain. The soil is quite fertile, particularly along the Maumee Valley toward the Indiana state line. The proximity of Lake Erie moderates temperatures. Snowfall in Toledo is normally light.

Area: 81 square miles (2000)

Elevation: 615 feet above sea level

Average Temperatures: January, 23.9° F; July, 73.0° F; annual average, 49.5° F

Average Annual Precipitation: 33.21 inches of rain; 37.1 inches of snow

■ History

French, British Settle Maumee Valley

As early as 1615 Etienne Brule, Samuel de Champlain's French-Canadian scout, discovered the Erie tribe of Native Americans living at the mouth of the Maumee River, the largest river that flows into the Great Lakes. Robert Cavellier, sieur de La Salle, claimed the territory in the name of France's King Louis XIV in 1689, and French trading posts were subsequently established in the Maumee Valley. A century later the British built Fort Miami there. Following the French and Indian War in 1763, France ceded all claims in the territory to Britain, who annexed the region to the Canadian Province of Quebec in 1774. At the end of the American Revolution, the region became part of the United States and was designated as part of the Northwest Territory in 1787. Renegade agents incited Native American warriors to attack settlers in the area; when American military forces were sent there in 1790, the native tribes prevailed. Four years later, General Anthony Wayne defeated 2,000 Native Americans at the Battle of Fallen Timbers southwest of present-day Toledo. General Wayne then directed the building of several forts, of which one was Fort Industry, constructed at the present site of Toledo.

At the outbreak of the War of 1812 the few settlers in the vicinity fled. In January 1813, General William Henry Harrison, later President of the United States, erected Fort Meigs, a massive fortification enclosing nine acres, which became known as the "Gibraltar of the Northwest." In the Battle of Lake Erie, off Put-In-Bay, the U. S. Navy's young Commodore Perry defeated the British naval force, followed by Harrison's defeat of General Proctor at the Battle of the Thames. These victories re-secured the Northwest Territory for the United States. After the war, a permanent settlement was formed on the northwest side of the Maumee River near the mouth of Swan Creek. In 1817 an Indian treaty conveyed most of the remaining land in the area to the federal government. The village of Port Lawrence near Fort Industry was formed by a Cincinnati syndicate in 1817, but it failed in 1820 and was then revived. Port Lawrence voted in 1835 to consolidate with the settlement of Vistula, one mile away, and the two were incorporated as Toledo in 1837.

The choice of the name of Toledo for the new city is shrouded in local legend. Popular versions give credit to a merchant who suggested Toledo because it "is easy to pronounce, is pleasant in sound, and there is no other city of that name on the American continent." Whatever the

source, friendly relations with the city of Toledo, Spain, have resulted. The Hispanic government awarded *The Blade*, the city's oldest newspaper, the royal coat of arms, and the University of Toledo has permission to use the arms of Spain's Ferdinand and Isabella as its motif.

Border Dispute Precedes Industrial Growth

The "Toledo War" of 1835-36 between Ohio and Michigan over their common boundary did not involve bloodshed but it did result in federal intervention to resolve the dispute. Governor Robert Lucas of Ohio led a force of 1,000 soldiers to Perrysburg in March 1835, with the intent of driving Michigan militia from Toledo, but emissaries sent by President Andrew Jackson arranged a truce. Governor Lucas held a special session of the legislature in June, creating Lucas County out of the land in Wood County involved in the dispute. The new county held court in Toledo on the first Monday of September, which proved it had exercised jurisdiction over the disputed territory by holding a Court of Common Pleas in due form of law. Finally, Congress settled the issue by stipulating that the condition of Michigan's entrance into the Union would award Ohio the contested land and Michigan, in compensation, would receive what is now the state's Upper Peninsula.

Toledo in the mid-nineteenth century benefitted from the opening of new canals, the establishment of businesses along the river bank to accommodate trade and new shipping industries, and the arrival of the railroad. Prosperity continued during the Civil War, and by the end of the century the city became a major rail center in the United States. During the 1880s Toledo's industrial base, spurred by the discovery of inexpensive fuel, attracted glass-making entrepreneurs. Edward Libbey established a glassworks in Toledo, and then hired Michael Owens to supervise the new plant. The two pioneers revolutionized the glass business with inventions that eliminated child labor and streamlined production. Edward Ford arrived in the Toledo region in 1896 to found the model industrial town of Rossford and one of the largest plate-glass operations of its time.

Two politicians stand out in the history of Toledo. Samuel M. "Gold Rule" Jones was elected mayor on a nonpartisan ticket and emerged as a national figure. His reform efforts in city government introduced one of the first municipal utilities, the eight-hour workday for city employees, and the first free kindergartens, public playgrounds, and band concerts. Mayor Brand Whitlock continued Jones's reforms by securing a state law for the nonpartisan election of judges and Ohio's initiative and referendum law in 1912.

John Willys moved his Overland automobile factory from Indianapolis to Toledo in 1908, and, in time, automotive-parts manufacture flourished in the area; the industry was firmly established by such firms as Champion Spark Plug and Warner Manufacturing Company, maker



©James Blank.

of automobile gears. A strike by Auto-Lite workers in 1934 was marred by violence and prompted the intervention of U.S. troops and the Federal Department of Labor; the resolution of this strike, which received national attention, helped contribute to the unionization of the automotive industries. The Toledo Industrial Peace Board, set up in 1935 to resolve labor disputes by round-table discussion, served as a model for similar entities in other cities.

An All-American City

Toledo today boasts amenities and points of interest including the University of Toledo; the Medical College of Ohio at Toledo; a symphony, ballet and opera company; the Toledo Museum of Art; the Toledo Zoo; and the Anthony Wayne suspension bridge (1931). The site of the battle of Fallen Timbers, a national historic landmark, is in a nearby state park. Toledo's commitment to arts and culture is evident, as is its focus on neighborhood revitalization. A renewed vitality, even in the face of diminishing central-city residents, has city planners looking toward the future.

Historical Information: Toledo-Lucas County Public Library, History-Travel-Biography Department, 325 Michigan Street, Toledo, OH 43624; telephone (419)259-5207

■ Population Profile

Metropolitan Area Residents

1980: 617,000
 1990: 614,128
 2000: 618,203
 2006 estimate: 653,695
 Percent change, 1990–2000: .65%
 U.S. rank in 1980: 55th
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 69th

City Residents

1980: 354,635
 1990: 332,943
 2000: 313,619
 2006 estimate: 298,446
 Percent change, 1990–2000: –5.8%
 U.S. rank in 1980: 40th
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 66th

Density: 3,890 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 189,641
Black: 72,657
American Indian and Alaska Native: 546
Asian: 4,150
Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 18,404
Other: 10,789

Percent of residents born in state: 77.4 % (2000)

Age characteristics (2005)

Population under 5 years old: 21,308
Population 5 to 9 years old: 20,374
Population 10 to 14 years old: 19,790
Population 15 to 19 years old: 19,276
Population 20 to 24 years old: 21,892
Population 25 to 34 years old: 43,134
Population 35 to 44 years old: 38,344
Population 45 to 54 years old: 40,552
Population 55 to 59 years old: 16,848
Population 60 to 64 years old: 9,988
Population 65 to 74 years old: 16,198
Population 75 to 84 years old: 13,754
Population 85 years and older: 4,479
Median age: 34.2 years

Births (2006, MSA)

Total number: 8,515

Deaths (2006, MSA)

Total number: 6,004

Money income (2005)

Per capita income: \$17,953
Median household income: \$33,044
Total households: 120,970

Number of households with income of . . .

less than \$10,000: 19,654
\$10,000 to \$14,999: 10,438
\$15,000 to \$24,999: 17,144
\$25,000 to \$34,999: 16,354
\$35,000 to \$49,999: 18,632
\$50,000 to \$74,999: 21,220
\$75,000 to \$99,999: 9,844
\$100,000 to \$149,999: 6,598
\$150,000 to \$199,999: 734
\$200,000 or more: 352

Percent of families below poverty level: 15.2%
(2005)

2005 FBI Crime Index Property: 23,630

2005 FBI Crime Index Violent: 3,725

■ Municipal Government

The city of Toledo is administered by a strong-mayor form of government. The mayor and 12 council members are elected to four-year terms.

Head Official: Mayor Carty S. Finkbeiner (D) (since 2005; current term expires 2009)

Total Number of City Employees: approximately 2,950 (2005)

City Information: Toledo City Hall, One Government Center, 640 Jackson, Ste. 2200, Toledo, OH 43604; telephone (419)936-2020

■ Economy

Major Industries and Commercial Activity

Manufacturing comprises about one-fifth of Toledo's economic base. Nearly 1,000 manufacturing facilities are located in the metropolitan area. Such manufacturing facilities include automotive assembly and parts production (notably, the Jeep vehicle is manufactured in Toledo), glass, plastic, and metal parts. Toledo is home to the headquarters of such corporations as The Andersons, Dana Corporation, Libbey, Inc., Owens Corning, and Owens-Illinois. Major employers include Chrysler, General Motors/Powertrain, ProMedica Health Systems, and Toledo Public Schools; more than forty *Fortune* 500 companies maintain a presence in northwestern Ohio. Toledo is also a banking and finance center for northwestern Ohio.

Medical and technologically-oriented businesses are a major force in the local economy; Lucas County ranks among the 50 counties in the United States that account for 50 percent of medical industry production. Several private testing laboratories and manufacturers of medical instruments and allied products are located in the Toledo area. In addition, more than 400 plastics, metalworking, and electronics companies adapt engineering and production capabilities to the medical device and instrument industries. With its many nearby universities and large public school system, education is also an economic pillar. The Medical College of Ohio is among the largest employers in Toledo and contributes approximately \$500 million to the economy per year. Since the turn of the 21st century, the service industry has been the fastest growing sector of Toledo's economy.

Items and goods produced: automotive and truck components, health care products, glass products, fiberglass, packaged foods, plastic and paper products, building materials, furniture, metal products

Incentive Programs—New and Existing Companies

Local programs: The Regional Growth Partnership, Inc. (RGP) is the principal agency for facilitating business expansion and location in the Toledo metropolitan area. Created as a non-profit public/private partnership, the RGP is charged with the mission of creating employment and capital investment needed to generate economic growth in greater Toledo and northwest Ohio. The RGP works closely with all public and private economic development organizations. The RGP provides customized services to fit the individual needs of each business client. Services include customized location proposals and sales presentations, comprehensive site and facility searches, project financial and incentive packaging, labor market information, other market and community data, regional evaluation tours, and leadership networking.

State programs: The State of Ohio grants direct low interest loans, industrial revenue bonds, and financial assistance for research and development to companies creating or retaining jobs in Ohio. Additionally, the Ohio Job Creation Tax Credit provides tax credits for Ohio companies that expand as well as companies relocating to Ohio. Enterprise zones provide significant tax reductions on property investments made by businesses expanding in or relocating to specific areas of Ohio.

Job training programs: The Ohio Investment in Training program provides financial assistance and technical resources for assisting Ohio businesses in the training of employees. Additionally, area colleges and universities offer many options for training.

Economic Development Information: Regional Growth Partnership, 300 Madison Avenue, Suite 270, Toledo, OH 43604; telephone (419)252-2700; fax (419)252-2724

Development Projects

The economy continues to thrive in Toledo. Major university projects include the Toledo Science and Technology Center, a program to stimulate economic development by creating jobs and assisting local businesses. Downtown Toledo, Inc. is an ongoing public-private partnership made up of local business leaders, property owners, and citizens. It was created to enhance the quality of life and economy of the downtown Toledo area.

In 2007 master plans were unveiled for a large-scale renovation of the Toledo Botanical Gardens, with groundbreaking to begin in 2008; additions will include a conference center and banquet facilities, a new children's garden, a greenhouse-like conservatory, and a new visitor's center. The Toledo Public Schools "Build For Success" initiative, begun in 2003, had built or renovated 17 schools by 2007, with a total of 29 slated for the

project. Also in 2007 work was underway on a new multipurpose sports arena, to be completed by 2009 and intended to house a minor league hockey team and perhaps an arena football team.

Commercial Shipping

Toledo is situated at the center of a major market area; located within 500 miles of the city are approximately 43 percent and 47 percent, respectively, of U.S. and Canadian industrial markets. A commercial transportation network, consisting of a Great Lakes port, railroads, interstate highways, and two international airports, provides access to this market area as well as points throughout the nation and the world.

Toledo is served by both Toledo Express in Toledo and Detroit Metropolitan Airport in nearby Detroit, Michigan. Toledo Express, served by five airlines, carries passengers and is a major air freight center. Named one of the five best small airports in the Midwest, Toledo Express has four air cargo carriers. Detroit Metropolitan Airport is within a 50-minute drive.

The Port of Toledo, on the Maumee River, is a 150-acre domestic and international shipping facility that includes a general cargo center, mobile cargo handling gear, and covered storage space. The port handles over 15 million tons of cargo annually, including coal, iron ore, and grain. Designated as a Foreign Trade Zone, the complex affords shippers deferred duty payments and tax savings on foreign goods.

Toledo is served by several railroad systems, which provide direct and interline shipping; Norfolk/Southern maintains piggyback terminal facilities in the city. More than 90 truck firms link Toledo with all major metropolitan areas in the United States and points throughout Canada.

Labor Force and Employment Outlook

Businesses in Toledo have access to graduates from at least 20 higher educational institutions within a one-hour drive of the city. Farming, industrial production, and agriculture contribute to the area's growing economy. Manufacturing accounts for nearly one-fifth of the jobs in metropolitan Toledo. The Toledo area has a strong automotive industry base and is one of the top three machine tooling centers in the United States. The area has experienced strong growth in the steel, metals, and plastic industries. Retail and service businesses continue to expand; however, declining growth in the automotive and manufacturing industries nationwide in the early 2000s were an area of major concern for the Toledo economy.

In October 2007 the unemployment rate in Toledo stood at 7 percent, down slightly from 7.8 percent earlier that year, but trending upwards. Ten-year unemployment highs topping out at 8 percent occurred in 2004.

The following is a summary of data regarding the Toledo metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 332,900

Number of workers employed in . . .

- construction and mining: 15,400
- manufacturing: 50,400
- trade, transportation and utilities: 65,100
- information: 4,100
- financial activities: 13,100
- professional and business services: 34,400
- educational and health services: 51,300
- leisure and hospitality: 33,300
- other services: 15,100
- government: 50,800

Average hourly earnings of production workers employed in manufacturing: \$21.18

Unemployment rate: 6.6% (June 2007)

Largest metropolitan area employers (2007)

Number of employees

ProMedica Health Systems	11,500
Mercy Health Partners Hospitals	6,799
Bowling Green State University	5,400
Chrysler Corporation	5,256
The University of Toledo	5,079
Toledo Public Schools	4,730
Lucas County Government	4,168
Toledo Jeep Assembly Plant	4,000
Kroger, Inc.	3,900
General Motors	3,425
Medical University of Ohio	3,400
Sauder (HQ)	3,050

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index:
98.6

State income tax rate: 0.68% to 6.87%

State sales tax rate: 5.5%

Local income tax rate: 2.25%

Local sales tax rate: 1.25% (county)

Property tax rate: \$91.80 per \$1,000 assessed value (2008)

Economic Information: Regional Growth Partnership, 300 Madison Avenue, Suite 270, Toledo, OH 43604; telephone (419)252-2700

■ **Education and Research**

Elementary and Secondary Schools

Public elementary and secondary schools in Toledo are administered by the Toledo Public Schools system, the fourth largest public school system in the state of Ohio. Five partisan board of education members select a superintendent. "Small school" academies for high schoolers focus on subject matter such as business, the arts, or the humanities. A new program in 2007, funded by a grant from the state of Ohio, focuses on closing the achievement gap for at-risk, low income high school males. The school system also houses an aviation center, one of only a dozen such programs nationwide. "Building For Success," an \$800 million dollar district capital improvement plan undertaken in 2003, was projected to take 10-12 years for completion.

Washington Local Schools serve much of the northwest area of the city.

The following is a summary of data regarding the Toledo Public Schools as of the 2005–2006 school year.

Total enrollment: 107,660

Number of facilities

- elementary schools: 38
- junior high/middle schools: 7
- senior high schools: 9
- other: 0

Student/teacher ratio: 17.1:1

Teacher salaries (2005–06)

- elementary median: \$47,460
- junior high/middle median: \$48,810
- secondary median: \$47,660

Funding per pupil: \$10,083

The Catholic Diocese of Toledo operates an extensive parochial school system in the city and surrounding area. Other private and church-related schools also offer educational alternatives, including Toledo Christian School.

Public Schools Information: Toledo Public Schools, 420 East Manhattan, Toledo, OH 43608; telephone (419)729-8200

Colleges and Universities

The University of Toledo's eleven colleges offer degrees in undergraduate and graduate fields, including engineering and pharmacy. Its honors program is one of the oldest of its kind in the nation, and Centennial Mall, a lawn in the middle of campus, is one of the "100 most beautifully landscaped places in the country," according to the American Society of Landscape Architects. The Medical College of Ohio (MCO) grants a medical degree as well as graduate degrees in medical science and industrial hygiene; MCO conducts joint educational programs and collaborative research with area businesses and educational institutions. Owens Community College offers two-year programs in biomedical equipment, computer-integrated manufacturing, and glass engineering, among others. The school has campuses in Toledo and Findlay and boasts over 130 academic programs, with more than 45,000 credit and non-credit students.

Within commuting distance of Toledo are Bowling Green State University and the University of Michigan.

Libraries and Research Centers

Toledo is home to about two dozen libraries operated by public agencies, private organizations, and corporations. The Toledo-Lucas County Public Library houses more than 2.3 million books and has an annual circulation of over 6 million; the library system includes 18 branches and 2 bookmobiles located throughout the city and the county. Special collections include the Art Tatum African American Resource Center, which houses a collection of more than 84,750 circulating and reference materials. The University of Toledo, the Medical College of Ohio at Toledo, and Owens Community College maintain campus libraries. Other libraries are associated with the Toledo Museum of Art, law firms, hospitals, and churches and synagogues.

The Medical College of Ohio (MCO) in Toledo is active in medical research and development. MCO has created the Advanced Technology Park to house college facilities and provide facilities for the growing biotechnology research sector.

Research and development is also conducted at the University of Toledo's Polymer and Thin Films Institute and Eitel Institute for Silicate Research. The federally-funded National Center for Tooling and Precision Products Research is housed at the University of Toledo. The National Drosophila Species Resource Center, affiliated with nearby Bowling Green State University, is internationally known for fruit-fly research.

Public Library Information: Toledo-Lucas County Public Library, 325 N. Michigan Street, Toledo, OH 43624-1332; telephone (419)259-5207; fax (419)255-1332

■ Health Care

A number of major hospitals serve the metropolitan Toledo area with complete general, specialized, and surgical care. The largest facilities are Toledo Hospital, with 774 beds, 1,110 physicians and more than 4,000 staff members, and St. Vincent Mercy Medical Center, which sees over 60,000 emergency center visits annually and has more than 750 physicians on staff. Toledo Hospital was a recipient of HealthGrades' 2007 "Distinguished Hospital Award for Clinical Excellence." Toledo Children's Hospital, part of Toledo Hospital, offers 60 newborn intensive care unit beds, 56 general pediatric beds, 18 pediatric intensive care unit beds, 10 psychiatric beds and 7 pediatric hematology/oncology beds. Flower Hospital, in nearby Sylvania, is a 279-bed facility with a Level III Trauma Center. Other hospitals include St. Anne Mercy Hospital, St. Charles Mercy Hospital, Wood County Hospital, and St. Luke's. A valuable resource in the community is the Medical College of Ohio, which operates three hospitals and provides training for health care professionals. In 2000 the Medical College of Ohio Cancer Institute opened to provide patients with cutting-edge treatment while conducting cancer research at the molecular, cellular, and physiological levels. The Center also offers a specialty center for the treatment of breast cancer.

■ Recreation

Sightseeing

Fort Meigs, located near Toledo along the southern bank of the Maumee River west of Perrysburg, was the largest walled fortification in North America. Built in 1813 under the direction of General William Henry Harrison (who later became president of the United States), Fort Meigs is an impressive structure of earthworks and timber. Toledo's Old West End, covering 25 blocks, is one of the largest collections of late-Victorian architecture in the country; Frank Lloyd Wright studied the Old West End in preparing his plans for Oak Park, Illinois.

The freighter SS *Willis B. Boyer* was first launched in 1911 and served for many years on the Great Lakes as the largest ship of its type. Now restored, it is docked at International Park and open for tours. The Sauder Farm and Craft Village, a living-history museum in nearby Archbold, recaptures life in northwest Ohio in the 1830s. Wolcott House Museum in Maumee depicts life in the Maumee Valley from 1840 to 1860.

The Toledo Zoo, one of the nation's highest rated zoological parks, offers state-of-the-art exhibits, together with historical architecture, fully integrated to provide more than 4,000 animals with the best possible environment and offer visitors an exciting experience. An innovative exhibition called *Africa!* opened in May of 2004.

Located in a firehouse that dates from around 1920, the Toledo Firefighters Museum preserves 150 years of fire fighting in the city. Thousands of items are on exhibit, including many large pieces of vintage fire fighting equipment.

The Toledo Botanical Garden cultivates herbs, roses, azalea, rhododendron, and wildflowers; artists' studios and galleries are maintained on the grounds. Toledo boasts over 140 parks covering more than 2,300 acres. The Metroparks of the Toledo Area preserves 8,000 acres of parks in Lucas County. The nine metroparks of the Toledo area preserve sand dunes, tall grass prairies, upland woody swamp forests, and oak savannahs. The parks offer elevated views of the Maumee River Valley. From May through October, the Miami and Erie Canal Restoration at Providence Metropark features a mule-drawn canal boat that carries passengers along a one and one-fourth mile stretch of the original canal, through a working canal lock, and past the Isaac Ludwig Mill, which features heritage crafts and water-powered milling demonstrations. Oak Openings Preserve protects threatened and endangered plant species, while Pearson Preserve protects one of the few remnants of the Great Black Swamp. The metroparks present many free nature and history programs and capture a sense of the natural beauty of the area at the time it was first settled.

Arts and Culture

The Toledo Museum of Art was founded in 1912 when Edward Libbey made a contribution of money and land to help initiate the museum's first stage of construction. The museum's permanent collection represents holdings from diverse cultures and periods, including ancient Egyptian tombs, a medieval cloister, a French chateau, glass, furniture, silver, tapestries, and paintings by world masters.

Without a doubt, the cultural highlight of Toledo's downtown revitalization efforts is the Valentine Theatre. When it originally opened in 1895, the Valentine was the finest theatrical venue between New York and Chicago. The Valentine Theatre is also home of the Toledo Symphony and the Toledo Ballet. The intimate and acoustically superior 901-seat, \$28 million theater allows for excellent viewing of the stage and projected English titles when necessary.

The Toledo Symphony Orchestra presents a full season of concerts in Peristyle Hall at the Toledo Museum of Art. Stranahan Theater hosts performances by the Toledo Opera Association and touring Broadway

shows. Two community theater groups, Toledo Repertoire Theatre and the Village Players, stage several productions annually. The Toledo Ballet Association presents local and guest performers, sometimes in collaboration with the opera and symphony. Both the University of Toledo and Bowling Green State University schedule plays and other cultural events, many featuring well-known performing artists and speakers.

Festivals and Holidays

Many festivals celebrate Toledo's history and its ethnic diversity. In June, the Toledo Jazz Society sponsors the Art Tatum Jazz Heritage Festival. Through the summer, Rallies by the River offers music and refreshments at Promenade Park on Friday evenings. In June, the Old West End Festival opens restored Victorian homes to the public. The Crosby Festival of the Arts is held in late June at the Toledo Botanical Garden. The annual fireworks display takes place downtown on the river. Also in July, the Lucas County Fair is held at the fairgrounds. The Northwest Ohio Rib-Off takes place in August at Promenade Park.

Sports for the Spectator

The Toledo Mud Hens, the Triple A farm team for professional baseball's Detroit Tigers, compete in the International League with home games at Fifth Third Field. The Toledo Storm, East Coast Hockey League affiliate for the National Hockey League's Detroit Red Wings, suspended operations in 2006 while a new stadium was under construction, expected to be completed by 2009. Raceway Park presents harness racing on a spiral-banked five-eighths mile track from March to December. Stock car racing is on view at Toledo Speedway. The University of Toledo Rockets and the Bowling Green State University Falcons field teams in Mid-American Conference sports.

Sports for the Participant

Toledo, the largest port on Lake Erie, offers some of the best fishing in the world. Walleye season runs from May to August, followed by perch in the fall; white and smallmouth bass are other popular catches. Ice fishing is available in January and February. Toledo maintains one of Ohio's best park systems, with more than 140 areas for sports and relaxation. The Lucas County Recreation Department provides facilities for swimming, tennis, track, handball, and softball. Toledo Area Metroparks offer boating, cycling, hiking, jogging, water and field sports, and fitness trails on over 8,000 acres. Toledo boasts some of the finest golf courses in the country. The Toledo Roadrunners Club has been holding the Glass City Marathon for more than 30 years; runners race along country roads and through neighboring communities and downtown Toledo. The race pays tribute to the memory of Sy Mah, a Toledo runner who once held the Guinness

World Book record for running 524 marathons in his lifetime.

Shopping and Dining

Unique shopping opportunities in Toledo and environs include glass factory outlet stores, featuring all types and styles of glassware; flea markets; the Erie Street Market; and art galleries. Four major shopping centers are located in the area.

Among Toledo's hundreds of restaurants is Tony Packo's Cafe, celebrated by Corporal Klinger, a character on the television program "M*A*S*H." Featuring an extensive Tiffany lamp collection, the restaurant serves a distinctive hot dog, Hungarian hamburgers, and a vegetable soup with Hungarian dumplings. The Docks on the Maumee River offer a variety of interesting restaurants; these include Gumbo's, Real Seafood Co., Zia's Italian Restaurant, Tango's Mexican Cantina, and Cousino's Navy Bistro.

Visitor Information: The Greater Toledo Convention and Visitors Bureau, 401 Jefferson Avenue, Toledo, OH 43604; telephone (419)321-6404; toll-free (800)243-4667

■ Convention Facilities

The principal meeting and convention site in Toledo is the SeaGate Convention Centre, situated downtown one block from the Maumee River; connected to the convention center is the University of Toledo at SeaGate Center facility. When combined, the three-level complex features 75,000 square feet of multipurpose space, which can be divided into 3 separate halls and 25 meeting rooms. Hotels and motels provide additional meeting space, accommodating groups ranging from 12 to 800 participants; more than 7,000 guest rooms are available in the greater Toledo area.

Convention Information: The Greater Toledo Convention and Visitors Bureau, 401 Jefferson Avenue, Toledo, OH 43604; telephone (419)321-6404; toll-free (800)243-4667. SeaGate Convention Center, 401 Jefferson Avenue, Toledo, OH 43604; telephone (419)255-3300

■ Transportation

Approaching the City

Toledo Express Airport is served by five commercial airlines providing direct and connecting flights to major cities throughout the United States. The airport also handles corporate and private aircraft. Additional general aviation services are available at Metcalf Field, operated by the Port Authority and located south of the city.

Detroit Metropolitan Airport, less than an hour's drive from Toledo, is served by international as well as domestic flights.

A network of interstate, federal, and state highways facilitates access into and around the city and links Toledo to points in all sectors of the nation. Interstate 75 extends north through Michigan and south through Florida; the Ohio Turnpike (I-80 and I-90) connects Toledo with the East and West Coasts. Other highways include U.S. 24, 25, 20, and 23.

Amtrak provides east-west rail service to Toledo plus daily service from Detroit. Greyhound and Trailways buses travel into the city.

Traveling in the City

Streets in the city of Toledo are laid out on a grid pattern; downtown streets are tilted on a northwest-southeast axis to conform to the Maumee River. Toledo's bus-based public transportation system, the Toledo Area Regional Transit Authority (TARTA), schedules routes throughout the city and suburban areas. Boat, train, trolley, and horse-drawn carriage tours are available.

■ Communications

Newspapers and Magazines

The major daily newspaper in Toledo is *The Blade*. *The Toledo Journal* is a weekly African American newspaper. Several neighborhood newspapers as well as scholarly, academic, and religious journals, and special-interest tabloids and magazines are also published in the city.

Television and Radio

Toledo is the broadcast media center for northwestern Ohio and parts of southeastern Michigan. Television viewers receive programs from six stations—one public and five commercial—based in the city. More than a dozen AM and FM radio stations schedule a complete range of music, news, information, and public interest features; one broadcasts performances by local cultural groups.

Media Information: The Toledo Blade Company, 541 N. Superior Street, Toledo, OH 43660; toll-free (800)724-6000

Toledo Online

The Blade. Available www.toledoblade.com

City of Toledo Home Page. Available www.ci.toledo.oh.us

Greater Toledo Convention and Visitors Bureau. Available www.toledocvb.com

Regional Growth Partnership. Available www.rgp.org

Toledo Area Chamber of Commerce. Available
www.toledochamber.com
Toledo-Lucas County Public Library. Available
www.library.toledo.oh.us

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Life of 'Golden Rule' Jones* (University Press of
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South Dakota

Aberdeen...501

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The State in Brief

Nickname: Coyote State; Mount Rushmore State

Motto: Under God the people rule

Flower: Pasque flower

Bird: Ringnecked pheasant

Area: 77,116 square miles (2000; U.S. rank 17th)

Elevation: 966 feet to 7,242 feet above sea level

Climate: Continental, characterized by seasonal extremes of temperature as well as persistent winds, low humidity, and scant rainfall

Admitted to Union: November 2, 1889

Capital: Pierre

Head Official: Governor Mike Rounds (R) (until 2010)

Population

1980: 691,000

1990: 696,004

2000: 754,844

2006 estimate: 781,919

Percent change, 1990–2000: 8.5%

U.S. rank in 2006: 46th

Percent of residents born in state: 65.21% (2006)

Density: 10.2 people per square mile (2006)

2006 FBI Crime Index Total: 14,004

Racial and Ethnic Characteristics (2006)

White: 681,785

Black or African American: 5,262

American Indian and Alaska Native: 67,614

Asian: 7,064

Native Hawaiian and Pacific Islander: 56

Hispanic or Latino (may be of any race): 15,544

Other: 7,767

Age Characteristics (2006)

Population under 5 years old: 53,701

Population 5 to 19 years old: 163,504

Percent of population 65 years and over: 14.3%

Median age: 37.3

Vital Statistics

Total number of births (2006): 11,590

Total number of deaths (2006): 7,386

AIDS cases reported through 2005: 244

Economy

Major industries: Finance, insurance, and real estate; agriculture; tourism; wholesale and retail trade; services

Unemployment rate (2006): 4.3%

Per capita income (2006): \$22,066

Median household income (2006): \$42,791

Percentage of persons below poverty level (2006): 13.6%

Income tax rate: None

Sales tax rate: 4.0%



Aberdeen

■ The City in Brief

Founded: 1880 (incorporated 1882)

Head Official: Mayor Mike Levsen (since 2004)

City Population

1980: Not available

1990: 24,927

2000: 24,658

2006 estimate: 24,071

Percent change, 1990–2000: –1%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Metropolitan Area Population

1980: Not available

1990: Not available

2000: Not available

2006 estimate: 38,707

Percent change, 1990–2000: Not available

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Area: 13 square miles (2000)

Elevation: 1,302 feet above sea level

Average Annual Temperatures: January, 11.0° F; July, 72.2° F; annual average, 43.8° F

Average Annual Precipitation: 20.22 inches of rain; 37.0 inches of snow

Major Economic Sectors: Trade, transportation, utilities

Unemployment Rate: 2.5% (2005)

Per Capita Income: \$17,923 (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: Northern State University, Presentation College

Daily Newspaper: *The Aberdeen American News*

■ Introduction

Aberdeen, the county seat of Brown County, emerged with the coming of the railroads, flourished into a strong agricultural economy, and has diversified into a manufacturing and service center. A city of Midwestern hospitality combined with metropolitan progressiveness, Aberdeen offers an excellent quality of life. Aberdeen fancies itself the “land of Oohs and Oz,” due to the fact that L. Frank Baum, resident of Aberdeen from 1888 to 1891, wrote the children’s classic *The Wizard of Oz*. The theme, settings, and characters from the *Wizard of Oz* provided the inspiration for Aberdeen’s theme parks, Storybook Land and Land of Oz.

■ Geography and Climate

Aberdeen is located in the northeastern part of the state, in the James River valley, approximately 11 miles west of the river. The city is situated directly west of Moccasin Creek, which flows south and then northeast to the James River. Aberdeen is approximately 125 miles northeast of Pierre, South Dakota’s capital. Aberdeen is also three hours from Fargo, North Dakota, and Sioux Falls, South Dakota, and approximately five hours from Minneapolis-St. Paul, Minnesota.

Like the rest of the state, Aberdeen has cold winters, warm to hot summers, light moisture in the winter, and moderate moisture in the summer. The city survived severe flooding in May 2007.

Area: 13 square miles (2000)

Elevation: 1,302 feet above sea level

Average Temperatures: January, 11.0° F; July, 72.2° F; annual average, 43.8° F

Average Annual Precipitation: 20.22 inches of rain; 37.0 inches of snow

■ History

The Aberdeen area was long inhabited by the Sioux Indians. The arrival of whites to the area came with the founding of fur trading posts during the 1820s.

Aberdeen's history is directly linked to the development of the railroads. Aberdeen was settled in 1880, mapped out on January 3, 1881, and incorporated in 1882. Alexander Mitchell, a railroad agent and president of the Chicago, Milwaukee, and St. Paul Railroad, named the city after his birthplace of Aberdeen, Scotland. The city prospered; by 1886, Aberdeen had three different railroad companies operating in town, and Aberdeen earned the nickname "Hub City" due to the fact that the railroad tracks radiated out of the city like the spokes of a wheel. Today, only one of these railroads, the Burlington Northern Santa Fe, is still operating in Aberdeen.

The city has a strong agricultural base but has developed as a center for manufacturing and service industries as well. Aberdeen is a regional center for shopping, health and social services, higher education, library services, and cultural and recreational activities, for a 100-mile radius. In recent years, Aberdeen has developed as a telecommunications hub, providing technical services to a worldwide market.

Aberdeen was the site of severe flooding in May 2007. For two days beginning on May 4, Aberdeen received 9.12 inches of rain. The rain flooded city streets, making many of them impassable, and caused water damage to many homes. More than 300 families requested assistance from disaster response agencies, more than 100 houses were condemned, and some 50 were declared unlivable. Brown County was declared a disaster area.

Historical Information: The South Dakota State Historical Society, 900 Governors Drive, Pierre, SD 57501; telephone (605)773-3458; fax (605)773-6041

■ Population Profile

Metropolitan Area Residents

1980: Not available

1990: Not available

2000: Not available

2006 estimate: 38,707

Percent change, 1990–2000: Not available

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

City Residents

1980: Not available

1990: 24,927

2000: 24,658

2006 estimate: 24,071

Percent change, 1990–2000: –1%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Density: 1,902.1 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 23,328

Black: 92

American Indian and Alaska Native: 782

Asian: 133

Native Hawaiian and Pacific Islander: 31

Hispanic or Latino (may be of any race): 196

Other: 48

Percent of residents born in state: 73.3% (2000)

Age characteristics (2000)

Population under 5 years old: 1,543

Population 5 to 9 years old: 1,382

Population 10 to 14 years old: 1,489

Population 15 to 19 years old: 2,061

Population 20 to 24 years old: 2,389

Population 25 to 34 years old: 2,993

Population 35 to 44 years old: 3,521

Population 45 to 54 years old: 3,042

Population 55 to 59 years old: 1,052

Population 60 to 64 years old: 935

Population 65 to 74 years old: 1,859

Population 75 to 84 years old: 1,685

Population 85 years and older: 707

Median age: 36.5 years

Births (2006, Micropolitan Statistical Area)

Total number: 511

Deaths (2006, Micropolitan Statistical Area)

Total number: 481

Money income (1999)

Per capita income: \$17,923

Median household income: \$33,276

Total households: 10,514

Number of households with income of . . .

less than \$10,000: 1,263



Dakota Aerials, Yankton, SD

\$10,000 to \$14,999: 918
 \$15,000 to \$24,999: 1,743
 \$25,000 to \$34,999: 1,575
 \$35,000 to \$49,999: 1,957
 \$50,000 to \$74,999: 1,978
 \$75,000 to \$99,999: 579
 \$100,000 to \$149,999: 323
 \$150,000 to \$199,999: 95
 \$200,000 or more: 83

Percent of families below poverty level: 16.6% (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

■ Municipal Government

The powers of the city, under its home rule charter of 2004, are vested in the city council. City council is composed of the mayor and eight council members. Council members are elected to staggered five-year terms. The mayor, who also acts as city manager, is elected to a five-year term.

Head Official: Mayor Mike Levsen (since 2004; current term expires 2009)

Total Number of City Employees: 246 (2006)

City Information: Aberdeen City Hall, 123 S. Lincoln St., Aberdeen, SD 57401; telephone (605)626-7025; fax (605)626-7042

■ Economy

Major Industries and Commercial Activity

Trade/transportation/utilities made up the largest percentage of Brown County's salaried employees in 2005 (21.92%), followed by education/health services (16.48%), government (14.62%), manufacturing (10.63%), leisure/hospitality services (10.35%), professional/business services (9.64%), financial activities (5.57%), construction (4.83%), other services (3.45%), information (1.76%), and mining/natural resources (0.76%).

Aberdeen's major employers include Avera St. Luke's Hospital, Aberdeen Public Schools, the 3M Co., Candant Corp., Hub City Inc., South Dakota Wheat Growers,

Northern State University, Kessler's Grocery Store, Midstates Printing/Quality Quick Print, EAC Educational Services, Wells Fargo Financial, Aman Collection Service Inc., and Wyndham Worldwide. As of 2007, the following major companies had set up operations in Aberdeen in the previous ten years: Mutual of Omaha; Four Star Plastics; APA; Menards; Quantum Plastics; Verifications; and Progen.

Items and goods produced: wheat, respiratory protection products, printed items, gear drives, electric motors, power transmission components, plastics, precision optics

Incentive Programs—New and Existing Companies

Local programs: The Northeast Council of Governments (NECOG), which serves Northeast South Dakota and is based in Aberdeen, offers a Revolving Loan Fund to fund small businesses, to expand existing businesses, and to create new jobs. One job must be created for each \$10,000 loaned. Interest rates are comparable to regional lending institutions. NECOG also helps businesses prepare grant applications for the following: Community Development Block Grants; Consolidated Water Facilities Construction Grants; USDA Rural Development grants and loans; Environmental Protection Agency grants and loans; Economic Development Administration grants and loans; and the Revolving Economic Development and Initiative (REDI) Fund. The Tom & Danielle Aman Business Resource Center (TDABRC) is located in the NECOG offices and provides business information, education, and assistance designed to help entrepreneurs start, operate, and grow their businesses in South Dakota.

State programs: The South Dakota MicroLOAN program offers funds of up to \$20,000 to qualifying businesses for working capital, equipment, real estate, or other fixed costs. The USDA Business & Industry Guaranteed Loans make funds available for working capital, equipment, buildings, and debt refinancing.

Job training programs: The Workforce Development Program provides companies with the money needed to train new and existing employees. Job Service of South Dakota provides training in leadership, customer service, and business. The Aberdeen Area Career Planning Center is designed to assist individuals who have become unemployed and are in need of assistance getting back into the job market. In addition, the Center helps people who are employed but want to make a career change. The Center also provides a variety of services to area employers in an effort to meet their staffing needs with qualified, dependable employees.

Development Projects

In 2006 manufacturer 3M announced plans to invest \$34 million in its Aberdeen facility, in addition to the \$12 million invested in 2005. The 3M Aberdeen operation is a world leader in the manufacture of respiratory protection products that are used in homes and workplaces.

As of 2007 the preservation and restoration of the Milwaukee Railroad Depot was taking place. The depot, built in 1881, is a reminder of Aberdeen's history and heritage. Although rebuilt in 1911 after the original structure suffered severe fire damage, the Milwaukee Railroad Depot today has almost all its original architectural features present. The depot was listed on the National Register of Historic Places in 1977 and is the largest brick passenger depot still standing in South Dakota. The depot restoration project is being combined with the creation of a Native American Cultural Center to enhance Aberdeen's downtown area.

Economic Development Information: Governor's Office of Economic Development, 711 E. Wells Ave., Pierre, SD 57501; telephone (800)872-6190; email goedinfo@state.sd.us. Aberdeen Development Corporation, 416 Production St. N., Aberdeen, SD 57401; telephone (605)229-5335; toll-free (800)874-9198; fax (605)229-6839; email adc@midco.net

Commercial Shipping

The Burlington Northern Santa Fe Railway conveys freight and grain through Aberdeen. There are 15 motor carriers operating in Aberdeen.

Labor Force and Employment Outlook

The following is a summary of data regarding the Aberdeen City metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 13,244

Number of workers employed in . . .

construction and mining: 1,108
manufacturing: 1,452
trade, transportation and utilities: 368
information: 311
financial activities: 752
professional and business services: 1,020
educational and health services: 3,099
leisure and hospitality: 1,438
other services: 666
government: 2,253

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 2.5% (2005)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
Avera St. Luke's Hospital	1,272
Aberdeen Public School	615
3-M Company	569
Hub City, Inc.	405
Cendant Corp.	375
Northern State University	310
Midstates/QQP	275
Wells Fargo Financial	265
Kessler's Grocery Store	260
South Dakota Wheat Growers	250
EAC Educational Services	110

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: None

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 2.0%

Property tax rate: 1.8%

Economic Information: Aberdeen Area Chamber of Commerce, 516 S. Main St., Aberdeen, SD 57401; telephone (605)225-2860. Aberdeen Development Corporation, 416 Production St. N., Aberdeen, SD 57401; telephone (605)229-5335; toll-free (800)874-9198; fax (605)229-6839; email adc@midco.net

■ Education and Research

Elementary and Secondary Schools

The Aberdeen School District 6-1 had its founding in 1890. Hub Area Technical School, supported by Aberdeen Central High School, Frederick High School, Northwestern High School, Roncalli High School, and Warner High School, offers the following programs: Automotive Technology, Building Trades, CISCO Academy, Computer Technician Fundamentals, Electronics, Graphic Communications, Health Occupations, Machine Tool Technology, and Radio/TV Production.

The following is a summary of data regarding the Aberdeen Public Schools as of the 2005–2006 school year.

Total enrollment: 5,547

Number of facilities

elementary schools: 5
junior high/middle schools: 2
senior high schools: 1
other: 1 (technical school)

Student/teacher ratio: 13.9:1

Teacher salaries (2005–06)

elementary median: \$26,000 (base for all levels)
junior high/middle median: Not available
secondary median: Not available

Funding per pupil: \$6,000

There are a number of private and parochial schools in Aberdeen, including the Roncalli Catholic schools, Aberdeen Christian High School, First Baptist Christian School, Trinity Lutheran School, Dakota School House, and Children House of Montessori.

Public Schools Information: Aberdeen School District 6-1, 314 South Main Street, Aberdeen, SD 57401; telephone (605)725-7100; fax (605)725-7199

Colleges and Universities

Aberdeen is home to Northern State University. Northern State University enrolls nearly 3,000 students from 36 states and 20 foreign countries. NSU offers 38 majors and 42 minors, as well as six associate, eight pre-professional, and nine graduate degree areas.

Presentation College, a Catholic-Christian college sponsored by the Sisters of the Presentation of the Blessed Virgin Mary (PVBVM), is a specialty Health Science Baccalaureate institution with a campus in Aberdeen. Presentation College offers 26 different programs through campuses in Aberdeen, Fairmont, and Eagle Butte, as well as virtual programs. Enrollment is approximately 770 students at all campuses and in the virtual programs.

Libraries and Research Centers

Alexander Mitchell Library, Aberdeen's public library, has in its holdings more than 100,000 books, 2,500 audio materials, nearly 2,500 video materials, and more than 350 serial subscriptions. Andrew Carnegie gave \$15,000 to construct the first library building in Aberdeen. Carnegie asked that the library be named for his friend Alexander Mitchell, president of the Chicago, Milwaukee and St. Paul Railroad, who named Aberdeen after his hometown in Scotland.

Public Library Information: Alexander Mitchell Library, 519 S. Kline St., Aberdeen, SD 57401; telephone (605)626-7097; email library@aberdeen.sd.us

■ Health Care

Avera St. Luke's Hospital was established in 1901 as a 15-bed hospital by the Presentation and Benedictine Sisters. Avera St. Luke's is now a regional medical center offering comprehensive medical and health services to people residing in the ten counties surrounding Aberdeen. In addition to its 137-bed hospital, Avera St. Luke's provides services through Avera Mother Joseph Manor Retirement Community, Avera Eureka Health Care Center, and through its clinic division. Avera St. Luke's employs more than 1,300 people in the hospital, long-term care, and clinic divisions. A medical/dental staff of some 85 local physicians represents 34 different specialties.

Dakota Plains Surgical Center LLP is a short-term hospital with eight beds. Its specialties are hip and knee replacement and back and neck surgery.

Health Care Information: Avera St. Luke's Hospital, 305 S. State St., Aberdeen, SD 57401; telephone (605)622-5000; toll-free (800)22-LUKES

■ Recreation

Sightseeing

The Milwaukee Railroad Depot, a downtown landmark of Aberdeen's founding and history, was listed on the National Register of Historic Places in 1977 and is the largest brick passenger depot still standing in South Dakota. It was being restored in 2007.

Aberdeen's claim to fame comes in the person of L. Frank Baum, noted author and resident of Aberdeen from 1888 to 1891, who wrote the timeless children's classic *The Wizard of Oz*. Aberdeen paid homage to Baum by creating Storybook Land, a theme park. Dorothy, Toto, the Scarecrow, Tin Man, and Cowardly Lion greet visitors on a journey down the Yellow Brick Road. There are more than 60 exhibits at Storybook Land, including Captain Hook's Ship, animals at Old MacDonald's Farm, and the Storybook Land Express train. Aberdeen's newest theme park is called the Land of Oz; it is a ten-acre park located just northwest of Storybook Land, featuring a farmstead area with Dorothy's house, a children's petting zoo, Munchkin Land, Scarecrow's house, Tin Man's house, Wicked Witch Castle, and Emerald City. Movies are shown on select summer evenings in Sleeping Beauty's Castle and children's theater productions also are held.

Arts and Culture

Although Aberdeen is small, it offers a number of interesting artistic and cultural venues and events. The Granary is a cultural center that includes art galleries housed in a renovated granary, a large gazebo, a relocated historic town hall, and park-like grounds. The Aberdeen Community Theater stages ambitious productions throughout the year. There are many theatrical opportunities for children through community theater, touring children's troupes, and outdoor performances at Storybook Land Theater. Aberdeen's Community Concert Association brings nationally recognized musicians to the city. Northern State University offers performances by its faculty and students and sponsors special appearances by well-known musicians. Christmas music lovers look forward to the annual "Living Christmas Tree" concerts. Weekly performances by the community band are held during the summer in Melgaard Park. The Dacotah Prairie Museum features several excellent galleries hosting touring exhibits and artist presentations.

Festivals and Holidays

Arts in the Park takes place in June in Melgaard Park—it is a weekend of entertainment and artists selling their work in outdoor booths. The Oz festival is also held in June. The Fourth of July is celebrated in Wylie Park. Also in July the Great Aberdeen Pig Out features food vendors, eating contests, musicians, cooking contests, a beer garden, dunk tank, and children's events. The Brown County Fair is held each August. In October, the Pheasant Season Opener takes place and a Haunted Forest is held in Wylie Park and Storybook Land for Halloween. Winterfest is an indoor arts festival that takes place in November. The Downtown Parade of Lights happens right after Thanksgiving and holiday lighting displays are held at Wylie Park through December. Children can visit Santa at the Lakewood Mall throughout the holiday season.

Sports for the Spectator

Sports fans pack the Brown County Speedway to watch auto racing or wager on Thoroughbred horses. Northern State University fans cheer on the Wolves in NCAA Division II sporting events in the Barnett Center. As of 2007 Presentation College was building its own competitive sports programs in a brand new field house.

Sports for the Participant

Aberdonians are kept active hunting, fishing, camping, boating, cross-country skiing, bird-watching, biking, snowmobiling, and engaging in many organized team sports. There are excellent public and private golf courses. Sand Lake National Wildlife Refuge, a short drive from the city, is a nationally recognized wildlife

sanctuary. Pheasant, duck, and goose hunting draws outdoorsmen from across the country each fall. Some of the finest walleye fishing in the nation is found 90 miles away on the Missouri River's Lake Oahe. There are also many scenic and sizable lakes in the Aberdeen area, including the Mina and Richmond Lakes. The Glacier Lakes region is an hour-long drive away in the rolling hills to the northeast. Aberdeen has an excellent park system, highlighted by Wylie Park, with its swimming lake, water slide, go-carts, mini-golf, campsites, and bike trails.

Shopping and Dining

Shopping takes place in the Lakewood Mall and in dozens of new shops that have sprung up around the mall in recent years. The mall itself is home to 2 large department stores, a major discount store, and over 40 specialty shops. Downtown Aberdeen is designated as a historic district, with interesting shops and a lively collection of nightspots and restaurants. Along 6th Avenue there are convenience stores, retail chains, grocery stores, and service industries. Throughout the city restaurants offer diverse cuisine in many different settings. From fine dining and impressive wine lists to fast food, deli sandwiches, and family-style fare, all tastes are satisfied.

Visitor Information: Aberdeen Convention and Visitors Bureau, 10 Railroad Ave. SW, PO Box 78, Aberdeen, SD 57402-0078; telephone (605)225-2414; toll-free (800)645-3851; fax (605)225-3573; email info@aberdeencvb.com

■ Convention Facilities

The Best Western Ramkota Hotel & Convention Center includes a boardroom, lecture hall (with 212 permanent theater-style seats), and indoor courtyard and concourse area for vendor displays. The 10,000-square-foot convention hall seats 1,500 participants or services 1,200 for meals. In addition there are five Dakota Rooms of approximately 5,000 square feet. The Ramada Inn Executive Conference & Convention Center has 7,600 square feet that can comfortably seat up to 1,000 visitors. The center breaks into eight separate meeting rooms along with two executive boardrooms for smaller meetings. The AmericInn Lodge & Suites Event Center can accommodate meetings of up to 250 people. A 40-person board room and a breakfast area are also available and can be reserved for smaller functions. The Joseph H. Barnett Center, an athletic-education complex on the campus of Northern State University, is available for large functions, offering seating for several thousand. The Holum Expo building, located at the Brown County Fairgrounds, is a popular location for trade shows. There are also several other buildings,

stock barns, and a grandstand at the fairgrounds that can be used for events.

Convention Information: Aberdeen Convention and Visitors Bureau, 10 Railroad Ave. SW, PO Box 78, Aberdeen, SD 57402-0078; telephone (605)225-2414; toll-free (800)645-3851; fax (605)225-3573; email info@aberdeencvb.com

■ Transportation

Approaching the City

Aberdeen Regional Airport is served by Mesaba Airlines, operating as a Northwest Airlink affiliate under agreement with Northwest Airlines. Service is offered to Denver International Airport and Minneapolis-St. Paul International Airport.

US Route 281 runs north-south and US Route 12 runs east-west. US-12 becomes 6th Avenue in Aberdeen.

Traveling in the City

Aberdeen is laid out in a grid pattern. Jefferson Lines offers bus service from Aberdeen to Fargo, North Dakota, and Minneapolis, Minnesota.

■ Communications

Newspapers and Magazines

The Aberdeen American News is Aberdeen's daily newspaper. The Farm Forum Online is affiliated with the newspaper.

Television and Radio

KDSD TV 16 is Aberdeen's PBS television station. Three AM and three FM radio stations provide news, talk radio, country, rock, and adult contemporary music.

Media Information: *The Aberdeen American News*, 124 S. 2nd St., PO Box 4430, Aberdeen, SD 57402; telephone (605)225-4100; toll-free (800)925-4100; email americannews@aberdeennews.com

Aberdeen Online

The Aberdeen American News. Available www.aberdeennews.com

Aberdeen Area Chamber of Commerce. Available www.aberdeen-chamber.com

Aberdeen Convention and Visitors Bureau. Available www.aberdeencvb.com

Aberdeen Downtown Association. Available www.aberdeendowntown.org

Aberdeen Public Schools. Available www.aberdeen.k12.sd.us
Alexander Mitchell Public Library. Available www.ampl.sdln.net
City of Aberdeen. Available www.aberdeen.sd.us
Northeast Council of Governments. Available www.abn.midco.net/necog

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Hoover, Herbert T., and Larry J. Zimmerman, *South Dakota Leaders: From Pierre Choteau, Jr. to Oscar Howe* (Vermillion, SD: University of South Dakota Press, 1989)



Pierre

■ The City in Brief

Founded: 1880 (incorporated 1883)

Head Official: Mayor Dennis Eisnach (since 2002)

City Population

1980: 11,973

1990: 12,906

2000: 13,876

2006 estimate: 14,095

Percent change, 1990–2000: 2.7%

U.S. rank in 1980: Not available

U.S. rank in 1990: 1,963rd

U.S. rank in 2000: Not available (State rank: 7th)

Metropolitan Area Population

1980: 14,244

1990: 14,814

2000: 16,416

2006 estimate: 19,761

Percent change, 1990–2000: 9%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Area: 13.01 square miles (2000)

Elevation: 1,484 feet above sea level

Average Annual Temperature: 44° F

Average Annual Precipitation: 16.8 inches of rain; 40 inches of snow

Major Economic Sectors: Finance, insurance, real estate, trade

Unemployment Rate: 3.7% (March 2005, South Dakota)

Per Capita Income: \$20,462 (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: Capital University Center

Daily Newspaper: *Capital Journal*

■ Introduction

Pierre (pronounced peer) is the seat of Hughes County and the second smallest capital city in the United States. Pierre is located on the east bank of the Missouri River in central South Dakota. Pierre is the administrative center of South Dakota and a major distribution point for the area's agricultural concerns. Except for the winter months each year, when the legislature is in session, Pierre remains a sleepy small town with a beautifully restored state capitol building.

■ Geography and Climate

Pierre is located in the center of South Dakota on the Missouri River, 105 miles west of Huron, South Dakota, and 2 miles from the geographical center of the United States.

Seventy percent of the time, the skies over Pierre are clear and visibility is more than forty-five miles. Like the rest of the state, Pierre has cold winters, warm to hot summers, light moisture in the winter, and moderate moisture in the summer.

Area: 13.01 square miles (2000)

Elevation: 1,484 feet above sea level

Average Annual Temperature: 44° F

Average Annual Precipitation: 16.8 inches of rain; 40 inches of snow

■ History

Early History and Exploration by Whites

The first white men to see the Pierre area were the two LaVerendrye brothers. They were the sons of the French explorer who first claimed the region for France in 1743, Pierre Gaultier de Varennes. At the site above present-day Fort Pierre, South Dakota, at one of the bluffs above the Missouri River, the brothers left an inscribed lead plate, which thereafter lay covered until found by a group of children in 1913. The plate is now on display at the South Dakota Cultural Heritage Center in Pierre.

In the mid-eighteenth century, the Sioux Indians, who had been pushed out of Minnesota by the Chipewewa, arrived at the Missouri River. Their arrival challenged the claim of the Arikara, the native people who lived in palisaded forts around present-day Pierre. In 1794, the battle for control of central South Dakota finally came to an end when the Sioux drove the Arikara from the area.

In 1803, the United States completed the Louisiana Purchase from France, which included the area that would later be named South Dakota. In September 1804, Meriwether Lewis and William Clark anchored their canoe at the site of present-day Pierre. During that time, Lewis and Clark met with 50 or more chiefs and warriors, including the Teton Sioux. They named the nearby river Teton, in honor of the tribe, but it is now called the Bad River.

The meeting started out badly but negotiations soon improved when the explorers and the Indians shared a feast of buffalo meat, corn, pemmican, and a potato dish. After all present smoked a peace pipe, the explorers continued their journey upriver. During their visit to the Pierre area, Lewis and Clark raised the United States flag there.

City is Established

When the explorers returned to St. Louis in 1806, they described the streams full of beaver and grasslands full of buffalo, and they noted the lack of trading forts in the Pierre area. Their report soon attracted people interested in exploiting the riches of the region.

In 1817, Joseph LaFramboise built a fur trading post across the river from where Pierre now sits. In 1831, a representative of the American Fur Company, Pierre Chouteau, Jr., built Fort Pierre to replace the old LaFramboise trading post. In 1855, the U.S. Army bought Fort Pierre for use as a military post, but abandoned it two years later in favor of nearby Fort Randall. Even after the army departed, people continued to live at the site of Fort Pierre.

In 1861, the Dakota Territory was formally established. Once the railroad line made South Dakota more accessible, settlers began to pour in, causing the Great Dakota Boom of 1878-1887. During that period, in 1880, the new town of Pierre began as a ferry landing at the site of a railroad terminal, across the river from Fort Pierre on what was formerly Arikara Indian tribal grounds. Rapid growth ceased when droughts struck throughout South Dakota, bringing the period of prosperity to a quick end. On February 22, 1889, South Dakota entered the union as the 40th state.

Pierre Chosen as Capital

The period from 1889 to 1897 saw development slowed by a depressed national economy, a time known in South Dakota as the Great Dakota Bust. The number of new settlers greatly declined and some who had moved to Pierre and the rest of the state departed. But by the late 1890s, the state and the nation began to recover.

In 1890 Pierre was made the capitol of South Dakota after a drawn-out political battle between its supporters and supporters of the town of Mitchell, which was situated further east and nearer to the bulk of the state's population. In the end, however, Pierre won a statewide vote by a large margin.

In 1908 the cornerstone for the new capitol was set down, and the Capitol Building in Pierre opened its doors in 1910. As state government grew, the building expanded and separate office buildings were constructed. The original structure still stands today as part of the capitol complex.

Pierre in the Twentieth Century

During the 1930s, South Dakotans faced not only the Great Depression but severe problems caused by drought and dust. Many jobs were created for Pierre citizens by the Civilian Conservation Corps and other government agencies.

In 1944, the U.S. Congress passed legislation that resulted in the construction of the Oahe Dam near Pierre, which still serves the region. In 1949 a terrible blizzard struck the area, and the railroad line from Pierre to Rapid City, South Dakota, was blocked for weeks. A 1952 flood of the Missouri River caused severe damage to the town of Pierre but it was not destroyed, making clear to the citizens of Pierre the wisdom of the Oahe Dam building project. The project remains controversial among the Cheyenne River Sioux, who believe land was taken from them illegally for the dam construction.

The dam, the largest of six Missouri River dams and one of the largest dams in the world, has a generating capacity of 700,000 kilowatts. Along with the other dams on the Missouri River in South Dakota, it generates more than 2 million kilowatts of electricity. Other benefits of the dam include expanded recreation areas, irrigation,



The State Capitol building in Pierre. ©James Blank.

increased public water supplies, and fish and wildlife development.

During the wintertime, Pierre is abuzz with activity, as legislators from various parts of the state meet for three months to decide issues of state government. The rest of the year, Pierre is a quiet tourist town and farming center. In recent years, Pierre has invested millions of dollars in projects that benefit businesses and the community.

Historical Information: The South Dakota State Historical Society, 900 Governors Drive, Pierre, SD 57501; telephone (605)773-3458; fax (605)773-6041

■ Population Profile

Metropolitan Area Residents

1980: 14,244
 1990: 14,814
 2000: 16,416
 2006 estimate: 19,761
 Percent change, 1990–2000: 9%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: Not available

City Residents

1980: 11,973
 1990: 12,906
 2000: 13,876
 2006 estimate: 14,095
 Percent change, 1990–2000: 2.7%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 1,963rd
 U.S. rank in 2000: Not available (State rank: 7th)

Density: 9.9 people per square mile (2000, South Dakota state figure)

Racial and ethnic characteristics (2000)

White: 12,337
 Black: 28
 American Indian and Alaska Native: 1,188
 Asian: 64
 Native Hawaiian and Pacific Islander: 3
 Hispanic or Latino (may be of any race): 173
 Other: 40

Percent of residents born in state: 74.8% (2000)

Age characteristics (2000)

Population under 5 years old: 909

Population 5 to 9 years old: 954
Population 10 to 14 years old: 1,208
Population 15 to 19 years old: 1,023
Population 20 to 24 years old: 583
Population 25 to 34 years old: 1,716
Population 35 to 44 years old: 2,248
Population 45 to 54 years old: 2,076
Population 55 to 59 years old: 699
Population 60 to 64 years old: 505
Population 65 to 74 years old: 913
Population 75 to 84 years old: 680
Population 85 years and older: 362
Median age: 37.6 years

Births (2006, Micropolitan Statistical Area)

Total number: 243

Deaths (2006, Micropolitan Statistical Area)

Total number: 134

Money income (1999)

Per capita income: \$20,462
Median household income: \$42,962
Total households: 5,949

Number of households with income of . . .

less than \$10,000: 431
\$10,000 to \$14,999: 301
\$15,000 to \$24,999: 745
\$25,000 to \$34,999: 835
\$35,000 to \$49,999: 1,070
\$50,000 to \$74,999: 1,276
\$75,000 to \$99,999: 522
\$100,000 to \$149,999: 249
\$150,000 to \$199,999: 96
\$200,000 or more: 79

Percent of families below poverty level: 5.5%
(1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

■ Municipal Government

Pierre is the seat of Hughes County and the state capital of South Dakota. The city has a mayor-commission form of government. Its five commissioners, including the mayor, serve three-year terms.

Head Official: Mayor Dennis Eisnach (since 2002; current term expires 2008)

Total Number of City Employees: 140 (2007)

City Information: Mayor's Office, 222 E. Dakota Ave., Pierre, SD 57501; telephone (605)773-7341; fax (605)773-7406

■ Economy

Major Industries and Commercial Activity

Pierre serves as the major trading center for central South Dakota. Its economy is supported by government, agriculture, and recreational activities tied in with the Missouri River reservoirs. Pierre's retail area has a radius of 100 miles and comprises approximately 100,000 people. Nearby lakes Oahe and Sharpe, both reservoirs on the Missouri River, make it possible for Pierre businesses to enjoy low electric rates and abundant water for production processes.

Pierre's economy depends largely on the state government, which has its operations in the city and is the largest local employer. The largest private employer is St. Mary's Hospital, with 452 employees. Small businesses and tourism are the remaining sources of jobs and income. Tourism was spurred by the lakes created by the Missouri Basin Development Plan.

Agriculture remains an important part of the economy of Hughes County, home to 215 farms with farmhouses and 168 farms with no dwelling for a total of 415,151 taxable acres. The principal crops in the area are wheat, rye, oats, wild hay, flax, corn, barley, mint, soy beans, and alfalfa. Farmers raise cattle, chickens, hogs, buffalo, and horses, and produce eggs and milk.

Items and goods produced: assembly metal works, water conditioners, helicopters, dairy products, bottled beverages, wheat, corn, barley, processed furs

Incentive Programs—New and Existing Companies

Local programs: Development assistance and financing programs are offered by the Pierre Economic Development Corporation (PEDCO) and the Economic Development Administration. Free business consultation and a local revolving loan fund have helped dozens of new businesses get started and older ones to expand. PEDCO also works with business owners contemplating selling their businesses, and offers a free office and manufacturing space database to help in finding locations for businesses. E-commerce is well supported through seminars and other programs. The Small Business Administration Development Center helps with business plan development, market surveys, cash flow projections, and financing options.

State programs: The South Dakota MicroLOAN program offers funds of up to \$20,000 to qualifying businesses for working capital, equipment, real estate, or

other fixed costs. The USDA Business & Industry Guaranteed Loans make funds available for working capital, equipment, buildings, and debt refinancing.

Job training programs: The Workforce Development Program provides companies with the money needed to train new and existing employees. Job Service of South Dakota and Capital University Center provide training in leadership, customer service, and business. The Capital University Center offers short-term training and certificate programs to meet the needs of businesses in central South Dakota. The Right Turn, a career learning center, offers programs to help individuals train for employment; programs include GED preparation and testing, the Alternative High School program, medical transcription, clerical/computer skills, a basic skills brush-up class, career/education counseling, and job search assistance.

Development Projects

Building projects that have been completed since the beginning of the new century include dedication of the \$3.9-million Aquatic Center, the opening of a 72,000-square-foot distribution center for Running Supply Inc., and a \$2-million city golf course renovation. On top of the recent \$11-million addition to Saint Mary's Health-care Center, a \$12 million-expansion to include a new area for transitional care, kidney dialysis and rehabilitation was completed in 2004. Further development was taking place at Saint Mary's in 2007, with completion scheduled for 2009. The four-lane Pierre-to-Interstate connection has been expanded. A new soccer complex also held its first statewide tournaments in 2007.

Economic Development Information: Pierre Economic Development Corporation (PEDCO), 800 W. Dakota Ave., Pierre, SD 57501; telephone (605)224-6610; toll-free (800)962-2034

Commercial Shipping

In addition to the Pierre Municipal Airport, the city is served by numerous trucking companies and package service is provided by Federal Express, United Parcel Service, DHL, and Airborne Express. The Dakota, Minnesota & Eastern Railroad also serves the city.

Labor Force and Employment Outlook

Well-known for its superb labor force, the Greater Pierre area has a labor force of approximately 14,000 people, and they have among the highest educational level in the state. The area has a good balance of skilled, semi-skilled, technical, and entry-level workers.

The South Dakota Department of Labor affirms that the fastest growing industries in the state are health care and social assistance, followed by accommodation and food services, finance and insurance, and construction. Industries that are declining on a statewide basis include

local government positions, manufacturing, agriculture, forestry, fishing and hunting.

The following is a summary of data regarding the Pierre metropolitan area labor force, 2005 annual averages.

Size of nonagricultural labor force: 13,430

Number of workers employed in . . .

- construction and mining: 750
- manufacturing: 100
- trade, transportation and utilities: 2,575
- information: 185
- financial activities: 680
- professional and business services: 535
- educational and health services: 1,360
- leisure and hospitality: 1,590
- other services: 725
- government: 4,930

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.7% (March 2005, South Dakota)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
State Government	2,300
St. Mary's Hospital	452
Wal-Mart	350
Pierre School District	350
Federal Government	240
Morris Inc.	170
City of Pierre	135
Medical Associates Clinic	135
BankWest	131
Pierre Indian Learning Center	112
Lynn's Dakotamart	82

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: None

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 2.0% (plus 1.0% on hotel/motel, restaurant, and liquor establishments; food and drugs are exempt)

Property tax rate: \$3.71 per \$1,000 of assessed valuation, city of Pierre, plus \$23.53 per \$1,000, Hughes County and schools (2001)

Economic Information: Pierre Area Chamber of Commerce, PO Box 548, 800 West Dakota Ave., Pierre, SD 57501; telephone (605)224-7361; fax (605)224-6485; toll-free (800)962-2034; email contactchamber@pierre.org

■ Education and Research

Elementary and Secondary Schools

The Pierre School District has always held itself to high academic standards and the community has long been a source of support for its schools. The school district has a computer education program that has become a model for the state and region, and features networked computer labs in all buildings. Increased communication through the use of the Oahe Cable Channel by airing drama, chorus, band performances, and activities and lessons is a current focus of the district. Riggs High School hosts adult education classes and is home to the Community Concert Series and the Short Grass Arts Council. Pierre Public Schools currently partners with the Capital University Center providing classrooms and technology. The Pierre Education Foundation provides financial support via grants for innovative Pierre educators. A cooperative spirit with the community of Pierre flourishes through several programs including: Right Turn, Advanced High, Character Education, Youth to Youth, Junior Achievement, Reading Buddies, the Mentorship Program for Students at Risk, Fine Arts and Athletic Booster Clubs, and Native American Liaison.

The following is a summary of data regarding the Pierre School District as of the 2005–2006 school year.

Total enrollment: 3,147

Number of facilities

- elementary schools: 4
- junior high/middle schools: 1
- senior high schools: 1
- other: 0

Student/teacher ratio: 15:1

Teacher salaries (2005–06)

- elementary median: \$32,414 (all levels)
- junior high/middle median: Not available
- secondary median: Not available

Funding per pupil: \$6,081

Pierre also has a Catholic elementary school, an Indian Learning Center, and an alternative education program operated in conjunction with The Right Turn, a career learning center.

Public Schools Information: Pierre Public Schools, 211 South Poplar Ave., Pierre, SD 57501; telephone (605)773-7300; fax (605)773-7304

Colleges and Universities

While Pierre is not the site of any colleges or universities, it does boast the Capital University Center. This non-profit institution helps students earn university degrees through Northern State University, South Dakota State University, the University of South Dakota, and South Dakota School of Mines & Technology. The center offers courses that enable students to obtain associate's degrees in business and master's degrees in business administration, industrial management, and technology management.

Libraries and Research Centers

The R.E. Rawlins Municipal Library, which celebrated 100 years in 2003, contains over 43,000 books and has special collections on the history of South Dakota. The library has complete collections of periodicals and records, talking books, large print books, cassettes, compact discs, videos, and artwork. A story hour and other programs are offered for children. Meeting rooms and computers are available for public use. The South Dakota State Library houses more than 170,000 volumes, with special collections on Native American and South Dakota history.

Other libraries in the city include those of the South Dakota State Historical Society, the South Dakota Supreme Court, St. Mary's Healthcare Center, the South Dakota Braille & Talking Book Library, and the South Dakota Department of Game, Fish & Parks Wildlife Division Library.

Public Library Information: Rawlins Municipal Library, 1000 E. Church St., Pierre, SD 57501; telephone (605)773-7421; fax (605)773-7423

■ Health Care

Pierre is served by Saint Mary's Healthcare Center, a 60-bed acute care facility. The center's north building facility includes a laboratory, expanded radiology lab, and an obstetrics unit with home-like labor, delivery, and recovery rooms. Services at St. Mary's include medical, surgical, pediatrics, obstetrics, ambulatory care, home health care, and Countryside Hospice, as well as a variety of specialties.

Health Care Information: Saint Mary's Healthcare Center, 801 E. Sioux Ave, Pierre, SD 57501; telephone (605)224-3100

■ Recreation

Sightseeing

A must-see for Pierre visitors is the beautiful 1910 State Capitol, one of the most fully restored in the nation. Its rotunda reaches 96 feet and features a brightly colored Victorian glass top. Pillars flank the marble staircase and the terrazzo tile floor includes 66 blue tiles, each representing one of the artisans who worked on laying it by hand. Finishing touches are provided by marble water fountains and brass door fixtures, art murals and sculptures. Out on the capitol grounds is a fountain fed by an artesian well with a natural gas content so high it can be lit. The glowing fountain serves as a memorial to war veterans.

At the Cultural Heritage Center, South Dakota history is brought to life through museum exhibits and publications, educational programming and research services. High-tech exhibits feature early Native American cultures, an early history of white settlement, the river boat era, and the railroad period. Among the Native American exhibits are a teepee visitors can walk through, a rare Sioux horse effigy, and a full headdress. The Verendrye Museum in Fort Pierre, across the river from the city, provides an eclectic display of exhibits and items of historical interest.

The Discovery Center and Aquarium is a hands-on display of 50 self-guided science activities in the areas of sound, vision, light, electricity, and motion. Its Aquatic Education wing has three aquariums featuring Missouri River fish. The planetarium provides a look at the skies overhead.

The South Dakota National Guard Museum displays a wide range of military weapons and other items such as an A-7D jet fighter plane, a Sherman tank and several artillery pieces, military uniforms, small arms, and helicopter and jet engines.

Six miles north of Pierre, tours of the Oahe Dam are available. The dam is the second largest rolled-earth dam in the world. A visit to the Oahe Dam and Powerhouse and Oahe Visitor Center, dedicated in 1962, tells the story of the dam and has displays on such topics as the Lewis and Clark Expedition and the dam itself. On this site is the Oahe Chapel, removed from its original site at the old Arikara Indian Village, which was flooded when the dam was built.

Arts and Culture

Pierre Players, the longest running community theater group in South Dakota, offers productions throughout the year. The Pierre Concert Series presents a variety of

musical and dance productions by professional touring troupes. Canvasbacks is a local group of artists. Night-writers, a group of writers and poets, and many other talented local artists live in the Pierre area.

Festivals and Holidays

September activities in Pierre center on statewide softball tournaments held in the city and Goosefest, an outdoor festival that features a South Dakota Arts Showcase, craft and Native American pottery and food booths, and Lewis and Clark reenactments. October brings the Native American Day festival and the Annual Governor's Hunt. The holidays are heralded by the Pierre Players' Christmas Pageant and the Capitol Christmas Tree display. June's many events include the Oahe Days and Arts Festival, softball tournaments, band concerts, and concerts in the parks. July is highlighted by the Independence Day celebration, including a rodeo and parade, baseball and softball tournaments, concerts, summer theater, and the Governor's Cup Walleye Tournament. August is enlivened by the 4-H Rodeo and the three-day Riverfest Festival, which features music; water ski, car, and air shows; water events; and a kids' carnival.

Sports for the Spectator

Pierre's Expo Center features indoor hockey and skating events. In nearby Fort Pierre, pari-mutuel horse racing is offered in the springtime; rodeos and stock shows are also held there.

Sports for the Participant

Farm Island and the La Framboise Island offer such activities as biking, hiking, camping, and wildlife observation. Pierre maintains 285.5 acres of attractive parkland for residents and visitors. Pierre's city parks system boasts 11 tennis courts, 8 softball fields, 3 baseball fields, a beach volleyball court, a Frisbee course, a soccer complex, a hockey arena, ice skating rink, basketball courts, football stadium, horseshoe pits, 2 swimming beaches, indoor and outdoor swimming pools, a band concert shell, an assortment of playground equipment, fishing piers, pony league field, and 20 miles of walking, biking, and hiking trails. Griffin Park, the major park area with 32 acres, is located in a riverside setting and has a swimming pool, tennis courts, boating, fishing, playground equipment, and newly renovated camping facilities. Pierre also owns an 18-hole, 72-par municipal golf course located one mile east of the city.

Five miles upstream from Pierre, Lake Oahe's 2,250-mile shoreline offers swimming, boating, water skiing, scuba diving, snorkeling, camping and picnicking. Anglers come to Lake Oahe in search of a variety of sport fish, including walleye, northern pike, Chinook salmon, channel catfish, small mouth bass, white bass, sauger, bluegill, and crappies. Public hunting grounds offer excellent waterfowl and upland game hunting, featuring

Canada geese, mallards, pheasants, and grouse. Whitetail and mule deer and antelope also abound, offering challenges to the big game hunter. Knowledgeable guides and game lodges are available to provide enjoyable and successful hunting experiences.

Shopping and Dining

The city's main shopping center is the 34-store Pierre Mall, which is anchored by JCPenney, Sears, and Kmart. There is also a Wal-Mart in the city.

Pierre's variety of restaurants primarily offer American cuisine and include Mad Mary's Steakhouse, McClelland's Restaurant, Pier 347, the Longbranch Restaurant and Lounge, and Jake's Good Times Place.

Visitor Information: Pierre Convention & Visitors Bureau, 800 West Dakota Ave., Pierre, SD 57501; telephone (605)224-7361

■ Convention Facilities

Pierre is the meeting headquarters for many South Dakota organizations. The King's Inn Hotel and Conference Center and the Rivercenter Best Western Ramkota Convention Center are two hotels with the largest meeting facilities. In total Pierre has 30 meeting rooms in 6 facilities that can accommodate any size group from 20 to 1,900. Pierre completed a \$3.4-million convention center located on the waterfront in 1987. This 30,000-square-foot development includes a banquet hall, meeting rooms, two "state of the art" amphitheaters, and exhibit space. Fifteen motels with 974 rooms are available to serve the visiting tourist, sportsman, or businessperson.

Convention Information: Pierre Convention & Visitors Bureau, 800 West Dakota Ave., Pierre, SD 57501; telephone (605)224-7361; toll-free (800)962-2034

■ Transportation

Approaching the City

The Pierre Regional Airport, located three miles from central Pierre, includes offices and boarding and baggage terminals. It is served by Mesaba (a Northwest AirlinK), Capital Air Carrier, and Great Lakes Aviation. Greyhound offers bus transportation.

Traveling in the City

U.S. Highway 148 runs north and south through Pierre, connecting State Highway 34 that runs east and west and U.S. Highway 14/83 that extends eastward to Pierre from Ft. Pierre and turns north, then northeast as it runs through the city of Pierre. Other main streets are Missouri, Dakota, and Sioux avenues, which run east and west, and Capitol, Nicolett, and Broadway avenues, which surround the State Capitol Building.

■ Communications

Newspapers and Magazines

The *Capital Journal* is Pierre's daily paper; *The Times* appears weekly, and there are two weekly trade papers: *The Farmer & Rancher Exchange* and the *Reminder Plus*. Local magazines include *Dakota Outdoors* and the *South Dakota High Liner*. The journal *South Dakota History* covers the history of the Northern Great Plains.

Television and Radio

Pierre is served by some 20 radio stations. Pierre also has a local PBS television station.

Media Information: *Capital Journal*, 333 W. Dakota, PO Box 878, Pierre, SD 57501; telephone (605) 224-7301; fax (605)224-9210

Pierre Online

Capitol Journal. Available www.capjournal.com
Pierre Area Chamber of Commerce. Available www.pierre.org
Pierre Convention & Visitors Bureau. Available www.pierre.org
Pierre Economic Development Corporation. Available www.pedco.biz
Rawlins Municipal Library. Available www.rpllib.sdln.net

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Jensen, Delwin, *Fort Pierre-Deadwood Trail* (Pierre, SD: State Publishing Company, 1989)



Rapid City

■ The City in Brief

Founded: 1876 (incorporated 1882)

Head Official: Mayor Alan Hanks (since 2007)

City Population

1980: 46,492

1990: 54,523

2000: 59,607

2006 estimate: 62,715

Percent change, 1990–2000: 8.1%

U.S. rank in 1980: Not available

U.S. rank in 1990: 445th

U.S. rank in 2000: 472nd

Metropolitan Area Population

1980: 70,361

1990: 81,343

2000: 88,565

2006 estimate: 118,763

Percent change, 1990–2000: 8.9%

U.S. rank in 1980: 276th

U.S. rank in 1990: Not available

U.S. rank in 2000: 222nd

Area: 45 square miles (2000)

Elevation: 3,200 feet above sea level

Average Annual Temperatures: January, 22.4° F; July, 71.7° F; annual average, 46.6° F

Average Annual Precipitation: 16.64 inches of rain; 39.7 inches of snow

Major Economic Sectors: Agriculture, wholesale and retail trade, services, government

Unemployment Rate: 2.6% (June 2007)

Per Capita Income: \$19,445 (1999)

2005 FBI Crime Index Property: 2,551

2005 FBI Crime Index Violent: 257

Major Colleges and Universities: South Dakota School of Mines and Technology, Western Dakota Technical Institute, National American University

Daily Newspaper: *Rapid City Journal*

■ Introduction

Rapid City, the seat of Pennington County, is a diverse and thriving small Midwestern city that refers to itself as “The Star of the West.” Tourists are drawn to the area, which was celebrated in the 1990 award-winning film *Dances With Wolves*, to see the presidents’ busts carved into Mount Rushmore and to visit the Black Hills. The city enjoys a thriving economy based on the farmers who have been raising beans, wheat, and alfalfa since the turn of the last century. A regional center for retail shopping and medical facilities, the city is home to the South Dakota School of Mines and Technology as well as Ellsworth Air Force Base. Seven percent of Rapid City’s population is made up of Native Americans whose arts and crafts abound in the city’s shops. Locals like to say that the city has the quality of life of a small town with the business and cultural benefits of a city.

■ Geography and Climate

Rapid City, the natural eastern gateway to the great growing empire known as the West River Region, is surrounded by contrasting land forms. The forested Black Hills rise immediately west of the city, while the other three edges of the city look out on the prairie. Protected by the 6,000- to 7,000-foot peaks of the Black Hills, Rapid City enjoys an enviable climate, free of the icy blizzards and scorching summers typical of much of the

rest of the Dakotas. Summers are warm but dry and autumn is noted for its delightful “Indian summer” weather. Mild, sunny days are common throughout the winter and occasional “chinook” or warm winds frequently follow a stint of snowy weather. Spring is characterized by wide variations in temperature and occasionally some wet snowfall. Low humidity levels, infrequent precipitation, and northwesterly winds prevail in the city.

Area: 45 square miles (2000)

Elevation: 3,200 feet above sea level

Average Temperatures: January, 22.4° F; July, 71.7° F; annual average, 46.6° F

Average Annual Precipitation: 16.64 inches of rain; 39.7 inches of snow

■ History

New City Becomes Regional Trade Center

The discovery of gold in 1874 brought an influx of settlers into the Black Hills region of South Dakota. Rapid City was founded in 1876 by a group of disappointed miners, who promoted their new city as the “Gateway to the Black Hills.” John Brennan and Samuel Scott, with a small group of men, laid out the site of the present Rapid City, which was named for the spring-fed Rapid Creek that flows through it. A square mile was measured off and the six blocks in the center were designated as a business section. Committees were appointed to bring in prospective merchants and their families to locate in the new settlement. Although it began as a hay camp, the city soon began selling supplies to miners and pioneers. By 1900 Rapid City had survived a boom and bust and was establishing itself as an important regional trade center.

Tourism and the Military Spur Economy

The invention of the automobile brought tourists to the Black Hills. Gutzon Borglum, the famous sculptor, began work on Mount Rushmore in 1927, and his son, Lincoln Borglum continued the carving of the presidents’ faces in rock following his father’s death. The massive sculpture was completed in 1938. Although tourism sustained the city throughout the Great Depression of the 1930s, the gas rationing of World War II had a devastating effect on the tourist industry in the town.

The city benefited greatly from the opening of Ellsworth Air Force Base, an Army Air Corps base. As a result, the population of the area nearly doubled between 1940 and 1948, from almost 14,000 to nearly 27,000 people. Military families and civilian personnel soon took every available living space in town, and mobile parks

proliferated. Rapid City businesses profited from the military payroll.

Rapid City Since Mid-Century

In 1949 city officials envisioned the city as a retail and wholesale trade center for the region and designed a plan for growth that focused on a civic center, more downtown parking places, new schools, and paved streets. A construction boom continued into the 1950s. Growth slowed in the 1960s, but the worst natural disaster in Rapid City’s history led to another building boom a decade later. On June 9, 1972, heavy rains caused massive flooding of the Rapid Creek. More than 200 people lost their lives and more than \$100 million in property was destroyed.

The devastation of the flood and the outpouring of private donations and millions of dollars in federal aid led to the completion of one big part of the 1949 plan—clearing the area along the Rapid Creek and making it a public park. New homes and businesses were constructed to replace those that had been destroyed. Rushmore Plaza Civic Center and a new Central High School were built in part of the area that had been cleared. In 1978, Rushmore Mall was built, adding to the city’s position as a retail shopping center.

In recent times, Rapid City has been highly rated for its manufacturing climate. A hardworking labor force and a governmental structure deeply rooted in the concept of being a partner in the success of its business community remain major assets. The city offers an extraordinary quality of life with abundant recreational activities, culture, and short workplace commutes. Recent city development efforts show a continued vision for improvement and growth in the area.

■ Population Profile

Metropolitan Area Residents

1980: 70,361
1990: 81,343
2000: 88,565
2006 estimate: 118,763
Percent change, 1990–2000: 8.9%
U.S. rank in 1980: 276th
U.S. rank in 1990: Not available
U.S. rank in 2000: 222nd

City Residents

1980: 46,492
1990: 54,523
2000: 59,607
2006 estimate: 62,715
Percent change, 1990–2000: 8.1%
U.S. rank in 1980: Not available



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U.S. rank in 1990: 445th
 U.S. rank in 2000: 472nd

Density: 1,336.7 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 50,266
 Black: 579
 American Indian and Alaska Native: 6,046
 Asian: 594
 Native Hawaiian and Pacific Islander: 35
 Hispanic or Latino (may be of any race): 1,650
 Other: 434

Percent of residents born in state: 58% (2000)

Age characteristics (2000)

Population under 5 years old: 4,169
 Population 5 to 9 years old: 3,973
 Population 10 to 14 years old: 4,309
 Population 15 to 19 years old: 4,654
 Population 20 to 24 years old: 5,009
 Population 25 to 34 years old: 7,866
 Population 35 to 44 years old: 9,259
 Population 45 to 54 years old: 7,768

Population 55 to 59 years old: 2,533
 Population 60 to 64 years old: 2,179
 Population 65 to 74 years old: 4,017
 Population 75 to 84 years old: 2,781
 Population 85 years and older: 1,090
 Median age: 34.8 years

Births (2006, MSA)

Total number: 1,863

Deaths (2006, MSA)

Total number: 914

Money income (1999)

Per capita income: \$19,445
 Median household income: \$35,978
 Total households: 23,969

Number of households with income of...

less than \$10,000: 2,291
 \$10,000 to \$14,999: 1,625
 \$15,000 to \$24,999: 4,080
 \$25,000 to \$34,999: 3,765
 \$35,000 to \$49,999: 4,537
 \$50,000 to \$74,999: 4,263

\$75,000 to \$99,999: 1,782
\$100,000 to \$149,999: 1,057
\$150,000 to \$199,999: 266
\$200,000 or more: 366

Percent of families below poverty level: 14.1% (1999)

2005 FBI Crime Index Property: 2,551

2005 FBI Crime Index Violent: 257

■ Municipal Government

Rapid City has a mayor-council form of government with an elected, full-time mayor and two part-time council members from each of the city's five wards, who are elected to staggered two-year terms. All positions are non-partisan.

Head Official: Mayor Alan Hanks (since 2007; current term expires 2009)

Total Number of City Employees: approximately 700 (2007)

City Information: City of Rapid City, 300 Sixth Street, Rapid City, SD 57701; telephone (605)394-4110; fax (605) 394-6793

■ Economy

Major Industries and Commercial Activity

Agriculture, tourism, mining, logging, professional services/retail, and Ellsworth Air Force Base are the major factors in Rapid City's economy. The area is also known for the manufacture of high-value, low-bulk items that can be swiftly shipped to market or assembly centers in other parts of the nation.

Agriculture is a major industry in South Dakota, and Rapid City is the regional trade center for farm-ranch activity in the southwest part of the state and neighboring counties in Montana, Wyoming, and Nebraska. Cattle and sheep production dominate the agricultural scene, as well as processing and packing of meat and meat by-products, but the cultivation of small grains is also important. Services offered to area farmers and ranchers include selling of new and used farm equipment, spare parts and repairs, and flour milling.

The health care sector is strong, employing more than 8,000 people in the Black Hills region at major health care organizations such as Rapid City Regional Hospital. Other important industrial and employment institutions include several large construction companies, rock quarries, steel fabrication firms, and trucking firms. Several light industries and services located in the city include manufacturing of computer parts, printing, Native American crafts, and

headquarters for insurance companies and other businesses. Regional or headquarters facilities of many state and federal offices also operate in the city.

Centrally located in the beautiful Black Hills region, Rapid City benefits from a large annual tourist trade. Within half a day's drive of Rapid City are five of the country's most famous national park areas: Mount Rushmore National Memorial, Devil's Tower National Monument, Badlands National Park, Jewel Cave National Monument, and Wind Cave National Park. The area further boasts of a variety of restaurants, several large annual events and attractions, more than 4,400 hotel/motel rooms and many modern campgrounds.

Each year the multimillion-dollar payroll for workers at Ellsworth Air Force Base, the largest employer in the state, boosts the local economy. The top of the Base Operations building at Ellsworth Air Force Base was removed during demolitions in October 2007. This facility was replaced by an \$8.8 million U.S. Army Corps of Engineers construction project.

Items and goods produced: computer components, jewelry, cement, processed foods, steel products, printing, wood products

Incentive Programs—New and Existing Companies

The city of Rapid City, along with Pennington County and the Governor's Office of Economic Development, offers a number of financial incentives to aid industry looking to establish operations in the area.

Local programs: Black Hills Vision is a regional economic development initiative that encourages tech-based employment and seeks to develop a high-tech corridor in the Rapid City area. A small business incubator called the Black Hills Business Development Center is a cornerstone of the Black Hills Vision; it offers technical support and collaboration opportunities for emerging businesses. Having opened in 2006, the center is located on the South Dakota School of Mines & Technology Campus. The Rapid City Economic Development Partnership oversees the incubator jointly with West River Foundation. Rapid City rebates the tax increment created by investments in real property for up to 15 years. The Rapid City Economic Development Loan Fund (Rapid Fund) is a low-interest loan program that is focused on the development of primary jobs in the manufacturing sector. A portfolio of 14 different loans are available for business expansion, relocation, or start-up. Pennington County has a real estate tax incentive offered to new industrial or commercial structures, or new non-residential agricultural structures.

State programs: The South Dakota REDI Fund lends money at three percent interest to companies creating new jobs in the state. Designed and administered by a board of

13 business leaders, the program is known to be efficient, flexible, and responsible. The money can be used for almost any capital purchase or operating financing for which a company qualifies under standard banking guidelines. The MicroLOAN South Dakota Loan Program makes loans to small businesses, including main street and retail operations, for working capital, equipment, real estate or other fixed asset project costs. The state offers a variety of other loans, subfunds and training assistance. Federal Small Business Administration (SBA) participation loans and SBA Direct loans are also available.

Job training programs: Career counseling and customized job training are offered at the Career Learning Center. The South Dakota Workforce Development Program extends training opportunities in conjunction with approved educational institutions; new employee skills, retraining, and advancement/promotion assistance is offered.

Development Projects

In 1992, gathering energy and tax dollars after redevelopment efforts following the 1972 flood, Rapid City formed Vision 2012, a program of long-term planning for the community. Projects include the Meadowbrook Golf Course, Canyon Lake Restoration, the Journey Museum, and the Rapid City Boys Club.

Among recent development projects is the \$10.8-million Dahl Arts Center building, which includes a 457-seat theater, 3 multi-purpose spaces, 3 gallery spaces, 3 art education classrooms, a gift shop, kitchen, administration wing, and art reference library. The Dahl Education Complex opened in December 2007. Other important projects include a Children's Care Rehab and Development Center, to service youth on an outpatient basis; Rushmore Civic Plaza Addition, a \$14.5-million project to add seating for sporting events; and an Emergency Response Training Center. In July 2007 the Western Dakota Technical Institute and Rapid City officials unveiled a new burn building to be used for a variety of emergency and fire-training exercises. The burn building will be the centerpiece for the Emergency Response Training Center when it is complete.

Economic Development Information: Rapid City Area Economic Development Partnership, 525 University Loop, Suite 101, Rapid City, SD 57701; telephone (605)343-1880; toll-free (800)956-0377; fax (605)343-1916; email info@rapiddevelopment.com

Commercial Shipping

The Rapid City Regional Airport handles cargo aircraft. Rapid City is served by the Dakota, Minnesota, & Eastern Railroad and offers piggyback service with daily switching service. Nearly 30 motor freight carriers, as well as terminals, are located in Rapid City. Parcel service is provided by United Parcel Service.

Labor Force and Employment Outlook

Rapid City boasts of a young and eager workforce that is well educated. Ninety-six percent of residents have a high school diploma; 20 percent have a bachelor's degree. In September 2007 the civilian labor force numbered 66,500 people. Approximately 1,800 workers were unemployed, for an unemployment rate of 2.8 percent, well below the national average of 4.7 percent.

The following is a summary of data regarding the Rapid City metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 60,300

Number of workers employed in . . .

- construction and mining: 4,900
- manufacturing: 3,700
- trade, transportation and utilities: 12,800
- information: 1,100
- financial activities: 3,600
- professional and business services: 4,400
- educational and health services: 8,900
- leisure and hospitality: 8,400
- other services: 2,600
- government: 9,900

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 2.6% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
SD National Guard	
Army	5,450
Ellsworth AFB	
(military)	3,916
R.C. Regional Hospital	2,824
R.C. School District	1,619
City of Rapid City	1,515
Federal Government	1,307
State of SD	983
Black Hills Corporation	750
Sanmina-SCI	660
Ellsworth AFB (civilian)	609

Cost of Living

Low utility costs and no personal income taxes are factors that help Rapid City offer a reasonable cost of living. In August 2007 the median asking price for a single family home was \$182,500, according to the the Rapid City Realtors multiple listing service.

The following is a summary of data regarding several key cost of living factors in the Rapid City area.

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: None

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 2.0%

Property tax rate: \$30.1323 per \$1,000; assessed at 85% (2000)

Economic Information: Rapid City Area Economic Development Partnership, 444 Mt. Rushmore Road N., PO Box 747, Rapid City, SD 57701; telephone (605) 343-1880; toll-free (800)956-0377; fax (605)343-1916; email info@rapiddevelopment.com

■ Education and Research

Elementary and Secondary Schools

The Rapid City School District, second largest in the state, covers 419 square miles. The district offers services to special education and academically gifted children as well as technology staff development and Native American education programs. Serving Ellsworth Air Force Base and the surrounding area, the Douglas School District has 2,400 students, one preschool, three elementary schools, one middle school, and one high school.

The following is a summary of data regarding the Rapid City Area Schools as of the 2005–2006 school year.

Total enrollment: 12,708

Number of facilities

elementary schools: 15
junior high/middle schools: 5
senior high schools: 3
other: 0

Student/teacher ratio: 14.8:1

Teacher salaries (2005–06)

elementary median: \$37,240
junior high/middle median: Not available
secondary median: Not available

Funding per pupil: \$6,529

Rapid City also has several alternative academies—Jefferson Academy and Odyssey Academy—and several Christian high schools, including Saint Thomas More and Rapid City Christian High School.

Colleges and Universities

South Dakota School of Mines and Technology (SDSM&T) has long been recognized as one of the best science and engineering colleges in the county. SDSM&T, which enrolls about 2,400 students, is known for its technological expertise and innovation, as well as for its world-famous Museum of Geology. The school offers 31 bachelor's, master's, doctoral, and co-curricular degrees. More than 85 percent of all School of Mines students have gained work experience through internships and co-ops before graduating. Over 90 percent of graduates have indicated they would return to the Black Hills if positions were available. Western Dakota Technical Institute provides diplomas and Associate in Applied Science degrees in 25 career fields to more than 4,000 students; fields of study include business and construction trades, agriculture, electronics, human services, computer-aided drafting, and mechanical career fields. Western Dakota Tech works closely with the local business community to provide student training programs. National American University offers a wide variety of bachelor's and associate's degrees in business to more than 2,300 students.

Libraries and Research Centers

The Rapid City Public Library, with more than 147,000 volumes, has strong collections in business and audiovisual materials, and operates one bookmobile, a homebound service and homework help. Its South Dakota collection includes many items for historical research. The library subscribes to several hundred magazines and newspapers and houses the collection of the Rapid City Society for Genealogical Research Inc. South Dakota School of Mines and Technology (SDSM&T), National American University, and Rapid City Regional Hospital also have libraries.

SDSM&T has been involved in providing research services for government, industry, and business for at least a century, with a primary emphasis on energy, the environment, and mineral development. They are also a regional Patent and Trademark Depository and house a large computer lab.

Public Library Information: Rapid City Public Library, 610 Quincy Street, Rapid City, SD 57701; telephone (605)394-4171; fax (605)394-4064

■ Health Care

Rapid City Regional Hospital provides comprehensive acute care services to South Dakota and portions of North Dakota, Nebraska, Wyoming, and Montana. The hospital is the main health care center between Minneapolis and Denver with 42 specialties including radiation, cardiology, and emerging medicine. The hospital is licensed for 310 acute-care and 56 psychiatric beds.

Employing more than 3,000 people, the hospital system offers care at Black Hills Rehabilitation Hospital, the John T. Vucurevich Cancer Care Center and the Regional Behavioral Health Center as well as clinics and out-patient care.

The Black Hills Regional Eye Institute is a not-for-profit corporation dedicated to providing the most modern and complex eye care for children and adults of the region. More than 2,000 eye surgeries are performed each year in one of the four surgical rooms at the Eye Surgery Center. The Institute physicians and staff travel to 12 satellite clinics throughout a five-state area to provide treatment of eye problems within the local communities.

Health care is also available at Rapid City Community Health Center, Sioux San Hospital, and the Black Hills Surgery Center.

■ Recreation

Sightseeing

The Black Hills Visitor Information Center has maps and brochures and is a good first stop on a trip to Rapid City. Visitors may wish to begin with a trip to Storybook Island, an 11-acre park with free attractions for youngsters. It is filled with dozens of larger-than-life sets that depict children's nursery rhymes and tales, including Yogi Bear's picnic basket and the Crooked Man's house. The unique Stavkirk Chapel, an exact replica of the famous 830-year-old Borgund Church in Norway, features intricate woodcarvings, strange dragon heads, and ingenious pegged construction. Fossil skeletons of giant, prehistoric marine reptiles command attention at the Museum of Geology at the South Dakota Schools of Mines and Technology. The museum also houses the world's finest exhibits of Badlands fossils and an extensive collection of rare and beautiful rocks, gems, and minerals from the Black Hills; more than 250,000 vertebrate fossils and 6,000 minerals are housed at the museum. Seven life-size concrete replicas of monstrous prehistoric reptiles are located in the outdoor park-like setting at Dinosaur Park.

With four different major collections, the Journey Museum tells the story of the Great Plains. Displays of rock formations, fossilized remains and documentation of significant scientific discoveries are found at the Museum of Geology. Collections from thousands of archeological sites can be examined at the Archeological Research Center. The Black Hills region's frontier past can be relived at the Minnilusa Pioneer Museum, which focuses on historic events and people. The Sioux Indian Museum celebrates Native Americans of the present and past through their artistry and achievements.

Twenty-five miles southwest of Rapid City, Mt. Rushmore National Memorial was carved from a mountainside of solid granite and features the busts of

four American presidents: Washington, Jefferson, Theodore Roosevelt, and Lincoln. Mt. Rushmore is host to almost three million visitors a year from across the country and around the world. Discovered in 1900, Jewel Cave, a national monument, contains more than 132 miles of surveyed passageways in an underground labyrinth that offers rare and unusual calcite crystal formations. Wind Cave, the first cave designated as part of the National Parks system, provides more than 125 miles of mapped corridors and halls, making it the fourth-longest cave in the world. With its jagged cliffs, deep canyons, flat-topped buttes, and rich fossils, Badlands National Park is one of the most stunning geological displays on earth. Crazy Horse Memorial is a mountain carving of the great Indian hero. Reptile Gardens, founded in 1937, gives spectators the opportunity to observe colorful birds and reptiles surrounded by thousands of orchids and other tropical and desert plants in its Skydome. The gardens also feature miniature horses and donkeys; the Bird Program, featuring hawks, owls, eagles, parrots, and other birds; an alligator and crocodile show; Bewitched Village, featuring trained animals; and the Snake Program. Bear Country U.S.A., a 250-acre drive-through wildlife park, features the world's largest collection of black bears plus a large and varied collection of North American wildlife including grizzly bears, timber wolves, mountain lions, buffalo, moose, elk, and more. Visitors are treated to the recently expanded visitor center, which allows visitors to step out of their vehicles and see young and smaller animals up close. The Air and Space Museum at the entrance of Ellsworth Air Force Base features more than 25 vintage aircraft. Several tour companies offer guided tours to some of the memorable sites featured in the award-winning film *Dances With Wolves*.

Arts and Culture

Dahl Fine Arts Center features exhibits of paintings and sculptures by local artists, especially local Native American artists. A 180-foot-long oil-on-canvas mural depicts 200 years of American History. The museum, which will move into a new facility in 2008, offers tours and family events. The Black Hills Community Theatre, Inc., the city's only community theater, is based in the Dahl Center's 170-seat auditorium. The nearby Black Hills Playhouse at Custer State Park is a professional theater and training center. Two puppet theaters entertain the community. Black Hills Dance Theatre, Inc. engages a variety of regionally and nationally recognized dance companies. The Black Hills Symphony Orchestra's 90 members offer educational outreach programs in the community and perform a variety of concerts. Other community arts attractions include the Black Hills Chamber Music Society, Rapid City Municipal Band, and the Dakota Choral Union.

Festivals and Holidays

More than 25 years of music and family entertainment is the focus of the Black Hills Bluegrass Music Festival, which is held in June. The Black Hills Heritage Festival celebrates the cultural heritage of the Black Hills at the end of June. The Sturgis Motorcycle Rally in nearby Sturgis attracts more than 500,000 visitors each August for concerts, food, vendors and demo and scenic motorcycle rides. The Central States Fair, a week-long extravaganza that entertains crowds from all over the region, also occurs in August. The Dakota Celtic Festival is held at the end of August/beginning of September. September brings fall color to the hills and a treat to the tastebuds at the nearby Taste of Spearfish celebration. October's Buffalo Roundup, where the visitor is invited to feel the thunder of 1,500 herded buffalo, is held annually at nearby Custer State Park. The annual Festival of Lights is held on Thanksgiving weekend. Rodeo fun is the attraction at January's Black Hills Stock Show and Rodeo. There are Mardi Gras and Chinese New Year celebrations in February. In addition, Indian pow wows are scheduled at various times throughout the state.

Sports for the Spectator

The Don Barnett Arena plays host to the Rapid City Flying Aces, an indoor football team. Rapid City's Annual Black Hills Stock Show & Rodeo in late January-early February, draws large crowds.

Sports for the Participant

Rapid City has more than 25 parks, playgrounds and special outdoor public facilities spanning 1,500 acres of park land inside the city limits. The largest, Sioux Park, offers 210 acres. A 13.5-mile bicycle path spans the town, which boasts a large number of golf courses, tennis courts, horseshoe courts, racquetball courts, outdoor swimming pools, an indoor aquatic facility, ball field complexes, soccer facilities, an ice arena, a hockey rink, and frisbee golf courses.

Outdoor lovers enjoy two ski areas, 400 miles of trails and nature walks, 14 mountain lakes and 300 miles of streams and reservoirs; blue ribbon trout fishing and many types of hunting are also available.

Shopping and Dining

Since its inception, Rapid City has been a commercial center for miners, ranchers, the military, and tourists. Downtown Rapid City, with more than 400 businesses, is a diverse mix of retail stores, financial institutions, service businesses, and lodging. Anchored by JCPenney, Sears, Herbergers and Target, the Rushmore Mall has a total of 120 retail stores. Other local shopping areas include Baken Park, the city's first shopping center; Prairie Market; Northgate Shopping Center; Haines Station; and the Sturgis Road shopping area. A number of Rapid City

shops specialize in fine hand-crafted paintings, pottery, jewelry, and museum quality reproductions created by the Sioux who live in the region. Manufacturers and retailers of the area's famous Black Hills Gold abound; many offer tours as well as retail stores.

Many fine restaurants are located throughout the city, featuring sizzling steaks cut from prime South Dakota beef. Fine dining can be enjoyed at the Corn Exchange Restaurant Bistro, Enigma Restaurant at the Radisson Hotel, Firehouse Brewing Company, Fireside Inn, Khoury's Mediterranean Cuisine, and Minerva's Restaurant and Bar.

Visitor Information: Rapid City Convention and Visitors Bureau, PO Box 747, Rapid City, SD 57709; telephone (605)718-8484; toll-free (800)487-3223; fax (605)348-9217; email tourist@rapidcitycvb.com. South Dakota Department of Tourism, 711 East Wells Avenue, Pierre, SD 57501; telephone (605)773-3301; toll-free (800)732-5682; fax (605)773-3256; email sdinfo@state.sd.us.

■ Convention Facilities

The Rushmore Plaza Civic Center, located near the heart of downtown Rapid City, provides a 10,000-seat arena, 150,000 square feet of exhibit space, a luxurious 1,752-seat theater, meeting rooms, and catering facilities. Seventy-five motels/hotels provide some 4,400 rooms. Alongside a flowing creek, greenway, and bike path is the Central States Fairgrounds convention facilities, which can accommodate groups of 25 to 6,000. It offers services such as a 224-unit campground, 6,000-seat grandstand, 8,000 vehicle parking spaces, and food service locations.

Convention Information: Rapid City Convention and Visitors Bureau, PO Box 747, Rapid City, SD 57709; telephone (605)718-8484; toll-free (800)487-3223; fax (605)348-9217; email tourist@rapidcitycvb.com

■ Transportation

Approaching the City

The Rapid City Regional Airport, 9 miles east of the city, is the third most active airport in the Northern Rockies. It offers flights to and from six major U.S. cities on five airlines: Northwest, Allegiant Air, SkyWest/Delta, United Express, and Frontier Airlines. Two fixed-base operators provide charter service. Charter bus service is provided by Black Hills Touring, Dakota Bus Service, Jack Rabbit Lines, Stagecoach West, and Gray Line of the Black Hills. Dakota Minnesota and Eastern Railroad offers transport to the east, south and west.

Several wide, modern highways intersect in the city. Interstate 90 runs east and west. State Highway 79, which runs north and south, is being expanded to a four-lane highway. U.S. Highway 14, which cuts through the city on an angle, runs northwest to southeast. U.S. Highway 16 approaches the city center from the south. Six highways lead from the north, west, and south into the canyons and mountains.

Traveling in the City

The city is divided into three main areas named by locals according to compass direction: South Robbinsdale, North Rapid City, and West Rapid. Two inter-city bus lines serve Rapid City. City bus service is offered by the Rapid Transit System. Dial A Ride offers curb to curb service for transport of ADA certified passengers. Rapid Ride, a fixed-route bus system, takes passengers to more than 200 stops along five city and two connector routes.

■ Communications

Newspapers and Magazines

The city's daily newspaper is the *Rapid City Journal*. Other local newspapers include the weeklies *The Plainsman* and *Indian Country Today*. *The Visitor* is a quarterly magazine; *Investment Report* is a monthly magazine published in Rapid City.

Television and Radio

Rapid City is served by four network television stations and two cable companies. The city has 12 AM and FM radio stations.

Media Information: *Rapid City Journal*, 507 Main Street, PO Box 450, Rapid City, SD 57701; telephone (605)394-8400

Rapid City Online

City of Rapid City. Available www.rcgov.org

Ellsworth Air Force Base. Available www.ellsworth.af.mil

Rapid City Area Economic Development Partnership. Available www.rapiddevelopment.com

Rapid City Convention & Visitors Bureau. Available www.rapidcitycvb.com

Rapid City Public Library. Available www.rapidcitylibrary.org

South Dakota Arts Council. Available www.sdarts.org

BIBLIOGRAPHY

Riney, Scott, *The Rapid City Indian School, 1898-1933* (University of Oklahoma Press, 1999)



Sioux Falls

■ The City in Brief

Founded: 1856 (incorporated 1889)

Head Official: Mayor Dave Munson (since 2002)

City Population

1980: Not available

1990: 100,836

2000: 123,975

2006 estimate: 142,396

Percent change, 1990–2000: 22.9%

U.S. rank in 1980: 223rd

U.S. rank in 1990: 194th

U.S. rank in 2000: 195th

Metropolitan Area Population

1980: 109,435

1990: 139,236

2000: 172,412

2006 estimate: 212,911

Percent change, 1990–2000: 23.8%

U.S. rank in 1980: 270th

U.S. rank in 1990: Not available

U.S. rank in 2000: 180th

Area: 56.34 square miles (2000)

Elevation: 1,421 feet above sea level

Average Annual Temperatures: January, 14.0° F; July, 73.0° F; annual average, 45.1° F

Average Annual Precipitation: 24.69 inches of rain; 41.1 inches of snow

Major Economic Sectors: Wholesale and retail trade, services, manufacturing

Unemployment Rate: 2.3% (June 2007)

Per Capita Income: \$25,345 (2005)

2005 FBI Crime Index Property: 4,264

2005 FBI Crime Index Violent: 473

Major Colleges and Universities: Augustana College; University of Sioux Falls

Daily Newspaper: *Argus Leader*

■ Introduction

Sioux Falls, seat of South Dakota's Minnehaha County, is the largest city in the state and the center of the metropolitan statistical area that includes Sioux Falls as well as Lincoln and Minnehaha counties. The city first grew during the Dakota boom years of the late nineteenth century as the arrival of the railroad made possible the nationwide transportation of granite quarried in Sioux Falls. Sioux Falls has grown in many ways since then, and consistently tops the rankings by *Forbes* and *Inc.* magazines of top cities for business.

■ Geography and Climate

Located in the Big Sioux River Valley in southeast South Dakota, Sioux Falls is surrounded by gently rolling terrain that slopes to higher elevations approximately 100 miles to the north-northeast and to the south. The city's climate is continental, exhibiting frequent weather changes from day to day and from week to week as differing air masses move into the area. During the late fall and winter, strong winds cause abrupt drops in temperature, but cold spells are usually of short duration. Snowfall and sleet average 41.1 inches yearly, and one or two heavy snows fall each winter, with blizzard conditions sometimes resulting. Thunderstorms are common in late spring and summer; tornadoes can occur from spring through summer. Flooding from melting snow runoff in the

spring along the Big Sioux River and Skunk Creek is reduced by a diversion canal around the city.

Area: 56.34 square miles (2000)

Elevation: 1,421 feet above sea level

Average Temperatures: January, 14.0° F; July, 73.0° F; annual average, 45.1° F

Average Annual Precipitation: 24.69 inches of rain; 41.1 inches of snow

■ History

Falls on Big Sioux River Attract Settlers

Attracted by the economic potential of the Sioux Falls on the Big Sioux River, Dr. George M. Staples of Dubuque, Iowa, organized Western Town near the falls in 1856. Staples and his group hoped that the settlement would become the capital of the Territory of Dakota, but it was not chosen. Instead, in the winter of 1856, the Legislature of Minnesota Territory chartered the Dakota Land Company and established the town of Sioux Falls.

In August 1862 the settlers, fearing violence from the local Native Americans, abandoned the village. Raiders burned the buildings and destroyed everything, including an old Smith printing press used by the *Sioux Falls Democrat* that was dumped in the Big Sioux River after it was stripped of decorative items. Fort Dakota, a military post, was established in the area in May 1865, to help assure the resettlement of Sioux Falls. Another incentive came when the water power of the falls was harnessed in 1873. A scourge of grasshoppers in 1874 hurt resettlement, but by 1876 Sioux Falls claimed a population of 600 people. Sioux Falls was incorporated as a town in 1877 and as a city in 1889.

In the last decades of the nineteenth century, Northern European immigrants were attracted to the Territory of Dakota, which resembled their homeland. The establishment of rail transport in the area in 1878 enabled locals to begin shipping “Sioux Falls granite,” a pink quartzite bedrock second only to diamond in hardness. The city’s two church-affiliated private schools date to this period; Augustana College, a Lutheran school, was founded in 1860, and the University of Sioux Falls, a Baptist school, opened in 1883.

Agriculture Provides Economic Base

Life on the Plains was a test of endurance. Snow began falling in October 1880 and continued until the following spring, isolating residents and forcing them to burn corn, wheat, hay, and railroad ties for heat sources. In spite of hardship, Sioux Falls gained in economic importance. South Dakota’s lenient divorce law brought outsiders into Sioux Falls until the law was changed in 1908. One

memorable case unfolded when the wife of heavyweight boxing champion Bob Fitzsimmons sought a divorce in Sioux Falls. Her distraught husband followed her and managed to change her mind. To celebrate their reunion, Fitzsimmons forged horseshoes and passed them out to admirers; in the process, the local blacksmith shop’s floor gave way, injuring a young boy. Fitzsimmons then organized a benefit performance and gave the proceeds to the boy’s family.

In 1942 the U.S. War Department leased Sioux Falls land for the construction of the Air Force Technical Radio School, invigorating the local economy and social life. Sioux Falls native Joe Foss won the Congressional Medal of Honor for shooting down 31 enemy airplanes in the Pacific campaign of World War II; after the war, Foss returned to Sioux Falls to become a successful businessman and commander of the South Dakota Air National Guard.

A Leader in Financial Services and Retail

Today Sioux Falls, through the processing of agricultural products, serves as a distribution center for farms in Iowa, Minnesota, and South Dakota. Ushered in by Citicorp, financial services has emerged as a primary industry, with healthcare close behind. The city is also a retail hot spot—the largest retail center between Denver and Minneapolis-St. Paul, Sioux Falls attracts more than 14 million shoppers each year. Spurred in part by a statewide initiative, the city is focusing on becoming a driving force in research and technology. Sioux Falls offers amenities and points of interest including the University of Sioux Falls and Augustana College, a Baptist seminary, a school for the deaf, and its namesake, the Falls of the Big Sioux River.

Historical Information: Pettigrew Home & Museum, 8th and Duluth, Sioux Falls, SD 57102; telephone (605)367-7097

■ Population Profile

Metropolitan Area Residents

1980: 109,435
1990: 139,236
2000: 172,412
2006 estimate: 212,911
Percent change, 1990–2000: 23.8%
U.S. rank in 1980: 270th
U.S. rank in 1990: Not available
U.S. rank in 2000: 180th

City Residents

1980: Not available
1990: 100,836
2000: 123,975



Photograph by Rich Murphy. Provided by the Sioux Falls Convention and Visitors Bureau.

2006 estimate: 142,396
 Percent change, 1990–2000: 22.9%
 U.S. rank in 1980: 223rd
 U.S. rank in 1990: 194th
 U.S. rank in 2000: 195th

Density: 2,201.4 people per square mile (in 2000)

Racial and ethnic characteristics (2000)

White: 113,938
 Black: 2,226
 American Indian and Alaska Native: 2,627
 Asian: 1,479
 Native Hawaiian and Pacific Islander: 68
 Hispanic or Latino (may be of any race): 3,087
 Other: 1,521

Percent of residents born in state: 57.5% (2006)

Age characteristics (2005)

Population under 5 years old: 10,825
 Population 5 to 9 years old: 8,196
 Population 10 to 14 years old: 7,889
 Population 15 to 19 years old: 8,116
 Population 20 to 24 years old: 11,128

Population 25 to 34 years old: 21,491
 Population 35 to 44 years old: 19,234
 Population 45 to 54 years old: 18,588
 Population 55 to 59 years old: 7,495
 Population 60 to 64 years old: 4,683
 Population 65 to 74 years old: 7,417
 Population 75 to 84 years old: 5,692
 Population 85 years and older: 1,604
 Median age: 34.4 years

Births (2006, MSA)

Total number: 3,308

Deaths (2006, MSA)

Total number: 1,539

Money income (2005)

Per capita income: \$25,345
 Median household income: \$44,341
 Total households: 57,108

Number of households with income of...

less than \$10,000: 4,124
 \$10,000 to \$14,999: 3,405
 \$15,000 to \$24,999: 7,983

\$25,000 to \$34,999: 7,609
\$35,000 to \$49,999: 9,159
\$50,000 to \$74,999: 12,072
\$75,000 to \$99,999: 6,001
\$100,000 to \$149,999: 4,305
\$150,000 to \$199,999: 882
\$200,000 or more: 1,568

Percent of families below poverty level: 10% (2005)

2005 FBI Crime Index Property: 4,264

2005 FBI Crime Index Violent: 473

■ Municipal Government

Sioux Falls is governed by a full-time mayor and eight part-time council persons. Three of the council members are elected at-large and five are elected from council districts. Voters elect the mayor and council persons to staggered four-year terms.

Head Official: Mayor Dave Munson (since 2002; current term expires 2010)

Total Number of City Employees: approximately 1,100 (2007)

City Information: City of Sioux Falls, 224 W. 9th St., Sioux Falls, SD 57117; telephone (605)367-8000

■ Economy

Major Industries and Commercial Activity

In 2007 for the fifth consecutive year, *Forbes* magazine named Sioux Falls the best small city for business and careers, a ranking based on employment, job and income growth, cost of doing business, labor pool, crime rate, housing costs, and net migration. The Sioux Falls economy is comprised of a diversity of sectors, including finance, healthcare, retailing, agriculture, tourism, and distribution and trade.

Set in a fertile agricultural region and the site of one of the world's largest stockyards, Sioux Falls has traditionally been a center for the agricultural industry. Crops grown include corn and soybeans. Hogs, cattle, poultry, and eggs are also raised in the region. John Morrell & Company, a meat packer, is the city's fourth largest employer. Among other agriculture-related activities are meat processing, the production of dairy and bakery items, livestock feed milling, and the manufacture of farm implements and equipment.

When Citicorp moved its credit card operations to Sioux Falls in 1980, it launched the city to new heights in financial services. In the two decades since that time, other financial companies followed, as did those in such

related sectors as insurance and real estate. The main offices of state and regional banks, as well as brokerage and insurance firms with nationwide connections, are based in the downtown financial district.

The healthcare industry figures significantly in the city's economic stability. Sioux Falls has emerged as a regional health care center, with the two major hospitals ranking as the top employers in the city, employing more than 9,500 combined. Private physician clinics employ more than 1,000 workers.

Sioux Falls is the largest retail center between Denver and Minneapolis-St. Paul. As such, it attracts more than 14 million shoppers annually from throughout the state as well as from Iowa, Minnesota, and Nebraska. Approximately 3,500 retail outlets employ 20 percent of Sioux Falls' labor force.

Other economic sectors important to the city are tourism, which is South Dakota's second largest industry, and distribution and trade, which take advantage of the interstate highway network and the Sioux Falls Regional Airport.

Items and goods produced: meat and meat products, fabricated steel, concrete blocks and prestressed concrete, millwork, sewn items, electronic test equipment, corrugated boxes, computer components

Incentive Programs—New and Existing Companies

Local programs: To encourage economic expansion, the Sioux Falls Development Foundation and the Chamber of Commerce jointly undertook a long-range marketing program titled "Forward Sioux Falls." The program goals include diversification of the local and state economies, creation of new enterprises, expansion of existing businesses, growth of the tax base through capital investment, and continued development of medical services, food processing, and retailing.

The Sioux Falls Development Foundation offers a number of incentives to attract new companies and retain existing businesses. The Property Tax Abatement allows new structures to be taxed at a lower rate. The Rural Electric Economic Development Fund, available in the eastern part of the state, offers financing for business development. The Minnehaha County Economic Development Association offers a Revolving Loan Fund for projects that result in significant capital investment and/or the creation of quality jobs.

State programs: The business climate of South Dakota is the first big plus for new and expanding businesses. Company owners pay no corporate or personal state income tax, no business inventory tax, and very low workers compensation rates. Additionally, the Micro-LOAN South Dakota Program offers loans to small businesses in amounts up to \$50,000 for use as working

capital or for equipment, real estate, or other project costs. The state also offers the Revolving Economic Development & Initiative Fund to provide financing for new or existing businesses, and Economic Development Finance Authority Bonds to finance up to 80 percent of new construction and 75 percent of new equipment expenditures.

Job training programs: The state's Workforce Development Program provides businesses with partial funding to train new employees, retrain existing workers, or upgrade the training of current employees. Kilian Community College meets the educational demands of the local labor force by providing continuing education and customized training programs.

Development Projects

By the early 2000s, the population of Sioux Falls was growing at a rate of more than 3,000 residents each year, putting a strain on indoor public facilities. In response, the city established the Public Facilities Task Force in early 2004 to examine alternatives for accommodating this growth while still attracting visitors and new residents. One problem in particular needed to be addressed—the 40-year-old Sioux Falls Arena was typically booked with sporting events, rendering it unavailable for conventions and meetings. The task force arrived at a three-pronged solution. An Event Center would be constructed to accommodate stage productions and professional, college, and high school sports, as well as such events as rodeos, circuses, and rallies. A Recreation Center would offer indoor features including swimming pools, hockey rinks, soccer fields, a walking/jogging track, adventure gym, playground area, and conditioning area. Finally, the existing Sioux Falls Arena would be redesigned as a convention center complex. The Event Center would be located downtown and the Recreation Center would be built at Nelson Park. Remodeling of the Sioux Falls Arena was scheduled to begin in 2008.

The “Phillips to the Falls” project was underway in the mid-2000s. This expansion project will connect Falls Park, the city's natural beauty centerpiece, to downtown via Phillips Avenue, enabling people to walk from the park through the city's showcase of restored twentieth-century commercial architecture. By acquiring additional land, the city was also pursuing expansion of Falls Park to the north.

South Dakota has adopted the “2010 Initiative,” a state-wide program to increase economic growth and visitor spending by the year 2010. Among the goals of the initiative are to double visitor spending from \$600 million to \$1.2 billion; to increase the gross state product by \$10 billion; and to become a recognized leader in research and technology. By 2005 Sioux Falls was already experiencing success in these areas. In 2003 Hematech LLC, a biotechnology firm, announced plans to construct a \$15 million headquarters and plant in the city. As of

2007 Hematech occupied nearly 20,000 square feet of laboratory space in the Sioux Falls Technology Park.

Economic Development Information: Sioux Falls Development Foundation, 200 N. Phillips Ave., Ste. 101, Sioux Falls, SD 57101; telephone (605)339-0103; toll-free (800)658-3373; fax (605)339-0055; email info@siouxfalls.com

Commercial Shipping

Sioux Falls, known as one of the “Crossroads of the Nation,” is situated at the intersection of I-90, an east-west highway connecting Boston, MA, with Seattle, WA, and I-29, which runs north-south between Kansas City, Kansas, and Winnipeg, Manitoba, Canada. So situated, the city has long been a hub for the distribution of automobiles, trucks, food, fuel, oil, gasoline, machinery, plastics, and paper products. More than 50 truck lines provide over-the-road transportation through Sioux Falls to markets throughout the nation. Rail service is provided by Burlington Northern Santa Fe and the Ellis & Eastern railroads. Air cargo services at Sioux Falls Regional Airport, the largest regional airport in South Dakota, are provided by FedEx, United Parcel Service, and DHL Worldwide. Additionally, the airport serves as the state's only Foreign Trade Zone, an area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty.

Labor Force and Employment Outlook

Sioux Falls is consistently listed among the top metropolitan areas for economic strength and an expanding business community. Companies moving to Sioux Falls routinely report an increase in productivity and a decrease in overhead costs. In September 2007 the total civilian labor force was approximately 125,400; 3,000 workers were unemployed, for an unemployment rate of 2.4 percent, well below the national average of 4.7 percent.

The following is a summary of data regarding the Sioux Falls metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 129,400

Number of workers employed in . . .

- construction and mining: 7,800
- manufacturing: 13,100
- trade, transportation and utilities: 27,900
- information: 3,000
- financial activities: 15,800
- professional and business services: 10,000
- educational and health services: 22,900
- leisure and hospitality: 12,600
- other services: 4,600
- government: 11,700

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 2.3% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Sanford Health	5,000
Avera McKennan Hospital and University Medical Center	4,600
Citibank South Dakota	3,200
John Morrell and Co.	3,000
Women's Center	2,000
U.S Air National Guard	1,100
HSBC Card SVC	1,000
Wells Fargo Bank	1,000
Hutchinson Technology Co.	750

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Sioux Falls area.

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: 92.0

State income tax rate: None

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 1.92%

Property tax rate: \$24.546 per \$1,000 of assessed valuation (2003)

Economic Information: Sioux Falls Development Foundation, 200 N. Phillips Ave., Ste. 101, Sioux Falls, SD 57101; telephone (605)339-0103; toll-free (800) 658-3373; fax (605)339-0055; email info@siouxfalls.com

■ Education and Research

Elementary and Secondary Schools

South Dakota boasts one of the highest graduation rates in the country. Public elementary and secondary schools in Sioux Falls are in Sioux Falls School District, which enrolls the highest number of students in the state. A five-member, nonpartisan school board appoints a superintendent. Teachers in the district have an average of 15 years of experience, and more than 45 percent hold advanced degrees.

The following is a summary of data regarding the Sioux Falls School District as of the 2005–2006 school year.

Total enrollment: 18,181

Number of facilities

elementary schools: 23
 junior high/middle schools: 5
 senior high schools: 3
 other: 0

Student/teacher ratio: 15.1:1

Teacher salaries (2005–06)

elementary median: \$37,728 (all levels)
 junior high/middle median: Not available
 secondary median: Not available

Funding per pupil: \$6,464

Some 20 parochial and private elementary and secondary schools provide alternative educational curricula to about 4,000 students. Special schools in the city include a vocational school for the handicapped, a school and hospital for disabled children, and a school for the deaf.

Public Schools Information: Sioux Falls School District, 201 E. 38th St., Sioux Falls, SD 57105; telephone (605)367-7900

Colleges and Universities

Sioux Falls is home to Augustana College, the largest private college in the state. Affiliated with the Evangelical Lutheran Church and enrolling 1,650 full-time students each year, the college awards Bachelor of Arts degrees in more than 40 areas of study and Masters of Arts in nursing and secondary/special education. The University of Sioux Falls, affiliated with the American Baptist Churches USA, enrolls 1,670 students pursuing degrees in such areas as business administration, elementary education, exercise science, biology, and theology/philosophy. University Center is a partnership of five universities—the University of South Dakota, South Dakota State University, Dakota State University, Northern State University, and Black Hills State University. The University Center caters to adult students by offering evening and once-per-week classes; each year more than 1,900 students pursue degrees at the certificate, associate's, bachelor's, master's, and doctoral levels.

In 2001 the Southeast Technical Institute, which serves 3,500 full- and part-time students, opened the newest building on its 168-acre campus. The Sioux Falls campus of Colorado Technical University offers associate, bachelors, and masters degrees in such areas as technology, business, criminal justice, and health sciences. Sioux Falls serves as the primary clinical campus of the Sanford

School of Medicine of the University of South Dakota, as well as the site for the nurse anesthesia graduate program of Mount Marty College. Kilian Community College, located in downtown Sioux Falls, offers studies in such areas as accounting, business management, computers, chemical dependency, medical office professional, and word processing. Other institutions of higher learning include National American University, Sioux Falls Seminary, and the Sanford School of Radiologic Technology.

Libraries and Research Centers

The Siouxland Libraries System maintains holdings of about 387,000 items including periodical titles, tapes, videos, and art prints. It consists of the main library, 11 branches, a bookmobile, and an outreach service van. The library, a depository for federal and state documents, houses special collections in South Dakota history and oral history.

The Mikkelsen Library and Learning Resources Center at Augustana College holds more than 200,000 volumes; the Center for Western Studies, a special collection within the library system, brings together 30,000 volumes pertaining to the Upper Great Plains and oral history.

A dozen or so other libraries and research centers are operated by colleges, hospitals, Siouxland Heritage Museums, and such government agencies as the Sioux Falls Police Department, the South Dakota State Penitentiary, and the United States Geological Survey.

Public Library Information: Siouxland Libraries, PO Box 7403, Sioux Falls, SD 57117-7403; telephone (605)367-8720; fax (605)367-4312

■ Health Care

Sioux Falls has emerged as a major center for health care in a four-state region of the Upper Midwest. Central to the health care community is the University of South Dakota School of Medicine; several of the city's practicing physicians serve on the faculty of the School of Medicine, which maintains an association with five hospitals in the area. Sanford Health, previously known as Sioux Valley Hospitals and Health System, is a network of more than 150 healthcare facilities with more than 350 physicians. In February 2007 the system announced its name change to Sanford Health to commemorate a \$400 million gift from businessman and philanthropist T. Denny Sanford. Sanford was named "One of America's Best" by *US News & World Report* in 2006, and ranked as one of the "Nation's Top Hospitals for 2006" by the National Research Corporation. The largest hospital in the system in Sanford USD Medical Center, and the Sanford Clinic is the largest and most comprehensive in the region. In 2002 Sanford opened the NORTH Center, specializing in orthopedic and neurosciences. The

Avera Heart Hospital of South Dakota is the area's only hospital specializing in cardiovascular disease: the hospital is a cooperative venture between Avera McKennan Hospital and University Health Center, North Central Heart Institute, and MedCath, Inc. The 490-bed Avera McKennan Hospital offers the region's only burn unit, bone marrow transplant program, and kidney transport program. Other facilities include the Sioux Falls Veterans Affairs Medical Center, the Children's Care Hospital and School, and Select Specialty Hospital, providing long-term acute care to patients with such health problems as traumatic brain injuries, ventilator dependence, and postsurgical complications.

■ Recreation

Sightseeing

Local sightseeing revolves around the natural beauty and history of Sioux Falls. A good place to begin a sightseeing tour is at the Visitor Information Center and 50-foot observation tower at Falls Park. This park is located where the Big Sioux River forms the Falls, a natural phenomenon from which the city takes its name. Falls Park is home to two buildings listed on the National Register of Historic Places—the 1907 Sioux Falls Light & Power Hydroelectric Plant, known as the "NSP Building," and the Queen Bee Mill, a flour mill built in the nineteenth century that proved to be too large for the river's typical water flow. The Memorial to the Pioneers at the junction of North Drive and North Cliff Avenue marks the spot where pioneers from Iowa first saw the Falls of the Sioux. The Monarch of the Plains Sculpture is a 12-ton piece of mahogany granite, and the Horse Barn Arts Center features the works of local artists. Falls Park also offers Sound and Light shows, self-guided historic walking tours, and a farmers market. St. Joseph Cathedral is a 1918 Romanesque and French Renaissance cathedral and is one of the city's finest and most recognizable landmarks. Also on the grounds is a Mothers Garden, including a grotto of Our Lady of Lourdes.

The 45-acre Great Plains Zoo is home to more than 100 species represented by more than 400 live reptiles, birds, and mammals from around the world. The adjoining Delbridge Museum of Natural History features an extensive display of mounted animals. Sertoma Park, situated aside the Big Sioux River, features picnic shelters, the Outdoor Campus park, and the Sertoma Butterfly House, a facility housing nearly 1,000 butterflies that opened in 2002. Created between 1928 and 1936, the Shoto-teien Japanese Gardens near Covell Lake have been restored. The Pettigrew Home and Museum is the renovated home of one of South Dakota's first two United States Senators. The USS *South Dakota* Battleship Memorial honors the most decorated battleship of World War II. At EROS Data Center, a United States

Department of Interior research and development facility near Sioux Falls, millions of satellite and aircraft photos of the earth are on display together with a pictorial history of Sioux Falls from 1937 to the present. Located five miles west of Sioux Falls is Buffalo Ridge, a cowboy ghost town featuring more than 50 exhibits, a buffalo herd, and the region's largest souvenir and fireworks store.

Arts and Culture

The Sioux Falls Community Playhouse stages a season of theater productions at the Orpheum Theatre; these range from drama to musicals and children's shows and draw casts from local performers. The Olde Towne Dinner Theatre in Worthing presents live theater and dinner. The drama departments at Augustana College and the University of Sioux Falls mount productions during the school year. Local cultural groups sponsor touring dance, musical, and Broadway performances at the University of Sioux Falls' Jeschke Fine Arts Center.

The Washington Pavilion of Arts & Science is the region's leading entertainment, cultural, and educational facility, comprised of several distinct components. The Husby Performing Arts Center is home to the South Dakota Symphony, which presents classical and pops concerts featuring guest artists and soloists during a September-through-May season. The Kirby Science Discovery Center features interactive exhibits and the Wells Fargo CineDome Theater presents IMAX motion pictures in a 60-foot domed theater. Six art galleries comprise the Visual Arts Center. The Washington Pavilion also houses an educational and gift shop, as well as a café.

Exhibits at the Siouxland Heritage Museums and Center for Western Studies capture the culture of the area's Plains tribes and the city's early settlers. The Old Courthouse Museum features a restored 1890s courtroom and law library. Art from the nation's top western artists, including work by the late Jim Savage, and Sioux culture items are on display at the Center for Western Studies. Minnehaha County's historic rural churches offer a chance to examine nineteenth-century church architecture and religious customs imported to the western frontier from Norway, Sweden, and other Scandinavian countries. Sioux Falls also has a wealth of galleries for art lovers to discover.

Festivals and Holidays

More than 30,000 visitors attend the Sioux Falls and Sioux Empire farm shows at the W.H. Lyon Fairgrounds over four days in January. St. Patrick's Day is celebrated with a parade downtown. A major spring event is the Festival of Choirs at Augustana College. June brings RibFest, known as "South Dakota's Biggest Backyard BBQ." Also taking place that month are the Siouxland Renaissance Festival, the Sioux Falls Festival of Cultures, Artfalls Fine Arts Festival, Automania, and Nordland

Fest, Augustana College's tribute to Scandinavia. Free jazz and blues music can be heard for two days in July at JazzFest. Hot Harley Nights, which includes a motorcycle parade through downtown, and Hot Summer Nites, offering rock and roll music and a display of hundreds of Corvettes and Harleys, both take place in July as well.

The Sidewalk Arts Festival, the region's largest one-day outdoor festival, draws 50,000 people each September with 350 fine art, folk art, craft, and food booths. German Fest, the Downtown Harvest Festival, and Spirit of the West, a tribute to the area's western heritage, are also held in September. High school marching bands participate in competitions and a parade in October's Festival of Bands. Also in October is Autumn Fest, an arts and crafts fair with more than 500 artists and crafts people from 30 states exhibiting one-of-a-kind handcrafted gifts. The holiday season begins in November with the Parade of Lights, Festival of Trees, and Winter Wonderland at Falls Park. The year comes to a close with First Night, an alcohol-free family celebration taking place throughout Sioux Falls during the day and evening of December 31st.

Sports for the Spectator

The Sioux Falls Arena hosts home games of the Continental Basketball Association's Sioux Falls Skyforce, the U.S. Hockey League's Sioux Falls Stampede, and the Indoor Football League's Sioux Falls Storm, which had its inaugural season in 2001. The Sioux Falls Stampede won the U.S. Hockey League's Clark Cup during the 2006-07 season. The Sioux Falls Storm won three consecutive championships in 2005, 2006, and 2007, and by November 16, 2007 had won 38 straight games, the longest winning streak in professional sports history. The Sioux Falls Canaries play baseball at Sioux Falls Stadium. O'Gorman High School hosts the minor league football competitions of the Dakota Lawdawgs. On September 26, 2007 the Sioux Falls Spitfire soccer team suspended operations.

Augustana College and the University of Sioux Falls both have successful football college teams that compete in most collegiate sports. State high school basketball tournament competition takes place at Sioux Falls Arena in March. Sioux Falls softball and baseball fields and the Sioux Falls Stadium host local, regional, and national competition throughout the season. The acclaimed Howard Wood Field hosts track and football events.

Sports for the Participant

Golf magazine has raved about Sioux Falls's golf courses and the opportunities they offer for "prairie golf." The magazine praised the area's "gently rolling topography with an ambiance close to the links courses of Scotland, minus the heather and ocean spray." The city of Sioux Falls maintains some 70 parks and outdoor recreation centers totaling more than 2,800 acres. In addition to the

usual park facilities there are swimming pools, soccer fields, lighted skating areas, sand volleyball courts, a disc golf course, and cross-country ski trails. The 16-mile Greenway system of bicycle and hiking trails is a popular attraction. The city is the gateway to the glacial lakes region and the Missouri River, where the walleye fishing is said to be the best in the country. Hundreds of thousands of hunters come to South Dakota each fall for ring-neck pheasant and waterfowl hunting. Winter sports enthusiasts gather at Great Bear Recreation Park for downhill skiing, snowboarding, and tubing.

Shopping and Dining

Shopping malls and a redeveloped downtown retail district in Sioux Falls offer shoppers more than 3,200 options ranging from small specialty shops to major retail outlets. The Empire Mall and Empire East contain 180 retail establishments. Park Ridge Galleria, the oldest enclosed shopping center in Sioux Falls, is an upscale specialty mall located downtown. Sioux Falls is a central trading center for Native American crafts. Buyers travel to state reservations, including Rosebud and Pine Ridge, to supply local outlets such as Prairie Star Gallery with star quilts, painted hides, sculpture, and jewelry, designed and made by tribal crafters. Shopping is also available at the Old Courthouse Museum downtown. The Downtown Farmer's Market is open every Saturday from the beginning of May to the end of October. Vendors offer a large variety of farm fresh fruits and vegetables, honey, meats, poultry, eggs, plants, flowers, baked goods, and herbs.

More than 500 restaurants present menu choices that include Japanese, Chinese, French, Mexican, and Greek dishes. The local specialty is beefsteak; venison is also popular.

Visitor Information: Sioux Falls Convention & Visitors Bureau, 200 N. Phillips Ave., Ste. 102, Sioux Falls, SD 57104; telephone (605)336-1620; toll-free (800)333-2072; fax (605)336-6499; email sfcvb@sioux-falls.com

■ Convention Facilities

With more than 50,000 square feet of column-free exhibit space on the main floor and an additional 11,000 square feet in meeting rooms, the Sioux Falls Convention Center is the largest in the state. It hosts major national and regional conventions, meetings, and trade shows. The convention center is physically attached to the Sioux Falls Arena, which adds seating for 8,000 people and brings the total amount of exhibit space to more than 100,000 square feet; the Sioux Falls Arena will undergo a transformation into an exclusive convention and meeting facility in 2008. Meeting facilities are also offered by hotels and motels that provide more than 3,800 guest rooms in metropolitan Sioux Falls.

Convention Information: Sioux Falls Convention & Visitors Bureau, 200 N. Phillips Ave., Ste. 102, Sioux Falls, SD 57104; telephone (605)336-1620; toll-free (800)333-2072; fax (605)336-6499; email sfcvb@sioux-falls.com

■ Transportation

Approaching the City

The largest air facility in South Dakota, Sioux Falls Regional Airport at Joe Foss Field is the destination for air traffic into Sioux Falls. Northwest Airlines and Northwest AirlinK, Delta Connection, United Express, and Allegiant Air offer connections to over 200 domestic cities as well as many international destinations.

East-west I-90, joining Boston and Seattle, and north-south I-29, connecting metropolitan Kansas City with Winnipeg, Canada, intersect northwest of Sioux Falls. I-229, a beltway around the eastern sector of the city, links I-90 and I-29. U.S. highways 18 and 81 also serve the area.

Traveling in the City

Sioux Falls Transit provides bus transportation and a trolley available for special tours, and Sioux Falls Paratransit provides service to the elderly and disabled. The Sioux Falls Trolley offers free transport to Falls Park and downtown attractions on weekdays and Saturdays throughout the summer.

■ Communications

Newspapers and Magazines

The Sioux Falls daily newspaper is the *Argus Leader*, which is distributed every morning. Other newspapers, including a farm tabloid and college publications, appear weekly and bimonthly. Several magazines are published in Sioux Falls on such subjects as education, wool growing, trucking, knitting and weaving, and poetry.

Television and Radio

Six television stations are received in Sioux Falls: ABC, CBS, NBC, FOX, PBS, and an independent station. Cable channels are available by subscription. Radio listeners tune in programs on nearly two dozen AM and FM radio stations in the city, which also receives radio broadcasts from Florence and Reliance, South Dakota.

Media Information: *Argus Leader*, 200 S. Minnesota Ave., PO Box 5034, Sioux Falls, SD 57117-5034; telephone (605)331-2300; fax (605)331-2294; email argusnews@argusleader.com

Sioux Falls Online

Argus Leader. Available www.argusleader.com
City of Sioux Falls home page. Available [www](http://www.siouxfalls.org)
.siouxfalls.org
Sioux Falls Area Chamber of Commerce. Available
www.siouxfallschamber.com
Sioux Falls Convention & Visitors Bureau. Available
www.siouxfallscvb.com
Sioux Falls Development Foundation. Available
www.siouxfallsdevelopment.com
Sioux Falls School District. Available [www.sf.k12](http://www.sf.k12.sd.us)
.sd.us
Siouxland Libraries. Available www.siouxlandlib.org

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York: Harper & Row, 1971)
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York: Walker, 1992)



Wisconsin

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Green Bay...551

Madison...561

Milwaukee...571

Racine...583



The State in Brief

Nickname: Badger State

Motto: Forward

Flower: Wood violet

Bird: Robin

Area: 65,498 square miles (2000; U.S. rank 23rd)

Elevation: Ranges from 579 feet to 1,951 feet above sea level

Climate: Tempered by the Great Lakes, with winters more severe in the north and summers warmer in the south

Admitted to Union: May 29, 1848

Capital: Madison

Head Official: Governor Jim Doyle (D) (until 2010)

Population

1980: 4,706,000

1990: 4,891,769

2000: 5,363,675

2006 estimate: 5,556,506

Percent change, 1990–2000: 9.6%

U.S. rank in 2006: 20th

Percent of residents born in state: 72.13% (2006)

Density: 101.9 people per square mile (2006)

2006 FBI Crime Index Total: 172,354

Racial and Ethnic Characteristics (2006)

White: 4,859,689

Black or African American: 328,376

American Indian and Alaska Native: 47,727

Asian: 110,778

Native Hawaiian and Pacific Islander: 1,622

Hispanic or Latino (may be of any race): 256,304

Other: 136,736

Age Characteristics (2006)

Population under 5 years old: 351,702

Population 5 to 19 years old: 1,122,393

Percent of population 65 years and over: 13.0%

Median age: 37.6

Vital Statistics

Total number of births (2006): 69,650

Total number of deaths (2006): 46,922

AIDS cases reported through 2005: 4,332

Economy

Major industries: Manufacturing; agriculture; finance, insurance, and real estate; wholesale and retail trade; services

Unemployment rate (2006): 5.5%

Per capita income (2006): \$24,875

Median household income (2006): \$48,772

Percentage of persons below poverty level (2006): 11.0%

Income tax rate: 4.6% to 6.75%

Sales tax rate: 5.0%



Appleton

■ The City in Brief

Founded: 1835 (incorporated 1853)

Head Official: Mayor Timothy M. Hanna
(NP) (since 1996)

City Population

1980: 58,913

1990: 65,695

2000: 70,087

2006 estimate: 70,191

Percent change, 1990–2000: 6.6%

U.S. rank in 1980: 340th

U.S. rank in 1990: 352nd

U.S. rank in 2000: 435th

Metropolitan Area Population

1980: 291,369

1990: 315,121 (MSA)

2000: 358,365

2006 estimate: 217,313

Percent change, 1990–2000: 13.7%

U.S. rank in 1980: 131st

U.S. rank in 1990: Not available

U.S. rank in 2000: 115th

Area: 20.88 square miles (2000)

Elevation: 780 feet above sea level

Average Annual Temperature: 43.6° F

Average Annual Precipitation: 30 inches of rain;
47 inches of snow

Major Economic Sectors: Manufacturing, services,
trade

Unemployment Rate: 5.1% (June 2007)

Per Capita Income: \$26,044 (2005)

2005 FBI Crime Index Property: 2,083

2005 FBI Crime Index Violent: 173

Major Colleges and Universities: Lawrence University,
Fox Valley Technical College

Daily Newspaper: *The Post-Crescent*

■ Introduction

Appleton, once known as the “woodland city” and later “the Lowell of the West” (after the city in Massachusetts) grew up along the Fox River, which provided water power and transportation for the paper manufacturing industry that still dominates the area. Today, fourteen Wisconsin communities including Appleton refer to themselves as Fox Cities. Appleton’s history is strongly tied to that of Lawrence University, which grew up with the town after it was chartered in 1847. Lawrence University’s 84-acre campus, which includes 32 instructional, recreational and administrative buildings, lies east of the city’s downtown. Students and faculty members supply the community with a variety of music, drama, and sports activities.

Appleton is the seat of Outagamie County, but parts of Appleton are also located in Calumet and Winnebago counties. The many trees, city parks, a river lined with old mansions, and interesting shops provide the community with a lively downtown. The once-polluted river, unique in that it is one of the few American rivers flowing northward for its entire course, has been largely restored and is a popular site for swimming, fishing, and boating. Appleton consistently scores high on lists of the best places to live in the United States; it is safe, affordable, and offers a variety of cultural and artistic events.

■ Geography and Climate

Appleton is located on rolling terrain that was carved out by glaciers. The city has a continental climate and experiences four distinct seasons, with cold winters and warm summers. It has an average annual snowfall of 47 inches. The ground usually remains snow-covered from late November through late March. April is the most common time for flooding to occur.

Area: 20.88 square miles (2000)

Elevation: 780 feet above sea level

Average Temperature: 43.6° F

Average Annual Precipitation: 30 inches (average annual snowfall, 47 inches)

■ History

Long before the coming of the Europeans, the area that is now Appleton was inhabited by the Menominee Indians. The Outagamie Indians, also known as the Fox, lived nearby, as did the Winnebago. Early French explorers such as Duluth, Hennepin, and LaSalle floated up the northerly-flowing Fox River into the Indian lands. In the mid-1600s French trappers and traders traveled the waterway of the Fox River in search of furs, particularly beaver pelts. They were followed by Catholic missionaries, including Pere Marquette and Louis Joliet, who passed by in 1673 on their search for the Mississippi River. Later, soldiers crossed the area as they made their way to the three forts that were built on the Fox-Wisconsin waterway, and settlers followed in 1835. That year, Hyppolyte Grignon and his family opened the White Heron trading post just above the Grand Chute. They were followed soon after by John and Jeanette Johnson, whose house became the first hotel, trading post, church, and hospital.

After the building of a canal around the river rapids, steamboats bearing travelers and cargo became a common sight. Wheat farming in the surrounding area gave way to the dairy farms, for which the region is now famous.

However, Appleton itself was first established as the site for a university. At that time it was one of three villages clustered together, the others being Grand Chute (site of the treacherous river rapids) and White Heron. When Amos Lawrence, a Boston Methodist, donated money for a “university in the wilderness” to be constructed in 1847, he decided to honor his wife’s family, the Appletons, in naming the new site.

Outagamie County was founded in 1851, and Grand Chute was named the county seat. As neighboring settlements developed, they decided to

incorporate under the single name Appleton in 1853. By the next year the new village included a paper mill, two sawmills, several flour mills, and a newspaper. As the center grew, it was incorporated as a city on May 2, 1857.

The power of the Fox River was harnessed in 1882 with the establishment of the world’s first hydro-electric plant. The paper mills that developed along the river, and the support industries that grew along with them, played a major role in the economy of the “Paper Valley” that continues into the present day.

New Englanders were the first settlers of the region, but Dutch, German, and Polish settlers had become part of the city by the early twentieth century. More recent immigrants, the Hmong-Laotian refugees from the period of the Vietnam War, have made their mark on the area’s culture since the late 1970s.

Appleton today is a prosperous community founded in an appreciation for education, maintaining a certain “small-town charm” in the midst of economic prosperity and downtown revitalization.

Historical Information: Outagamie County Historical Society and Museum, 330 E. College Avenue, Appleton, WI 54911; telephone (920) 733-8445

■ Population Profile

Metropolitan Area Residents

1980: 291,369
1990: 315,121 (MSA)
2000: 358,365
2006 estimate: 217,313
Percent change, 1990–2000: 13.7%
U.S. rank in 1980: 131st
U.S. rank in 1990: Not available
U.S. rank in 2000: 115th

City Residents

1980: 58,913
1990: 65,695
2000: 70,087
2006 estimate: 70,191
Percent change, 1990–2000: 6.6%
U.S. rank in 1980: 340th
U.S. rank in 1990: 352nd
U.S. rank in 2000: 435th

Density: 3,356 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 64,116
Black: 695
American Indian and Alaska Native: 401



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Asian: 3,231
 Native Hawaiian and Pacific Islander: 21
 Hispanic or Latino (may be of any race): 1,775
 Other: 733

Percent of residents born in state: 73.3% (2000)

Age characteristics (2005)

Population under 5 years old: 4,237
 Population 5 to 9 years old: 4,316
 Population 10 to 14 years old: 4,278
 Population 15 to 19 years old: 6,326
 Population 20 to 24 years old: 5,217
 Population 25 to 34 years old: 9,325
 Population 35 to 44 years old: 10,424
 Population 45 to 54 years old: 11,824
 Population 55 to 59 years old: 3,669
 Population 60 to 64 years old: 2,832
 Population 65 to 74 years old: 3,635
 Population 75 to 84 years old: 2,582
 Population 85 years and older: 824
 Median age: 36.0 years

Births (2006, MSA)

Total number: 2,888

Deaths (2006, MSA)

Total number: 1,447

Money income (2005)

Per capita income: \$26,044
 Median household income: \$52,468
 Total households: 28,753

Number of households with income of...

less than \$10,000: 1,320
 \$10,000 to \$14,999: 1,596
 \$15,000 to \$24,999: 2,802
 \$25,000 to \$34,999: 3,300
 \$35,000 to \$49,999: 4,480
 \$50,000 to \$74,999: 6,666
 \$75,000 to \$99,999: 4,884
 \$100,000 to \$149,999: 2,197
 \$150,000 to \$199,999: 846
 \$200,000 or more: 662

Percent of families below poverty level: 6.5% (2005)

2005 FBI Crime Index Property: 2,083

2005 FBI Crime Index Violent: 173

■ Municipal Government

Appleton has a mayor-council form of government, made up of 16 city council members plus the mayor. Each term, council members elect a Council President. Council members serve two-year terms and the mayor serves for four years.

Head Official: Mayor Timothy M. Hanna (NP) (since 1996; current term expires 2008)

Total Number of City Employees: 670 (2007)

City Information: City of Appleton, 100 N. Appleton St., Appleton, WI 54911; telephone (920)832-6173

■ Economy

Major Industries and Commercial Activity

Since the mid-nineteenth century the paper industry and its allied industries have been the foundation for Appleton's economy. In fact, the Fox River Valley is home to the highest concentration of paper-making facilities in the world, and accounts for more than 10 percent of the area's total employment and one-third of all manufacturing employment. With approximately 80 paper manufacturing facilities and around 90 publishing companies, the Fox Cities (a cluster of 16 small cities along the region's Fox River) has the highest concentration of paper-related companies in the world. Of nearly as great importance is the metals-machinery industry, which produces fire and utility trucks, crushing and screening equipment, farm machinery, and iron and brass castings. The local economy is also diversifying; several insurance companies are headquartered in the Fox Valley, as well as a growing network of thriving financial institutions. The Fox Cities region is also an important center for regional trade and services. In 2006, manufacturing accounted for 23 percent of all employment in the Fox Cities region, the largest single sector; trade, transportation and utilities were 18 percent; and education/health services as well as business and professional services each accounted for 11 percent.

Items and goods produced: paper, paper products, books, metals and machine products, farm machinery, knit, wire, canned goods

Incentive Programs—New and Existing Companies

Local programs: The city of Appleton has several tax incremental financing programs, which it uses to finance public costs like infrastructure and land assembly and sometimes to assist in development costs of a project. The city also has a gap financing program—a community

development loan pool resulting from a partnership between the city and some of Appleton's financial institutions. It provides funds to fill the gap between what a bank will lend and the full cost of a project, and can be used for capital expansion, procuring new business locations, and capital equipment. Appleton participates in the Northeast Wisconsin Regional Economic Partnership Technology Tax Credit Program, which provides income tax credits for high-tech business development.

State programs: Wisconsin corporate taxes remain among the lowest in the nation due to property tax exemptions on manufacturing machinery and equipment, inventory exemptions, and lack of franchise and unitary taxes.

The Wisconsin Economic Development Association (WEDA) and the Wisconsin Economic Development Institute (WEDI) are two nonprofit agencies that provide information and financial services, legal and legislative assistance, and networking opportunities for their member businesses. On the government side, the Division of Business Development of the Wisconsin Department of Commerce provides technical assistance and financial incentives to businesses in the areas of business planning, site selection, capitalization, permits, training and recruitment, and research and development. On April 28, 2000, Governor Tommy G. Thompson signed into law a bill that created the Wisconsin Technology Council, a nonprofit, nonpartisan board that serves to create, develop and retain science and technology-based business in Wisconsin, and to serve as an advisor to the Governor and the Legislature. The Council also serves as the key link between the state's colleges and universities and the business expertise and capital offered by the financial service industry; the firm published its "Vision 2020: A Model Wisconsin Economy" as a blueprint for its efforts.

Job training programs: A local Chamber of Commerce study found that partnerships between social service providers and employers in the Fox Cities have led to successful workforce development, particularly in creating entry-level employment. The State of Wisconsin has programs available to provide grants to businesses training workers in new technologies. The Fox Valley Technical College is an award-winning vocational and technical training institute that has formed long-standing relationships with several area companies to provide top-quality customized training programs.

Development Projects

Since its inception in 1996, Appleton's Neighborhood Revitalization Program has won national awards, by 2005 having helped four neighborhoods improve both residentially and commercially, with a fifth well underway. In addition, residents have access to the HOME Rental Rehabilitation Loan Program and the

Housing Rehabilitation Loan Program for access to low-interest loans for improving their homes or rental units. In 2006 there were a total of 4,389 new building permits issued.

Construction on the first phase of Appleton's RiverHealth project was expected to begin in summer 2008 and be completed by 2010. The \$25 million project is a 15-acre mixed used development designed to meet rigorous environmental standards. In 2005 the Fox Cities Children's Museum received a \$1.7 million loan from the state to purchase a new building for expansion and increased promotion.

Economic Development Information: Fox Cities Chamber of Commerce & Industry, 227 S. Walnut Street, PO Box 1855, Appleton, WI 54913-1855; telephone (920)734-7101. City of Appleton Department of Development, 100 North Appleton Street, Appleton, WI 54911; telephone (920)832-6468; fax (920)832-5994

Commercial Shipping

Outagamie County Regional Airport ships 10 million pounds of freight and mail annually. Rail freight is provided by Canadian National, while more than 60 trucking and warehouse firms service the greater Fox Cities area. The Port of Green Bay, 30 miles north of Appleton, and the Port of Milwaukee, 100 miles south, provide access to the Great Lakes shipping corridor.

Labor Force and Employment Outlook

The Fox Valley Technical College is an award-winning vocational and technical training institute that has formed long-standing relationships with several area companies to provide top-quality customized training programs. In an effort to increase the strength of the manufacturing labor force, the Fox Cities Chamber of Commerce led a fund drive (the "Brain Train") to bring four-year college degree programs in engineering to the University of Wisconsin-Fox Valley campus.

The following is a summary of data regarding the Appleton metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 118,500

Number of workers employed in . . .

construction and mining: 8,600
 manufacturing: 23,700
 trade, transportation and utilities: 22,300
 information: 2,000
 financial activities: 7,500
 professional and business services: 13,000
 educational and health services: 12,500
 leisure and hospitality: 11,000
 other services: 6,200
 government: 11,800

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.1% (June 2007)

Largest county employers (2005)

	Number of employees
Thedacare Inc.	999+
Appleton Area School District	999+
Thrivent Financial for Lutherans	999+
Appleton Papers Inc.	999+
Wal-Mart	999+
Sara Lee Corp. (Hillshire Farms)	999+
Outagamie County	999+
Fox Valley Technical College	999+
Miller Electric Manufacturing	999+
St. Elizabeth Hospital	500-999

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$241,567

2007 (1st quarter) ACCRA Cost of Living Index: 96.7

State income tax rate: 4.6% to 6.75%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$23.56 per \$1,000 of full market value (2003, Outagamie County assessment)

Economic Information: Fox Cities Chamber of Commerce and Industry, 227 South Walnut Street, P.O. Box 1855, Appleton, WI 54912-1855; telephone (920) 734-7101; toll-free (800)999-3224; email econ@foxcitieschamber.com

■ Education and Research

Elementary and Secondary Schools

The Appleton Area School District (AASD) is Wisconsin's sixth largest school district and is one of its fastest growing. The district encompasses the city of Appleton and the

towns of Grand Chute, Buchanan, Harrison, and a small part of Menasha. Wisconsin traditionally leads the nation in test scores, and Appleton area students consistently exceed state and national test score averages. Special programs in the district include a Montessori school, e-learning programs, a school for the arts, and several charter schools. Since 1997 the Appleton Education Foundation, an independent organization of concerned citizens and business leaders, has awarded grants to Appleton schools totaling more than \$1 million to fund educational programs not funded by public sources. The Fox Cities Alliance for Education helps local school districts collaborate with area businesses on school-to-work initiatives.

The following is a summary of data regarding the Appleton Area School District as of the 2005–2006 school year.

Total enrollment: 39,352

Number of facilities

- elementary schools: 16
- junior high/middle schools: 4
- senior high schools: 3
- other: 14

Student/teacher ratio: 15.2:1

Teacher salaries (2005–06)

- elementary median: \$44,240
- junior high/middle median: \$43,460
- secondary median: \$41,180

Funding per pupil: \$8,527

The Appleton Catholic Education System (ACES) consists of four elementary schools and a middle school. The city's ACES schools strive to foster higher level thinking skills. There is also a Catholic High School, Xavier. Appleton also has non-denominational and Lutheran private schools.

Colleges and Universities

Lawrence University has been a coeducational institution since its founding in 1847 and is the second oldest co-ed college in the country. In 1964 the college merged with Milwaukee's Downer College, a well-regarded women's college. Lawrence, ranked among the nation's top liberal arts colleges in 2008 by *U.S. News & World Report*, enrolls 1,400 undergraduate students. B.A. programs are offered in more than 30 areas, and the school boasts a retention rate of nearly ninety percent. The school is well-known for its Conservatory of Music. The Fox Valley Technical College, with an enrollment of nearly 9,000 students, offers a diverse curriculum and is regarded as one of the most progressive technical institutions in the country. The college has more than 70 associate degree programs, apprenticeship training, continuing education, and customized training. Also located in the Fox Cities

are the University of Wisconsin-Oshkosh, the University of Wisconsin-Fox Valley, and a branch of the Milwaukee School of Engineering (Appleton).

Libraries and Research Centers

Appleton Public Library has 300,000 volumes and 500 periodical subscriptions as well as a CD collection and audio- and videotapes. The library is a state document depository and has a special area on local history. An expansion in the late 1990s resulted in more space for children's programs and added shelf space for books. More than 1,500 people visit the 85,000-square-foot facility daily, and the library website is accessed 75,000 times per month. The special subject interests of the Fox Valley Technical College, which has more than 61,000 volumes, include agriculture, business and management, environmental studies, medicine, and science and technology. Lawrence University Library, with its nearly 400,000 volumes, is also a state document depository.

Public Library Information: Appleton Public Library, 225 N. Oneida St., Appleton, WI 54911-4780; telephone (920)832-6170; fax (920)832-6182

■ **Health Care**

The city of Appleton is served by three hospitals with a total of nearly 800 beds—St. Elizabeth Hospital (372 beds), Appleton Medical Center (160 beds), and Theda Clark Medical Center (260 beds). There are more than 900 physicians in the three hospitals and two walk-in emergency clinics. The Fox Cities rank among the least expensive regions in the United States for hospital and physician care. St. Elizabeth offers specialized services in cardiac care, behavioral medicine, a center for women and families, extensive rehabilitation facilities, and the Comprehensive Cancer Center. Appleton Medical Center offers magnetic resonance imaging and a linear accelerator. Theda Clark Medical Center in Neenah is also home to Children's Hospital of Wisconsin.

Additionally, there are approximately 200 dentists in the Fox City area, as well as health maintenance organizations that include Affinity Health System, Inc, Aurora Healthcare, Network Health Plan, Prevea Health Plan, United Healthcare, and Unity Health Plans.

■ **Recreation**

Sightseeing

Visitors learn about the life of what may be Appleton's most famous citizen, Harry Houdini, by taking the Houdini Walking Tour of the city and observing the collection of his many magic feats. From mid-May through mid-September tours are available to the grand log home of James Doty, Wisconsin's second territorial governor. In

nearby Kaukauna, guides dressed in circa-1830s garb escort visitors through the Greek revival mansion of prominent fur trader Charles Grignon, which captures the flavor of the fur trading era. The Children's Farm at Plamann Park gives kids the chance to observe young farm animals in a lovely park setting, and the Memorial Park Arboretum & Gardens displays a variety of native Wisconsin trees and plants. The Paper Discovery Museum has exhibits that educate about one of the region's most important industries. The Fox Cities Children's Museum has hands-on activities for kids. At the Hearthstone Historic House Museum, visitors can observe the world's first home lit by a central hydro-electric power plant, and can try generating hydro-power at the new Hydro Adventure Center. More than 1,000 dolls dating from 1850 to the present are on display at the Amelia Bubolz Doll Collection. The Gordon Bubolz Nature Preserve is an 862-acre park with eight miles of hiking trails. The Tayco Street Bridge Tower Museum, in nearby Menasha, has exhibits concerning the bygone era of river navigation during the time when the Fox River was the main highway for commerce and travel in the area. Menasha's University of Wisconsin Center Fox Valley Planetarium presents various shows explaining the wonders of the stars.

Arts and Culture

Major performing arts facilities in Appleton include the new Fox Cities Performing Arts Center, which has Broadway shows, concerts by the Fox Valley Symphony and national acts, and other events in its 2,100-seat theater; the 1883 Grand Opera House, which presents more than 200 events annually; the Performing Arts at Lawrence University, which offers an artists series, a jazz series and a variety of concerts; and the Lawrence Conservatory of Music, which schedules more than 130 classical performances each year.

The semi-professional Little Sandwich Theatre in the Mall presents live dinner theater productions of musicals, dramas, and children's plays at the Avenue Mall. Community theater for the Fox Valley is provided by the Attic Theatre, which produces four summer shows and a holiday production.

The Fox Valley Symphony has a more than 30-year history and presents five subscription concerts each year, plus a holiday concert and two concert chamber series. Appleton's citizens enjoy music making and some of the more prominent musical groups include the Appleton MacDowell Male Chorus, the Chaminade Women's Chorus, the Green Apple Folk Music Society, and the White Heron Chorale.

The Bergstrom-Mahler Museum displays the world's foremost collection of glass paperweights and an exhibit of Germanic glass dating back to the 1500s, as well as a variety of traveling exhibits. The Outagamie Museum/(Harry) Houdini Historical Center features Houdini memorabilia, including a fascinating handcuff display and magic shows in the summer. The museum also has paper-

making exhibits and exhibits on subjects of local interest. Works of fine art and student exhibits are on display at the architecturally whimsical Wriston Art Center on the Lawrence University Campus, with its glass walls and turrets, fanciful curves, and recessed amphitheater.

The Fox Cities Children's Museum provides youngsters with 27,000 square feet of opportunities for hands-on exploration. The museum features a giant human heart kids can climb onto and slide out of and interactive displays on electricity, wildlife, rocks, bubbles, fire trucks, other cultures, music and machines, as well as the Science Spectrum, a trip through the world of science.

The city also has some impressive public artworks, including the Appleton Aurora, a unique 10 by 60 foot sculpture atop the Appleton Center, and the Fox River Oracle, a massive sculpture at the north end of Appleton's Skyline Bridge.

Arts and Culture Information: Fox Valley Arts Alliance; telephone (920)734-4860

Festivals and Holidays

Spring events include the Nature's Image Spring Fair at the 1,000 Islands Environmental Center in Kaukauna; the Antiques Showcase & Sale in April; the Memorial Garden Festival, which takes place at Memorial Park Arboretum & Gardens in May; and the grand finale of the month of May, the Memorial Day Parade downtown. June brings the Flag Day Parade in downtown Appleton and the Great Wisconsin Cheese Festival in Little Chute. Independence Day is saluted at the Civic Celebration held at Memorial Park; also in July is the annual Paperfest in Kimberly. The Fox Cities Marathon is held in September. The enjoyment of German food and culture, including a variety of beer, is the focus of Oktoberfest, held each September. The Harvest Song Fall Festival at Bubolz Nature Preserve, the Crop Walk, and the Romp in the Swamp are the city's highlights for October. Christmas is celebrated with Holiday Candlelight Tours followed by January's Victorian Christmas.

Sports for the Spectator

The Timber Rattlers, the Class A affiliate of the Seattle Mariners, play baseball in the 3,400-seat Fox Cities Stadium. The thrills and spills of stock-car racing can be enjoyed at nearby Kaukauna's Wisconsin International Raceway. Sports enthusiasts have easy access to the excitement of the Green Bay Packers, the Milwaukee Bucks, and the Milwaukee Brewers; the University of Wisconsin Badgers compete collegiately in the Big Ten conference in Madison, just a 90 minute drive away.

Sports for the Participant

World class runners congregate in the area each October to trek over seven bridges through seven cities, part of the 26.2-mile route of the Fox Cities Marathon. The Gordon

Bubolz Nature Preserve offers 762 acres of wildlife habitat. Hikers and skiers enjoy eight miles of trails along a trout pond and through a white cedar forest. The city of Appleton's Parks and Recreation System consists of 600 acres and 26 parks, plus an ice arena. Appleton's Talulah and Memorial parks feature bike paths, and Lutz Park has a boat landing. Golfers enjoy the Chaska and Reid public golf courses, and the city has five parks with lighted tennis courts. The USA Youth Sports Complex boasts soccer fields and baseball diamonds. The Appleton Rugby Club holds a spring and a fall season of games, and the Fox Cities Rugby Club offers both adult and youth leagues. Erb and Meade Parks have public swimming pools and Plamann Park offers snowmobile trails and access to the state trail system.

■ Shopping and Dining

Appleton's Fox River Mall, with more than 180 retail shops, is one of the largest in Wisconsin. The mall is anchored by large department stores such as Marshall Fields, JCPenney, Sears, and Target. Other major malls include the Avenue Mall, featuring specialty shops and Herberger's Department Store; and the Jansport Outlet. Lamers Dairy in Appleton has tours of its milk-bottling plant as well as a country gift store. Simons Specialty Cheese in Little Chute has 100 varieties of cheese and Wisconsin-themed gifts. The Country Squire Christmas Shoppe in Neenah is locally famous for ornaments and Christmas decorations from around the world. The Frame Workshop in Appleton is an award-winning frame shop and art gallery that also has hand-blown glass ornaments from Germany. Vande Walle's Candy Shop offers self-tours of candy-making and pastry-making. The Abracadabra Magic Shop, owned by a local magician, offers magic trick materials and books. More than 60,000 titles, a coffee bar, and a fine selection of gifts is available at Conkey's Book Store, a 100-year old landmark that was recently expanded.

The city offers a variety of restaurants featuring the cuisines of Greece, Italy, Japan, Mexico, Thailand, China, and France, as well as casual American fare or upscale continental dining. For fine dining, there is Peggy's Café on College Avenue downtown, The Seasons on Nicolet, or George's Steak House, a family-owned institution for more than 50 years. Mark's East Side and Old Bavarian celebrate the area's strong German influences.

Visitor Information: Fox Cities Convention & Visitors Bureau, 3433 W. College Ave., Appleton, WI 54914; telephone (920)734-3358

■ Convention Facilities

The Radisson Paper Valley Hotel and Conference Center has 390 guest rooms and 25 meeting rooms, and can fit up to 2,000 people for meetings. Overall the Fox Cities

region has more than 30 hotels and motels, over 2,900 guest rooms, and conference facilities that can fit 1,750 people in one room, theater-style and 1,200 people in one room, banquet-style. The renovated Tri-County Arena and Expo Center in nearby Neenah offers more than 35,000 square feet of floor space, plus special use rooms. The facility is available for trade shows and exhibitions from April through September; in the winter months it serves as an ice rink. The Fox Cities Convention and Visitors Bureau offers a variety of site selection and planning services.

Convention Information: Fox Cities Convention & Visitors Bureau, 3433 W. College Ave., Appleton, WI 54914; telephone (920)734-3358

■ Transportation

Approaching the City

Located two miles west of the city, Outagamie County Airport, one of the fastest-growing airports in Wisconsin, offers service by United Express, Comair/Delta Connection, Northwest AirlinK, and Midwest/Express/Skyway Airlines. Outagamie served 572,000 passengers in 2006 with over 57,500 aircraft operations. Additional flights can be taken from Green Bay's Austin Straubel Field just 30 minutes away. Inter-regional bus service is provided by Greyhound Bus Lines, with daily trips to Milwaukee, Green Bay and Stevens Point. Lamers Bus Lines offers one daily departure to the Amtrak station in Milwaukee.

Traveling in the City

Appleton's main thoroughfares include U.S. Highways 10, 41, and 45. Secondary passages are State Highways, 47, 55, 76, 96, 114, 150, and 441. Valley Transit offers local bus service.

■ Communications

Newspapers and Magazines

The Post-Crescent, Appleton's daily paper, appears in the evenings. The *Milwaukee Journal Sentinel* also covers news in the city. Magazines published in Appleton include *The New American*, a conservative magazine covering international affairs; *Marketplace Magazine*, a business magazine covering northeastern Wisconsin, and *The Scene*, focusing on what's happening in the Fox Cities.

Television and Radio

Time Warner Cable offers both digital cable and Roadrunner high-speed internet. Appleton television viewers have broadcast access to network programming that

includes ABC, CBS, NBC, and PBS. Approximately 25 radio stations broadcast to the Appleton area, with programming ranging from adult contemporary, to news/talk, public radio, big band, and classic rock.

Media Information: *The Post-Crescent*, 306 West Washington Street, PO Box 59, Appleton, WI 54912-0059; telephone (800)236-6397

Appleton Online

Appleton Public Library. Available www.apl.org/index.html

City of Appleton. Available www.appleton.org

Fox Cities Chamber of Commerce and Industry. Available www.foxcitieschamber.com

Fox Cities Convention and Visitors Bureau. Available www.foxcities.org

The Heart of the Valley Chamber of Commerce. Available www.heartofthevalleychamber.com

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Green Bay

■ The City in Brief

Founded: 1701 (incorporated 1854)

Head Official: Mayor James J. Schmitt
(since 2003)

City Population

1980: 87,899

1990: 96,466

2000: 102,213

2006 estimate: 100,353

Percent change, 1990–2000: 5.9%

U.S. rank in 1980: 200th

U.S. rank in 1990: 205th

U.S. rank in 2000: 240th

Metropolitan Area Population

1980: 175,280

1990: 194,594

2000: 226,178

2006 estimate: 299,003

Percent change, 1990–2000: 16.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 153rd

Area: 43.8 square miles (2000)

Elevation: 582 feet above sea level

Average Annual Temperatures: January, 15.6° F; July, 69.9° F; annual average, 44.4° F

Average Annual Precipitation: 29.19 inches of rain; 47.7 inches of snow

Major Economic Sectors: Wholesale and retail trade, services, manufacturing

Unemployment Rate: 5.2% (June 2007)

Per Capita Income: \$22,843 (2005)

2005 FBI Crime Index Property: 2,931

2005 FBI Crime Index Violent: 495

Major Colleges and Universities: University of Wisconsin–Green Bay, St. Norbert College, Northeast Wisconsin Technical College

Daily Newspaper: *Green Bay Press-Gazette*

■ Introduction

Green Bay, named for the green-tinted streaks that stripe its bay in springtime, is the seat of Wisconsin's Brown County and the center of a metropolitan statistical area that includes the entire county. The oldest permanent settlement in Wisconsin, Green Bay began as a French fur-trading post and mission that was important to the exploration of the Upper Midwest in the early seventeenth century. Since the nineteenth century the local economy has been based on the lumbering, meat packing, and paper making industries, with a currently expanding service sector. Today Green Bay is known as "the tissue paper capital of America" and is home to the famous Green Bay Packers professional football team. Green Bay was recently named an "All-America City" and consistently ranks high on "best-places" lists.

■ Geography and Climate

Green Bay is located at the mouth of the Fox River, one of the largest northward-flowing rivers in the United States, which empties into the south end of Lake Michigan's Green Bay. The surrounding topography—the bay, Lakes Michigan and Superior, and to a lesser extent the slightly higher terrain terminating in the Fox River Valley—modifies the continental climate. The lake

effects and the limited hours of sunshine, caused by cloudiness, produce a narrow temperature range. Three-fifths of the total annual rainfall occurs during the growing season, May through September; the high degree of precipitation, combined with the low temperature range, is conducive to the development of the dairy industry. Long winters with snowstorms are common, though winter extremes are not so severe as would be indicated by Green Bay's northern latitude location. Snowfall averages 47.7 inches each year.

Area: 43.8 square miles (2000)

Elevation: 582 feet above sea level

Average Temperatures: January, 15.6° F; July, 69.9° F; annual average, 44.4° F

Average Annual Precipitation: 29.19 inches of rain; 47.7 inches of snow

■ History

Great Lakes-Mississippi Water Link Sought

On a mission for Samuel de Champlain, the governor of New France, Jean Nicolet was charged with finding a route from the Great Lakes to the Mississippi River. In 1634 he arrived at La Baye des Puans, where the Fox River empties into Lake Michigan, and claimed the region for France. But La Baye did not gain importance until 1669 when Jesuit missionary Father Claude Allouez, who established a mission there, traveled the length of the Fox River and discovered a waterway to the Mississippi River, indirectly linking the St. Lawrence and the Gulf of Mexico.

La Baye became a fur-trading center and its future importance was secured when Nicolas Perrot was made commandant of La Baye. Perrot was an effective diplomat who made alliances and trade agreements with Native Americans. The lands of the upper Mississippi became the possession of the French Empire when a formal agreement was signed at Fort St. Antoine in 1689, turning a lucrative fur trading region over to the French. But when Perrot was recalled to France in 1716, his diplomatic policy was replaced by a military regime. The resulting tensions developed into warfare with the Fox Indians that continued until 1740, when fur trading again prospered and permanent housing was constructed.

In 1745 Augustin de Langlade established a trading center on the bank of the Fox River; his relations with Native Americans were built on trust and respect. Langlade's large family controlled the region's trade, owned large parcels of land, married Menominee tribe women, and lived independent of French rule. During the French and Indian War, the Langlades left La Baye to fight against the British in Ohio and Canada. The British

gained control of what was known as the Northwest Territory and captured Fort La Baye, which they rebuilt and renamed Fort Edward August. The British also renamed the area Green Bay, after the green-tinted streaks that stripe the bay in springtime. Trade flourished for both French and English settlers during the period of British rule and continued to prosper after the Northwest Territory was transferred to the U.S. government after the Revolutionary War.

City Develops With Lumber, Professional Sports

It was not until after the War of 1812 that financier John Jacob Astor's American Fur Company secured control of the fur trade. Fort Howard at Green Bay and Fort Crawford at Prairie du Chine were built to protect U.S. commercial interests. The opening of the Erie Canal, linking the Great Lakes to New England, further advanced Green Bay as a trading center. Daniel Whitney platted one part of present-day Green Bay in 1829 and named it Navarino while Astor platted an opposite section and built the Astor Hotel to attract settlers. Astor priced his land too high and when the hotel burned down in 1857 his company relinquished claims on the land. Farming was soon replaced by lumber as the dominant economic activity in Green Bay and in 1854, the year the city was incorporated, 80 million feet of pine lumber were milled.

Today, Green Bay is known as the smallest city in the United States to sponsor a professional football team. The Green Bay Packers were founded in 1919 by "Curly" Lambeau and George Calhoun, sports editor of the *Green Bay Press-Gazette*, and the team takes its name from the Indian Packing Corporation, which purchased the team's first uniforms. The Packers joined the National Football League in 1919 and have had a distinctive history. Under coach Vince Lombardi in the 1960s the Packers set a standard of team performance and dedication that other teams in the league have come to emulate in the modern football era. The Packers won the first two Super Bowl games in 1967 and 1968, and Lombardi and his players became national heroes. Thirty years later, the team won Super Bowl XXXI, beginning a new era under coach Mike Holmgren and general manager Ron Wolf. In addition to championship sports teams, Green Bay supports colleges, a symphony, community chorus, community theater, and several museums. And unlike many Midwestern cities with lagging economic growth, Green Bay has enjoyed a diverse and growing local economy. Using job growth and economic balance as its measures, in 2004 *Inc.* magazine ranked Green Bay as the country's top medium-sized metropolitan area for doing business. Green Bay is poised to become even more vibrant in the future; in 2005 the Alliance for Youth named it the best community nationwide for young people.



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Historical Information: University of Wisconsin-Green Bay Area Research Center, 2420 Nicolet Drive, Green Bay, WI 54311-7001; telephone (920)465-2539

U.S. rank in 1990: 205th

U.S. rank in 2000: 240th

Density: 2,333.6 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 76,902

Black: 1,937

American Indian and Alaska Native: 2,255

Asian: 4,577

Native Hawaiian and Pacific Islander: 36

Hispanic or Latino (may be of any race): 8,572

Other: 6,325

Percent of residents born in state: 74.4% (2000)

Age characteristics (2005)

Population under 5 years old: 5,575

Population 5 to 9 years old: 5,231

Population 10 to 14 years old: 6,697

Population 15 to 19 years old: 5,586

Population 20 to 24 years old: 7,750

Population 25 to 34 years old: 13,226

Population 35 to 44 years old: 14,152

Population 45 to 54 years old: 15,674

■ Population Profile

Metropolitan Area Residents

1980: 175,280

1990: 194,594

2000: 226,178

2006 estimate: 299,003

Percent change, 1990–2000: 16.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 153rd

City Residents

1980: 87,899

1990: 96,466

2000: 102,213

2006 estimate: 100,353

Percent change, 1990–2000: 5.9%

U.S. rank in 1980: 200th

Population 55 to 59 years old: 5,844
Population 60 to 64 years old: 3,472
Population 65 to 74 years old: 5,047
Population 75 to 84 years old: 4,302
Population 85 years and older: 1,686
Median age: 37.0 years

Births (2006, MSA)

Total number: 3,731

Deaths (2006, MSA)

Total number: 2,095

Money income (2005)

Per capita income: \$22,843
Median household income: \$40,477
Total households: 41,823

Number of households with income of . . .

less than \$10,000: 3,349
\$10,000 to \$14,999: 3,503
\$15,000 to \$24,999: 5,928
\$25,000 to \$34,999: 5,899
\$35,000 to \$49,999: 7,289
\$50,000 to \$74,999: 7,971
\$75,000 to \$99,999: 4,091
\$100,000 to \$149,999: 2,715
\$150,000 to \$199,999: 497
\$200,000 or more: 581

Percent of families below poverty level: 9.5% (2005)

2005 FBI Crime Index Property: 2,931

2005 FBI Crime Index Violent: 495

■ Municipal Government

The Green Bay city government is administered by a mayor and 12 alderpersons. The mayor is elected to a four-year term; the alderpersons are elected to two-year terms.

Head Official: Mayor James J. Schmitt (since 2003; current term expires in 2011)

Total Number of City Employees: 1,000 (2007)

City Information: City of Green Bay, 100 N. Jefferson St., Green Bay, WI 54301; telephone (920)448-3010

■ Economy

Major Industries and Commercial Activity

Green Bay's economy is highly diversified. Approximately one of every five jobs in the county is in manufacturing, many of which are within or directly related to the paper industry. Growing industries in Green Bay are healthcare,

insurance, and transportation. Tourism is growing, as well. A study in the late 1990s found that the Green Bay Packers generated \$144 million in total annual spending in Brown County, 1,620 full- and part-time jobs, and \$9.6 million in annual tax revenue to local and state government. Other major employers include Schneider National, Inc., a transportation company, and the Georgia Pacific Corp, which manufactures paper products.

Brown County is among the top four jobbing, wholesale, and distribution points in Wisconsin. Green Bay is the site of a petroleum storage terminal. The city ranks as a major retailing center for northeastern Wisconsin and Upper Michigan.

In 2007, the fastest-growing industries in the area included business computer and data processing services, financial services, insurance, real estate, health services, transportation, communication and utilities.

Items and goods produced: tissue paper and paper products, cheese, food products, lumber, woodwork, paper mill machinery, paper boxes, clothing, steel furniture, auto parts, dairy products, gloves, fertilizers, foundry products, brick tile, sheet metal, awnings

Incentive Programs—New and Existing Companies

Local programs: The principal economic development organization in Green Bay is the Advance Business Development Center, a publicly and privately supported branch of the Green Bay Area Chamber of Commerce. Advance uses its online database to inform interested business about available sites and buildings. The Business Retention committee assists companies in troubleshooting municipal service problems, job training needs, and other issues. The Chamber's Small Business Council assists and meets regularly to promote the interests of businesses with up to 300 employees. The Advance Business Development Center is one of the most successful incubators in Wisconsin, having graduated more than 100 start-up firms by allowing them to lease increasingly larger amounts of shared light industrial and office space as their firms grow.

State programs: Wisconsin corporate taxes remain among the lowest in the nation due to property tax exemptions on manufacturing machinery and equipment, inventory exemptions, and lack of franchise and unitary taxes.

The Wisconsin Economic Development Association (WEDA) and the Wisconsin Economic Development Institute (WEDI) are two nonprofit agencies that provide information and financial services, legal and legislative assistance, and networking opportunities for their member businesses. On the government side, the Division of Business Development of the Wisconsin Department of

Commerce provides technical assistance and financial incentives to businesses in the areas of business planning, site selection, capitalization, permits, training and recruitment, and research and development. On April 28, 2000, Governor Tommy G. Thompson signed into law a bill that created the Wisconsin Technology Council, a nonprofit, nonpartisan board that serves to create, develop and retain science and technology-based business in Wisconsin, and to serve as an advisor to the Governor and the Legislature. The Council also serves as the key link between the state's colleges and universities and the business expertise and capital offered by the financial service industry; the firm published its "Vision 2020: A Model Wisconsin Economy" as a blueprint for its efforts.

Job training programs: Partners in Education (PIE), coordinated by the Green Bay Area Chamber of Commerce, works with businesses, educators, and community organizations to provide training that helps students transitioning from school to work.

Development Projects

Downtown Green Bay, Inc., brings together people, organizations, and funds to implement and facilitate downtown development projects. The organization also gives special grants for façade and sign improvement on existing facilities. As of 2007 the organization had assisted with Baylake Bank's restoration of the old Boston Store property; a \$4.5 million, 26,000-square-foot addition to the YWCA; and construction of a \$16-million, four-story building for the Nicolet National Bank. They also won approval from the Common Council on a riverfront redevelopment plan that will include an urban beach and boardwalk. Other projects in the works in 2007 included a major hotel/condominium project for the old Younkers Building site on Washington, called River Center. The project includes the Astor Place Condominiums and Riverfront Lofts residential developments, commercial space, and a \$12-million boardwalk. Developers hoped that tenants could begin moving in by 2008.

Austin Straubel Airfield unveiled the results of a \$26-million renovation in 2006, which included a grand lobby and the addition of four new gates. In November 2007, the University of Wisconsin opened its new \$33 million dollar sports complex, the Kress Events Center.

Economic Development Information: Green Bay Area Chamber of Commerce, 400 S. Washington St., PO Box 1660, Green Bay, WI 54305-1660; telephone (920) 437-8704; fax (920)437-1024

Commercial Shipping

The Port of Green Bay is an international and domestic port with a navigation season extending from April through December. More than 200 commercial vessels transport cargo through the channel each year; port tonnage averages more than 2.4 million metric tons

annually. Linking the port with inland markets are an interstate highway, air cargo service, around 40 motor freight carriers, and the Soo Line, Union Pacific, and Escanaba & Lake Superior railroads.

Labor Force and Employment Outlook

A relatively diverse economy and an attractive small-town lifestyle kept Green Bay's job outlook ahead of the curve in the early 2000s, despite a nationwide rise in unemployment in recent years. The local education prospects are excellent on both a secondary and university/technical level, providing a pool of well-trained workers. During years of strong economic growth, however, firms have often found a shortage of qualified workers and recruitment and retention become issues of concern. Partners in Education (PIE), coordinated by the Green Bay Area Chamber of Commerce, provides a link between businesses, educators, and community organizations with an objective to assist students in developing the skills necessary for successful transition from school to an eventual career.

The following is a summary of data regarding the Green Bay metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 169,400

Number of workers employed in . . .

construction and mining:	8,600
manufacturing:	30,200
trade, transportation and utilities:	35,600
information:	2,400
financial activities:	11,800
professional and business services:	15,700
educational and health services:	21,400
leisure and hospitality:	15,800
other services:	7,200
government:	20,800

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.2% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
Schneider National, Inc.	3,696
Georgia-Pacific Corp.	3,181
Oneida Tribe of Indians of Wisconsin	2,910
Humana	2,900
Green Bay Public Schools	2,655
Bellin Health	1,928
St. Vincent Hospital	1,750
Shopko Stores, Inc.	1,728
Aurora Health Care	1,613
WPS Resources	1,586

Cost of Living

The cost of living in Green Bay ranks consistently below the national average in health care, utilities, housing, food, and miscellaneous goods and services.

The following is a summary of data regarding several key cost of living factors in the Green Bay area.

2007 (1st quarter) ACCRA Average House Price:
\$266,700

2007 (1st quarter) ACCRA Cost of Living Index:
94.4

State income tax rate: 4.6% to 6.75%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$25.75 per \$1,000 of assessed value

Economic Information: Advance, Green Bay Area Economic Development, PO Box 1660, Green Bay, WI 54305-1660; telephone (920)437-8704.

■ Education and Research

Elementary and Secondary Schools

The Green Bay Area Public School District, the fourth largest school system in the state of Wisconsin, includes, in addition to the city of Green Bay, the towns of Allouez and Scott and parts of the towns of Bellevue, DePere, Eaton, and Humboldt. A seven-member nonpartisan board hires a superintendent. Special programs include a manufacturing academy, an international business school, and a special high school for students interested in pursuing a career in education.

The following is a summary of data regarding the Green Bay School District as of the 2005–2006 school year.

Total enrollment: 49,079

Number of facilities

elementary schools: 25
junior high/middle schools: 5
senior high schools: 4
other: 1

Student/teacher ratio: 14.2:1

Teacher salaries (2005–06)

elementary median: \$47,410
junior high/middle median: \$46,040
secondary median: \$46,030

Funding per pupil: \$9,266

Nearly 30 parochial schools, including Catholic and Lutheran, enroll students in kindergarten through twelfth grade curricula.

Public Schools Information: Green Bay Area Public Schools, PO Box 23387, Green Bay, WI 54305; telephone (920)448-2000

Colleges and Universities

Part of the statewide university system, the University of Wisconsin-Green Bay grants associate, undergraduate, and graduate degrees in such areas as arts and sciences, business, and natural and biological sciences. The school enrolls more than 6,000 students per year and boasts a student to faculty ratio of 24-to-1. In 2007, students hailed from approximately 71 Wisconsin counties, 37 other states, and 27 other countries. Top fields of study are business administration, psychology, and human development. St. Norbert College is a four-year liberal arts institution operated by the Norbertine Fathers. St. Norbert enrolls more than 2,000 students annually and has a student to faculty ratio of 14-1. Vocational, technical, and adult education is provided by the Northeast Wisconsin Technical College as well as trade schools specializing in particular skills.

Libraries and Research Centers

The largest library in Green Bay is the award-winning Brown County Library. In 2006 the library had approximately 1.3 million visits, with 2.4 million items checked out. These resources are available through a central library, a bookmobile, and eight branch libraries. Special collections pertain to Brown County history, genealogy, Wisconsin history, and oral history; the library is a depository for state documents. The Nicolet Federated Library is a regional library, serving a population of more than 330,000 and assisting 42 member public libraries with their operations. The University of Wisconsin-Green Bay Cofrin Library serves the University of Wisconsin system as well as the northeast Wisconsin community. Libraries are also maintained by Northern Wisconsin Technical College, county agencies, health care organizations, churches, and corporations.

Public Library Information: Brown County Library, 515 Pine Street, Green Bay, WI 54301; telephone (920)448-4400; fax (920)448-4364

■ Health Care

Green Bay is served by several major hospitals, a number of clinics and health care agencies, and approximately 20 nursing homes. St. Vincent Hospital, with 542 beds, is the city's largest hospital and a regional center for cancer treatment, neuroscience, pediatrics, trauma,

rehabilitation, perinatal care, and poison information. Operated by Bellin Health, Bellin Memorial Hospital is a 167-bed general care facility that specializes in the treatment of heart disease, mental health and addictive services, obstetrics, and orthopedics. Employing more than 2,300 people, Bellin Health also operates the four-year Bellin School College of Nursing. St. Mary's Hospital, with 158 private rooms, houses one of the state's largest 24-hour emergency wards; other services include an alcohol and drug abuse program and a sick child day care program. It is the only hospital located on the west side of the city. The Prevea Clinic, a joint effort among St. Vincent Hospital, Beaumont-Webster Clinic and the West Side Clinic, has more than 100 physicians trained in 21 specialty care areas who treat patients from throughout northeastern Wisconsin. Aurora Bay Medical Center, the area's newest hospital, has a 24-hour emergency room and is home to the Vince Lombardi Cancer Clinic. In 2007 Aurora Bay announced plans to build a new medical office building, also slated to host the sports medicine and orthopedic programs.

Other area clinics are operated by Oneida Community Health Center, Baycare Health Systems, and Aurora Health Care. Brown County offers a Crisis Center and Mental Health Clinic for its residents.

■ Recreation

Sightseeing

The 25,000-square-foot Green Bay Packer Hall of Fame was moved to the Lambeau Field Atrium as part of a stadium renovation project. One of Green Bay's most popular attractions, the museum has trophies, memorabilia, and mementos of the Green Bay Packers, including the Vince Lombardi collection and displays on the club's league championships and Super Bowl victories; tours of Lambeau Field are also available. The 40-acre Heritage Hill State Historical Park features furnished historical buildings grouped according to four heritage themes: pioneer, small town, military, and agricultural. Among them are a 1762 fur trader's cabin, a reproduction of Wisconsin's first courthouse, Wisconsin's oldest standing house, Fort Howard buildings dating from the 1830s, and a Belgian farmhouse.

Hazelwood, a home built by Morgan L. Martin, president of the second Wisconsin Constitutional Convention, dates from 1837 and contains the table on which Wisconsin's constitution was drafted. The National Railroad Museum is a locomotive museum that exhibits locomotives and cars from the steam and diesel eras, including "Big Boy," one of the world's largest locomotives. Special attractions are U.S. Army General Dwight D. Eisenhower's World War II staff train and British Prime Minister Winston Churchill's traveling car. Other popular attractions are Oneida Bingo and the NEW Zoo,

a life science institute that seeks to enhance visitors' understanding of animal life and its relationship to ecological systems.

Many visitors to Green Bay like to take a side trip to Door County, 90 minutes north; it offers miles of shoreline, state parks, and lighthouses, and is home to many artists and craftspersons.

Arts and Culture

The Green Bay Symphony performs a six-concert season at the Edward W. Weidner Center for the Performing Arts at the University of Wisconsin-Green Bay. Both classic and modern plays, ballet, musical events, and nationally touring musical acts are featured at the beautifully-restored Meyer Theater, a 1,000-seat member of the League of Historic American Theaters. The Civic Music Association sponsors visiting artists. St. Norbert College hosts a performing arts series and college theater productions, and the Weidner Center also hosts a variety of entertainments, including ballet performances and Broadway musicals. Concerts and ice shows take place at the Resch Center and Brown County Veterans Memorial Complex.

Brown County's Neville Public Museum houses six galleries of art, natural history, and science exhibits; the "On the Edge of the Inland Sea" exhibit traces 13,000 years of northeast Wisconsin history. The Oneida Nation Museum captures the history of the Oneida Utopian community's life after it moved from New York to Wisconsin.

Festivals and Holidays

Artstreet is Green Bay's annual celebration of the performing and visual arts, held in the downtown district. Other annual celebrations include Arti Gras, Bayfest, Celebrate Americafest, the Oneida Indian Pow Wow, Brown County Fair, the Wet Whistle Wine Festival and Ethnic Festival in September, the Terror on the Fox Haunted House and Train Ride in October, and the Holiday Parade.

Sports for the Spectator

The Green Bay Packers, the oldest modern professional football team, enjoy one of the most heralded histories in professional sports; the team plays in the National Football Conference of the National Football League. They compete at home at Lambeau Field against perennial rivals that include the Detroit Lions, Chicago Bears, and Minnesota Vikings. Playing in by far the smallest city in the entire NFL, the Packers are the local passion and enjoy a national following; despite the town's size, Packers games are always sold out. In college athletics, St. Norbert College provides small-college football and baseball in nearby DePere. The University of Wisconsin-Green Bay supports a successful soccer program and competes in Division I basketball, making the NCAA

basketball tournament and even winning one tournament game in 2005. The national champion Green Bay Gamblers play in the Junior A U.S. Hockey League.

Sports for the Participant

The Green Bay Parks and Recreation Department oversees numerous city parks large and small, including the Bay Beach Amusement Park and Wildlife Sanctuary, the Metro Boat Launch at the mouth of the Fox River, the SK8 Park for skateboarders and inline skaters, and the Triangle Recreation Area. The department also sponsors sports leagues for all age groups. Facilities include courts for indoor tennis and racquetball, indoor and outdoor public swimming pools, ice skating and hockey rinks, outdoor tennis courts, ski and toboggan hills, and cross-country ski trails. Soccer and rugby teams compete in leagues. Several more boating facilities are available along Green Bay. Green Bay, Fox River, and Lake Michigan provide fishermen with pike, bass, salmon, trout, muskie, and panfish. Hunters can obtain licenses to bag duck, deer, and small game. Children enjoy rides and other activities at Bay Beach Amusement Park. Across the street from the amusement park at Wildlife Sanctuary, a 700-acre urban wildlife refuge, visitors can observe native fauna and hike the nature trails.

Shopping and Dining

The Green Bay area is the regional shopping center for northeastern Wisconsin. Shoppers may choose from among three major shopping malls with nearly 200 stores, mini-malls, and craft stores. There are quaint shopping districts with unique shops in the Historic Broadway District of Green Bay on Broadway, and on Main Street in nearby DePere. The Flying Pig Gallery and Greenspace in Algoma is a local attraction. Of unique interest is the Green Bay Packer Hall of Fame Store, offering Packer treasures, at the Lambeau Field Atrium.

Green Bay's more than 100 restaurants offer options ranging from gourmet cuisine to ethnic menus, sports bars, and casual dining establishments, and the options continue to expand. A more recent addition to the menu, diners can enjoy a sunset dinner boat that cruises the Green Bay waterways. Patrick's on the Bay offers beautiful waterside views and what many consider to be the best dining in the area.

Visitor Information: Green Bay Area Visitor and Convention Bureau, 1901 S. Oneida St., PO Box 10596, Green Bay, WI 54307; telephone (920)494-9507; visitorinfo@packercountry.com

■ Convention Facilities

With the opening of the KI Convention Center, Green Bay established itself as a leading regional meeting and convention destination. Offering more than 46,000

square feet of flexible meeting and convention space, the KI is connected to the Regency Suites Hotel and is within walking distance of the downtown business and shopping district. A popular meeting site in Green Bay is the Brown County Memorial Complex, which offers a combined total of more than 60,000 square feet of exhibition space. Providing modern equipment and facilities, the complex accommodates a variety of functions such as trade and consumer shows, conventions, and banquets, in addition to sports events. Brown County Veterans Memorial Arena features a number of floor layout options, ranging from 185 exhibit booths to portable seating for nearly 3,000 people. The Green Bay Packer Hall of Fame at the new Lambeau Field Atrium hosts breakfast meetings, cocktail receptions, and banquets for groups of 50 to 500 people. Parking for 7,000 automobiles is available on the grounds. Alternative sites for small to mid-sized meetings can be found at the Neville Public Museum, St. Norbert College, and the Weidner Center for the Performing Arts.

More than 70 downtown and suburban hotels and motels provide lodging for visitors and many have complete meeting accommodations, including the Radisson Inn and Conference Center and Kress Inn on the St. Norbert College campus; more than 3,000 guest rooms are available in the Green Bay metropolitan area.

Convention Information: Green Bay Area Visitor and Convention Bureau, 1901 S. Oneida St., PO Box 10596, Green Bay, WI 54307; telephone (920)494-9507; visitorinfo@packercountry.com

■ Transportation

Approaching the City

Three commercial airlines schedule daily flights into Austin Straubel Airfield, operated by Brown County and located in Ashwaubenon on the outskirts of the city. The airfield unveiled the results of a \$26 million renovation in 2006, which included a grand lobby and the addition of four new gates.

As the transportation hub for northeastern Wisconsin, Green Bay is served by motor routes linked by the state's only complete beltline. Interstate 43, connecting Green Bay with Milwaukee, circles the east side of the city from northwest to southeast and is linked with the north-south U.S. 41 on the west side by Highway 172. Other principal highways are U.S. 141 and State 29, 32, 54, and 57.

Traveling in the City

Intracity public bus transportation on Green Bay Metro Transit is available Monday through Saturday on regularly scheduled routes throughout Green Bay and the nearby towns of Allouez, Ashwaubenon, Bellevue, De

Pere, and the Oneida Casino. The Tiletown Trolley offers rides to and from several local attractions (no service on Mondays).

■ Communications

Newspapers and Magazines

The major daily newspaper in Green Bay is the *Green Bay Press-Gazette*. Several neighborhood and regional newspapers appear weekly. *Musky Hunter*, a magazine for anglers, is published six times a year.

Television and Radio

There are local network affiliates in Green Bay for ABC, CBS, NBC, Fox, PBS, and the CW; subscription cable service is available. Several FM and AM radio stations broadcast out of Green Bay; from nearby cities, more than 30 FM and approximately 10 AM radio stations are available to Green Bay listeners. Most stations schedule music programming with an emphasis on country, oldies,

and light rock; there are several news/talk stations, sports talk, and two public radio outlets.

Media Information: *Green Bay Press-Gazette*, 435 East Walnut, PO Box 23430, Green Bay, WI 54305; telephone (920)435-4411

Green Bay Online

Brown County Library. Available www.co.brown.wi.us/library

City of Green Bay. Available www.ci.green-bay.wi.us

Green Bay Area Public Schools. Available www.greenbay.k12.wi.us

Green Bay Area Visitors & Convention Bureau. Available www.greenbay.com

Green Bay Packers. Available www.packers.com

BIBLIOGRAPHY

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Madison

■ The City in Brief

Founded: 1836 (incorporated 1856)

Head Official: Mayor Dave Cieslewicz
(since 2003)

City Population

1980: 170,616

1990: 190,766

2000: 208,054

2006 estimate: 223,389

Percent change, 1990–2000: 8.9%

U.S. rank in 1980: 84th

U.S. rank in 1990: 82nd

U.S. rank in 2000: 81st

Metropolitan Area Population

1980: 324,000

1990: 367,085

2000: 426,526

2006 estimate: 543,022

Percent change, 1990–2000: 16.2%

U.S. rank in 1980: 100th

U.S. rank in 1990: Not available

U.S. rank in 2000: 97th

Area: 68.7 square miles (2000)

Elevation: 845.6 feet above sea level (average)

Average Annual Temperatures: January, 17.3° F;
July, 71.6° F; annual average, 46.1° F

Average Annual Precipitation: 32.95 inches of
rain; 44.1 inches of snow

Major Economic Sectors: Government, services,
wholesale and retail trade

Unemployment Rate: 4.1% (June 2007)

Per Capita Income: \$23,498 (1999)

2005 FBI Crime Index Property: 7,737

2005 FBI Crime Index Violent: 839

Major Colleges and Universities: University of Wis-
consin–Madison

Daily Newspaper: *Wisconsin State Journal*; *The Capital
Times*

■ Introduction

The capital of Wisconsin, Madison is also the seat of Dane County and the focus of a metropolitan statistical area that includes the entire county. The city was founded as the state capital, where no other permanent settlement had previously existed, on a unique geographic site, a narrow isthmus of land called Four Lakes Isthmus between two lakes. Since Madison was founded, the natural beauty of its setting has been enhanced by parks and boulevards with an impressive State Capitol Building and plaza at the center of the city. Madison is the base of the University of Wisconsin, a nationally respected research institution known for a tradition of academic excellence.

■ Geography and Climate

Set on a narrow isthmus of land between Lake Mendota and Lake Monona, Madison is surrounded by a network of lakes and rivers. The topography is rolling. The continental climate is consistent with the city's location in interior North America; the temperature range is wide, with an extreme winter low of minus 40 degrees and an extreme summer high of 110 degrees. Tornadoes can be prevalent during spring, summer, and fall; moderate temperatures and humidity prevail during a generally

pleasant summer. Annual average snowfall is just over 44 inches.

Area: 68.7 square miles (2000)

Elevation: 845.6 feet above sea level (average)

Average Temperatures: January, 17.3° F; July, 71.6° F; annual average, 46.1° F

Average Annual Precipitation: 32.95 inches of rain; 44.1 inches of snow

■ History

Land Speculator Prevails in State Capital Bid

The Winnebago tribe were the first inhabitants of the area where the city of Madison now stands; these Native Americans lived off the land's bounty and camped alongside Lake Monona and Lake Mendota. Madison owes its founding to James Doty, a native New Yorker who served as circuit judge of the Western Michigan Territory, which included Wisconsin and points as far west as the Dakotas and Iowa. Doty became a land agent for fur trader and financier John Jacob Astor and in August 1835, he started buying land around the site that was to become Madison; soon he owned more than 1,200 acres on the Four Lakes isthmus.

When the Wisconsin Territorial legislature convened for the first time in October 1836, with the task of selecting the site for the capital, land speculators flocked to the village with "paper" towns for the legislators to consider. In all, 18 townsites were considered, but Doty's vision proved to be the most persuasive. Doty had selected the name Madison in honor of James Madison, the former United States President. The recently deceased Madison had been the last surviving signer of the U.S. Constitution. Doty's design of Madison, with a square in the middle housing the Capitol and streets radiating diagonally from it like spokes in a wheel, was the same as Pierre Charles L'Enfant's street plat of Washington, D.C. The widest street was to be named Washington, and the other streets named after the other signers of the Constitution. When the legislators complained of being cold during their meetings, Doty dispatched a man to Dubuque, Iowa, to purchase Buffalo robes to warm the freezing public officials.

Eben and Rosaline Peck and their son Victor were the first non-Native American family to settle in Madison, arriving in the spring of 1837. They built a crude log inn and named it Madison House, which became the center of early activity and boarded the workmen who had arrived to begin work on the new capitol. Augustus A. Bird supervised a crew of workmen who first built a steam-driven sawmill and then proceeded to

try to complete the capitol building before the first legislative session. In November 1838, the legislators arrived to find the statehouse incomplete; when they finally moved into the new statehouse, the conditions were terrible: inkwells were frozen, ice coated the interiors, and hogs squealed in the basement. Legislators threatened to move the capital to Milwaukee but better accommodations could not be guaranteed. The statehouse was not completed until 1848.

Growth and Development Preserve Natural Setting

Improvements were slow to come to Madison and the living conditions remained crude until the arrival of Leonard J. Farwell in 1849. Farwell, a successful Milwaukee businessman, began developing the land by channeling a canal between Lakes Mendota and Monona, damming one end of Lake Mendota, building a grist and flour mill, and opening streets and laying sidewalks. But even as late as 1850, when Madison's population numbered more than 1,600 people, the isthmus thickets were still dense and impenetrable.

The University of Wisconsin was founded in 1848, the year Wisconsin was admitted to the Union. The first graduating class, in 1854, numbered two men. That year the first railroad service arrived in Madison and during the decade before the Civil War, Madison's business economy began to grow. The Madison Institute sponsored a successful literary lyceum and boasted 1,300 volumes in its library. Streets were gas-illuminated by 1855, when three daily and five weekly newspapers were published in the new capital and the population had increased to more than 6,800 people. The city was incorporated in 1856. The following year Madison's citizens voted to donate \$50,000 in city bonds to enable the legislature to enlarge and improve the Capitol building.

The Madison Park and Pleasure Drive Association was organized in 1894 and citizens donated lakeshore and forest-bluff tracts as well as money to create scenic drives, parks, and playgrounds in the city. Four years later, the city council started annual contributions to the park association. By 1916, the park association had spent more than \$300,000 on improvements to the shoreline and parks.

In February 1904, a fire destroyed much of the Capitol's interior. A new Capitol was constructed in stages between 1906 and 1917 on the site of the old one, featuring the only granite state Capitol dome in the United States. As both a state capital and home to a major state university, Madison has experienced a stable economic and educational base.

In rankings of U.S. cities, Madison consistently scores very high on seemingly every form of criteria. In recent years Madison has appeared several times on *Money* magazine's list of the best places to live. It has been cited by *Zero Population Growth* as the "#1



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healthiest city in the nation to raise children.” *Outside* magazine calls Madison a “Dream Town”; *The Utne Reader* calls it one of America’s “10 Most Enlightened Towns” and “The Heartland’s Progressive Hotbed.” In addition, *Sports Illustrated* called Madison “America’s #1 College Sports Town,” while *Prevention* magazine labeled it one of its “12 Best Walking Towns.”

Historical Information: State Historical Society of Wisconsin, 816 State Street, Madison, WI 53706; telephone (608)264-6534

■ Population Profile

Metropolitan Area Residents

1980: 324,000
 1990: 367,085
 2000: 426,526
 2006 estimate: 543,022
 Percent change, 1990–2000: 16.2%
 U.S. rank in 1980: 100th
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 97th

City Residents

1980: 170,616
 1990: 190,766
 2000: 208,054
 2006 estimate: 223,389
 Percent change, 1990–2000: 8.9%
 U.S. rank in 1980: 84th
 U.S. rank in 1990: 82nd
 U.S. rank in 2000: 81st

Density: 3,028.4 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 174,689
 Black: 12,155
 American Indian and Alaska Native: 759
 Asian: 12,065
 Native Hawaiian and Pacific Islander: 77
 Hispanic or Latino (may be of any race): 8,512
 Other: 3,474

Percent of residents born in state: 57.1% (2006)

Age characteristics (2000)

Population under 5 years old: 10,815

Population 5 to 9 years old: 10,016
Population 10 to 14 years old: 10,332
Population 15 to 19 years old: 18,192
Population 20 to 24 years old: 32,394
Population 25 to 34 years old: 37,054
Population 35 to 44 years old: 29,925
Population 45 to 54 years old: 26,553
Population 55 to 59 years old: 7,941
Population 60 to 64 years old: 5,648
Population 65 to 74 years old: 9,508
Population 75 to 84 years old: 7,025
Population 85 years and older: 2,651
Median age: 30.6 years

Births (2006, MSA)

Total number: 6,890

Deaths (2006, MSA)

Total number: 3,441

Money income (1999)

Per capita income: \$23,498
Median household income: \$41,941
Total households: 89,267

Number of households with income of . . .

less than \$10,000: 8,645
\$10,000 to \$14,999: 5,285
\$15,000 to \$24,999: 10,696
\$25,000 to \$34,999: 11,561
\$35,000 to \$49,999: 15,934
\$50,000 to \$74,999: 18,338
\$75,000 to \$99,999: 9,271
\$100,000 to \$149,999: 6,542
\$150,000 to \$199,999: 1,631
\$200,000 or more: 1,364

Percent of families below poverty level: 10.4% (1999)

2005 FBI Crime Index Property: 7,737

2005 FBI Crime Index Violent: 839

■ Municipal Government

The city of Madison operates under a mayor-alderperson form of government. Twenty alders, representing 20 city districts, are chosen for two-year terms in a nonpartisan election. The mayor, who is not a member of council, is chosen for a four-year term in a nonpartisan election.

Head Official: Mayor Dave Cieslewicz (since 2003; current term expires 2011)

Total Number of City Employees: approximately 3,000 (2007)

City Information: City Hall, 215 Martin Luther King Jr. Boulevard, Madison, WI 53703; telephone (608)266-4611

■ Economy

Major Industries and Commercial Activity

The principal economic sectors in Madison are manufacturing, services, and government. Meat packing and the production of agriculture and dairy equipment have long been established industries in the city; among other items produced by area manufacturing firms are hospital equipment, advanced instrumentation, storage batteries, and air circulating fixtures. Diversified farming contributes significantly to the Madison economy; nearly one-sixth of all Wisconsin farms are located within the Greater Madison market region. Dane County ranks among the top ten counties in the nation for agricultural production, the primary products being corn, alfalfa, tobacco, oats, eggs, cattle, hogs, and dairy foods.

The offices of more than 30 insurance companies are located in Madison; included among them are American Family, CUNA Mutual Insurance Group, and General Casualty. The city is also the world headquarters of Promega Corporation and Oscar Mayer. Government and education are major economic sectors; about one third of the area work force is employed in federal, state, and local government jobs, and the University of Wisconsin employs more than 29,000 workers. Madison is a banking and finance center, serving the metropolitan region with more than 120 banks, credit unions, and savings and loan institutions. Other service areas important to the local economy are health care and research and development. The high-tech industry is among the fastest-growing sectors of the local economy.

Items and goods produced: agricultural products, food packaging products, dry cell batteries, farm machinery, hospital equipment, optical instruments, lenses, fabricated structural steel

Incentive Programs—New and Existing Companies

Local programs: The city of Madison Office of Business Resources leads start-up, relocating, and expanding businesses through the range of available financial and consultative benefits the local government has to offer. The Small Business Development Center (SBDC) at the University of Wisconsin is an award-winning community resource that aids small businesses by providing practical, customer-focused management education, training, counseling and networking. In addition to counseling, the SBDC conducts workshops

and seminars. The city provides below market-rate interest loans for real estate projects in the Downtown Isthmus area and selected other areas of the city. Madison Development Corporation (MDC) provides loans of up to \$200,000 to businesses in the City of Madison that show continued job growth.

State programs: Wisconsin corporate taxes remain among the lowest in the nation due to property tax exemptions on manufacturing machinery and equipment, inventory exemptions, and lack of franchise and unitary taxes.

The Wisconsin Economic Development Association (WEDA) and the Wisconsin Economic Development Institute (WEDI) are two nonprofit agencies that provide information and financial services, legal and legislative assistance, and networking opportunities for their member businesses. On the government side, the Division of Business Development of the Wisconsin Department of Commerce provides technical assistance and financial incentives to businesses in the areas of business planning, site selection, capitalization, permits, training and recruitment, and research and development. On April 28, 2000, Governor Tommy G. Thompson signed into law a bill that created the Wisconsin Technology Council, a nonprofit, nonpartisan board that serves to create, develop and retain science and technology-based business in Wisconsin, and to serve as an advisor to the Governor and the Legislature. The Council also serves as the key link between the state's colleges and universities and the business expertise and capital offered by the financial service industry; the firm published its "Vision 2020: A Model Wisconsin Economy" as a blueprint for its efforts.

Job training programs: The area's universities and technical colleges offer ample education and training programs. The State of Wisconsin has programs available to provide grants to businesses training workers in new technologies.

Development Projects

In July 1998, Madison businessman W. Jerome Frautschi announced a major civic gift to improve the cultural arts facilities in downtown Madison. Called the Overture Center for the Arts, it is a privately funded initiative to promote excellence in the arts and stimulate a downtown Madison renaissance. Phase One of the Overture project, including the brand new, state-of-the-art Overture Hall, a 2,250-seat theater that houses the Madison Symphony, Madison Opera, and the Madison Ballet, was completed in 2004. Phase Two, which includes a renovation of the old Capitol Theater and a new Madison Museum of Contemporary Art, was completed in 2006. All design comes under the guise of internationally known architect Cesar Pelli and as plans have expanded development costs surpassed \$205 million, all of which was funded by Mr. Frautschi.

In 2007 plans were underway for two new buildings at the UW-Madison School of Education: the Education Building and Art Lofts. Construction on the Education Building was expected to be complete by December 2010, and the Art Lofts Project, which was to be the new home of the graduate art program, was expected to be completed by 2009.

Economic Development Information: Greater Madison Chamber of Commerce, 615 E. Washington Ave., PO Box 71, Madison, WI 53701-0071; telephone (608)256-8348. City of Madison Department of Planning and Development, 215 Martin Luther King, Jr. Blvd., Madison, WI 53703; telephone (608)266-4635; fax (608)267-8739.

Commercial Shipping

Madison is served by the Chicago & Northwestern, Soo/Milwaukee, and Wisconsin & Calumet railroads. More than 40 motor freight carriers link the city with markets throughout the nation via an extensive interstate highway system. Air cargo is shipped through Dane County Regional Airport by two companies, Federal Express and Airborne.

Labor Force and Employment Outlook

Madison enjoys relatively low unemployment and a high percentage of high-paying jobs in the growing high-technology sector of the economy, all of which provide a strong boost to the local economy in many ways. Many of these new businesses are in the high-tech sector of the local economy. In 2005 more than 450 firms in the Madison area were identified as high-tech. Madison Schools are consistently ranked among the best in the nation, and the University of Wisconsin is regarded as one of the nation's finest public universities, turning out thousands of graduates each year and providing a high number of jobs in research and development.

The following is a summary of data regarding the Madison metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 346,600

Number of workers employed in . . .

- construction and mining: 17,400
- manufacturing: 32,500
- trade, transportation and utilities: 60,700
- information: 8,900
- financial activities: 27,900
- professional and business services: 36,000
- educational and health services: 34,900
- leisure and hospitality: 29,700
- other services: 17,700
- government: 80,800

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.1% (June 2007)

<i>Largest employers (2004)</i>	<i>Number of employees</i>
State of Wisconsin (includes University of Wisconsin)	41,151
UW Health Hospitals/ Clinics	29,253
Madison Metropolitan School District	5,921
U.S. Government	4,629
American Family Insurance	3,700
Wisconsin Physicians Service Group	3,604
Meriter Health Services	3,393
Dean Health System	3,306
City of Madison	3,071
University of Wisconsin Medical Foundation	3,064

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 4.6% to 6.75%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 0.5% (Dane County)

Property tax rate: Effective tax rate \$23.46 per \$1,000 of assessed valuation (2004)

Economic Information: Greater Madison Chamber of Commerce, 615 E. Washington Ave., PO Box 71, Madison, WI 53701-0071; telephone (608)256-8348.

■ Education and Research

Elementary and Secondary Schools

Public, elementary, and secondary schools in Madison are part of the Madison Metropolitan School District, the third-largest system in the state of Wisconsin, with an annual budget of more than \$330 million. The Madison Metropolitan School District has early childhood programs and alternative programs at the secondary level (6-12). Nearly 10 percent of enrolled students speak Spanish as their first language and 15

percent of all students are enrolled in English as a second language program. The district covers approximately 65 square miles, including all or part of the cities of Madison and Fitchburg, the villages of Maple Bluff and Shorewood Hills, and the towns of Blooming Grove, Burke and Madison. A superintendent is appointed by a seven-member, nonpartisan board of education.

A new elementary school was scheduled to be added to the Madison Metropolitan School District in fall 2008.

The following is a summary of data regarding the Madison Metropolitan School District as of the 2005–2006 school year.

Total enrollment: 81,118

Number of facilities

elementary schools: 31
junior high/middle schools: 11
senior high schools: 4
other: 1

Student/teacher ratio: 12.9:1

Teacher salaries (2005–06)

elementary median: \$43,050
junior high/middle median: \$45,020
secondary median: \$44,250

Funding per pupil: \$11,702

Parochial elementary and secondary school systems are operated by the Roman Catholic and Lutheran churches; there are a total of 22 private schools in Dane County.

Public Schools Information: Madison Metropolitan School District, 545 West Dayton Street, Madison, WI 53703-1995; telephone (608) 663-1879

Colleges and Universities

The University of Wisconsin—Madison, chartered in 1848, is one of the country's top 10 public universities. It enrolls more than 41,400 students and grants undergraduate and graduate degrees in more than 100 disciplines, including agriculture, allied health professions, education, environmental studies, law, pharmacy, medicine, veterinary medicine, and nursing. As a major research institution, the university is known for work in a variety of fields such as agriculture, bacteriology, chemistry, engineering, forest products, genetics, land use, medicine, nuclear energy, and physics. Over 60 percent of enrolled students hail from the state of Wisconsin, with all 50 states and more than 100 countries represented in the student body. In the 2008 edition of *U.S. News and World Report's* "Best Colleges," the school was ranked 38th among national universities.

Edgewood College is a private liberal arts college awarding associate and baccalaureate degrees; a cooperative program in medical technology with area schools and limited cross-registration with the University of Wisconsin-Madison are available. The school offers more than 40 majors to its 2,400 students and boasts a student-faculty ratio of 13:1. Vocational training and/or bachelor's degrees are offered by Madison Area Technical College (which enrolls more than 44,000), Herzing College of Technology, and Madison Media Institute; areas of specialization include aviation, computers, cosmetology, dance, electronics, music, nursing, recreation, and television.

Libraries and Research Centers

Madison is home to approximately 180 public, governmental, special, and academic libraries. The Madison Public Library, with a centrally located main facility, operates nine branches throughout the city. Holdings include more than 1.2 million volumes, including periodicals, and compact discs, DVD and video recordings, books on tape, maps, charts, and art reproductions; the library is a partial depository for federal and city documents. In 2005 the Library had 2.2 million visitors, another 2.6 million hits on its online databases, and circulated 4.5 million volumes. It is also part of South Central Library System, a network of public libraries in the surrounding seven-county area. The University of Wisconsin-Madison Libraries represent the 11th largest research collection in North America. The libraries house more than 7.3 million printed volumes, 55,000 serial titles, and 6.2 million microforms; UW-Madison's Memorial Library is the largest library in the city. The State Historical Society library specializes in Wisconsin lore and has a special African American History Collection.

As the state capital, Madison is the site for libraries affiliated with governmental agencies; among them are the Wisconsin Department of Justice Law Library, the Wisconsin Legislative Reference Bureau, the Wisconsin Department of Public Instruction, the Public Service Commission of Wisconsin, the Wisconsin Department of Transportation Library, and the Wisconsin State Law Library. Several county agencies also maintain libraries in the city. Other specialized libraries are operated by colleges, public interest groups, labor organizations, churches, hospitals, corporations, museums, and newspapers.

The University of Wisconsin-Madison ranks among the top American research universities. UW-Madison annually spends more than \$680 million on research. This represents the third-largest expenditure by a university on research nationwide. U.S. government research laboratories located in Madison include the U.S. Forest Products Lab, the U.S. Fish and Wildlife Laboratory, the Space Science and Engineering Center, the Waisman Center on Mental Retardation and Human Development, the Enzyme Institute, the Sea Grant

Institute, Air Pollution Lab, and the U.S. Department of Agriculture Research Service. A number of private research and testing centers, such as Hazelton Laboratories America, Inc., are also based in Madison.

Public Library Information: Madison Public Library, 201 West Mifflin Street, Madison, WI 53703; telephone (608)266-6300

■ Health Care

Madison, home to the University of Wisconsin Medical School, is a major center for medical research and testing. The school particularly focuses its research on aging, cancer, cardiovascular and respiratory sciences, neuroscience, population and community health sciences, rural health and women's health. The University of Wisconsin Hospital and Clinics is comprised of approximately 60 clinics throughout the state, including the UW Comprehensive Cancer Center, which has a national reputation for excellence in cancer care and research. The UW system employs more than 1,100 physicians. In the 2006 edition of *U.S. News and World Report's* "Best Hospitals" list, the University of Wisconsin Hospital and Clinics was ranked among the top 50 hospitals for several specialties: cancer, digestive disorders, kidney disease, urology, and gynecology.

Additional medical service for the region is provided by five Dane County general hospitals (with a total of more than 1,400 beds) and more than 90 general and urgent-care clinics. Among the principal facilities are Meriter Hospital and St. Mary's Hospital.

■ Recreation

Sightseeing

The starting point for sightseeing in Madison is the State Capitol building, located between lakes Mendota and Monona. The dome is topped with Daniel Chester French's gilded bronze statue, *Wisconsin*. The Capitol's interior features 43 varieties of stone and murals, glass mosaics, and hand-carved wood furniture. The State Historical Society on the Capitol Square recaptures the history of Wisconsin with exhibits on Native American tribal life from prehistoric times to the present, pioneer days, paintings and statues. Adjacent is the Wisconsin Veterans Museum, which honors Wisconsin's citizen-soldiers through large-scale exhibits, displays, and presentations.

The architect Frank Lloyd Wright, who resided in nearby Spring Green, designed two buildings that are open to the public in Madison. In 1997, the Monona Terrace Community and Convention Center opened its doors some 60 years after Wright first proposed the project, which marries the capitol with Lake Monona. The Unitarian Meeting House, opened in 1951, still

serves as a venue for Unitarian Universalist services. About 45 minutes away is Taliesin, Wright's home and architectural school in Spring Green.

To the north of town visitors will find the Circus World Museum, the Wollersheim Winery in Prairie du Sac (which holds a Grape Stomp Festival each fall at harvest time), and the Wisconsin Dells, a favorite family vacation destination with natural beauty, lakes and rivers, and shopping.

The University of Wisconsin Arboretum, maintained for research and instruction by the institution, consists of 1,200 acres of natural forests, prairie, and orchards inside the city; 250 varieties of lilacs and a number of effigy mounds highlight the Arboretum's park trails. Olbrich Botanical Gardens, a 52-acre park and conservatory, displays gorgeous annuals, perennials, and shrubs outside and a lush tropical paradise inside the 50-foot glass pyramid. The Tenney Park Locks and Dam connect Lakes Mendota and Monona, providing passageway for nearly 20,000 watercraft each season and a popular spot for fishing or feeding ducks. On the other end of Lake Mendota is the University of Wisconsin campus with its rich architectural history and scenic beauty. Along Observatory Drive is the Carillon Tower and Bells, the only carillon to be supported at a university by gifts of senior classes.

The Henry Vilas Park Zoo, bordering the shore of Lake Wingra, is home to hundreds of species of exotic animals.

Arts and Culture

The new jewel in downtown Madison's restoration and the city's arts scene is the Overture Center for the Arts, anchored by Overture Hall, new home of the Madison Symphony, the Madison Opera, and national touring productions. The intimate Isthmus Playhouse provides the stage for the Madison Repertory Theatre. Summer performances of Shakespeare and other classics by the American Players Theater are held in Spring Green.

Music is a popular pastime, too, as evidenced by the free concerts throughout the year at Monona Terrace Community and Convention Center and the summertime Wisconsin Chamber Orchestra Concerts on the Square. The University of Wisconsin Chazen Museum of Art maintains an eclectic permanent collection ranging from Native American miniatures, Japanese prints, and European medals to Soviet paintings and European and American art. The university's other museums concentrate in the fields of geology and zoology. Exhibits at the Madison Children's Museum involve children in learning about science, culture, and art.

Festivals and Holidays

USA Today said about Madison: "There's always something to do . . . an almost constant parade of free events." The Capitol Square is the center of many of Madison's

special events and activities. In June "Cows on the Concourse" celebrates dairy month. The Badger States Games are held in June, attracting from throughout the state thousands of amateur athletes who participate in 18 different sports. Rhythm and Booms is Madison's Independence Day Celebration; it sets spectacular fireworks to music over Lake Mendota. Art Fair on the Square, held the second weekend in July, brings nearly 500 artists to the Capitol Square to exhibit their works. It is accompanied by Art Fair off the Square, highlighting Wisconsin artists. The Maxwell Street Days, a bazaar of bargains along Madison's famous State Street, is another popular event, as is the Paddle 'N Portage Canoe Race and Taste of Madison, held on Labor Day weekend, when area restaurants serve their most exotic and popular dishes. From May to October, the Dane County Farmers' Market is held on Wednesday and Saturday mornings around the picturesque Capitol. Autumn features the Thirsty Troll Brewfest and the Annual Mount Horeb Fall Heritage Festival. The grey days of winter are brightened by the Madison Auto Show and Kites on Ice, a two-day kite-flying event that attracts participants from around the world to Lake Monona in February. There is an annual St. Patrick's Day Parade on Capitol Square.

Sports for the Spectator

The University of Wisconsin Badgers compete in the Big Ten athletic conference in 12 sports; the football, basketball, and hockey teams consistently draw large crowds. Home football Saturdays in Madison are like a community holiday, with tailgate parties beginning early in the morning and parties lasting well into the night, regardless of how the team fared on the field that day. In 2004 *Sports Illustrated* magazine named Madison "Best College Sports Town" in America for its spirited support of the Badgers. The Madison Mallards is a collection of promising collegiate baseball players that play summer ball in the Northwoods League. The Green Bay Packers of the National Football League are adopted by the entire state of Wisconsin, and in nearby Milwaukee, professional baseball (the Brewers) and basketball (the Bucks) are closely followed by Madison fans.

Sports for the Participant

Water sports are particularly attractive in Greater Madison, where five lakes provide ideal conditions for swimming, fishing, boating, canoeing, windsurfing, and ice skating in winter. Year-round fishing is popular, with typical catches including muskie, northern pike, walleye, bass, panfish, and cisco. The Madison Parks Department maintains more than 7,200 acres of park land. Around forty parks maintain ice skating ponds, the majority of which are lighted for evening skating; many provide warming houses. Cross country ski trails line city parks. Many of the parks are equipped with outdoor tennis

courts. The Dane County Park System offers a spectacular array of scenery and recreational opportunities at more than 30 area metroparks.

In a city where bicycles may outnumber automobiles, approximately 100 miles of bicycle paths are provided for cycling enthusiasts. Favorite routes circle Lake Monona and the University of Wisconsin Arboretum, cutting through Madison's historic residential district, the zoo, and alongside Lake Wingra. Public golf courses, of varying lengths and difficulties for golfers of all ability levels, are located in Madison. The Springs Golf Course and University Ridge are highly-rated 18-hole courses designed by Robert Trent Jones. In 2004 nearby Whistling Straits Golf Course in Kohler hosted the PGA Championship; the public course was designed by legendary golf course architect Pete Dye. The Mad City Marathon in late May brings thousands of runners to test their mettle against 26.2 miles through some of the most scenic spots in town.

Shopping and Dining

The major shopping malls—East Towne, Hilldale, West Towne, and Westgate—offer comprehensive selection and competitive prices. The Johnson Creek Outlet Center just 30 miles east of Madison has more than 60 brand name stores. The State Capitol district offers a selection of restaurants and stores in a park setting. The pedestrians-only State Street Mall connects the Capitol Square with the University of Wisconsin; the lower section of the Mall is populated by street vendors selling crafts and food. Madison boasts that it has more restaurants per capita than any city in America, with cuisine from around the world appealing to the eclectic tastes of the city's progressive population. Specialty shops and some of the city's finest restaurants are located on State Street. Monroe Street on Madison's near west side also offers charm and unique restaurants and shops. Friday night fish fries are a local custom, and one restaurant caters to specialties native to Wisconsin. The Farmers' Market comes highly recommended for purchasing fresh produce from local growers.

Visitor Information: Greater Madison Convention & Visitors Bureau, 615 East Washington Avenue, Madison, WI 53703; telephone (608)255-2537; toll-free (800)373-6376

■ Convention Facilities

In all, the Madison area has more than 8,000 hotel rooms and 400,000 square feet of meeting space, which makes it an annual gathering place for such conventions as the World Dairy Expo. Located on the shore of Lake Monona and inspired by a design created by Frank Lloyd Wright in 1938, Monona Terrace is two blocks from Capitol Square, to which it is linked by a pedestrian promenade. In 2001 the facility added the 240-room

Hilton Madison Monona Terrace with direct access to the convention facility by enclosed walkway. The facility offers approximately 250,000 square feet of convention and meeting space, including a ballroom, an exhibit hall, a multimedia auditorium, gift shop, pre-function areas, and a 90-foot extension over the water. The roof features a park and bandshell, and there is parking for about 550 cars.

The Alliant Energy Center of Dane County is a 160-acre multibuilding complex including 100,000 square feet of column-free exhibition space and a 9,500-seat arena. The Overture Center for the Arts has unique meeting space for smaller groups in several spectacular settings. Three downtown hotels providing meeting and convention facilities are The Concourse, with three ballrooms and several meeting rooms; the Best Western Inn on the Park, with a variety of meeting room styles; and The Edgewater, with five meeting rooms.

Additional meeting accommodations are available on the campus of the University of Wisconsin—Madison, as well as at numerous hotels and motels throughout metropolitan Madison.

Convention Information: Greater Madison Convention & Visitors Bureau, 615 East Washington Avenue, Madison, WI 53703; telephone (608)255-2537; toll-free (800)373-6376

■ Transportation

Approaching the City

The Dane County Regional Airport, east of the city, is an international airport with more than 100 regularly scheduled daily flights, serving 1.6 travellers annually. The airport is also a general aviation facility.

I-90 and I-94, two of Wisconsin's interstate highways, pass through Madison, connecting the city with Chicago (2.5 hours), Minneapolis (4.5 hours), and Milwaukee (1.5 hours). The highway system also includes U.S. routes 12, 14, 18, 51, and 151 and state roads 30 and 113. The West Beltline, formed by U.S. 18, 151, 12, and 14, bypasses the city. Three companies provide intercity bus service.

Traveling in the City

Madison is long and narrow, following a northeast-southwest orientation along the shores of Lakes Mendota and Monona. Within this configuration, downtown streets radiate from the Capitol hub; principal thoroughfares are Washington, Johnson, and Williamson, which run northeast and southwest, and State Street and University Avenue, which extend due east.

Madison is one of the most bicycle-friendly cities in America, with miles of paved bike paths and an extensive map system to help bikers get around. Intracity public

bus transportation is operated by Madison Metro Bus Company, which provides Metro Plus service for elderly and handicapped patrons. Unlimited access to the bus system comes for just \$3 per day.

■ Communications

Newspapers and Magazines

Daily newspapers in Madison are the morning and Sunday *Wisconsin State Journal* and the evening (Monday through Friday; mornings on Saturday) *The Capital Times*. Several other newspapers also circulate in the city; among them are the alternative weekly *Isthmus*, and University of Wisconsin student dailies.

Madison is the center of extensive magazine and journal publishing activity, including *Madison Magazine* and *In Business*. Magazines with wide circulation focus on such subjects as agriculture, athletics, money management, economic justice, and Wisconsin recreation. Several academic journals are based at the University of Wisconsin and numerous specialized magazines and journals, many affiliated with government agencies, are printed in Madison.

Television and Radio

Six television channels—four commercial and two public—broadcast from Madison, which also receives programming from Green Bay and Wausau. Cable service is

available. Several television production firms are located in the city.

More than a dozen AM and FM radio stations serve Greater Madison with a variety of programming that includes classical music, jazz, easy listening, farm news, and topics of public interest.

Media Information: *The Capital Times*, 1901 Fish Hatchery Road, PO Box 8060, Madison, WI 53708; telephone (608)252-6363. *Wisconsin State Journal*, 1901 Fish Hatchery Road, Madison, WI 53708; telephone (608)252-6363

Madison Online

City of Madison Home Page. Available www.ci.madison.wi.us

Greater Madison Chamber of Commerce. Available www.greatermadisonchamber.com

Greater Madison Convention and Visitors Bureau. Available www.visitmadison.com

Madison Metropolitan School District. Available www.madison.k12.wi.us

Madison Public Library. Available www.madisonpubliclibrary.org

University of Wisconsin-Madison. Available www.wisc.edu

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Milwaukee

■ The City in Brief

Founded: 1839 (incorporated 1846)

Head Official: Mayor Tom Barrett (since 2004)

City Population

1980: 636,212

1990: 628,088

2000: 596,974

2006 estimate: 573,358

Percent change, 1990–2000: –5.0%

U.S. rank in 1980: 16th

U.S. rank in 1990: 17th

U.S. rank in 2000: 25th (State rank: 1st)

Metropolitan Area Population

1980: Not available

1990: 1,607,183

2000: 1,689,572

2006 estimate: 1,509,981

Percent change, 1990–2000: 5.1%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 64th (CMSA)

Area: 96.1 square miles (2000)

Elevation: 581.2 feet above sea level

Average Annual Temperatures: January, 20.7° F; July, 72.0° F; annual average, 47.5° F

Average Annual Precipitation: 34.81 inches of rain; 47.3 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, manufacturing

Unemployment Rate: 5.7% (June 2007)

Per Capita Income: \$17,696 (2005)

2005 FBI Crime Index Property: 32,812

2005 FBI Crime Index Violent: 6,010

Major Colleges and Universities: University of Wisconsin-Milwaukee; Marquette University

Daily Newspaper: *Milwaukee Journal Sentinel*

■ Introduction

Milwaukee, the seat of Milwaukee County, is the largest city in Wisconsin and the center of a metropolitan statistical area comprised of Milwaukee, Ozaukee, Washington, and Waukesha counties. Mid-nineteenth century German immigration laid the foundation for Milwaukee's "golden age," when cultural and political life flourished, culminating in the election of the country's first socialist mayor in 1912. The city is a major Great Lakes port, traditionally known for manufacturing and breweries. Milwaukee has in recent years reemerged as a primary cultural and entertainment center for the Upper Midwest.

■ Geography and Climate

Situated on the western shore of Lake Michigan at the confluence of the Milwaukee, Menomonee, and Kinnickinnic rivers, Milwaukee experiences a continental climate characterized by a wide range of temperatures. The frequently changeable weather is influenced by eastward-moving storms that cross the middle section of the nation. Severe winter storms often produce ten inches of snow, and incursions of arctic air result in several days of bitterly cold weather. The Great Lakes influence the local climate during all seasons, modifying air masses before they reach the city; Lake Michigan, in particular,

causes dramatic shifts in temperature. Summer temperatures seldom exceed 100 degrees, although a combination of high temperatures and humidity occasionally develops.

Area: 96.1 square miles (2000)

Elevation: 581.2 feet above sea level

Average Temperatures: January, 20.7° F; July, 72.0° F; annual average, 47.5° F

Average Annual Precipitation: 34.81 inches of rain; 47.3 inches of snow

■ History

Tribal Meeting Place Draws Permanent Settlement

Mahn-a-waukee Seepe, a Native American word meaning “gathering place by the river,” was the name given to the land next to the natural bay where the Milwaukee, Menomonee, and Kinnickinnic rivers flow into Lake Michigan and where a number of tribes met to hold counsel. The Potawatomi was the largest of the local tribes and they, along with the Menominee, were under French control in the seventeenth century. As white traders moved into the territory, the Native Americans withdrew into the wilderness. The Menominee gave up land east and north of the Milwaukee River in 1831, and the United Nation of Chippewa, Ottawa, and Potawatomi signed a treaty in Chicago in 1833 that relinquished a large section of land south and west of the Milwaukee River.

In 1835 three men bought the first land holdings in Milwaukee at a land auction in Green Bay. French trader Solomon Juneau had operated a trading post near the Milwaukee River since 1818, and he purchased the land between the Milwaukee River and Lake Michigan that he named Juneautown. Byron Kilbourn named his western tract Kilbourntown, and George H. Walker claimed a southern section. Juneau accrued great wealth through his trading business; he also served as an interpreter and peacemaker between the Native Americans and white settlers. Juneau sold some of his land, and he and the new investors established a village that they named Milwaukee. The first population wave took place when Irish and New England settlers and German immigrants arrived. In 1838 the Potawatomi were relocated to Kansas.

A feud called the Bridge War, notorious in Milwaukee history, began in 1840 when the villages of Juneautown and Kilbourntown, which were consolidated in 1839, disputed payments for river bridges required by the legislature. This feuding continued for five years and in 1845 erupted in violence. The Bridge War was finally resolved when the legislature ordered that costs be shared

equally between the two founding communities. The next year the city charter was ratified and Solomon Juneau was elected the first mayor of Milwaukee.

By that time the city’s population numbered 10,000 people, half of them German and a higher percentage Catholic. John Martin Henni was appointed bishop of the new diocese, becoming the first German Catholic bishop in America. In 1848 the arrival of the “forty-eighters,” German intellectuals forced to flee their homeland after their rebellion failed, helped to influence the direction of Milwaukee history. These men wanted to establish a free German republic but settled for improving the cultural and political life of the city by creating theaters and musical societies, and generally upgrading Milwaukee’s intellectual life. Between 1850 and 1851 Milwaukee’s population more than doubled to 46,000 people. The economy prospered during the Civil War as local industries grew rapidly and filled in the gaps created by the closing of southern markets.

Progress Continues Despite Setbacks

Several disasters threatened Milwaukee’s progress. In 1867, the city’s first major labor union, the Knights of St. Crispin, was formed in the shoe industry. As the economy expanded so did the labor movement, which received a setback when state troops fired on labor demonstrators in 1886, killing five. Almost 300 people drowned in 1859 when the *Lady Elgin* collided with the *Augusta*; Milwaukee again mourned when a fire at the Newhall House in 1883 took at least sixty-four lives. Both events were commemorated in popular ballads. In 1892 sixteen residential and business blocks between the Milwaukee River and Lake Michigan were destroyed by fire. Despite this tragedy, the decade of the 1890s in Milwaukee was described as the “golden age,” marked by the flourishing of German theater and musical societies.

The rise of Milwaukee’s brand of socialism dates from this period, when Socialist leader Victor L. Berger forged an alliance with labor, bringing the Social Democratic party into existence. Emil Seidel was elected the first Socialist mayor in 1910 and Berger became the first Socialist in the U.S. House of Representatives. The “bundle brigade” delivered campaign pamphlets in twelve languages to rally votes. In addition to Seidel, Daniel W. Hoan and Frank P. Zeidler later also served as Socialist mayors. In keeping with anti-German sentiments during World War I, the statue of *Germania* was removed from the Brumder Building and Berger was convicted of conspiracy to violate the Espionage Act. This decision was, however, reversed by the U.S. Supreme Court in 1921.

Milwaukee has been a shipping center and industrial giant in the Midwest, noted in the nineteenth century for wheat and then in the twentieth century for manufacturing, primarily metal trades, meat packing, tanning and leather goods, brewing, and durable goods.



©James Blank.

Milwaukee industry has contributed to national and international progress with steam shovels to dig the Panama Canal, turbines to harness Niagara Falls, and agricultural equipment to farm the world's land. Today Milwaukee maintains its status as a leader in manufacturing technology and practice while it makes the transition to a service-based economy. Milwaukee boasts good schools, a diverse economy, a strong work ethic, a high quality of life, and a beautiful location on the western edge of Lake Michigan in the rolling hills of the Kettle Moraine. The city has also become a cultural leader, with a world-class symphony orchestra, around 20 performing arts groups, a ballet, two opera companies, a zoo, professional sports teams, several major universities, and Summerfest, the world's largest music festival.

Historical Information: Milwaukee County Historical Society, 910 N. Old World 3rd St., Milwaukee, WI 53203; telephone (414)273-8288

■ Population Profile

Metropolitan Area Residents

1980: Not available
1990: 1,607,183

2000: 1,689,572
2006 estimate: 1,509,981
Percent change, 1990–2000: 5.1%
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: 64th (CMSA)

City Residents

1980: 636,212
1990: 628,088
2000: 596,974
2006 estimate: 573,358
Percent change, 1990–2000: –5.0%
U.S. rank in 1980: 16th
U.S. rank in 1990: 17th
U.S. rank in 2000: 25th
(State rank: 1st)

Density: 6,214.3 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 248,855
Black: 223,775
American Indian and Alaska Native: 4,150
Asian: 19,854

Native Hawaiian and Pacific Islander: 235
Hispanic or Latino (may be of any race): 80,945
Other: 48,514

Percent of residents born in state: 65.2% (2000)

Age characteristics (2005)

Population under 5 years old: 48,153
Population 5 to 9 years old: 42,313
Population 10 to 14 years old: 45,687
Population 15 to 19 years old: 42,100
Population 20 to 24 years old: 44,102
Population 25 to 34 years old: 82,060
Population 35 to 44 years old: 81,053
Population 45 to 54 years old: 72,754
Population 55 to 59 years old: 29,328
Population 60 to 64 years old: 17,338
Population 65 to 74 years old: 25,234
Population 75 to 84 years old: 20,548
Population 85 years and older: 6,278
Median age: 31.8 years

Births (2006, MSA)

Total number: 21,121

Deaths (2006, MSA)

Total number: 12,890

Money income (2005)

Per capita income: \$17,696
Median household income: \$32,666
Total households: 228,861

Number of households with income of . . .

less than \$10,000: 30,344
\$10,000 to \$14,999: 20,292
\$15,000 to \$24,999: 37,924
\$25,000 to \$34,999: 34,024
\$35,000 to \$49,999: 36,420
\$50,000 to \$74,999: 40,195
\$75,000 to \$99,999: 17,723
\$100,000 to \$149,999: 8,343
\$150,000 to \$199,999: 1,810
\$200,000 or more: 1,786

Percent of families below poverty level: 12.5% (2005)

2005 FBI Crime Index Property: 32,812

2005 FBI Crime Index Violent: 6,010

■ Municipal Government

Milwaukee is governed by a 15-member council and a mayor, who is not a member of council; all are elected to four-year terms. The council holds all policy-making and

legislative powers of the city, including the adoption of ordinances and resolutions, the approval of the city's annual budget, and the enactment of appropriation and tax levy ordinances. In addition to their powers as legislators, council members serve as district administrators, responsible to the citizens in their districts for city services.

Head Official: Mayor Tom Barrett (since April 2004; current term expires March 2008)

Total Number of City Employees: 7,200 (2007)

City Information: City Hall, 200 E. Wells St., Milwaukee, WI 53202; telephone (414)286-2200

■ Economy

Major Industries and Commercial Activity

Milwaukee, a commercial and industrial hub for the Great Lakes region, is home to 14 *Fortune* 1000 companies (including Harley-Davidson Inc., Rockwell Automation, Kohl's Inc., and Johnson Controls), banks, and diversified service companies as well as one of the nation's ten largest insurance firms. An additional 50 *Fortune* 1000 firms maintain facilities in the Milwaukee area. The metropolitan area places among the top manufacturing centers in the United States, ranking second among major metropolitan areas in the percentage of its workforce in manufacturing. Approximately 16 percent of the area's work force is employed in manufacturing, producing more than \$31 billion worth of manufactured products annually. The economy is dominated by small- to medium-size firms with representatives in nearly every industrial classification. The city is a regional finance center; area banks and savings associations have deposits of over \$38.5 billion.

Metropolitan area firms are engaged primarily in the manufacture of machinery; contrary to Milwaukee's reputation as a brewery capital, less than one percent of the city's industrial output is related to brewing. In recent years, the metro region has earned a reputation as a center for precision manufacturing. It leads the nation in the production of industrial controls, X-ray equipment, steel foundry parts, and mining machinery. The area is also considered a printing and publishing center.

Professional and managerial positions are the fastest-growing occupations in Milwaukee, accounting for more than 110,000 workers. More than 136,000 workers are employed in health care and education; the area is home to four major multi-hospital health systems.

Nearly a quarter of the state's high-tech firms, employing more than one-third of Wisconsin's technology industry staff, are located in Milwaukee County. Between 1990 and 2004, Milwaukee added 97,300 jobs in the high tech sector, a 17.2% increase. High tech businesses in the area total more than 2,500 and employ over 78,200 people.

Tourism is also a major contributor to the local economy. Milwaukee hosts many festivals and parades throughout the year, and is home to nationally recognized museums, a zoo, professional sports teams, and entertainment venues. Altogether these attractions bring more than 5 million tourists and generate nearly \$2 billion annually.

Items and goods produced: automobile frames and parts, heavy pumping machinery, gas engines, heavy lubricating and agricultural equipment, large mining shovels, dredges, saw mill and cement machinery, malt drinks and products, packaged meat, boots, shoes, leather products, knit goods, women's sportswear, gloves, children's clothes, diesel engines, motorcycles, outboard motors, electrical equipment, products of iron and steel foundries, metal fabricators

Incentive Programs—New and Existing Businesses

Milwaukee is known for its harmonious working relationship with the business community throughout the entire area. Its Milwaukee Economic Development Corporation (MEDC) is a nonprofit corporation offering financial resources to aid in the city's economic growth. Its staff provides financial, technical, training, and ombudsman services to Milwaukee businesses and also assists in securing state of Wisconsin business development funds for Milwaukee firms. MEDC is very supportive of minority-owned businesses. Additionally, the city of Milwaukee's Emerging Business Enterprise Program helps emerging and small businesses with support services, contract opportunities, and financial resources, and helps establish mentor relationships between emerging and established businesses.

Local programs: The city's Community Block Grant Administration oversees the use of approximately \$30 million of federal funds or programs in 18 targeted central city neighborhoods. The funding is used for housing rehab programs, special job and business development, and public service programs such as crime prevention, job training, housing for homeless, youth recreation programs and community organization programs.

State programs: Wisconsin corporate taxes remain among the lowest in the nation due to property tax exemptions on manufacturing machinery and equipment, inventory exemptions, and lack of franchise and unitary taxes.

The Wisconsin Economic Development Association (WEDA) and the Wisconsin Economic Development Institute (WEDI) are two nonprofit agencies that provide information and financial services, legal and legislative assistance, and networking opportunities for their member businesses. On the government side, the Division of Business Development of the Wisconsin Department of Commerce provides technical assistance and financial incentives to businesses in the areas of business planning, site selection, capitalization, permits, training and

recruitment, and research and development. On April 28, 2000, Governor Tommy G. Thompson signed into law a bill that created the Wisconsin Technology Council, a nonprofit, nonpartisan board that serves to create, develop and retain science and technology-based business in Wisconsin, and to serve as an advisor to the Governor and the Legislature. The Council also serves as the key link between the state's colleges and universities and the business expertise and capital offered by the financial service industry; the firm published its "Vision 2020: A Model Wisconsin Economy" as a blueprint for its efforts.

Job training programs: The Milwaukee industrial and business community profits from area educational institutions, which provide technology transfer, research services, and training programs. The state's Customized Labor Training program assists companies that are investing in new technologies or manufacturing processes by providing a grant of up to 50 percent of the cost of training employees on the new technologies. Also available in Milwaukee is the "Small Business School" television program, a series that highlights some of America's most successful small businesses and their owners.

Development Projects

In 2005, the city of Milwaukee received \$20.2 million in federal assistance for continued economic development. This assistance took the form of an \$18 million New Market Tax Credit allocation and \$2.2 million in brownfield grants from the U.S. Environmental Protection agency. The New Market Tax Credit was allocated to offer low-interest loans to businesses in low-income areas of the city. The brownfield grants were intended to clean up properties contaminated from previous uses, such as former gas station sites.

In 2004, Real Estate Recycling spent \$10 million to renovate a former foundry plant, creating the 200,000-square-foot Stadium Business Park, used for light industrial businesses. In 2007 General Capital Group began construction on a \$12 million, 51-unit condominium project in Brown Deer, in addition to a 70-unit condominium building called Bradley Village at the site of the former Bradley Village Shopping Center.

Economic Development Information: Metro Milwaukee Association of Commerce, 756 N. Milwaukee St., Ste. 400, Milwaukee, WI 53202; telephone (414) 287-4100. Milwaukee Economic Development Corporation, 809 N. Broadway, PO Box 324, Milwaukee, WI 53201; telephone (414)286-5840

Commercial Shipping

Because of its location near the nation's population center—nearly 66 million people and one-third of U.S. manufacturing output is within 600 miles of the city—Milwaukee is a major commercial shipping hub. Of vital importance to both the local and state economies is the

Port of Milwaukee, a shipping and receiving point for international trade as well as the primary heavy-lift facility on the Great Lakes. The port has 330,000 square feet of covered warehouse space, plus an additional fifty acres for dry dock storage. A protected harbor permits year-round navigation through the port from three rivers in addition to Lake Michigan. With access to the eastern seaboard via the St. Lawrence Seaway and to the Gulf of Mexico through the Mississippi River, the Port of Milwaukee processes three million tons of cargo annually and has helped the state maintain an export growth rate twice the national average. Principal inbound commodities include cement, coal, machinery, steel, salt, limestone, asphalt, and crushed rock.

More than 500 multiservice motor freight carriers are engaged in shipping goods from Milwaukee to markets throughout the country. Two major rail lines serve the greater Milwaukee area: the CP/Soo Line and the Union Pacific Railroad pass through the Port of Milwaukee. Approximately 200 million pounds of cargo and mail are handled annually by air freight carriers at General Mitchell International Airport, Wisconsin's primary terminal for commercial air travel and freight shipments. Air freight carriers include Evergreen, FedEx, and UPS.

Labor Force and Employment Outlook

Milwaukee is noted for a well-educated workforce with a strong work ethic. Employees call in sick less frequently than those in other major urban areas, and children consistently rank near the top in scholastic achievement tests. Private business drives the city's economy, with less than 11 percent of area employees working in the public sector. Just under 22 percent of Milwaukee's workers are in manufacturing jobs, the second-highest percentage among U.S. metropolitan areas. While manufacturing is a strong component of the city's economy, service jobs have shown the most growth in recent years.

The city's diverse economy and strong work ethic have helped keep area unemployment under the national average in each of the last 30 years. Milwaukee ranks slightly below the national average in pay levels for most occupations.

The following is a summary of data regarding the Milwaukee-Waukesha-West Allis metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 847,500

Number of workers employed in . . .

- construction and mining: 34,800
- manufacturing: 132,600
- trade, transportation and utilities: 154,200
- information: 17,900
- financial activities: 57,300
- professional and business services: 110,900
- educational and health services: 136,300

leisure and hospitality: 70,300

other services: 41,200

government: 91,900

Average hourly earnings of production workers employed in manufacturing: \$18.02

Unemployment rate: 5.7% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
Aurora Health Care	15,000
Wheaton Franciscan Healthcare	9,000
Marshall & Ilsley Corp.	7,000
AT&T Wisconsin	5,600
Columbia-St. Mary's	5,600
Quad/Graphics Inc.	5,100
GE Healthcare Technologies	5,000
Kohl's Corp.	5,000
ProHealth Care Inc.	5,000
Rockwell Automation	5,000

Cost of Living

Metropolitan Milwaukee's cost of living, at just about equal to the national average, ranks below other major metropolitan areas. The area offers a wide array of homes in a variety of price ranges.

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

2007 (1st quarter) ACCRA Average House Price: \$326,029

2007 (1st quarter) ACCRA Cost of Living Index: 100.6

State income tax rate: 4.6% to 6.75%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 0.6%

Property tax rate: Range from \$14.79 to \$39.45 per \$1,000 assessed valuation (2004)

Economic Information: Metro Milwaukee Association of Commerce, 756 N. Milwaukee St., Ste. 4001, Milwaukee, WI 53202; telephone (414)287-4100

Education and Research

Elementary and Secondary Schools

The Milwaukee Public Schools system is administered by a nine-member, nonpartisan board of school directors that appoints a superintendent. The system employs more

than 8,500 teachers and administrators. In 2004-2005, Milwaukee Public Schools had a 65 percent graduation rate. Overall, students maintained nearly a 90 percent attendance rate in 2005-2006. Milwaukee public schoolteachers are well-educated; in 2004, 46 percent of teachers held a master's degree or higher.

Special programs include year-round schools, bilingual education, the "High/Scope" method for early childhood development, and specially targeted small classrooms (funded by grants from the Bill and Melinda Gates foundation). The district also operates a community center and a truancy abatement program.

The following is a summary of data regarding the Milwaukee Public Schools as of the 2005-2006 school year.

Total enrollment: 243,487

Number of facilities

elementary schools: 120
 junior high/middle schools: 21
 senior high schools: 66
 other: 11

Student/teacher ratio: 16.2:1

Teacher salaries (2005-06)

elementary median: \$50,640
 junior high/middle median: \$47,680
 secondary median: \$53,860

Funding per pupil: \$10,375

More than 100 private elementary and secondary schools serve metropolitan Milwaukee. Choices include Montessori schools, charter schools, and a number of parochial schools.

Public Schools Information: Milwaukee Public Schools, Administration Building, 5225 W. Vliet St., Milwaukee, WI 53208; telephone (414)475-8393

Colleges and Universities

Milwaukee is home to many higher education institutions. A 2000 study by McGill University in Montreal ranked Milwaukee 5th in a list of U.S. and Canadian cities with the highest number of college students per 100 residents. One of the largest schools in the area is the University of Wisconsin-Milwaukee. It is one of two doctoral universities in the University of Wisconsin system, and has an enrollment of more than 28,000. The school offers 155 degree programs throughout its 12 schools and colleges.

Marquette University is a Catholic, Jesuit school composed of 6 colleges with professional schools in law, dentistry, and professional studies. The school also sponsors a program for students to spend a semester in Washington D.C. In the 2008 edition of *U.S. News and*

World Report's "Best Colleges," Marquette was ranked 82nd among national universities. Its College of Nursing's graduate programs scored 54th and nursing-midwifery was 18th; the biomedical engineering program merited a 37th place ranking.

The Medical College of Wisconsin is part of the Milwaukee Regional Medical Center. It is a private, academic institution that emphasizes education, research, patient care, and local partnerships. The Medical College enrolls more than 1,200 students. Alverno College is a four-year, Catholic women's liberal arts college. Other schools in the area include Cardinal Stritch University, Carroll College, Carthage College, Concordia University Wisconsin, the Milwaukee Institute of Art and Design, Mount Mary College, and Wisconsin Lutheran College.

The area also boasts a number of technical colleges. Milwaukee Area Technical College offers more than 200 associate degrees, technical diplomas, and short-term certificates. At nearby Gateway Technical College, the school has more than 70 career options. Waukesha County Technical College focuses on technical education, occupational training, and enrichment programs.

Libraries and Research Centers

In addition to its main facility, the Milwaukee Public Library operates 12 branches throughout the city and a bookmobile. Total library holdings include more than 3 million books and other materials such as periodicals, films, CDs, records, art reproductions, sheet music, and art objects. In 2006, there were 2,469,423 visitors to the library, and its computer classes enrolled nearly 5,000 local residents. Special collections are maintained on a wide range of subjects and computer resources are also available. The library was a recipient of the University of Wisconsin-Milwaukee School of Education 2004 Promoting Educational Achievement for Kids Award for its many literacy and education programs. The Golda Meir Library at the University of Wisconsin-Milwaukee maintains holdings of more than 5.2 million catalogued items as well as special collections in many scholarly fields. The library's largest and most distinguished research collection is the American Geographical Society Library. It holds more than one million items dating from 1452 to the present, with items ranging from rare old manuscripts to early printed books of satellite data. The Morris Fromkin Memorial Collection has around 10,000 items relating to American Reform movements from the end of the Civil War to the New Deal Era. Additional resources are found in such specialized collections as the Hebraica and Judaica Collection, the Slichter and Hohlweck Civil War Collections, and the Harry and Dorothy Jagodzinski Franklin Delano Roosevelt Collection.

The James J. Flannery Map Library is another University of Wisconsin-Milwaukee collection that includes U.S. Geological Survey topographical maps, wall maps, air photos, and various other maps; the Map Library is a

government depository library for maps and is open to the public. The Medical College of Wisconsin Libraries have three facilities pertaining to basic sciences, clinical medicine, and nursing; the main library is a depository for World Health Organization publications. The Medical College is recognized as a leading center for research in such fields as interferon, obesity, allergies, eye disorders, arthritis, heart disease, childhood cancer, and diagnostic imaging.

The University of Wisconsin-Milwaukee maintains the Office of Industrial Research and Technology Transfer, the International Business Center, and the Femtosecond Laser Laboratory. Marquette University conducts in-house training programs in management development, computer technology, and industrial technology. The Biological and Biomedical Research Institute at Marquette University stimulates collaborative research by scientists in the life sciences. The Milwaukee School of Engineering houses the Applied Technology Center and the nationally known Fluid Power Institute.

Public Library Information: Milwaukee Public Library, 814 W. Wisconsin Ave., Milwaukee, WI 53233; telephone (414)286-3000

■ Health Care

The metropolitan Milwaukee area has been a leader in developing managed care programs to control health care costs while providing quality care. One of the city's largest facilities is the Milwaukee Regional Medical Center, a sprawling campus of hospitals, outpatient clinics, health-related educational facilities, and research centers. The center is home to Children's Hospital of Wisconsin, a 222-bed pediatric facility where in 2006, 22,190 infants, children and adolescents were admitted. The Children's Hospital was ranked the 30th best pediatric program nationwide in 2007 by *U.S. News and World Report*. The center also includes the Curative Rehabilitation Center, with 40 specialty clinics; Froedtert Memorial Lutheran Hospital, which operates a Level One Trauma Center; the Blood Center of Southeastern Wisconsin; and the Medical College of Wisconsin. More than 1,200 students are enrolled at the school, including more than 800 medical students and physicians enrolled in the Master's of Public Health degree program. Medical College faculty supervise 700 physicians in residency training and provide continuing medical education to more than 12,000 health professionals annually.

Milwaukee residents also have access to several multi-hospital healthcare delivery systems in a four-county area, including Aurora Health Care, Wheaton Franciscan Health Care, and Horizon Home Care and Hospice. Aurora Health Care operates 13 hospitals, 130 pharmacies, and more than 100 clinics. The organization employs 700 physicians in its medical group; its Milwaukee hospitals are St. Luke's and Aurora Sinai Medical Center.

■ Recreation

Sightseeing

Milwaukee successfully mixes old and new architectural styles that tell the history of the city from its beginning to the present. Kilbourn House, the 1844 home of one of the city's founding fathers, was built by Benjamin Church and is an example of temple-type Greek Revival architecture. It is open to the public and furnished with mid-nineteenth century furniture and decorative arts. The Jeremiah Curtin House, built in 1846, is an example of Irish cottage architecture, and was the first stone house to be built in the town of Greenfield. Built about the same time, the Lowell Damon House exemplifies the colonial style and is furnished with nineteenth century furniture, décor, and art. Milwaukee's City Hall, completed in 1894, was designed by Henry C. Koch and Company, and cost more than \$1 million to build. The building stands more than 350 feet tall and is in Flemish Renaissance style, featuring carved woodwork, black granite, leaded glass, stenciled ceilings, and stained-glass windows. The Pabst Mansion, another example of Flemish Renaissance architecture, was built in 1892 and contains decorative woodwork and ironwork.

Milwaukee is also noted for its church architecture. The St. Joan of Arc Chapel at Marquette University is a fifteenth-century French chapel moved from France to Milwaukee in 1965. Under its dome, modeled after St. Peter's in Rome, the Basilica of St. Josaphat displays stained glass, murals, and a collection of relics and portraits. Designed during a time of revival fantasy architecture, the Tripoli Shrine Temple is one of a few examples of the Indian Saracenic architectural style in the United States. It was modeled after the Taj Mahal in India, and features three domes, two recumbent camel sculptures, ceramic tile, plaster lattice work, and decorative floral designs. The Holy Hill National Shrine of Mary looks out onto one of Wisconsin's national parks and features spires, mosaics, stained glass windows, and a nineteenth-century statue of Mary and Jesus. St. Stephen's Catholic Church is the last remnant of the 1840 German settlement of New Coeln, and the church's wood carvings are said to be world famous.

The Milwaukee County Zoo is home to more than 2,500 mammals, birds, fish, amphibians, and reptiles, representing more than 300 species; the zoo also features workshops, holiday celebrations, concerts, and food festivals. The Mitchell Park Horticultural Conservatory, also known as "the Domes," cultivates tropical, arid, and seasonal plant displays in three beehive-shaped domes. The Boerner Botanical Gardens at Whitnall Park displays perennials, wildflowers, annuals, and herbs, and features a highly praised rose garden. The Wehr Nature Center, also in Whitnall Park, offers self-guided tours, nature programs, live animals, and three formal gardens. The Center

also features 200 acres of land with 5 miles of hiking trails.

Arts and Culture

Milwaukee's cultural heritage dates to the nineteenth century when German immigrants established the city's first music societies and theater groups. Today the Milwaukee Symphony Orchestra—the state's only professional orchestra—performs more than 150 classical and pop concerts each season, with nearly 90 full-time musicians. The Orchestra is attended by more than 300,000 people annually and runs one of the largest state touring programs of any U.S. orchestra. At home, the Orchestra plays at the Marcus Center for the Performing Arts, which is also the home of the Milwaukee Ballet Company, the Milwaukee Youth Symphony, and the Florentine Opera Company. The Skylight Opera Theatre, founded in 1959, presents a season of more than 80 productions ranging from Mozart to Gilbert and Sullivan. The Theatre is located in the Broadway Theatre Center in the city's historic Third Ward.

For more than 50 years, the Milwaukee Repertory Theater's multi-play season has been produced in the Patty and Jay Baker Theater Complex, which includes a Mainstage theater seating 720 patrons, the Stiemke Theatre featuring flexible seating, and the Stackner Cabaret where patrons take advantage of the full-service bar and restaurant. Riverside Theater presents theatrical shows and musical performances. The Milwaukee Chamber Theater has been producing first-class live theater for more than 30 years.

Milwaukee's museums present a variety of choices for the art enthusiast. The Milwaukee Art Museum on Lake Michigan is housed in the War Memorial Center designed by Finnish architect Eero Saarinen, who also designed the St. Louis Arch. The Museum's permanent collection consists of nineteenth- and twentieth-century painting and sculpture, extensive Haitian art holdings, and the Bradley gift of modern art displayed in a wing built in 1975. In 2001, the Museum unveiled the Quadracci Pavilion, designed by Santiago Calatrava. The Charles Allis Art Museum houses its collection of nineteenth-century French and American paintings in a 1911 Edwardian mansion. The collection spans 2,000 years and includes original and antique furnishings. The American Geographical Society Collection at the University of Wisconsin-Milwaukee exhibits material related to geography, exploration, cartography, and the earth and social sciences.

Other Milwaukee museums include the Discovery World Museum, with 150 hands-on exhibits and live theater shows; the Thomas A. Greene Memorial Museum with minerals, crystals, and fossils; the Haggerty Museum of Art at Marquette University, with a wide range of art forms; the Milwaukee County Historical Center; and America's Black Holocaust Museum. With more than 150,000 square feet of exhibit space, the Milwaukee

Public Museum features a Costa Rican rainforest, archeological exhibits, and a live butterfly house. The Villa Terrace Decorative Arts Museum, overlooking Lake Michigan, displays its collections in an Italian Renaissance-style villa.

Festivals and Holidays

Milwaukee, dubbed the "City of Festivals," is the site of a wide variety of ethnic and cultural festivals, many of them held along the city's lakefront. Most events are scheduled in the summer, beginning with RiverSplash in June, which hosts a paddleboat race, canoe rides, fireworks, street vendors, food booths, and live music. In July, Bastille Days celebrates all things French with a myriad of French cuisine, live entertainment, and a 5K run. Summerfest, billed as the world's largest music festival, attracts national headliners for a week-plus celebration. Set on the shore of Lake Michigan, Summerfest takes place in a 23,000-seat amphitheater and offers unique attractions and food from more than 50 restaurants in addition to live music.

For parade fans, Milwaukee hosts a St. Patrick's Day Parade every March, complete with bagpipes, clowns, local politicians and celebrities, floats, and marching bands. The annual Great Circus Parade in July, presented by Baraboo's Circus World Museum, attracts hundreds of thousands of spectators. The event features 75 historical circus wagons, clowns, 750 horses, and elephants, camels, and zebras. On parade day, circus performers and animals follow a three-mile route for an authentic recreation of a turn-of-the-century circus parade. Another popular event close to Milwaukee is the Wisconsin State Fair in August; the Fair runs 11 days and features agriculture, food, shopping, and 28 stages of local and national entertainment.

Sports for the Spectator

Major league baseball's Milwaukee Brewers compete in the National League and play their home games at Miller Park. The Milwaukee Bucks of the National Basketball Association are based at the Bradley Center, a privately funded \$94 million sports and concert facility that provides the city with one of the nation's most architecturally significant and functional sports facilities. Bradley Center is also home to the Marquette University Golden Eagles NCAA basketball team and the Milwaukee Admirals of the American Hockey League. From its home at the U.S. Cellular Arena, the Milwaukee Wave became the 2005 Major Indoor Soccer League Champions. The Wave is the oldest continually operating professional soccer team in the United States.

Marquette University and the University of Wisconsin-Milwaukee Panthers field teams in most collegiate sports. Jetrockets, wheelstanders, and funny cars are featured in a season of competition at the Great Lakes Dragway from April through November. The Milwaukee

Mile, the oldest operating motor speedway in the world, attracts nationally known drivers for Indy car, Stock Car, and NASCAR events.

Sports for the Participant

The Milwaukee County Park System, which celebrated its 100th anniversary in 2007, maintains more than 140 parks on nearly 15,000 acres. Indoor and outdoor recreational activities offered year-round include rugby, soccer, softball, baseball, swimming, tennis, golf, ice skating, tobogganing, and boating. Public skating is available at the Pettit National Ice Center, which contains the country's first U.S. indoor 400-meter racing oval, one of just a few worldwide. The center was the first facility to house speed skating, hockey, and figure skating under one roof, and has hosted events such as the World Sprint Speed Skating Championships and the U.S. Olympic Speed Skating Time Trials. Milwaukee's location on Lake Michigan offers a myriad of water-related recreational opportunities.

Shopping and Dining

Milwaukee is one of a few Midwestern cities with a skywalk system connecting the downtown commercial district; one section, called Riverspan, bridges the Milwaukee River. The Riverwalk walkway along the Milwaukee River is lined with shops and restaurants. Downtown, the Shops of Grand Avenue is an enclosed multilevel four-block marketplace of 150 shops and restaurants and 5 historic buildings forming the core of the glass skywalk system. The Historic Third Ward is a restored warehouse district featuring art galleries, restaurants, antiques, and the Milwaukee Institute of Art and Design. Old World Third Street gives visitors a taste of Old Milwaukee with cobblestone intersections and ethnic markets and restaurants. Brady Street serves as Milwaukee's Italian neighborhood with authentic restaurants, markets, bakeries, and an artistic, student-oriented crowd. Several neighborhood and regional shopping malls also serve the metropolitan area. Fondy Farmers' Market, the city's largest farmers' market, is open six days a week in season and specializes in locally grown and produced fruits, vegetables, and food products.

Some of the best German restaurants in the country are located in Milwaukee, such as Karl Ratzsch's, Restaurant, Mader's Restaurant, and the Bavarian Wurst Haus. Dining in Milwaukee is not limited to award-winning German cuisine, however; besides Continental, Italian, Mexican, and Chinese restaurants, Milwaukee offers a surprising mix of other ethnic choices, such as African, Irish, Cajun, Polish, Serbian, and Thai. One of the city's most popular food specialties is the fish fry, which can be found at Buck Bradley's, Harry's Bar and Grill, Red Rock Café, and the Potawatomi Bingo Casino.

Visitor Information: Greater Milwaukee Convention and Visitors Bureau, Inc., 648 Plankinton Ave., Ste. 425, Milwaukee, WI 53203; toll-free (800)231-0903

■ Convention Facilities

The Midwest Airlines Center opened in 1998; the \$170 million, 667,475-square-foot center is located in the heart of Milwaukee and features 188,695 square feet of exhibit space, a 37,506-square-foot grand ballroom, and 28 meeting rooms, as well as cutting-edge technology and \$1.2 million in public artwork. More than 3,000 hotel rooms, a theater, shopping, nightlife, the RiverWalk, restaurants, and museums are within walking distance of the Midwest Airlines Center. The city has a number of other convention and meeting facilities for groups of any size. Recent area hotel renovations have included an \$8 million renovation of the Hyatt Regency Milwaukee and a nearly \$4 million renovation at the Wyndham Milwaukee Center.

Convention Information: Greater Milwaukee Convention and Visitors Bureau, Inc., 648 Plankinton Ave., Ste. 425, Milwaukee, WI 53203; toll-free (800)231-0903

■ Transportation

Approaching the City

General Mitchell International Airport is the destination for most air traffic into Milwaukee. Situated adjacent to I-94, 8 miles south of downtown, Mitchell Airport is the largest airport in Wisconsin. Mitchell is served by 13 commercial airlines and offers approximately 235 daily departures in addition to 235 daily arrivals. In 2006 there were a total of 7,299,294 combined enplanements and deplanements. The terminal is highly regarded by frequent travelers. Based at General Mitchell International Airport is Midwest Airlines; *Travel+Leisure* magazine recognized Midwest Airlines as "Best Domestic Airline" in 2004, 2003 and 2002, for a total of 5 times in 8 years. The principal general aviation facility for Milwaukee is Timmerman Field.

A 160-mile freeway system permits direct access to central Milwaukee within 20 minutes from points throughout a 10-mile radius, except during the peak rush-hour period. Milwaukee's average commute time of approximately 20 minutes is the eighth shortest among the nation's largest metro areas, according to a 2007 study conducted by American City Business Journals.

Amtrak and Greyhound provide passenger rail and bus services into Milwaukee.

Traveling in the City

The city of Milwaukee lies along the shore of Lake Michigan and is intersected from north to south by the Milwaukee River. Streets are laid out on a grid pattern; Lincoln Memorial Drive runs along the lakeshore downtown. North-south streets are numbered and east-west streets are named.

The Milwaukee County Transit System, which ranks among the nation's largest all-bus transportation systems, operates bus routes in Milwaukee County. The System has 484 air-conditioned buses that operate frequently from 5 a.m. until after midnight on 57 routes, traveling a total of eighteen million miles per year. Additional services include express routes from park-ride lots and special routes to the university area and the stadium. Taxi and limousine services are also available.

■ Communications

Newspapers and Magazines

The major daily newspaper of the Greater Milwaukee area is the morning *Milwaukee Journal Sentinel*. Several other newspapers, including the *Business Journal of Milwaukee*, circulate biweekly or weekly.

More than 35 trade and special-interest magazines and journals are published in Milwaukee; they cover such subjects as personal improvement, religion, hobbies, the social sciences, business and finance, computers, railroads, construction and building trades, and archaeology.

Television and Radio

Seven commercial, two public, one university, and two independent television stations broadcast in Milwaukee. More than forty AM and FM radio stations play a wide range of music, news, and talk radio in the county. The Milwaukee Symphony Orchestra produces national radio broadcasts.

Media Information: *Milwaukee Journal Sentinel*, PO Box 661, Milwaukee, WI 53201; telephone (414)224-2000.

Milwaukee Online

- City of Milwaukee home page. Available www.ci.mil.wi.us
- Greater Milwaukee Convention and Visitors Bureau. Available www.milwaukee.org
- Historic Milwaukee Inc. Available www.historicmilwaukee.org
- James J. Flannery Map Library. Available www.uwm.edu/Dept/GML
- Metro Milwaukee Association of Commerce. Available www.mmac.org
- Metro Milwaukee Guide to Relocation. Available metromilwaukee.org
- Milwaukee Economic Development Corporation. Available www.medconline.com
- Milwaukee Journal Sentinel*. Available www.jsonline.com
- Milwaukee Public Library. Available www.mpl.org
- Wisconsin Department of Commerce. Available www.commerce.state.wi.us

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Racine

■ The City in Brief

Founded: 1834 (incorporated 1848)

Head Official: Mayor Gary Becker
(since April 2003)

City Population

1980: 85,725
1990: 84,298
2000: 81,855
2006 estimate: 79,592
Percent change, 1990–2000: –3.0%
U.S. rank in 1980: Not available
U.S. rank in 1990: 248th
U.S. rank in 2000: 356th (State rank: 5th)

Metropolitan Area Population

1980: Not available
1990: 175,034
2000: 188,831
2006 estimate: 196,096
Percent change, 1990–2000: 7.9%
U.S. rank in 1980: 23rd
U.S. rank in 1990: Not available
U.S. rank in 2000: 26th (CMSA)

Area: 16 square miles (2000)

Elevation: 620 feet above sea level

Average Annual Temperature: 47.2° F

Average Annual Precipitation: 35.3 inches of rain;
47.3 inches of snow

Major Economic Sectors: Manufacturing,
services, trade

Unemployment Rate: 6.3% (June 2007)

Per Capita Income: \$19,428 (2005)

2005 FBI Crime Index Property: 4,557

2005 FBI Crime Index Violent: 391

Major Colleges and Universities: University of Wisconsin-Parkside, Gateway Technical College

Daily Newspaper: *Journal Times*

■ Introduction

Located on Lake Michigan in the corridor between Milwaukee and Chicago, the lakeside city of Racine has been primarily manufacturing-oriented for at least a century. With the construction in the 1980s of the largest recreational boat harbor on Lake Michigan, Racine diversified its economy from one based on durable goods to one that embraces tourism. The marina and its restaurants, the development of bed and breakfast inns, a charming lakefront zoo, and one of the largest and most prestigious furniture galleries in the Midwest add to the city's attractions. Racine County hosts more than a hundred festivals, concerts, carnivals, fairs, parades, sporting events, picnics and celebrations annually, which also boosts tourism to the "Belle City of the Lakes."

■ Geography and Climate

Racine is located on the western shore of Lake Michigan in southeastern Wisconsin about 75 miles north of Chicago and 30 miles south of Milwaukee. Racine's weather is influenced to a considerable extent by Lake Michigan, especially when the temperature of the lake differs markedly from the air temperature. During spring and early summer a wind shift from westerly to easterly can cause a 10 to 15 degree drop in temperature. In autumn and winter the relatively warm water of Lake Michigan prevents nighttime temperatures from falling as low as they do a few miles inland from shore.

Area: 16 square miles (2000)

Elevation: 620 feet above sea level

Average Annual Temperature: 47.2° F

Average Annual Precipitation: 35.3 inches of rain; 47.3 inches of snow

■ History

City Settled by Yankees

The first known visit by white men to the Root River area, the site of present-day Racine, occurred in 1679 when explorers LaSalle and Tonti stopped there on their search for a route to the Mississippi River. Prior to the 1830s, the area of southeastern Wisconsin was inhabited by the Potawatomi tribe, whose rights to the lands were recognized by the federal government. By 1833 the U.S. government made an agreement with the Potawatomi to purchase five million acres of land, including the area where Racine is located. Soon after, the Potawatomi were moved by the government to areas in the western United States. The first settlers arrived in what came to be Racine County about 1820 and established trading posts along the Root River in the present day cities of Racine and Caledonia.

In 1834 Gilbert Knapp settled at the mouth of the Root River and blazed out a 160-acre claim. From 1834 to 1836 the community was named Root for the river on which the city was settled (Root being the English translation for the name the Potawatomi called the river). After 1836 the name was changed to Racine, the French word for root, but the English word was retained for the name of the river. From the spot at the mouth of the river and spreading westward across the entire county, commercial and industrial enterprises sprang up. In 1834 and 1835 hundreds of settlers migrated west to the newly open lands. Northern Europeans settled along waterways throughout Racine County, utilizing them for transportation and power.

Shortly after Racine's founding, a saw mill was constructed, which proved to be a real convenience to the settlers. By 1840, 337 settlers lived in the area and by 1844 the city had 1,100 people. The government built a lighthouse in 1839, a \$10,000 courthouse in 1840, and several bridges and a major hotel. Between 1844 and 1860 the government assisted in the completion of the harbor. A large elevator was built in 1867 to load the ships with wheat that was brought to Racine and stored in dozens of grain warehouses. The elevator was destroyed by a fire in 1882.

Manufacturing Anchors Local Economy

The young city was supported by a large farming community that came to town for manufactured goods. The city's growth coincided with the invention and development of agriculture machinery and other labor-saving devices. A flour and feed business was Racine's first. Other early industries were boots and shoes, tanneries,

clothing, wagons and carriages, soap and candles, saddles, trucks, harnesses, and blacksmithing. By 1860 boat building and brick making were added.

Racine's first school was built in 1836. During the Civil War, the Camp Utley federal war camp was built in Racine. In 1884 the first ship entered the newly built harbor. That same year, upon the city's fiftieth birthday, a monument that still stands in Monument Square was erected to honor the city's Civil War soldiers.

Over the years, as waterways declined in importance, railroads became the major transport for freight. The first railroad to reach Racine arrived in 1853 and the first steam engine came into use in 1867.

A number of local industries have had a vital relation to the growth and prosperity of the city itself. The J. I. Case Plow Threshing Machine Works was established in 1844. In 1886 S.C. Johnson began a parquet flooring manufacturing operation, which diversified over the years and is now one of the city's largest employers. Gold Metal Camp Furniture was started in 1892, the Racine Rubber Company in 1910, Mitchell Motor Car Company in 1903, and Western Publishing in 1908.

The Great Depression of the 1930s was especially severe in the agricultural sector and the sale of farm machinery drastically declined. By 1937 recovery had begun, and World War II accelerated that recovery. However, from 1945 through 1960 the business community, always sensitive to national business cycles, experienced slow post-war growth. In the 1960s, the voluntary desegregation of the schools became a national model. During the 1960s and 1970s Racine manufacturing entered a growth cycle, and printing, publishing, and chemical production became more predominant.

During the 1970s there was an increased movement of industry from central Racine to the outlying areas. In 1971 the University of Wisconsin-Parkside was founded in a rural setting between Racine and the nearby city of Kenosha.

The construction of the multimillion-dollar Racine Civic Center Festival Park marina complex in the 1980s spurred the growth of tourist visits to the city, particularly from the Chicago and Milwaukee areas. Today, Racine's waterfront community thrives with cultural attractions, sporting activities, festivals, and other tourist attractions. This influx of tourism has boosted many aspects of Racine's economy.

Historical Information: Racine County Historical Society and Museum, 701 S. Main St., PO Box 1527, Racine, WI 53401; telephone (414)637-8585

■ Population Profile

Metropolitan Area Residents

1980: Not available

1990: 175,034



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2000: 188,831
 2006 estimate: 196,096
 Percent change, 1990–2000: 7.9%
 U.S. rank in 1980: 23rd
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 26th (CMSA)

City Residents

1980: 85,725
 1990: 84,298
 2000: 81,855
 2006 estimate: 79,592
 Percent change, 1990–2000: –3.0%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 248th
 U.S. rank in 2000: 356th (State rank: 5th)

Density: 5,267.6 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 58,214
 Black: 17,692
 American Indian and Alaska Native: 736
 Asian: 669

Native Hawaiian and Pacific Islander: 74
 Hispanic or Latino (may be of any race): 11,422
 Other: 6,714

Percent of residents born in state: 70.2% (2000)

Age characteristics (2005)

Population under 5 years old: 6,052
 Population 5 to 9 years old: 6,738
 Population 10 to 14 years old: 5,102
 Population 15 to 19 years old: 5,842
 Population 20 to 24 years old: 5,959
 Population 25 to 34 years old: 11,100
 Population 35 to 44 years old: 10,856
 Population 45 to 54 years old: 11,138
 Population 55 to 59 years old: 4,058
 Population 60 to 64 years old: 2,637
 Population 65 to 74 years old: 3,572
 Population 75 to 84 years old: 3,461
 Population 85 years and older: 762
 Median age: 32.8 years

Births (2006, MSA)

Total number: 2,513

Deaths (2006, MSA)

Total number: 1,558

Money income (2005)

Per capita income: \$19,428

Median household income: \$38,156

Total households: 31,391

Number of households with income of . . .

less than \$10,000: 3,560

\$10,000 to \$14,999: 2,830

\$15,000 to \$24,999: 4,108

\$25,000 to \$34,999: 3,763

\$35,000 to \$49,999: 5,830

\$50,000 to \$74,999: 5,830

\$75,000 to \$99,999: 3,011

\$100,000 to \$149,999: 1,992

\$150,000 to \$199,999: 195

\$200,000 or more: 272

Percent of families below poverty level: 10.5% (2005)

2005 FBI Crime Index Property: 4,557

2005 FBI Crime Index Violent: 391

■ Municipal Government

The city of Racine has a mayor-council form of government. The mayor is elected at-large for a four-year term. The council is made up of 15 members, known as aldermen. Each alderman represents a geographic electoral district. The aldermen serve two-year terms; eight are elected in even years and seven are elected in odd years. In 2004 the city established a city administrator position. The city administrator functions as the chief operating officer; the administrator is appointed by the mayor, subject to approval by a majority of the city council.

Head Official: Mayor Gary Becker (since April 2003; current term expires 2010)

Total Number of City Employees: 1,000 (2007)

City Information: City of Racine, 730 Washington Ave., Racine, WI 53403; telephone (262)636-9111

■ Economy

Major Industries and Commercial Activity

The recent history of the city of Racine is a story of downtown revitalization. During the 1980s Racine County lost an average of 1,000 jobs per year and many downtown retailers closed or moved to new outlying malls or elsewhere. A group of local business leaders

marshaled private, county, and city support in their efforts to turn a declining downtown area with a failing commercial harbor into a vital, attractive harbor complex that would attract tourism and convention activity. The project included a 110-acre, 921-slip luxury harbor/marina; a 16-acre county park; and a 6-acre, city-owned festival park that contains both indoor and outdoor facilities designed for year-round use. By the early 1990s, 50 new retailers had moved to the central city and more than 100,000 square feet of first-class office space was added to the downtown. In addition, the revitalized lakefront spurred more than \$30 million in private investment, including a 76-unit lakefront condominium.

Racine's small-business, industrial base is an important part of the region's economy. As of 2005, there were more than 300 established manufacturing firms across Racine County, employing 25,000 people; a number of the firms are based in the city of Racine. The 10 largest manufacturers employ about 60 percent of the workers, with the remaining 40 percent working for small companies. Racine is world headquarters of S.C. Johnson Wax, one of the world's leading manufacturers of chemical specialty products for home care, insect control, and personal care. One of the largest privately-held family controlled businesses in the United States, it is among the city's largest employers. Another important local firm is In-Sink-Erator, the world's largest manufacturer of food waste disposers and hot water dispensers. The first food disposer was created in 1927 in Racine by John W. Hammes, founder of the company that began operations in 1937. Today the company also markets water heaters, dishwashers, and trash compactors.

In 1842 Jerome Increase Case began a threshing machine works in Racine, and today CNH (formerly J.I. Case) is known worldwide for its quality agricultural and construction equipment. With origins in the city dating back more than 40 years, Master Appliance Corporation has become one of the world's leading designers, manufacturers and marketers of heat tools for industry. Golden Books (formerly Western Publishing Company), the nation's largest publisher and producer of children's storybooks, was founded in Racine in 1907 as a small printing company. The company is also a major producer of puzzles and youth electronic books and products, and ranks among the largest commercial printers in the United States.

In addition to manufacturing, the largest industries in Racine include the service industry, administrative and support services, education, health care, government, and specialty trade contractors.

Items and goods produced: paper products, electric and electronic products, rubber and plastic products, fabricated metal products, wood products, apparel, transportation equipment, printing and publishing

Incentive Programs—New and Existing Companies

Local programs: The Racine County Economic Development Corporation (RCEDC) offers a number of different loans for purposes such as purchase of land, buildings, machinery and equipment, new construction or relocation, working capital, inventory, and fixed assets; some are specific to companies in Racine county, others to companies in the city of Racine. With the Racine Development Group loan fund, businesses and developers that are interested in working in low or moderate income Racine neighborhoods are eligible to apply. Other RCEDC loans benefit businesses that are women- or minority-owned. The Racine Area Manufacturers and Commerce (RAMAC) organizes a number of projects and programs to assist area businesses. RAMAC's Golden Key Awards recognize outstanding businesses in the Racine area; the Business After 5 program offers local networking opportunities; RAMAC's Speakers Bureau provides knowledgeable speakers on a variety of subjects; and the International Outreach Office assists local businesses in accessing world markets.

State programs: Wisconsin corporate taxes remain among the lowest in the nation due to property tax exemptions on manufacturing machinery and equipment, inventory exemptions, and lack of franchise and unitary taxes.

The Wisconsin Economic Development Association (WEDA) and the Wisconsin Economic Development Institute (WEDI) are two nonprofit agencies that provide information and financial services, legal and legislative assistance, and networking opportunities for their member businesses. On the government side, the Division of Business Development of the Wisconsin Department of Commerce provides technical assistance and financial incentives to businesses in the areas of business planning, site selection, capitalization, permits, training and recruitment, and research and development. On April 28, 2000, Governor Tommy G. Thompson signed into law a bill that created the Wisconsin Technology Council, a nonprofit, nonpartisan board that serves to create, develop and retain science and technology-based business in Wisconsin, and to serve as an advisor to the Governor and the Legislature. The Council also serves as the key link between the state's colleges and universities and the business expertise and capital offered by the financial service industry; the firm published its "Vision 2020: A Model Wisconsin Economy" as a blueprint for its efforts.

Job training programs: Gateway Technical College, in addition to offering both associate and technical degrees in more than 75 different fields, can create customized training programs offered either on campus or at employer sites. The school also provides one-on-one technical assistance in areas such as production and marketing. Gateway's staff consults with local businesses to determine employee

retraining needs, and can also give technical assistance to those companies seeking to develop grants for other local, state, or federal training programs. The Wisconsin Department of Development offers Customized Labor Training grants for training or retraining of in-state workers, providing an economic contribution to the area. Through the Job Training Partnership Act, the South-eastern Wisconsin Private Industry Council provides trained employees and customized training to unskilled adults and youths for entry into the labor force. It also offers on-the-job training with 50 percent wage reimbursement offered to employers along with summer youth programs.

Development Projects

In 2007, the city of Racine opened a 14-acre business park on the site of former Jacobsen Manufacturing complex, which was abandoned in 2001. In 2007, plans continued to move forward with the Kenosha-Racine-Milwaukee (KRM) commuter rail Metra extension, despite budget setbacks in October of that year. Wisconsin government and business community officials formulated development plans that would add a 33-mile extension of the Chicago Metra service that currently ends in Kenosha. The expansion was expected to use existing upgraded rail right-of-way and provide seven round-trip trains per day between Chicago and Milwaukee, with stops planned in Milwaukee, Cudahy-St. Francis, South Milwaukee, Oak Creek, Caledonia, Racine, and Somers.

In 2007, improvement plans under consideration by the city included a Douglas Avenue Revitalization plan and a Downtown Improvement Plan.

Economic Development Information: Racine County Economic Development Corporation, 2320 Renaissance Blvd., Sturtevant, WI 53177; telephone (262)898-7400; email rcedc@racinecountyledc.org

Commercial Shipping

Rail freight service is provided by the Union Pacific Railroad, CP Rail Service, and the Wisconsin & Southern Railroad Co. There are approximately 70 widely distributed trucking and warehousing establishments in Racine County; the area has direct access to Interstate Highway 94 via state trunk highways. The city is located 30 miles south of the Port of Milwaukee, which provides Great Lakes Seaway access and a Foreign Trade Zone. Three Racine County aviation facilities accommodate all business aircraft, with Chicago's O'Hare International Airport and Milwaukee's Mitchell International Airport both less than 60 miles away. Mitchell International Airport has three cargo carriers: Evergreen, UPS, and FedEx.

Labor Force and Employment Outlook

Together with the labor force from surrounding communities, Racine has an abundant supply of workers. In Wisconsin, absenteeism is below the national average, and

the state has the lowest national percentage of employees who leave jobs by choice. On average, Wisconsin's labor hours lost due to work stoppages are only one-fifth that of the nation, which contributes to businesses' increased productivity and reduced manufacturing costs.

The following is a summary of data regarding the Racine metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 80,000

Number of workers employed in . . .

- construction and mining: 3,300
- manufacturing: 18,800
- trade, transportation and utilities: 15,200
- information: 600
- financial activities: 2,800
- professional and business services: 6,800
- educational and health services: 10,800
- leisure and hospitality: 6,900
- other services: 4,600
- government: 10,100

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 6.3% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Wheaton Franciscan	
Healthcare	3,459
SC Johnson and Sons	3,400
CNH Global	1,811
In-Sink-Erator	1,202
County of Racine	1,075
City of Racine	1,000
Modine Manufacturing	
Co.	690
Ruud Lightning	520
Bombardier Recrea-	
tional Products	500
Putzmeister, Inc.	471

Cost of Living

In 2000 the median value of a home in Racine was \$83,600 according to the U.S. Census Bureau.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 4.6% to 6.75%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 0.1%

Property tax rate: \$27.97 per \$1,000 of equalized valuation

Economic Information: Wisconsin Department of Commerce, 201 W. Washington Ave., Madison, WI 53708; telephone (608)266-1018

■ Education and Research

Elementary and Secondary Schools

The Racine Unified School District is a composite of city, suburban, and rural areas contained in a 100-square-mile area. Racine County is known for having outstanding schools, and many innovative, state-wide models have been developed in the school districts. The district achieves above national test score averages on standardized tests and on both SAT and ACT tests. More than 70 percent of district high school graduates indicate attending a post-secondary institution. Approximately two-thirds of the district's teachers hold master's degrees and the average teacher has more than fourteen years of experience. Alternative programs include charter and magnet schools.

The following is a summary of data regarding the Racine Unified School District as of the 2005–2006 school year.

Total enrollment: 30,802

Number of facilities

- elementary schools: 23
- junior high/middle schools: 6
- senior high schools: 3
- other: 0

Student/teacher ratio: 15.6:1

Teacher salaries (2005–06)

- elementary median: \$42,150
- junior high/middle median: \$42,360
- secondary median: \$44,220

Funding per pupil: \$9,379

There are dozens of private schools in Racine, including the Prairie School, an independent college preparatory school that teaches nursery through twelfth grade and emphasizes arts education. Racine has approximately thirty parochial schools in the area.

Public Schools Information: Racine Unified School District, 2220 Northwestern Ave., Racine, WI 53404; telephone (262)635-5600

Colleges and Universities

The University of Wisconsin-Parkside, part of the University of Wisconsin system, serves approximately 5,000 undergraduate and graduate students on its 700-acre campus located between the cities of Racine and Kenosha. The university has schools of liberal arts and science and technology, and offers undergraduate course work in 33 major fields of study. Top majors include business management, criminal justice, sociology/anthropology, communication, and psychology. UW-Parkside has a student-faculty ratio of 19:1. In addition, the school offers a master's degree in business administration and a master's degree in applied molecular biology, the only one of its kind in Wisconsin. Gateway Technical College offers associate degree, diploma, and certificate programs, as well as educational classes offered to specifically meet area employment needs. The school offers programs in 65 fields. Its facilities include three full-service campuses.

In nearby Kenosha County, Carthage College offers liberal arts degrees in more than 45 fields and enrolls more than 2,000 students, with around 100 faculty members. Carthage also offers a Master's in Education. The short commute to Milwaukee allows Racine residents to attend classes at dozens of colleges and universities, including Marquette University, Milwaukee School of Engineering, and the University of Wisconsin-Milwaukee.

Libraries and Research Centers

The Racine Public Library contains more than a quarter of a million volumes, subscribes to approximately 650 publications, and has more than 5,000 microfilms and films. The library's special collections include works on Racine history and the Early Childhood Resource Collection. In addition to the spacious main library that offers views of Lake Michigan, the library operates a bookmobile and has a number of return box locations. Programs for teens, children, adults, and families are also available.

At the University of Wisconsin-Parkside Center for Survey and Marketing Research, studies on travel and tourism and product and market feasibility are conducted. The university's Bio Medical Institute conducts applied and fundamental research in drug design, evaluation, and electromagnetic field application.

Public Library Information: Racine Public Library, 75 Seventh St., Racine, WI 53403; telephone (262)636-9252; email ref_rac@racinelib.lib.wi.us

Health Care

Racine's main hospital, All Saints, has locations at Spring Street Campus and 1320 Wisconsin Avenue, and is affiliated with Wheaton Franciscan Services, Inc. Wheaton

Franciscan also operates the Racine Family Medicine Center, the Wheaton Franciscan Medical Group, and an extended care facility at Lakeshore Manor. Its organization includes All Saints Medical Group, which consists of more than 120 primary and specialty care physicians who practice at several locations; All Saints Visiting Nurse Association and Hospice; and All Saints Healthcare Foundation. All Saints employs more than 3,500 staff and specialties include cancer care, comprehensive headache care, emergency care and walk-in care, heart care, mental health and addiction care, orthopedics, and rehabilitation services. Both locations offer community education programming and older adult services. All Saints also serves as teaching facility affiliated with the Medical College of Wisconsin, the Racine Family Medicine Residency, and the School of Radiologic Technology. Aurora Health Care also supports a number of health clinics in eastern Wisconsin.

The cost of health care in Racine is among the highest statewide.

Recreation

Sightseeing

Racine's Southside Historic District has an impressive collection of more than 14 blocks of homes and buildings on the National Register of Historic Places. The district contains many architectural styles, including Tudor, Victorian, Federal, Italianate, and Queen Anne. Of special interest are the English Gothic-style buildings at the DeKoven Center Retreat/Conference Center. The Henrietta Benstead Hall, built in the Colonial Revival style, incorporates the classical details of the Queen Anne style, and features Tiffany windows and quality furnishings. Across the street is the Italianate style Masonic Temple, built circa 1856. The mansion contains two operable theaters and features a unique Egyptian motif in the style of the 1920s. Both structures are lavishly lighted and decorated during the Christmas season and are open for tours.

A favorite local site for picnic outings and observation of more than 200 resident animals is the 32-acre Racine Zoological Society, located on the shores of Lake Michigan. One of the few free zoos in the country, it is home to popular exhibits such as the recently remodeled primate and large cat building. Each summer, the zoo's amphitheater hosts nationally known jazz musicians and weekly concerts by the Racine Concert Band. The Firehouse 3 Museum, in an authentic fire house, features antique fire fighting equipment including an 1882 steamer, a 1930 pumper, a working Gamewell Telegraphic Alarm System, and a hand-drawn hose cart. A theater shows films and videos on fire prevention. The Modine-Benstead Observatory is open to the public to examine the skies when visibility allows; its facilities

include two dome observatories and a main building that houses a telescope, an observation deck, library, and meeting room.

The beautiful grounds of the S.C. Johnson Wax Company, one of the city's largest employers, house the Golden Rondelle Theater, the center for the company's guest relations and public tour program. Originally designed by Lippincott and Margulies as the S.C. Johnson Pavilion at the 1964 World's Fair, it featured the film *To be Alive!*, which summarized the joys of living through sight and sound. After the fair, the theater was relocated to Racine, where the structure was redesigned to complement the Frank Lloyd Wright-designed Administration Building and Research Tower, which is open for tours. The theater, which is also open to the public, features films on flight, ecology, and U.S. history.

West of Racine are rural communities, including Union Grove, Wind Lake, Caledonia, Burlington, and Waterford. These western Racine County towns and cities offer a wide variety of interests including antique shops, parks for picnicking, lakes and rivers for water-sports, and farmers markets.

Arts and Culture

For more than 60 years, the Racine Theatre Guild has produced comedies, suspense thrillers, musicals, and dramas in an 8-play season. The Malt House Theater, in nearby Burlington, is home of the Haylofters, Wisconsin's oldest community theater group. The group presents three productions and a children's play each year in the renovated malt house.

Founded in 1932, the Racine Symphony Orchestra is the only orchestra in the state to perform year-round. The Orchestra performs three distinct concert series annually in addition to a summer Lakeside Pops series. The Racine Choral Arts Society, founded in 1987, performs a varied repertoire ranging from medieval chant to African American gospel. The Chorus schedules solo performances and performs with the Racine and Milwaukee symphony orchestras.

The Racine Art Museum (formerly the Charles A. Wustum Museum of Fine Arts) has, for more than 60 years, provided changing exhibits, classes, tours, and lectures. It features one of the top 10 craft collections in the country and houses a shop with artist-made gifts. The museum is located in a historic Italianate mansion on 13 acres of land, complete with a formal garden. The Racine County Historical Society and Museum, a registered historic landmark, is devoted to the preservation of county artifacts and archives through its exhibits, events, and other educational programs.

Festivals and Holidays

May's Lakefront Artist Fair features original art and handicrafts by more than 100 artists, and is the Racine Montessori School's major fundraiser. In September the

Racine Antiques Fair at the County Fairgrounds offers one of the Midwest's finest collections of antiques, while later that month Preservation Racine's annual Tour of Historic Homes features tours of houses of historical interest. For more than 16 years, November's Festival of Trees at the Racine on the Lake Festival Hall displays more than 100 professionally decorated Christmas trees, wreaths, and gingerbread houses. Thousands are drawn to May's two-day Chocolate City Festival in nearby Burlington, which features outdoor music, a city bike ride, parade, and many chocolate exhibits—with tasting encouraged.

One of Racine's most popular events is Harbor Fest, held at the Lake Festival Park every June. The festival hosts more than 25 live musical performances on 3 stages, 12 regional restaurants, a children's area, and numerous special events and displays. In July, also along the lake-front, Racine's Big Fish Bash (formerly Salmon-A-Rama) is considered the world's largest freshwater fishing event. The nine-day fishing contest, with prizes totaling \$100,000, is accompanied by a festival featuring live music, food vendors, and commercial exhibits.

Sports for the Spectator

Professional baseball, hockey, soccer, basketball, and football sporting events can be found in Racine and in nearby Kenosha, Milwaukee, and Chicago. The Racine Raiders, part of the North American Football League, stir up semi-pro football excitement at historic Horlick Field.

Sports for the Participant

The YWCA Riverbend Nature Center, an 80-acre year-round nature and recreation center, offers hiking, bird watching, demonstrations, nature studies, and canoe rental along Racine's Root River. Quarry Lake Park, a former limestone quarry, is a mecca for scuba divers and a great place for swimmers looking for spring-fed waters. The 40-acre park has an expansive sandy beach and an 18-acre lake that varies in depth up to 100 feet. North Beach provides more than a mile of clean, white sandy beach with lifeguards and picnic areas. Sixteen-acre Racine County Harbor Park, which extends out into Lake Michigan, offers fishing, a modern fish-cleaning station, and an observation deck with spectacular views. Visitors can enjoy a peaceful stroll around the Reefpoint Marina. Racine is host to the world's biggest freshwater fishing contest, Big Fish Bash, an annual event that attracts thousands of fishermen to take their shot at landing "the big one."

Racine County is home to a number of 18-hole golf courses and one 27-hole golf course located on rolling green hills. The City of Racine maintains the grounds of more than 85 parks on a total of 1,100 acres that feature baseball diamonds, boat launches, soccer fields, fishing facilities, picnic areas, and tennis courts. The city maintains five community centers. Racine County also offers

one of the most complete and varied bicycle trail networks, with a signed 100-mile bicycle route that circles the entire county. Off-road bicycle trails, surfaced with either crushed limestone or blacktop, total more than 17 miles. Lake Michigan provides opportunities for both boating and game fishing.

Shopping and Dining

The city and county of Racine offer many shops filled with antiques, resale items, and collectibles. A waterfront showplace, downtown Racine, which is linked with the Racine Civic Centre complex and the nearly 1,000-slip Reefpoint Marina, has many beautifully renovated buildings housing fine jewelry shops and unique collections of sportswear, quality clothing, fine furniture, and specialty shops. Porters of Racine, an 80,000 square-foot fine furniture store, is recognized throughout the region and may be the oldest retail establishment in the Midwest. Milaeger's offers a wide variety of flowering plants in more than 70 greenhouses; the company specializes in perennials, and has merchandise pertaining to all facets of gardening and outdoor living. The county is also home to The Seven Mile Fair, Wisconsin's largest flea market. Open every weekend, the market features hundreds of vendors selling clothes, toys, tools, jewelry, electronics, luggage, and more. During the summer months a farmers market is also in operation.

No visit to Racine would be complete without sampling the local delicacy, Danish Kringle, a flaky, oval-shaped coffee cake made of traditional Danish pastry and filled with a variety of fruits or nuts. O&H Danish Bakery, founded in 1949, makes them daily using all-natural ingredients. Kewpee Sandwich Shop, known throughout the Midwest, is one of the oldest hamburger restaurants in the area. Mid-priced family restaurants share the local spotlight with ethnic eateries, including Italian and Chinese, as well as places offering meat and potatoes or the catch of day from the Great Lakes.

Visitor Information: Racine County Convention and Visitors Bureau, 14015 Washington Ave., Sturtevant, WI 53177; toll-free (800)C-RACINE

■ Convention Facilities

Situated on five acres along the shores of Lake Michigan, Racine Civic Center Festival Park is the city's newest multiuse facility. Opened in 1987, Festival Park can accommodate conventions, trade shows, meetings, art exhibits, and concerts. Facilities include Festival Hall, a 15,700-square-foot area with a theater that can seat 1,500 people, a classroom that can accommodate 1,000, and banquet space for 1,200 people; the Green Room, a 1,050-square-foot space that can handle 75 people in theater-style seating, 50 people classroom-style, and 60 people for banquets; the Colonnade, a free-standing

covered structure measuring nearly 9,000 square feet under its canopy; and a 40-by-80-foot outdoor stage with a 43,000-square-foot concert area.

Overlooking Lake Michigan, the Civic Center's Memorial Hall is the location for many concerts, crafts, and various local functions. It features an 8,400-square-foot main auditorium and the 2,400-square-foot East Hall. Built in 1938 by Frank Lloyd Wright as a private residence, Wingspread, a National Historic Landmark, is a private international conference facility operated by the Johnson Foundation.

Convention and Meeting Information: Racine County Convention and Visitors Bureau, 14015 Washington Ave., Sturtevant, WI 53177; toll-free (800)C-RACINE

■ Transportation

Approaching the City

General Mitchell International Airport, located seven miles north of the city in Milwaukee, is the nearest commercial airport. Its 13 airlines offer approximately 235 daily departures and arrivals. Chicago's O'Hare International Airport is 60 miles to the south. Three Racine County general aviation facilities can accommodate all types of business aircraft.

Interstate 94, situated eight miles west of the city, links Racine County with Milwaukee and Chicago. State highways 11, 20, 31, 32, and 38 also serve the city. Passenger service is provided by Amtrak and by Wisconsin Coach Lines, Inc., which provides intercity bus service between Kenosha, Racine, and Milwaukee every day.

Traveling in the City

The city of Racine owns and operates the Belle Urban System. Downtown Racine Lakefront Trolleys, with clanging bells, shuttle visitors to shops and sites along the lakefront.

■ Communications

Newspapers and Magazines

The daily paper is the morning *Journal Times*. The *Milwaukee Journal Sentinel* publishes a multi-page Racine section that is inserted into the Sunday paper.

Television and Radio

Racine receives approximately a dozen network, independent, and public television stations from Milwaukee, as well as several Chicago stations. The city has three FM stations and two AM stations and receives many stations from Milwaukee and Chicago.

Media Information: *Journal Times*, 212 Fourth St., Racine, WI 53403; telephone (262)634-3322

Racine Online

City of Racine. Available www.cityofracine.org

Downtown Racine. Available www.downtownracine.com

The Journal Times online. Available www.journaltimes.com

Racine Area Manufacturers and Commerce. Available www.racinechamber.com

Racine County Convention and Visitors Bureau. Available www.visitracine.org

Racine County Economic Development Corporation. Available www.racinecountyedc.org
Racine Public Library. Available www.racinelib.lib.wi.us

Wisconsin Department of Commerce. Available www.commerce.state.wi.us

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THE NORTHEAST





Connecticut

Bridgeport...5

Danbury...15

Hartford...25

New Haven...37

Stamford...49

Waterbury...59



The State in Brief

Nickname: Constitution State, Nutmeg State

Motto: Qui Transtulit Sustinet (He who transplanted still sustains)

Flower: Mountain laurel

Bird: American Robin

Area: 5,543 square miles (2000, U.S. rank 48th)

Elevation: Ranges from sea level to 2,380 feet

Climate: Moderate with winters averaging slightly below freezing and warm, humid summers

Admitted to Union: January 9, 1788

Capital: Hartford

Head Official: Governor M. Jodi Rell (R) (until 2010)

Population

1980: 3,108,000

1990: 3,287,116

2000: 3,405,565

2006 estimate: 3,504,809

Percent change, 1990–2000: 3.6%

U.S. rank in 2006: 29th

Percent of residents born in state: 55.74% (2006)

Density: 724.5 people per square mile (2006)

2006 FBI Crime Index Total: 97,605

Racial and Ethnic Characteristics (2006)

White: 2,800,344

Black or African American: 332,711

American Indian and Alaska Native: 7,319

Asian: 117,054

Native Hawaiian and Pacific Islander: 1,005

Hispanic or Latino (may be of any race): 391,935

Other: 183,188

Age Characteristics (2006)

Population under 5 years old: 202,071

Population 5 to 19 years old: 713,746

Percent of population 65 years and over: 13.4%

Median age: 39.1

Vital Statistics

Total number of births (2006): 36,169

Total number of deaths (2006): 29,883

AIDS cases reported through 2005: 14,487

Economy

Major industries: Services, agriculture, manufacturing, trade, government

Unemployment rate (2006): 6.2%

Per capita income (2006): \$34,048

Median household income (2006): \$63,422

Percentage of persons below poverty level (2006): 8.3%

Income tax rate: 3.0% to 5.0%

Sales tax rate: 6.0%



Bridgeport

■ The City in Brief

Founded: 1639 (incorporated 1836)

Head Official: Mayor Bill Finch (D) (since 2007)

City Population

1980: 142,546

1990: 141,686

2000: 139,529

2006 estimate: 137,912

Percent change, 1990–2000: –1.5%

U.S. rank in 1980: 110th

U.S. rank in 1990: 123rd

U.S. rank in 2000: 172nd (State rank: 1st)

Metropolitan Area Population

1980: Not available

1990: 444,000 (PMSA)

2000: 459,479

2006 estimate: 900,440

Percent change, 1990–2000: 3.5%

U.S. rank in 1980: 1st (CMSA)

U.S. rank in 1990: 1st (CMSA)

U.S. rank in 2000: Not available

Area: 19.4 square miles (2000)

Elevation: 25 feet above sea level

Average Annual Temperatures: January, 29.9° F; July, 74.0° F; annual average, 52.1° F

Average Annual Precipitation: 44.15 inches of rain; 26.2 inches of snow

Major Economic Sectors: Manufacturing, trade, government, services

Unemployment rate: 4.1% (June 2007)

Per Capita Income: \$19,333 (2005)

2005 FBI Crime Index Property: 7,118

2005 FBI Crime Index Violent: 1,508

Major Colleges and Universities: University of Bridgeport, Sacred Heart University, Fairfield University, Bridgeport Engineering Institute

Daily Newspaper: *The Connecticut Post*

■ Introduction

A smokestack city once known for its defense-related manufacturing activities and port facilities, Bridgeport, the largest city in Connecticut, was devastated in the early 1990s by the loss of its manufacturing base, which came as a result of the end of the Cold War between the United States and the former Soviet Union. Further degradation was handed to residents at the hands of their once-successful mayor, Joseph P. Ganim, who was removed from office in 2003 and convicted of municipal corruption. But at the turn of the twenty-first century, the city's bond rating was upgraded, the population was beginning to grow, jobs were slowly on the increase, a new baseball stadium and hockey arena stood along with other renovations on the city's waterfront which were beginning to draw tourists, and a feeling of optimism could be felt among the citizenry. Bridgeport is known as "Park City" due to the number and variety of public green spaces. America's Promise Alliance named Bridgeport as one of the 100 best communities for young people.

■ Geography and Climate

Bridgeport, in the southwest portion of Connecticut, sprawls for two and one-half miles along Long Island Sound at the mouth of the Pequonnock River. Located in Fairfield County, the city is situated on low-lying land

that comprises two harbors, the main Bridgeport Harbor and the Black Rock Harbor two miles away. The city lies 150 miles south of Boston and 70 miles north of New York City.

Proximity to Long Island Sound keeps Bridgeport's summers warm and humid and its winters mild and relatively snow-free. Sea breezes can keep Bridgeport's mean monthly temperatures during the summer months three to five degrees lower than the temperatures posted inland.

Area: 19.4 square miles (2000)

Elevation: 25 feet above sea level

Average Temperatures: January, 29.9° F; July, 74.0° F; annual average, 52.1° F

Average Annual Precipitation: 44.15 inches of rain; 26.2 inches of snow

■ History

English Settlers Establish New Community

Bridgeport Village, situated on a commodious harbor and river estuary, was the site of at least five Native American villages and, in 1659, became the site of Connecticut's first Indian reservation. The trading port of Black Rock was settled by the English in 1644, and farming communities were established at Stratfield and Pembroke by 1660. The city's present territory was then part of the adjoining towns of Fairfield and Stratford.

In 1765, white settlers paid the Pequonnocks to leave, and at the start of the Revolutionary War, some dozen families lived in the town. The townsfolk subsisted by farming, seaborne trading, whaling, and sealing. When Connecticut achieved statehood in 1788, about 100 settlers lived in Bridgeport.

Around 1760, commercial wharves were built on Bridgeport Harbor on the site of the present downtown. Farmers from inland towns brought their farm products to trade for imported goods, and packet boats ran to New York, Boston, and southern ports. One of the earliest merchants was Captain Stephen Burroughs, who was to invent America's decimal monetary system as a replacement for British pounds and shillings.

By the dawn of the new century, the port was thriving, and in 1800 the Borough of Bridgeport was incorporated as the first government of its kind in the state. In 1802 urban expansion caused the removal of the Golden Hill Indians from the last of their downtown reservation lands. Bridgeport became an independent town in 1821 and was soon home to a major woolen mill complex and was the center for saddle-making on the American continent. In 1836, the year of its

incorporation as a city, Bridgeport saw the building of one of the country's first railroads north to Albany to intercept trade goods coming east on the Erie Canal.

In 1847 the city became the home of Phineas Taylor (P.T.) Barnum, museum owner, circus founder, and promotional genius. Barnum toured Europe with Bridgeport native "General Tom Thumb" and brought "Swedish Nightingale" Jenny Lind, to see the splendor of his Oriental-styled mansion. He extended his talents to the development of his adopted city. In 1849 Mountain Grove Cemetery was laid out as a monumental sculpture garden based on an English precedent. In 1851 East Bridgeport was developed as a planned residential and manufacturing suburb radiating out from a five-acre central square. Seaside Park, known as the nation's first marine "rural" park, was completed in 1865 by a design team led by Frederick Law Olmsted, one of the men responsible for New York's Central Park.

Industry Shapes Bridgeport's Future

Bridgeport was the home of America's sewing machine industry in the years following the Civil War, and manufacturing continued to be a mainstay of the local economy. The greatest population surge came between 1896 and 1910 when the city swelled from under 50,000 people to more than 100,000. The influx of immigrants seeking factory jobs grew to include some 60 different ethnic groups. Later arrivals included Puerto Ricans, the largest concentration of whom settled on the city's east side.

During the late 1800s, the city was a leader in the production of rifles, corsets, typewriters, organs and pianos, and brass goods. At the beginning of the twentieth century, automobile and submarine manufacture became important. But the most pivotal industry of the city's history—armaments—took off with the commencement of World War I in 1914. Estimates are that during that terrible conflict, Bridgeport made more than two-thirds of the ordinance utilized by both sides in the conflict. The "Russian Rifle" Plant of the Union Metallic Cartridge Company, which produced 37,500 guns for the troops of Czar Nicholas II, was the largest factory ever built in America up to that time.

During the 1920s, the city became a major force in the newly developing aircraft industry. Immigrants who poured into Bridgeport included Igor Sikorsky, who produced flying boats and invented and flew the first helicopter locally. Bridgeporters coped with the Great Depression by electing Socialist Jasper McLevy as mayor during the 1930s, and he retained the office for 24 years. World War II and the ensuing Cold War saw the nation's dependency on the defense industry escalate. During the last two decades of the twentieth century, the city lost many of its one-time industrial giants to out-of-state and foreign competition.

Entering a New Century with New Goals

Today's Bridgeport is a city of diverse ethnic neighborhoods and significant historic architecture. The city has more than 3,000 structures listed on the National Register of Historic Places, more than any other Connecticut municipality. In the late 1990s, the Bridgeport Housing Authority (BHA) implemented several programs to revitalize many of the city's decaying neighborhoods. During the time when the city was a thriving manufacturing center, many housing units were built for its factory workers. The houses, including those in housing developments, began to deteriorate when jobs began disappearing in the 1960s. By 2000, the BHA had redeveloped abandoned housing all over Bridgeport, including a number of single-family homes in three different parts of the city, with federal financial assistance. In 2005, 600 units of downtown housing were in the planning phase and 800 more were being forecast for the future.

In 2003 the city was rocked by the corruption scandal of longtime mayor Joseph P. Ganim who left office at a time of the city's initial stages of resurgence. He was convicted of racketeering, extortion, and bribery and sentenced to imprisonment for nine years. The city rebounded under the guidance of succeeding Mayor John M. Fabrizi, who worked with city council members to stabilize the fiscal status of the community while aggressively pursuing new economic development highlighted by \$2 billion in public and private investments. New Mayor Bill Finch, elected in 2007, announced he would further this process, by reviewing Bridgeport's 2007-2008 city budget and its budgeting process.

While Bridgeport has witnessed dramatic population decreases since the 1980s, the numbers are projected to steadily increase from 2005 through 2020 by the Connecticut Office of Policy & Management. And although *Connecticut Magazine* scored Bridgeport in 2003 as the lowest of 17 major cities within the state in terms of education, crime, and economic condition, positive growth and active economic planning have infused the community with hopes for prosperous times ahead.

Historical Information: Bridgeport Public Library, Historical Collections, 925 Broad St., Bridgeport, CT 06604; telephone (203)576-7417; fax (203)576-8255

■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 444,000 (PMSA)
 2000: 459,479
 2006 estimate: 900,440
 Percent change, 1990–2000: 3.5%
 U.S. rank in 1980: 1st (CMSA)

U.S. rank in 1990: 1st (CMSA)

U.S. rank in 2000: 142,546

City Residents

1980: 142,546
 1990: 141,686
 2000: 139,529
 2006 estimate: 137,912
 Percent change, 1990–2000: –1.5%
 U.S. rank in 1980: 110th
 U.S. rank in 1990: 123rd
 U.S. rank in 2000: 172nd (State rank: 1st)

Density: 8,720.9 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 62,822
 Black: 42,925
 American Indian and Alaska Native: 664
 Asian: 4,536
 Native Hawaiian and Pacific Islander: 148
 Hispanic or Latino (may be of any race): 44,478
 Other: 20,659

Percent of residents born in state: 50.4% (2000)

Age characteristics (2005)

Population under 5 years old: 9,634
 Population 5 to 9 years old: 10,878
 Population 10 to 14 years old: 9,289
 Population 15 to 19 years old: 9,512
 Population 20 to 24 years old: 9,153
 Population 25 to 34 years old: 18,788
 Population 35 to 44 years old: 18,034
 Population 45 to 54 years old: 18,375
 Population 55 to 59 years old: 7,570
 Population 60 to 64 years old: 6,037
 Population 65 to 74 years old: 7,848
 Population 75 to 84 years old: 4,429
 Population 85 years and older: 2,464
 Median age: 34.5 years

Births (2006, MSA)

Total number: 10,163

Deaths (2006, MSA)

Total number: 6,829

Money income (2005)

Per capita income: \$19,333
 Median household income: \$36,976
 Total households: 49,095

Number of households with income of...

less than \$10,000: 5,718
 \$10,000 to \$14,999: 3,708



Photograph by Robert A. Raslavsky. Reproduced by permission.

\$15,000 to \$24,999: 5,913
\$25,000 to \$34,999: 7,995
\$35,000 to \$49,999: 6,860
\$50,000 to \$74,999: 9,001
\$75,000 to \$99,999: 5,506
\$100,000 to \$149,999: 3,286
\$150,000 to \$199,999: 725
\$200,000 or more: 383

Percent of families below poverty level: 7.3% (2005)

2005 FBI Crime Index Property: 7,118

2005 FBI Crime Index Violent: 1,508

■ Municipal Government

Bridgeport, in Fairfield County, operates under a mayor-council form of government. The mayor and 20 council members are elected to two-year terms of office.

Head Official: Mayor Bill Finch (D) (since 2007; current term expires 2009)

Total Number of City Employees: 1,493

City Information: Mayor's Office, City of Bridgeport, 45 Lyon Terrace, Bridgeport, CT 06604; telephone (203)576-7201; email mayoroffice@ci.bridgeport.ct.us

■ Economy

Major Industries and Commercial Activity

Manufacturing and trade, long mainstays in the Bridgeport economy, are being increasingly supplemented by the service-producing industries, particularly personal, business, and health services, as Bridgeport seeks to diversify. The defense industry, for many years a vital part of the city's economy, was hard hit by layoffs at the end of the century. However, wholesale and retail trade continue to thrive thanks to the city's strategic location as a deep-sea port, a crossroads of interstate highways, and a hub of railroad lines, and the city is now one of the largest financial centers in New England. While not within Bridgeport itself there are several *Fortune* 500 companies headquartered in Fairfield County, including General Electric, Pitney Bowes Inc., and Xerox Corporation.

Creating new employment opportunities for local workers has been a focal point for community leaders. In particular, the Bridgeport Economic Resource Center

(BERC) secured about 1,260 jobs between 2000 and 2007, many in small start-up businesses like restaurants and shops. Law enforcement monies have held steady to contribute to a consistent reduction in the crime rate; meanwhile, dangerous housing projects continue to be identified and torn down in order to be replaced by better facilities. The Arena at Harbor Yard draws visitors to town with college basketball, minor-league hockey, and concert events. The renovation of the waterfront and other local developments have helped to lure homebuyers wanting to escape the expensive housing market in lower Fairfield County, where median prices are substantially higher than in Bridgeport.

Items and goods produced: transportation equipment, women's underwear, electrical supplies, machinery and machine tools, fabricated metals

Incentive Programs—New and Existing Companies

Local programs: The Bridgeport Office of Planning and Economic Development offers a tax incentive development program involving real estate property tax incentives for development projects of \$3 million or more. The Bridgeport Economic Resource Center (BERC) helps businesses to identify and access a wide array of business development programs. A partial listing of available incentives includes: Corporate Income & Property Tax exemptions, Corporate Sales Tax exemptions, State and Federal Enterprise Zone Benefits, Utility Benefits, and Brownfields Tax Credits.

Local banks in partnership with a variety of federal, state, and local government programs provide funds for a loan pool geared toward small and mid-sized businesses. Typical loan amounts are \$500,000 or less. The Bridgeport Regional Business Council is the designated Small Business Development Center (SBDC) for Bridgeport, serving start-up and small businesses. SBDCs offer technical and management assistance, counseling, education, training programs, and loan packaging.

State programs: The Connecticut Development Authority works to expand Connecticut's business base. Among its many services are: partnering with private-sector organizations to guarantee or participate in loans for businesses that may be unable to meet credit underwriting standards; providing access to lower-cost fixed asset financing through Small Business Administration 504 Debentures and tax-exempt Industrial Revenue Bonds; offering financial incentives to companies that enhance the skills of their employees; and encouraging investment in the state's urban commercial infrastructure.

Bridgeport is part of the U.S. government's Environmental Protection Agency (EPA) program for redevelopment of abandoned industrial sites, commonly referred to as "brownfields," as part of the overall agenda to attract

private investors. Operated by Connecticut Brownfields Redevelopment Authority (CBRA), bonds are sold that provide businesses and developers incentive funds for investment in the designated property. Tax increment financing is available for brownfields redevelopment.

Connecticut's financial and tax incentives also include grants and tax abatements for firms locating in State Enterprise Zones (for which Bridgeport qualifies; it is also a Foreign Trade Zone as operated by the Bridgeport Port Authority).

Job training programs: Employment training grants, both on- and off-site, and on-the-job training assistance are available through the Connecticut Department of Labor. Community and technical colleges across the state offer job and specialized skill training. The Bridgeport Economic Resource Center (BERC) works with companies to implement Workforce Development Programs and has assisted numerous businesses since the initiative's inception.

Development Projects

A variety of development projects within Bridgeport are in progress with the backing of the Bridgeport Economic Development Corporation (BEDCO) and Bridgeport Economic Resource Center (BERC), which reported in 2007 that projects planned or underway in the city totaled \$2.1 billion in investment. Among the improvements underway in 2007 was the \$7.4 million Seaview Avenue Industrial Park expansion. The city also allocated \$40 million to shift businesses to the Steel Point location and \$9 million for updating historic Seaside Park. Also in 2007 downtown was bustling with the City Trust Building's conversion into 120 condo units, the redevelopment of 16 vacant structures into 150,000 square feet of commercial land and 250 residential housing units, and 60,000 square feet of modernized space for a combination of retail, residential, and commercial availability. The \$19 million Harbor Yard ballpark was enhanced by the debut of the 10,000-seat hockey/basketball home, the Arena of Harbor Yard. The US Department of Transportation awarded \$8 million toward a new state-of-the-art \$50 million intermodal transit center to handle assembly of trains, buses, ferries, and highway access in one downtown location. The Urban Land Institute (ULI), consulted with the city of Bridgeport for a week in 2005 to conduct a study of the city and offer recommendations concerning future economic development. In 2006 the Bridgeport Economic Resource Center (BERC) managed the developer selection process for a vacant 65,000 square foot parcel in the city's North End Community. In 2007 work was underway on the construction of five new public schools, slated for completion by 2010-11, at a cost of over \$260 million.

Economic Development Information: Office of Planning and Economic Development, City Hall Annex, 999 Broad St., Bridgeport, CT 06604; telephone (203)

576-7221; fax (203)332-5611; email nidohm0@ci.bridgeport.ct.us. Bridgeport Economic Resource Center, 10 Middle St., Bridgeport, CT 06604-4223; telephone (203)335-1108; fax (203)335-1297; email mdallas@berc-ct.com

Commercial Shipping

Bridgeport Harbor is one of three deep-water ports in the state. Its Cilco Terminal is one of New England's busiest deep draft ports; facilities include COMEX, bonded warehousing, and wet and dry storage. Most of the imports processed are perishable goods, and Bridgeport's is the second largest banana port on the East Coast, enabled by its 80,000-square-foot modern refrigerated warehouse. In 2002 the Bridgeport Port Authority used a \$2.5 million grant from the Connecticut Department of Environmental Protection to build a 45,000-square-foot assembly facility, the Derecktor Shipyards, a major repair facility that is critical to the port's users. Conrail operates a major freight yard nearby. Greater Bridgeport is on the main travel corridor from New York to New England.

Labor Force and Employment Outlook

Bridgeport boasts a skilled labor force with a relatively high education level; approximately 41 percent of the labor force are college graduates. While population began its decline at the end of the century, population figures are projected to increase by the year 2020 to more than 151,000 residents. In 2007 more than 227,000 workers were part of the metropolitan community's workforce. Unemployment for that year hovered at 6.6%. With the town's proximity to larger cities like New York and Boston, more than 25 million people reside and work within a 100-mile radius of Bridgeport.

The city is focusing its efforts on expanding its manufacturing base into the international marketplace, relying on its excellent port facilities and transportation network. Growth in this area is projected primarily for small businesses. Some 47 percent of Bridgeport employees work in white-collar jobs, 23 percent in service, and 30 percent in blue-collar jobs.

The following is a summary of data regarding the Bridgeport-Stamford-Norwalk NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 416,400

Number of workers employed in . . .

- construction and mining: 15,600
- manufacturing: 40,700
- trade, transportation and utilities: 76,000
- information: 11,300
- financial activities: 44,000
- professional and business services: 71,100
- educational and health services: 60,500
- leisure and hospitality: 33,400

other services: 17,000
government: 46,900

Average hourly earnings of production workers employed in manufacturing: \$20.72

Unemployment rate: 4.1% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
People's Bank	3,082
James Ippolito & CO	500
Vitramon, Inc.	500
Bridgeport Health Care Center	500
Sikorsky/Uniter Technologies	500
Connecticut Energy Corp.	488
Lacey Manufacturing Co.	440
Greater Bridgeport MNTL Health	430
Aquarion Company	384

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$650,218

2007 (1st quarter) ACCRA Cost of Living Index: 149.6

State income tax rate: 3.0% to 5.0%

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 38.99 mills per \$1,000 of actual value (2004)

Economic Information: State of Connecticut, Labor Department, 200 Folly Brook Blvd., Wethersfield, CT 06109-1114; telephone (860)263-6000

Education and Research

Elementary and Secondary Schools

The Bridgeport School District enrolls students from pre-kindergarten through 12th grade. In 2007 the district was selected as a finalist for the 2007 Broad Prize for Urban Education, which provided \$125,000 of scholarships to its students; the same year, the Multicultural

Magnet School was selected as a national “Blue Ribbon” school of excellence. Bridgeport’s public school system offers special education and handicapped services, as well as an adult education program in the evening. A magnet school program offers special opportunities for above-average students. The system includes two alternative schools and one special education facility. Despite recent increases in test scores, Bridgeport schools fall below the No Child Left Behind mandated standards. The district provides resource centers to encourage parent participation in the education process.

The following is a summary of data regarding the Bridgeport Public Schools as of the 2005–2006 school year.

Total enrollment: 7,250

Number of facilities

elementary schools: 31
 junior high/middle schools: Not available
 senior high schools: 3
 other: 4

Student/teacher ratio: 15.6:1

Teacher salaries (2005–06)

elementary median: \$57,730
 junior high/middle median: \$58,600
 secondary median: \$64,960

Funding per pupil: \$10,219

Many parochial elementary schools and one parochial high school supplement the public school system. Private nursery schools, technical schools, and the college-preparatory University (High) School round out the city’s education offerings for children.

Public Schools Information: Bridgeport Public Schools, 45 Lyon Terrace, Rm. 203, Bridgeport, CT 06604; telephone (203)576-7301; fax (203)576-8488

Colleges and Universities

Founded in 1927, the University of Bridgeport—with about 1,700 undergraduate and around 1,500 graduate students—offers bachelor’s, master’s, and doctoral degrees in liberal arts and professional fields and includes the only program in chiropractic and naturopathic medicine in the state. Sacred Heart University, a Catholic liberal arts college in Fairfield, enrolls 4,300 undergraduate and 1,800 graduate students and represents New England’s second largest Catholic university. Fairfield University, a Jesuit institution, provides its 5,000 students with bachelor’s and master’s degrees with a concentration on liberal arts, education, and nursing. It was ranked second among masters-degree granting schools in the Northeast by the 2008 *U.S. News and World Report* college rankings. Bridgeport Engineering Institute in

Stamford employs a work-study approach in awarding engineering degrees. Housatonic Community College trains many of the area’s semiprofessional and technical workers. St. Vincent’s College, a two-year co-ed facility, offers degrees in health care fields and initiated an online distance education program in the fall of 2005.

Libraries and Research Centers

With nearly 450,000 volumes and four locations, Bridgeport’s is one of the largest library systems in the state. The library also has about 880 audiotapes, around 16,500 video materials, and 1,000 periodical subscriptions. Special collections include an extensive business and technology section and a collection of local history, with a focus on P.T. Barnum and circus memorabilia. The library’s special interests also include art and architecture, and literature. Community access and customer service has been improved through a five year plan. The Bridgeport Public Library’s Main Branch has been formally renamed the Burroughs and Saden Memorial Library.

Other local library facilities include the law library of the State of Connecticut (Bridgeport Branch), and two medical libraries. The Magnus Wahlstrom Library at the University of Bridgeport houses approximately 270,000 volumes along with one million microforms, 1,200 serials, and access to about 7,400 electronic books via online subscriptions. Other research and library facilities in Bridgeport include the Center for the Study of Aging at the University of Bridgeport, and the Connecticut Department of Children and Families’ Library. The Connecticut Information Technology Institute, also at the university, is a joint venture between industry and education to help inventors and entrepreneurs in high-tech operations.

Public Library Information: Bridgeport Public Library, 925 Broad St., Bridgeport, CT 06604-4871; telephone (203)576-7403

■ **Health Care**

With two major hospitals and a mental health center within the city limits, Bridgeport is the health care center of Fairfield County. Bridgeport Hospital is a full-service community hospital and teaching institution serving the greater Bridgeport area and Fairfield County. The hospital is a tertiary-level hospital (highest level) with the staff and facilities to treat the most critically ill patients who are often referred from other hospitals, and is also designated a Level I Trauma Center (highest level), one of four in the state of Connecticut. The 425-bed facility is known as a leader in health care for its specialties and innovative services. Special programs include a regional open heart center; a cancer center, which offers comprehensive diagnostic, treatment, education and support services for cancer patients; a regional center for low and high-risk

births; the region's most comprehensive newborn intensive care unit, the P.T. Barnum Pediatric Center; the only burn center with dedicated beds between Boston and New York; a joint reconstruction center; comprehensive inpatient and outpatient rehabilitative care for multiple trauma, stroke, multiple sclerosis, Parkinson's disease, arthritis and other disorders; and a community wellness and health education program. The hospital employs 2,300 individuals including 520 physicians, and is affiliated with Yale University School of Medicine. In 2004–05 the hospital had 17,801 admissions and performed 4,767 inpatient operations.

St. Vincent's Medical Center is a 397-bed acute care hospital offering more than 50 specialty and subspecialty medical and surgical disciplines. Centers of excellence comprise cardiovascular disease, including angioplasty and coronary artery bypass surgery; cancer prevention, diagnosis, treatment and support; joint replacement including total knee, hip and shoulder; and women's services including a contemporary maternity center along with a Women's Imaging Center for mammograms, ultrasounds, and bone density services. St. Vincent's also is a designated Level II Trauma Center and has a landing pad for medical helicopters, as well as being home to one of the largest angioplasty programs in New England. It is affiliated with two medical schools—Columbia University College of Physicians and Surgeons and New York Medical College—and participates in international research programs. The medical staff at St. Vincent's includes 450 physicians. The Greater Bridgeport Community Mental Health Center has 62 licensed beds and provides a 24-hour crisis service along with a variety of additional recovery programs.

■ Recreation

Sightseeing

Visitors can experience Bridgeport's colonial past on a narrated boat tour of historic Black Rock Harbor and Long Island Sound. Captain's Cove Seaport, an amusement and maritime center along the harbor, is home to the HMS *Rose*, a replica of a Revolutionary War era 24-gun frigate. Captain's Cove also offers shopping along a seaside boardwalk and a 350-slip marina. Connecticut's Beardsley Zoo, the state's only zoo, is open year-round and features to its quarter-million annual visitors more than 300 animals, including some rare or endangered species from North and South America.

Arts and Culture

Much of Bridgeport's performing arts activity takes place at the 1,400-seat Klein Memorial Auditorium, including performances by the Greater Bridgeport Symphony, a regionally acclaimed professional orchestra, as well as performances by touring troupes and artists. Formed in

1961, the Greater Bridgeport Youth Symphony is made up of four performing ensembles, the Principal, the Symphony, the Concert, and the String Orchestra. As part of these groups, young musicians from the area, led by three conductors and six coaches, present concerts throughout the year. The Arena at Harbor Yard offers year-round concerts, family programs and shows.

The Cabaret Theatre features the resident musical Downtown Cabaret Theatre group and the Cabaret Children's Company since 1983. The Playhouse on the Green (formerly Polka Dot Playhouse) is Bridgeport's oldest theatrical treasure, offering year-round performances in a 228-seat state-of-the-art theater located in the heart of Bridgeport's revitalized downtown.

Opened in 1893, the Barnum Museum displays artifacts relating to P.T. Barnum, "General Tom Thumb," Lavinia Warren, Jenny Lind, and a host of clowns. Displays concerning Bridgeport's industrial era, as well as a 2,500-year-old Egyptian mummy, a two-headed calf, and a hand-carved miniature circus complete with 5,000 figures are also featured. The Discovery Museum and Planetarium, an interactive and educational museum of art and physical science, features the duPont Planetarium, the Challenger Learning Center (dedicated to the astronauts who perished in the space shuttle tragedy in 1986) and interactive exhibits that teach the principles of physical science. A gallery of changing art exhibits, films, and children's programs are visited by 68,000 guests annually.

The Housatonic Museum of Art specializes in nineteenth- and twentieth-century European and American art, as well as contemporary and African and Asian ethnographic art. The museum also features regional artists.

Festivals and Holidays

A major regional attraction is the annual Barnum Festival and the Great Street Parade, which has been held each summer since 1949. The ten-day celebration draws thousands of people for the Grucci Fireworks show "Skyblast," Champions on Parade and other events. The summer also offers water enthusiasts the St. Vincent's "Swim Across the Sound," a multi-event swimming marathon, a sailing regatta, and the WICC Bluefish Tournament, which draws fishermen from across the United States in search of the heaviest Bluefish. The University of Bridgeport's International Festival, held in April, highlights the cuisines and entertainment of more than 30 cultures. Meanwhile, Christmastime is aglow with the "Park City Lights" in Beardsley Park.

Sports for the Spectator

The Shoreline Star Greyhound Park Entertainment Complex features live parimutuel greyhound racing from mid-May through mid-October, and year-round simulcast wagering on thoroughbred, harness, and greyhound tracks from around the country. The Bridgeport Bluefish

Baseball club is an independent minor league team that plays at the Ballpark at Harbor Yard where the games provide area residents with affordable family entertainment. The Arena at Harbor Yard seats about 10,000 for the American Hockey League's (AHL) Bridgeport Sound Tigers, who began playing in 2001 as the top affiliate of the National Hockey League's (NHL) New York Islanders. The arena also plays host to the National Collegiate Athletic Association's (NCAA) Fairfield University Stags' men's and women's basketball teams.

Sports for the Participant

Bridgeport, known as the "Park City" for maintaining nearly an acre of park land per 1,000 residents (more than 1,360 acres total), features the historic Seaside Park located on three miles of shoreline and offering fishing, baseball and softball, picnicking, and tennis. The city features 32 public parks, two dozen playgrounds, 40 tennis courts, and an 18-hole golf course. Pleasure Beach, formerly a huge draw in the area, has remained inaccessible since a devastating fire in 1996 destroyed the connecting bridge; city planners have actively been pursuing funding to restore it. The Ocean View Skate Park offers a variety of ramps highlighted by a spectacular coastal view; the Wonderland of Ice offers public skating, hockey leagues, and instruction. The Berkshire Rail Spur Trail is a 1.6 mile bicycling trail that follows a defunct rail line.

Shopping and Dining

Unique items are available at Bridgeport's Barnum Museum and Discovery Museum and Planetarium. There are many large malls within 40 miles of the city including Trumbull Shopping Park, Hawley Lane Mall, and the Dock, all located in the greater Bridgeport area. Nearby Fairfield offers a classic shopping area around its green, and antiquing can be enjoyed at the nearby Stratford Antiques Center, and throughout all of picturesque Fairfield County.

The Bridgeport area offers a wide variety of dining experiences, ranging from Bridgeport's "Little Italy," to seafood restaurants both in Bridgeport and in nearby Stratford; many overlook Long Island Sound. The downtown area boasts some excellent lunch spots, and fine cuisine is available throughout the area.

Visitor Information: Coastal Fairfield County Convention & Visitor Bureau, 297 West Ave., Norwalk, CT 06850; telephone (203)853-7770; toll-free (800)866-7925; fax (203)853-7775; email info@coastalct.com. Connecticut Office of Tourism, 505 Hudson St., Hartford, CT 06106-7106; toll-free (800)CTBOUND.

■ Convention Facilities

Within the greater Bridgeport area about 1,000 hotel rooms are available for a variety of functions. Small conventions can be handled by the new Arena at Harbor

Yard with capacity seating of 10,000 guests and 6,000 theater-style along with room for 150 standard-size trade show booths. The Holiday Inn Bridgeport Hotel & Conference Center offers 8,500 square feet of function space, including a 5,000-square-foot ballroom, five breakout rooms, and an executive board room. The Inn, which has 234 sleeping rooms, can accommodate meetings of 16 to 500. The Stratford Ramada Inn has 6,500 square feet of exhibit space, 7 meeting rooms, and 145 sleeping rooms.

Convention Information: Coastal Fairfield County Convention & Visitor Bureau, 297 West Ave., Norwalk, CT 06850; telephone (203)853-7770; toll-free (800)866-7925; fax (203)853-7775; email info@coastalct.com

■ Transportation

Approaching the City

Bridgeport's city-owned Sikorsky Memorial Airport is 10 minutes from downtown (in Stratford). The airport serves the corporate and general aviation communities. The Tweed New Haven Regional Airport is about 25 miles northeast of Bridgeport and offers daily flights from two major airlines, Delta and U.S. Airways. Extensive domestic and international service is available from the New York City airports, about 60 miles away.

Both Amtrak, with at least 14 daily stops, and Metro-North, with 63 daily stops, offer rail service into Bridgeport, as do major bus lines such as Greyhound and Peter Pan. An automobile ferry runs between Bridgeport and Port Jefferson outside of New York City and carries nearly 900,000 passengers annually.

Major east-west routes include Connecticut 15 (the Merritt Parkway) and I-95 (the Connecticut Turnpike, that carries about 200,000 vehicles per day). North-south arteries include Connecticut Route 8 to the northeast and Connecticut Route 25 to the northwest.

Traveling in the City

Bridgeport's streets fan out to the north from the waterfront. The Greater Bridgeport Transit Authority (GBTA) operates 16 fixed routes in the city and environs on weekdays and includes paratransit services; reduced services are offered on weekends.

■ Communications

Newspapers and Magazines

Bridgeport's daily, *The Connecticut Post*, is published every morning. Other newspapers in the city include the monthly *Fairfield County Catholic*, published by the Diocese of Bridgeport, and the *Bridgeport News*, which publishes weekly.

Television and Radio

Bridgeport has one public television station, and one cable franchise. However, the city receives New York City stations as well. Two AM and two FM radio stations broadcast from Bridgeport. Connecticut Radio Information Service, headquartered in Wethersfield, broadcasts readings from daily newspapers and magazines for the benefit of state residents who are blind or cannot hold or turn pages.

Media Information: *Connecticut Post*, 410 State St., Bridgeport, CT 06604; telephone (203)333-0161 or 800-423-8058; fax (203)367-8158

Bridgeport Online

Bridgeport Economic Resource Center. Available www.bridgeport-econ.org
Bridgeport Hospital. Available www.bridgeporthospital.org
Bridgeport Public Library. Available www.bridgeportpubliclibrary.org
Bridgeport Public Schools. Available www.bridgeportedu.com
City of Bridgeport Home Page. Available ci.bridgeport.ct.us

Coastal Fairfield County Convention & Visitors Bureau. Available www.coastalct.com
Connecticut Development Authority. Available www.ctcda.com
Connecticut Office of Tourism. Available www.tourism.state.ct.us
The Connecticut Post. Available www.connpost.com
St. Vincent's Medical Center. Available www.stvincents.org
State of Connecticut Labor Department. Available www.ctdol.state.ct.us
University of Bridgeport. Available www.bridgeport.edu

BIBLIOGRAPHY

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Waldo, George Curtis, Jr., ed., *History of Bridgeport and Vicinity* (New York, Chicago: S.J. Clarke, 1917)



Danbury

■ The City in Brief

Founded: 1685 (incorporated 1889)

Head Official: Mayor Mark D. Boughton (R) (since 2001)

City Population

1980: 60,470

1990: 65,585

2000: 74,848

2006 estimate: 79,285

Percent change, 1990–2000: 14.1%

U.S. rank in 1980: 324th

U.S. rank in 1990: 355th

U.S. rank in 2000: 406th (State rank: 7th)

Metropolitan Area Population

1980: 175,000

1990: 193,597

2000: 217,980

2006 estimate: Not available

Percent change, 1990–2000: 12.6%

U.S. rank in 1980: 1st (CMSA)

U.S. rank in 1990: 1st (CMSA)

U.S. rank in 2000: 1st (CMSA)

Area: 42.1 square miles (2007)

Elevation: Ranges from 378 feet to 1,050 feet

Average Annual Temperature: 49.7° F

Average Annual Precipitation: 25.8 inches of rain; 26 inches of snow

Major Economic Sectors: Trade, manufacturing, services

Unemployment Rate: 3.6% (June 2007)

Per Capita Income: \$30,562 (2005)

2005 FBI Crime Index Property: 1,579

2005 FBI Crime Index Violent: 128

Major Colleges and Universities: Western Connecticut State University

Daily Newspaper: *News-Times*

■ Introduction

Danbury, formerly known as the Hat Capital of the World and official supplier of silk top hats to presidents, is perhaps best known today as the headquarters of Union Carbide and other industries that have moved out of metropolitan areas. Danbury is located near the beautiful rural area of Connecticut known as Litchfield Hills, an affluent region where per capita income is among the highest in the country. The creation of the city's historic downtown district in 1988 has helped to bring about an upswing in downtown development. The resurgence can be witnessed by continued population growth fueled by a high quality of living that residents enjoy.

■ Geography and Climate

Danbury is located in southwestern Connecticut in Fairfield County, 25 miles northwest of Bridgeport, in the foothills of the Berkshire Mountains. The city is situated on low-lying land just south of Lake Candlewood, the largest manmade lake in the state, and east of the Housatonic River. The surrounding terrain consists of rolling hills and not-very-tall mountains to the west and northwest (the western highland). Danbury's is a four-season climate; the extremes of temperature experienced throughout New England are somewhat tempered there by proximity to hills, but winters can be very cold.

Area: 42.1 square miles (2007)

Elevation: Ranges from 378 feet to 1,050 feet

Average Temperature: 49.7° F

Average Annual Precipitation: 25.8 inches of rain; 26 inches of snow

■ History

From Beans to Revolution to Hats

English settlers moving north from Norwalk took root in Danbury in 1685 and called it Swampfield though this was short-lived. Renamed Danbury in 1687 after a town in England, it was nicknamed Beantown for the beans and other vegetables that grew prolifically there, which were carted over a primitive road to be traded in Norwalk.

Danbury functioned during the American Revolution as a storage and warehouse point for patriot arms and supplies. In April 1777, British General Tryon was dispatched there to attack the city, which had received advance word of the raid but was able to round up only about 250 militia to defend itself against a British force of some 2,000 men. General Tryon captured the town and set his men to destroying patriot homes. The troops came upon stores of rum and began consuming it. Fearful that the American militia was gathering to block his way to his ships to the south of the city, Tryon ordered his drunken men out of Danbury, where they were attacked by troops led by Benedict Arnold and General David Wooster. British troops did manage to reach their ships but suffered many casualties.

The first hatmaker of record in Danbury was Zadoc Benedict, who founded a firm in 1780 that turned out three hats a day. By 1800 Danbury had emerged as a U.S. center for the manufacture of hats, part of a Connecticut pattern of factories being established in small villages rather than large industrial cities. By 1887 the city's 30 factories were turning out about five million hats a year, and Hat City became its nickname. Danbury continued to be a national center for the production of hats until the beginning of the twentieth century, when the fashion for stiff fur derby hats changed to softer hats. It is speculated that the automobile was the reason for this change in fashion—the stiff derbies would blow off in the wind. Following World War II men began to go hatless, and the industry went into a further decline from which it never recovered.

Danbury also became famous for the Danbury Fair, which originated in 1821 and by 1869 had become an annual event. The fair brought farm folk with a week's supply of food in their wagons together with city slickers for livestock and agricultural displays and competitions. Discontinued in 1981, a shopping mall now occupies the former fairgrounds.

The coming of the railroad in the 1830s (running by 1852) brought whole crews of Irish workers to Danbury, where a Roman Catholic church was built and distinctly Irish neighborhoods grew up.

From Hats to Diversified Industry, Corporate Headquarters

Although hatmaking has almost disappeared in Danbury, industry has grown rapidly there to the extent that the area is more heavily industrialized than any other labor market in Connecticut, the reverse of a trend being experienced elsewhere in the country. Beginning in the 1970s corporate headquarters leaving New York City caused explosive growth in Danbury's population, which expanded by more than 19 percent between 1970 and 1980. The I-84 corridor east of Danbury to Southbury saw an 80.3 percent increase in population. A slow yet steady shift in population to these rural areas of the state continues.

Forecasts foresee no end in Danbury's population growth. The economic development of the area has been a critical goal of the city leaders and their efforts can be witnessed in organizations such as CityCenter Danbury, which focuses on the prosperity of the downtown area. Mayor Mark D. Boughton stated in his 2005–2006 annual budget that Danbury was “on the rise” with its success anchored by a high quality of life, a solid educational system, and vast recreational and cultural opportunities. The city's strengths are recognized by its sixth place ranking among Connecticut's 17 major cities by *Connecticut Magazine* in 2004 in terms of education, crime, and economic condition. In 2006 Danbury was rated as the safest city in Connecticut in the annual study *City Crime Rankings* published by Morgan Quitno Press; the study listed Danbury at number 20 among the nation's safest cities that year.

City government created a single telephone access point in December 2006. Joining just 25 other cities in the United States, Danbury launched CityLine 311, allowing citizens to dial 311 to get answers to questions or to register complaints related to city operations.

Historical Information: Danbury Museum & Historical Society, 43 Main St., Danbury, CT 06810; telephone (203)743-5200

■ Population Profile

Metropolitan Area Residents

1980: 175,000

1990: 193,597

2000: 217,980

2006 estimate: Not available

Percent change, 1990–2000: 12.6%

U.S. rank in 1980: 1st (CMSA)



©Bob Krist/Corbis.

U.S. rank in 1990: 1st (CMSA)
 U.S. rank in 2000: 1st (CMSA)

City Residents

1980: 60,470
 1990: 65,585
 2000: 74,848
 2006 estimate: 79,285
 Percent change, 1990–2000: 14.1%
 U.S. rank in 1980: 324th
 U.S. rank in 1990: 355th
 U.S. rank in 2000: 406th (State rank: 7th)

Density: 1,777.4 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 56,853
 Black: 5,060
 American Indian and Alaska Native: 214
 Asian: 4,082
 Native Hawaiian and Pacific Islander: 26
 Hispanic or Latino (may be of any race): 11,791
 Other: 5,653

Percent of residents born in state: 39.8% (2000)

Age characteristics (2005)

Population under 5 years old: 4,119
 Population 5 to 9 years old: 3,957
 Population 10 to 14 years old: 3,255
 Population 15 to 19 years old: 3,037
 Population 20 to 24 years old: 5,360
 Population 25 to 34 years old: 12,923
 Population 35 to 44 years old: 13,151
 Population 45 to 54 years old: 9,955
 Population 55 to 59 years old: 4,324
 Population 60 to 64 years old: 4,330
 Population 65 to 74 years old: 4,014
 Population 75 to 84 years old: 2,882
 Population 85 years and older: 1,005
 Median age: 36.8 years

Births (2005)

Total number: 2,413

Deaths (2005)

Total number: 935

Money income (2005)

Per capita income: \$30,562

Median household income: \$55,881

Total households: 28,192

Number of households with income of . . .

less than \$10,000: 1,915

\$10,000 to \$14,999: 1,382

\$15,000 to \$24,999: 2,112

\$25,000 to \$34,999: 2,021

\$35,000 to \$49,999: 4,482

\$50,000 to \$74,999: 6,668

\$75,000 to \$99,999: 3,365

\$100,000 to \$149,999: 3,814

\$150,000 to \$199,999: 959

\$200,000 or more: 1,474

Percent of families below poverty level: 5.9% (2000)

2005 FBI Crime Index Property: 1,579

2005 FBI Crime Index Violent: 128

■ Municipal Government

Danbury operates under the mayor-council form of government. The mayor and council members are elected to two-year terms.

Head Official: Mayor Mark D. Boughton (R) (since 2001; term expires November 2009)

Total Number of City Employees: 546 full-time and 122 part-time (2007)

City Information: City Hall, 155 Deer Hill Ave., Danbury, CT 06810; telephone (203)797-4500

■ Economy

Major Industries and Commercial Activity

Danbury's local economy is diverse, with services, manufacturing, retail, and trade as the leading components. Major non-manufacturing sectors are services; wholesale and retail trade; and finance, insurance, and real estate. Retail trade is an integral contributor to the local economy, centered on the 1.3-million-square-foot Danbury Fair Mall. A complete interior renovation of the mall began in January 2007, with completion scheduled for spring 2008. Ten new fashion stores were added to the mall as part of the revitalization project. The central downtown business district continues to prosper under the guidance of CityCenter Danbury, an organization designed for the revitalization of the area. Within the district, industries such as banking, law, government, and insurance employ about 5,500 workers. As of 2007 the largest employer in the city was Danbury Hospital with approximately 3,000 employees.

Items and goods produced: surgical instruments and supplies, electronic and railroad testing equipment, silverware, aluminum foil, aircraft parts, rubber tile, air conditioning equipment, steam generators, plastics, glue, textiles, and ball and roller bearings

Incentive Programs—New and Existing Companies

Local programs: Site selection, technology, and local development assistance is available through the Greater Danbury Chamber of Commerce, which functions as the designated Small Business Development Center (SBDC) for Danbury, serving start-up and small businesses. SBDCs offer technical and management assistance, counseling, education, training programs, and loan packaging. The Housatonic Valley Economic Development Partnership (HVEDP) assists new business owners by providing information, forms, and training. Since 2000, Danbury has administered a program that provides personal property tax relief for local businesses, covering their computer equipment and peripherals. The city also offers deferral of assessments on improvements to real property for up to seven years, free sewer and water use for one year, as well as a tax abatement program that affords relief of up to \$1,250 of real property tax per quarter for properties that are cleared of environmental contamination. The Greater Danbury Chapter of SCORE (Service Corps of Retired Executives), supported by the Small Business Association (SBA) assists small businesses by giving free advice on writing business plans and obtaining financing.

State programs: The Connecticut Development Authority works to expand Connecticut's business base by providing loans and revenue bond financing for manufacturing, research and development, and other facilities. Among its many services are: partnering with private-sector organizations to guarantee or participate in loans for businesses that may be unable to meet credit underwriting standards; providing access to lower-cost fixed asset financing through Small Business Administration 504 Debentures and tax-exempt Industrial Revenue Bonds; offering financial incentives to companies that enhance the skills of their employees; and encouraging investment in the state's urban commercial infrastructure.

Connecticut Innovations (CI) provides capital and grants to assist in the development and marketing of new products and processes. Established in 1989 it has fed more than \$133 million into high-technology companies within the state since 1995. Initially funded by state bonds, it now operates on investment profits.

Job training programs: Employment training grants, both on- and off-site, and on-the-job training assistance is available through the Connecticut Department of Labor. Community and technical colleges across the state offer job and specialized skill training. Several organizations in

the immediate region help prepare a well-trained workforce by providing on-site training. Municipal libraries in the region provide free Internet training to businesses while the Housatonic Valley Economic Development Partnership (HVEDP) offers free resources and referrals. Partnering with the state's Department of Labor (DOL), the Danbury Connecticut Works program extends services such as workshops, career counseling, and employment referrals.

Development Projects

The construction of the Danbury Ice Arena sparked much activity such as a new minor league hockey team, local hockey leagues, and public skating. One of the city's largest employers, Danbury Hospital opened an outpatient diagnostic building occupying about 60,000 square feet in 2007. Western Connecticut State University had several major construction projects, highlighted by the \$48 million high-tech science building opened in 2005, and a \$17.8 million Campus Center opened in 2007.

On the industry side, in 2007 Boehringer-Ingelheim Pharmaceuticals, Inc. (BIPI) completed a new physical sciences laboratory building that can house up to 120 workers. Also in 2007 Mannkind Pharmaceuticals broke ground on a \$200-million dollar expansion project. No completion date had been announced for the project.

In August 2007 the city planning director offered a rezoning proposal that could inspire new industrial development. However, several city business leaders criticized the proposal, saying it would actually hinder economic development. Primarily, the change would allow special exception uses in the city's light industry zones. Developers would be required to present a site plan and attend a public hearing before the Planning Commission in order to win approval for a special exception use project. While the special exception may open more land for development, critics feel that the proposal would discourage some developers who do not want to go through the additional approval processes. Others believe that the zones should remain as they are in order to retain a commitment to attracting more basic industrial, blue collar jobs to the area.

Economic Development Information: Greater Danbury Chamber of Commerce, 39 West St., Danbury, CT 06810; telephone (203)743-5565; fax (203)794-1439; email info@danburychamber.com. Housatonic Valley Economic Development Partnership, Old Town Hall, Rte. 25, Brookfield, CT 05804; telephone (203)775-6256; fax (203)740-9167; email hvedp@wcsu.ctstateu.edu

Commercial Shipping

Danbury is located on major highways I-84 and U.S. Route 7. Metro-North, connecting the city with the New Haven line at East Norwalk, provides rail freight service. Freight movement from the region throughout the east

coast is excellent. One-day service by motor freight is possible from the populous Portland, Maine to Washington, D.C. markets.

Labor Force and Employment Outlook

Danbury's workers are skilled and versatile, and area students demonstrate a high level of computer literacy. Its citizens are highly educated with about 27 percent having a bachelor's degree or higher.

The following is a summary of data regarding the Danbury NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 69,300

Number of workers employed in . . .

construction and mining:	Not available
manufacturing:	Not available
trade, transportation and utilities:	15,600
information:	Not available
financial activities:	Not available
professional and business services:	8,600
educational and health services:	Not available
leisure and hospitality:	5,500
other services:	Not available
government:	8,100

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.6% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
Danbury Hospital	3,000
Cendant Mobility	2,200
Union Carbide	1,500
Boehringer-Ingelheim	950
G.E. Capital	Not available
Scholastic Library Publishing	Not available
Western Connecticut State University	848
Danbury Public Schools	678

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 3.0% to 5.0%

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 24.86 mills per \$1,000 of actual value (2004–2005)

Economic Information: Greater Danbury Chamber of Commerce, 39 West St., Danbury, CT 06810; telephone (203)743-5565; fax (203)794-1439; email info@danburychamber.com. State of Connecticut, Department of Economic & Community Development, 505 Hudson St., Hartford, CT 06106-7107; telephone (860) 270-8000; email DECD@po.state.ct.us

■ Education and Research

Elementary and Secondary Schools

The Danbury Board of Education, comprised of 11 elected representatives serving unpaid two- or four-year terms, is the district's policy-making body. The district's two middle schools both underwent renovations in 2006. Broadview Middle School's auditorium and related improvements were completed in the spring; in late 2006 a redesign of Rogers Park Middle School, one of two middle schools operated by the Danbury public schools, was completed. The school system also supports an Alternative Center for Education, before and after school programs, the Summit programs for gifted and talented students, the Elementary Technology Program, and special education classes.

The Western Connecticut Academy of International Studies Magnet School opened in 2006; it offers exceptional academic programming for students in kindergarten through fifth grade, including a Spanish language program beginning in kindergarten.

The Henry Abbott Regional Vocational Technical School is a four-year high school offering career programs such as automotive technology, carpentry, computer-aided drafting and design, culinary arts, electronics technology, and graphics technology for students. A licensed practical nurse program is also offered for adults.

The Danbury School and Business Collaborative (DSABC) offers special programs such as mentors and tutors from the business community, job shadowing, scholarships, opportunities for high school students to earn high school and college credits simultaneously, and bilingual studies.

The following is a summary of data regarding the Danbury Public Schools as of the 2005–2006 school year.

Total enrollment: 24,065

Number of facilities

elementary schools: 14

junior high/middle schools: 2

senior high schools: 1

other: 1

Student/teacher ratio: 16:1

Teacher salaries (2005–06)

elementary median: \$56,370

junior high/middle median: \$54,060

secondary median: Not available

Funding per pupil: \$9,695

Maimonides Academy of Western Connecticut, for children from preschool through sixth grade, is the only Jewish day school in the county. The Immanuel Lutheran Church sponsors a preschool, elementary/middle school, and a high school. There are four other Catholic schools in the city. The Wooster School, affiliated with the Episcopal Church, has about 380 students from kindergarten through high school.

Public Schools Information: Danbury Public Schools, Administrative Center, 63 Beaver Brook Rd., Danbury, CT 06810; telephone (203)797-4701

Colleges and Universities

Western Connecticut State University has consistently been rated as "Competitive plus" by Barron's *Profiles of American Colleges*, based on the ratio of full-time PhD professors to part-time faculty. The university has two campuses, a 34-acre main campus in downtown Danbury called Midtown and a 364-acre campus about three miles away called Westside. There are more than 6,000 students enrolled in graduate and undergraduate programs available in four schools: the Ansell School of Business, School of Arts and Sciences, School of Professional Studies, and the School of Visual and Performing Arts. The school offers 37 undergraduate programs of study and boasts a student-faculty ratio of 15.5 to 1. It also maintains a planetarium that seats 40 people and operates a radio station.

About 34 miles to the southeast, Fairfield hosts Fairfield University and Sacred Heart University. Norwalk, about 25 miles south, is home to Gibbs College and Norwalk Community College.

Libraries and Research Centers

Danbury Public Library, founded in 1879, holds 92,085 books, 311 periodicals, about 1,500 CDs, more than 5,000 videos, and nearly 250 CD-ROMs. The library's Language Center offers classes in conversational English for non-native speakers and also offers written and computer-based materials in Spanish, Portuguese, and Hindi that are designed to teach English. English-speaking library card holders may also access computer programs to learn Spanish or Portuguese online.

Western Connecticut State University's Ruth A. Haas Library at the Midtown campus holds more than 175,000 volumes, over 900 periodicals, and over 8,700 media titles. Special collections focus on county and state history, music education, and teacher education. The Haas Library is a U.S. government documents depository. The University also operates the Robert S. Young Business Library at the Westside campus with 5,800 volumes and 320 periodicals.

Danbury Museum and Historical Society's research library specializes in American antiques and genealogy. Law and related topics are the focus at the Law Library at Danbury Courthouse, Department of Justice Centralized Library of the Federal Correctional Institution, and Union Carbide's Law Department Library; a library is also maintained by Danbury Hospital. The Neuro-Communication Research Laboratories, Inc. specializes in neurological diseases, psychology, and dermatology and also includes a library.

Public Library Information: Danbury Public Library, 170 Main St., Danbury, CT 06810; telephone (203)797-4505; www.danburylibrary.org

■ Health Care

The health care needs of residents in the Greater Danbury area are attended to at Danbury Hospital, a 371-bed nonprofit teaching hospital and regional health resource. Solucient LLC, a national organization that examines health care quality statistics, included Danbury Hospital in its "Top 100 Hospitals: National Benchmarks for Success" report in 2006. Among its vast services the hospital houses a Level II trauma center, a cancer center, and physical rehabilitation. The Endocrine and Diabetes Center of Western Connecticut in Danbury is a satellite center of Danbury Hospital, as is the Main Street Physical Rehabilitation Center and the Women's Health Center. The Seifert and Ford Family Community Health Center includes special departments for geriatric health, dental services, and pediatric health. Danbury Hospital sponsors Wellness on Wheel (WOW), a mobile community health program. Through WOW, residents may receive physicals, TB testing, prevention screenings, basic immunizations, and health education materials at various sites throughout the city.

The Regional Hospice of Western Connecticut, based in Danbury, also serves the communities of Bethel, Brookfield, New Fairfield, New Milford, Newtown, Redding, Ridgefield, Sherman, Southbury, and Wilton. Its programs include The Hospice Program, CARES at Home, and The Healing Hearts Center for Grieving Children & Families. The Women's Center of Greater Danbury provides services for women in crisis situations.

Other hospitals in the area include the 85-bed New Milford Hospital; Pope John Paul II Center for Health Care; and a number of private-sector health complexes.

■ Recreation

Sightseeing

Danbury's most famous sight is the Danbury Museum and Historical Society which includes two historic buildings, 1785 Rider House and 1790 John Dodd Hat Shop. Rider House, former home of a carpenter and cabinetmaker, displays tools and period furnishings. Dodd Hat Shop recreates the early and modern hatting history of the city. The Marian Anderson Studio in the museum celebrates the career of the opera singer and long-time Danbury resident. Danbury is the birthplace of composer Charles Ives, whose house has been fully restored and is open to the public. The Tarrywile Park and Mansion offers 21 miles of hiking, nature workshops, and special events on its 654-acre historic building and land preserve. The Military Museum of Southern New England, opened in 1985, displays an extensive collection of anti-tank weapons and World War II military vehicles. Artifacts of railroad history can be viewed at the Danbury Railway Museum, located in the restored Danbury Union Station. Vintage railroad equipment is on view in the adjacent rail yard and railroad excursions are available. Stew Leonard's unique dairy-grocery store is listed in the Guinness Book of Records and was ranked as one of the 100 best companies to work for by Fortune magazine in 2007.

An immense monument at Wooster Cemetery commemorates the contributions of General David Wooster, whose hero's death in the American Revolution battle to remove the British from Danbury is said to have been the highlight of his military career. The composer Charles Ives is also buried there.

Arts and Culture

Visitors to Danbury are entertained by a variety of musical concerts performed at the Charles Ives Center for the Arts at Western Connecticut State University, most commonly during the summer months. The center presents a seasonal schedule of world-renowned artists, pop, jazz, and folk stars. Concerts are presented at the Danbury Music Centre (DMC) in Marian Anderson Recital Hall. It is the home to Danbury's symphony, string, and community orchestras along with a concert chorus. The Wooster Community Art Center (WCAC) provides visual art classes and monthly fine art exhibits year-round.

The Danbury Theatre Company performs in the St. James Church Auditorium while the Berkshire Theatre is located on the Western Connecticut State University campus. Musicals at Richter (MAR) holds the title of the state's longest-running outdoor theater and presents three shows during the summer at Richter Art Center.

Festivals and Holidays

Danbury celebrates the Fourth of July with music and fireworks at the Charles Ives Center for the Arts at Western Connecticut State University. CityCenter Dan-

bury has its annual “Summertime Festival” for six weeks from mid-July to the end of August featuring orchestra performances, theatrical productions, family shows, and a eclectic set of musical concerts. Food is the focus during “Taste of Greater Danbury,” held on CityCenter Green in September. For Halloween at the Danbury Railway Museum visitors can ride a vintage train to select a pumpkin from their special pumpkin patch; CityCenter also hosts a celebration with music and children’s games. Christmastime kicks off with a downtown holiday tree lighting ceremony and the traditional Nutcracker Ballet performance at the Danbury Music Centre (DMC) along with a Santa train ride at the Danbury Railway Museum.

Sports for the Spectator

The athletics department at Western Connecticut State University brings the area a wide variety of sports to view. Among the 14 intercollegiate programs are football and men’s and women’s basketball, soccer, and volleyball. All are part of the National Collegiate Athletic Association’s (NCAA) Division III and the Eastern College Athletic Conference (ECAC) while the football team belongs to the New Jersey Athletic Conference.

Sports for the Participant

The Housatonic River, located near Danbury, is noted for scenic beauty along its shores, and fishing for trout and salmon on the river is a popular pastime. Fishing is also done at Lake Kenosia. While much of the 5,420-acre Candlewood Lake’s shore property (60 miles) is privately owned, public beaches and marinas are located around the lake. Created in 1929, it is one of the country’s largest manmade lakes and represents the state’s largest body of water. Squantz Pond recreation area, located about 10 miles north of Danbury, offers facilities for picnickers, anglers, boaters, hikers, swimmers, bicyclists, and winter sports enthusiasts. Wooster Mountain State Park offers part of its site to skeet shooters; the remainder of the undeveloped area is open for wilderness walks.

Richter Park offers an 18-hole golf course along with hiking while the 58-acre Rogers Park has baseball and softball fields, tennis courts, and children’s playgrounds. Ice skating is available at the Danbury Ice Arena for adult and children’s hockey leagues, public skating, and classes.

Shopping and Dining

Danbury’s largest shopping center, Danbury Fair, is also New England’s largest, and offers more than 240 shops and many restaurants on the 200-acre site of the former Danbury Fairgrounds. The mall presents an Antiques and Collectibles Show in May; other such shows are scheduled in the city throughout the year. Meeker’s Hardware store in Danbury is the only hardware store on the National Register of Historic Places.

The small towns and rural areas surrounding Danbury are famous for antiques and art galleries selling the works of local artists. Crafts and casual clothing may also be found.

Danbury’s restaurants cover a wide range from casual bistros, steakhouses, and seafood restaurants, to a variety of ethnic establishments serving Italian, Thai, Lebanese, Chinese, Greek, Hungarian, Dominican, and Columbian cuisine with about 20 establishments in the downtown area.

Visitor Information: The Northwest CT Convention & Visitors Bureau, PO Box 968, Litchfield, CT 06813; telephone (860)567-4506; fax (860)567-5214; email info@litchfieldhills.com

■ Convention Facilities

Danbury offers meeting space for small groups in a number of modern hotels, including the Holiday Inn Danbury with space for 10 to 400 people in 7 different rooms and the Ethan Allen Hotel with 15,000 square feet of meeting space with accommodations for groups up to 500. The surrounding area is famous for its country inns located in renovated Victorian mansions, colonial homes, and other historic structures.

Convention Information: The Northwest CT Convention & Visitors Bureau, PO Box 968, Litchfield, CT 06813; telephone (860)567-4506; fax (860)567-5214; email info@litchfieldhills.com

■ Transportation

Approaching the City

The Danbury Municipal Airport, the second busiest in the state, offers general aviation services on its two runways and includes charter services, plane rentals, and hangar space. The closest major commercial airports are John F. Kennedy International and LaGuardia (both in New York City, about 65 miles away), and Newark Liberty International Airport (Newark, New Jersey). The state’s largest airport is Bradley International (Windsor Locks), which saw 6.7 million passengers in 2004. Stewart International Airport in Newburgh, NY is also nearby and accessible via westbound I-84. Metro-North carries rail passengers and commuters.

Traveling in the City

The Housatonic Area Regional Transit (HART) system operates a growing network of buses. Established in 1972, it provides 15 fixed routes, paratransit services for five municipalities, dial-a-ride, commuter shuttle services, and a downtown trolley.

■ Communications

Newspapers and Magazines

Danbury's daily newspaper, the *News-Times*, is published in the morning. Scholastic Library Publishing, parent of imprints Grolier, Children's Press, Franklin Watts, and Grolier Online, publishes *The Encyclopedia Americana*, (Grolier) and maintains its headquarters in Danbury.

Television and Radio

The formats of the three FM radio stations that broadcast from Danbury include religious, adult contemporary, and new music programming. Connecticut Radio Information Service (CRIS), with a studio in Danbury along with other locations across the state, broadcasts readings from daily newspapers and magazines for the benefit of state residents who are blind or cannot hold or turn pages.

Media Information: *News-Times*, 333 Main St., Danbury, CT 06810-5818; telephone (203)744-5100; fax (203)798-0209; email editor@newstimes.com

Danbury Online

City of Danbury home page. Available www.ci.danbury.ct.us

Connecticut Development Authority. Available www.ctcda.com

Danbury Community Network. Available www.danbury.org

Danbury Museum and Historical Society. Available www.danburyhistorical.org

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Danbury Public Schools. Available www.danbury.k12.ct.us

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Hartford

■ The City in Brief

Founded: 1637 (incorporated 1784)

Head Official: Mayor Eddie A. Perez (since 2001)

City Population

1980: 136,392

1990: 139,739

2000: 121,578

2006 estimate: 124,512

Percent change, 1990–2000: –13%

U.S. rank in 1980: 117th

U.S. rank in 1990: 127th

U.S. rank in 2000: 200th (State rank: 2nd)

Metropolitan Area Population

1980: Not available

1990: 1,157,585

2000: 1,183,110

2006 estimate: 1,188,841

Percent change, 1990–2000: 2.2%

U.S. rank in 1980: 35th (CMSA)

U.S. rank in 1990: 35th (NECMA)

U.S. rank in 2000: 41st (NECMA)

Area: 18 square miles (2000)

Elevation: Ranges from sea level to 294 feet above sea level

Average Annual Temperatures: January, 25.7° F; July, 73.7° F; annual average, 50.2° F

Average Annual Precipitation: 46.16 inches of rain; 49.0 inches of snow

Major Economic Sectors: Services, trade, government, manufacturing, and finance, insurance, and real estate

Unemployment Rate: 4.7% (June 2007)

Per Capita Income: \$15,947 (2005)

2005 FBI Crime Index Property: 9,513

2005 FBI Crime Index Violent: 1,442

Major Colleges and Universities: Trinity College; Hartford Seminary; University of Hartford; University of Connecticut Law School

Daily Newspaper: *The Hartford Courant*

■ Introduction

Hartford, Connecticut's state capital and second largest city, is known as "the insurance capital of the world." Hartford's early citizens drafted the nation's first state constitution, and later inhabitants added to the city's manufacturing prestige with many innovative products and processes. Currently, Hartford is enjoying an influx of development projects and has been recognized nationally as an attractive site for businesses. With its historic architecture and traditional cultivation of arts and culture, combined with its focus on education and economic development, Hartford has become a balanced and diverse modern city. The city regards itself as New England's "Rising Star."

■ Geography and Climate

Hartford, located in Hartford County in the center of Connecticut, is midway between New York City to the south and Boston, Massachusetts, to the north. The entire city is contained within the fertile Connecticut River Valley. Poised on a rise above the west side of the Connecticut River, the city of Hartford is set among a gently rolling landscape with extensive level areas. Hartford, at the head of the navigable portion of the river, has been a major inland port of entry.

Hartford's mild climate is typical of New England, neither very hot in the summer nor extremely cold in the winter. Storm activity building up in and moving eastward from the Berkshire Mountains, a northern branch of the Appalachian chain, accounts for the city's many summer thunderstorms. The Atlantic Ocean to the south contributes the famous wind and rain storms known locally as northeasters.

Area: 18 square miles (2000)

Elevation: Ranges from sea level to 294 feet above sea level

Average Temperatures: January, 25.7° F; July, 73.7° F; annual average, 50.2° F

Average Annual Precipitation: 46.16 inches of rain; 49.0 inches of snow

■ History

Connecticut Valley Draws New Settlers

Before settlers of European descent sailed to North America, the tribes of the Algonquin Federation had exploited the Connecticut River Valley's rich black soil to grow food crops. They called the area "Suckiaug," or black earth. The Algonquins also traveled the Connecticut River, establishing it early as an important trade route. When Adrien Block, a Dutchman working for the Dutch West Indies Company, became the first white man to explore the region in 1614, he found many prosperous Native American communities. In 1633, following a European epidemic that destroyed a majority of the native population, the Dutch colonists from New Amsterdam established a trading post on the river and built a fort on the site of modern-day Hartford. A few years later, English colonists seeking relief from the religiously oppressive Massachusetts Bay Colony drove the Dutch from their fort and renamed the settlement Hartford, after Hertford, England. It was the Dutch who inadvertently coined the term "Yankee," which has become synonymous with people and things native to New England. The Dutch called the invading English "Jankes" or "Johns," a term meaning robber or pirate. The Dutch pronunciation was quickly Anglicized and adopted into common usage.

The English colonists' leader, the Reverend Thomas Hooker, commissioned the writing of a document called the Fundamental Orders in 1639. The document was colonial North America's first constitution drawn up with the consent of the people it governed and served as a model for the U.S. Constitution. Hartford Colony then absorbed the town of New Haven and they shared the title of state capital until Hartford became the sole capital in 1873.

In 1662, Connecticut Governor John Winthrop traveled to England to request a royal charter from England's King Charles II. The charter, which superseded the Fundamental Orders, was so generous that James II, upon his succession to the British throne, wanted to revoke it. James sent Sir Edmond Andros to seize the charter but, according to legend, the document disappeared under mysterious circumstances and was hidden by patriots in the Charter Oak.

Industry, Innovation, Culture Shape Hartford

In the years prior to the American Revolution, Hartford changed from an agrarian to a mercantile society. Its shops bustled while its port throbbed with activity as ships laden with treasures from the Orient and Indies docked. It was this wealth of commercial activity that prompted the growth of Hartford as an insurance capital. Prosperous merchants, fearing the loss of the cargoes stored in warehouses along the river, subscribed to the Hartford Fire Insurance Company. Hartford's preeminence as a whaling town grew simultaneously.

When colonists eventually took up arms to win independence from England, Revolutionary General George Washington chose Jeremiah Wadsworth, a Hartford munitions merchant, as his chief of supplies. Following the war, the first woolen mill in New England was established in Hartford in 1788 and wove the cloth for President George Washington's inaugural suit. Hartford soon entered the publishing industry, producing the first American juvenile publication in 1789 and the first cookbook in 1796. The first dental gold was used in Hartford in 1812. In 1817, the first American School for the Deaf was founded. Other Hartford "firsts" included the invention and manufacture of the revolver in 1836, of oil cloth in 1837, and of machine-made watches in 1838. The first use of nitrous oxide as an anesthetic took place in Hartford in 1844, the year the city's Wadsworth Atheneum opened as the nation's first public art museum.

A Hartford native, Harriet Beecher Stowe, wrote *Uncle Tom's Cabin*, an anti-slavery novel published in 1852; the book helped speed the eruption of the Civil War. Prior to the war, Hartford was an important abolitionist site and a stop on the Underground Railroad, the route for escaping slaves. During the war, Hartford supplied arms to the Union Army. The city's largest industrial operation, Samuel Colt's Colt Patent Firearms Manufacturing Company, was a pioneer in the use of interchangeable parts for mass production. Colt's theories helped lay the foundation of the modern assembly line. In 1863 the first American accident life insurance policy was issued and Hartford furthered its progress toward becoming the world's insurance capital. Author Mark Twain settled in Hartford about this time, taking advantage of the city's flourishing publishing industry. Some six million books yearly were published in Hartford before New

York took over as the East Coast publishing capital in the 1890s.

Citizenry Grows, Faces New Challenges

Hartford's population in the late nineteenth century swelled with the arrival of European and Canadian immigrants and southern African Americans eager to work in its mills and factories. The country's first bicycle plant was built in Hartford in 1877. The friction clutch was invented in Hartford in 1885, followed by the first standard measuring machine, accurate to .00001 inch, developed by Hartford's Pratt and Whitney company. Other innovations conceived in Hartford brought the city and nation into the modern age: the pay telephone in 1895, the first automobile insurance policy in 1897, and the first legislation to regulate motor traffic speed in 1901. More manufacturing innovations came from the Hartford enterprises in the first decades of the twentieth century. During World War II, Hartford industry developed a production-model radar set; the city was a major military production center throughout the war.

In the 1950s and 1960s, Hartford experienced a substantial loss of population as the middle class followed the expressways to the suburbs. Hartford's population peaked in 1950 at 177,397. As agriculture declined in the area, former farm workers, including Puerto Ricans and southern African Americans, were left in urban poverty. Ghettos developed along Hartford's old East Side. In 1968, following the assassination of Dr. Martin Luther King, Jr., the city's predominantly African American north end erupted in riots.

Hartford's city leaders responded quickly, launching massive urban renewal efforts. Constitutional Plaza, completed in 1964, includes office buildings, a hotel, a shopping mall, and research facilities. Bushnell Plaza followed, with the Hartford Civic Center opening in 1975. Older deteriorating neighborhoods began receiving attention in the 1970s and 1980s, helping attract residents back into the city. In 1981, Thirman L. Milner became the first African American mayor of Hartford and the first in any New England city. In 1987 Hartford's Carrie Saxon Perry became the first African American woman to be elected mayor of a New England city. Current Hartford mayor Eddie Perez, born in Puerto Rico, continues Hartford's tradition of diversity among government officials.

In the 1990s, Hartford experienced massive population loss and suffered from problems with crime and gangs. Since the end of that decade, however, Hartford has seen its population stabilize. Mayor Perez has dedicated himself to the continued revitalization of the Hartford area. Under his leadership, the city has developed a Neighborhood Policing Plan to augment the safety of Hartford neighborhoods. Hartford has also committed itself to improving the city's educational structure by investing \$1 billion into city schools during

the first decade of the 2000s. Hartford's educated workforce and abundance of opportunities for development have made it an increasingly attractive setting for business, an attraction city leaders hope will help Hartford thrive in the decades to come.

Historical Information: Connecticut Historical Society, 1 Elizabeth Street, Hartford, CT 06105; telephone (860)236-5621

■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 1,157,585
 2000: 1,183,110
 2006 estimate: 1,188,841
 Percent change, 1990–2000: 2.2%
 U.S. rank in 1980: 35th (CMSA)
 U.S. rank in 1990: 35th (NECMA)
 U.S. rank in 2000: 41st (NECMA)

City Residents

1980: 136,392
 1990: 139,739
 2000: 121,578
 2006 estimate: 124,512
 Percent change, 1990–2000: –13%
 U.S. rank in 1980: 117th
 U.S. rank in 1990: 127th
 U.S. rank in 2000: 200th (State rank: 2nd)

Density: 7,025.5 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 30,511
 Black: 44,403
 American Indian and Alaska Native: 1,410
 Asian: 2,512
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 47,310
 Other: 29,296

Percent of residents born in state: 44.3% (2000)

Age characteristics (2005)

Population under 5 years old: 9,459
 Population 5 to 9 years old: 9,462
 Population 10 to 14 years old: 8,569
 Population 15 to 19 years old: 8,590
 Population 20 to 24 years old: 7,841
 Population 25 to 34 years old: 18,754
 Population 35 to 44 years old: 14,870
 Population 45 to 54 years old: 12,256
 Population 55 to 59 years old: 5,850



©Phil Schermeister/Corbis.

Population 60 to 64 years old: 3,841
Population 65 to 74 years old: 6,470
Population 75 to 84 years old: 3,183
Population 85 years and older: 1,958
Median age: 30.4 years

Births (2006, MSA)

Total number: 11,719

Deaths (2006, MSA)

Total number: 10,097

Money income (2005)

Per capita income: \$15,947
Median household income: \$26,032
Total households: 43,752

Number of households with income of . . .

less than \$10,000: 11,186
\$10,000 to \$14,999: 3,866
\$15,000 to \$24,999: 6,414
\$25,000 to \$34,999: 4,994
\$35,000 to \$49,999: 6,115
\$50,000 to \$74,999: 4,786
\$75,000 to \$99,999: 3,873

\$100,000 to \$149,999: 1,808
\$150,000 to \$199,999: 304
\$200,000 or more: 406

Percent of families below poverty level: 8.4% (2005)

2005 FBI Crime Index Property: 9,513

2005 FBI Crime Index Violent: 1,442

■ **Municipal Government**

Hartford operates with a mayor-council form of government. As a result of charter reform in 2002, the nine council members and mayor are elected every four years in partisan elections. The city, which is also the state capital, houses the state government buildings and legislature.

Head Official: Mayor Eddie A. Perez (since 2001; current term expires 2011)

Total Number of City Employees: Not available

City Information: Mayor's Office, City of Hartford, 550 Main Street, Hartford, CT 06103; telephone (860) 543-8500; fax (860)722-6606

■ Economy

Major Industries and Commercial Activity

Metropolitan Hartford's strong economy is based on a diverse business and industrial community. Long a powerful insurance and financial center, it also boasts an extensive list of major high-tech manufacturing firms producing such complex products as aircraft engines, nuclear reactors, space suits, and missile components. The city is also a major data processing and telecommunications center. Other industries thriving in the area include health care and retail. With employees working in the state capitol building, the legislature, libraries, and the Supreme Court, government is another major economic sector. Hartford's physical location is a prime asset, as the city is located within 100 miles of both New York and Boston and offers access to 100 million consumers within an 8-hour drive. Additionally, Hartford is gaining a reputation as one of the nation's most wired cities, which has been an important factor in the attraction of information-oriented businesses.

Long known as the Insurance Capital of the World, Metro Hartford is home to a number of major insurance firms: Aetna Inc., The Travelers Companies, The Hartford Financial Services Group, CIGNA, and The Phoenix Companies.

The area's manufacturing sector includes many *Fortune* 500 corporations and large multinational organizations. Among the best known are the Barnes Group and United Technologies Corporation, its divisions Hamilton Sundstrand and Pratt & Whitney, along with its subsidiary Otis Elevator. Stanley tools and hardware are produced in the region, as are the famed Colt firearms. Still, the region's backbone is the small- to mid-size businesses, which enjoy an excellent outlook for success in the early years of the twenty-first century. Hartford provides a fertile environment for small-business growth.

Items and goods produced: jet engines and aerospace products, fiber optics, chemicals, biomedical pharmaceutical products

Incentive Programs—New and Existing Companies

Future success for Hartford's new and expanding businesses is boosted by an aggressive program of business incubators and by economic incentive and financial assistance packages made available through federal, state and local government and area educational facilities. Connecticut's financial and tax incentives include grants and tax abatements for firms locating in State Enterprise Zones and the Urban Jobs Program, which provides benefits for eligible projects in Targeted Investment Communities, as well as low-cost loans and development bond financing and funding for new product development.

The MetroHartford Alliance seeks to provide leadership in order to enable the region to fulfill opportunities related to economic growth. The Alliance pursues this goal through financing and consulting services for export-minded small businesses, through services offered to international companies seeking to locate in the area, and through working cooperatively with all parts of the region on issues vital to their common economic health. The Chamber cites as Hartford's advantages its comparatively low business costs, strategic location, availability of business services, good transportation network, and an educated work force. In recent years, Alliance projects have included efforts to retain graduates of Hartford-area colleges to the region, implementation of a marketing and communications strategy, and expanding the Small Business Task Force.

Local programs: A variety of incentives for new and existing businesses are offered through the new Hartford Economic Development Commission. Among them are employment tax credits, tax credits for co-op employees and apprentices, assessment fixing, manufacturing personal property tax exemptions, and various other tax credits. A range of incentives are offered to businesses who locate or expand in the city's Enterprise Zone. The Growth Fund provides below-market-rate loans to help area companies add jobs. Financing is tied to the number of jobs created, and helps cover the difference between the bank loan and the actual project costs. Eligible projects include site acquisition, road work, remediation, and machinery.

State programs: The Connecticut Development Authority works to expand Connecticut's business base by working with private-sector partners to guarantee or participate in loans for businesses that may be unable to meet credit underwriting standards; providing access to lower-cost fixed asset financing through Small Business Administration 504 Debentures and tax-exempt Industrial Revenue Bonds; working to provide financial incentives to companies that enhance the skills of their employees; encouraging investment in the state's urban commercial infrastructure; providing grants and financing for businesses willing to develop areas plagued by environmental scourge; and by providing funding for companies interested in pursuing advances in information technology.

Job training programs: Capital Workforce Partners (CWP), established under the Workforce Investment Act, provides programs to assist in the development of a skilled and educated workforce. Regional CEOs oversee CWP. CWP operates six career centers through the region, each of which provides a full range of employment services, including job referral, career workshops, training, and financial aid opportunities. Employers also benefit from CWP's services, as they can receive assistance in areas such as recruitment, screening, and information

on tax credit programs. The University of Connecticut Greater Hartford Campus is the designated Small Business Development Center (SBDC) for Hartford, serving start-up and small businesses. SBDCs offer technical and management assistance, counseling, education, and training programs.

Development Projects

One of Hartford's most important development projects is the 30-acre Adriaen's Landing site on the Connecticut River. The centerpiece of the project is the 540,000-square-foot Connecticut Convention Center, the largest between New York and Boston. Attached to the convention center is a 22-story Marriott Hotel. Boardwalks connect the convention center with Constitution Plaza and with Riverfront Recapture, another recent Hartford development project which has reclaimed riverfront properties for parks and recreational spaces. Future developments at the site include the Connecticut Science Center, due to open in 2008, and a residential and retail district.

The Hartford 21 project, another major development in the city, has begun a rejuvenation of the downtown neighborhoods near the Hartford Civic Center complex. One of the features of Hartford 21 is New England's largest residential tower. The project, when completed, will eliminate decaying infrastructure near the Civic Center and replace it with a 24-hour neighborhood with integrated retail, residential, and entertainment facilities.

In 2003, Rentschler field opened in East Hartford. Located on a former airfield donated by the Pratt & Whitney Corporation, the facility serves as a home field for University of Connecticut football as well as other entertainment and sporting events. Capital Community College has expanded into new space made available by the renovation of the historic G. Fox building, and has seen enrollment increase in this new 304,000-square-foot space. Expansions are also in the works for the University of Hartford, where a new Performing Arts Center, Integrated Science, Engineering, and Technology complex, and new athletic fields are planned. The Blue Back Square project in West Hartford promises 550,000 square feet of offices, luxury condominiums, and retail space. The ribbon-cutting ceremony for Blue Back Square took place in November 2007. In the city of Hartford, work is underway on restoration of all buildings on the 110-acre Colt Gateway site. Commercial, residential, and light industrial space will be available when the project is completed. The Wadsworth Atheneum Museum of Art raised more than \$40 million for renovations and developments, including expansion to increase exhibit space and amenities.

Economic Development Information: Metro-Hartford Alliance, 31 Pratt Street, 5th Floor, Hartford, CT 06103; telephone (860)525-4451; fax (860)293-2592. Hartford Economic Development Corporation, 15 Lewis St., Suite 204, Hartford, CT 06103; tele-

phone (860)527-1301; fax (860)727-9224; email hedco@snet.net

Commercial Shipping

Hartford, New England's second busiest retail market, benefits from its location on the Connecticut River and at the apex of several major interstate highways. The Connecticut River can accommodate barge and coastal tanker traffic; the river and two major interstate highways give Greater Hartford quick and direct access to commercial ports in New Haven, Bridgeport, and New London, with a convenient sea link to the Port of New York. Greater Hartford has benefitted from the state's \$6.5 billion highway improvement program, which took place throughout the 1990s. Freight rail service is provided by Boston and Maine Corp. and CSX Corp. Bradley International Airport, 15 miles north of the city, handles approximately 140,000 tons of air cargo each year. The airport offers a new terminal and concourse, as well as roadway and viaduct improvements in the vicinity of the airport. Facilities are available for corporate and private aircraft, as is warehouse space for cargo processing. The Hartford-Brainard Airport provides freight service. Hartford Despatch International, based in East Hartford, is considered one of the country's foremost movers of commodities.

Labor Force and Employment Outlook

Despite mergers, consolidations, and downsizing toward the end of the 1990s, one in ten jobs in Hartford is still provided by businesses in the insurance and financial services industry. As the region's economy has diversified, members of Hartford's well-educated workforce have found employment in the many companies capitalizing on technological advancement. Precision instruments, computers, and electrical equipment are all produced in the Hartford area. Aerospace, information technology, and healthcare all look to be promising sectors for Hartford's future.

The following is a summary of data regarding the Hartford-West Hartford-East Hartford NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 549,900

Number of workers employed in . . .

- construction and mining: 22,200
- manufacturing: 64,600
- trade, transportation and utilities: 89,700
- information: 12,000
- financial activities: 67,500
- professional and business services: 60,200
- educational and health services: 86,400
- leisure and hospitality: 39,900
- other services: 20,800
- government: 86,700

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.7% (June 2007)

<i>Largest private employers (2006)</i>	<i>Number of employees</i>
United Technologies Corp.	26,400
Hartford Financial Services Group	12,100
Actna, Inc.	7,450
The Travelers Companies Inc	6,200
Hartford Hospital	5,619
Bank of America	5,100
St. Francis Hospital and Medical Center	2,898

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$410,563

2007 (1st quarter) ACCRA Cost of Living Index: 118.1

State income tax rate: 3.0% to 5.0%

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 48 mills per thousand (due to state legislative relief, residential properties consisting of 1-3 units are taxed substantially lower)

Economic Information: MetroHartford Alliance, 31 Pratt Street, 5th Floor, Hartford, CT 06103; telephone (860)525-4451; fax (860)293-2592

■ Education and Research

Elementary and Secondary Schools

The Hartford Public School District is the second largest district in New England behind Boston, and the largest in Connecticut. A recent partnership of local business, the community, and the schools has brought about curriculum changes that include the addition of apprenticeship programs, 12 magnet schools, advanced courses in science and math technology and a strong emphasis on creative problem solving to encourage career readiness.

Hartford's expenditures on its schools have increased exponentially in recent years and local government seems dedicated to continuing the upward trend. More than 50 languages are spoken in the Hartford Public Schools (HPS) and students come from 93 countries. Approximately 50 percent of all students speak a language other than English at home. After a state takeover of the schools, local control was returned in 2003 with the installation of a seven-member Board of Education (BOE). In 2006, the Board was expanded to nine members, with five members appointed by the mayor (who is also chairman of the BOE) and four members elected at large.

The following is a summary of data regarding the Hartford Public Schools as of the 2005–2006 school year.

Total enrollment: 17,818

Number of facilities

elementary schools: 25
junior high/middle schools: 4
senior high schools: 6
other: 5

Student/teacher ratio: 15.1:1

Teacher salaries (2005–06)

elementary median: \$60,430
junior high/middle median: \$59,690
secondary median: \$60,110

Funding per pupil: \$13,100

The array of private and parochial schools in the region includes Miss Porter's School in Farmington (where actor Katharine Hepburn matriculated), the Watkinson School and Kingswood-Oxford in West Hartford, and the American School for the Deaf, also in West Hartford.

Public Schools Information: Superintendent, Hartford Public Schools, 8th Floor, 960 Main St., Hartford, CT 06103; telephone (860)527-0742

Colleges and Universities

Greater Hartford is home to a number of liberal arts and technical two- and four-year schools. These include the University of Hartford, offering 89 undergraduate majors and 33 graduate programs in seven schools; the university draws students from 46 states and 53 countries. Trinity College, founded in 1823, is the second-oldest college in the state after Yale. Capital Community College, which is one of the most ethnically diverse campuses in New England, has a student body consisting of 39 percent African Americans, 30 percent Hispanics, and 22 percent Caucasians. St. Joseph College includes the state's only four-year women's college. Tunxis Community College has an enrollment of approximately 7,000 full- and part-time students. Rensselaer at Hartford, a graduate study institute,

offers master's degrees and graduate certificates. Hartford Seminary (interdenominational) is home to the Macdonald Center for the Study of Islam and Christian-Muslim Relations, which is the country's oldest center for such study. The University of Connecticut's schools of law and social work are also located in Hartford. The university's main branch in Storrs is 35 miles east of Hartford.

Libraries and Research Centers

The Hartford Public Library, founded in 1774, contains some 500,000 volumes; its main library building straddles a below-ground-level expressway. This facility houses the Hartford Collection, consisting of works published in Hartford, by Hartford authors, or about the city. The Caroline M. Hewins Early Children's Book Collection is also found at the main library. The library system consists of the main library, nine branch libraries, and one bookmobile. A major renovation and expansion project was recently completed at the Central Library, adding 44,000 square feet of new space, a glass bridge on the pre-existing ground floor spanning the highway, and an entirely new wing.

The Connecticut State Library, housed with the State Supreme Court near the Capitol, provides extensive local historical and genealogical information. Among other artifacts, the 1662 Charter of the Colony of Connecticut is displayed at the State Library. Noted for its collection of 125,000 books and nearly 3 million manuscripts on Connecticut history and genealogy is the Connecticut Historical Society Library, which also features collections of prints and photographs, furniture, costumes and textiles, toys, and tools. Trinity College Library is known for its collection of classics and scholarly journals. The Menczer Museum of Medicine and Dentistry maintains a library as well as manuscripts pertaining to the history of anesthesia.

Other Hartford research centers are the Duncan Black Macdonald Center for the Study of Islam and Christian-Muslim Relations at the Hartford Seminary, which is engaged in collecting data about mosques in the United States and Christian centers in developing Muslim nations, and the Hartford Institute for Religion Research. Research at the University of Connecticut in Storrs covers such topics as the environment, materials science, and computer applications.

Public Library Information: Hartford Public Library, 500 Main Street, Hartford, CT 06103; telephone (860)695-6300; fax (860)722-6897; email webmaster@hplct.org

Health Care

A major health care provider for the Hartford region is Hartford Hospital, which has satellite health centers in addition to its main Hartford campus. The Hartford

campus has 867 beds and 972 active staff physicians. The Institute of Living, with 114 beds, is a private psychiatric facility that was one of the first mental health facilities in the United States and is now associated with Hartford Hospital. The hospital is affiliated with the University of Connecticut School of Medicine. St. Francis Care is a 617-bed regional health care provider also affiliated with the University of Connecticut. Other area facilities include the John Dempsey Hospital/University of Connecticut Health Center, and Connecticut Children's Medical Center (the only independent hospital in Connecticut exclusively serving children).

Health Care Information: Hartford County Medical Association, 515 Highland Ave., Cheshire, CT 06410; telephone (203)699-2400. Connecticut State Dental Association, 835 West Queen Street, Southington, CT 06489; telephone (860)378-1800; fax(860)378-1807

Recreation

Sightseeing

Downtown Hartford combines Yankee colonialism with a modern business atmosphere. Historic Hartford attractions include the State Capitol atop Capitol Hill. With its gold dome, gray Connecticut marble walls, and soaring arches, the capitol, which opened in 1879, is considered an architectural gem. The state legislature continues to meet in the building's chambers. Inside, memorabilia of Connecticut history include Civil War battle flags, ships' figureheads, and tombstones. The Old State House, the oldest in the nation, was designed by noted architect Charles Bulfinch and has been completely restored. The homes of authors Mark Twain and Harriet Beecher Stowe have been restored and contain many original furnishings. The Butler-McCook Homestead offers a view of Victoriana, complete with paintings, silver, toys, and a backyard garden. The Isham Terry house, built in 1854 for a Hartford businessman, was designed in the Italian Vila style; its fixtures and decor have been carefully preserved. The bell in the steeple at First Church of Christ (1807) contains portions of the bell brought to Hartford by English colonists fleeing Massachusetts in 1636. Adjacent to the church is the Ancient Burying Ground, where lie the city's early leaders near Carl Andre's controversial 36-boulder "Stone Field" sculpture. Self-guided walking tours of Hartford's historic sites are available.

The home of a Hartford insurance company, The Travelers Tower, is New England's oldest skyscraper. A landmark since 1936, the tower offers a panoramic view of the Connecticut River Valley. The observation deck is open to visitors on weekdays. Aetna Insurance's headquarters on Farmington Avenue is the largest colonial brick structure in the United States. St. Joseph's Cathedral, with its huge stained-glass windows, is an example of

contemporary ecclesiastical architecture. The Phoenix is housed in a boat-shaped structure thought to be the world's only two-sided building. The glass and steel structure is now connected to downtown's Riverfront Plaza. The Menczer Museum of Medicine & Dentistry displays instruments and medications used for the past two centuries. Pictures and artifacts pertaining to the more than 130-year-old history of the Police Department are on exhibit at the Hartford Police Museum.

Bushnell Park, adjacent to the state capitol, boasts a 1914 carousel with a Wurlitzer organ and 48 intricately carved and painted wooden horses. The park, designed by Frederick Law Olmstead, is reputed to be America's oldest public park. Within the park is the Pump House Gallery, site of many summer concerts; Veterans' Memorial Arch; Corning Fountain, celebrating the Native-American heritage; and a number of sculptural pieces. "Stegosaurus," a statue by Alexander Calder, is located between the Wadsworth Atheneum and City Hall. Elizabeth Park Rose Gardens contains thousands of common and rare plants, some in carefully landscaped beds and others in greenhouses. Another popular tourist attraction is the Connecticut River cruise aboard a restored steam-powered yacht.

Arts and Culture

For years, perhaps because of its corporate financial support, Hartford has enjoyed a number of nationally renowned musical and performing arts groups. The Hartford Symphony Orchestra, founded in 1934 as part of the Great Depression's Works Progress Administration, is considered one of the top 20 orchestras in the country. The symphony's repertoire includes at least one modern composition at each concert at Bushnell Memorial Hall in downtown Hartford; they also perform during summer concerts at Bushnell Park. Musical performances are also presented by the Hartford Pops and Hartford Jazz Society, which offers summertime performances in Bushnell Park.

The Connecticut Opera Association, based in Hartford, puts on three annual productions at Bushnell Memorial Hall and features some of the finest voices in the world. Major popular music concerts ranging from rock to country are held at the XL Center. In addition, Bushnell Memorial Hall hosts visiting opera troupes and symphonies, off-Broadway productions, jazz, blues, and comedy performances. The Meadows Music Theatre, which provides a venue for concerts of various genres, is New England's only indoor and outdoor performing arts center.

Professional theater in Hartford revived with the advent of the Hartford Stage Company, the city's resident company and considered one of the nation's leading regional troupes. The Hartford Stage Company often premieres contemporary works by American and international playwrights during an October-June season. The

Hartford Stage Company also puts on Summerstage, a series of three summer stock performances. Other theater groups include the Producing Guild and TheaterWorks.

The Wadsworth Atheneum, the country's oldest public art museum and highly ranked nationally, features exhibits ranging from pre-history to the present. Some of its 45,000 works are displayed in a special exhibit for the sight-impaired while others appear in changing exhibits of contemporary art. Major collections include Baroque art, Hudson River School landscapes, Meissen and Sevres porcelain, and early American decorative arts. The Atheneum presents more than 15 special shows each year. The Museum of Connecticut History in the State Library and Supreme Court Building focuses on the manufacture of firearms, while the Connecticut Historical Society Museum features changing exhibitions on the state's history in a beautiful old building on Elizabeth Street. The Menczer Museum of Medicine and Dentistry includes an old-time dentist's office, along with exhibits of instruments and medicines.

Hartford's major art gallery, the Pump House Gallery, is maintained in a refurbished Victorian pump house in Bushnell Park. Works displayed include sculpture, pottery, paintings, photographs, and fabric creations. The Matrix Gallery at the Wadsworth Atheneum features revolving exhibits of contemporary art. Real Art Ways, a multi-disciplinary arts organization, promotes and supports contemporary artists. The gallery's home, a refurbished typewriter factory on Arbor Street, provides a venue for exhibitions, lectures, concerts, readings, and workshops, as well as housing a movie theater and lounge. Artworks Gallery, located on Pearl Street, is a nonprofit artists' cooperative that has repeatedly received *The Hartford Courant's* label of "Best Art Gallery." CRT Craftery Gallery is the most famous African American art gallery in the United States, while the Very Special Arts CT Gallery highlights the work of artists with disabilities.

Arts and Culture Information: Greater Hartford Arts Council, 45 Pratt Street, Hartford, CT 06103; telephone (860)525-8629

Festivals and Holidays

Bushnell Park is the site of the New England Fiddle Contest, held each May, circumstances permitting. The one-day event features old-time music and prizes. Rose Weekend occurs each year in mid-June, when the roses of the Elizabeth Park Rose Garden are in full bloom. The festival includes poetry readings, music, and activities for children. The Hartford Festival of Jazz plays each July in Bushnell Park. Along with three days of music by internationally renowned artists, the Festival includes foods and crafts. August's Mark Twain Days honor Twain's legacy and the city's cultural heritage through concerts, frog jumping contests, riverboat rides, storytelling and other events. Hartford's large West Indian population celebrates its culture in a colorful West Indian/Jamaican

Festival in August. The Festa Italiana, an annual two-day neighborhood party with food, crafts, music, dancing, and entertainment, is held in September, as is the African American Freedom Trail Parade. The two-day Connecticut Antiques Show comes to Hartford in mid-March. Held in the Connecticut Expo Center, the show features eighteenth- and nineteenth-century furniture and accessories.

Special annual events in downtown Hartford include First Night Hartford, a family-oriented New Year's Eve celebration; A Taste of Hartford, featuring food prepared by local restaurateurs, in June; a Fourth of July RiverFest (involving activities on both sides of the Connecticut River); and Hartford Holidays, beginning with the Festival of Light on the day after Thanksgiving.

Sports for the Spectator

Appearing at the XL Center are the University of Connecticut's NCAA men's and women's basketball teams, both of which have recently won national titles. The University of Connecticut's football team plays home games at Hartford's Rentschler Field. Other Hartford area colleges field athletic teams in many varsity and club sports.

The Hartford Wolfpack represent Hartford in the American Hockey League. The Wolfpack play at the XL Center and are a player development team for the New York Rangers. Minor league baseball is represented by the class AA New Britain Rock Cats. The Hartford Wanderers Rugby Football Team plays its matches at the Glastonbury Irish-American Home Society. Cromwell is the scene of the PGA's Travelers Championship tournament, a nationally televised professional golf event held in June. Hartford also has professional and amateur boxing, a cricket team, and an annual marathon. Hartford jai alai's season is year-round and parimutuel betting is permitted.

Sports for the Participant

Hartford's riverfront supports a thriving fish population. The city's fifty public parks and squares cover more than 27,000 acres, nearly one-fourth of the city's area, allowing many outdoor sports and recreation programs. More than a million people annually picnic, jog, attend rallies, and socialize at Hartford's restored Bushnell Park. Bushnell Park also offers summer Art in the Park walking tours, tours of the historic Memorial Arch, and carousel rides. Elizabeth Park features a 2.5-acre garden of more than 15,000 rose bushes. The park as a whole encompasses over 100 acres and has picnic areas, a pond, and recreation areas. Golf is played on two public courses in Hartford, one of which, in Keney Park, was recently named one of the best in the region. Its proximity to both mountain ski resorts and ocean beaches makes Hartford a year-round athletic attraction. Nearby state parks provide facilities for camping, hiking, picnicking, fishing,

snowmobiling, and cross-country skiing. The Riverfront Recapture program has revitalized a number of recreational sites along the Connecticut River. Activities such as boating, fishing, mountain biking, and orienteering are available at the riverfront parks. Riverfront Recapture also hosts a summer youth program.

Shopping and Dining

Several retail centers in downtown Hartford are easily reached on foot. Union Station, a refurbished landmark, features stores and restaurants. Other well-known downtown shopping areas are the Pavilion at State House Square and Pearl and Asylum streets. The shopping and dining area is enhanced by the popular outdoor Main Street Markets, featuring farmers' market produce, imports, handcrafted items, baked goods and entertainment. Several large shopping malls are within a few minutes' drive from Hartford.

Dining opportunities in Hartford reflect the city's multiethnic make-up. Restaurant-goers can choose from European offerings ranging from French continental to Scandinavian, German, Polish, and Italian. Asian cuisine is also found, along with the native foods of Puerto Rico. Recent years have seen an influx of West Indians, who have opened bakeries and restaurants specializing in fare such as curried chicken, ackee, codfish, and sweet potato pie. Fresh fish from the Atlantic and traditional New England favorites such as chowder and baked beans are standard menu items in many restaurants.

Visitor Information: Greater Hartford Convention & Visitors Bureau, 31 Pratt Street, 4th Floor, Hartford, CT 06103; telephone (860)728-6789; toll-free (800) 446-7811; fax (860)293-2365

■ Convention Facilities

The Connecticut Expo Center is located six-tenths of a mile from downtown Hartford. Its 88,000 square feet of exhibition space allows for multiple events with on-premise show management offices and offers more than 425 10-foot by 10-foot booths.

The XL Center, one of New England's largest convention complexes, includes the 16,500-seat Coliseum, along with 68,000 square feet of exhibit space and nine meeting rooms. The complex also features an enclosed shopping mall, restaurants, and underground parking. It is located about 11 miles from Bradley International Airport. The XL Center has hosted events such as the Big East Conference Women's basketball tournament, rock concerts, and family shows.

Convention Information: Greater Hartford Convention and Visitors Bureau, 31 Pratt Street, 4th Floor, Hartford, CT 06103-1592; telephone (860)728-6789; toll-free (800)446-7811

■ Transportation

Approaching the City

Bradley International Airport, a medium-sized hub and regional facility, is located 12 miles north of downtown Hartford in Windsor Locks. Fifteen airlines serve the airport out of two terminals, one of which was recently completed. Bradley offers more than 300 daily flights to some 75 destinations in the United States, Canada, and the Caribbean. Bradley is currently in the process of completing further renovations, including the modernization of the older terminal, the addition of restaurant and retail space, and a revamped baggage system. Hartford Brainard Airport, built in 1921 and located in the southeast corner of the city, was the nation's first municipally-owned airport. Now state-owned, the airport is used for charter, instruction, and private aircraft.

Two interstate highways serve Hartford. I-91 runs north-south (alongside the Connecticut River in Hartford) while I-84 runs northeast-southwest. Passenger train service is provided by Amtrak, which operates passenger service to major points throughout the country, and several interstate bus companies provide long-distance passenger service. The Union Station Transportation Center, a century-old brownstone structure restored to its original beauty, serves as the region's central rail and bus station.

Traveling in the City

Connecticut Transit (CTTRANSIT) operates more than thirty routes in and around the city and will take tourists to many Hartford area tourist attractions outside the downtown area. Nearly 27 million state passengers a year use CTTRANSIT to reach their destinations. Riverfront Recapture and other downtown Hartford revitalization projects have created walkways and open areas that are conducive to pedestrian traffic in the city.

■ Communications

Newspapers and Magazines

Hartford's daily newspaper, *The Hartford Courant*, established in 1764, is one of the nation's oldest continuously operating newspapers. Other daily newspapers printed in the region include: *The New Britain Herald*, and *The Journal Inquirer*, which covers the eastern suburbs. Special interest publications include the *Inquiring News*, the region's largest African American community newspaper, and other publications covering management,

motor transport, neurology, psychiatry, law enforcement, and Jewish affairs in Connecticut. The *Hartford Advocate* is a weekly print publication with articles, reviews, classifieds, personals, and happenings in Hartford and surrounding communities. The *Hartford Business Journal* is also a weekly.

Television and Radio

Three stations representing the major network affiliates, a public television station, a Spanish-language station, and cable service provide television viewing in the area. The Hartford area is served by more than 15 radio stations. Connecticut Radio Information Service, headquartered in Wethersfield, broadcasts readings from daily newspapers and magazines for the benefit of state residents who are blind or cannot hold or turn pages.

Media Information: *The Hartford Courant*, 285 Broad Street, Hartford, CT 06115; telephone (860)241-6200. *New Britain Herald*, 1 Herald Square, New Britain, CT 06050; telephone (860)225-4601

Hartford Online

City of Hartford. Available www.hartford.gov
 Connecticut Development Authority. Available www.ctcda.com
 Connecticut Historical Society. Available www.chs.org
 Hartford Convention and Visitor's Bureau. Available www.enjoyhartford.com
The Hartford Courant. Available www.ctnow.com
 Hartford Public Library. Available www.hartfordpl.lib.ct.us
 Hartford Public Schools. Available www.hartfordschools.org
 MetroHartford Alliance. Available www.metrohartford.com

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 Barbour, Lucius Barnes, *Families of Early Hartford, Connecticut* (Baltimore, MD: Genealogical Pub., 1977)
 Clemens, Samuel, *A Connecticut Yankee in King Arthur's Court* (New York: Harper & Row, 1917)



New Haven

■ The City in Brief

Founded: 1638 (chartered 1784)

Head Official: Mayor John DeStefano, Jr. (D) (since 1994)

City Population

1980: 126,089

1990: 130,474

2000: 123,626

2006 estimate: 124,001

Percent change, 1990–2000: –5.2%

U.S. rank in 1980: 125th

U.S. rank in 1990: 138th

U.S. rank in 2000: 196th

Metropolitan Area Population

1980: 500,474

1990: 530,180

2000: 542,149

2006 estimate: 554,912

Percent change, 1990–2000: 2.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: 1st (New York CMSA)

U.S. rank in 2000: 1st

Area: 18.85 square miles (2000)

Elevation: 33 feet above sea level

Average Annual Temperature: 52.0° F

Average Annual Precipitation: 46.02 inches

Major Economic Sectors: Services, manufacturing, trade

Unemployment rate: 4.8% (June 2007)

Per Capita Income: \$20,178 (2005)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: Yale University, University of New Haven, Albertus Magnus College, Southern Connecticut State University, Quinnipiac College, Gateway Community College

Daily Newspaper: *New Haven Register*

■ Introduction

Known variously as the home of Yale University, the city of elms, and the gateway to New England, New Haven has contributed to American life with items ranging from frisbees to hamburgers to the Winchester repeating rifle to vulcanized rubber. The clinical use of penicillin and the mass production of manufactured goods also originated in New Haven. Modern New Haven remains a major New England seaport and distribution center with strengths in research and biotechnology. In 1998 and again in 2003, New Haven received the nation's oldest and most highly regarded civic recognition award when the National Civic League named New Haven an "All-America City." Major development projects are leading to a resurgence of the downtown business district.

■ Geography and Climate

New Haven, located in south-central Connecticut, is situated at the head of New Haven Bay, on Long Island Sound, and at the mouth of the Quinnipiac, Mill, and West rivers. A major port city, New Haven is bounded by the New Haven Harbor on its southeast side and by the Merritt Parkway (Connecticut Route 15) on its northwest side. The downtown area near the harbor is flat land that rises gradually to rolling hills in the outlying areas of the city.

New Haven's climate is tempered by its location on Long Island Sound. Winters are milder, with less snow accumulation than inland winters. Typically, summers are

moderately warm and humid. Precipitation is evenly spread throughout the year, and heavy snow is unusual in the immediate coastal area.

Area: 18.85 square miles (2000)

Elevation: 33 feet above sea level

Average Temperature: 52.0° F

Average Annual Precipitation: 46.02 inches

■ History

Religious Colony Becomes Important Port

New Haven, its name declaring a new haven from religious oppression, was settled by a company of English Puritans in 1638. The group, led by the charismatic Reverend John Davenport, had originally called their settlement Quinnipiac, after the local Native American tribe of that name, but changed the town's name to New Haven in 1640. The settlement soon outgrew its confines and several neighboring towns grew up to form New Haven Colony. New Haven, however, made a poor political choice in sheltering Britain's fleeing regicidal judges who had condemned King Charles I to death in England. In 1664, as a punishment for its treachery, New Haven lost its status as an independent colony and was absorbed into the Hartford-ruled Connecticut Colony. Hartford and New Haven were co-capitals of the state from 1701 to 1873, when Hartford became the sole capital.

Colonial New Haven initially thrived on trade with the West Indies and with other towns along the Atlantic seaboard. Later, New Haven ships traveled to the Orient to import tea, porcelain, and silk. By the Revolution, New Haven was renowned not only for its flourishing sea trade but for its educational resources. Yale University had moved to New Haven in 1716 and a newspaper soon began publishing. Long Wharf was built and the first elm trees were planted on the Green in the center of the city. During the Revolutionary War, New Haven was looted and burned by invading British troops but the violence did not dull New Haven's thirst for independence from England. Roger Sherman of New Haven was the only patriot to sign all four major documents upon which the present-day U.S. government is based: the Articles of Association, the Declaration of Independence, the Articles of Confederation, and the U.S. Constitution.

In 1784, New Haven was incorporated as a city and its industrial star went into ascent. Goods manufactured in the city included Winchester repeating rifles, carriages, hardware, pianos, watches, corsets, bicycles, and cigars. Eli Whitney, a New Haven local and the inventor of the cotton gin, devised a system of manufacturing with interchangeable parts, setting the stage for mass production of goods. Also in New Haven Charles Goodyear

developed vulcanized rubber, later essential to the bicycle and automotive industries. Rail travel entered the city in 1839, providing a way to transport these goods to other parts of the young nation.

Industrial Diversity Precedes Renewal

Before and during the Civil War, New Haven was an important center of Abolitionist sentiment. The war itself served to undermine one of the city's industries. With the fall of the South, the demand for New Haven-built carriages waned. Other industries took up the slack, however, notably the Winchester Repeating Arms Company, makers of the rifle that helped open the American West for settlement.

New Haven in 1957 became one of the first eastern U.S. cities to begin large-scale urban renewal of older downtown areas. The result of these first efforts was the Chapel Square Center, which restored housing and other community facilities and attracted commercial development. In 1967, racial tension exploded into serious rioting when minority groups protested that they had been left out of the development planning process. Further urban renewal included the erection of the New Haven Veterans Memorial Coliseum, as well as a market development near New Haven Harbor, a facility that houses the Long Wharf Theatre. In addition, Wooster Square, which in the 1950's was a slum, is now home to new commercial and industrial buildings and an established historic district, and in 1994 the Audubon Arts Center Complex was completed.

As of 2000, revitalization had also begun in Science Park, the East Shore community, the harbor front, Upper State Street, and many other areas of the city. The Livable City Initiative, a historic new approach to housing and neighborhood revitalization, is making a tangible difference in the city's neighborhoods, reducing vacant structures in the city by 70 percent. The Elm City—Green and Clean initiative, the revitalization of Ninth Square and the redevelopment of downtown are restoring a sense of hope and future to the fabric of the community. In 2004 the city announced plans for a \$230 million development project, including \$180 million in state bond funding, to relocate Gateway Community College and Long Wharf Theater to brand new facilities downtown as the first step in an ambitious development effort to transform a long vacant downtown. Veterans Memorial Coliseum, a 35-year-old downtown institution, was demolished in 2007, to be replaced eventually by a mixed-use development. Yale-New Haven Hospital is constructing a 500,000-square-foot cancer hospital at its campus at the edge of downtown. Behind that structure will be a 200,000-square-foot medical office and laboratory facility. The city has taken steps to shore up its public school system as well. New Haven's \$1.1 billion school construction program has received national and statewide attention for effectively leveraging the state's matching funds to create



Photo by Michael Melford, courtesy of visitNewHaven.com

new and improved schools with smaller classroom sizes for New Haven's children.

Spurred by the city's resurgence, Mayor John DeStefano, Jr. referred to New Haven as "a reborn American city." In an article in the journal *Government Finance Review* DeStefano further summed up the keys to the city's turnaround: "City officials have returned the jurisdiction back to a sound fiscal footing and are recreating a place where children learn in good schools, residents live in safe neighborhoods, and everyone has the opportunity to make the most of his or her talents. The city has accomplished this by following a path that avoids temporary, quick fixes in favor of creating a climate for sustainable economic growth and social well-being. New Haven has regenerated itself through competition and compassion."

Historical Information: New Haven Colony Historical Society, 14 Whitney Ave., New Haven, CT 06510; telephone (203)562-4183

■ Population Profile

Metropolitan Area Residents

1980: 500,474
1990: 530,180

2000: 542,149
2006 estimate: 554,912
Percent change, 1990–2000: 2.2%
U.S. rank in 1980: Not available
U.S. rank in 1990: 1st (New York CMSA)
U.S. rank in 2000: 1st

City Residents

1980: 126,089
1990: 130,474
2000: 123,626
2006 estimate: 124,001
Percent change, 1990–2000: -5.2%
U.S. rank in 1980: 125th
U.S. rank in 1990: 138th
U.S. rank in 2000: 196th

Density: 6,558 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 53,723
Black: 46,181
American Indian and Alaska Native: 535
Asian: 4,819
Native Hawaiian and Pacific Islander: 79

Hispanic or Latino (may be of any race): 26,443
Other: 13,460

Percent of residents born in state: 50.7% (2000)

Age characteristics (2005)

Population under 5 years old: 7,228
Population 5 to 9 years old: 8,143
Population 10 to 14 years old: 7,717
Population 15 to 19 years old: 5,823
Population 20 to 24 years old: 9,705
Population 25 to 34 years old: 23,328
Population 35 to 44 years old: 16,469
Population 45 to 54 years old: 11,120
Population 55 to 59 years old: 4,569
Population 60 to 64 years old: 3,714
Population 65 to 74 years old: 6,038
Population 75 to 84 years old: 3,355
Population 85 years and older: 1,203
Median age: 30.7 years

Births (2006, MSA)

Total number: 8,786

Deaths (2006, MSA)

Total number: 8,011

Money income (2005)

Per capita income: \$20,178
Median household income: \$30,603
Total households: 46,611

Number of households with income of . . .

less than \$10,000: 9,324
\$10,000 to \$14,999: 5,431
\$15,000 to \$24,999: 5,091
\$25,000 to \$34,999: 6,823
\$35,000 to \$49,999: 6,109
\$50,000 to \$74,999: 5,707
\$75,000 to \$99,999: 3,469
\$100,000 to \$149,999: 2,764
\$150,000 to \$199,999: 691
\$200,000 or more: 1,202

Percent of families below poverty level: 11.2% (2005)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

■ Municipal Government

New Haven operates under a mayor-board of aldermen form of government. The mayor is elected to a two-year term as are the thirty members who make up the Board of Aldermen.

Head Official: Mayor John DeStefano, Jr. (D) (since 1994; current term expires 2008)

Total Number of City Employees: 6,000 (2008)

City Information: Mayor's Office, City of New Haven, 165 Church St., New Haven, CT 06510; telephone (203)946-8200

■ Economy

Major Industries and Commercial Activity

In the 1950's, New Haven's economy was based on the manufacturing industry. Today, while manufacturing continues to be an important component of the regional economy, the base of that economy has shifted to health, business, and financial services, as well as retail trade. In all, the services sector constitutes 57 percent of employment, with transportation and utilities (14.5 percent), trade (11 percent), and manufacturing (6.7 percent) also playing major roles. Both government and financial services comprise about 4 percent of the total employment. The city benefits from its close proximity to two major bioscience centers, New York and Boston. Local healthcare and pharmaceutical firms, along with Yale Medical School, constitute one of the major concentrations of bio-medical research in the nation. The increasingly significant and growing cluster of the biotechnology industry in Greater New Haven is one of the results of this concentration. There are already several well-established bio-tech firms in the region with more likely to come. These companies alone added some 1,000 jobs to the regional economy in the late 1990s, and continue to fuel the economy into the 2000s. Another important element in the Greater New Haven economy is higher education, particularly the presence of Yale University and its worldwide reputation as a research center and its highly-skilled and educated graduate base. Yale and other local colleges together maintain a student base of nearly 50,000 and employ thousands of others.

Items and goods produced: pharmaceutical products, computer software, firearms, ammunition, tools, clocks and watches, lamps, silverware, airplane parts, oil filters, telephones, cutlery, chocolate

Incentive Programs—New and Existing Companies

Local programs: The city of New Haven has several business incentive programs, including programs that offer information and loans in the aerospace, bioscience, and information technology industries. General business loans of up to \$5 million and special loans for child care businesses, start-ups, and manufacturing businesses are

also available. The City of New Haven Small Business Revolving Loan Fund provides capital for start-up or expansion of small, minority and/or disadvantaged businesses located within and providing goods and services to New Haven's low to moderate income neighborhoods. The Urban Jobs and Enterprise Zone Program provides property tax abatements for manufacturers, state corporation income tax credits, and other assistance.

State programs: The Connecticut Development Authority works to expand Connecticut's business base by working with private-sector partners to guarantee or participate in loans for businesses that may be unable to meet credit underwriting standards; providing access to lower-cost fixed asset financing through Small Business Administration 504 Debentures and tax-exempt Industrial Revenue Bonds; working to provide financial incentives to companies that enhance the skills of their employees; encouraging investment in the state's urban commercial infrastructure; providing grants and financing for businesses willing to develop areas plagued by environmental scourge; and by providing funding for companies interested in pursuing advances in information technology. The Connecticut Development Authority also offers assistance to businesses involved in brownfield development or information technology, and businesses that are relocating or expanding. Connecticut's financial and tax incentives include grants and tax abatements for firms locating in State Enterprise Zones and Urban Jobs Program (New Haven qualifies for both), low-cost loans and development bond financing, and funding for new product development.

Job training programs: The city of New Haven, the state of Connecticut, and various local for-profit and non-profit organizations have programs that benefit workers and employers, especially in the areas of placement, recruitment and referral, technology and manufacturing job placement, apprenticeships, and on-the-job training and career development. Workforce Alliance works to improve the delivery of workforce services in close collaboration with business, education and training providers, and local elected officials. There are four CTWorks Career Centers, and the main career center is located in New Haven.

Development Projects

By 2008, after a decades-long decline followed by years of intelligent planning, New Haven was in the midst of a notable transformation designed to bring the city into the new millennium poised for sustained growth. Major projects include a massive \$1.5 billion agenda designed to grow New Haven's downtown, where nearly half of the city's jobs are centered, and a renewed dedication to developing the New Haven waterfront. Among other considerations, the agenda includes renewal of the city's historic waterfront and

initiatives creating a 269-slip marina and a permanent berth for the replica slave ship *Amistad*; expansion and renovation of shoreline commuter rail stations and expansion of I-95, a major artery connecting New Haven to New York City and Boston; a \$2.7 million Small Business Initiative to provide small-business owners with capital resources—in the form of a revolving loan fund—as well as technical assistance in such areas as accounting, marketing and inventory control; and the creation of a federal Empowerment Zone (EZ), which gives the city access to \$100 million in grants, \$130 million in tax credits, and new programs aimed at implementing a strategic plan.

In the few years prior to 2008, numerous other projects aimed at improving New Haven's infrastructure have either been completed or are under way. Among them are \$3.15 million in construction projects to improve Tweed-New Haven Airport and an updated master plan to map out the facility's future and improve the level of utilization; a doubling of the city's investment in parks and public works maintenance efforts and a Citywide Beautification Initiative to improve public spaces and support more than 400 community gardens and green spaces; and a Livable City Initiative that has so far rehabilitated 500 housing units, trained 500 residents in homeownership, and established the most aggressive housing code enforcement program in the state. The Ninth Square project has revamped an old industrial and shopping area into a modern shopping, business and residential center. The site of Science Park, New Haven's former Winchester Arms Company complex established in 1866 and open for more than a century, now provides a research-oriented business incubator facilitating more than 70 manufacturing companies and laboratories and over 1,400 potential job opportunities. Others include the IKEA project, in which a two story retail distribution of furniture owned and operated by IKEA provides 400-450 jobs with full time benefits for full and part time employees (the project also has a \$50,000 commitment to the Hill Development Corporation and a \$100,000 commitment to Gateway Community College for job recruitment and training for New Haven residents); and the Pfizer project, which offers a three story clinical research unit owned and operated by Pfizer and contributes to the sophistication of medical imaging research at Yale University.

As of 2008 one of the most important residential projects approved was the \$115 million College Square, a 272-unit luxury condominium high-rise to be built at the corner of College and George Streets; it was scheduled for completion in 2009. Nine developers had submitted proposals for a 1.5-acre city-owned lot at the corner of State and Chapel Streets: the projects vary from a hotel-centered project to a New Urbanism-inspired neighborhood, and all of the proposals included a significant housing component. The Long Wharf Theater was

working on plans to move from its location on Sargent Drive along the harbor to the former 6.5-acre Coliseum site; local officials were attempting integrate the facility into a development blending retailing, office space, and housing.

Economic Development Information: Greater New Haven Chamber of Commerce, 900 Chapel Street, 10th Floor, New Haven, CT 06510; telephone (203)787-6735; fax (203)782-4329; email info@gnhcc.com

Commercial Shipping

New Haven, Connecticut's largest wholesale distributing city, makes use of a major port of entry, many railroad lines, and major interstate highways. New Haven features a deepwater seaport with three berths capable of hosting vessels and barges and facilities for handling any type of break-bulk cargo. The Port of New Haven has a capacity for loading 200 trucks a day from the ground or via loading docks. The Port is serviced by the Providence and Worcester railroad connecting with CONRAIL, New England Railroad, and the Canadian National and Canadian Pacific railroads. A private switch engine for yard movements and private siding for loading and unloading of boxcars, gondolas, flatcars, and others is located at the site. The Port of New Haven has approximately 400,000 square feet of inside storage and 50 acres of outside storage available at the site. Five shore cranes with a 250-ton capacity and 61 forklifts, each with a 26-ton capacity, are also available. The Greater New Haven Chamber of Commerce contracts with Logistec Connecticut to operate New Haven's Foreign Trade Zone, providing additional tax incentives to international shipping operations into and out of New Haven's harbor area. Interstate common carriers include about 12 trucking lines.

Labor Force and Employment Outlook

The city of New Haven draws from a highly skilled labor force. More than 5,000 college graduates enter the job market from New Haven's colleges each year. Proximity to New York City and relatively lower wages make Greater New Haven a desirable home for commuters and an attractive business site. Yale University, Yale Medical School, and projects like Science Park draw pharmaceutical and biotechnology companies as well as high-technology manufacturing firms and research and development organizations, providing and attracting a supply of highly educated workers. Employers may also draw from the pool of workers who commute to Stamford and New York from New Haven and surrounding communities. Approximately 28 percent of the population hold a high school diploma, 18 percent have had some college experience, and 27 percent hold a bachelor's degree or higher. The labor force totals approximately 55,000.

Because New Haven's major employers are utilities, hospitals, and educational institutions, long-term prospects for economic stability are good. Tourism's impact, bolstered by New Haven's new status as a sports destination, is expected to increase its benefits to the city.

The following is a summary of data regarding the New Haven NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 276,300

Number of workers employed in . . .

- construction and mining: 11,200
- manufacturing: 32,900
- trade, transportation and utilities: 51,300
- information: 8,100
- financial activities: 14,200
- professional and business services: 26,000
- educational and health services: 66,100
- leisure and hospitality: 21,100
- other services: 11,000
- government: 34,300

Average hourly earnings of production workers employed in manufacturing: \$17.46

Unemployment rate: 4.8% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Yale University	9,000
Yale New Haven Hospital	6,000
Hospital of St. Raphael	3,000
Southern Connecticut State University	3,000

Cost of Living

The cost of living in New Haven is the same or lower than most East Coast and West Coast cities but higher than cities in the Midwest.

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

2007 (1st quarter) ACCRA Average House Price: \$306,175

2007 (1st quarter) ACCRA Cost of Living Index: 123.0

State income tax rate: 3.0% to 5.0%

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$39.53 mills (2003)

Economic Information: Greater New Haven Chamber of Commerce, 900 Chapel Street, 10th Floor, New Haven, CT 06510; telephone (203)787-6735; fax (203)782-4329; email info@gnhcc.com

■ Education and Research

Elementary and Secondary Schools

New Haven's school system, rated among the nation's best, offers a program for talented and gifted students beginning in kindergarten, as well as special education classes and an adult education program. The district's 28 magnet schools are very popular and require a lottery system to determine placement. Magnet schools offer specialized curricula in areas such as the arts, languages, science, mathematics, and communications. In 2008 the district set ambitious goals, aiming for 95 percent of the students to be ready to succeed by the end of kindergarten; to achieve math and literacy standards; and to be ready for college, post-secondary education, the military, or the workforce by the time they had reached the 9th grade.

The \$1.5 billion Citywide School Construction program has recently produced school designs that win national awards. The John C. Daniels School was chosen as the top winner in the educational category by New York Construction's Best of 2007 awards. The John S. Martinez School won a citation by the 2008 Architectural Jury of the American Association of School Administrators/American Institute of Architects/Council of Educational Facility Planners International.

The following is a summary of data regarding the New Haven Public Schools as of the 2005–2006 school year.

Total enrollment: 25,073

Number of facilities

elementary schools: 29
 junior high/middle schools: 9
 senior high schools: 7
 other: 4

Student/teacher ratio: 14.8:1

Teacher salaries (2005–06)

elementary median: \$53,480
 junior high/middle median: \$57,910
 secondary median: \$56,240

Funding per pupil: \$12,641

Supplementing the public school system are a number of private preparatory schools, as well as parochial and nursery schools.

Public Schools Information: New Haven Public Schools, 54 Meadow St., New Haven, CT 06519; telephone (203)946-8450

Colleges and Universities

While the New Haven area is home to a number of colleges and universities, its most famous is Yale University, which in 2007 had 11,358 graduate and undergraduate students enrolled. Founded in 1701 in Branford and moved to New Haven in 1716, Yale is a charter member of the Ivy League and rated among the top five universities in the country. The school began with the donation of books and money from Elihu Yale, a merchant who made his fortune in East India imports. Today, Yale University is noted for its schools of law, medicine, business, divinity, and computer science. Yale's libraries, museums, and other facilities are among the largest and finest in the country. Yale's cultural influence on the city is pervasive. The school's drama productions, adult lecture series, tutorial programs at local high schools, art galleries, and sports events all enhance life in New Haven. The oldest scientific publication in the United States, the *American Journal of Science*, began publishing at Yale in 1818. Other Yale "firsts" were the doctoral degree granted in 1861, establishment of the School of Fine Arts in 1870, and the opening of the School of Forestry in 1900.

Other institutions of higher learning in New Haven include Albertus Magnus College, a Roman Catholic four-year liberal arts college of about 2,400 students (in 2007). Southern Connecticut State University, a four-year public institution with more than 12,000 students on its 168-acre New Haven campus, focuses on liberal arts and business. Gateway Community College, formerly the South Central Community College, maintains two campuses, one in North Haven and the other in Long Wharf; enrollment is approximately 11,000. Nearby are the University of New Haven (in West Haven) and Quinnipiac University (in Hamden).

Libraries and Research Centers

The New Haven Free Public Library system consists of the main facility, Ives Memorial Library, and four branch libraries (Fair Haven, Mitchell, Stetson, and Wilson), as well as a bookmobile. The system numbers some 600,000 books in its collection, which also includes large print books, a children's collection, and computer resources. Materials on local history and a wide range of audio-visual equipment and rentals are available.

Yale University Library is the fourth largest library in the country. Among its many libraries, Yale maintains the Sterling Memorial Library, housing the Yale Archives, with more than 4 million volumes, and has Babylonian tablets on display. Other Yale facilities are the Beinecke Rare Book Library, displaying the Gutenberg Bible, and

the school's libraries of law, medicine, drama, business, and forestry.

Another local facility is the Connecticut Judicial Branch Law Library at New Haven. The New Haven Colony Historical Society's Whitney Library maintains books, maps, and photographs, along with Chinese porcelain displays and an original cotton gin. Special interest libraries include the Albertus Magnus College Library and the Connecticut Agricultural Experiment Station's Osborne Library.

Studies of clinical cultures for the AIDS virus are performed at the Veterans' Administration (VA) Medical Center's national reference virology laboratory in West Haven. Other research programs of note include the Haskins Laboratories, which study speech production and perception in humans. Yale University's many science, economic, art, and business research programs include involvement in Science Park, an incubator for high-technology industries.

Public Library Information: Main Library, 133 Elm Street, New Haven, CT 06510; telephone (203)946-8130; fax (203)946-8140

■ Health Care

Health care in New Haven revolves around the Yale-New Haven Hospital (YNHH), one of the nation's top 10 medical centers and a world-renowned teaching facility. The hospital is a 944-bed tertiary care facility that includes the 201-bed Yale-New Haven Children's Hospital and the 76-bed Yale-New Haven Psychiatric Hospital. Affiliated with the Yale School of Medicine, YNHH accepts referrals from throughout the United States and the world. Relying on the skills of some 2,200 physicians working in over 100 specialties, the hospital is also overseen by nearly 450 supervised resident physicians; in all the hospital is New Haven's second leading employer with more than 6,000 on staff. In addition to being a teaching hospital, YNHH is also a community hospital featuring the state's busiest primary care center and the region's largest and most comprehensive array of maternity and pediatric services. Among the Yale-New Haven Hospital's innovations were the nation's first clinical use of penicillin, the first use of chemotherapy in cancer treatment, the first transplants of a number of organs, and New England's first in-vitro fertilization birth.

The Hospital of St. Raphael, with 511 beds, is affiliated with the Yale University School of Medicine and is a leader in cardiac, cancer and orthopedic services. The Hospital is listed as one of the 50 top hospitals in the U.S. by the American Association of Retired Persons, and lists many firsts among its accomplishments. It was the first community hospital in Connecticut to open a coronary care unit and today has the state's largest dedicated cardiothoracic intensive care unit. The hospital also was one

of the first in New England to perform open-heart surgery and the first in New England with a radiation center. In 1994, Saint Raphael's became the first hospital in New England to use a robotic arm in the operating room to assist surgeons with laparoscopic surgery. The hospital initiated Project MotherCare, a mobile prenatal and primary care clinic, and Project ElderCare, a partnership with the City of New Haven to provide community-based health care to senior citizens

Health Care Information: Yale-New Haven Hospital, 20 York St., New Haven, CT 06510; telephone (203) 688-4242

■ Recreation

Sightseeing

Yale University, whose scholarly ranks include patriot Nathan Hale; presidents Bill Clinton, George H.W. Bush, and George W. Bush; scholar Noah Webster; and statesman John C. Calhoun, is one of the nation's oldest schools. A walking tour of the campus will include a view of Connecticut Hall, built in 1717. The school's 12 colleges, the 221-foot Harkness Tower famous for its carillon concerts, and the world's largest gymnasium—the Payne Whitney Gymnasium—are highlights of the tour. Adjoining Yale University in an area known as The Green is United Church, whose congregation fervently supported the struggle against slavery. The church is regarded as an outstanding example of New England architecture. The New Haven Colony Historical Society has exhibits celebrating the exploits of several former slaves who revolted aboard the slave ship *Amistad*, eventually landed in New Haven, and were eventually set free by the United States Supreme Court.

One of America's first cemeteries, the Grove Street Cemetery, was founded in 1797 and contains the graves of many New Haven notables. On the eastern shore of the New Haven Harbor are Black Rock Fort, used in the Revolutionary War, and Fort Nathan Hale, a Civil War fort. The Pardee-Morris House dates from 1750 and contains many colonial Connecticut furnishings. East Rock Park offers a bird sanctuary, self-guided nature trails, picnic groves, and the Pardee Rose Garden and Greenhouse. Lighthouse Point Park's natural history displays and its unique carousel set in an eighteenth-century pavilion on the beach are popular tourist attractions. West Rock Nature Center is a year-round 40-acre facility with displays of native wildlife. The park includes Judges' Cave, where the regicidal judges who condemned King Charles I to the block hid to escape English royal retribution. New Haven's historic Green, a national historic landmark, is ringed on one side by churches built between 1812 and 1815 in the Gothic, Federalist, and Georgian styles. Day and evening harbor cruises and

educational tours of the coast are available aboard local chartered boats.

The Connecticut Afro-American Historical Society, located on the campus of Southern Connecticut State University honors the role of African-American people in New Haven and the United States. The university's Ethnic Heritage Center also highlights the cultures of Jewish-, Italian-, Irish-, and Ukrainian-Americans, as well as other ethnic groups. The Eli Whitney Museum, established in Whitney's restored gun factory, offers programs, lectures, and workshops about machinery and technology.

Arts and Culture

New Haven's performing arts offerings are rich. The New Haven Symphony Orchestra, the fourth oldest in the country, is nationally recognized for its performances, which are often accompanied by international guest artists. The symphony presents a summer concert series on New Haven's historic Green. Orchestra New England, a chamber ensemble, is gaining a reputation as well. Performances of touring groups and guest artists are staged at two major facilities in New Haven: the Palace and the Shubert Theater, a traditional stop for shows on their way to Broadway. Concerts include internationally renowned symphonies, concert artists, bands, and singers performing the whole musical spectrum.

Theater is popular and critically acclaimed in New Haven. The Long Wharf Theatre Company is known for its contemporary works while the Yale Repertory Theatre, home to the university's world-renowned drama schools, is heralded for its productions of the classics. Many other fine student, amateur, and professional groups enhance the cultural landscape, including TheatreMania, Stony Creek Puppet House Theater, the Nutmeg Players, the New England Academy of Theatre, the Elm Shakespeare Company, and the Alliance Children's Theatre.

Yale University has made the city of New Haven synonymous with fine museums. Yale's Peabody Museum of Natural History is New England's largest and one of its oldest science museums. The Yale Center for British Art is considered one of the foremost collections of its kind in the world. American, European, and classical works form part of the Yale University Art Gallery's collection. Art-space and the Arts Council of Greater New Haven are local arts organizations that offer support, performance and exhibition space, education, and classes for student and professional artists. The Yale Collection of Musical Instruments numbers more than 800 sixteenth- to twentieth-century instruments. A Gutenberg Bible and Audubon bird prints are on display at the Beinecke Rare Book and Manuscript Library.

The New Haven Colony Historical Society houses a museum and library of local memorabilia, including industrial and toy exhibits. The Connecticut Children's Museum stimulates the imaginations of children under

eight years of age. Private galleries in New Haven include the John Slade Ely House, the Mona Berman Gallery, Chapel Street Art Gallery, the Neon Garage, Small Space Gallery, Wave Gallery, Zoon Gallery, and the galleries of the Creative Arts Workshop and City Spirit Artists, both of which offer instruction in the arts.

Arts and Culture Information: Arts Council of Greater New Haven, 70 Audubon Street, New Haven, CT 06510; telephone (203)772-2788

Festivals and Holidays

Its location in the center of the former colonies makes New Haven a treasure-trove of Americana. Until the New Haven Coliseum was demolished in 2007, the New Haven Antiques Show scheduled a spring and fall exhibition while the Connecticut Antiques Showcase was held in November. Powder House Day, commemorating Benedict Arnold's seizure of the New Haven powder stores in the name of the Revolution, is celebrated each spring with a drill and costumed parade on the Green.

April's Film Fest New Haven screens features, shorts, and documentaries at three local venues. April also brings the Cherry Blossom Festival at Wooster Square. New Haven's maritime past is celebrated with East Shore Day in the harbor area in June. A week-long Summertime Street Festival runs concurrently with the Pilot Pen International Tennis Tournament. The Annual International Festival of Arts & Ideas, which is fashioned after the Spoleto and Edinburgh Festivals, takes place in June and centers around the New Haven Green. Each June on Wooster Square, the St. Anthony Italian Feast takes place, as it has for more than 100 years. The Celebrate New Haven 4th takes place each July 4 weekend and includes fireworks, entertainment, and sails on the schooner *Quinnipiack*. There is an annual lobster bake each July in nearby Milford. The best in contemporary crafts produced by 400 craftspeople from around the country is on display for most of November and December at the Celebration of American Crafts Creative Arts Workshop. December's Fantasy of Lights at Lighthouse Park on New Haven harbor allows visitors to drive through an enchanting land of more than 200,000 lights.

The city's love of music is apparent in the large crowds drawn to the summer weekend New Haven Jazz Festival held on the Green. Religious and ethnic celebrations include St. Andrew's Feast in June, Santa Maria Magdalena Feast in July, and the Greek Festival at Lighthouse Park in September. Connecticut's oldest fair is the Durham Fair, which takes place in September.

Sports for the Spectator

The Sports Haven in New Haven provides horse-racing fans with simulcasts of some of the major races on four large screens and permits betting. Visitors can dine at the on-site sports bar or the Shark Bar. Several local colleges

and universities field sports teams, including the Albertus Magnus Falcons, the Quinnipiac Bobcats, the Southern Connecticut State University Owls, and the New Haven University Chargers, whose contests are eagerly attended throughout the year. The Yale Bulldogs compete in one of the oldest collegiate sporting leagues in America, the tradition-rich Ivy League, with such fierce rivals as Harvard, Princeton, and Brown. Although its team can no longer compete with the top Division 1 collegiate programs, the Yale Bulldogs football team is a hugely popular local favorite that has drawn up to 70,000 fans to big home games. The Yale Bowl hosts world-class soccer tournaments during the summer. Tennis is represented by the Pilot Pen International Tennis Tournament, held each August at the new Connecticut Tennis Center.

Sports for the Participant

Water sports predominate in New Haven. Boating, swimming, and aquatic sports of all types can be enjoyed at the city's many beaches. Golf is played at the Alling Memorial Golf Course, where the 18 holes carry a par of 70. Fully 17 percent of New Haven's land is dedicated to parks. City parks include East Rock Park, the city's largest, which maintains hiking trails and an array of recreational facilities. Lighthouse Point Park features swimming and recreational facilities. Edgewood Park has a skate park, and the Walker Ice Rink has ice skating and hockey. The city has dozens of sports leagues for kids and adults, as well as swim instruction. Each fall New Haven hosts a Road Race, which draws amateur athletes from throughout the Northeast. In Ledyard, east of New Haven, the Mashantucket Pequot Indians opened a casino in 1992 called Foxwoods, which is the largest resort casino in the world.

Shopping and Dining

The downtown area's bilevel shopping complex, the Chapel Square Mall, was converted into a luxury apartment complex in 2004 with an interior courtyard housing street-facing retail and commercial spaces, including Ann Taylor Loft, which began in New Haven 50 years prior. Small, family-owned shops can be found throughout New Haven, along with a variety of bookstores that serve the university community. Many unique shops can be found in the historic Wooster Square, the Arts District near Audubon, and around the Green.

A diner's paradise with a growing national reputation for its sophisticated cuisine, New Haven is home to more than 100 restaurants, many within an easy walking distance of downtown and the Green, including the Union League Café, which serves fine French cuisine in an elegant setting, and Scoozi's, New Haven's only wine bar, which offers contemporary Italian fare. Other cuisines from which to choose include American, Caribbean, Chinese, Continental, Ethiopian, Greek, Indian, Irish, Japanese, Korean, Latin American, Malaysian, Mexican,

Middle Eastern, soul food, Spanish, Thai, Turkish, and vegetarian.

Visitor Information: Greater New Haven Convention & Visitors Bureau, 59 Elm St., New Haven, CT 06510; telephone (203)777-8550; toll-free (800)332-STAY

■ Convention Facilities

Large conventions and trade shows generally were held at New Haven Coliseum, but in 2007 the aging facility was razed to make way for a new development that is to include a new Gateway Community College campus and a hotel and convention facility. Smaller conferences center around Yale University activities and make use of the school's facilities. About 1,500 sleeping rooms are available in New Haven. The four-star Omni New Haven Hotel at Yale provides 22,000 square feet of meeting space all on one level, including a 9200-square-foot Grand Ballroom and 19 conference rooms. The Colony Hotel is an intimate European style hotel located near the Yale campus. In Spring 2005 the old Howard Johnson in Hamden closed and was replaced by the new Clarion Hotel and Suites.

Convention Information: Greater New Haven Convention and Visitors Bureau, 59 Elm St., New Haven, CT 06510; telephone (203)777-8550; toll-free (800)332-STAY

■ Transportation

Approaching the City

Tweed-New Haven Regional Airport is one of the fastest growing satellite airports in the Northeast, and in 2005 was named Regional Airport of the Year by the Regional Airline Association. Located less than 10 minutes from downtown New Haven, it offers service to Philadelphia through US Airways; from Philadelphia New Haven air travelers can go virtually anywhere in the world.

New Haven's Union Station is one of Amtrak's busiest terminals in the country and provides service to Boston, Washington, D.C., and beyond; Metro-North also provides commuter service for approximately 25,000 passengers traveling the New York City/Connecticut corridor each day. A \$1.2 billion plan to upgrade rail service between New Haven and Boston has cut travel time to New York City to an hour and to Boston to two hours.

Ferry service to Port Jefferson, New York runs out of nearby Bridgeport, CT.

Interstates 91 and 95, major north/south and east/west corridors, intersect in New Haven. U.S. Routes 1, 5, and the Merritt/Wilbur Cross Parkway and Connecticut Route 34 all have exits and entrances in New Haven.

Every major city in the northeast is within one day's drive from New Haven.

Traveling in the City

New Haven was one of the first cities in the country to benefit from urban planning. Its streets are laid out in a grid pattern of nine squares with the historic Green in the center. Bus service is offered within the city and to the suburbs via CT Transit. To relieve commuter traffic on the highways, a park-and-ride service is provided to suburbanites working in the city of New Haven.

■ Communications

Newspapers and Magazines

The *New Haven Register* is the weekday morning paper. It is also served by the student-run *Yale Daily News* and the weekly *Yale Herald*. The *New Haven Advocate* offers local news and entertainment. Among the many special interest and scholarly titles published in New Haven are the bimonthly *American Journal of Science*, *Columbia*, the publication of the Knights of Columbus, *Business Times*, and several magazines published by Yale University.

Television and Radio

One television station airs from New Haven, which supports one cable franchise. New York stations are also picked up in the New Haven area. Six radio stations broadcast from New Haven, which also picks up pro-

gramming from New York City, Hartford, and neighboring towns. Connecticut Radio Information Service, headquartered in Windsor, broadcasts readings from daily newspapers and magazines for the benefit of state residents who are blind or cannot hold or turn pages.

Media Information: *New Haven Register*, 40 Sargent Drive, New Haven, CT 06511; telephone (203)789-5200

New Haven Online

City of New Haven. Available www.cityofnewhaven.com

Connecticut Development Authority. Available www.state.ct.us/cda

Greater New Haven Chamber of Commerce. Available www.gnhcc.com

Greater New Haven Convention & Visitors Bureau. Available www.newhavencvb.org

New Haven Public Library. Available www.cityofnewhaven.com/library

New Haven Public Schools. Available www.nhps.net

Yale-New Haven Hospital. Available www.ynhh.org

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Stamford

■ The City in Brief

Founded: 1641 (incorporated 1949)

Head Official: Mayor Dannel P. Malloy (D) (since 1995)

City Population

1980: 102,466

1990: 108,056

2000: 117,083

2006 estimate: 119,261

Percent change, 1990–2000: 8.3%

U.S. rank in 1980: 161st

U.S. rank in 1990: 177th (State rank: 5th)

U.S. rank in 2000: 209th

Metropolitan Area Population

1980: Not available

1990: 329,935

2000: 353,556

2006 estimate: Not available

Percent change, 1990–2000: 7.1%

U.S. rank in 1980: Not available

U.S. rank in 1990: 1st (Greater New York, NY CMSA)

U.S. rank in 2000: 1st (CMSA)

Area: 38 square miles (2000)

Elevation: 34 feet above sea level

Average Annual Temperature: 51.9° F

Average Annual Precipitation: 49.46 inches

Major Economic Sectors: Manufacturing, trade, services

Unemployment rate: 4.1% (June 2007)

Per Capita Income: \$44,040 (2005)

2005 FBI Crime Index Property: 2,390

2005 FBI Crime Index Violent: 355

Major Colleges and Universities: University of Connecticut-Stamford, University of Bridgeport (Stamford campus)

Daily Newspaper: *The Advocate*

■ Introduction

In the twentieth century, Stamford, the fourth largest city in Connecticut, progressed from a factory hub to its current position as a research center. By the end of the twentieth century, it had also become the nation's third largest corporate headquarters community. The city enjoys both urban and suburban facets, ranging from upscale housing areas, to a handsome corporate downtown center, to areas of beautiful shoreline with parks and beaches. According to the Federal Bureau of Investigation, Stamford was the ninth-safest city in the U.S. in 2006, among cities with populations of 100,000 or more.

■ Geography and Climate

Located in southwestern Connecticut, Stamford lies at the mouth of the Rippowam River on Long Island Sound. The city itself is built around a wide bay crossed by two tidal inlets. Stamford Harbor and Cove Harbor border a finger of land jutting into the bay. The city is situated on relatively flat land that is part of the Atlantic coastal plain. The serrated shoreline is connected by a series of bridges that carry automobile and rail traffic.

Stamford's New England weather is tempered by the city's proximity to Long Island Sound. Winters are milder, with less snow, than those of inland cities. Summers are warm, with moderate humidity.

Area: 38 square miles (2000)

Elevation: 34 feet above sea level

Average Temperature: 51.9° F

Average Annual Precipitation: 49.46 inches

■ History

Religious Refuge Becomes Textile Center

In pre-colonial days, the Siwanoy, a subnation of the Wappinger tribe, lived on the land—which they called “Rippowam”—that now constitutes the site of modern Stamford. In 1640 the Siwanoy sold the land to Nathaniel Turner, an agent for the New Haven Colony, who was looking for arable land. A year later, twenty-eight families belonging to the Congregational Church fled a church dispute in Wethersfield, Connecticut, and arrived in Rippowam to form a permanent settlement. They called their town Stamford, after its English counterpart. In 1644, Stamford lost a third of its settlers when they moved to Long Island. Stamford, in turn, was absorbed into the Connecticut Colony.

Stamford, a minor port on Long Island Sound, had channels suitable only for small craft and barge traffic. The young community relied on subsistence agriculture and some crafts and only minimally on its trade with the West Indies. By the time of the Revolutionary War, Stamford, with 3,800 citizens, could boast that it was a major population center between New York City and New Haven.

Stamford continued to rely on its small industries until the founding of the Stamford Manufacturing Company in 1844. The new concern set up in the Cove Mills and began producing dyewood and licorice extracts, both crucial to the New England textile industry. In 1848, the railroad arrived, making Stamford one of the stops on the New York City-New Haven run. Soon European immigrants arrived by the trainload to work in Stamford’s new mills. The Irish arrived in the 1840s, settling in the Kerrytown and Dublin sections of the city and forming Stamford’s first ethnic minority.

Research and Development From Industrial Base

Aside from the arrival of the railroad, 1848 was an important year for Stamford for another reason: Linus Yale invented the first cylinder lock, revolutionizing lock design and launching an American industry. From 1868 until 1959, the Yale and Towne Company was the single largest employer in Stamford. Between 1869 and 1892 alone, the payroll grew from 30 to 31,000 employees. In the meantime, the west end of the city near the Mill River saw the opening of mills and foundries. In the business section, new banks, utilities, and factories opened. The population in 1868 stood at 9,700 people; that year a

second railroad line opened, this time connecting the city with New Canaan.

By 1893, Stamford’s population had swollen to almost 16,000 people; by the end of the century, the count stood at 19,000, which included a large number of Polish immigrants. Business boomed, much of it based upon the inventions of another Stamford genius, Simon Ingersoll. Ingersoll masterminded the friction clutch, the spring scale, and a steam-driven wagon, the precursor of the modern automobile.

When New York City became the East Coast industrial mecca of the late nineteenth century, Stamford developed into a residential suburb of the larger city. Following World War II, Stamford became the site of a number of research and development concerns, which added greatly to the local economy. Stamford incorporated as a city late by East Coast standards: in 1949, the city absorbed the surrounding communities to become the city of Stamford. By the 1960s, Stamford had attracted so many corporate headquarters that more commuters were traveling into Stamford each day than were commuting to New York City jobs. Much of the city’s success in attracting those companies rested on its appeal as a suburb. To make way for them, most of the downtown was demolished and replaced by a boulevard of fortress-like corporate headquarters and a mall. The recession of the early 1990s saw the end of the office boom; new buildings stood empty as new businesses sought space in office parks elsewhere. Stamford found itself with a surfeit of office buildings and no downtown to go with them. But by the end of 1997, the situation had reversed and Stamford had experienced a “mini-boom” with the occurrence of more than three million square feet of new, expanded, or renovated construction.

By the year 2000, Stamford had increased its rental apartments by 1,000 units and was planning for 1,000 more. In addition, the city had experienced a 27 percent decrease in the crime rate over the preceding four years, and in 2006 was rated the ninth-safest city in the United States among cities with populations of 100,000 or more. Mayor Dannel P. Malloy said of his city: “Stamford is a community which is economically soaring, with major economic development projects currently underway. The Stamford office market is vibrant, unemployment remains at all time lows, and our economy is well diversified. The City continues to be one of the premier business locations in the metropolitan New York market, and the residential sector in Stamford is growing with the addition of hundreds of downtown rental units. Stamford continues to be a people-oriented community with a vibrant and active arts and cultural presence.”

Historical Information: Stamford Historical Society, 1508 High Ridge Road, Stamford, CT 06903-4107; telephone (203)329-1183; fax (203)322-1607; email history@stamfordhistory.org



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■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 329,935
 2000: 353,556
 2006 estimate: Not available
 Percent change, 1990–2000: 7.1%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 1st (Greater New York, NY
 CMSA)
 U.S. rank in 2000: 1st (CMSA)

City Residents

1980: 102,466
 1990: 108,056
 2000: 117,083
 2006 estimate: 119,261
 Percent change, 1990–2000: 8.3%
 U.S. rank in 1980: 161st
 U.S. rank in 1990: 177th (State rank: 5th)
 U.S. rank in 2000: 209th

Density: 3,354 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 84,493
 Black: 14,896
 American Indian and Alaska Native: 0
 Asian: 7,364
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 24,447
 Other: 10,113

Percent of residents born in state: 37.6% (2006)

Age characteristics (2005)

Population under 5 years old: 6,846
 Population 5 to 9 years old: 7,529
 Population 10 to 14 years old: 7,813
 Population 15 to 19 years old: 6,172
 Population 20 to 24 years old: 6,233
 Population 25 to 34 years old: 17,220
 Population 35 to 44 years old: 19,457
 Population 45 to 54 years old: 20,059
 Population 55 to 59 years old: 7,523
 Population 60 to 64 years old: 5,564
 Population 65 to 74 years old: 5,848
 Population 75 to 84 years old: 6,669

Population 85 years and older: 1,635
Median age: 39.3 years

Births (2006, MSA)

Total number: 10,163

Deaths (2006, MSA)

Total number: 6,829

Money income (2005)

Per capita income: \$44,040
Median household income: \$66,638
Total households: 47,412

Number of households with income of . . .

less than \$10,000: 4,065
\$10,000 to \$14,999: 2,793
\$15,000 to \$24,999: 2,872
\$25,000 to \$34,999: 3,153
\$35,000 to \$49,999: 4,547
\$50,000 to \$74,999: 8,946
\$75,000 to \$99,999: 5,123
\$100,000 to \$149,999: 7,101
\$150,000 to \$199,999: 3,252
\$200,000 or more: 5,560

Percent of families below poverty level: 7.3% (2005)

2005 FBI Crime Index Property: 2,390

2005 FBI Crime Index Violent: 355

■ Municipal Government

Stamford, located in Fairfield County, operates with a mayor and 40-member board of representatives system; each member serves a term of four years. The 40 representatives include two from each of twenty districts within the city.

Head Official: Mayor Dannel P. Malloy (D) (since 1995; current term expires 2011)

Total Number of City Employees: 3,000 (2007)

City Information: Mayor's Office, City of Stamford, 888 Washington Boulevard, Stamford, CT 06901; telephone (203)977-4150; fax (203)977-5845

■ Economy

Major Industries and Commercial Activity

Traditionally, Stamford has been known for its corporate headquarters, manufacturing, retail and research activities. In the 1980s and 1990s, however, southwestern Connecticut blossomed, its real estate growing ever more

attractive as the cost of doing business in New York City skyrocketed. By 1990, most of the city's downtown had been demolished and replaced by corporate headquarters. Like many areas of the Northeast, Stamford experienced higher vacancy rates and a slowdown in construction early in the 1990s, but by the dawn of the new century it was experiencing a tight market with low vacancy rates.

Stamford boasts an extraordinarily diverse economic base and serves as the business center of Fairfield County. Many major U.S. companies have located their corporate headquarters in Stamford. Approaching the 2010s, Stamford remains a top-five city in the U.S. in terms of concentration of *Fortune* 500 headquarters in the country, as firms moved to the city citing lower costs of doing business and a higher quality of life. The area continues to have relatively low unemployment and continued growth was expected as more and more companies continued to grow in and relocate to the city. Among the firms located in Stamford are General Electric Capital Corporation, Pitney Bowes, Clairol, Xerox Corporation, International Paper, Gartner Group, Omega Engineering, Circon/ACMI, General RE Corporation, and Oracle Corporation. Stamford is also home to UBS, a Swiss-based international investment bank.

Stamford remains the major retail center of Fairfield County; a sizable portion of its labor force is employed in wholesale and retail trade. Research and development activities center around industrial research in chemicals, the electrical and optical fields, electronics, and pharmaceuticals. In addition, precision manufacturing maintained a significant presence in Stamford.

Items and goods produced: chemicals, computer software and microprocessors, electrical and electronic equipment, drugs, cosmetics, machinery, aircraft, metals, die casting, and apparel and textile products

Incentive Programs—New and Existing Companies

Local programs: The Business Council of Fairfield County is committed to strengthening the economic vitality of the Fairfield County region through research-based public policy initiatives, information services, and network-building programs. The Stamford Small Business Development Corporation (SBDC) works with start-up and existing business owners providing free counseling services on issues such as business planning, registering a business, financing, regulations, licensing, training, workforce, manufacturing, environmental, and various other business management disciplines. Qualified companies can take advantage of Federal Enterprise Zone benefits in Stamford. In addition to Stamford's already advantageous tax structure and rents as much as 50 percent lower than Manhattan rates, firms can qualify for significant corporate tax abatements under the Enterprise

Zone and the Urban Jobs Program. Stamford was also named a Brownfields Showcase Community to demonstrate the benefits of collaborative activity on developing lands contaminated by industrial activity.

State programs: The Connecticut Development Authority works to expand Connecticut's business base by working with private-sector partners to guarantee or participate in loans for businesses that may be unable to meet credit underwriting standards; providing access to lower-cost fixed asset financing through Small Business Administration 504 Debentures and tax-exempt Industrial Revenue Bonds; working to provide financial incentives to companies that enhance the skills of their employees; encouraging investment in the state's urban commercial infrastructure; providing grants and financing for businesses willing to develop areas plagued by environmental scourge; and by providing funding for companies interested in pursuing advances in information technology. The Connecticut Development Authority also offers assistance to businesses involved in brownfield development or information technology, and businesses that are relocating or expanding. Connecticut's financial and tax incentives include an Urban Jobs Program and grants and tax abatements for firms locating in State Enterprise Zones, low-cost loans and development bond financing, and funding for new product development. Other programs and services include loans and loan guarantees to women- and minority-owned businesses, planning and development services for industrial parks programs, tax credits for investments in Connecticut insurance firms, small business assistance, export assistance, and more.

Job training programs: Both on- and off-site and on-the-job training assistance is available through the Connecticut Department of Labor. Nearly 20 community and technical colleges across the state offer job and specialized skill training. The Connecticut Development Authority offers prime rate loans for Connecticut manufacturers to become more competitive by enhancing their employees' skills through training and development. The CDA pays 25 percent of the amount borrowed from a participating lender to invest in training, up to a maximum of \$25,000. The State Department of Economic & Community Development provides counseling, job training programs, technical information and financing to help start-up and growing companies.

Development Projects

Well underway by 2008, the Mill River Corridor Project involves the creation of approximately 19 acres of new parkland along both sides of the Rippowam River and extending into downtown. The park is just the first part of a planned re-development of downtown that is expected to bring an additional \$5 million in extra tax revenue annually upon completion.

The Gateway District Project was created to assemble the site for the relocation of the North American headquarters of the company now known as UBS (Swiss Bank) to Stamford. In all, 12 acres of land had to be acquired and more than 20 buildings demolished to accommodate the 560,000-square-foot headquarters, which covers four city blocks in the heart of downtown and employs approximately 4,000 people.

In 2004 Stamford became one of the first major urban centers to lure a major retail store, in this case Target, to a five-story downtown location. The move was designed to entice other traditionally-suburban retailers to try a downtown location, much to the surprise of industry insiders. Other downtown retail developments include a 126,000-square-foot Burlington Coat Factory, and another 150,000 square feet of retail space at the Grayrock Place housing development.

Other housing projects are well underway downtown, including the 92-unit condominium project called Riverhouse, and another 83-unit luxury condominium development called High Grove, scheduled for completion in 2009.

Economic Development Information: Stamford Office of Economic Development, 10th Floor, Government Center, Stamford, CT; telephone (203)977-5089. State Department of Economic and Community Development, 505 Hudson Street, Hartford, CT 06106-7106; telephone (860)270-8000. Connecticut Development Authority, 999 West Street, Rocky Hill, CT 06067; telephone (860)258-7800; fax (860)257-7582

Commercial Shipping

Stamford is served by Conrail and a vast trucking fleet which makes use of the many federal and state highways that crisscross the city. Freight arrives by air at the New York City airports and is trucked into Stamford. All of the major national and international freight and shipping companies operate in the area.

Labor Force and Employment Outlook

Stamford citizens are highly educated; the city has the highest percentage of college graduates in the metropolitan area comprised of Connecticut's Fairfield County and parts of New York and New Jersey. The city's public school system turns out well-educated graduates; in fact, *Ladies Home Journal* has ranked Stamford's public school system fourth among the nation's top 200 cities. Stamford's unemployment rate typically remains well below national averages. Employment gains tend to be centered in the services sector. The work force tends to be well trained and educated, which is not surprising given the technical nature of the products manufactured and the demands of the service sector. Stamford employers benefit from proximity to Yale University and other schools that provide consultation as well as

education. Approximately 40 percent of the population holds a bachelor's degree or higher, compared with 31 percent statewide.

The following is a summary of data regarding the Bridgeport-Stamford-Norwalk NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 416,400

Number of workers employed in . . .

- construction and mining: 15,600
- manufacturing: 40,700
- trade, transportation and utilities: 76,000
- information: 11,300
- financial activities: 44,000
- professional and business services: 71,100
- educational and health services: 60,500
- leisure and hospitality: 33,400
- other services: 17,000
- government: 46,900

Average hourly earnings of production workers employed in manufacturing: \$20.72

Unemployment rate: 4.1% (June 2007)

<i>Largest private employers</i>	<i>Number of employees</i>
Pitney Bowes, Inc.	3,058
UBS	2,900
General Electric Capital Corporation	2,000
Stamford Town Center	2,000
Clairol, Inc.	1,300
Gartner Group	1,100
General Reinsurance Corp.	889

Cost of Living

Housing costs and other cost of living factors are high in Stamford and in its surrounding metropolitan area.

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

2007 (1st quarter) ACCRA Average House Price: \$650,218

2007 (1st quarter) ACCRA Cost of Living Index: 149.6

State income tax rate: 3.0% to 5.0%

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$29.16 per \$1,000 of assessed value (2005)

Economic Information: Stamford Department of Economic Development, 10th Floor, Government Center, Stamford, CT; telephone (203)977-5089

■ Education and Research

Elementary and Secondary Schools

Stamford's public school system offers several special programs, including bilingual and special education. Considered one of the finest systems in Connecticut, Stamford's enjoys one of the state's lowest student/teacher ratios. Teachers consistently earn national recognition for their innovative programs and are invited to share their expertise with their peers at conferences across the country. Stamford has had more Presidential Scholars than any other public schools system in Connecticut. Six schools offer magnet programs, each with a unique academic focus. Students are selected for the magnet programs via a lottery system. The Stamford Public Schools offer a wide variety of programs, including adult education, before and after school care, career and technical education, college bound district program, gifted and talented program, grants and funded programs, youth development, and the student internship program.

The following is a summary of data regarding the Stamford Public Schools as of the 2005–2006 school year.

Total enrollment: 7,250

Number of facilities

- elementary schools: 12
- junior high/middle schools: 5
- senior high schools: 3
- other: 0

Student/teacher ratio: 15.6:1

Teacher salaries (2005–06)

- elementary median: \$57,730
- junior high/middle median: \$58,600
- secondary median: \$64,960

Funding per pupil: \$11,999

There are more than 15 parochial, private, and technical schools supplementing Stamford's public school system.

Public Schools Information: Stamford Public Schools, 888 Washington Boulevard, Stamford, CT 06902; (203)977-4105

Colleges and Universities

The University of Bridgeport's Stamford Campus offers graduate programs in Business (M.B.A.), Computer Science, Education, Counseling, Human Resource Dev-

elopment and Education Management, and an undergraduate degree program, called IDEAL, for working adults. The University of Connecticut offers an M.B.A. program at the Stamford campus, as well as B.S. or B.A. degrees in American Studies, Business and Technology, Human Development and Family Studies, Economics, English, History, Political Science, Psychology, and Sociology. A teacher certification program for college graduates is offered by the Neag School of Education. The J. M. Wright Regional Vocational Technical School provides programs in more than 25 trades and technical areas, and Stamford Hospital's School of Radiologic Technology has an allied medical program. The Westlawn Institute of Marine Technology offers correspondence programs.

Libraries and Research Centers

Stamford's Ferguson Public Library system consists of a main library, three branches, and a bookmobile. The collection includes nearly 500,000 books and 1,200 periodicals. Annually, there are more than 900,000 visitors to the library and nearly 100,000 visitors to the library's website, which was named the top online library access in Connecticut. A \$17,000 federal "No Child Left Out" grant helped the library's innovative Special Needs Center, which provides videos, books, and other materials to help parents of children with disabilities. Multimedia and electronic resources, art works, and Internet access are available to the public. The library is a depository for United States government and Connecticut State documents, and maintains extensive material on industries, business and management, genealogy, and local history.

Special libraries include those of the Xerox Corporation Legal Department, Clairol Inc., CYTEC Industries, and GE Investments.

IRI Research Institute studies international agriculture and the University of Connecticut at Stamford conducts botanical research.

Public Library Information: Ferguson Library, One Public Library Plaza, Stamford, CT 06904; telephone (203)964-1000; fax (203)357-9098

■ Health Care

The Stamford Hospital is a not-for-profit, community teaching hospital serving Stamford and surrounding communities. It has 305 inpatient beds in medicine, surgery, obstetrics/gynecology, psychiatry, and medical and surgical intensive care units. Among its medical specialty areas are: cardiology, oncology, infectious diseases, neurology, and pulmonary medicine. The hospital also has several psychiatric services programs and is the site of a bone marrow transplant center, a Level II Trauma Center, the Jaffe MRI Center, a Day Surgery

Center and Ambulatory Care Clinics; its critical care unit was recognized as one of the nation's best by the National Coalition on Healthcare. Stamford Hospital maintains an educational partnership with New York Presbyterian Medical Center and Columbia University College of Physicians and Surgeons for its teaching programs in internal medicine, family practice, psychiatry, obstetrics/gynecology, and surgery.

The Tully Health Center, now affiliated with Stamford Hospital as part of the Stamford Health System, has replaced what was formerly St. Joseph Medical Center, which closed in 1998. The centrally located Tully campus on Strawberry Hill provides convenient access to a wide range of outpatient services including the largest freestanding day surgery center in Fairfield County; the new Health & Fitness Institute, an innovative wellness facility focused on reducing health risks, their symptoms and effects; and an expanded Immediate Care Center for non-life threatening injuries and illnesses.

Health Care Information: The Stamford Hospital, 30 Shelburne Road, Stamford CT, 06904; (203)276-1000

■ Recreation

Sightseeing

Among Stamford's perennial premier attractions is the Bartlett Arboretum, a 91-acre nature area. Its highlights include a swamp walk, natural woodlands, cultivated gardens, ecology trails, a horticultural library, and display greenhouse. The 118-acre Stamford Museum and Nature Center, a nineteenth century park, contains a working farm, complete with farm animals and early American furniture and tools. The Center also has a planetarium, country store, nature trails, and galleries of art, natural history, and Native American items. The Hoyt-Barnum House, a restored blacksmith home which was built in 1699 and refurbished in 1738, represents three centuries of Stamford life. The nearby Maritime Aquarium at Norwalk attracts 525,000 visitors a year and is one of the largest attractions in Connecticut. To support the growing number of visitors and educational programs, the Maritime Aquarium recently completed its first major expansion project. Opened in 2001, the \$9.5 million Environmental Education Center (funded through corporate, private, and state contributions) boasts new classrooms and high-tech educational equipment, plus a new main entrance, larger gift shop, and 180-seat food-service area. The move from the old gift shop also allowed for the addition of loggerhead sea turtles to the Aquarium's growing animal collection.

United House Wrecking Company's 30,000 square feet of floor space displays memorabilia such as furniture, marine salvage, antiques, musical items, and country store offerings. First Presbyterian Church, built in the shape of

a fish to commemorate the early Christian symbol for Christ, was designed by Wallace K. Harrison in 1958. It features stained glass windows by Gabriel Loire of France, a Christian Memorial Walkway of flagstones, the Stamford Historical Wall tracing the city's history, and carillon concerts played by the fifty-six bells in the Maguire Memorial Tower. Many of Stamford's corporate headquarters offer tours of their facilities.

Arts and Culture

The Stamford Center for the Arts provides two homes for the performing arts in the city, and hosts more than 250 performances annually. The wonderfully restored 1927 Palace Theatre is home to the Stamford Symphony Orchestra, Chamber Orchestra, Connecticut Grand Opera, and the New England Lyric Operetta. The 1,580-seat facility also offers nationally renowned artists in live drama, music, dance, and opera performances. A recently completed multi-phase Palace Improvement Project has provided the Palace Theatre with an enlarged stage, new dressing rooms and other technical-support facilities, and improved services. The Rich Forum, with its 757-seat Truglia Theater, Mercedes Promenade exhibition and gallery area, and "black box" Leonhardt Studio performing venue, brings live Broadway-quality productions to the city. Stamford Theatre Works, a resident professional theater company, offers productions at the Sacred Heart Academy Performing Arts Center. Connecticut Ballet stages several annual productions in Stamford, as does the city's resident City Ballet, often accompanied by dancers from the New York City Ballet. St. John's Episcopal Church is the site of four annual programs presented by the Pro Arte Singers. The Stamford Historical Society Museum presents permanent and changing exhibits of local history, and has research facilities.

Festivals and Holidays

Stamford's annual festivals center around nature, art, and music. The coming of spring is heralded by April's two-day Treetops Daffodil Festival and May's Azalea & Rhododendron Walk at Bartlett Arboretum. Spring on the Farm at the Stamford Museum and Nature Center Farm allows spectators to view plowing, sheepdog herding, and shearing. Ongoing summer events include the annual Art in Public Places exhibition, the new French Market on Columbus Park (Tuesdays and Saturdays, July to November), and the five-concert *Alive @ Five* series of free outdoor performances in Columbus Park. September events include Arts, Crafts, and Blues on Bedford and the Harvest Fair at the Stamford Museum and Nature Center. The two-day Gem and Mineral Show and Astronomy Day at Stamford Museum and Nature Center brightens November's days. Early December brings the city's Heights and Lights holiday extravaganza on Landmark Square, complete with a daredevil Santa rappelling down 22 stories from Stamford's tallest building and ending

with the lighting of the city's tree. The glories of winter are celebrated at January's Winterfest at the Stamford Museum and Nature Center, and at February's Winterbloom two-day festival at Bartlett Arboretum.

Sports for the Spectator

Nearby Bridgeport has professional minor league sports with Bluefish baseball in the Atlantic League and major league sports with the Sound Tigers of the American Hockey League. Local fans are also within an easy drive of several storied New York sports franchises, including the New York Yankees and Knickerbockers. The Department of Parks and Recreation annually schedules hundreds of baseball games at Cubeta Stadium, which hosts regional tournaments for league players of all ages.

Sports for the Participant

Golf and fishing are the activities of choice in Stamford, which maintains two public 18-hole courses. Saltwater fishing is available aboard several charter vessels that dock in Stamford. The city's 40 parks cover more than 650 acres and include beaches, a marina, a boat basin, bridle paths, gardens, skating rinks, ball fields, basketball and tennis courts, and playgrounds. Several of the parks and yacht clubs are found along the shoreline. Cove Island Park is an 83-acre waterfront facility with a beach and the Terry Connors Rink, which has youth hockey and figure skating programs throughout the year. Scalzi Park and Cubeta Stadium have 48 acres of fields for baseball, soccer, Little League, tennis, bocce, and roller hockey. The Mianus River Park and Glen offers walking, hiking, biking and fishing in a 187-acre preserve.

Shopping and Dining

Stamford's major shopping facility is the Stamford Town Center, an enclosed mall with more than one hundred stores anchored by several noted department stores, including Macy's and Saks Fifth Avenue. Other prime shopping sites are the Bedford Street/High Ridge Fashion Plaza area, the Ridgeway Plaza, and the United House Wrecking, the state's largest antiques emporium. Throughout Fairfield County, antique dealers sell furniture and house furnishings.

While seafood and New England chowders are mainstays on many menus, Stamford restaurants offer a range of culinary delights. Favorites among locals include Il Falco Ristorante (Italian), La Bretagne and Chez Jean-Pierre (French), Kujaku (Japanese and sushi), Ocean 211 (fine seafood), and Giovanni's Steak House (American).

Visitor Information: Coastal Fairfield County Convention & Visitors Bureau, 297 West Avenue, Norwalk, CT 06850; telephone (203)853-7770; toll-free (800) 866-7925; fax (203)853-7775. Connecticut Commis-

sion on Culture & Tourism, One Financial Plaza, 755 Main Street, Hartford, CT 06103; telephone (860)256-2800; toll-free (888)288-4748; fax (860)270-8077

■ Convention Facilities

Four downtown hotels with 1,700 rooms form the core of Stamford's meeting facilities. Meeting and banquet rooms can accommodate up to 1,100 guests. The Stamford Marriott Hotel and Spa, with 28 meeting rooms, offers 27,000 square feet of space, which can be configured into additional meeting rooms or used for exhibits. The Sheraton Stamford Hotel's 33 meeting rooms can welcome up to 1,100 guests. The Holiday Inn Select offers 20 meeting rooms and more than 13,000 square feet of exhibit space. In the spring of 2008, all of the Holiday Inn Select's meeting space will be completely renovated with state of the art equipment. The Westin Hotel provides 50,000 square feet of exhibit space; the hotel has 23 meeting rooms. The Hyatt Regency in nearby Greenwich has an additional 30,000 square feet of meeting space, an 84-seat executive amphitheater, and an outdoor pavilion.

Convention Information: Coastal Fairfield County Convention & Visitors Bureau, 297 West Avenue, Norwalk, CT 06850; telephone (203)853-7770; toll-free (800)866-7925; fax (203)853-7775

■ Transportation

Approaching the City

For the purpose of air travel, Stamford is considered part of the New York City hub. Kennedy International Airport in Queens and LaGuardia in New York are an hour's drive from Stamford and offer full international, domestic, commuter, and freight service. Newark International Airport is a little more than an hour away.

Stamford commuters to New York City travel on the Metro-North Commuter line of the Metropolitan Transit Authority, which runs dozens of trains daily throughout the greater New York region; the MTA also operates a bus service in the region. Train service is also available to Boston, Washington, and beyond via Amtrak. Commuters can also use the Bridgeport-Port Jefferson Long Island Ferry, which runs from mid-May to the end of December. Other bus lines into Stamford include Greyhound.

Motorists can approach the city via two major north-south routes. I-95, the Connecticut Turnpike, runs along the coastline. Connecticut Route 15, the Merritt Parkway, is located further inland. I-287 runs southwest, connecting the Connecticut Turnpike with White Plains, New York. The northeast-southwest route is I-84.

Traveling in the City

Running east-west through the city and handling much of the automobile traffic are the Merritt Parkway in the northern portion of the city and the Connecticut Turnpike, closer to the harbor. Major north-south surface streets are Long Ridge Road and High Ridge Road. Stamford also maintains a bus public transportation system. Stamford Transportation Center is the hub for rail, bus, and taxi traffic. A complete renovation of the Stamford Transportation Center took place in the early 2000s; two platforms were made into island platforms, capable of serving four tracks, and added features included platform canopies, stairs and escalators directly from the waiting room for the tracks, and a new platform crossover, connecting to the parking garage.

■ Communications

Newspapers and Magazines

Stamford's daily, *The Advocate*, is published Monday through Sunday. Other newspapers published locally are *Current Events* and *Know Your World Extra*, both newspapers for middle- and high-school students, and *The Sower*, a Ukrainian-Catholic publication. Magazines published in Stamford include *Catalog Age*, *Current Science*, and *Vegetarian Times*. Stamford is also within the circulation area of all of the major New York media providers, including the *New York Times*.

Television and Radio

No television stations broadcast directly from Stamford, though many broadcasts from nearby cities are accessible to residents. Two radio stations broadcast from Stamford, one a public radio station. Connecticut Radio Information Service, headquartered in Windsor, broadcasts readings from daily newspapers and magazines for the benefit of state residents who are blind or cannot hold or turn pages.

Media Information: *The Advocate*, 75 Tresser Building, Stamford, CT 06904; telephone (203)964-2200

Stamford Online

City of Stamford. Available www.ci.stamford.ct.us
 Coastal Fairfield County Convention and Visitors Bureau. Available www.visitfairfieldcountycyct.com
 Connecticut Development Authority. Available www.ctcda.com
 Connecticut Economic Resource Center. Available www.cerc.com
 Connecticut Innovations. Available www.ctinnovations.com
 Ferguson Library. Available www.ferglib.org/ferg

Stamford Historical Society. Available www.stamfordhistory.org
The Stamford Hospital. Available www.stamhealth.org
State Department of Economic & Community Development. Available www.ct.gov/ecd

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Huntington, E.B., *History of Stamford, Connecticut: From Its Settlement in 1641, to the Present Time, Including Darien, Which Was One of its Parishes Until 1820* (Stamford, CT: The author, 1868)
Sherwood, Herbert Francis, *The Story of Stamford* (New York: The States History Company, 1930)



Waterbury

■ The City in Brief

Founded: 1674 (incorporated 1853)

Head Official: Mayor Michael J. Jarjura (since 2001)

City Population

1980: 103,266

1990: 108,961

2000: 107,271

2006 estimate: 107,251

Percent change, 1990–2000: –0.9%

U.S. rank in 1980: 157th

U.S. rank in 1990: 172nd (State rank: 5th)

U.S. rank in 2000: 238th

Metropolitan Area Population

1980: 204,968

1990: 221,629

2000: 228,984

2006 estimate: Not available

Percent change, 1990–2000: 3.3%

U.S. rank in 1980: 1st (CMSA)

U.S. rank in 1990: 1st (CMSA)

U.S. rank in 2000: 1st (CMSA)

Area: 29 square miles (2000)

Elevation: Ranges from 215 to 965 feet above sea level

Average Annual Temperature: 49.7° F

Average Annual Precipitation: 47.4 inches of rain; 35.2 inches of snow

Major Economic Sectors: Manufacturing, research, services, distribution

Unemployment Rate: 5.7% (June 2007)

Per Capita Income: \$18,317 (2005)

2005 FBI Crime Index Property: 6,027

2005 FBI Crime Index Violent: 434

Major Colleges and Universities: Post University; Naugatuck Valley Community College; University of Connecticut (Waterbury branch)

Daily Newspaper: *Republican-American*

■ Introduction

Waterbury overcame a poor geographical setting by using Yankee ingenuity to make the city the “Brass Capital of the World.” From the early 1800s until the mid-1960s, Waterbury buttons, buckles, and clocks were found in most American homes. With the decline of the brass industry after World War II, Waterbury aggressively diversified its industrial base, drawing new manufacturing and service industries to the city. Within driving distance of New York City and Boston, Waterbury offers businesses affordable housing, a skilled work force, and a revitalized downtown. Among Waterbury’s many claims to fame is the fact that all of the large structural steel sculptures of Alexander Calder, located throughout the world, were constructed by Segre Iron Works in Waterbury.

■ Geography and Climate

Located in west-central Connecticut, Waterbury lies in a hilly woodland portion of New Haven County. Built on a rocky plain in the Naugatuck River Valley, the city is bounded by granite hills to the east and west. The Mad River runs through the city’s east side, curves to the west, and joins the Naugatuck River.

Waterbury experiences breezy spring and autumn seasons, warm, humid summers, and cold, dry winters. Snowfall averages 35 inches per year.

Area: 29 square miles (2000)

Elevation: Ranges from 215 to 965 feet above sea level

Average Temperature: 49.7° F

Average Annual Precipitation: 47.4 inches of rain; 35.2 inches of snow

■ History

Industry Transforms Waterbury

The tract of land on which the Watertown/Waterbury area stands was officially purchased from the Tunxis tribe in 1677 for 38 dollars. This Native American tribe called the area “Matetcoke” or “land without trees,” a name shortened to Mattatuck. The town remained Mattatuck until 1686 when it was renamed Waterbury in recognition of the abundant rivers and ponds in the area.

Growth was slow during Waterbury’s first century. The lack of arable land discouraged new settlers and the residents suffered through the great flood of 1691 and the great sickness of 1712. After a century, Waterbury’s population numbered just 5,000 people living in little more than 300 buildings. Waterbury hit its stride as an industrial city in the early 1800s when it began to make brass, using a technology taken from the British. Not content with exploiting the know-how, these Yankee entrepreneurs lured talented craftsmen from across the sea to set up shop in Waterbury. As the “Brass Capital of the World,” the city gained a reputation for the quality and durability of its goods. Waterbury supplied brass and copper used in Boulder Dam in Colorado and safety pins made from brass wire. Waterbury’s brass gears, buttons, buckles, bells, and bullets found their way into stores and homes throughout the nation. Waterbury brass also went into South American coins and minting disks for U.S. nickels. Another famous Waterbury product of the mid-1800s was Robert H. Ingersoll’s one-dollar pocket watch, 5 million of which were sold. Other items included clocks, pewter goods, and chemicals.

The captains of industry who guided Waterbury’s brass growth built their Victorian-era mansions on the Hillside close to their downtown headquarters. Not content to adorn their homes, these men of vision created beautiful office structures, including the Chase Brass headquarters and those of Anaconda American Brass. These industrialists financed the building of many of the gracious structures, which gained Waterbury its reputation for fine and varied architecture. While the brass business boomed, thousands of immigrants poured into the city seeking factory jobs, including the Irish, Italians, and Slavs.

Diversification Revives Economy

At its peak during World War II, 10,000 people worked at Scoville Brass, later renamed Century Brass. The brass manufacturing mills in the city’s east end occupied more than 2 million square feet and more than 90 buildings.

In 1955, 60 hours of precipitation resulted in 19 inches of rain and caused 50-mile-per-hour flood waters. As a result of the flood, 19 Waterbury citizens died and 50 million dollars in property damage occurred.

With the closing of the last brass shop in the 1970s, this huge complex stood empty and Waterbury faced a grim future. By 1983, with investment and planning, Waterbury had successfully diversified its economy, attracting new manufacturing, research, and service firms.

Waterbury is within driving distance of both New York City and Boston, and offers workers affordable housing. In addition, Waterbury is working to revamp many of the city’s unused freight yards and warehouses, and turn them into prime office space. New luxury hotels have been built, the city’s south end is now home to the biggest mall in New England, and industrial parks in remodeled metal works factories are proving profitable. The city is known today for its advanced technology, historic architecture, and diverse neighborhoods.

One key to the city’s future is the Main Street Waterbury Project, designed to encourage economic development while maintaining the historic preservation of the city. The goal of the Main Street Waterbury Project is to turn downtown Waterbury into a thriving center of commercial and social activity. In 2008 the city was preparing for such a large-scale revitalization of the historic central business district.

Historical Information: Silas Bronson Library, 267 Grand Street, Waterbury, CT 06702; telephone (203) 574-8200

■ Population Profile

Metropolitan Area Residents

1980: 204,968
1990: 221,629
2000: 228,984
2006 estimate: Not available
Percent change, 1990–2000: 3.3%
U.S. rank in 1980: 1st (CMSA)
U.S. rank in 1990: 1st (CMSA)
U.S. rank in 2000: 1st (CMSA)

City Residents

1980: 103,266
1990: 108,961
2000: 107,271
2006 estimate: 107,251
Percent change, 1990–2000: –0.9%
U.S. rank in 1980: 157th
U.S. rank in 1990: 172nd (State rank: 5th)
U.S. rank in 2000: 238th

Density: 3,754.7 people per square mile (2000)



Waterbury Development Agency. Reproduced by permission.

Racial and ethnic characteristics (2005)

White: 75,509
 Black: 14,655
 American Indian and Alaska Native: 287
 Asian: 2,708
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 28,721
 Other: 3,939

Percent of residents born in state: 64.1%
 (2000)

Age characteristics (2005)

Population under 5 years old: 8,299
 Population 5 to 9 years old: 9,211
 Population 10 to 14 years old: 8,830
 Population 15 to 19 years old: 7,325
 Population 20 to 24 years old: 7,792
 Population 25 to 34 years old: 14,148
 Population 35 to 44 years old: 15,946
 Population 45 to 54 years old: 13,705
 Population 55 to 59 years old: 4,216
 Population 60 to 64 years old: 4,338
 Population 65 to 74 years old: 4,527
 Population 75 to 84 years old: 4,194

Population 85 years and older: 2,008
 Median age: 32 years

Births (2004)

Total number: 2,547

Deaths (2004)

Total number: 1,460

Money income (2005)

Per capita income: \$18,317
 Median household income: \$36,120
 Total households: 40,470

Number of households with income of...

less than \$10,000: 5,001
 \$10,000 to \$14,999: 4,211
 \$15,000 to \$24,999: 5,208
 \$25,000 to \$34,999: 5,289
 \$35,000 to \$49,999: 6,003
 \$50,000 to \$74,999: 7,571
 \$75,000 to \$99,999: 3,576
 \$100,000 to \$149,999: 2,621
 \$150,000 to \$199,999: 523
 \$200,000 or more: 467

Percent of families below poverty level: 12.7% (2000)

2005 FBI Crime Index Property: 6,027

2005 FBI Crime Index Violent: 434

■ Municipal Government

Waterbury operates under a mayor-council form of government. The mayor is elected to two-year terms, as are the 15 aldermen.

Head Official: Mayor Michael J. Jarjura (since 2001; current term expires 2009)

Total Number of City Employees: 3,450 (2008)

City Information: Mayor's Office, City of Waterbury, 236 Grand Street, Waterbury, CT 06702; telephone (203)574-6712

■ Economy

Major Industries and Commercial Activity

Although manufacturing remains the mainstay of the Waterbury economy, the city is working toward diversifying its industrial base. New areas include chemical research and services such as banking. Area analysts and real estate brokers consider Waterbury a major Northeast distribution and warehouse center because of its proximity to interstate highways and affordable real estate prices. The commercial/retail segment of the city's economic base has been substantially enhanced by the development of a large regional mall, and other sizable retail projects.

Waterbury is also an attractive site for many corporations. Headquartered in Waterbury are Webster Financial Corp.; Les Care Kitchens; Hubbard-Hall, Inc.; American Bank of Connecticut; Voltarc Technologies, Inc.; QScend Technologies, Inc.; and Waterbury Companies, Inc., among others. The top regional employers in 2008 were: St. Mary's Hospital, Waterbury Hospital, Abbott Terrace Health Center, Anamet, Inc., Centerbank, Cedar Lane Rehabilitation Center, Connecticut Light & Power Company, Sears Roebuck & Company, Southern New England Telephone, Stop & Shop, U.S. Postal Service, Voltarc Technologies, Inc., Waterbury Buckle Company, Waterbury Companies, Inc., and the Waterbury *Republican-American*.

Items and goods produced: fabricated brass and copper goods, plastic and paper products, automotive and screw machine products, automotive and electronic components, cold-formed fastening products, stamped metal products, women's apparel, toys, wire

goods, and tool and die products for the metal fabrication industry

Incentive Programs—New and Existing Companies

The Waterbury Development Corporation (WDC), formed in 2004, is Waterbury's official economic and community development entity. The corporation was founded as a partnership of the public and private sectors to help Waterbury, its businesses, and its residents revitalize their city, stimulate and support economic development, promote investment in education, rehabilitate and maintain the city's housing stock, eliminate urban blight and decay, and improve the overall quality of life. The activities carried out by WDC range from the implementation of industrial and commercial development projects, to the development of Downtown Waterbury, to the administration of direct financial and development assistance for individual businesses.

Local programs: The City of Waterbury created a business incentive program that makes tax abatements and other benefits available to information technology businesses. A geographic area located within the Central Business District commonly referred to as the Information Technology Zone (ITZ) was defined to narrow the focus of economic impact. The State of Connecticut provided the funding for installing an infrastructure and wiring downtown buildings. Waterbury is classed as a labor surplus area, giving it preference in bidding on federal procurement contracts.

State programs: The Connecticut Development Authority works to expand Connecticut's business base by working with private-sector partners to guarantee or participate in loans for businesses that may be unable to meet credit underwriting standards; providing access to lower-cost fixed asset financing through Small Business Administration 504 Debentures and tax-exempt Industrial Revenue Bonds; working to provide financial incentives to companies that enhance the skills of their employees; encouraging investment in the state's urban commercial infrastructure; providing grants and financing for businesses willing to develop areas plagued by environmental scourge; and by providing funding for companies interested in pursuing advances in information technology. The Connecticut Development Authority also offers assistance to businesses involved in brownfield development or information technology, and businesses that are relocating or expanding. Connecticut's financial and tax incentives include grants and tax abatements for firms locating in State Enterprise Zones and Urban Jobs Program, low-cost loans and development bond financing, and funding for new product development. Other programs and services include loans and loan guarantees to women- and minority-owned businesses, planning and development services for industrial parks programs, tax

credits for investments in Connecticut insurance firms, small business assistance, export assistance, and more.

Job training programs: Customized job training assistance and on-the-job training are available through the Connecticut Labor Department and the local office of Workforce Connection. The Waterbury Education Department has teamed up with several local manufacturers to provide an apprenticeship program for the automatic screw machine industry.

Development Projects

Phase I of Waterbury's Downtown Development Plan involved the building of an arts, education, and entertainment center focusing on the Palace Theater. The focus of Phase II of the Downtown Development Project includes an area of East Main Street between the Green and Elm Street. This project will connect the downtown area with the Brass Mills Mall and Shopping Center and will create an area that will bring people together for entertainment, cultural, and educational events. Also part of the Phase II plan is the Arts Magnet School, which opened in 2004. The school educates students in grades 6 to 12. The building, which stretches along East Main Street, consists of administrative offices, classrooms, a gymnasium, a cafeteria, as well as a media center. In addition, in 2003 the University of Connecticut's Waterbury campus relocated to a more visible location across the street from the Palace Theater.

The Willow/West Main Street area of Waterbury is currently in the midst of a three-phase plan for revitalization of the area. In addition to aesthetic improvements, work is underway on an off-street public parking lot, a neighborhood community center, and rehabilitation of area buildings.

In 1995, after both of Waterbury's hospitals identified the need to replace aging oncology equipment, a steering committee concluded that both Saint Mary's and Waterbury hospitals would need to undertake extensive renovations to make the necessary improvements. It was eventually decided that the best solution was for the two hospitals to join forces by investing in new equipment and building a new off-site, state-of-the-art facility. The result of their collaboration is the Harold Leever Regional Cancer Center, which utilizes the most current knowledge, skill, technology, and support services available today.

In the works in 2008 were plans to build a new transportation center around the Metro-North rail spur to reinforce the importance of the transit link. Currently, the rail's terminus is next to the city's old Union Station, close to the Waterbury Green and the rest of downtown. In addition, the city is again assembling plans to restore Cass Gilbert city hall. The complex is currently the centerpiece of Waterbury's Cass Gilbert National Register District, a collection of six historic downtown buildings that were all designed by the noted architect in the first half of the twentieth century.

Waterbury is also moving forward with a 16-year, \$1 billion plan to overhaul its public schools. The plan calls for the construction of new K-8 neighborhood schools across the city, including the conversion of the landmark 1890 Duggan schoolhouse into a K-8 school in the city's Brooklyn neighborhood.

Economic Development Information: Waterbury Development Corporation, 24 Leavenworth St., Waterbury CT 06702; telephone (203)346-2607

Commercial Shipping

Since the Naugatuck River is not navigable in the Waterbury area, railroads play a major role in the transportation of freight, especially Boston & Maine. In addition, air freight service is available out of a number of Connecticut and New York airports. Motor freight is carried by several companies based in Waterbury and by national and regional trucking firms that travel Interstate 84 and Route 8 daily.

Labor Force and Employment Outlook

Waterbury's labor force is described as available, skilled, and with a good work ethic inherited from the old-world craftsmen who built the region. Its central location enables the area to draw from a well-educated workforce. Waterbury anticipates a healthy economic future as a manufacturing, warehousing, and distribution center for the region.

The following is a summary of data regarding the Waterbury NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 68,600

Number of workers employed in . . .

- construction and mining: 2,800
- manufacturing: 10,000
- trade, transportation and utilities: 13,500
- information: 900
- financial activities: 2,600
- professional and business services: 6,500
- educational and health services: 14,500
- leisure and hospitality: 5,000
- other services: 2,800
- government: 10,000

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.7% (June 2007)

<i>Largest employers (2002)</i>	<i>Number of employees</i>
Webster Bank	2,200
The Waterbury Hospital	1,900

<i>Largest employers (2002)</i>	<i>Number of employees</i>
St. Mary's Hospital	1,825
VNA Health Care	500
Allegheny Ludlum Corp.	473
Naugatuck Valley Community College	458
New Opportunities, Inc.	451
Filene's	330
OptiCare Health Systems	325
Haydon Switch Instruments	300

Cost of Living

The median sale price for houses and condominiums in Waterbury in 2000 was \$94,000; in 2005 the average listing price for residential properties was \$143,600.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 3.0% to 5.0%

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$97.79 per \$1,000 of assessed fair market value

Economic Information: Waterbury Development Corporation, 24 Leavenworth St., Waterbury CT 06702; telephone (203)346-2607

■ **Education and Research**

Elementary and Secondary Schools

The Waterbury Public School District offers a number of programs for target groups such as gifted and talented students, special education students, and adult education students. The Warren F. Kaynor Regional Technical School helps to meet the special needs of high school students. In addition to the Waterbury Arts Magnet School and two interdistrict magnet schools, the Waterbury Public School system offers one alternative education school and one learning center. The public schools are approximately 27 percent African American, 40 percent Hispanic, and 31 percent white.

The following is a summary of data regarding the Waterbury Public Schools as of the 2005–2006 school year.

Total enrollment: 42,382

Number of facilities

- elementary schools: 20
- junior high/middle schools: 4
- senior high schools: 4
- other: 2

Student/teacher ratio: 15.7:1

Teacher salaries (2005–06)

- elementary median: \$60,720
- junior high/middle median: \$62,100
- secondary median: \$59,950

Funding per pupil: \$10,596

Several parochial and private schools supplement the public system. Chase Collegiate School, until 2005 known as St. Margaret's McTernan School, is the coeducational merger of a well-known girl's school with an equally famous boy's school.

Public Schools Information: Superintendent's Office, Waterbury Public Schools, 236 Grand Street, Waterbury, CT 06702; telephone (203)574-8000

Colleges and Universities

Waterbury's four-year institutions include Post University and an extension campus of the University of Connecticut. The U/Conn Waterbury campus serves more than 1,000 students annually. The U/Conn extension offers a bachelor's degree in general studies; Post University concentrates on business, liberal arts, and equine studies.

Two-year institutions include Naugatuck Valley Community College, which offers associate's degrees and certificates in dozens of liberal arts and occupational areas. Within a one-hour drive of Waterbury, students have a choice of more than 40 institutes of higher education, including Yale and Wesleyan.

Libraries and Research Centers

Waterbury's Silas Bronson Library houses a collection of 240,000 titles, 60 computer workstations, state and federal government documents depositories in its 53,000-square-foot facility. The system includes a main facility on Grand Street and one branch library. Special interest libraries include those of the Mattatuck Historical Society, and the University of Connecticut, Waterbury Branch Library.

Public Library Information: Silas Bronson Library, 267 Grand Street, Waterbury, CT 06702; telephone (203)574-8200

■ Health Care

Health care in Waterbury is provided by the Waterbury Hospital Health Center, with 357 beds, and St. Mary's Hospital, with 347 beds. Both have cardiac rehabilitation units. Waterbury Hospital has some 2,000 employees and 421 doctors. Waterbury Hospital serves as a teaching hospital for area schools, while St. Mary's, with 1,800 employees, features industrial health services. The Harold Leever Regional Cancer Center is a joint venture partnership between Waterbury and Saint Mary's hospitals that is dedicated to outpatient cancer care. This 36,000-square-foot facility offers comprehensive cancer care using the most current knowledge, skill, technology, and support services available.

Health Care Information: Health Department, City of Waterbury, 95 Scovill St., Waterbury, CT 06706; telephone (203)574-6780; fax (203)597-3481

■ Recreation

Sightseeing

While other New England towns were razing their city centers in urban renewal efforts, Waterbury was preserving the architectural relics of the past. The city's 60-acre Hillside Historic District, listed on the National Register of Historic Places, includes 310 structures, many of them the carefully preserved Victorian homes of Waterbury's captains of industry. The Mattatuck Historic Society sponsors walking and bicycle tours of the area. Noted for its distinctive architecture, Waterbury maintains a set of Cass Gilbert municipal buildings, the old Union Station building with its 290-foot Italian Renaissance tower, and row upon row of carefully restored downtown storefronts.

The Railroad Museum of New England operates an excursion train between Waterbury and Thomaston. The train consists of historic, New England-related passenger and freight cars pulled by historic New Haven and Maine Central locomotives.

Arts and Culture

The city's elegant, 3,600-square-foot Palace Theatre is a major performing arts center for Waterbury. In addition to international artists and groups, the Palace is host to the Waterbury Symphony Orchestra. The Symphony, a professional performing orchestra, is considered the region's best. The Waterbury Chorale, the Curtain Players, and Seven Angels Theatre Group also perform in the area. Other performing groups in the city include the Brass City Ballet, Connecticut Dance Theatre, Shakesperience Productions, Siena Symphony Orchestra, Silas Bronson Library Playreaders Theater, and the various artists at the St. John's Concert Series. Musical, dance,

and stage productions can also be seen at the area's colleges and universities, including Post University, the University of Connecticut, and Naugatuck Valley Community College.

The exhibits at Waterbury's Mattatuck Museum Arts & History Center include a chronicle of the brass industry, a Connecticut Artists Collection including portraits and contemporary paintings, and industrial and local history displays. The museum, housed in a modern building facing the historic Green, is operated by the Mattatuck Historical Society. The museum also houses a 300-seat performing arts center. Timexpo, the Timex Museum, tells the story of Timex, dating back to the 1850s.

Festivals and Holidays

Many of Waterbury's celebrations reveal the city's rich ethnic heritage. Two festivals—the Lady of Mount Carmel Festival in July and the San Donato Festa in August—celebrate the city's Italian heritage. Outdoor parks are the sites of the Fourth of July Celebration. Several music festivals are held throughout the spring and summer.

Sports for the Spectator

The Waterbury Spirit baseball team of the Northern League East played its games at Municipal Stadium until 2001. Currently, the stadium stands dormant. Waterbury residents cheer for a variety of sports teams from other nearby cities.

Sports for the Participant

Golfers can enjoy 18-hole golf at two public courses in Waterbury: East Mountain Golf Course, with a par of 70, and Western Hills Golf Course, with a par of 72. Other facilities include numerous tennis courts, public swimming pools, and a municipal beach. Boating, water sports, and ice skating are all available on the city's many lakes and ponds.

Shopping and Dining

A large downtown shopping area featuring brick sidewalks, gas lights, old-fashioned benches, and turn-of-the-century storefronts is supplemented by several plaza malls located throughout the city. The Connecticut Store on Bank Street provides products by Connecticut manufacturers, craftsmen, artists, and authors. Malls in nearby Middlebury, New Haven, and West Hartford, and the antique shops that abound in the area, provide more extensive shopping opportunities.

New England seafood and Italian cuisine are the staples of Waterbury restaurant menus. Veal and pizza are mainstays of Italian eateries such as Dioro's, Bacco's, and San Marino Restaurant. Drescher's, in business since 1868, is the perfect place to go before a show at the

Palace Theatre. At Carmen Anthony Steakhouse, dishes include Angus steaks, fresh-daily seafood and Maine lobsters up to five pounds, and a premier wine list.

Visitor Information: Waterbury Region Convention and Visitors Bureau, 21 Church Street, Waterbury, CT 06702; telephone (203)597-9527; toll-free (888)588-7880; fax (203)597-8452

■ Convention Facilities

Waterbury, a growing convention and conference site, has one of the largest concentrations of rooms in the state. There are more than 900 sleeping and meeting rooms available in the area. The Holiday Inn Waterbury is the city's major conference center, with approximately 40,000 square feet of exhibit space and 22 meeting rooms and nearly 300 guest rooms. Smaller conferences are held at various hotels throughout the region.

Convention Information: Waterbury Region Convention and Visitors Bureau, 21 Church Street, Waterbury, CT 06702; telephone (203)597-9527; toll-free (888)588-7880; fax (203)597-8452

■ Transportation

Approaching the City

Daily bus service is provided from Waterbury to and from Bradley International Airport in Windsor Locks and the New York City airports. Several interstate bus lines and passenger trains travel into Waterbury. Connecticut Transit has daily buses to and from New Haven, leaving from Waterbury's Green. Interstate I-84 East (the Yankee Expressway) connects Waterbury with Hartford and northern New England; I-84 West travels into New York and Pennsylvania. Major north-south routes include Connecticut Route 8, which connects with the Connecticut Turnpike (I-95).

Traveling in the City

Like streets in many New England towns, Waterbury's streets were planned around a central city green. Commuters experience heavy traffic on the freeways, especially during rush hours. City buses provide service in the city, running every 15 to 30 minutes with destinations including residential areas, hospitals, and downtown, as well as surrounding towns. Bonanza Bus Lines provides service to New York, Danbury, and Hartford. The

Metro-North train takes commuters to New York City and all major points on the East Coast. A trolley, available for group hire, is operated by the Waterbury Convention and Visitors Commission. The Greater Waterbury Transit District provides wheelchair accessible mini-bus service.

■ Communications

Newspapers and Magazines

The Waterbury *Republican-American*, founded in 1844, is Waterbury's morning newspaper. *The Waterbury Observer*, an independent newspaper taking an in-depth look at the people, issues and events in the Brass City, is published monthly. Special interest magazines published in Waterbury include *Northeast Outdoors*, *Alternative Energy Retailer*, *Secondary Marketing Executive*, *Servicing Management*, and *Dry Cleaners News*.

Television and Radio

Waterbury picks up New Haven and Hartford television programs. A cable television franchise also operates in Waterbury. One local AM radio station broadcasts a variety of programming from Waterbury, and stations from nearby cities are also available.

Media Information: Waterbury *Republican-American*, 389 Meadow Street, Waterbury, CT 06722; telephone (203)574-3636; toll-free (800)992-3232

Waterbury Online

City of Waterbury. Available www.waterburyct.org
Connecticut Development Authority. Available www.ctcda.com
Silas Bronson Public Library. Available www.bronsonlibrary.org
Waterbury Development Corporation. Available www.wdconline.org
Waterbury Region Convention & Visitors Bureau. Available www.waterburyregion.com
Waterbury Regional Chamber of Commerce. Available www.waterburychamber.com
Waterbury *Republican-American*. Available www.rep-am.com

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The State in Brief

Nickname: Pine Tree State

Motto: Dirigo (I direct)

Flower: White pine cone and tassel

Bird: Chickadee

Area: 35,384 square miles (2000; U.S. rank 39th)

Elevation: Ranges from sea level to 5,267 feet

Climate: Mild summers and long, cold winters with occasional heavy snowfall

Admitted to Union: March 15, 1820

Capital: Augusta

Head Official: Governor John E. Baldacci (D) (until 2010)

Population

1980: 1,125,027

1990: 1,227,928

2000: 1,274,923

2006 estimate: 1,321,574

Percent change, 1990–2000: 3.8%

U.S. rank in 2006: 40th

Percent of residents born in state: 65.01% (2006)

Density: 42.8 people per square mile (2006)

2006 FBI Crime Index Total: 34,812

Racial and Ethnic Characteristics (2006)

White: 1,265,541

Black or African American: 13,669

American Indian and Alaska Native: 7,013

Asian: 12,004

Native Hawaiian and Pacific Islander: 406

Hispanic or Latino (may be of any race): 12,622

Other: 4,163

Age Characteristics (2006)

Population under 5 years old: 70,227

Population 5 to 19 years old: 246,031

Percent of population 65 years and over: 14.6%

Median age: 41

Vital Statistics

Total number of births (2006): 13,885

Total number of deaths (2006): 12,719

AIDS cases reported through 2005: 1,053

Economy

Major industries: Services, manufacturing, agriculture, fishing, tourism

Unemployment rate (2006): 5.3%

Per capita income (2006): \$23,226

Median household income (2006): \$43,439

Percentage of persons below poverty level (2006): 8.7%

Income tax rate: 2.0% to 8.5%

Sales tax rate: 5.0%



Augusta

■ The City in Brief

Founded: 1629 (incorporated 1797)

Head Official: Mayor Roger J. Katz (since 2007)

City Population

1980: 21,819

1990: 21,325

2000: 18,560

2006 estimate: Not available

Percent change, 1990–2000: –13%

U.S. rank in 1980: Not available

U.S. rank in 1990: 1,256th (State rank: 6th)

U.S. rank in 2000: Not available (State rank: 9th)

Metropolitan Area Population

1980: 109,889

1990: 115,904

2000: 117,114

2006 estimate: 121,068

Percent change, 1990–2000: 1%

U.S. rank in 1980: 383rd

U.S. rank in 1990: 411th

U.S. rank in 2000: 462nd

Area: 55.4 square miles (2000)

Elevation: 120 feet above sea level

Average Annual Temperatures: January, 19.4° F; July, 70.1° F; annual average, 45° F

Average Annual Precipitation: 41.01 inches of rain; 77 inches of snow

Major Economic Sectors: Government, services, trade

Unemployment Rate: 5.7% (June 2007)

Per Capita Income: \$19,145 (1999)

2005 FBI Crime Index Property: 1,181

2005 FBI Crime Index Violent: 41

Major Colleges and Universities: University of Maine at Augusta

Daily Newspaper: *Kennebec Journal*

■ Introduction

Augusta, the capital of Maine, is the business and education center of a tourist-vacation area. The city lies in the Kennebec River Valley on both sides of the river's banks in a region noted for its fertile farmlands, rich timberlands, lakes, and scenic rolling hills. Augusta is considered one of Maine's fastest-growing cities. The presence of government lends stability to the city's economy. In the 1990s and into the early 2000s, the city has undergone a renewal with new facades on downtown storefronts, a new bus depot, a waterfront park, and a new city hall complex; the rehabilitation and reuse of landmark buildings in the city's downtown business core (including the former city hall, now an assisted living residence); and the return of wildlife to the Kennebec River following the 1999 demolition of the Edwards Mill Dam.

■ Geography and Climate

Augusta rises in a series of terraces and sharp inclines east and west of the bisecting Kennebec River. Augusta is the seat of Kennebec County. Summers are pleasant; though winters have a reputation for harshness, they are not actually as severe as those experienced in places of corresponding latitude. Freezing temperatures at night are common in October and November, continuing to mid-April or early May. Precipitation is well distributed throughout the year.

Area: 55.4 square miles (2000)

Elevation: 120 feet above sea level

Average Temperatures: January, 19.4° F; July, 70.1° F; annual average, 45° F

Average Annual Precipitation: 41.01 inches of rain; 77 inches of snow

■ History

Native Tribes Support English, French Settlement

Thousands of years before the first English settlers arrived in the Kennebec River Valley, the region was inhabited by a tribe known as the Red Paint People, so called because their discovered graves contained a brilliant red ocher (iron oxide). Considered a highly developed people, they created implements that indicate woodworking skills, and they are known to have built small boats to explore the Kennebec Valley and beyond. The Algonquian-speaking tribes who later inhabited the region called it Cushnoc; one interpretation is that this means “the consecrated place.” When the Pilgrims arrived in Massachusetts in the early 1600s, it was the Native Americans of Maine who kept them alive by sending gifts of food.

The Kennebec Valley was rich in furs, fish, and timber. Trade began in the area in 1628 when the Plymouth Colony of Massachusetts gained the Kennebec Patent. The first agent in command of the Cushnoc post was John Howland, who had been washed overboard during the *Mayflower* crossing and nearly lost. Howland shared the post with John Alden, who was immortalized in Longfellow’s *The Courtship of Miles Standish*. Fur trading between the Natives and Pilgrims became highly profitable; for more than thirty years an amicable trading relationship existed until the increasing aggression of English settlers eager to exploit the land and its wealth forced the Natives to take the French side in the French and Indian Wars. English occupancy of the region was abandoned for almost one hundred years.

The next attempt to bring English settlers to the region began in 1754 with the erection of Fort Western on the Kennebec River. When the English defeated the French in 1759, settlers began moving into Fort Western and to an area south of the fort that became known as Hallowell. When Hallowell was incorporated as a town in 1771, Fort Western was included. A sawmill was built and lumber soon became an important source of wealth; in many instances pine boards took the place of currency. As the Hallowell area advanced more rapidly in wealth and population, rivalry developed between the two groups of settlers. The two communities divided; Hallowell retained its name and Fort Western became known as Harrington. In 1797 the two cities were united and renamed Augusta, possibly in honor of Pamela Augusta Dearborn, daughter of a prominent Revolutionary War

soldier. In 1799 Augusta was designated as the shire town of the newly formed Kennebec County.

Economy Faces Change, Challenges

Augusta became the official state capital in 1827, replacing the temporary capital city at Portland. In 1828 a U.S. Arsenal was established in Augusta. These events and the thriving river traffic, which by 1840 saw a fleet of schooners traveling weekly between Augusta and Boston, added to the city’s prestige. A dam was constructed on the Kennebec River and cotton factories and sawmills grew up around it, attracting more settlers. By 1849 the population had grown to more than 8,000 and Augusta prospered.

The arrival of rail travel in 1851 caused a decline in river trade. The Civil War interrupted Augusta’s development, and in 1865 fire devastated most of the city’s business district. Still, the abundant natural resources contributed to continuing industrial and commercial prosperity. Augusta experienced mixed fortunes in the twentieth century; agriculture virtually disappeared in the area, and some industries declined. Government is the city’s largest employer, providing four out of every ten jobs in the Augusta area. Employment in the service sector, especially health services, is also going strong. In the 1990s and into the early 2000s, the city has experienced rejuvenation of its waterfront and its business corridor.

Historical Information: Maine State Library, 64 State House Station, Augusta, ME 04333; telephone (207)287-5600; www.maine.gov/msl

■ Population Profile

Metropolitan Area Residents

1980: 109,889
1990: 115,904
2000: 117,114
2006 estimate: 121,068
Percent change, 1990–2000: 1%
U.S. rank in 1980: 383rd
U.S. rank in 1990: 411th
U.S. rank in 2000: 462nd

City Residents

1980: 21,819
1990: 21,325
2000: 18,560
2006 estimate: Not available
Percent change, 1990–2000: –13%
U.S. rank in 1980: Not available
U.S. rank in 1990: 1,256th (State rank: 6th)
U.S. rank in 2000: Not available (State rank: 9th)



The State Capitol building in Augusta. ©iStockPhoto.com/Denis Tangney

Density: 335.1 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 17,856
 Black: 93
 American Indian and Alaska Native: 89
 Asian: 250
 Native Hawaiian and Pacific Islander: 2
 Hispanic or Latino (may be of any race): 160
 Other: 270

Percent of residents born in state: 75.7% (2000)

Age characteristics (2000)

Population under 5 years old: 928
 Population 5 to 9 years old: 1,102
 Population 10 to 14 years old: 1,096
 Population 15 to 19 years old: 1,155
 Population 20 to 24 years old: 1,142
 Population 25 to 34 years old: 2,385
 Population 35 to 44 years old: 2,869
 Population 45 to 54 years old: 2,714
 Population 55 to 59 years old: 1,054
 Population 60 to 64 years old: 831
 Population 65 to 74 years old: 1,607
 Population 75 to 84 years old: 1,194

Population 85 years and older: 483
 Median age: 40.3 years

Births (2006, Micropolitan Statistical Area)

Total number: 1,211

Deaths (2006, Micropolitan Statistical Area)

Total number: 1,228

Money income (1999)

Per capita income: \$19,145
 Median household income: \$29,921
 Total households: 8,591

Number of households with income of...

less than \$10,000: 1,312
 \$10,000 to \$14,999: 864
 \$15,000 to \$24,999: 1,446
 \$25,000 to \$34,999: 1,283
 \$35,000 to \$49,999: 1,371
 \$50,000 to \$74,999: 1,431
 \$75,000 to \$99,999: 510
 \$100,000 to \$149,999: 247
 \$150,000 to \$199,999: 37
 \$200,000 or more: 90

Percent of families below poverty level: 13.5% (1999)

2005 FBI Crime Index Property: 1,181

2005 FBI Crime Index Violent: 41

■ Municipal Government

Augusta operates under a mayor-council form of government. The mayor and eight council members are elected for three-year terms. The mayor and four council members are elected at-large. The remaining four council members are elected to represent one of the four city wards. The mayor is limited to three consecutive terms in office. A city manager is appointed by the council.

Head Official: Mayor Roger J. Katz (since 2007; term expires December 2009)

Total Number of City Employees: 800 (2007)

City Information: City of Augusta, City Center Plaza, 16 Cony Street, Augusta, ME 04330; telephone (207)626-2300

■ Economy

Major Industries and Commercial Activity

As Augusta is the capital of Maine, the state government is the largest employer in the city and the Kennebec Valley region. These governmental activities are supported by financial institutions, law firms, and economic and governmental liaison consultants.

Health care and social assistance account for a large share of service sector employment in the city and the county, especially through MaineGeneral Medical Center, which serves as a major employer through its campuses in Augusta and nearby Waterville.

Augusta is the site of a number of private sector employers with significant bases in the city, such as Central Maine Power Company, an electric utility business that serves more than 560,000 customers throughout the state; and SCI Systems, which produces computer peripheral equipment. Manufacturing employment in the area decreased during the late 1990s and into the 2000s. However, there has been some growth in high-tech manufacturing and service industries. Kenway Corporation, a manufacturer of custom molded fiberglass products, is still a major manufacturing company in Augusta. Kennebec Tool and Die is also based in Augusta. Microdyne, a technology services company, has a technical support and helpdesk service center in Augusta. Augusta, like the rest of Maine, has fiber optic cable in many phone lines. This allows greater carrying capacity and is attractive to firms that demand easy linkage with other offices. Augusta's central location has made it a

major regional distribution center. Significant warehousing/distribution activity is evident within the commercial base of the community. Transco Office Solutions is a major distributor of office furniture located within the city. Augusta is also situated near several popular vacation areas, and tourism is another significant source of revenue.

In addition, Augusta has always been one of the state's retail hubs. In recent years, retail sales in the city have increased more than in the state as a whole during the same period. Among all cities in Maine, Augusta is second only to Portland and Bangor in retail sales.

Items and goods produced: fabricated piping, custom fiberglass molded products, aerospace components, medical surgical instruments, wood and paper products, computer components, office furniture, protective textiles

Incentive Programs—New and Existing Companies

Local programs: To encourage business investment in Augusta, the city offers an array of incentives, including: tax increment financing for qualified projects; loans of up to \$25,000 for Augusta companies moving to another location within the city; and loans or grants of up to \$400,000 to finance fixed assets, and/or up to \$200,000 in gap financing for up to 40 percent of a business' development activities, for projects that benefit a percentage of low- to mid-income persons. These programs are administered through the City of Augusta Economic and Development Program.

State programs: The Finance Authority of Maine (FAME) assists economic development by providing capital for businesses through a wide variety of programs. FAME offers direct loans; credit enhancement through risk reduction and rate reduction programs; equity capital assistance for early-stage businesses; and cooperative programs with local agencies. The business Equipment Tax Reimbursement Program provides annual reimbursement of up to 90 percent of local taxes for qualified business personal property for up to 12 years. Other tax credits and exemptions include a high-technology investment tax credit, a jobs and investment tax credit, a research expense credit of 5 percent, and other research and development credits. Sales tax exemptions are available to qualified companies for biotechnology equipment and machinery, custom computer programming products, research machinery and equipment, and fuel and electricity sales. Through the statewide Pine Tree Development Zone Program, qualified businesses are eligible for employment tax increment financing (which may amount to a reimbursement of up to 80 percent of state income taxes), corporate income tax and insurance premium tax refunds, and sales and use tax exemptions. The

Pine Tree Development Zone Program is a performance-based tax incentive initiative to stimulate growth in targeted business sectors. Businesses qualify through job creation and are certified based on future performance.

Job training programs: The Maine Quality Centers Program, coordinated by the state's technical colleges, offers customized education and training for new or expanding businesses at no cost to the businesses or to the trainees. The Governor's Training Initiative program develops and coordinates training for companies that intend to expand or locate in Maine, reorganize to remain competitive, or upgrade worker skills. There is also a state-sponsored Maine Apprenticeship Program. The Capital Area Regional Vocational Center, part of the public school system, offers high school students and adults training in a variety of occupations. Special courses can be designed to meet the individual needs of employers.

Development Projects

In recent years considerable attention has been focused on Augusta's downtown, especially its waterfront area. A state-city partnership called the Capital Riverfront Improvement District (CRID) was established in 1999 to increase access to and use of the Kennebec River and revitalize the city's downtown. One of CRID's major projects was the rehabilitation of the former site of Edwards Mill—a textile mill that closed in 1983 and then burned down in 1989—as an urban park. A \$500,000 restoration of the Kennebec Arsenal—a former army barracks and munitions supply house—to its original 1830 look was underway as of 2007. The renovations will transform the site into a mixed use office, retail, and restaurant facility.

CRID's master plan for the city's downtown, developed by the people of Augusta and supported by state and city government, envisions a revitalized recreational waterfront, paths and parks linking the area's features and amenities, and development of the urban park. Private investment has led to revitalization of downtown's business core through the rehabilitation of landmark buildings, such as Old City Hall, the historic former home of city government, now an assisted living residence for seniors.

Since 2000 the city has doubled the amount of retail space available, primarily through expansion projects such as the Marketplace at Augusta shopping center as well as a new \$55-million shopping center called Augusta Crossing. In 2007 Kenway Corporation and Maritime Marine received Pine Tree Zone Status as an incentive for expansion projects in the city. Kenway Corp., a fiberglass manufacturer and major employer in the city, acquired Maritime Skiff, a Massachusetts boatbuilding company, and relocated operations of this company to Augusta under the name Maritime Marine, which operates as a sister company. The estimated local

investment from the two companies is \$4.5 million. The combined estimated annual payroll for the two companies is \$699,000.

Economic Development Information: Office of Economic and Community Development, City Center Plaza, 16 Cony Street, Augusta, ME 04330; telephone (207)626-2336; www.ci.augusta.me.us/AECD. Finance Authority of Maine (FAME), 5 Community Drive, PO Box 949, Augusta, ME 04332; telephone (207)623-3263 or (800)228-3734; www.famemaine.com. Maine Department of Economic and Community Development, 111 Sewall Street, 3rd Floor, 59 State House Station, Augusta, ME 04333; telephone (800)541-5872; www.businessinmaine.com

Commercial Shipping

Commercial shipments are primarily routed to Portland via I-95. The deepwater Port of Portland is the largest in New England based on volume of tonnage handled, with more than 21 million tons of cargo landing annually. Portland International Jetport, one of the largest such facilities in the Northeast, is served by DHL and Federal Express. Air cargo totals at the jetport in 2006 were over 36 million pounds. Bangor International Airport, about 75 miles away, also offers convenient cargo shipment services, with about 50,000 square feet of cargo warehouse space and facilities to handle multiple major cargo operations. Bangor's Foreign Trade Zone consists of a 33-acre on-airport complex containing a central import processing building. Freight rail service is provided by Springfield Terminal Railway, which has a switching station in Waterville.

Labor Force and Employment Outlook

Because government is the major employer in Augusta, the area has a relatively stable workforce, and the unemployment rate is lower than that of many other areas in the state. Retail and health care are the next two largest employment industries for Kennebec County. Into the year 2014 production/manufacturing occupations are expected to decline. The health care and retail sectors are expected to show a continued increase in the number of jobs available. Projections also indicate an expected increase in hospitality-related jobs.

Since a significant number of low-skilled manufacturing jobs have left the area over the last two decades, Augusta citizens have had to attain more education in order to secure jobs. The number of adults with high school diplomas continues to increase in Augusta, rising from 65.6 percent in 1980, to 74.4 percent in 1990, and then 81.4 percent in 2000; the percentage of adults with a bachelor's degree or higher was at about 19 percent in 2000.

The following is a summary of data regarding the Kennebec County, Maine metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 78,246

Number of workers employed in . . .

- construction and mining: 4,663
- manufacturing: 3,760
- trade, transportation and utilities: 15,818
- information: 1,005
- financial activities: 1,931
- professional and business services: Not available
- educational and health services: 14,329
- leisure and hospitality: Not available
- other services: Not available
- government: 16,278

Average hourly earnings of production workers employed in manufacturing: \$16.97 (statewide average)

Unemployment rate: 5.7% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
State of Maine	6,500
MaineGeneral Health	2,200
Central Maine Power Company	1,300
Veterans Administration	1,000
City of Augusta	800
Wal-Mart	450
Pine State Trading Co.	350
NRF Distributors	350
Transco	300
Tex Tech	290

Cost of Living

The price of housing in Augusta is quite reasonable, and the average house sale price is usually considerably less than the average sale price in the state of Maine as a whole.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 2.0% to 8.5%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$26.00 per \$1,000 (2005)

Economic Information: Maine Department of Labor, 35 Commerce Dr., Augusta, ME 04332; telephone (207)623-7900; www.maine.gov/labor

Education and Research

Elementary and Secondary Schools

In addition to a traditional academic program, the Augusta Public School system offers a special education program, a gifted and talented program, English as a Second Language, alternative programs, and a regional vocational program. The Capital Area Technical Center has courses in a number of fields, including biotechnology, computer technology, automotive technology, criminal justice, early childhood development, and graphic design, to name a few. The Kennebec Learning Center (KLC) offers basic adult education programs that include a GED program, college-prep classes, and general enrichment courses. The KLC KV Academy Program assists high school graduates and GED recipients in preparation for applying to and entering college. Through the Aspiration Program, adult students are offered tuition-free college courses in collaboration with the Kennebec Valley Community College.

The following is a summary of data regarding the Augusta Public Schools as of the 2005–2006 school year.

Total enrollment: 4,723

Number of facilities

- elementary schools: 4
- junior high/middle schools: 1
- senior high schools: 1
- other: 1

Student/teacher ratio: 11.6:1

Teacher salaries (2005–06)

- elementary median: \$25,000–\$48,800 (all levels)
- junior high/middle median: Not available
- secondary median: Not available

Funding per pupil: \$9,405

There are four private and parochial schools in the area.

Public Schools Information: Augusta School District, 12 Gedney Street, Augusta, ME 04330; telephone (207) 626-2468; www.augusta.k12.me.us

Colleges and Universities

The University of Maine at Augusta (UMA) is one of the seven branches of the University of Maine system, which originated as an agricultural college in 1968 at Orono.

UMA is comprised of three campuses, in Augusta, Bangor, and Lewiston-Auburn, with a total of nearly 6,000 students. Associate and baccalaureate programs are offered through UMA's colleges of arts and humanities; mathematics and professional studies; and natural and social sciences. Certificate programs are also available. The University of Maine at Augusta Senior College (UMASC), a self-governing and self-sustaining college located at UMA, is designed for persons age 50 and over.

Kennebec Valley Community College is located about 25 miles away in Fairfield. Colby College in Waterville, also about 25 miles away, is an independent, four-year liberal arts college offering 53 majors in 25 departments and 11 programs. Thomas College, also in Waterville, offers associate's and bachelor's degrees in career-oriented fields. Thomas College also offers a master's degree program in business administration.

Libraries

Lithgow Public Library, located at Winthrop and State streets, is a Romanesque-Renaissance structure built of Maine granite in 1895. The library houses about 56,875 volumes as well as 3,342 audio items, 2,177 video items, and 254 periodical subscriptions. Special collections include a Maine History collection, large print books, and the Career Exploration Corner.

The Maine State Library, located in the State House complex, was designed by Charles Bulfinch. The library holds nearly 300,000 volumes, 703 periodical subscriptions, and over 250,000 government documents. Special collections include the Avery Collection of photographs and paintings of Mt. Katahdin and more than 100 oral history cassettes.

The University of Maine at Augusta Katz Library maintains the Terry Plunkett Maine Writers Collection containing both books and videos by and about Maine authors. The Katz Library also displays photographs and citations for the honorees of the Maine Women's Hall of Fame.

Special libraries are maintained by the Maine Regional Library for the Blind and Physically Handicapped, which holds about 135,000 volumes, and the State of Maine's Law and Legislative Reference Library, with about 107,506 volumes and 480 periodical subscriptions.

Public Library Information: Lithgow Public Library, 45 Winthrop Street, Augusta, ME 04330; telephone (207)626-2415; www.lithgow.lib.me.us

■ Health Care

MaineGeneral Medical Center, with campuses in Augusta and nearby Waterville, is the third-largest medical center in Maine and has 287 acute care beds. Both campuses provide emergency care, medical/surgical care, maternal and child health services, and inpatient and outpatient

diagnostic services. In 2002 a state-of-the-art cardiac catheterization lab opened at the Augusta campus; MaineGeneral cardiologists use it to evaluate patients' heart functions and identify a variety of problems. The Augusta Campus also features specialty centers such as an anticoagulation clinic, cardiac surgery clinic, the MGMC Bariatric Center, pediatric cardiology services, a travel clinic, and a tuberculosis clinic. The medical center is the clinical resource for the University of Maine at Augusta Medical Laboratory Technician Program and Associate Nursing Degree Program, as well as for the Maine-Dartmouth Family Practice Residency Program. The center is a major eye surgery facility and also specializes in coronary care. A broad range of mental health and nursing home care is available in Augusta. Also located in the city are the Augusta Mental Health Institute and the Riverview Psychiatric Center.

■ Recreation

Sightseeing

Augusta straddles both sides of the Kennebec River. On the west side are grouped many buildings of architectural and historical interest. The State House Complex includes the State House, Maine's capitol building; Blaine House, the governor's mansion; the Maine State Museum; and the Maine State Library. The State House, a granite structure built from 1829–1832 and enlarged from 1910–1911, is surmounted by a dome topped with a gold-plated statue of the goddess Minerva; representing Augusta, she bears a pine bough torch. Blaine House, located in the capitol complex, was built in 1833 in the Federalist style; it has since been redesigned twice and now represents the semi-Colonial style. At one time the home of James G. Blaine, Speaker of the U.S. House of Representatives and 1884 presidential candidate, the mansion was presented to the state in 1919 to be used as the governor's residence. Tours of the State House and Blaine House can be arranged by contacting the Maine State Museum. Greek Revival enthusiasts can visit the Kennebec County Courthouse, built in 1830. Oblate House, designed by noted Maine architect John Calvin Stevens for Governor John Fremont Hill and his wife, a St. Louis native, is constructed of Maine granite and St. Louis brick; of the imposing estates built in the city during the late 1890s and early 1900s, only Oblate House still stands.

Capitol Park, stretching from the State House to the banks of the Kennebec River, offers pleasant vistas and native and exotic trees, shrubs, and ferns. Historically the park is of interest because of its Civil War associations. The park was the encampment for Maine regiments during the war; afterwards the site was conveyed to the city in trust for a Civil War monument. The park is the site of the Maine Vietnam War Veterans Memorial. On the other side of the river guided tours of Old Fort

Western, a restored fort dating back to the French and Indian War, are available from mid-June to September. The fort, designated a National Historic Landmark, is the oldest surviving wooden fort in New England. Costumed interpreters on site explain events and customs of the period.

Arts and Culture

Cultural opportunities in Augusta include a variety of theatrical and musical events. Shakespearean plays are presented at the Theater at Monmouth. The Augusta Symphony performs at various local sites throughout the year.

The natural and social histories of Maine are interpreted through exhibits at the Maine State Museum, located in the State House complex. Among its exhibits are “Back to Nature,” which depicts environmental habitats; “Maine Bounty,” which focuses on the state’s natural resources and their uses; “12,000 Years in Maine,” which features artifacts dating from the Ice Age through the late 1800s; and “Made in Maine,” which depicts several nineteenth-century industrial scenes and displays more than 1,000 Maine-made products.

Other museums in Augusta are the Fort Western Museum at the Augusta City Center, which explains the history of the fort; and the Children’s Discovery Museum, which offers hands-on fun for children through grade five in an interactive environment where exhibits are presented in such settings as a simulated diner, grocery store, post office, film studio, and construction site.

Festivals and Holidays

The gala event of the year in the Kennebec Valley, celebrating the clean-up of the Kennebec River, is the Whatever Family Festival. Held from mid June through early July in Augusta, Gardiner, and surrounding towns, the festival features a carnival, tournaments, music, dancing, a parade, and fireworks.

The Maine way of life is celebrated each September at the Common Ground Fair at the fairgrounds in nearby Unity. Sponsored by the Maine Organic Farmers and Gardeners Association, the fair attracts craftspeople, farmers, and chefs from throughout the state.

Sports for the Spectator

While there are no professional sports teams in Augusta, the University of Maine at Augusta does feature men’s and women’s basketball teams that compete with other small New England colleges as part of the USCAA. The women’s soccer team competes in the Yankee Small College Conference.

Sports for the Participant

The city maintains 15 neighborhood parks and public grounds consisting of about 100 acres total.

One of the most popular is Bicentennial Park, which includes a recreation area and swimming pond. The Augusta Recreation Bureau maintains many park facilities available for use by the public, including basketball and tennis courts, ball fields, swimming pools, winter skating rinks, and boat facilities on the Kennebec River. The proximity of hundreds of miles of lakes, ponds, and hills offers recreational opportunities to campers, hikers, and fishing enthusiasts. Boat rentals, including kayaks and canoes, are available at marinas throughout the Capital area. The Pine Tree State Arboretum, set on 224 acres, provides a great view of the Kennebec Valley at its 2,400-square-foot visitors’ center and offers trails through woods and fields. The Kennebec River Rail Trail is a bike trail that runs along the river from Augusta toward Gardiner. There are six public golf courses in the Capital area. Tennis and racquetball courts are open at the Kennebec Valley YMCA and the ASCONA Tennis and Health Club.

Shopping and Dining

The Marketplace at Augusta, with about 30 stores, is the largest shopping center in the area. Other major shopping centers include Turnpike Mall, Augusta Plaza, and Shaw Plaza. August Crossing, opened in 2007, is an outdoor shopping center including larger retailers such as Lowe’s, Target, and Best Buy. The city also has a substantial selection of small to medium specialty shops, particularly in the downtown area. The nearby city of Hallowell, classified as a National Historical District, is a favorite destination of antique buffs.

Maine lobster is the main dish of choice for many diners. Restaurants along the Kennebec River offer a variety of lobster and other seafood dishes. For a lighter lunch or dinner, Don’s Famous Franks is a local favorite. The locally owned Red Barn Drive-In is also a favorite for family dining. In the greater Augusta area, local favorites include The Senator Inn, Hattie’s Chowder House, and Margaritas. Popular national dining chains are also plentiful.

Visitor Information: Kennebec Valley Chamber of Commerce, PO Box 676, Augusta, ME 04332; telephone (207)623-4559; www.augustamaine.com

■ Convention Facilities

The Augusta Civic Center, described as central Maine’s premier meeting place for business and entertainment, is located adjacent to Interstate 95, within minutes of Augusta State Airport and nearly 1,000 nearby hotel rooms. A prominent feature of the 49,000-square-foot center is the Main Auditorium, which accommodates up to 8,000 people and can be set up as an exhibit hall. The civic center contains 2 ballrooms and 23 flexible capacity rooms for smaller functions. The University of Maine at

Augusta has meeting and performance spaces available. Many of the larger hotels offer meeting or banquet space.

Convention Information: Augusta Civic Center, 76 Community Drive, Augusta, ME 04330; telephone (207)626-2405; www.augustaciviccenter.org

■ Transportation

Approaching the City

Augusta State Airport, located one mile from the city center, is served by US Airways Express, operated by Colgan Air. Regular scheduled passenger service goes to and from Boston. Corporate and private planes are available as well. Most major state roads and highways converge in Augusta. Easy north-south access is available via the Maine Turnpike, Interstate 95, U.S. 201, and State Road 27. East-west access is provided by U.S. 202; eastern access is via SR 3, 9, and 17.

Greyhound Bus provides daily bus service to Augusta on its Portland-Bangor run. Vermont Transit Lines, which serves northern New England, also provides public bus transportation to Augusta.

Traveling in the City

Most major attractions in Augusta are clustered near the western bank of the Kennebec River and are accessible on foot. Kennebec Valley Transit maintains fixed-route bus services throughout the area. A KV Van service is available for the elderly and disabled.

■ Communications

Newspapers and Magazines

The *Kennebec Journal*, published daily, was founded in 1825 and is Maine's oldest newspaper. *Capital Weekly* covers news for the region. Magazines published in

Augusta include *Maine Fish and Wildlife*, *Maine Motor Transport News*, and *Maine Trails*.

Television and Radio

There are no television stations broadcasting directly from Augusta; however, some stations may be picked up from other cities and cable is available. Four AM and FM radio stations serve Augusta listeners and offer a variety of music.

Media Information: *Kennebec Journal*, 274 Western Ave., Augusta, ME 04330; telephone (800)537-5508; <http://kennebecjournal.maintoday.com>

Augusta Online

- Augusta Civic Center. Available www.augustaciviccenter.org
- Augusta Public Schools. Available www.augusta.k12.me.us
- City of Augusta. Available www.ci.augusta.me.us
- Finance Authority of Maine. Available www.famemaine.com
- Kennebec Valley Chamber of Commerce. Available www.augustamaine.com
- Lithgow Public Library. Available www.lithgow.lib.me.us
- Maine Department of Labor. Available www.state.me.us/labor
- University of Maine at Augusta. Available www.uma.maine.edu

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Bangor

■ The City in Brief

Founded: 1769 (incorporated 1791)

Head Official: Mayor Susan Hawkes (since 2007)

City Population

1980: 31,643

1990: 33,181

2000: 31,473

2006 estimate: 31,008

Percent change, 1990–2000: –9.0%

U.S. rank in 1980: Not available

U.S. rank in 1990: 809th (State rank: 4th)

U.S. rank in 2000: Not available (State rank: 3rd)

Metropolitan Area Population

1980: 83,919

1990: 91,629

2000: 90,864

2006 estimate: 147,180

Percent change, 1990–2000: –0.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: 258th

U.S. rank in 2000: 259th

Area: 34 square miles (2000)

Elevation: 158 feet above sea level

Average Annual Temperature: 43.9° F

Average Annual Precipitation: 41.7 inches of rain; 76 inches of snow

Major Economic Sectors: Services, trade, government

Unemployment rate: 4.4% (June 2007)

Per Capita Income: \$19,295 (1999)

2005 FBI Crime Index Property: 1,568

2005 FBI Crime Index Violent: 65

Major Colleges and Universities: University of Maine at Orono, Husson College, Eastern Maine Community College, Beal College

Daily Newspaper: *Bangor Daily News*

■ Introduction

Located in the Acadia region of Maine, one of the most popular and scenic destinations in the country for summer visitors, Bangor is known as the Queen City of Maine. It is the third largest city in the state and serves as the commercial, financial, and cultural center of the eastern and northern regions of the state. Fortunes were made in the nineteenth century in this former world capital of the timber industry, which exists today as a center for modern shopping malls, outlet centers, and industrial parks. Two of the latest editions of Macmillan's *Places Rated Almanac* rated Bangor as the best North American metropolitan area with a population of less than 100,000 people.

■ Geography and Climate

Bangor sprawls upon hills along the west bank of the Penobscot River, at the head of tidewater thirty-five miles southeast of the geographic center of the state. It is located in the Acadia National Park region of Maine, which extends on the east coast from Penobscot Bay to Schoodic Point and encompasses mountains, lakes, streams, and rocky peninsulas. Inland, the region stretches along the Penobscot River to Old Town. Kenduskeag Stream enters the city from a northerly direction. The area enjoys a four-season climate; summers are comfortable and winters are generally cold.

Area: 34 square miles (2000)

Elevation: 158 feet above sea level

Average Temperature: 43.9° F

Average Annual Precipitation: 41.7 inches of rain; 76 inches of snow

■ History

River Powers Lumber Industry

The first settlers in the area where Bangor is now located were the Abenaki Native Americans, residing in a peaceful village they called Kadesquit in a beautiful valley called Penobscot, “place of rocks.” Their first famous visitor was the French explorer Samuel de Champlain who, in 1604, sailed up the Penobscot River. The legend was that he was searching for Norumbega, the city of gold of the poet Milton’s *Paradise Lost*. Instead Champlain found a locale near the Kenduskeag River, “most pleasant and agreeable,” covered with oaks, pine, and spruce that formed the fabled forests of Maine that would later make the city’s fortune in the timber trade.

Jacob Buswell was the first settler, coming from Massachusetts in 1769 to the area that would be known as Kenduskeag Plantation until 1787, when its name was changed to Sunbury. The area grew slowly, a frontier town strategically located between the forests and the opening to the sea, its revenues derived mainly from the export of fish, furs, and lumber. The American Revolution brought the British to Kenduskeag Plantation in 1779, causing most settlers there to flee. By 1791 the community, which had grown to number 576 inhabitants, had recovered enough to petition Massachusetts for incorporation as a town. Legend has it that the cleric who was sent to Boston to obtain incorporation papers was humming a religious tune known as “Bangor” while the town clerk filled out the papers; in some resulting confusion, the name “Bangor” was entered in the incorporation papers as the name of the town.

Over the next twenty years Bangor enjoyed a brisk international trade in lumber. Prosperity was interrupted by the War of 1812; in 1814 the British stormed the town, demanding its unconditional surrender. A peace treaty was signed shortly thereafter.

By 1834 Bangor’s lumber and related industries made it a boom town; its population had grown from 2,808 in 1830 to 8,000 people. Millions of logs traveled down the Penobscot River to be converted in Bangor’s mills and by 1850 Bangor was the world’s leading lumber port in spite of the disastrous overflow of the Penobscot River that occurred in 1846.

Lumber Industry Spawns Excesses

The mid-nineteenth century was a time of excess—sometimes riotous—for Bangor. The part of town known as the “Devil’s Half-Acre” rivaled San Francisco’s Barbary Coast in its heyday for drinking, debauchery, and the

telling of tall tales (such as the legend of Paul Bunyan) when lumbermen and rivermen descended on Bangor during the winter months. At the same time lumber barons built stately manors, traveled widely, and encouraged the arts in Bangor, earning the city a reputation as the cultural center of the state. Bangor-built ships carried pine boards to the West Indies, where they were traded for molasses, sugar, and rum. A brisk trade grew up with the United Kingdom and Europe, while Penobscot River ice was harvested and shipped to ports on the Atlantic coast. Records of the time show that as many as 700 seafaring vessels were anchored in Bangor’s harbor at one time.

By 1880 the readily accessible timber had disappeared, loggers headed west, and Bangor’s glory days were over. In 1911 a large part of the city was destroyed by fire. In rebuilding, Bangor focused on an economy based on wholesale and retail trade; new industry moved into the area with the establishment of an interstate highway system and an international airport. Today Bangor is a thriving city, the commercial and cultural center of eastern Maine. The late twentieth century was marked by the passage of strict historical ordinances, downtown restoration, and an emphasis on the architectural value of the city’s older neighborhoods. With a growing economy focused on the service industry, Bangor is a popular place to live as well as visit.

Historical Information: Bangor Museum and Center for History, 6 State St., Bangor, ME 04401; telephone (207)942-1900; www.bangormuseum.com

■ Population Profile

Metropolitan Area Residents

1980: 83,919
1990: 91,629
2000: 90,864
2006 estimate: 147,180
Percent change, 1990–2000: –0.8%
U.S. rank in 1980: Not available
U.S. rank in 1990: 258th
U.S. rank in 2000: 259th

City Residents

1980: 31,643
1990: 33,181
2000: 31,473
2006 estimate: 31,008
Percent change, 1990–2000: –9.0%
U.S. rank in 1980: Not available
U.S. rank in 1990: 809th (State rank: 4th)
U.S. rank in 2000: Not available (State rank: 3rd)

Density: 913.7 people per square mile (2000)



Photograph by John R. Berube. Greater Bangor, ME. Convention & Visitors Bureau. Reproduced by permission.

Racial and ethnic characteristics (2000)

White: 30,299
 Black: 447
 American Indian and Alaska Native: 514
 Asian: 463
 Native Hawaiian and Pacific Islander: 36
 Hispanic or Latino (may be of any race): 329
 Other: 190

Percent of residents born in state: 69.6%
 (2000)

Age characteristics (2000)

Population under 5 years old: 1,805
 Population 5 to 9 years old: 1,812
 Population 10 to 14 years old: 1,857
 Population 15 to 19 years old: 2,348
 Population 20 to 24 years old: 2,772
 Population 25 to 34 years old: 4,611
 Population 35 to 44 years old: 4,921
 Population 45 to 54 years old: 4,361
 Population 55 to 59 years old: 1,423
 Population 60 to 64 years old: 1,132
 Population 65 to 74 years old: 2,103
 Population 75 to 84 years old: 1,643

Population 85 years and older: 685
 Median age: 36.1 years

Births (2006, MSA)

Total number: 1,569

Deaths (2006, MSA)

Total number: 1,456

Money income (1999)

Per capita income: \$19,295
 Median household income: \$29,740
 Total households: 13,738

Number of households with income of...

less than \$10,000: 2,239
 \$10,000 to \$14,999: 1,193
 \$15,000 to \$24,999: 2,307
 \$25,000 to \$34,999: 2,138
 \$35,000 to \$49,999: 2,069
 \$50,000 to \$74,999: 1,925
 \$75,000 to \$99,999: 848
 \$100,000 to \$149,999: 669
 \$150,000 to \$199,999: 163
 \$200,000 or more: 187

Percent of families below poverty level: 12.2% (1999)

2005 FBI Crime Index Property: 1,568

2005 FBI Crime Index Violent: 65

■ Municipal Government

The city of Bangor operates under the council-manager form of government. Nine non-partisan members of the city council are elected at large to three-year terms, with three positions on the council up for election each year in November. Immediately after election, the council selects one of its members to serve as council chair for the year. The council chair serves as mayor, representing Bangor at ceremonial events and state and federal government discussions. The council appoints the city manager, who serves as the chief administrator.

Head Official: Mayor Susan Hawkes (since 2007; current term expires November 2008)

Total Number of City Employees: 720 (2004)

City Information: Bangor City Hall, 73 Harlow St., Bangor, ME 04401; telephone (207)992-4205; fax (207)945-4445

■ Economy

Major Industries and Commercial Activity

Into the early 2000s health care and education became the strongest sectors of the economy for the metropolitan Bangor area. Eastern Maine Medical Healthcare Systems and St. Joseph Healthcare are leading employers; both organizations sponsor major hospitals and several clinic sites within the city itself and throughout the metropolitan area. Some reports estimate that nearly 20 percent of the local labor market is employed in health care and social assistance fields. The University of Maine (in Orono) is a leading employer for the area as well. About 12 percent of the labor force is employed in education.

Bangor is a center for retail trade and in recent years has generated over \$1 billion dollars annually in sales. Much of the sales activity was attributable to non-residents making use of the plentiful shopping facilities in the Bangor Mall and elsewhere in the city. General merchandise and auto stores account for the largest number of retail establishments. The popular Maine retailer, L.L. Bean maintains a call center in Bangor. Hannafords supermarkets are also major employers in the area. It has been estimated that retail accounts for about 16 percent of the region's employment.

Tourism is another important segment of the economy, as Bangor is a focal point for the more than four million people who annually visit Acadia National Park,

the second most visited national park in the country. The area is well-known for its natural beauty, and as such thousands of tourists visit the area. Bangor's numerous restaurants, accommodations, and cultural attractions benefit from the influx of visitors.

Forest-related manufactured output, specifically paper, has long been a dominant industry in the area as well as the state. When paper is combined with lumber and wood products, forest products in total represented more than half of the manufactured output in Penobscot County in the mid-1990s. While this kind of manufacturing is still a major component of the area's economy, in the mid-2000s it was not as big of an economic player as it once was. Manufacturing only accounts for about 4 percent of regional employment. Georgia Pacific, General Electric, and Lemforders are local manufacturers.

Items and goods produced: pulp and paper, wood products, shoes, electronics, transportation equipment

Incentive Programs—New and Existing Companies

Local programs: The city of Bangor runs a variety of incentive programs, including technical, relocation, and financial assistance—both in the form of loans and tax increment financing. The city also works with the Eastern Maine Development Corporation, a non-profit organization that helps businesses with marketing, manufacturing, government contracting, finance, and international trade. Community Development Block Grant Loans, administered by the Bangor Community Development Department, are made available in order to help local businesses retain and create jobs, acquire real estate for economic development purposes, and make site improvements. The loans are available up to \$10,000 for each job generated or retained, and the project in question must meet the city's program goals.

State programs: The Finance Authority of Maine (FAME) assists economic development by providing capital for businesses through a wide variety of programs. FAME offers direct loans; credit enhancement through risk reduction and rate reduction programs; equity capital assistance for early-stage businesses; and cooperative programs with local agencies. The business Equipment Tax Reimbursement Program provides annual reimbursement of up to 90 percent of local taxes for qualified business personal property for up to 12 years. Other tax credits and exemptions include a high-technology investment tax credit, a jobs and investment tax credit, a research expense credit of 5 percent, and other research and development credits. Sales tax exemptions are available to qualified companies for biotechnology equipment and machinery, custom computer programming

products, research machinery and equipment, and fuel and electricity sales.

Through the statewide Pine Tree Development Zone Program, qualified businesses are eligible for employment tax increment financing (which may amount to a reimbursement of up to 80 percent of state income taxes), corporate income tax and insurance premium tax refunds, and sales and use tax exemptions. The Pine Tree Development Zone Program is a performance-based tax incentive initiative to stimulate growth in targeted business sectors. Businesses qualify through job creation and are certified based on future performance.

Bangor International Airport and an adjacent 25 acres of industrial lots are part of a federally designated Foreign Trade Zone (FTZ). Goods entering the zone are not subject to customs tariffs until the goods leave the zone and are formally entered into U.S. customs territory.

Job training programs: The Maine Quality Centers Program, coordinated by the state's technical colleges, offers customized education and training for new or expanding businesses at no cost to the businesses or to the trainees. The Governor's Training Initiative program develops and coordinates training for companies that intend to expand or locate in Maine, reorganize to remain competitive, or upgrade worker skills. There is also a state-sponsored Maine Apprenticeship Program. The Tri-County Workforce Investment Board is a local organization that helps employers and employees in Penobscot, Hancock, and Piscataquis counties; it helps employees gain access to sustainable employment, training and educational opportunities, and it helps employers connect with a skilled workforce. Eastern Maine Community College offers short-term and specialized training and retraining courses to local businesses and other organizations.

Development Projects

Commercial construction in 2005 involved an investment of over \$20 million. The total dollar amount of commercial construction activity from 1999 to 2005 was over \$164 million. Residential construction activity from 1999 to 2005 amounted to over \$58 million.

In 2005 L.L. Bean chose Bangor as the site of its newest year-round call center facility. It was the company's fourth call center in the state of Maine. In 2007 Bangor Harbor Cruises began operating pleasure cruises from Dock 3 of the waterfront by launching *Patience*, a replica of a nineteenth-century steam ferry. Seasonal cruises are offered Thursday through Sunday and the boat will be available for charters and private parties. Construction of a new 92-room Marriott Courtyard hotel was scheduled for completion sometime in mid 2008. In late 2007 the city council approved a contract with Shadley Associates for development of the final designs for a proposed park along the Bangor waterfront. The 12-acre space under consideration for the new park is expected to include pedestrian

and bicycle paths, a play area, a skating rink, and picnic tables. An outdoor theater is being considered for later development. The project is expected to cost about \$2 million. If plans run as scheduled, the park will be completed in 2009.

Economic Development Information: City of Bangor, Department of Community and Economic Development, 73 Harlow St., Bangor, ME 04401; telephone (207)992-4240; www.bangormaine.gov

Commercial Shipping

Bangor is located on I-95, the major north-south highway on the East Coast. Canada is 90 minutes away on State Route 9. Bangor & Aroostock rail lines offer freight service in central and northern Maine with connections to Canada, Maine Central, and Boston & Maine railroads. A number of motor freight carriers serve Bangor, operating out of numerous trucking terminals. The deepwater port of Searsport, about an hour away, is well suited to the import or export of bulk and liquid cargos. Bangor International Airport offers convenient cargo shipment services, with about 50,000 square feet of cargo warehouse space and facilities to handle multiple major cargo operations. Bangor's Foreign Trade Zone consists of a 33-acre on-airport complex containing a central import processing building.

Labor Force and Employment Outlook

The Bangor area enjoys a relatively stable labor market, with unemployment rates generally below both the state and federal averages. With a broad range of economic sectors, Bangor offers its residents diverse employment opportunities, with recent increases in the healthcare, retail trade, and tourism industries. The same fields are expected to show increased employment figures throughout the next decade. While general manufacturing jobs seem to be decreasing, the city is actively promoting new business in high-tech manufacturing and research and development. Area colleges, universities, and local school systems provide a strong employment base in education. Local employees tend to be above average in terms of education. About 87 percent of the population age 25 and older have obtained a high school diploma or greater. About 26 percent of the same population have obtained a bachelor's degree or higher. Employees are known for high productivity, motivation, and dedication, with low absenteeism and turnover.

The following is a summary of data regarding the Bangor NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 65,400

Number of workers employed in . . .

construction and mining: 3,300
manufacturing: 3,200

trade, transportation and utilities: 15,300
 information: 1,500
 financial activities: 2,200
 professional and business services: 5,900
 educational and health services: 13,100
 leisure and hospitality: 5,600
 other services: 2,100
 government: 13,400

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.4% (June 2007)

<i>Largest employers(2004)</i>	<i>Number of employees</i>
Eastern Maine Health-care Systems	3,206
University of Maine	2,284
Hannafords	1,400
The Jackson Laboratory	1,200
Maine Air National Guard	1,172
Community Health and Counseling Services	921
St. Joseph Hospital	758
City of Bangor	720
L.L. Bean	500
Webber Energy Fuels	499

Cost of Living

The cost of living in Bangor is moderate compared to the New England region as a whole.

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

2007 (1st quarter) ACCRA Average House Price: \$263,953

2007 (1st quarter) ACCRA Cost of Living Index: 102.9

State income tax rate: 2.0% to 8.5%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$22.05 per \$1,000, based on 100% valuation (2004)

Economic Information: City of Bangor, Department of Community and Economic Development, 73 Harlow St., Bangor, ME 04401; telephone (207)992-4240; www.bangormaine.gov

■ **Education and Research**

Elementary and Secondary Schools

Public school education is highly prized and well supported in the Bangor metropolitan area. The Bangor school system is unique in that it is organized into schools serving four separate grade levels: K-3; 4-5; 6-8; and 9-12. Grades K-3 (including a standard full-day kindergarten program) emphasize reading, writing, and basic mathematics; hands-on-science projects; and community-based social studies. Grades 4 and 5 introduce comprehensive computer instruction programs to the curricula. Middle school (grades 6-8) expands the curriculum to include foreign languages and technology education. High school students have access to a wide array of advanced placement and honors level courses as well as basic and college-prep curriculums. Arts and sciences are taught at all levels. Individual student progress is closely monitored through systematic assessments. Area students excel on achievement tests such as the Maine Educational Assessment, the Metropolitan Achievement Test, and the Scholastic Aptitude Test. About 94 percent of graduating seniors continue their educations at post-secondary institutions. Vocational training is available through the United Technologies Center.

The Bangor Adult and Community Education program offers a wide variety of classes, including basic GED classes, career skill development, and general enrichment courses such as music lessons, cooking, gardening, health and well being topics, drawing, and other art classes. The CAFE program (College Access for Everyone) offers college-prep courses and college choice counseling for adults seeking assistance in going back to school.

The following is a summary of data regarding the Bangor School System as of the 2005–2006 school year.

Total enrollment: 30,293

Number of facilities

elementary schools: 7
 junior high/middle schools: 2
 senior high schools: 1
 other: 0

Student/teacher ratio: 11.6:1

Teacher salaries (2005–06)

elementary median: \$39,140
 junior high/middle median: \$42,990
 secondary median: \$38,740

Funding per pupil: \$8,300

There are a few private schools in the city, the largest being those associated with the Catholic Church, such as John Baptist Memorial High School and All Saints Catholic Schools.

Public Schools Information: Bangor School System, 73 Harlow St., Bangor, ME 04401; telephone (207)992-4152; www.bangorschools.net

Colleges and Universities

The University College of Bangor serves as an extension campus of the University of Maine at Augusta. Classes at the Bangor campus are designed to attract working adults who may wish to explore basic college options. The college offers associate's degree programs in veterinary technology, legal technology, justice studies, human services, dental hygiene, computer information systems, and business administrations. A bachelor's degree in dental hygiene is also available.

The University of Maine is the state's principal research institution. Its flagship campus is located in Orono, north of Bangor. Its six colleges are Liberal Arts and Sciences; Business, Public Policy and Health; Education and Human Development; Natural Sciences, Forestry and Agriculture; School of Engineering Technology; and Honors College. The university offers 88 bachelor's degree programs, 64 master's degree programs, and 25 doctoral programs. Its library is ranked among the top in the country.

Beal College in Bangor emphasizes career preparation through 10 associate's degree programs, including medical assisting, business management, criminal justice, and accounting. Husson College is a private four-year university with an enrollment of about 2,000 students pursuing undergraduate and graduate degrees through its School of Business, School of Education, School of Health, School of Pharmacy, School of Science and Humanities, and School of Graduate and Professional Studies. The college's Boat School is located in Eastport and focuses on education in boatbuilding and repair. Continuing education centers are located in South Portland and Presque Isle. The New England School of Communications shares a campus with Husson College. The school specializes in programs for Associate and Bachelor of Science degrees in communications. Concentrations are available in audio engineering, digital media, journalism (including print and broadcast), marketing communications, radio broadcasting, and video production. Enrollment is about 400 students.

The Bangor Theological Seminary (BTS), established in 1814, is affiliated with the United Church of Christ and is the only accredited graduate school of religion in northern New England. Programs include a Master of Divinity (leading to ordained ministry), Master of Arts in religion, theology, or spirituality, and a Doctor of Ministry. Non-degree programs are available for those wanting to take enrichment courses in religion and theology. There is a second BTS campus in Portland.

Eastern Maine Community College offers associate's degrees, diplomas, and certificates in 27 technology programs. More than 1,200 full- and part-time students

are enrolled at the college, which employs more than 110 faculty members.

Other post-secondary institutions in the Bangor area are Maine Maritime Academy, Unity College, the College of the Atlantic, and Colby College.

Libraries and Research Centers

The Bangor Public Library has more than 500,000 volumes of books, periodicals, government documents, and recordings. Through the MaineCat statewide library catalog, the library sends more interlibrary loans each year than any other library in New England. The Bangor room holds a large collection of historic documents and resources, including county and town histories, family records, state and federal censuses, and newspaper indexes.

The University of Maine is home to the Raymond H. Fogler Library, the state's largest research library. Its collections include more than one million volumes, 3,889 periodical subscriptions, 1.6 million microforms, 2.2 million federal and state government documents from the U.S. (as well as federal and provincial government documents of Canada), and a large number of electronic resources. The library's Ira C. Darling Marine Center houses a specialized collection focused on marine studies, including over 13,300 books and journals. The Fogler Library is a U.S. Patent and Trademark Depository.

The university is also a major research site with centers that include the Lobster Institute, the Senator George J. Mitchell Center for Environmental and Watershed Research, the Climate Change Institute, the Forest Bioproducts Research Initiative, and the Laboratory of Surface Science and Technology. The Maine Cooperative Extension and the Main Agricultural Center are also sponsored by the university. Eastern Maine Medical Center is home to the Molecular Diagnostics and Research Laboratory, which is part of the hospitals ongoing Raish Peavey Haskell Research and Genetics Program.

Public Library Information: Bangor Public Library, 145 Harlow St., Bangor, ME 04401; telephone (207) 947-8336; www.bpl.lib.me.us

■ Health Care

The largest hospital in Bangor is the Eastern Maine Medical Center (EMMC), established in 1892 and part of the Eastern Maine Healthcare (EMH) network. It is a modern 411-bed regional hospital providing intensive care services; it is also one of three designated centers in the Maine Trauma System. EMMC sponsors a number of outreach clinics throughout the area as well. The EMMC CancerCare of Maine is a regional care center. Acadia Hospital, also a part of EMH, offers a wide range of inpatient and outpatient psychiatric and chemical dependency treatment services.

St. Joseph Hospital is part of the St. Joseph Healthcare network, which is operated by the Felician Sisters. The hospital offers acute care in its 100-bed hospital. Specialty care services include the Center for Sleep Medicine, the Regional Breast Care Center, wound and hyperbaric care, cardiac rehabilitation, and pain management, to name a few. St. Joseph HomeCare provides home health and hospice care.

The state-operated Dorothea Dix Psychiatric Center (formerly the Bangor Mental Health Institute) is a 100-bed psychiatric hospital that serves two-thirds of the state's geographic area, providing services for people with severe mental illness.

■ Recreation

Sightseeing

Bangor's heritage has been preserved in the painstakingly restored mansions of the lumber barons in the Broadway Historic District, one of several local districts. A popular way to explore the city is by way of a historic walking tour, which takes the visitor through a number of Bangor's finest buildings representing a variety of architectural styles ranging from Colonial, Federal, Greek Revival, and Second Empire Italian.

At Fields Pond Audubon Center, visitors can take a variety of walks and canoe tours through the area's 192 acres of wetlands and forest, 1,600 feet of lakeshore, 22-acre island, beach, brook, and ravine. The Maine Discovery Museum is the one of the largest children's museums in New England. It features seven major interactive exhibit areas on three levels. Located in the historic Freeses Building downtown, the museum promotes the learning and discovery of nature, geography, children's literature, music, art, science, and anatomy.

Visitors who travel farther afield into the Maine countryside will find charming villages and towns such as Old Town, where they may observe crafters constructing canoes at the Old Town Canoe Company. The Penobscot Indian Reservation at Old Town is home to members of that tribe. The town of Canaan displays Charles Lindbergh memorabilia housed in the crate that carried his plane back to America from Paris in 1927. Devotees of American domestic architecture can explore five turn-of-the-century summer cottages furnished as they were by the families who lived in them at Roosevelt Campobello International Park, summer home of Franklin and Eleanor Roosevelt. The park also boasts 10 miles of walking trails, bird watching, flower gardens, a lighthouse, sea kayaking, and a number of beaches.

Arts and Culture

Bangor Symphony Orchestra, the country's oldest continuous community orchestra, has been performing since 1896. Comprised of 60 to 90 members, the

orchestra performs 6 classical concerts, special events, and pops concerts during its September-May season. At the Maine Center for the Arts on the campus of the University of Maine at Orono, musical and dance events are presented throughout the year at the acoustically heralded Hutchins Concert Hall. In late spring and throughout the summer, the Bangor Band offers free weekly outdoor concerts at the Paul Bunyan Park grandstand. Other musical concert series in Bangor include the Cool Sounds of Summer concerts, held weekly at Riverfront Park, and the Arcady Music Festival, featuring international musicians.

Penobscot Theatre Company, housed in the Bangor Opera House downtown, performs Broadway hits and contemporary drama during the winter months; in July and August it presents the Maine Shakespeare Festival. Theater students at the University of Maine present contemporary and classical works at Maine Masque Theatre from October through April.

The Bangor Museum and Center for History, exhibiting historic memorabilia from the Penobscot Valley, is housed downtown adjacent to the Maine Discovery Museum. At the Cole Land Transportation Museum visitors can learn about and view a cross section of Maine's land transportation equipment, as well as U.S. military memorabilia. The Old Town Museum commemorates the area's lumbering history, and the Penobscot Marine Museum, a 13-building complex, preserves and exhibits the history of Penobscot Bay and the maritime history of Maine. Art studios and galleries are clustered in downtown Bangor.

Anthropological exhibits relating to Native Americans are on display at the Hudson Museum on the campus of the University of Maine at Orono, which also maintains greenhouses and ornamental test gardens that can be viewed by appointment, as well as a planetarium. The university's Museum of Art, one of the country's oldest land grant university art collections, displays more than 5,700 works, including an extensive collection of nineteenth- and twentieth-century European and American prints. Its collection also celebrates Maine art and artists, with works by Berenice Abbott, Winslow Homer, and Andrew Wyeth. The Maine Forest and Logging Museum in Bradley is a living history museum dedicated to the mighty Maine woods. The museum's 400-acre Leonard's Mills contains the site of a pioneer settlement, and the area comes alive every summer and fall when volunteers in period dress recreate the daily life of a logging and milling community of the 1790s.

Festivals and Holidays

Summer festivals in Bangor include a celebration of the Fourth of July with fireworks and a parade. Bass Park is the site of a ten-day celebration of agriculture at the

Bangor State Fair, held in late July and early August. The American Folk Festival is a three-day event held each year on the weekend before Labor Day on the Bangor waterfront. The festival features nearly continuous live music and dance on five stages plus arts activities for children of all ages. During June and July, the park is also the site for harness racing. The Music in the Park series is presented throughout the summer. October brings Octoberfest, and downtown art studios and galleries are open for touring every November. The traditional Christmas tree lighting in December is followed by a parade the next day. A winter carnival is held in February.

Sports for the Spectator

The 27-hole Bangor Municipal Golf Course presents many tournaments each year, including the Greater Bangor Open held in July. Bangor Raceway at Bass Park offers harness racing in June and July; the sport has been conducted continuously at Bass Park since 1893. The raceway hosts several legs of the Maine Breeders Stakes, the Anah Temple Shrine Trot and Parade, and the Billings Amateur Driving Series. The University of Maine Black Bears play baseball at Mahaney Diamond; the university also fields football, basketball, and hockey teams. Husson College also has successful baseball and basketball teams.

Sports for the Participant

Recreational opportunities in and around Bangor are almost limitless. The Bangor Parks and Recreation Department maintains 30 parks and play areas. Boating and fishing on the Penobscot, golfing at several courses, camping at sites within and outside the city limits, ice skating and hockey at local arenas, and downhill and cross-country skiing are only some of the activities available. The Bangor Municipal Golf Course has been rated by the magazine *Golf Digest* as one of the top public golf courses in the country. The course offers a 15-tee driving range, 2 practice greens, a complete pro shop, and restaurant. PGA professionals give group and private lessons.

Bangor Creative Playground is a specially designed park for children. Grotto Cascade Park, with its lighted water fountain and a 20-foot-high waterfall, is popular with picnickers and hikers; opposite the park, at Salmon Pool, Atlantic salmon headed upstream are a favorite catch for anglers in May and June. Sewall Park in nearby Old Town consists of 30 acres, some wooded, offering hiking, picnicking, camping, canoeing, sports facilities, fishing, and boat launching. The Sawyer Arena offers seasonal indoor ice skating. Bangor is located not far from Acadia National Park, the second most visited national park in the country, and Baxter State Park, site of Mt. Katahdin, Maine's highest peak.

Shopping and Dining

Shopping is serious business in Bangor, a major outlet store center and home to numerous department stores, shopping centers, and malls. Downtown Bangor features specialty shops, bookstores, and restaurants on the waterfront. Woven baskets and leather goods are offered at the Penobscot Indian Reservation on Indian Island, Old Town. Shoppers from a wide area are attracted to the department stores and specialty shops at Bangor Mall, the state's second-largest shopping mall. Restaurants and a 10-screen theater flank the Bangor Mall area. Airport Mall was Maine's first indoor shopping center when it opened in 1972; today it offers more than a dozen stores selling a variety of products. Antiques and collectibles are the focus at Center Mall in Brewer; within driving distance of Bangor are scores of antique shops, potteries, and gift shops.

Dining opportunities range from regional establishments specializing in lobster to ethnic restaurants specializing in Mexican, Italian, Indian, Asian, and Pakistani foods. Coffeehouses, pubs, and taverns round out Bangor's offerings. Local legend has it that the first brownie was baked in Bangor. Original Brownie mix can be purchased at some visitor's centers, where you may also learn the story behind it.

Visitor Information: Greater Bangor Convention & Visitors Bureau, 40 Harlowe St., Bangor, ME 04401; telephone (207)947-5205; toll-free (800)91-MOOSE; www.bangorcvb.org

■ Convention Facilities

The Bangor Civic Center and Auditorium Complex is the primary event location. The Bangor Auditorium offers 16,000 square feet of exhibit space with a seating capacity of 6,000. The Civic Center, with 22,000 square feet of usable space, is capable of hosting 9 concurrent meetings; it has banquet seating for up to 800 people and a 12,000-square-foot catering center. Both facilities are located at Bass Park.

Norumbega Hall, which houses the University of Maine Museum of Art, can accommodate 1,000 people in its auditorium. Other meeting rooms are also available at the university. The Penobscot Theatre, located in the Bangor Opera House, is handicap accessible and seats 299 people. The Seadog Banquet and Conference Center has space available for meetings of up to 140 people.

In nearby Orono, the Best Western Black Bear Inn and Conference Center features more than 7,900 square feet of meeting space. More than 25 hotels, motels, inns, bed and breakfasts, and camping facilities are located within the Bangor metropolitan area.

Convention Information: Greater Bangor Convention & Visitors Bureau, 40 Harlowe St., Bangor, ME 04401; telephone (207)947-5205; toll-free (800)91-MOOSE; www.bangorcvb.org

■ Transportation

Approaching the City

Bangor International Airport offers more than 50 flights per day to and from national and regional hubs. It is served by five major airlines, with nonstop service to nine cities.

Bangor is easily reached via the north-south Interstate 95. State Route 2 connects from the north and west, S.R. 9 from the east, and S.R. 1A from the south. Rail and bus service is provided by Greyhound and Concord Trailways, which also provide direct connections to Amtrak in Portland or Boston.

Traveling in the City

Downtown shopping and dining sites are easily accessible on foot and walking tours through historic areas are offered. The BAT Community Connector is a local fixed-route bus system providing service in the Greater Bangor Urbanized Area (including Bangor, Brewer, Veazie, Orono, Old Town, and Hampden). Full service is available Monday through Friday, partial service on Saturday, and no service on Sunday. All buses are equipped with wheelchair lifts. Bike racks are also available on all buses.

■ Communications

Newspapers and Magazines

In operation for more than 110 years, the *Bangor Daily News* is published mornings Monday through Saturday. The paper is one of the few family-owned newspapers in the country and has a circulation of approximately 70,000. *The Weekly* is distributed throughout the area on Fridays and features a calendar of events, nonprofit news, and other health and welfare features.

Television and Radio

Five television stations broadcast from Bangor—four major commercial stations plus one PBS affiliate. Ten AM and FM radio stations are broadcast from the city with several more available from the surrounding area.

Media Information: *Bangor Daily News*, 491 Main St., Bangor, ME 04401; telephone (207)990-8000; toll-free (800)432-7964; www.bangornews.com

Bangor Online

Bangor Region Chamber of Commerce. Available www.bangorregion.com

Bangor School System. Available www.bangorschools.net

City of Bangor. Available www.bangormaine.gov

County of Penobscot. Available www.maine.gov/local/penobscot

Downtown Bangor. Available www.downtownbangor.com

Greater Bangor Convention and Visitors Bureau. Available www.bangorcvb.org

Maine Department of Labor. Available www.maine.gov/labor

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Lewiston

■ The City in Brief

Founded: 1770 (incorporated 1795)

Head Official: Mayor Laurent F. Gilbert, Sr. (since January 2008)

City Population

1980: 40,481

1990: 39,757

2000: 35,690

2006 estimate: 35,734

Percent change, 1990–2000: –10.3%

U.S. rank in 1980: 540th

U.S. rank in 1990: 664th (State rank: 2nd)

U.S. rank in 2000: Not available (State rank: 2nd)

Metropolitan Area Population

1980: Not available

1990: 93,679

2000: 90,830

2006 estimate: 107,552

Percent change, 1990–2000: –3.0%

U.S. rank in 1980: Not available

U.S. rank in 1990: 256th

U.S. rank in 2000: 268th

Area: 34 square miles (2000)

Elevation: 121 feet above sea level

Average Annual Temperature: 46.1° F

Average Annual Precipitation: 45.8 inches of rain; 70.1 inches of snow

Major Economic Sectors: Services, manufacturing, trade, government

Unemployment Rate: 5.5% (June 2007)

Per Capita Income: \$17,905 (1999)

2005 FBI Crime Index Property: 1,250

2005 FBI Crime Index Violent: 91

Major Colleges and Universities: Bates College, University of Southern Maine Lewiston-Auburn College, Andover College

Daily Newspaper: *Sun Journal*

■ Introduction

Lewiston and Auburn, known as the Twin Cities of the Androscoggin, together form the industrial and commercial heart of Maine. Although separated by the Androscoggin River, they share nearly every city amenity and service except government. Both cities possess a diversified economy dependent on services and manufacturing. A remarkable cooperative effort between the cities brought to the region a building boom of unprecedented proportions in the late 1980s. During the decade that followed, the economy had begun shifting away from large manufacturers to entrepreneurial small companies. Lewiston continues to be one of the strongest manufacturing areas in New England. In 2007 it was declared an All-America City by the National Civic League.

■ Geography and Climate

Lewiston is located approximately 30 miles from the mouth of the Androscoggin River in the western lakes and mountains region of Maine. The city is situated on low rolling hills sloping toward the Androscoggin River. It is the second largest city in the state and part of Androscoggin County. The area enjoys a four-season climate; summers are comfortable and winters are generally cold, but prolonged periods of cold weather are rare.

Area: 34 square miles (2000)

Elevation: 121 feet above sea level

Average Temperature: 46.1° F

Average Annual Precipitation: 45.8 inches of rain; 70.1 inches of snow

■ History

Permission to settle the tract of land along the Androscoggin River where Lewiston and Auburn now stand was granted by the Massachusetts Bay Colony in 1768 to agents of a group referred to as the proprietors. Under the terms of the grant, fifty families in as many houses were to settle in the area that was to be called Lewiston by 1774. It is doubtful that these terms were complied with; the first settler, Paul Hildreth, did not build his log cabin until 1770 on the east bank of the river. Although Lewiston opened its first woolen mill in 1819 and its first cotton mill in 1844, it and neighboring Auburn grew very slowly. It is said that Auburn took its name from Oliver Goldsmith's poem "The Deserted Village."

The growth of the Twin Cities, as they are often called, began in 1836 with the exploitation of the water power of the Androscoggin River. Lewiston grew up as a textile center, Auburn as a shoe-manufacturing center, and both cities attracted workers of French-Canadian origin to work in the factories. By the 1870s several large textile mills were operating in Lewiston, and Auburn's twenty-one factories were turning out more than two million pairs of shoes annually. Friction between the two cities broke out in 1937 during a bitter shoe strike. Many residents of one city worked in the other, and during the strike police sought to prevent strikers from crossing the bridges that connect the two cities.

By the 1960s the economies of the two cities were still dominated by the textile and shoe industries, but mills were beginning to close and shoe shops were being badly hurt by foreign competition. Into the late 1970s the cities engaged in a rivalry to attract new businesses until it was recognized that cooperation would be beneficial to the development of both. During the 1980s Lewiston and Auburn experienced a building boom; the cooperative spirit that grew up between them was marked by such factors as the sharing of economic development councils, a newly rebuilt hydroelectric facility, and the tax revenues generated by the development of industrial land. Lewiston's vitality and cultural richness were factors in its selection as the national headquarters of the forum Francophone des Affaires, an international trade group of French-speaking nations. Today Lewiston continues to be a city enriched by a strong cultural heritage, diverse economy, active artists' community, and beautiful natural resources.

Historical Information: Androscoggin Historical Society, Court Street Door, County Building, Auburn, ME 04210; telephone (207)784-0586; www.rootsweb.com/~meandrhs

■ Population Profile

Metropolitan Area Residents

1980: Not available
1990: 93,679
2000: 90,830
2006 estimate: 107,552
Percent change, 1990–2000: –3.0%
U.S. rank in 1980: Not available
U.S. rank in 1990: 256th
U.S. rank in 2000: 268th

City Residents

1980: 40,481
1990: 39,757
2000: 35,690
2006 estimate: 35,734
Percent change, 1990–2000: –10.3%
U.S. rank in 1980: 540th
U.S. rank in 1990: 664th (State rank: 2nd)
U.S. rank in 2000: Not available (State rank: 2nd)

Density: 1,047.0 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 34,726
Black: 561
American Indian and Alaska Native: 351
Asian: 384
Native Hawaiian and Pacific Islander: 32
Hispanic or Latino (may be of any race): 448
Other: 262

Percent of residents born in state: 75.9% (2000)

Age characteristics (2000)

Population under 5 years old: 1,983
Population 5 to 9 years old: 2,122
Population 10 to 14 years old: 2,073
Population 15 to 19 years old: 2,631
Population 20 to 24 years old: 3,090
Population 25 to 34 years old: 4,596
Population 35 to 44 years old: 5,008
Population 45 to 54 years old: 4,539
Population 55 to 59 years old: 1,718
Population 60 to 64 years old: 1,588
Population 65 to 74 years old: 2,972
Population 75 to 84 years old: 2,374
Population 85 years and older: 996
Median age: 37.6 years



Photo by Craig Starr/Dennis Boudreau. Courtesy of city of Lewiston.

Births (2006, MSA)

Total number: 1,356

\$150,000 to \$199,999: 59

\$200,000 or more: 179

Deaths (2006, MSA)

Total number: 1,048

Percent of families below poverty level: 11.3% (1999)

2005 FBI Crime Index Property: 1,250

Money income (1999)

Per capita income: \$17,905

Median household income: \$29,191

Total households: 15,291

2005 FBI Crime Index Violent: 91

Number of households with income of ...

- less than \$10,000: 2,552
- \$10,000 to \$14,999: 1,380
- \$15,000 to \$24,999: 2,800
- \$25,000 to \$34,999: 2,232
- \$35,000 to \$49,999: 2,343
- \$50,000 to \$74,999: 2,441
- \$75,000 to \$99,999: 902
- \$100,000 to \$149,999: 403

■ **Municipal Government**

Lewiston operates under a council-administrator form of government. The city council consists of a mayor and seven councilors elected to two-year terms. The mayor is elected at-large. The councilors are elected as ward representatives.

Head Official: Mayor Laurent F. Gilbert, Sr. (since January 2008; term expires January 2010)

Total Number of City Employees: 425 (2007)

City Information: City of Lewiston, 27 Pine St., Lewiston, ME 04240; telephone (207)513-3121; www.ci.lewiston.me.us

■ Economy

Major Industries and Commercial Activity

Once known mainly for the manufacture of shoes and textiles, Lewiston-Auburn has developed a more diverse economy with the health care industry offering the greatest number of local jobs. St. Mary's Regional Medical Center (affiliated with the Sisters of Charity Health System) and Central Maine Medical Center are among the top ten employers in Lewiston-Auburn.

The retail trade is the next largest employment industry for the area. Wal-Mart has a large distribution center in Lewiston and L.L. Bean has a major call center in the city.

While manufacturing has declined in the region, it still maintains a solid role in the economy. Food and beverage companies are an important subsector of the manufacturing industry for the area. Major companies such as Poland Spring Bottling Co., White Rock Distilleries, LePage Bakeries, and Angostura World Harbors have facilities in the area.

Other manufacturing companies in the Lewiston area include Formed Fiber Technologies (auto parts), Tambrands (feminine hygiene products), Panolam Industries (laminated countertops and other surfaces), and Diamond Phoenix Corporation (sorting/picking systems and robotics). Geiger, one of the nation's largest privately owned promotional products companies, continues to print its annual *Farmer's Almanac* in Lewiston.

The Maine Department of Economic and Community Development reported that in 2002 the Lewiston-Auburn area led the state in economic development activity and placed second in job creation. Both cities are a travel center for their section of the state and benefit from tourism.

Items and goods produced: auto parts, baked goods, cooking sauces, plastics, printed promotional items, paper products, personal care products, cabinets, flavored liquors, welding supplies, laminates, wooden buckets and barrels, guitars

Incentive Programs—New and Existing Businesses

Local programs: The Lewiston Auburn Economic Growth Council offers a number of services to local businesses, including technical assistance, commercial financing, site searches, and marketing. Since the council's inception, it has leveraged almost \$45 million in new local investments through financing programs. Its Economic

Stimulus Loan Pool provides eligible businesses with loans up to \$150,000 to be used for site purchase and development, construction, machinery and equipment, and working capital. The Micro-Enterprise Loan Program, for businesses with five or fewer employees, offers loans up to \$25,000 for site purchases, construction, and equipment purchases. The Lewiston Department of Economic and Community Development also offers a variety of assistance programs to new and existing businesses. Financial assistance is available for eligible companies with projects of \$2 million or more in private investment or that will create at least 26 full-time jobs. This department is also responsible for oversight of Community Development Block Grants, Urban Development Action Grants, and Special Purpose Grants.

State programs: The Finance Authority of Maine (FAME) assists economic development by providing capital for businesses through a wide variety of programs. FAME offers direct loans; credit enhancement through risk reduction and rate reduction programs; equity capital assistance for early-stage businesses; and cooperative programs with local agencies. The business Equipment Tax Reimbursement Program provides annual reimbursement of up to 90 percent of local taxes for qualified business personal property for up to 12 years. Other tax credits and exemptions include a high-technology investment tax credit, a jobs and investment tax credit, a research expense credit of 5 percent, and other research and development credits. Sales tax exemptions are available to qualified companies for biotechnology equipment and machinery, custom computer programming products, research machinery and equipment, and fuel and electricity sales.

Through the statewide Pine Tree Development Zone Program, qualified businesses are eligible for employment tax increment financing (which may amount to a reimbursement of up to 80 percent of state income taxes), corporate income tax and insurance premium tax refunds, and sales and use tax exemptions. The Pine Tree Development Zone Program is a performance-based tax incentive initiative to stimulate growth in targeted business sectors. Businesses qualify through job creation and are certified based on future performance.

Lewiston is part of a federally designated rural Empowerment Zone. Businesses operating within the zone or hiring employees who live in the zone may be eligible for special tax incentives, such as the Work Opportunity Tax Credit or Renewal Community Employment Credit. Special financing programs are also available. The Auburn-Lewiston Municipal Airport is part of a federally designated Foreign Trade Zone (FTZ). Goods entering the zone are not subject to customs tariffs until the goods leave the zone and are formally entered into U.S. customs territory.

Job training programs: The Maine Quality Centers Program, coordinated by the state's technical colleges, offers customized education and training for new or

expanding businesses at no cost to the businesses or to the trainees. The Governor’s Training Initiative program develops and coordinates training for companies that intend to expand or locate in Maine, reorganize to remain competitive, or upgrade worker skills. There is also a state-sponsored Maine Apprenticeship Program. The Corporate and Community Services Department of Central Maine Community College in Auburn works in partnership with local businesses to create customized training programs.

Development Projects

Into the early 2000s, Lewiston-Auburn has led the state in development activities. In 2007 the city opened its first skate park in Kennedy Park. The 12,000-square-foot facility includes in-ground concrete bowls, ramps, stairs, half-pipes and landscaping. The park was designed by the nationally acclaimed design firm of Breaking Ground.

In 2007 Bates College was nearing completion of a \$24-million campus expansion project that will include a three-building dorm complex with a new dining hall. Wal-Mart’s Food Distribution Center was also in the midst of a \$40-million expansion project of its existing Lewiston facility. Bisson Transportation chose the Auburn Industrial Park as the site for a 60,000-square-foot warehouse to serve its freight division. The project will make part of the park accessible by the St. Lawrence & Atlantic Railroad. Community Concepts had begun a project to renovate the Saint Dominic’s Regional High School into an office and elder housing complex. The project had an anticipated completion date of some time in 2008.

Economic Development Information: Lewiston Auburn Economic Growth Council, 415 Lisbon Street, Ste. 400, P.O. Box 1188, Lewiston, ME 04243; telephone (207)784-0161; <http://economicgrowth.org>.

Commercial Shipping

Lewiston-Auburn is conveniently situated on Interstate 495 (Maine Turnpike); exits 12 and 13 provide direct routes into the area’s industrial parks. Several trucking companies operate with both interstate and intrastate authority. Rail service is available through the St. Lawrence & Atlantic Railroad, which operates a double-stack intermodal transportation facility in Auburn. In addition, Guildford Rail runs a regional rail system with daily switching service and loading dock facilities. The Auburn-Lewiston Municipal Airport provides service for cargo flights to locations in the U.S. and Canada. The airport is part of a Foreign Trade Zone, with customs clearance at an intermodal freight facility. The area is also only 38 miles away from Portland International Jetport, which offers cargo service from DHL and Federal Express. Portland Harbor, 40 minutes away from Lewiston,

accommodates large ships with roll-on, roll-off docks and container handling capability.

Labor Force and Employment Outlook

The local labor force boasts a strong reputation for skill and commitment with access to several educational resources. *Industry Week* magazine once named Lewiston-Auburn the strongest manufacturing area in New England, based on productivity, specialization, and employment. Thanks to Lewiston-Auburn’s central location, local employers are able to draw upon a talented workforce from the surrounding area—nearly 50 percent of the state’s population is within a 30-mile radius.

The area provides many opportunities for workers to pursue education and job training—local options include six colleges, a hospital-sponsored nursing program, and an adult education program. The Maine Quality Center provides employer-specific training programs and trainee recruitment, while Auburn’s Central Maine Technical College offers courses to employers at the worksite or on campus.

Into the mid 2000s the largest employment industries in the Lewiston-Auburn area were in health care and social assistance, followed by retail and manufacturing.

The following is a summary of data regarding the Lewiston city metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 48,000

Number of workers employed in . . .

- construction and mining: 2,700
- manufacturing: 6,200
- trade, transportation and utilities: 9,900
- information: 800
- financial activities: 3,000
- professional and business services: 4,900
- educational and health services: 10,000
- leisure and hospitality: 3,500
- other services: 1,300
- government: 5,800

Average hourly earnings of production workers employed in manufacturing: \$16.97

Unemployment rate: 5.5% (June 2007)

<i>Largest employers (2004)</i>	<i>Number of employees</i>
Sisters of Charity	
Health Systems	1,000+
Central Maine Medical Center	1,000+
Banknorth Group	500+
Lewiston School Department	500+
Bates College	500+

<i>Largest employers (2004)</i>	<i>Number of employees</i>
Auburn School Department	500+
Tambrands Inc.	500+
Panolam	500+
L.L. Bean	300+
City of Lewiston	300+

Cost of Living

The average price of a single-family home in Lewiston ranges from \$78,000 to \$100,000.

The following is a summary of data regarding several key cost of living factors in the Lewiston-Auburn area.

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 2.0% to 8.5%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$27.70 per \$1,000 of assessed valuation (2004)

Economic Information: Maine Department of Labor, 45 Commerce Drive, Augusta, ME 04332; telephone (207)623-7900; www.maine.gov/labor. Androscoggin County Chamber of Commerce, 415 Lisbon St., PO Box 59, Lewiston, ME 04243; telephone (207)783-2249; www.androscoggincounty.com.

■ Education and Research

Elementary and Secondary Schools

Lewiston takes great pride in its education system, which has gained national attention for its innovative programs that have incorporated arts into the classroom, fostered business partnerships, and started after-school programs. Lewiston students regularly score at or above national and state averages on the Iowa Test of Basic Skills and the Maine Educational Assessment. More than 70 percent of Lewiston's high school graduates continue on to post-secondary education. The Lewiston School Department, in partnership with Jobs for Maine Graduates, offers one of the most comprehensive student career programs in the state for students in grades 7 to 12. The Lewiston Regional Technical Center offers 28 vocational programs for high school students. The Lewiston Adult Education Program serves about 8,000 people each year at 20 learning sites in the community.

The following is a summary of data regarding the Lewiston Public Schools as of the 2005–2006 school year.

Total enrollment: 26,228

Number of facilities

elementary schools: 6
junior high/middle schools: 1
senior high schools: 1
other: 2

Student/teacher ratio: 12.1:1

Teacher salaries (2005–06)

elementary median: \$40,450
junior high/middle median: \$40,740
secondary median: \$42,090

Funding per pupil: \$8,767

Holy Cross School in Lewiston is the largest Catholic School in the state. It has an enrollment of about 500 students from preschool through eighth grade. St. Joseph's School serves students from kindergarten through eighth grade. Central Maine Christian Academy and Vineyard Christian School offer K-12 curriculum.

Public Schools Information: Lewiston School Department, Dingley Building, 36 Oak St., Lewiston, ME 04240; telephone (207)795-4100; www.lewistonpublicschools.org

Colleges and Universities

Lewiston is home to historic Bates College, a highly selective liberal arts school founded by Maine abolitionists in 1855. Located on a 109-acre campus, Bates offers arts and sciences programs plus majors in anthropology, speech, and theater. The school offers a low student to faculty ratio, making close collaborations in the classroom and laboratory possible. Two-thirds of Bates's students typically study abroad, and more than two-thirds of recent graduates enroll in graduate study within 10 years after graduation. Enrollment is about 1,660 students. In 2008 *U.S. News & World Report* recognized Bates as being among the top 25 liberal arts colleges in the country.

The University of Southern Maine, Lewiston-Auburn College is one of the fastest growing campuses in the university system. The college's 1,700 students can choose between four-year degree programs in arts and humanities, natural and applied sciences, social and behavioral sciences, and leadership and organizational studies. Master's degree programs are available in leadership studies, literacy education, and occupational therapy.

Andover College maintains campuses in Lewiston and in Portland. The school offers associate's degrees and certificates in accounting, business administration, early

childhood education, medical assisting, criminal justice, legal studies, and paralegal studies.

The Central Maine Medical Center School of Nursing offers an associate's degree program in applied science of nursing in conjunction with a fully-accredited registered nurse program. Programs are also available for nursing assistant training and medical terminology. The Central Maine Institute for Health Professionals offers degree programs through the Clark F. Miller School of Radiologic Technology and School of Nuclear Medicine Technology.

Central Maine Community College in Auburn offers associate's degrees in general studies or liberal studies and certificate programs in a variety of technical, business, allied health, and creative fields. The Corporate and Community Services department works in partnership with local businesses to create customized training programs.

Libraries and Research Centers

The Lewiston Public Library consists of one central library with a collection of over 124,000 volumes housed in the original granite 1902 Carnegie Library Building. The library also holds about 312 magazine subscriptions, 4,100 video materials, and 2,000 audio materials. The library maintains special collections on Franco-American heritage, French literature, genealogical information, and local history. It also has an active children's program and outreach program.

Among the special collections at the George and Helen Ladd Library at Bates College is the Edmund S. Muskie Archives and Special Collections Library, a collection of rare books, records, manuscript collections, and papers of the U.S. senator. The Ladd Library has about 620,000 volumes, 290,000 microforms, 35,000 recordings, and 27,000 serial subscriptions.

Central Maine Medical Center maintains the Gerrish-True Health Sciences Library, a center for information relating to patient care, patient education, personal health, research, staff development, and wellness promotion.

Public Library Information: Lewiston Public Library, 200 Lisbon St. Lewiston, ME 04240; telephone (207)543-3004; www.lplonline.org

■ Health Care

Lewiston and Auburn residents have access to two of Maine's finest hospitals—Central Maine Medical Center and St. Mary's Regional Medical Center. Central Maine Medical Center is a 250-bed regional referral center offering a wide range of services. It operates the largest emergency room in the region and is one of three designated trauma centers in Maine. It is also known for its women's and children's services, including those offered through the Special delivery Family Birthing Center, the Neonatal Intermediate Care Unit, and the Sam and

Jennie Bennett Breast Care Center. In 2003, the medical center also opened the Central Maine Heart and Vascular Institute. The hospital also hosts a special Bladder Control Center and Occupational Health and Rehabilitation Center. The CMMC Cancer Care Center serves as a regional resource and care center.

St. Mary's Regional Medical Center is part of the Sister of Charity Health System. St. Mary's is a regional leader in the area of women's health. Its Corinne Croteau LePage Women's Health Pavilion houses a sophisticated birthing unit and an integrated obstetrics and gynecology practice; the Women's Imaging Center offers mammography services and bone density testing. St. Mary's neurosurgeons are also nationally recognized, having performed technologically advanced surgery not done elsewhere in the eastern U.S. The system also sponsors the WorkMed Occupational Health Service. St. Marguerite d'Youville Pavilion is one of the largest nursing homes in the state and offers specialized care programs for rehabilitation, transitional care, and Alzheimer's patients. Maison Marcotte is an independent living facility for seniors that offers a variety of assisted care options.

The Androscoggin Home Care & Hospice House is located in Auburn. Home-based care is offered through offices in Lewiston. Tri-County Mental Health Services maintains three offices in Lewiston. Westside Neuro-Rehabilitation Services, part of Goodwill Industries of Northern New England, offers specialized rehabilitation programs for patients with brain injuries.

■ Recreation

Sightseeing

A stroll through the 109-acre campus of Bates College offers the sightseer a view of lawns, gardens, and ivy-covered buildings; one path leads to the summit of Mt. David, providing an aerial view of the Twin Cities and sometimes a glimpse of the White Mountains 50 miles to the west. Lewiston Falls and Dam are best viewed from North Bridge.

Special architectural sites include Sts. Peter and Paul Basilica in Lewiston, featuring two towers rising to 168 feet and a beautiful pipe organ built by the American master Casavant Frere. The Court Street Baptist Church in Auburn is built in a Romanesque style and features two large murals by Harry Cochrane.

Bird fanciers visiting the area may wish to explore Thorncrag Bird Sanctuary, a 310-acre wildlife preserve for birds and small animals. The Mt. Apatite recreation area in Auburn features beautiful wooded hiking through an area once known for tourmaline mining.

Arts and Culture

With the cooperative spirit that now characterizes the relationship between Lewiston and Auburn, the two cities formed L/A Arts in 1973 in order to increase the number

of cultural amenities in the area. In cooperation with local educational institutions and community organizations, the group sponsors hundreds of performances a year in the community and the schools by artists, authors, actors, and others. Nationally recognized artists regularly perform at the Olin Arts Center on the Bates College campus. Each summer, the college hosts the Bates Dance Festival, a conglomeration of showings, performances, workshops, and discussions for students, performers, educators, and choreographers. The college's Department of Theater and Rhetoric stages several theater and dance productions annually at its three campus theaters.

The Androscoggin Chorale was formed as a community chorus in 1972. In 1991, the Chorale joined with the Maine Chamber Ensemble to form the Maine Music Society. The society has since offered several successful years of performances throughout the state, including operatic performances, classical music concerts, and holiday performances. The Public Theatre, a fully professional equity operation that has presented comedic and dramatic performances to the community for more than 10 years, was recently voted the best theatre company in Maine for the second year in a row.

The Lewiston-Auburn College/USM Atrium Gallery presents exhibitions of paintings, sculptures, and photography from artists across the state. It also hosts the annual Area Artists Exhibition and annual L/A Arts Exhibit and Auction. The Bates College Museum of Art at Olin Arts Center is home to one of the region's finest collections of masterworks on paper, including the Marsden Hartley Memorial collection. More than 40,000 square feet of space at the Creative Photographic Art Center of Maine in the historic Bates Mill Complex is dedicated to photography and other related arts. Genealogical literature, historical exhibits on Native American culture, and Civil War artifacts are on display at the Androscoggin Historical Society Library and Museum in Auburn.

The Franco-American Heritage Collection at Lewiston-Auburn College/USM provides a significant collection of documents, photographs, artifacts, and audiovisual material relating to the area's Franco-American community. Opened in 2000, Lewiston's Franco-American Heritage Center at St. Mary's was created to preserve the area's Franco-American heritage. The center serves as a museum, performance hall, and learning center.

Since 1940, Auburn's Community Little Theatre has been producing musicals, dramas, comedies, and benefit concerts each year in the Great Falls Performing Arts Center. The Pleasant Note Coffeeshouse is a combination restaurant and concert venue that presents a variety of artists ranging from up-and-coming locals to internationally known folk and jazz performers. Because of all these activities, the Lewiston-Auburn area has been designated as one of the best small arts towns in America.

Arts and Culture Information: L/A Arts, 221 Lisbon St., Lewiston, ME 04240; telephone (207)782-7228; www.laarts.org

Festivals and Holidays

Summer is festival time in Lewiston-Auburn; the season is inaugurated by the Maine State Parade, the largest such event in the state, held each May in Lewiston. In June, the Great Falls Canoe Race highlights the Androscoggin River. The Liberty Festival on July 4th draws thousands of visitors for live entertainment, food, and a fireworks display. Lewiston celebrates its French-Canadian heritage each summer with the Festival de Joie, a celebration of traditional food and music from all around the world. In mid-August the skies over Auburn and Lewiston fill with the colorful sights of the Great Falls Balloon Festival; 45 balloonists from across the Northeast take part in the event.

Sports for the Spectator

The Lewiston MAINEiacs compete in the Canadian Hockey League Network with home games at the Androscoggin Bank Colisée. The Colisée sponsors a number of sports events throughout the year, including World Championship Ice Racing (motorcycles and cars) in 2008, Old Timer's hockey games, and high school hockey competitions. The Bates College Bobcats compete in men's and women's cross country, soccer, basketball, squash, and lacrosse. There are also teams for football, golf, tennis, rowing, baseball, softball, volleyball, and swimming.

Sports for the Participant

A wealth of summer and winter recreational activities are available in and around Lewiston and Auburn. The proximity to mountains, forests, and lakes offers opportunities to skiers, skaters, campers, boaters, hikers, and anglers. Bicycle tours of the back roads of the region are very popular. Just north of Lewiston is the Hebron-to-Canton Rail Trail, an abandoned railroad bed turned pedestrian and bike route—a 36 mile round trip overall. For watersports enthusiasts, Lewiston plays host to the Great Falls Canoe Race each June. Public ice skating is available at the Androscoggin Bank Colisée. The Apple Valley Golf Club in Lewiston features a nine-hole public course.

The Twin Cities maintain dozens of parks and playgrounds, a supervised beach, skating rinks, and ball fields and courts. The Ingersoll Arena in Auburn is available for public skating, skating instruction, and hockey from early October to mid-March. The Fox Ridge Golf Club in Auburn is open to the public. Sunday River Mountain Bike Park in Bethel is served by two ski lifts, and offers sixty miles of marked and patrolled trails. The Lost Valley ski area features downhill and cross-

country skiing in the winter and mountain bike trails and paintball facilities in the summer. A number of other golfing facilities are also located in or near Lewiston.

Shopping and Dining

The downtown areas of Lewiston and Auburn lost most of their retail trade to shopping centers in the 1980s but made a comeback as significant commercial centers in the late 1990s. Both Auburn and Lewiston have shopping malls, featuring major department stores, and Freeport—home of L.L. Bean, the outdoors outfitters—is about 30 minutes away from Lewiston. Nutcracker Sweets is an old-fashioned candy shop featuring hand-crafted chocolates, and Orphan Annie's Antiques in Auburn offers a large selection of Art Deco, Art Nouveau, Tiffany, Steuben, and other prominent French and American art glass.

Western Maine is home to many small inns where fine dining and sometimes spectacular views are available to the public. Restaurants in the Lewiston area range from inexpensive spots such as Bill Davis Luncheonette and Gipper's Sports Grill to the international fine dining available at places like T.J.'s Restaurant and Eli's Restaurant at the Turner Highlands Country Club. Regional seafood restaurants and ethnic spots for Mexican, Chinese, and Italian cuisines are also abundant.

Visitor Information: Androscoggin County Chamber of Commerce, 415 Lisbon St., PO Box 59, Lewiston, ME 04243; telephone (207)783-2249; www.androscoggincounty.com or <http://laitshappeninghere.com>

■ Convention Facilities

Lewiston's Androscoggin Bank Colisée has a number of options for convention planners. Its main arena seats up to 4,500 people in concert seating formats. The center floor covers 17,000 square feet. The Shipyard Lounge/Conference Room can seat 150 people for meetings.

The Ramada Inn Conference Center offers 15,000 square feet of conference facilities that were remodeled in 2003; banquet facilities are also available. Bates College offers meeting spaces for non-profit organizations. Other meeting spaces are available at the Lewiston Plourde Parkway Armory and the Fireside Café and Conference Center in Auburn. The Auburn Inn and the Coastline Inn in Auburn also offer meeting space.

Convention Information: Androscoggin County Chamber of Commerce, 415 Lisbon St., PO Box 59, Lewiston, ME 04243; telephone (207)783-2249; www.androscoggincounty.com

■ Transportation

Approaching the City

Androscoggin County is served by Auburn-Lewiston Municipal Airport, which offers corporate and charter air service to and from the U.S. and Canada. Portland International Jetport, about 38 miles away, has passenger flights on seven major airlines. Bus service is provided by Greyhound. Interstate 495 (Maine Turnpike) provides access by car.

Traveling in the City

Streets in Lewiston radiate from Union Square near the Androscoggin River. Fixed-route bus service in Lewiston-Auburn is provided by Citylink PurpleBus. All busses have passenger lifts and bicycle racks.

■ Communications

Newspapers and Magazines

Readers in the Lewiston area are served daily by the *Sun Journal*. The *Portland Press Herald* and *Maine Sunday Telegram* are also available to local readers.

Television and Radio

Lewiston and Auburn are served by two local television stations; cable service is also available. Six AM and FM radio stations broadcast out of the area. Other stations are received from Portland and Augusta.

Media Information: *Sun Journal*, 104 Park St., Lewiston, ME 04243; telephone (207)784-5411; www.sunjournal.com

Lewiston Online

Androscoggin County Chamber of Commerce.

Available www.androscoggincounty.com

City of Lewiston. Available www.ci.lewiston.me.us

Lewiston Auburn Economic Growth Council.

Available www.economicgrowth.org

Lewiston Public Library. Available www.lplonline.org

Lewiston School Department. Available www.lewiston.k12.me.us

Maine Department of Labor. Available www.maine.gov/labor

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Portland

■ The City in Brief

Founded: 1623 (incorporated 1786)

Head Official: City Manager Joseph Gray, Jr. (since 2001)

City Population

1980: 61,572

1990: 64,157

2000: 64,249

2006 estimate: 63,011

Percent change, 1990–2000: 1.8%

U.S. rank in 1980: 327th

U.S. rank in 1990: 361st (State rank: 1st)

U.S. rank in 2000: 487th (State rank: 1st)

Metropolitan Area Population

1980: 193,831

1990: 221,095

2000: 243,537

2006 estimate: 513,667

Percent change, 1990–2000: 10.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: 145th

U.S. rank in 2000: 147th

Area: 21.2 square miles (2000)

Elevation: 34 feet above sea level

Average Annual Temperature: 45.5° F

Average Annual Precipitation: 44.3 inches rain; 71.3 inches snow

Major Economic Sectors: Services, trade, government, manufacturing

Unemployment Rate: 3.3% (June 2007)

Per Capita Income: \$22,698 (1999)

2005 FBI Crime Index Property: 2,970

2005 FBI Crime Index Violent: 267

Major Colleges and Universities: University of Southern Maine

Daily Newspaper: *Portland Press Herald*

■ Introduction

Portland is the largest city in Maine and an important cultural, commercial, and shipping center. It was called “the beautiful town that is seated by the sea” by Portland native Henry Wadsworth Longfellow. The city was destroyed by fire and rebuilt three times, each time to an even brighter future, but not without a few struggles. During the 1960s and 1970s Portland lost more than 11 percent of its population as its economy stagnated. A thoughtful urban renewal program designed to balance the process of economic growth with the preservation and restoration of what made the city unique—including its historic port district and other landmarks—has produced a culturally and economically vital city that is attracting young professionals from across America. Portland entered the new century with a deep appreciation of what makes a city livable and a commitment to ensuring that it remains so for all its citizens.

■ Geography and Climate

Portland lies on the southeast coast of Maine about 106 miles northeast of Boston. It is the seat of Cumberland county. The city surrounds a large harbor on the southern rim of Casco Bay. Downtown Portland rests on an elevated peninsula with views of the Atlantic Ocean and the White Mountains. Summers and falls are pleasant; winters are cold with frequent thaws. Winter begins late and extends into the normal springtime. The White

Mountains to the northwest keep heavy snow from reaching the Portland area and also moderate the temperature. Normal monthly precipitation tends to be uniform throughout the year.

Area: 21.2 square miles (2000)

Elevation: 34 feet above sea level

Average Temperature: 45.5° F

Average Annual Precipitation: 44.3 inches rain; 71.3 inches snow

■ History

The first settlement on the site of Portland was built by Christopher Levett in 1623. The next year Levett returned to England, apparently to attempt to arouse interest in forming a city on the site, to be called York. He never returned, and nothing is known of the fate of the 10 men he left behind. In the ensuing years, the city was known by a succession of names and was the object of a confused flurry of land claims and counter-claims, until Massachusetts assumed control in 1652. By 1675 Falmouth, as it was then called, had achieved some prosperity, with a population of more than 400 settlers. That same year Indian wars broke out, and in 1676 the entire town was destroyed.

No permanent settlement was attempted after this until Samuel Moody was granted permission by the Massachusetts government to build a fort at Falmouth. Over the next fifty years the area grew as an important export and shipbuilding center, and by 1770 Falmouth was one of the most prosperous of the Colonial cities. At this time tensions against the British were rising, and Falmouth was the scene of anti-British protests. In 1775 a British naval captain was seized by a party of Colonials and accused of spying; the captain was released on parole on condition that he return when requested. He did return a few months later, uninvited and in command of four warships. When the citizens of Falmouth refused his orders to evacuate the city or surrender their arms, the British opened fire and destroyed more than four hundred buildings. The town was not abandoned, however; during the Revolutionary War it served as an assembly ground for the military. By July 4, 1786, when the city took the name of Portland, the economy was thriving; forts and bridges were being constructed, the state's first bank and newspaper were established, and trade with the English and French was restored. Prosperity was checked by a depression from 1807 to 1809; the War of 1812 brought recovery, and Portland's industries and shipyards flourished once again. From 1820 to 1831 Portland served as the capital of Maine. Expansion continued with the development of steamboats and railroads.

City Survives War and Destruction by Fire

Portland was actively involved in the Civil War from 1861 to 1865, contributing about a fifth of its total population to the effort. Following the war the city quickly resumed its usual activity but was jolted by what was perhaps the worst in its series of disasters when, on July 4, 1866, fire destroyed most of the city. Rebuilding began immediately and many improvements were made.

Portland continued to thrive through the twentieth century's two world wars as a center of commerce, shipping, and industry. During World War II Portland was the base for the North Atlantic Fleet of the U.S. Navy. After World War II the city emerged as a major oil port. Following a period of decline, with the introduction of Japanese technology, the city became known once again as a major shipbuilding center.

Portland has benefitted from the spread of the Massachusetts high-technology boom and has become a national leader in technical infrastructure. During the 1980s and 1990s Portland enjoyed increasing tourism and developed a national reputation as a highly livable city. In 2003 Portland was ranked One of America's Dozen Distinctive Destinations by the National Trust for Historic Preservation. The city has been named One of the 10 Great Adventure Towns by *National Geographic Adventure Magazine*, August 2004, and the #1 Top Market for Small Business Vitality by American City Business Journals, January 2005.

Historical Information: Center for Maine History, 489 Congress St., Portland, ME 04101; telephone (207) 774-1822; www.mainehistory.org

■ Population Profile

Metropolitan Area Residents

1980: 193,831
1990: 221,095
2000: 243,537
2006 estimate: 513,667
Percent change, 1990–2000: 10.2%
U.S. rank in 1980: Not available
U.S. rank in 1990: 145th
U.S. rank in 2000: 147th

City Residents

1980: 61,572
1990: 64,157
2000: 64,249
2006 estimate: 63,011
Percent change, 1990–2000: 1.8%
U.S. rank in 1980: 327th
U.S. rank in 1990: 361st (State rank: 1st)
U.S. rank in 2000: 487th (State rank: 1st)



David McLain/Aurora/Getty Images

Density: 3,029.2 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 58,638
 Black: 1,665
 American Indian and Alaska Native: 302
 Asian: 1,982
 Native Hawaiian and Pacific Islander: 36
 Hispanic or Latino (may be of any race): 974
 Other: 1,626

Percent of residents born in state: 67.5%
 (2000)

Age characteristics (2000)

Population under 5 years old: 3,305
 Population 5 to 9 years old: 3,216
 Population 10 to 14 years old: 3,463
 Population 15 to 19 years old: 3,535
 Population 20 to 24 years old: 5,413
 Population 25 to 34 years old: 12,408
 Population 35 to 44 years old: 10,778
 Population 45 to 54 years old: 8,516
 Population 55 to 59 years old: 2,641
 Population 60 to 64 years old: 2,065

Population 65 to 74 years old: 4,018
 Population 75 to 84 years old: 3,410
 Population 85 years and older: 1,481
 Median age: 35.7 years

Births (2006, MSA)

Total number: 5,403

Deaths (2006, MSA)

Total number: 4,426

Money income (1999)

Per capita income: \$22,698
 Median household income: \$35,650
 Total households: 29,722

Number of households with income of...

less than \$10,000: 3,582
 \$10,000 to \$14,999: 2,178
 \$15,000 to \$24,999: 4,359
 \$25,000 to \$34,999: 4,473
 \$35,000 to \$49,999: 5,118
 \$50,000 to \$74,999: 5,382
 \$75,000 to \$99,999: 2,553
 \$100,000 to \$149,999: 1,258

\$150,000 to \$199,999: 324
\$200,000 or more: 495

Percent of families below poverty level: 10.4% (1999)

2005 FBI Crime Index Property: 2,970

2005 FBI Crime Index Violent: 267

■ Municipal Government

Portland, the seat of Cumberland County, operates under a council-manager form of government. The city manager is the chief executive officer, appointed by the council for an unspecified term. A nine-member council constitutes the legislative body. Five council members are selected from the five voting districts and four are elected on an at-large basis to serve staggered three-year terms. The mayor, who presides over council meetings, is selected by the council to serve a one-year term. Portland is known for its highly trained police and fire personnel.

Head Official: City Manager Joseph Gray, Jr. (since 2001; length of term unspecified)

Total Number of City Employees: 1,400 (2007)

City Information: City Hall, 389 Congress Street, Portland, ME 04101; telephone (207)879-0300; www.ci.portland.me.us

■ Economy

Major Industries and Commercial Activity

The Portland MSA is the strongest economic region in the state. Maine companies have a higher survival rate than the national average, as well as above-average rates of sales growth. The Portland area's concentration of population (the Portland MSA includes 25 percent of the state's population) and accessibility to other markets in New England have made the city a focal point for development. A study released by American City Business Journals in January 2005 found that the Portland metropolitan area has the strongest small-business sector (defined as companies with 100 or fewer employees) of any large metropolitan area in the United States. Portland's ratio of 3,301 such companies per 100,000 residents substantially exceeds that of all other major markets.

Trade, transportation and utilities is a major employment industry sector. Portland is a leading wholesale distribution point for northern New England as well as an important retail center, catering mostly to pedestrian shoppers. These industries, as well as tourism, received a boost after outdoor outfitter L. L. Bean opened in nearby Freeport in 1917; since 1951, the phenomenally popular

store has been open 24 hours a day. L. L. Bean's headquarters are located down the street from this flagship store, which has grown to 160,000 square feet and draws nearly three million visitors annually. Many businesses have opened stores in the area in recent decades, from independent boutiques in the Old Port and Arts District areas to the shops at South Portland's Maine Mall—the largest indoor mall in the state—to more than 125 outlet stores anchored by L. L. Bean. In 2007 retail trade accounted for about 15 percent of employment within the county.

Portland's port is the largest in New England in terms of tonnage. Portland is one of the chief trading ports on the Atlantic coast and plays a major role in Maine's paper and pulp trade. The state's annual lobster catch is the largest in the country; Portland is a major center for this activity, having benefited from efforts begun by environmentalists in the 1960s to clean up rivers and harbors.

Services, especially health care and education, play a very important part in the city of Portland and throughout the county. In 2007 the largest major industry sector was health care, accounting for about 17 percent of employment within the county. The Maine Medical Center, the largest hospital in the state, is one of the city's largest employers. In recent years, the city has seen growth in its service industries without significant erosion in other sectors of the economy.

The finance industry has a long tradition in Portland and professional and business services continue to grow. The third-largest banking and financial services company in New England—Bank North Group—is headquartered in Portland. UnumProvident, a holding company headquartered in Tennessee, has a significant presence in Portland; its subsidiary Unum Life Insurance Company of America is based in Portland.

Items and goods produced: food and paper products, leather goods, metals and machinery, lumber and wood, electronic components

Incentive Programs—New and Existing Companies

Local programs: Portland's Economic Development Division (EDD) serves as the city's one-stop shop for starting, expanding, or relocating a business. EDD serves as an information clearinghouse and offers assistance with permits and regulations; financial incentives; site selection; marketing and public relations; and business technical assistance and development. The Downtown Portland Corporation (DPC), an arm of the city's Economic Development Division, seeks to combine the resources and initiatives of the public and private sectors to promote downtown growth. In 2007 the city developed the Creative Economy Loan fund as a way to encourage new businesses in the arts.

State programs: The Finance Authority of Maine (FAME) assists economic development by providing capital for businesses through a wide variety of programs. FAME offers direct loans; credit enhancement through risk reduction and rate reduction programs; equity capital assistance for early-stage businesses; and cooperative programs with local agencies. The business Equipment Tax Reimbursement Program provides annual reimbursement of up to 90 percent of local taxes for qualified business personal property for up to 12 years. Other tax credits and exemptions include a high-technology investment tax credit, a jobs and investment tax credit, a research expense credit of 5 percent, and other research and development credits. Sales tax exemptions are available to qualified companies for biotechnology equipment and machinery, custom computer programming products, research machinery and equipment, and fuel and electricity sales. Through the statewide Pine Tree Development Zone Program, qualified businesses are eligible for employment tax increment financing (which may amount to a reimbursement of up to 80 percent of state income taxes), corporate income tax and insurance premium tax refunds, and sales and use tax exemptions. The Pine Tree Development Zone Program is a performance-based tax incentive initiative to stimulate growth in targeted business sectors. Businesses qualify through job creation and are certified based on future performance.

Job training programs: The Maine Quality Centers Program, coordinated by the state's technical colleges, offers customized education and training for new or expanding businesses at no cost to the businesses or to the trainees. The Governor's Training Initiative program develops and coordinates training for companies that intend to expand or locate in Maine, reorganize to remain competitive, or upgrade worker skills. The Career Center at Portland, part of the state of Maine government, assists businesses seeking employees and individuals seeking jobs. Networking and workshops are part of the center's programming. Through the Career Center, the Maine Apprenticeship Program (MAP) offers on-the-job training in a variety of occupations. Maine's community colleges partake in the Maine Career Advantage program that combines academics with internships.

Development Projects

Transportation to and within Portland has been enhanced in recent years with Amtrak's new Downeaster line, running between Boston and Portland, and the new Portland Explorer Express Bus Service, which runs between major downtown locations, the Maine Mall, the airport, and the bus-rail station.

In September 2004 Portland's city council voted to amend the city's historic preservation ordinance to grant additional decision-making authority to the

Historic Preservation Committee, now renamed the Historic Preservation Board; following the amendment, the board now makes the final decision as to whether major projects meet preservation ordinance standards. In 2007 the city developed the Creative Economy Loan fund as a way to encourage new businesses in the arts.

City officials have created a number of short- and long-term strategies to kick-start development in Bayside, the historic neighborhood on the Portland Peninsula into Casco Bay, including acquiring land, making Portland's regulatory process more business-friendly, and building new housing. Completed developments in Bayside as of 2007 included 63 Marginal Way, a development that includes 28,000 square feet of office space and 6,000 square feet of retail space, and Whole Foods, a new 47,000-square-foot grocery store that opened in 2007. Two projects under construction in Bayside as of 2007 included Pearl Place, a 60-unit rental housing complex that will be ready for occupancy in winter 2008, and a new office/retail mixed-use facility at Preble Street and Marginal Way that will house the new headquarters for Intermed.

The city is also working with the marine science community in the hope of making Portland a major hub for marine research, development, production, and education by 2015. In 2007 the city was also working on proposals to develop a city-owned 26-acre site into a biotechnology business park at Rand Road. In 2007 Immucell, a biotech company in Portland, completed a \$1.5-million renovation of its production facility.

Economic Development Information: Economic Development Division, City of Portland, 389 Congress St., Portland, ME 04101; telephone (207)874-8683; www.portlandmaine.gov

Commercial Shipping

The deepwater Port of Portland is the largest in New England based on volume of tonnage handled, with more than 21 million tons of cargo landing annually. Pulpwood, fish, and other food products are among the items routinely shipped through the port. Among all U.S. transatlantic ports, it is the closest to Europe. The port has a dredged deepwater channel and provides excellent berthing for all sizes of vessels. The city has two major marine terminals: Portland International Marine Terminal and Merrill's Marine Terminal.

Portland International Jetport, one of the largest such facilities in the Northeast, is served by DHL and Federal Express. Air cargo totals at the jetport in 2006 were over 36 million pounds. Freight rail service is provided by Springfield Terminal Railway and the St. Lawrence & Atlantic Railroad Company. More than 30 interstate truck carriers have local terminals and main or branch offices in the city.

Labor Force and Employment Outlook

Portland's labor force is young and well educated. About 83 percent of registered job seekers hold secondary or post secondary degrees. The city is said to support more lawyers per capita than anywhere else in the country except Washington, D.C. Portland is the employment center for Cumberland County, with 42.1 percent of all jobs located within the city. Analysts predict that immigration of people from large urban areas will continue. An unemployment rate tending to be below the national average reflects the city's sturdy economy. Employment projections to 2012 call for faster than average growth in Portland. In 2007 Portland was noted as one of two Best Cities for Mid-Level Professionals in *Kiplinger's Personal Finance* magazine.

The following is a summary of data regarding the Portland-South Portland-Biddeford NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 193,800

Number of workers employed in . . .

- construction and mining: 10,600
- manufacturing: 14,800
- trade, transportation and utilities: 41,500
- information: 4,900
- financial activities: 15,400
- professional and business services: 21,600
- educational and health services: 34,300
- leisure and hospitality: 19,600
- other services: 5,800
- government: 25,500

Average hourly earnings of production workers employed in manufacturing: \$14.77

Unemployment rate: 3.3% (June 2007)

Largest employers (Greater Portland area)

	<i>Number of employees</i>
L.L. Bean, Inc.	5,400-5,600
Maine Medical Center	4,600-4,800
UnumProvident	3,400-3,600
Delahaize	2,300-2,500
Bank North Group	1,900-2,100
Verizon	1,600-1,800

Cost of Living

Many people have been attracted to Portland because of its relative affordability; however, overall costs, including home costs, have risen to a level above the national average. State and local spending has tended to increase at a rate below the national average.

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

2007 (1st quarter) ACCRA Average House Price: \$413,059

2007 (1st quarter) ACCRA Cost of Living Index: 117.0

State income tax rate: 2.0% to 8.5%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$26.53 per \$1,000 of actual value (2005)

Economic Information: Portland Regional Chamber, 60 Pearl Street, Portland, ME 04101; telephone (207) 772-2811; www.portlandregion.com

■ Education and Research

Elementary and Secondary Schools

The Portland Public School System (PPS) enjoys a reputation for excellence and has been ranked among the top 10 education systems in the nation. Maine's largest and most diverse school district, PPS offers a challenging academic curriculum with a wide array of educational choices, including expeditionary learning and vocational training. The district's learning facilities range from a one-room schoolhouse on Cliff Island to the second-oldest public high school in the nation. The Portland Arts and Technology High School is an applied technology center serving students from 23 area high schools. The Portland Adult Education program serves about 6,000 students annually by offering vocational and general academic courses as well as enrichment programs in arts and hobbies.

The following is a summary of data regarding the Portland Public Schools as of the 2005–2006 school year.

Total enrollment: 59,064

Number of facilities

- elementary schools: 11
- junior high/middle schools: 3
- senior high schools: 4
- other: 0

Student/teacher ratio: 12.4:1

Teacher salaries (2005–06)

- elementary median: \$46,710
- junior high/middle median: \$43,910
- secondary median: \$44,450

Funding per pupil: \$10,042

Approximately 3,000 Portland area students attend the city's parochial and private schools.

Public Schools Information: Portland Public Schools, 196 Allen Avenue, Portland, ME 04103; telephone (207)874-8100; www.portlandschools.org

Colleges and Universities

The University of Southern Maine (USM) is the largest campus of the University of Maine system's seven campuses. USM has three campuses, in Portland, Gorham, and Lewiston, with a total enrollment of 10,478. USM offers more than 40 academic programs in eight schools and colleges.

The Maine College of Art is an independent school of art and design offering Bachelors and Masters of Fine Arts degrees. The University of New England, a highly-ranked regional university, offers degree programs in health sciences, natural sciences, human services, management, education, and the liberal arts and has the only medical school—the University of New England College of Osteopathic Medicine—in the state of Maine. The university is comprised of two campuses; the primary one is located in nearby Biddeford, while the secondary one, known as Westbrook College, is in Portland.

Renowned Bowdoin College, founded in 1794, is located in Brunswick, about 25 miles northeast of Portland. Bowdoin graduated some of New England's most famous nineteenth-century writers, including Harriet Beecher Stowe, and was a home base for Arctic exploration, having graduated Robert E. Peary.

Two-year institutions in the Portland area include Andover College, which also maintains a campus in Lewiston. The school offers associate's degrees and certificates in accounting, business administration, early childhood education, medical assisting, criminal justice, legal studies, and paralegal studies. Southern Maine Community College is located in South Portland. The Salt Institute for Documentary Studies offers semester-long programs in documentary studies.

Libraries and Research Centers

The Portland Public Library serves as the major resource library for the Southern Maine Library District, part of the Maine Regional Library System. It has a main library, five branches, and one bookmobile. The main building, located in the heart of downtown Portland, maintains a collection of over 347,661 volumes and over 30,000 audiovisual items. Special services include an Art Department, a HealthShare Program, a children's art series, and a collection of resources on Maine history, genealogy, and fine printing. The Maine Historical Society Research Library holds more than one million books, manuscripts, maps, and other documents related to Maine and New England history.

Area colleges and universities also maintain libraries; among these are the Donald L. Garbrecht Law Library at the University of Southern Maine, which has over 335,000 volumes; undergraduate libraries at the university, including the Albert Brenner Glickman family Library at the Portland campus, house more than 400,000 items plus a special collection of antique maps, globes, and atlases.

Research facilities located in Portland include the Maine Medical Center Research Institute, which specializes in biology, genetics, outcomes and health services research, and clinical research; the University of Maine Marine Law Institute, the only law school-affiliated marine policy research program in the Northeast; the University of Southern Maine Center for Business and Economic Research; and its Small Business Development Center. The Wise Laboratory at the University of Southern Maine (USM) focuses on environmental and genetic toxicology research.

Public Library Information: Portland Public Library, 5 Monument Square, Portland, ME 04101; telephone (207)871-1700; www.portlandlibrary.com

■ Health Care

Portland's Maine Medical Center, a major clinical and teaching affiliate of the University of Vermont College of Medicine, is the largest hospital in the state and a major referral center for northern New England. A 606-bed facility, it is an active research center as well as a teaching hospital. Every year, the hospital cares for more than 27,000 inpatients and more than 500,000 outpatients and performs more than 16,000 surgeries. The hospital offers a full range of medical services and is widely known for its cardiac diagnostic and open-heart surgery programs, renal dialysis and kidney transplants, oncology, nuclear medicine, and rehabilitation. Other specialty care centers include Robotic Surgery, the Maine Digestive Health Center, the Barbara Bush Children's Hospital, the Maine Center for Diabetes, and the Geriatric Center. Recent expansion projects include a new obstetrics and newborn building, a parking garage, a helipad, and a central utility plant. The Northern New England Poison Center is located at the Maine Medical Center.

Mercy Hospital, a 177-bed community hospital, offers a complete range of diagnostic services and operates The Birthplace, the Recovery Center for recovering addicts, an inpatient Eating Disorders Program, an ambulatory care center, oncology centers, and a home care and hospice service. Mercy is a leader in Maine in orthopedic surgery, joint replacement surgery, and interventional procedures. The Portland Free Clinic is a partnership between Mercy Hospital and the city's Department of Health and Human Services.

Other facilities in Portland include New England Rehabilitation Hospital of Portland, an 82-bed facility specializing in physical rehabilitation; and Westbrook Community Hospital, specializing in treatment for alcoholism, drug abuse, and eating disorders. Greater Portland also supports a variety of the latest types of elderly housing and care centers, and along with traditional health care has a thriving community of healers and alternative-therapy specialists.

■ Recreation

Sightseeing

Portland is a rejuvenated city that combines modern and historic buildings and districts with a thoughtful sense of what makes the city unique and lends it character. Walking tour brochures, available at visitor information centers of the Convention and Visitors Bureau of Greater Portland, guide the visitor to Portland landmarks, the historic sites and buildings in downtown Portland, and the Old Port Exchange, reconstructed after the fire in 1866 and given a facelift in the early 1990s. This charming Victorian-style area of shops, galleries, and restaurants features cobblestone streets and old-fashioned gas street lamps, all contained in about a twelve-block area.

Northeast of Monument Square along Congress Street, interesting sights include the Wadsworth-Longfellow House and the Neal Dow Memorial. The Wadsworth-Longfellow House, the first brick house in Portland, was built in 1786 by General Peleg Wadsworth, grandfather of poet Henry Wadsworth Longfellow. Longfellow lived there during his childhood, and the house, which contains personal possessions of the Wadsworth and Longfellow families, has been restored to the 1850s period. The Neal Dow Memorial, a mansion built in 1829 for a prominent Maine politician, prohibitionist, and abolitionist, contains the Dow family's furniture, paintings, and china. Victoria Mansion, southeast of Monument Square, is an Italianate structure notable for its elaborate woodcarvings, trompe l'oeil walls and ceilings, stained glass, furnishings designed by noted interior designer Gustave Herter, and imported marble mantels. East of Monument Square is Portland Observatory, where flags were once flown to announce the return of ships; an excellent view of the harbor is available from its 86-foot tower. The beautifully landscaped Eastern and Western promenades at either end of the city offer views of Casco Bay's Calendar Islands and the mountains to the west. The actual number of Calendar Islands is disputed; they are so-called because an early explorer declared that the bay "had as many islands as there are days in the year."

Stroudwater Village, one of Portland's oldest neighborhoods, houses the remains of mills, canals, and homes dating back 250 years. In the center of the village is Tate House, built in 1755 by George Tate, ships' mast agent for

the English navy and later for the Czar of Russia. The house retains many of its eighteenth-century furnishings and resembles a London townhouse. Boat tours of the harbor and its islands, historic lighthouses, and forts are also available.

Arts and Culture

Portland is the state's cultural showplace. Portland Performing Arts Center showcases the Portland Stage Company, whose seven-production season extends from September through May; considered Maine's premier professional theatre, its productions range from classic to new. Theatrical performances are also presented by the Mad Horse Theatre Company, which offers cutting-edge works at the Portland Performing Arts Center; Maine Children's Theatre; and Portland Lyric Theatre, which brings Broadway musicals to South Portland in a September to May season. Summer visitors are entertained by a variety of professional theatrical performances as well as musical and other entertainment.

Dance performances are scheduled by the Portland Ballet Company, which has a repertoire of more than 30 ballets ranging from classic to contemporary. Maine State Ballet, based in nearby Falmouth, also presents ballet in Portland.

The nationally acclaimed Portland Symphony Orchestra, under the direction of Robert A. Moody, performs at Merrill Auditorium. The orchestra offers classical and pops concerts from October through April, plus "Independence Pops" concerts in July and "Magic of Christmas" concerts in December. PORTopera performs at Merrill Auditorium during summer and winter. The Portland Concert Association presents dance, opera, musical theater, jazz, and classical music throughout the year. The 1929 State Theatre offers a variety of music performances.

The Portland Museum of Art displays fine and decorative arts dating from the eighteenth century to the present. Featured are works by American artists such as Winslow Homer, John Singer Sargent, Rockwell Kent, Marsden Hartley, Andrew Wyeth, and Hiram Powers, and by such European artists as Auguste Renoir, Henri Toulouse-Lautrec, Edgar Degas, and Mary Cassatt. An extensive glass collection features the work of Louis Comfort Tiffany. The museum's primary building, designed by I. M. Pei and Partners, strives to capture the quality of "portland light" for the benefit of the art displayed there. Its neighboring buildings are the McLellan House, which dates from 1801, and the L.D.M. Sweat Galleries, a 1911 Beaux Arts structure; both of these buildings display American paintings and decorative arts.

The Museum of African Culture, formerly the Museum of African Tribal Art, is the only museum in New England devoted exclusively to Sub-Saharan African tribal arts. The art and artifacts of its permanent collection total more than 1,500 items. The Institute of Contemporary Art, located on the campus of the Maine College of Art, showcases new trends in contemporary art. The

Salt Gallery exhibit features student and professional work in documentary studies/photography. The Children's Museum of Maine offers participatory exhibits for children up to 10 years of age, including a farm, a grocery store, a car repair shop, and a vet clinic. Portland's smaller museums include the Fire Museum, showcasing antique fire-fighting equipment; Maine Narrow Gauge Railroad Company & Museum, which exhibits a parlor car, coaches, and locomotives, also offering 30-minute train rides along Casco Bay; the Portland Harbor Museum (formerly the Spring Point Museum) featuring local history and views of Portland Harbor; and the exhibits of the Maine Historical Society.

A wide variety of concerts, sports, and other entertainment programs are presented at the Cumberland County Civic Center in Portland.

Festivals and Holidays

The Portland Flower Show, a four-day event held in March offering a taste of spring, is the largest flower show in northern New England. The show features landscaping displays, lectures, floral auctions, and food. Portland's visitors and residents enjoy summer sidewalk art shows, street festivals, and outdoor performances by puppeteers, clowns, comics, and musicians. The Old Port Festival, held in June, is Maine's largest one-day event. Held throughout Portland's waterfront district, it features performance and visual artists, concerts, food vendors, crafts, parades, and more. Other June celebrations include the Greek Heritage Festival and the L. L. Bean Paddle Sports Festival. Independence Day is celebrated during a Fourth of July Festival featuring a fireworks display. The Portland Festival of Nations, also in July, celebrates the city's ethnic diversity and features an international bazaar. Maine's largest gathering of performance and visual artists, writers, circus performers, crafts experts, and chefs occurs in mid-August during the Maine Festival in nearby Brunswick. Art on the Porch presents works by more than 30 artisans. The MS Regatta Harborfest, also held in August, is Maine's largest sailing race. The regatta is a fundraiser for the National Multiple Sclerosis Society, which also sponsors events that include a Gala Charity Auction; sailboat, tugboat, and powerboat parades; and a shore-side festival at the Maine State Pier in Portland. A variety of agricultural fairs are held in the region during the fall. The Christmas season is heralded by the Light Up Your Holidays tree-lighting ceremony in late November, featuring hayrides and caroling. The year culminates with Maine's official New Year's Eve celebration. Known as New Year's Portland, festivities include theatrical and musical performances of all kinds, plus indoor fireworks and special programs for children.

Sports for the Spectator

The Portland Pirates, an affiliate of the Anaheim Ducks of the American Hockey League, entertain hockey fans at the 8,798-seat Cumberland County Civic Center from

fall to spring. Hadlock Field is home to the Eastern League AA baseball team, the Sea Dogs, an affiliate of the Boston Red Sox. Cruise lines and helicopter charter services in Portland offer whale watching expeditions.

Sports for the Participant

The Portland region is blessed with an abundance of coastline offering sandy beaches and opportunities for swimming, sailing, camping, whitewater rafting, fishing, and lobstering. The city boasts more than 100 individual parks and open spaces. There are over 30 city playgrounds. The Portland Parks and Recreation Department maintains an extensive park system, including the Riverside Golf Course, Eastern Promenade, and Deering Oaks Park, designed by Frederick Law Olmsted. The Portland Ice Arena offers public skating and lessons. Many state parks and ski areas are located nearby.

Shopping and Dining

Portland and its environs offer shopping opportunities of all descriptions. The centerpiece of Portland is the Old Port Exchange, where nineteenth-century buildings and warehouses have been restored and converted to a wide variety of specialty stores. The downtown area is a colorful mix of shops and restaurants in a Victorian setting; side streets leading to the bay contain small shops offering the interesting and unusual. The Maine Mall, located in South Portland, is the largest indoor shopping center in the state, with more than 140 stores. Freeport, 12 miles north of Portland, is home to L. L. Bean, the famous outdoor outfitter, which is open 24 hours a day all year round. The 30,000 square-foot Portland Public Market features more than 30 locally-owned businesses selling a wide range of fresh or preserved foods grown or produced in Maine. The city's Arts District, located a few blocks from the waterfront, is home to more than 50 galleries and spotlights Maine's premier artists.

As a tourist center and the home of a sophisticated populace, Portland boasts a wide variety of dining opportunities. The city purportedly has more restaurants per capita than any other city except San Francisco. Hundreds of Portland's restaurants offer traditional "Downeast" fare such as the famed Maine lobster, clams, mussels, and other fresh seafood, as well as ethnic and international specialties. Harbor Fish Market on the historic waterfront is a favorite seafood market for locals. For something different, diners might try the fare at DiMillo's Floating Restaurant, a converted car ferry on the water that offers fresh seafood and steaks along with a traditional Italian menu. Sidewalk cafes, where diners may enjoy the fresh sea air in a casual setting, are very popular in the city.

Visitor Information: Convention and Visitors Bureau of Greater Portland, 245 Commercial Street, Portland, ME 04101; telephone (207)772-5800; www.visitportland.com

■ Convention Facilities

Conventioneers make use of the Cumberland County Civic Center. With 34,500 square feet of exhibition space, the Civic Center is one of Maine's largest convention facilities. It is set in the heart of downtown Portland.

Merrill Auditorium, one of Portland's premier performing arts venues, is available for meetings; it provides seating for 1,909. Portland Exposition Building, built in 1914, is the second-oldest arena in continuous operation in the nation; the arena hosts trade shows, conferences, special events, and civic meetings, as well as concerts and sporting events. The University of Southern Maine also has meeting and conference space available.

Downtown and area hotels offer meeting space to accommodate large and small groups. There are more than 2,000 hotel and motel rooms in and around Portland.

Convention Information: Convention and Visitors Bureau of Greater Portland, 245 Commercial Street, Portland, ME 04101; telephone (207)772-5800; www.visitportland.com

■ Transportation

Approaching the City

Portland International Jetport, which accommodates more than 1.2 million passengers annually, is 10 minutes from the downtown area. The Jetport is served by seven major carriers. Intrastate flights are available from several major cities. Airport limousine and bus service is offered to and from Portland and other major cities in Maine.

Interstate highways I-95 (Maine Turnpike) and I-295 provide direct and convenient access to Portland's employment and population centers. Canadian roads join the Maine Turnpike from the north. Concord Trailways provides bus service from Bangor to Boston with hourly service to Boston from Portland. Greyhound/Vermont Transit offers frequent service among Portland, Boston, and other coastal and inland points in Maine. Amtrak's new Downeaster route runs four daily round-trips between Portland and Boston, with stops at eight communities in between.

From April to October the *Scotia Prince* provides passenger and auto ferry service between Portland and Yarmouth, Nova Scotia, Canada. Large oceangoing vessels can dock at the Port of Portland.

Traveling in the City

Perhaps the best way to explore Portland, a small and interesting city, is on foot. The Convention and Visitors Bureau of Greater Portland provides walking tour brochures. The Greater Portland Transit District provides

local bus service on The METRO to the cities of Portland and Westbrook and the Maine Mall in South Portland. The new Portland Explorer Express runs between major downtown locations, the Maine Mall, the bus-rail station, and the airport. Taxi service is available, as well as ferry service to the Casco Bay Islands.

■ Communications

Newspapers and Magazines

The *Portland Press Herald* is published Monday through Saturday and the *Maine Sunday Telegram* on Sunday. *Casco Bay Weekly* is an alternative press publication. *Portland*, a magazine devoted to lifestyles, business, and real estate news, as well as performing arts and fiction reviews, is published monthly. *PortCity Life* is published quarterly. *Discover Maine* is a history magazine published 10 times a year. Locally published special interest magazines include the *Ocean Navigator*, *Seafood Business*, *National Fisherman*, *Professional Mariner*, *Audiofile*, which has news about the audio book business, and *The Cafe Review*, which covers art, poetry, and literature.

Television and Radio

Television viewers in Portland may choose from three network affiliates. Cable television service is also available. Fourteen AM and FM radio stations broadcast a variety of musical formats.

Media Information: Portland Press Herald, 390 Congress Street, Portland, ME 04104; telephone (877) ME-TODAY; www.pressherald.maintoday.com

Portland Online

- City of Portland. Available www.ci.portland.me.us
- Greater Portland Chamber of Commerce. Available www.portlandregion.com
- Convention & Visitors Bureau of Greater Portland. Available www.visitportland.com
- Maine Historical Society. Available www.mainehistory.org
- Maine Office of Tourism. Available www.visitmaine.com
- Portland Public Library. Available www.portlandlibrary.com
- Press Herald* and *Maine Sunday Telegram*. Available www.pressherald.maintoday.com

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The State in Brief

Nickname: Bay State, Old Colony

Motto: Ense Petit Placidam Sub Libertate Quietem (By the sword we seek peace, but peace only under liberty)

Flower: Mayflower

Bird: Chickadee

Area: 10,554 square miles (2000; U.S. rank 44th)

Elevation: Ranges from sea level to 3,487 feet

Climate: Temperate, with a colder, drier climate in the western portion of the state

Admitted to Union: February 6, 1788

Capital: Boston

Head Official: Governor Deval Patrick (D) (until 2010)

Population

1980: 5,737,000

1990: 6,016,425

2000: 6,349,097

2006 estimate: 6,437,193

Percent change, 1990–2000: 5.5%

U.S. rank in 2006: 13th

Percent of residents born in state: 64.10% (2006)

Density: 816.2 people per square mile (2006)

2006 FBI Crime Index Total: 182,688

Racial and Ethnic Characteristics (2006)

White: 5,329,576

Black or African American: 393,207

American Indian and Alaska Native: 15,034

Asian: 310,441

Native Hawaiian and Pacific Islander: 3,321

Hispanic or Latino (may be of any race): 510,482

Other: 275,591

Age Characteristics (2006)

Population under 5 years old: 387,619

Population 5 to 19 years old: 1,250,040

Percent of population 65 years and over: 13.3%

Median age: 38.3

Vital Statistics

Total number of births (2006): 77,938

Total number of deaths (2006): 55,435

AIDS cases reported through 2005: 18,896

Economy

Major industries: Services, trade, manufacturing, agriculture, tourism

Unemployment rate (2006): 5.8%

Per capita income (2006): \$30,686

Median household income (2006): \$59,963

Percentage of persons below poverty level (2006): 9.9%

Income tax rate: 5.3%

Sales tax rate: 5.0%



Boston

■ The City in Brief

Founded: 1630 (chartered 1822)

Head Official: Mayor Thomas M. Menino (D) (since 1994)

City Population

1980: 562,994

1990: 574,283

2000: 589,141

2006 estimate: 590,763

Percent change, 1990–2000: 2.6%

U.S. rank in 1980: 20th

U.S. rank in 1990: 20th (State rank: 1st)

U.S. rank in 2000: 23rd (State rank: 1st)

Metropolitan Area Population

1980: 2,806,000

1990: 3,227,707

2000: 3,406,829

2006 estimate: 4,455,217

Percent change, 1990–2000: 6.2%

U.S. rank in 1980: 7th (CMSA)

U.S. rank in 1990: 7th (CMSA)

U.S. rank in 2000: 7th (CMSA)

Area: 48 square miles (2000)

Elevation: Ranges from 15 to 29 feet above sea level

Average Annual Temperatures: January, 29.3° F; July, 73.9° F; annual average, 51.6° F

Average Annual Precipitation: 42.53 inches of rain; 42.2 inches of snow

Major Economic Sectors: Services, trade, manufacturing, government

Unemployment Rate: 4.8% (June 2007)

Per Capita Income: \$30,167 (2005)

2005 FBI Crime Index Property: 25,205

2005 FBI Crime Index Violent: 7,479

Major Colleges and Universities: Boston University; Tufts University Medical School; Harvard University School of Medicine; Boston College; New England Conservatory of Music; School of the Museum of Fine Arts; University of Massachusetts at Boston; Massachusetts Institute of Technology

Daily Newspaper: *The Boston Globe*; *Boston Herald*

■ Introduction

The Atlantic Ocean has played an important role throughout Boston's history. Situated on one of the world's finest natural harbors, Boston was once the maritime capital of the colonial United States. Known variously as the birthplace of the American Revolution, the site of New England's largest fleet of clipper ships, meeting place of America's literati, and home of many venerable educational and cultural institutions, Boston remains the largest city in the six New England states. During the 1980s, Boston gained fame as a high technology and defense research center, as well as a good place in which to conduct business. This was in part attributable to the vast network of research facilities connected with schools in the region. Since the economic downturn that occurred from 1988 through 1992, the city has been enjoying an economic recovery, with several large ongoing projects that will improve its infrastructure, including the famous (or to some, infamous) Big Dig. The city remains one of the country's premier tourist attractions. In recent years, various sources have ranked Boston among the best large cities in which to live in the United States. In 2004, to the delight of Boston and New England baseball fans, the Boston Red Sox won their

sixth World Series Championship, after an 86-year drought. The Red Sox were World Series champs once again in 2007: it seems the “Curse of the Bambino” has ended!

■ Geography and Climate

Massachusetts’s Shawmut Peninsula, upon which Boston is located, lies at the mouths of the Charles and Mystic rivers. The rivers flow into Boston’s inner harbor and then into Boston Harbor itself. This harbor is part of Massachusetts Bay and leads ultimately to the North Atlantic Ocean. Boston’s Harbor Islands are located in the inner harbor. Shawmut was originally a hilly peninsula that was separated almost entirely from the mainland by marshy swamps. Over the years, Boston’s hills were leveled to fill in the back bay marshes; nonetheless, Boston’s terrain remains rolling today.

Fog and humidity are by-products of Boston’s proximity to water. Rain is frequent throughout the spring and summer, while snow falls regularly throughout the winter, making Boston one of the nation’s wettest cities. Atlantic Ocean breezes keep Boston’s climate relatively mild compared to other cities in the northeastern United States. Those same Atlantic breezes, however, help rank Boston among the country’s windiest cities and occasionally blow into full-fledged storms called “nor’easters.”

Area: 48 square miles (2000)

Elevation: Ranges from 15 to 29 feet above sea level

Average Temperatures: January, 29.3° F; July, 73.9° F; annual average, 51.6° F

Average Annual Precipitation: 42.53 inches of rain; 42.2 inches of snow

■ History

Site on Peninsula Settled by Puritans

The point of land that juts into a natural harbor connecting with the Atlantic Ocean and forms the site of present-day Boston was once occupied by Native American tribes. They named the peninsula “Shawmut,” which meant variously “land accessible by water” in reference to the harbor or “land with living fountains,” a comment on the area’s abundant fresh water springs. When two-thirds of the native population succumbed to a European disease against which they carried no immunity, the way was clear for trans-Atlantic settlers.

The area’s first white settler from across the Atlantic arrived on the peninsula in the 1620s. William Blackstone, an English clergyman, was the leader of a small

band who eventually returned to England, leaving Blackstone alone in his home atop what was later Boston’s Beacon Hill. Blackstone and subsequent English settlers eventually became friendly with the local native tribes, whose democratic form of tribal governance, some historians claim, influenced the country’s founding fathers in their conception of the Declaration of Independence and U.S. Constitution.

Boston was founded in 1630 by a Protestant religious sect called the Puritans. They named the new town for their former home in Lincolnshire, England. The same year, Boston was declared the capital of the Massachusetts Bay Colony. Bounded on three sides by water, Boston soon became the colonies’ major New England seaport and the largest British settlement on the continent as well. When the Massachusetts Bay Colony’s charter was revoked in 1684, Boston for the first time was subject to direct British authority.

Although unused to trans-Atlantic interference in their affairs, Bostonians nevertheless enjoyed a flowering of thought and culture never allowed during the years of strict Puritan dominance. As it developed into a major colonial center, Boston was the site of the calling of the nation’s first Grand Jury and the opening of the nation’s oldest school, the Boston Latin School, in 1635; the building of the first post office in 1639; the chartering of the colonies’ first bank in 1674; the publication of the nation’s oldest newspaper, *Publick Occurrences Both Foreign and Domestick*, banned after one issue in 1690; and the publishing of the nation’s first long-running newspaper, the *Boston News-Letter*, in 1704. By 1750, Boston’s population was 15,000 people.

Revolution Precedes Maritime Supremacy

Continued protest over the British Crown’s introduction of a series of unpopular taxes (including those on stamps and tea) brought British soldiers to Boston in 1768. The colonists’ rallying cry soon became “No taxation without representation!” Two years later, in 1770, British soldiers opened fire on a hostile crowd gathered in front of the Old State House. Five people were killed, including Crispus Attucks, a mulatto and the first African American to fall in America’s fight for freedom from colonial status. The confrontation, dubbed the “Boston Massacre,” further inflamed Bostonians and patriots throughout the thirteen colonies. In 1773, Samuel Adams and a group of followers dressed as Indians carried out the “Boston Tea Party” by emptying the holds of three British ships and dumping their shipment of taxable tea into Boston Harbor. The British Parliament responded by closing the port, effectively stifling the city’s economy.

Troops of Minutemen began to drill throughout the colonies. Then, in 1775, ill feeling intensified when colonists learned that the British troops planned to seize weapons stockpiled in Concord, eighteen miles west of Boston. On the night of April 18, two lanterns were hung

in the belfry of Boston's Old North Church, signaling that the British were approaching by land. Silversmith Paul Revere received the message and rode through the night to warn his colleagues at Concord. Revere was arrested along the way, but a second rider, Charles Dawes, delivered the warning. On April 19, British troops found the Minutemen armed and prepared for the confrontation that would become known as the "shot heard round the world." It was the first battle of the American Revolutionary War.

Following the Revolution, Boston once again resumed its maritime activity. Outgoing cargoes included ocean fish and rum from New England and tobacco from the South. Incoming goods included molasses from the West Indies, used to distill rum. With the successful resolution of the War of 1812, Boston began a lucrative trade with China. U.S. ships sailed around Cape Horn and into the Orient and India, returning to the United States with tea, silks, and spices. The design of a new and faster vessel, the clipper ship, further enhanced Boston's maritime supremacy. The invention of the water-powered loom made Boston an important textile center, and its wool industry grew to rival England's.

Boston received its city charter in 1822 and chose a mayor-council form of government. The original hilly Shawmut Peninsula upon which the city was built covered 800 acres surrounded by salt marshes, mudflats, and inlets of water. As Boston outgrew its site in the 1800s, most of the hills were leveled and used as fill to create Boston's famous Back Bay district. Boston's tax base grew when the city annexed neighboring towns such as Noddle's Island, which was renamed East Boston. In 1821, Boston opened Boston English High School, the nation's oldest high school.

Manufacturing, Finance, Education Take Lead

Boston's population remained largely of English descent until the mid-1800s, when the first waves of European immigrants began to arrive. The Cabots and Lodges were typical of the leading Puritan families who became known as the Boston Brahmins. The city experienced an upsurge in manufacturing around the mid-1800s, aided by the invention of the railroad. Among the new industries were the making of shoes and other leather goods, until recently a mainstay of the Boston economy. Irish peasants seeking refuge from the potato famines in Ireland found work in Boston's factories and on the wharves. They settled in East Boston and Charlestown, which remain blue-collar Irish enclaves.

From the end of Puritan domination, Boston had been a religiously tolerant city. In the mid-1800s, Boston became the site of two major movements in the United States. The Unitarian Church was founded when a portion of dissatisfied Congregationalists broke away and formed a new sect. The Unitarian Church, in turn,

became a progenitor of the Transcendental movement of the late nineteenth century. Boston was also the focus of the New England Anti-Slavery Society, founded in 1832. The Society's publication, *The Liberator*, helped identify North-South differences that eventually erupted into the Civil War. Boston's African American population in the mid-1800s was sizable, in part because Massachusetts had declared slavery illegal in 1783. By the time of the Civil War, Boston was the center of the Abolitionist Movement and a stop on the Underground Railroad, which aided escaping slaves.

During the Civil War, Boston supplied 26,000 soldiers and sailors to the Union and acted as an important military seaport. When the war ended, Boston's maritime importance diminished, though the city gained prominence in the world of finance. Meanwhile, intellectuals who gathered in Boston helped reunite the divided nation. Poets like James Russell Lowell, Henry Wadsworth Longfellow, and James Greenleaf Whittier, along with novelist Nathaniel Hawthorne, jurist Oliver Wendall Holmes, philosophers Ralph Waldo Emerson and Henry David Thoreau, and historians William H. Prescott and Francis Parkman wrote about the American spirit and helped define the American character. It was Holmes who, noting this concentration of influential thinkers, dubbed Boston the "hub of the solar system."

Set-Backs Countered by Redevelopment

By 1900, Boston's population had reached 561,000, partially swelled by the new wave of Italian immigrants who settled on Boston's North End. Along with the French-Canadians who arrived next, they combined with the resident Irish to make Boston the nation's second largest Roman Catholic archdiocese. An established population, Boston's Irish began to figure in municipal politics. John F. "Honey" Fitzgerald was the town's first Irish mayor. He was elected to two terms, in 1906 and again in 1910. He established a political dynasty that included U.S. President John Fitzgerald Kennedy among his descendants. Fishing, food processing, shoe making, and wool products were viable Boston industries at the turn of the century, by which time the demand for ship building had diminished. Like many of the nation's industrialized cities, Boston suffered economically between the world wars. First Prohibition, which made the manufacture and sale of alcoholic beverages illegal, destroyed the rum trade, then the Great Depression of the 1930s undermined Boston's financial market and, finally, New England's textile industry moved South in search of less expensive labor. At this time, Boston began to acquire a dual reputation for corrupt machine politics and racial segregation. The city did a great deal to end corruption when council seats were declared open in 1951. Racial tension, however, continues to be a problem in

Boston. Tempers flared over court-ordered pupil busing intended to desegregate the city's schools, and some Boston neighborhoods have yet to be integrated.

Following World War II, Boston's population grew to a peak of 801,000 in 1950, then began to level off and eventually declined. Its industries were mature and its infrastructure aging. The diminishing tax base led to an increase in taxes levied and a subsequent loss of the white middle class population to the suburbs. This trend, however, was countered in 1957 with the establishment of the Boston Redevelopment Authority, formed to revitalize the city. Through the efforts of this group, the Prudential Tower, a major office complex, was built in downtown Boston, along with a public auditorium, apartments, and office-retail structures. A new government center was constructed adjacent to historic Faneuil Hall, and other projects included shopping areas, neighborhood renewal, and development of waterfront and historic districts. Boston also benefited from the electronics research industry that emerged in the region in the 1950s.

Boston grew rapidly on the strength of its high-tech and defense-related research industries until the late 1980s. A combination of factors including high taxes, wages, office lease rates, and housing costs began to drive businesses to surrounding communities and states. Boston has, however, received high marks from analysts for its responsible handling of these and other fiscal problems. A strong economic turnaround that began around 1993 has continued into the new century. As with its role as host to the Democratic National Convention in 2004, Boston promotes tourism (always a staple of its economy) to boost its national image.

At the beginning of the new century, Boston's Mayor Tom Menino said of his city: "The major challenge facing Boston in the twenty-first century is that of new prosperity; how to renew Boston in a way that honors the beautiful historic city left in our care. We are fortunate to be living in one of those rare times in our City's life, a time when we have a chance to reinvent Boston and preserve the best of it for many years to come." Today's Boston remains a mecca for education and culture and is a forward-looking city steeped in tradition and history.

Boston and New England in general celebrated the Boston Red Sox World Series victory over the St. Louis Cardinals in 2004, the first time the club had won the championship since 1918. Legend had it that the team was cursed after it sold Babe Ruth to the New York Yankees in 1920; this was the so-called "Curse of the Bambino." The Red Sox seem to have put the curse to rest, for in 2007 they won the World Series once again, this time over the Colorado Rockies.

Historical Information: The Bostonian Society, 206 Washington Street, Boston, MA 02109-1773; telephone (617)720-1713

■ Population Profile

Metropolitan Area Residents

1980: 2,806,000
 1990: 3,227,707
 2000: 3,406,829
 2006 estimate: 4,455,217
 Percent change, 1990–2000: 6.2%
 U.S. rank in 1980: 7th (CMSA)
 U.S. rank in 1990: 7th (CMSA)
 U.S. rank in 2000: 7th (CMSA)

City Residents

1980: 562,994
 1990: 574,283
 2000: 589,141
 2006 estimate: 590,763
 Percent change, 1990–2000: 2.6%
 U.S. rank in 1980: 20th
 U.S. rank in 1990: 20th (State rank: 1st)
 U.S. rank in 2000: 23rd (State rank: 1st)

Density: 12,165.8 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 287,992
 Black: 128,036
 American Indian and Alaska Native: 2,048
 Asian: 45,410
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 76,494
 Other: 46,908

Percent of residents born in state: 47.4% (2000)

Age characteristics (2005)

Population under 5 years old: 36,035
 Population 5 to 9 years old: 27,063
 Population 10 to 14 years old: 27,379
 Population 15 to 19 years old: 28,071
 Population 20 to 24 years old: 50,465
 Population 25 to 34 years old: 109,780
 Population 35 to 44 years old: 82,507
 Population 45 to 54 years old: 61,998
 Population 55 to 59 years old: 26,688
 Population 60 to 64 years old: 17,345
 Population 65 to 74 years old: 27,852
 Population 75 to 84 years old: 18,227
 Population 85 years and older: 7,292
 Median age: 33.1 years

Births (2006, Metropolitan Division)

Total number: 23,471

Deaths (2006, Metropolitan Division)

Total number: 15,199

Money income (2005)

Per capita income: \$30,167
 Median household income: \$42,562
 Total households: 233,028

Number of households with income of...

less than \$10,000: 37,097
 \$10,000 to \$14,999: 18,983
 \$15,000 to \$24,999: 23,353
 \$25,000 to \$34,999: 20,720
 \$35,000 to \$49,999: 28,849
 \$50,000 to \$74,999: 36,778
 \$75,000 to \$99,999: 24,313
 \$100,000 to \$149,999: 24,152
 \$150,000 to \$199,999: 7,926
 \$200,000 or more: 10,857

Percent of families below poverty level: 11% (2005)

2005 FBI Crime Index Property: 25,205

2005 FBI Crime Index Violent: 7,479

■ Municipal Government

Boston operates under a mayor-council form of government; the mayor is elected to four-year terms and the council members to two-year terms. In addition to governing the city of Boston, the mayor and council act as commissioners for the county of Suffolk. Their jurisdiction covers cities outside Boston's city limits: Chelsea, Revere, and Winthrop.

Head Official: Mayor Thomas M. Menino (D) (since 1994; current term expires January 2010)

Total Number of City Employees: 19,791, including police, fire, and school (2006)

City Information: Mayor's Office, City of Boston, One City Hall Plaza, Boston, MA 02201; telephone (617)635-4500

■ Economy

Major Industries and Commercial Activity

Since the 1988–1992 downturn, Boston experienced an ongoing economic recovery, with increased employment rates, improvement in the office market, strong sales, and tremendous gains in residential real estate. As in many places across the country, Boston's economy was affected by the events on September 11, 2001. Especially hit were the travel, financial services and high technology sectors, which alone lost nearly 32,000 jobs between 2001 and 2003. Loss of jobs in those areas leveled off in 2004 and began to regain some lost ground, especially in tourism.

Other sectors such as education and health care were not as hard hit. While manufacturing in Boston has lost some ground, it remains an important sector of the economy and is joined by several other traditional industries and some new ones. Boston is considered one of the top places in which to do business in the United States. Major industries include finance, high-technology research and development, tourism, medicine, education, commercial fishing, food processing, printing and publishing, and government.

Early in its history, Boston made its name as a center for the processing of wool and the manufacture of clothing, textiles, shoes, and leather goods. While the shoe and textile industries have suffered in recent decades, they remain significant contributors to Boston's economy.

In the last 20 years, city employment continued to shift from traditional labor intensive manufacturing jobs to technology and service jobs. The economy of metropolitan Boston now primarily rests on high technology, finance, professional and business services, defense, and educational and medical institutions. The city's economy is more specialized in the financial, business and professional services and educational and medical sectors than the suburban economy, which is more specialized in high technology and the defense industry.

Boston's financial district includes major banks such as Fleet Bank, purchased in 2004 by Bank of America, and investment firms like Fidelity Investments. Insurance firms such as John Hancock Financial Services are also a significant presence.

Boston is one of the country's top 10 tourist attractions, focusing on the city's 62 historic sites, its nearly 2,000 restaurants, and its hundreds of hotels. Tourism is a year-round industry in Boston, which hosted 18.8 million visitors in 2006; those visitors directly spent \$7.3 billion, for a total economic impact of \$11.7 billion.

The medical schools of both Tufts University and Harvard University are located in Boston, as is Massachusetts General Hospital, the major teaching hospital for both schools. Education is a thriving segment of Boston's economy; within the city limits are 10 colleges and universities, 6 technical schools, 4 art and music schools, and 6 junior colleges. In towns and suburbs surrounding Boston, educational institutions include many prestigious secondary and boarding schools.

More than two million pounds of fish are caught in the waters in and around Boston each year, making fishing, food processing, and food storage prime industries. Boston is one of the nation's foremost fishing ports and wool markets. Both large and small printing operations employ thousands of workers in the metropolitan area. Boston's print fare includes several national magazines, scholarly and technical journals, and the Christian Science publications. For years, Boston has been home to the *Atlantic Monthly*, one of the oldest literary publications in the United States.



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As the capital of the Commonwealth of Massachusetts, Boston is the workplace of many state and municipal employees.

Items and goods produced: machinery, medical and navigational instruments, chemicals, metals, rubber products and clothing, computers, software, missiles and missile guidance systems, ships, shoes and boots, textiles.

Incentive Programs—New and Existing Companies

Local programs: Boston's Office of Business Development provides key resources to support small business development. The office offers a full range of services—from financial and referral services to business facade improvement to site finder services—so that each business owner receives whatever help is needed. Businesses may obtain loans through the Boston Local Development Corporation, and financing through the Boston Industrial Development Financing Authority, which issues bonds to finance the capital needs of Boston businesses. ReStore Boston provides grants and loans to renovate store fronts and provides architectural assistance to do so.

The office also has a free Commercial Space for Lease finding service.

State programs: The Massachusetts Business Resource Team, under the Executive Office of Housing and Economic Development, exists to aid the relocation of businesses to the state, the expansion of existing businesses, and the creation of new businesses. For new companies, there are Small Business Development Centers in Boston and across Massachusetts that advise and educate entrepreneurs. The Capital Access Program helps businesses secure loans from approved banks. Expanding or relocating businesses can take advantage of a 3 percent investment tax credit against the corporate excise tax for the construction of manufacturing facilities or the purchase or lease of equipment. Businesses moving to an “economic opportunity area” or an “economically distressed area” have access to special tax credits and incentive programs. For manufacturers looking for working capital, the Economic Stabilization Trust can provide funds to help get businesses on the road to recovery. For businesses willing to move or expand into brownfield areas, Massachusetts provides low cost assessment and remediation programs as well as alternative financing options. Technology firms can receive assistance with the Research and Development Tax Credit and the Emerging Technology Fund, which

provides loans for specialized equipment purchases and R & D, and biotechnology companies can receive funds for new job creation through the Jobs Creation Incentive Payment. All businesses can take advantage of Safety Training grants for education to improve workplace safety. The Massachusetts Export Center provides counseling, education and technical assistance for businesses in global markets. For business involved in the fishing industry, Seafood Loans assist in the construction or renovation of buildings or equipment.

Job training programs: Boston's Office of Jobs and Community Service (JCS) receives funding from the U.S. Department of Labor, HUD, and the Massachusetts Departments of Education and Transitional Assistance. The state provides matching grants from the Workplace Training Fund to pay for employee training. The state's 32 One-Stop Career Centers provide job finding assistance and career counseling for potential employees and listing services, job fairs, and recruiting assistance for employers. JCS provides planning and oversight to a large network of community-based organizations who provide residents with a rich variety of training programs. These include basic education, GED and diploma programs, English as a Second Language programs, job readiness services, and a variety of skills training. Additionally, JCS is a partner in a one-stop career center called The Work Place, which coordinates the functions of the Boston Neighborhood Jobs Trust, oversees various human service programs, and houses ReadBoston, a major literacy initiative that strives to ensure that all children are reading-proficient by the third grade, and WriteBoston, a citywide initiative to improve writing proficiency among Boston high school students. There are incentive grants for training when hiring an unemployed worker or someone receiving public assistance.

Development Projects

The real estate market in Boston continues to thrive with multi-million dollar projects. A special focus is development of the South Boston Waterfront area and the Fort Point Channel Arts District. Artists for Humanity has a new "green," environmentally-aware 23,500-square-foot center providing studio and gallery space for teaching art to inner-city youth. Boston's Children's Museum, also in South Boston, reopened in April 2007 as Boston's first green museum, with a new 22,000-square-foot addition. Nearby is the 456-room Marriott Renaissance Boston Waterfront Hotel, which opened in January 2008 at a cost of \$145 million. Boston Harbor Residences, a high-end, two-tower rental and condominium development, broke ground in 2004. Breaking ground in 2005 was the massive \$230-million Battery Wharf mixed-use project in the North End, which will be composed of four buildings and include high-end condos, the luxury Regent Boston boutique hotel, spa and fitness center, a marina, parking lot, and restaurants.

In 2004, the Onyx Hotel, a hip, pet-friendly boutique hotel, opened in North Station. The Saltonstall office building at 100 Cambridge St. was completely overhauled, and in 2004 re-opened as a 279,000-square-foot mixed-use tower of condominiums, office and retail space. In the Fenway neighborhood, Trilogy, a \$200-million, 651,000-square-foot mixed use development, broke ground in 2004 to bring housing, 42,000 square feet of retail space, and underground parking to Boylston St. and Brookline Ave. A new emergency and trauma center for the UMass Memorial Medical Center, in Worcester, costing \$129 million, opened in 2006. In the Longwood Medical Area, Beth Israel Deaconess Medical Center (BIDMC) has begun construction on a 700,000 square foot research center, the Center for Life Sciences. In 2007 BIDMC announced a \$1-billion 10-15 year long-term plan for growth, which will include increased clinical capacity at the Longwood Medical Area campus and a new ambulatory care center at a yet-to-be-determined suburban location. More private rooms, more operating rooms, and new technology will ultimately add more than 550,000 square feet of space for patient care. Services in the proposed 100,000-150,000-square-foot suburban ambulatory care center will likely include primary care and specialist physicians, ambulatory surgery and ancillary services like radiology. In November 2006 the \$255-million Intercontinental Hotel at 500 Atlantic Avenue opened; it features 424 hotel rooms on the first 12 floors, with luxury condos on the floors above.

Economic Development Information: Boston Redevelopment Authority, One City Hall Square, Boston, MA 02201; telephone (617)722-4300; fax (617)248-1937. MassDevelopment, 160 Federal Street, Boston, MA 02110; toll-free (800)445-8030. Boston Business Journal, 160 Federal Street, 12th Floor, Boston, MA 02110; telephone (617)330-1000; fax (617)330-1015; email boston@bizjournals.com

Commercial Shipping

Boston is the oldest continuously active port in the Americas. Today, Boston's exports include grains and metals, and its imports are petroleum products, automobiles, and general container cargo. In 2006 the port handled 14 million tons of general cargo, including more than 200,000 containers. Boston's popularity as a port is easily understood: it accommodates even the largest ocean going freighters. One of the best natural harbors in the United States, the Fort Point Channel is 40 feet deep and 7 miles long. Nearly 40 miles of docks and wharves line the shores of Boston's inner harbor, mainly between South Boston and Charlestown. The Massachusetts Port Authority operates the docks.

Facilities include the Conley Container Terminal, the center of container handling, with 2,000 feet of berthing space; Boston Autoport, processing approximately 50,000 cars a year; Commonwealth Pier, a huge dry dock

in South Boston; and Fish Pier, one of the world's largest and oldest in the country. Cruiseport and Black Falcon Cruise Terminal is a stopping point for 15 cruise lines, such as Norwegian and Cunard. Boston's shipping needs are also accommodated by the network of highways running through and around the city, a large commercial trucking fleet, railroads, and delivery services.

Labor Force and Employment Outlook

As the home of world-renowned colleges and universities, Boston boasts a highly educated work force. The minority population, including the Hispanic population, is on the increase. Educational institutions are an important source of new, highly skilled professionals for the city's labor force.

Wages in the Boston area tend to be high, as are taxes and office lease rates. Entrepreneurial software and biotechnology companies attracted to the assets of the Massachusetts Institute of Technology have tended to locate in East Cambridge, just across the Charles River from Boston. Analysts have given the city high marks in recent years for improvements in management, and a strong academic and research base should keep Boston in good stead.

The following is a summary of data regarding the Boston-Cambridge-Quincy MA-NH NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 2,450,200

Number of workers employed in . . .

- construction and mining: 103,100
- manufacturing: 222,800
- trade, transportation and utilities: 419,000
- information: 74,500
- financial activities: 188,000
- professional and business services: 396,500
- educational and health services: 450,200
- leisure and hospitality: 211,400
- other services: 87,100
- government: 297,700

Average hourly earnings of production workers employed in manufacturing: \$19.02

Unemployment rate: 4.8% (June 2007)

<i>Largest private employers</i>	<i>Number of employees</i>
Massachusetts General Hospital Corporation	14,907
Fidelity Investments	11,250
Beth Israel Deaconess Medical Center	8,568
Brigham & Women's Hospital, Inc.	8,421
Boston University	8,297

Children's Hospital	5,116
New England Medical Center	5,077
John Hancock Life Insurance Co.	4,793
Boston Medical Center	4,650
Harvard (business and medical schools)	4,557

Cost of Living

When compared with the national average, living in Boston is expensive. The high cost of housing contributes to the overall expense.

The following is a summary of data about key cost of living factors for the Boston area.

2007 (1st quarter) ACCRA Average House Price: \$511,000

2007 (1st quarter) ACCRA Cost of Living Index: 136.4

State income tax rate: 5.3% to 12.0%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$10.73 per \$1,000 valuation (residential); \$32.68 per \$1,000 valuation (commercial and other)

Economic Information: Greater Boston Chamber of Commerce, 75 State St., Second Floor, Boston, MA 02109; telephone (617)227-4500; fax (617)227-7505. Boston Assessor; telephone (617)635-4287. The Tax Foundation, 2001 L Street, N.W. Suite 1050, Washington, D.C. 20036; telephone (202)464-6200

■ Education and Research

Elementary and Secondary Schools

Boston's school district is one of the nation's 60 largest. Boston spends nearly 30 percent of its annual budget on school matters, and its system excels in special education classes. The Boston School Committee is a seven member board, whose member are appointed by Mayor Menino. In 2006 the district won the Broad Prize for Urban Education, the largest education prize in the country. The \$1 million Broad Prize honors large urban school districts that demonstrate the greatest overall performance and improvement in student achievement while reducing achievement gaps among poor and minority students. The money goes directly to graduating high school seniors for college scholarships.

The following is a summary of data regarding the Boston Public Schools as of the 2005–2006 school year.

Total enrollment: 17,862

Number of facilities

elementary schools: 57
 junior high/middle schools: 18
 senior high schools: 30
 other: 33

Student/teacher ratio: 12:1

Teacher salaries (2005–06)

elementary median: \$56,150
 junior high/middle median: \$54,810
 secondary median: \$55,160

Funding per pupil: \$13,703

Several prestigious private secondary schools also operate in Boston, among them the Commonwealth School, known for its focus on humanities and languages. Boston University's Academy, a five-year private preparatory school on its campus, permits students to take freshman-year college classes while still in high school. Boston also has an active parochial school system.

Public Schools Information: Boston Public Schools, Central Administration Office, 26 Court St., Boston, MA 02108; telephone (617)635-9000

Colleges and Universities

In the mid-2000s, the New England Board of Higher Education reported 68 colleges and universities in the Boston metropolitan area, at which approximately 250,000 students were enrolled. Once nicknamed the "Athens of America," Boston is home to some of the most venerable institutions of learning in the country. Boston University, founded in 1839, excels in medicine, law, foreign studies, and computing. Tufts and Harvard maintain their medical schools in Boston to take advantage of the teaching/learning opportunities offered by city hospitals such as Massachusetts General. Among the four-year liberal arts schools in Boston are Emerson, which publishes the *Emerson Review* twice yearly, and Emmanuel, a Roman Catholic women's institution. The University of Massachusetts maintains a commuter campus in Boston. Northeastern University is a small, mostly residential school, Wheelock College focuses on early childhood education and human services, and Simmons College and Suffolk University are small co-educational schools.

Boston-area technical schools include the Franklin Institute of Boston (for engineering), Massachusetts College of Pharmacy and Allied Health Sciences, Boston Technical Center, the Northeastern Institute of Industrial

Technology, the New England School of Art and Design, the Women's Technical Institute and Wentworth Institute of Technology (for engineering). Boston's fine arts schools include The Berklee College of Music, a world-renowned independent school of music, not only for performance, but for composition, recording engineering, and music management. Boston's other fine arts schools include the Boston Conservatory of Music (with the Boston Chamber Music Society in residence), Massachusetts College of Art, the Art Institute of Boston, New England Conservatory of Music, and the School of the Museum of Fine Arts. Among the city's two-year colleges are Bay State Junior College, Bunker Hill Community College, Fisher College, Labourne College, and Roxbury Community College.

Nearby institutions of note include Harvard University and its Radcliffe Institute for Advanced Study (which was the women's institution Radcliffe College until 1999, when it was integrated into Harvard), and the Massachusetts Institute of Technology in Cambridge, along with Boston College in Chestnut Hill and Brandeis University in Waltham.

Libraries and Research Centers

Boston's public library system, established in 1854, serves patrons in the city and several suburbs and is the nation's first instance of a tax-supported system. It maintains 27 neighborhood branches that house more than 7.5 million books and a bookmobile and has over 2.2 million visitors a year. The main library, an Italian Renaissance building in downtown Copley Square, contains a rare book collection and is decorated with murals by John Singer Sargent and art work by other famous American painters and sculptors. The President John F. Kennedy Memorial Library and Museum is also found in Boston, along with a number of specialized law, finance, technical, and educational libraries.

Many research institutions are grouped in and around Boston, covering topics ranging from engineering to philosophy. Boston University facilities conduct research on foreign affairs, communication, computing, medicine, polymer chemistry, and a host of other subjects. Harvard University's research efforts include business, international affairs, law, medicine, physics, computers, and more. Massachusetts Institute of Technology's research programs focus on engineering, biotechnology, ocean studies, chemistry, robotics, electronics, and others. Research institutes of colleges include the Boston Biomedical Research Institute, the Boston Sickle Cell Center, and the Alzheimer's Disease Research Center, three offerings that serve to underline Boston's prominence in the medical research field.

Public Library Information: Central Library, Boston Public Library, 700 Boylston St., Boston, MA 02116; telephone (617)536-5400; fax (617)236-4306; email info@bpl.org

■ Health Care

Few places in the country have more doctors than Boston—more than 500 per 100,000 people—and health care is among the best. More than 20 inpatient hospitals are located within the city, including Massachusetts General Hospital, Brigham and Women's Hospital, Beth Israel Deaconess Medical Center, Children's Hospital, the New England Medical Center and Boston Medical Center. The city is also home of the medical and dental schools of Tufts, Harvard, and Boston universities.

Boston's history of medical research is a long one. Massachusetts General was the first hospital to use anesthetic and to reattach a severed human limb. It also worked with the Massachusetts Institute of Technology and the Shriners Burn Institute to pioneer the development of artificial skin. Brigham & Women's Hospital gained national recognition for its testing of the birth control pill. In addition to fine hospitals and renowned medical schools, Boston is also home to a comprehensive cancer treatment center. A number of cardiac rehabilitation centers and hospices for the critically ill also operate facilities in Boston.

Health Care Information: Massachusetts Medical Society Headquarters, 860 Winter Street, Waltham Woods Corporate Center, Waltham, MA 02451-1411; telephone (800)322-2303

■ Recreation

Sightseeing

Boston's great appeal to visitors and residents alike is its compactness; it is a very walkable city, and many of its attractions are planned around that fact. Maps are available at the National Park Service Visitor Center on State Street. The Freedom Trail, a 2.5-mile walking tour, passes the sixteen major sites of colonial Boston. A red line painted on the sidewalk marks the way. The trail begins at the Boston Common, with 48 acres and the oldest public park in the United States. The next stop is the gold-domed State House, built in 1795. Designed by Charles Bulfinch, it sits atop what remains of Beacon Hill. Next is Park Street Church, birthplace of the Abolitionist Movement, and farther on is the Granary Burying Ground, resting place of such notables as Mother Goose, victims of the Boston Massacre, John Hancock, Samuel Adams, Paul Revere, and Peter Faneuil. King's Chapel, formerly an Anglican Church, became the nation's first Unitarian Church. Ben Franklin's statue stands on the grounds of the country's first public school, the Boston Latin School, which was opened in 1635. The Old Corner Bookstore survived to host meetings of the Transcendentalists and other Boston literati, while the Old South Meeting House rang

with the sermons of the Puritans. The Old State House, built in 1713, was the scene of the Boston Massacre and revolutionary rhetoric such as the first reading of the Declaration of Independence. Faneuil Hall is next door, and a step down the street is Paul Revere's house and Old North Church. Copp's Hill burying ground, the *USS Constitution*, and the Bunker Hill Monument complete the trail.

Boston's long-standing commitment to equality is highlighted in another walking tour, the Black Heritage Trail. In existence for more than 350 years, Boston's African American community predates the Civil War by 120 years. Abolitionist meeting places and Underground Railroad stops are featured on the tour. Sights of a modern nature include a view from the 740-foot-high observation deck in the John Hancock Observatory or a glimpse of the stars through a telescope at the Boston University Observatory. Boston's parks are popular regional attractions, including the famous Harbor Islands. Next to Boston Common is the 24-acre Boston Public Park featuring an ornamental lake and swan boat rides. The parks follow the Fenway, a tree-lined boulevard, south to Jamaica Plain and the Arnold Arboretum, a botanical garden. The Esplanade, which runs along the Charles River, is a popular park and home of the Hatch Shell, where the Boston Pops plays its summer concerts. The Boston Harborwalk is a public walkway along the waterfront, connecting neighborhoods, parks, restaurants and attractions along the trail from Charlestown to Dorchester.

In Cambridge, Harvard University's several gardens draw crowds, as do its Fogg Art Museum and Harvard Coop, the university bookstore. A bit north, in Charlestown, are the Charles River Dam and the Charlestown Naval Yard. Boston's varied neighborhoods prove popular with visitors year after year. Beacon Hill, in downtown Boston, was settled by prosperous Yankee ship builders and their families, known as the Boston Brahmins. The elegant townhouses, gas lamps, and lacy iron fences still line the streets of Beacon Hill. The Back Bay is home to Boston's newer developments, including Copley Place, the John Hancock Building, and the Prudential Tower. The South End and its brick bow-windowed homes are undergoing a revitalization as new residents and businesses move back into the area. Boston's Chinatown houses the country's third largest Chinese population, along with restaurants and stores specializing in traditional Chinese fare and ware. The North End is home to Boston's Italian community, while South Boston remains a solidly Irish enclave.

Lovers of the New England countryside might consider a day trip to Concord, several miles west of Boston. Attractions there include Fruitlands, a collection of small museums displaying treasures from nineteenth-century transcendentalism and other mystical movements, and Shaker Village.

Arts and Culture

Boston, home to a number of major museums, a world-class symphony, several theaters, and a premier dance company, is considered one of the nation's top cultural centers. Rated outstanding by music lovers the world over, the Boston Symphony Orchestra (BSO), as of 2007 under the direction of James Levine, performs at Symphony Hall. An offshoot of the BSO, the Boston Pops, has gained fame under the batons of the late maestro Arthur Fiedler and maestro/composer John Williams, and current maestro Keith Lockhart. Other orchestras include the New England Conservatory Symphony Orchestra, the Boston Conservatory Orchestra, and the Boston Philharmonic Orchestra. Chamber concerts are programmed by the Handel and Hayden Society, while the Boston Musica Viva plays contemporary music.

Theatergoers in Boston can enjoy everything from tragedy to comedy, all performed by well-regarded professional troupes. Major groups include the American Repertory Theatre and the Huntington Theatre Company. Several smaller repertory companies and small theaters, university groups, and a Boston's Children's Theatre augment the professional stage offerings. Dance is popular in Boston, which is home to the Boston Ballet, one of the largest ballet companies in America. The Boston Ballet performs at the Wang Center for the Performing Arts, an opulent former motion picture palace. Other dance groups include the Art of Black Dance and Music, Beth Soll and Company, Concert Dance Company of Boston, and the Ramon de los Reyes Spanish Dance Theatre. Boston supports the Boston Lyric Opera and many nightclubs featuring musical performances from rock and roll to folk music.

The Museum of Fine Arts is world renowned for its Oriental, Egyptian, and classical collections. The Museum of Science, complete with dinosaurs, space capsules, an OmniMax Theatre, and the Charles Hayden Planetarium, sits on a finger of land jutting into the Charles River. Italian Renaissance art is the attraction at the Isabella Stewart Gardner Museum, considered one of the world's finest private art museums. The Institute of Contemporary Art offers a multimedia look at the newest in art, while the Computer Museum, the first in the United States devoted exclusively to computing, merged with, and is now housed at, the Museum of Science. The New England Aquarium, with 2,000 fish and sea animals, occupies a five-story building on Boston's waterfront. Hands-on exhibits and tours are offered, as are whale-watching cruises.

Among the attractions at the Fogg Art Museum at Harvard University are works by Rembrandt, William Blake, and the French impressionists. German art is featured at the Busch-Reisinger Collection, which is on display at the Fogg Museum. The Botanical Museum and the Gray Herbarium, both part of Harvard, exhibit two of the finest flora displays in the world. Also at Harvard, the

Peabody Museum of Archaeology and Ethnology displays relics of the Mayans, Pacific Islanders, and Native Americans. Other Boston museums include the *USS Constitution* Museum, Children's Museum of Boston, the museum at the John Fitzgerald Kennedy Library, the Museum of the National Center of Afro-American Artists, the Sports Museum, the DeCordova Museum and Sculpture Park, and the Museum of African American History.

Arts and Culture Information: Greater Boston Convention-Visitors Bureau, Two Copley Place, Suite 105, Boston, MA 02116-6501; telephone (888)SEE-BOSTON; fax (617)424-7664

Festivals and Holidays

Many of Boston's festivities center around historic, religious, and maritime events. The celebration by the Irish community of St. Patrick's Day on March 17, a day that is also known locally as Evacuation Day, commemorates the retaking of Boston from the British by the Colonial Army during the Revolutionary War. In early June, costumed residents march through Boston in the Ancient and Honorable Artillery Parade. The Battle of Bunker Hill Day follows on June 17, the anniversary of one of the bloodiest battles of the Revolutionary War. The New England Spring Flower Show, one of the oldest and biggest indoor shows in the country, draws 170,000 visitors during a 9-day period.

For six days at the beginning of July, Boston's HarborFest jubilantly celebrates the nation's birthday. Events include a Chowderfest, Children's Day, the reading of the Declaration of Independence from the balcony of the Old State House, and the July Fourth rendition of the 1812 Overture, replete with cannon, and followed by a dazzling fireworks display. The Italian Feasts take place each weekend from late June through August in Boston's North End. Their major event is the Feast of St. Anthony in June. Boston's Folk Festival is held in September. On December 16, in a reenactment of the Boston Tea Party, citizens playing the parts of disgruntled colonists disguise themselves as Native Americans and dump crates of British tea into Boston Harbor. The year culminates with First Night, a 10-hour jubilee of indoor and outdoor performances, a parade and fireworks welcoming the new year.

Sports for the Spectator

Boston is home to five professional sports teams whose games annually draw hundreds of thousands of fans. The professional basketball team, the National Basketball Association's Celtics, play their home games at the city's downtown TD Banknorth Garden, as do the Boston Bruins, the National Hockey League team. The Boston Red Sox, the city's professional baseball team, compete in the American League East. They play their home games

at Fenway Park, one of the country's most beloved ball parks, from April to October. In 2004 the Red Sox broke an 86-year lull to win the World Series; the team captured the championship once again in 2007. The New England Patriots, part of the National Football League's East Division, and the New England Revolution of Major League Soccer play their games at Gillette Stadium in suburban Foxboro. The Patriots, like Boston's other professional teams, are eagerly followed by scores of fans throughout New England.

A popular annual event is the Boston Marathon, run on the third Monday in April, which in Massachusetts is the holiday Patriot's Day. Boston's is the oldest marathon; thousands of runners from around the country and the world participate annually in this event.

In October, the focus shifts to the Charles River and the Head of the Charles Regatta international sculling event. Horse racing is scheduled from spring through late fall in and around Boston. Flat and harness racing are run at Suffolk Downs in East Boston. Parimutuel betting is permitted by law. Athletes at Boston-area colleges and universities compete in a wide range of collegiate sports. College hockey fans come out in February for the Beanpot, an annual tournament between Harvard, Boston University, Boston College, and Northeastern for the city championship. Polo matches are held at nearby Myopia Polo Grounds in Hamilton, MA.

Sports for the Participant

Its proximity to water makes Boston a natural attraction for sports enthusiasts. Anglers can enjoy saltwater fishing in the Atlantic Ocean or fresh water fishing in inland rivers. Boaters can sail the Atlantic coastline or canoe inland. Swimmers can choose between public beaches along the ocean or civic pools within the city. Municipal golf courses, tennis courts, baseball diamonds, playgrounds, and tot lots are maintained in the city. The city has more than 200 parks. Ice skating outdoors is popular in the winter months at the Frog Pond on Boston Commons and throughout the year at the city's indoor municipal facilities. Boston is close to excellent ski runs, horseback riding trails, and mountain climbing areas.

Shopping and Dining

Boston's shopping areas range from carefully restored colonial shops to gleaming glass and steel towers. Quincy Market, dating from 1826, is a cobblestone square surrounded by small shops in renovated warehouses. Nearby, Faneuil Hall's ground floor contains a modern shopping mall. Downtown Crossing, Boston's original marketplace, is an outdoor pedestrian mall encompassing several streets. It is anchored by a Boston institution, Filene's Department Store, which is noted for the zeal of the shoppers hunting for bargains in its basement. Copley Place, an indoor mall connecting four office buildings and two hotels, has upscale stores such as Tiffany & Co.,

Louis Vuitton, and Neiman Marcus. Other popular shopping sites are Charles Street on Beacon Hill, a mecca for antique hunters, and Newbury Street, referred to by locals as the new Rodeo Drive. Across the Charles River in Cambridge is the Harvard Coop, world famous as a comprehensive supplier to the university's students and its entire academic community.

With almost two thousand restaurants, Boston offers everything from traditional seafood dishes to continental and ethnic cuisines. Fresh saltwater catches include clams, lobster, oysters, bluefish, and scrod. Boston has been called "Beantown," a term that originated with the Puritans who, out of respect for the Sabbath, did not cook on Sunday. Instead, they relied on food prepared the day before, and one popular menu item was baked beans. Clam and seafood chowders, baked beans, and Indian pudding are still staples on many Boston menus.

Continental cuisine, sometimes blended with American nouvelle cuisine, is now the specialty of several respected Boston restaurants. Ethnic specialties include a small but flavorful sampling of restaurants in downtown Boston's Chinatown. At the North End, diners relish northern Italian specialties such as pasta and cappuccino. In neighborhoods such as Dorchester and Jamaica Plain, a wave of immigration has brought restaurants specializing in the cuisines of Vietnam, Ireland, Spain, and other countries.

Visitor Information: Greater Boston Convention & Visitors Bureau, Two Copley Place, Suite 105, Boston, MA 02116-6501; toll-free (888)SEE-BOSTON; fax (617)424-7664

■ Convention Facilities

Boston is a popular meeting site for groups of all kinds and sizes. Completed in 2004, the Boston Convention and Exhibition Center has 516,000 square feet of contiguous exhibit space, 82 meeting rooms, and a 40,000-square-foot ballroom. Built on the South Boston waterfront, it is minutes from Logan Airport. Another major venue is the John B. Hynes Veterans Memorial Convention Center, encompassing more than 289,000 square feet of meeting, exhibition and banquet space. Five exhibit halls and 37 meeting rooms can host large conventions or several small conventions simultaneously. More than a dozen major hotels are located within walking distance of the center, which is in Boston's Back Bay area, convenient to shopping and other amenities.

Seaport World Trade Center Boston offers a ground-floor Main Hall measuring 250,000 square feet; on that floor are theater seating for 5,000 participants and classroom and banquet seating for 3,000 diners. Located on Commonwealth Pier, it opened in January 1986, for the purpose of furthering international trade among and economic development of all the New England states.

Unique meeting and reception sites in Boston include the facilities of a Victorian mansion, a lounge, a ballroom-style entertainment complex, and a rock dance club among many others. The metropolitan area supports about 45,000 hotel rooms; 17,000 of them are in Boston and Cambridge. Suburban to Boston are the meeting and exhibition facilities of the Royal Plaza Trade Center, which contains 22,000 square feet of exhibit space and the Bayside Expo Center, which offers 240,000 square feet of exhibit space and more than 40,000 square feet of additional meeting room space.

Convention Information: Greater Boston Convention & Visitors Bureau, Two Copley Place, Suite 105, Boston, MA 02116-6501; toll-free (888)SEE-BOSTON; fax (617)424-7664. Massachusetts Convention Center Authority, 415 Summer Street, Boston, MA 02210; telephone (617)954-2000; fax (617)954-2299; email info@massconvention.com

■ Transportation

Approaching the City

Visitors arriving in Boston by air arrive at Logan International Airport, located in East Boston and just two miles from downtown Boston. Its location in Massachusetts Bay puts Boston's airport 200 miles closer to Europe than New York City. The airport is currently served by 56 air carriers, of which 45 are scheduled airlines. Logan International Airport has domestic service to 76 destinations and international service to 33 destinations. Logan can be reached by car, by public transportation on the "T" Blue Line, and by water aboard the Airport Water Shuttle.

Boston's access routes by automobile include Interstate-90, the Massachusetts Turnpike, which is the major east-west artery. Massachusetts Service Route 9, another east-west road, accommodates suburban traffic. I-93 runs north-south through Boston where it is called the Northeast Expressway. Encircling the city is Massachusetts Service Route 128. More than seven hundred high-technology firms have established facilities along Massachusetts SR 128 and I-495, making them heavily traveled freeways.

Boston can also be reached by railroad and by bus. The city is served by three Amtrak lines: the Downeaster connects Boston with Portland, Maine; the Regional serves cities along the coast south to Newport News, Virginia; and the Acela Express, a 150-mph train, makes the trip from Washington, D.C., in 7 hours. South Station and North Station, the Amtrak and Massachusetts Bay Transportation Authority terminals, are on opposite sides of Boston's downtown business district. Those arriving by Greyhound/Trailways and Peter Pan Bus Lines disembark at the Greyhound Bus Terminal at South Station.

Traveling in the City

Boston is a very walkable city, and walking tours depart from a number of locations. According to local sources, driving in Boston can be a confusing experience even for natives. Heavy traffic, narrow one-way streets, limited parking, traffic rotaries, and jay-walking pedestrians combine to make driving difficult in Boston, especially in the downtown area. Most residents leave their cars at home and ride Boston's superb public transportation, known as the "T." This rapid transit system includes elevated lines, subways, and surface routes. Trolleys, street cars, and buses supplement the "T." Private transportation includes Amtrak commuter trains, taxis, and ferry boats.

The "T" is operated by the Massachusetts Bay Transportation Authority (MBTA). Boston's system is the oldest in the country, and all five lines converge downtown. In terms of daily ridership, the MBTA remains the nation's fifth largest mass transit system. Boston is one of only five U.S. cities to use trolleys and street cars as a regular part of its transportation system. Amtrak runs two commuter trains from surrounding suburbs into Boston, one of which is operated by the MBTA and is known locally as the "Purple Line." Two ferry systems convey passengers on the rivers and channels around Boston.

■ Communications

Newspapers and Magazines

Boston's two major daily newspapers, *The Boston Globe* and the *Boston Herald*, are both published in the morning. *The Boston Globe*, established in 1872, is New England's largest daily and Sunday newspaper. The respected *The Christian Science Monitor* is published in Boston on weekdays. An international edition is also available. Local business news is featured in the *Boston Business Journal*.

Boston Magazine, Boston's city magazine, is published monthly. Tourist-oriented publications include *Panorama* and *The Phoenix*, an alternative weekly publication providing detailed arts and entertainment information, as well as *WHERE* magazine, published monthly. Magazines of national interest published in Boston include the *Harvard Business Review*, *Inc. Magazine*, *Horticulture*, and *Health Journal*. For many years, Boston has published *The Atlantic Monthly*, one of the nation's oldest literary magazines. As might be expected with Boston's many educational and high-tech institutions, the city also publishes an array of academic and technical journals, both commercially and for professional societies.

Television and Radio

The Boston area is the seventh largest media market in the country, served by five major networks, a public broadcasting station, and a Spanish language station.

Special programming includes the Christian Science Monitor Syndicate and a channel for the hearing impaired. Cable television is also available. Some 20 AM and FM radio stations in the Boston area program a variety of music, talk shows, interview programs, and religious offerings.

Media Information: *The Boston Globe*, 135 Morrissey Blvd., Boston, MA 02125; telephone (617)929-2000

Boston Online

Boston Convention & Visitors Bureau. Available www.bostonusa.com
The Boston Globe. Available www.boston.com
Boston Public Library. Available www.bpl.org
Boston Public Schools. Available www.boston.k12.ma.us
City of Boston. Available www.cityofboston.gov
City of Boston Redevelopment Authority. Available www.cityofboston.gov/bra
Greater Boston Chamber of Commerce. Available www.bostonchamber.com

Massachusetts Business Development Company.

Available www.mass-business.com

Massachusetts Convention Center Authority.

Available www.massconvention.com/home.html

Massachusetts Medical Society. Available www.massmed.org

Massachusetts Office of Business Development.

Available www.state.ma.us/mobd

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Cambridge

■ The City in Brief

Founded: 1630 (incorporated 1846)

Head Official: Mayor Kenneth E. Reeves (since 2006)

City Population

1980: 95,322

1990: 95,802

2000: 101,355

2006 estimate: 101,365

Percent change, 1990–2000: 5.7%

U.S. rank in 1980: Not available

U.S. rank in 1990: 211th

U.S. rank in 2000: 238th

Metropolitan Area Population

1980: Not available

1990: Not available

2000: 1,465,396

2006 estimate: 1,467,016

Percent change, 1990–2000: Not available

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Area: 6.43 square miles (2000)

Elevation: 30 feet above sea level

Average Annual Temperature: 46.8° F

Average Annual Precipitation: 47.60 inches of rain;
67.4 inches of snow

Major Economic Sectors: Education, technology,
manufacturing

Unemployment Rate: 5.5% (March 2005)

Per Capita Income: \$41,519 (2005)

2005 FBI Crime Index Property: 3,309

2005 FBI Crime Index Violent: 494

Major Colleges and Universities: Harvard University;
Massachusetts Institute of Technology; Lesley Uni-
versity; Cambridge College

Daily Newspaper: *Cambridge Chronicle*

■ Introduction

With more than 100,000 people located in a 6.4-square-mile area, Cambridge is a unique community with a diverse cultural, demographic, and social mix. Cambridge is an international city, with more than one in five residents being foreign-born. Students from some 65 nations attend Cambridge's public schools and their families speak more than 45 languages. Home of many venerable educational and cultural institutions, Cambridge is intellectually vibrant. It is also home to many high-tech and biotech companies, which benefit from the vast network of research facilities connected with schools in the region.

■ Geography and Climate

Cambridge is located in Massachusetts's Middlesex County, about 2.6 miles from Boston and 20.8 miles from Lowell. Lying just north and west across the Charles River from Boston, Cambridge is also bordered by the city of Somerville and the town of Arlington to its north, and the city of Watertown and the town of Belmont to its west.

Rain is frequent throughout the spring and summer, while snow falls regularly throughout the winter, making Cambridge one of the nation's wettest cities. Atlantic Ocean breezes keep Cambridge's climate relatively mild compared to other cities in the northeastern United

States. However, those same Atlantic breezes occasionally blow into full-fledged storms called “nor’easters.”

Area: 6.43 square miles (2000)

Elevation: 30 feet above sea level

Average Temperature: 46.8° F

Average Annual Precipitation: 47.60 inches of rain;
67.4 inches of snow

■ History

City on a Hill

In 1630 a fleet of 11 ships carrying 700 passengers set sail from England, bound for the Massachusetts Bay Colony, one of the first English settlements in the New World. This hardy group of Puritans hoped to build their community around a purer, more Biblical church. The colonists settled several villages around Massachusetts Bay, but could not agree on a capital. Governor John Winthrop and his assistants chose a small hill on the north bank of the Charles River as a protected site for a capital, about five miles upstream from Boston. Large ships could travel in the deep Charles River, yet it was narrow and difficult to traverse for those unfamiliar with its course. Later, a “pallysadoe,” a series of stockade fences and a trench, was built around the town.

Cambridge was known as “Newtowne” until 1638. Each family owned a house lot in the village, planting fields outside, and a share in the common land. Boston was eight miles away; a ferry carried passengers over the Charles River to a path that led through Brookline and Roxbury. Until the Great Bridge was built in 1660–62, this was the only way to Boston, except by way of the ferry from Charlestown.

Soon, Newtowne had a meetinghouse, a school, and a marketplace (Winthrop Square). Harvard College, one of the first colleges in America, was founded in 1636 to train young men for the ministry and for positions of leadership within the community.

American Revolution

By the time of the Revolutionary War, Cambridge was a quiet New England farming village centered near the Common and Harvard College. Most residents were descendants of the original Puritans—farmers, artisans, and tradesmen. However, there was also a small group of Anglicans who lived apart from village affairs, relied on outside incomes, and entertained extravagantly in large homes along Tory Row (now Brattle Street). The Tories’ houses and their church, Christ Church, still survive.

William Dawes, one of the three men who alerted colonial Minutemen of the approach of British army troops prior to the Battle of Lexington and Concord,

rode down Massachusetts Avenue on his way to Concord on April 18, 1775. The following afternoon, four Cambridge Patriots died in a skirmish with retreating British regulars. The provisional government confiscated many Loyalist estates; George Washington used the Vassal-Craigie-Longfellow House as his headquarters for nine months in 1775–76. During the siege of Boston, Washington supervised the construction of three earthenwork forts along the Cambridge side of the Charles River. The remains of one, Fort Washington, can still be seen in Cambridgeport.

Leading Lights

Cambridge was incorporated in 1846, uniting three rival villages—Old Cambridge, Cambridgeport, and East Cambridge. Old Cambridge had grown slowly and retained its rural character. Small shops served the community and students. Drawn by Harvard, and later Radcliffe College (which was integrated into Harvard in 1999 as Radcliffe Institute for Advanced Study), brilliant men and women made Cambridge a center of intellectual activity. The poet Henry Wadsworth Longfellow, the poet and abolitionist James Russell Lowell, Elizabeth Cabot Cary Agassiz (founder of Radcliffe), and author William Dean Howells all lived in Cambridge.

The West Boston (now Longfellow) Bridge opened in 1793. The bridge offered the first direct route from Cambridge to Boston and reduced the distance between the two from eight to three miles. Cambridgeport grew up along the roads leading to the bridge. Nice residential neighborhoods spread out from Massachusetts Avenue, while Central Square became Cambridge’s downtown. Writer, editor, and feminist Margaret Fuller (also the first woman allowed to use the Harvard library) grew up in Cambridgeport, as did Richard Henry Dana, author of *Two Years Before the Mast*. Abolitionist William Lloyd Garrison also lived in the area.

East Cambridge was opened for development in 1809, when the Canal Bridge was completed. The area was the city’s major industrial center until the 1880s. Furniture and glass factories were among the industries attracted to East Cambridge by cheap land, water transportation, and close proximity to Boston. Andrew Craigie, a leading Cambridge businessman and investor, brought the Middlesex County courthouse and jail to East Cambridge by offering to donate new buildings in 1813. In 1841, social activist Dorothea Dix was horrified by conditions in the jail and began her pioneering work in prison reform.

A Diverse City

With the Irish potato blight of 1845, thousands of Irish made their way to Boston and Cambridge, destitute and without resources. Many Irish immigrants worked in the clay pits and brickyards of North Cambridge, housed in crowded workers’ cottages. Most Irish families lived in

East Cambridge, working in unskilled jobs in the glass works and furniture factories. They formed a close-knit community, centered on and supported by the Catholic church. By 1855, 22 percent of the adults in East Cambridge were Irish-born.

Immigrants from Italy, Poland, and Portugal began to arrive in Cambridge in the early twentieth century, settling primarily in Cambridgeport and East Cambridge. French Canadians and Russian Jews also settled in North Cambridge and Cambridgeport, respectively, at this time.

A small population of African Americans had lived in Cambridge from the earliest colonial days, and in the early nineteenth century Cambridge's integrated schools attracted many African American families from Boston. Harriet Jacobs, the former slave from North Carolina, ran a boarding house in Cambridge in the 1870s. She had lived in hiding for seven years before escaping to the North, and later wrote an account of her years in slavery, *Incidents in the Life of a Slave Girl*. Educator Maria Baldwin, a native of Cambridge, held home study classes for Harvard's African American students, including W. E. B. DuBois. In 1889 Baldwin was appointed headmaster of the Agassiz School, the first African American to hold such a position in the North.

As of 2008, Cambridge was home to a culturally diverse population of over 100,000. More than 45 languages may be heard on the streets of the city, including Spanish, Creole, Portuguese, Chinese, Amharic, and Korean. Children from some 65 different countries attend the public schools. College students from around the world study at Harvard University, the Massachusetts Institute of Technology, and Lesley College. The heavy industries of the nineteenth and early twentieth centuries have been replaced by high-tech businesses, including electronics, software, and biotechnology research.

Historical Information: Cambridge Historical Commission, 831 Massachusetts Ave., 2nd Floor, Cambridge, MA 02139; telephone (617)349-4683; fax (617) 349-3116

■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: Not available
 2000: 1,465,396
 2006 estimate: 1,467,016
 Percent change, 1990–2000: Not available
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: Not available

City Residents

1980: 95,322

1990: 95,802
 2000: 101,355
 2006 estimate: 101,365
 Percent change, 1990–2000: 5.7%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 211th
 U.S. rank in 2000: 238th

Density: 15,605 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 56,201
 Black: 9,184
 American Indian and Alaska Native: 83
 Asian: 10,989
 Native Hawaiian and Pacific Islander: 54
 Hispanic or Latino (may be of any race): 5,998
 Other: 2,596

Percent of residents born in state: 33.2% (2006)

Age characteristics (2005)

Population under 5 years old: 4,152
 Population 5 to 9 years old: 2,484
 Population 10 to 14 years old: 2,422
 Population 15 to 19 years old: 3,828
 Population 20 to 24 years old: 6,046
 Population 25 to 34 years old: 24,988
 Population 35 to 44 years old: 11,311
 Population 45 to 54 years old: 8,866
 Population 55 to 59 years old: 4,517
 Population 60 to 64 years old: 3,590
 Population 65 to 74 years old: 4,280
 Population 75 to 84 years old: 3,802
 Population 85 years and older: 974
 Median age: 33.7 years

Births (2006, Metropolitan Division)

Total number: 17,793

Deaths (2006, Metropolitan Division)

Total number: 11,053

Money income (2005)

Per capita income: \$41,519
 Median household income: \$59,746
 Total households: 40,898

Number of households with income of...

less than \$10,000: 4,314
 \$10,000 to \$14,999: 1,926
 \$15,000 to \$24,999: 3,703
 \$25,000 to \$34,999: 3,208
 \$35,000 to \$49,999: 4,202
 \$50,000 to \$74,999: 7,619
 \$75,000 to \$99,999: 5,615



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\$100,000 to \$149,999: 4,816
\$150,000 to \$199,999: 2,460
\$200,000 or more: 3,035

Percent of families below poverty level: 7.6% (2005)

2005 FBI Crime Index Property: 3,309

2005 FBI Crime Index Violent: 494

■ Municipal Government

Cambridge operates according to a council-manager form of government. The city council consists of nine members elected at-large every two years. The city manager is Cambridge's chief executive officer, responsible for the enforcement of all laws and city ordinances, appointment of department heads, appointment of members to the numerous city boards and commissions, and submission of the annual budget to the city council. The mayor is elected by the city councillors and serves as the chair of city council meetings. Robert W. Healy was the city manager as of 2007; he has served in the position since 1981.

Head Official: Mayor Kenneth E. Reeves (since 2006)

Total Number of City Employees: 5,650 (2006)

City Information: Cambridge City Hall, 795 Massachusetts Ave., Cambridge, MA 02139; telephone (617) 349-4300; fax (617) 349-4307

■ Economy

Major Industries and Commercial Activity

Although manufacturing was an important part of the late nineteenth and early twentieth century Cambridge economy, today long-established educational institutions are its largest employers; Harvard employs more than 10,000 people and MIT more than 7,000. Cambridge is a center of technological innovation; important technology firms have offices in Cambridge, including Analog Devices, VMware, Akamai, BBN, Lotus Software, Polaroid, Thinking Machines, and Google. It is also home to such biotechnology firms as Biogen Idec, Millennium Pharmaceuticals, Genzyme Corp., and Draper Laboratory. Most biotechnology companies are located around Kendall Square and East Cambridge, the center of much of the city's manufacturing a century before. A number of biotechnology companies are also located in University Park at MIT, a new development in another former

manufacturing area. Many small entrepreneurial companies remain an important part of the Cambridge employment landscape. Cambridge is commonly referred to as the most entrepreneurial place on earth. More than 100,000 people are employed by Cambridge's nearly 5,300 businesses, including the more than 150 nonprofit and social service agencies.

The medical school of Harvard University is located in Boston, as is Massachusetts General Hospital, the major teaching hospital for Harvard. In towns and suburbs surrounding Boston and Cambridge, educational institutions include many prestigious secondary and boarding schools.

Items and goods produced: computer software, biological products, pharmaceutical preparations

Incentive Programs—New and Existing Companies

Local programs: The Cambridge Chamber of Commerce helps companies at all stages of development grow and succeed. The Chamber of Commerce addresses the concerns all companies share: real estate, hiring, insurance and benefits, cost-saving discounts, regulatory issues, transportation and parking, professional development, and networking. The Cambridge Department of Community Development, Division of Economic Development, provides the following services: commercial revitalization assistance; real estate information; small business assistance; and support for the Cambridge workforce.

State programs: The Massachusetts Business Resource Team, under the Executive Office of Economic Development, exists to help with the relocation of businesses to the state, expansion of existing businesses, and creation of new businesses. For new companies, there are Small Business Development Centers in Boston and across Massachusetts, which advise and educate entrepreneurs. The Capital Access Program helps businesses secure loans from approved banks. Expanding or relocating businesses can take advantage of a 3 percent investment tax credit against the corporate excise tax for the construction of manufacturing facilities or the purchase or lease of equipment. Businesses moving to an "economic opportunity area" or an "economically distressed area" have access to special tax credits and incentive programs. For manufacturers looking for working capital, the Economic Stabilization Trust can provide funds to help get the business on the road to recovery. For businesses willing to move or expand into brownfield areas, Massachusetts provides low cost assessment and remediation programs and alternative financing options. Technology firms can receive assistance with the Research and Development Tax Credit and the Emerging Technology Fund, which provides loans for specialized equipment purchases and R & D, and biotechnology companies can receive funds for new job creation through

the Jobs Creation Incentive Payment. All businesses can take advantage of Safety Training grants for education to improve workplace safety. The Massachusetts Export Center provides counseling, education, and technical assistance for businesses in global markets. For business involved in the fishing industry, Seafood Loans assist in the construction or renovations of buildings or equipment.

Job training programs: The Office of Workforce Development found in the Department of Human Service Programs coordinates access to employment and training services, working to improve residents' skills and to help employers meet their hiring needs. As well, the Economic Development Division (EDD) of the Department of Community Development supports several programs aimed at increasing the workforce among residents of Cambridge Neighborhood Revitalization Strategy (NRS) areas. There is also a Career Source office in Cambridge. Career Source is part of the One-Stop Career Center System in Massachusetts, the first One-Stop Career Center in the country. Job-seeker services include job-search counseling and workshops, eligibility assessment for career training, job matching, and access to the Career Library. Services to employers include candidate referrals, recruitment events, and outplacement.

Development Projects

The major development project underway in Cambridge in 2008 was the Cambridge Research Park at Kendall Square. Developed by Lyme Properties, the \$16- to \$30-million project is composed of 1.75 million square feet of mixed use space that includes 726,000 square feet of biomedical laboratory and office buildings, 125,000 square feet of retail space, 275,000 square feet of hotel space, and 150,000 square feet of residential space. Already occupying the Kendall Square site are the world headquarters of Genzyme Corporation, another biotech lab and office building, and new apartments housing several hundred people. In the future Kendall Square will also house one additional biotech and lab building, a large performing arts center, a public skating rink and garden, and a public boat ramp giving access to the Charles River Basin. In 2006 Lyme Properties won the Environmental Protection Agency's 2006 Phoenix Award for excellence in brownfield redevelopment for the Kendall Square redevelopment project. Lyme Properties is the largest life sciences property developer in New England, and the third largest in the United States. In 1998, when Lyme Properties purchased the Kendall Square property, approximately 10 acres next to the Massachusetts Institute of Technology, it was the polluted site of a former manufactured gas plant.

Economic Development Information: Cambridge Department of Community Development, Economic Development Division, 344 Broadway, Cambridge, MA 02139; telephone (617)349-4600; fax (617)349-4669

Commercial Shipping

Cambridge's proximity to Boston gives it access to the oldest continuously active port in the Americas. In 2006 the port handled 14 million tons of general cargo, including more than 200,000 containers. Boston's popularity as a port is easily understood: it accommodates even the largest ocean going freighters. One of the best natural harbors in the United States, the Fort Point Channel is 40 feet deep and 7 miles long. Nearly 40 miles of docks and wharves line the shores of Boston's inner harbor, mainly between South Boston and Charlestown. The Massachusetts Port Authority operates the docks.

Facilities include the Conley Container Terminal, the center of container handling, with 2000 feet of berthing space; Boston Autoport, processing approximately 50,000 cars a year; Commonwealth Pier, a huge dry dock in South Boston; and Fish Pier, one of the world's largest and oldest in the country. Cruiseport and Black Falcon Cruise Terminal is a stopping point for 15 cruise lines, such as Norwegian and Cunard. Boston's shipping needs are also accommodated by the network of highways running through and around the city, a large commercial trucking fleet, railroads, and delivery services.

Labor Force and Employment Outlook

As the home of world-renowned colleges and universities, Cambridge boasts a highly educated work force. Educational institutions are an important source of new, highly skilled professionals for the city's labor force.

Wages in Cambridge tend to be high, as are taxes and office lease rates. Entrepreneurial software and biotechnology companies attracted to the assets of the Massachusetts Institute of Technology have tended to locate in East Cambridge. Analysts have given the city high marks in recent years for improvements in management, and a strong academic and research base should continue to stand Cambridge in good stead.

The following is a summary of data regarding the Boston-Cambridge-Quincy MA-NH NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 2,450,200

Number of workers employed in . . .

construction and mining: 103,100
 manufacturing: 222,800
 trade, transportation and utilities: 419,000
 information: 74,500
 financial activities: 188,000
 professional and business services: 396,500
 educational and health services: 450,200
 leisure and hospitality: 211,400
 other services: 87,100
 government: 297,700

Average hourly earnings of production workers employed in manufacturing: \$19.02

Unemployment rate: 5.5% (March 2005)

<i>Largest Employers (2004)</i>	<i>Number of employees</i>
Harvard University	10,142
Massachusetts Institute of Technology	7,114
City of Cambridge	3,196
Cambridge Health Alliance	1,796
Mt. Auburn Hospital	1,790
Federal Government	1,614
Biogen Idec	1,597
Millenium Pharmaceuticals	1,475
Genzyme Corporation	1,100
Draper Laboratory	970

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
 Not available

2007 (1st quarter) ACCRA Cost of Living Index:
 130.6

State income tax rate: 12.0% to 5.3%

State sales tax rate: 5.0%

Local income tax rate: 1.5%

Local sales tax rate: None

Property tax rate: \$7.78 per \$1,000 of assessed valuation

Economic Information: Cambridge Department of Community Development, Economic Development Division, 344 Broadway, Cambridge, MA 02139; telephone (617)349-4600; fax (617)349-4669. Cambridge Chamber of Commerce, 859 Massachusetts Avenue, Cambridge, MA 02139; telephone (617)876-4100; fax (617)354-9874; email ccinfo@cambridgechamber.org

Education and Research

Elementary and Secondary Schools

The Cambridge School Committee is a seven-member board. Six members are elected at large. The mayor, who is elected from and by the nine elected city council members, serves as chair of the school committee. The

Cambridge Public Schools have produced many distinguished and interesting alumni over the years, including Nobel Prize winning physicists, Rhodes Scholars, Olympic medal winning athletes, and Academy Award winning actors and screenwriters. The Fletcher-Maynard Academy and the Dr. Martin Luther King Jr. School offer extended learning day programs. The Peabody and the Kennedy-Longfellow schools boast Intensive Studies programs for middle school students. The Tobin School offers a Montessori program for children ages 3–5. Each school in the district follows the same rigorous academic curriculum and system-wide accountability measures. The Cambridge Public Schools strive to help each child develop the academic, athletic, and artistic skills and interests necessary to lead a full and productive life. In 2007, 98.5 percent of the senior class at Cambridge Rindge & Latin School passed the state's high school exit exam. Also, 92 percent of those graduates reported enrolling in a two- or four-year college, university, or technical school.

The following is a summary of data regarding the Cambridge Public Schools as of the 2005–2006 school year.

Total enrollment: 6,000

Number of facilities

elementary schools: 12
 junior high/middle schools: 0
 senior high schools: 1
 other: 0

Student/teacher ratio: 12:1

Teacher salaries (2005–06)

elementary median: \$56,150
 junior high/middle median: \$54,810
 secondary median: \$55,160

Funding per pupil: \$18,146

A wide variety of private schools are located in Cambridge. These include the Boston Archdiocesan Choir School, Buckingham Browne Nichols School, Cambridge Friends School, Cambridge Montessori School, Castle School, Ecole Bilingue, Fayweather Street School, James F. Farr Academy, Matignon High School, North Cambridge Catholic High, Shady Hill School, St. Peter Elementary School, and The Henry Buckner School.

Public Schools Information: Cambridge Public School District, Administrative Offices, 159 Thorndike Street, Cambridge, MA 02141; telephone (617)349-6400

Colleges and Universities

Harvard University and the Massachusetts Institute of Technology are two of the world's leading institutions of higher learning. Harvard University, which

celebrated its 350th anniversary in 1986, is the oldest institution of higher learning in the United States. Founded 16 years after the arrival of the Pilgrims at Plymouth, the University has grown from nine students to an enrollment of more than 18,000 degree candidates, including undergraduates and students in 10 principal academic units. An additional 13,000 students are enrolled in one or more courses in the Harvard Extension School. Over 14,000 people work at Harvard, including more than 2,000 faculty. There are also 7,000 faculty appointments in affiliated teaching hospitals. Seven U.S. presidents—John Adams, John Quincy Adams, Theodore and Franklin Delano Roosevelt, Rutherford B. Hayes, John Fitzgerald Kennedy and George W. Bush—were graduates of Harvard. Its faculty have produced more than 40 Nobel Laureates.

In the 1870s a group of women closely linked to Harvard faculty were exploring ways to make higher education more accessible to women. In 1879 the “Harvard Annex” for women's instruction by Harvard faculty began operations. And in 1894 the Annex was chartered by the Commonwealth of Massachusetts as Radcliffe College, with Elizabeth Cary Agassiz as its first president. In 1943 Harvard and Radcliffe signed an agreement allowing women students into Harvard classrooms for the first time. In 1999 the Radcliffe Institute of Advanced Study was created through the merger of Radcliffe College with Harvard.

The Massachusetts Institute of Technology (MIT), with five schools and one college, was founded by William Barton Rogers in 1861 in response to the increasing industrialization of the United States. Based upon German and French polytechnic models of an institute of technology, MIT's founding philosophy was “learning by doing” and it became a pioneer in the use of laboratory instruction, undergraduate research, and progressive architectural styles. As a federally funded research and development center during World War II, MIT scientists developed defense-related technologies. After the war, MIT's reputation expanded beyond its core competencies in science and engineering into the social sciences, including economics, linguistics, political science, and management. MIT contains 32 academic departments, with a strong emphasis on scientific and technological research. As of 2007, there were some 78 MIT-affiliated Nobel Laureates, 47 National Medal of Science recipients, and 29 MacArthur Fellows.

Lesley University, founded in 1909, offers undergraduate and advanced degrees that prepare women and men to become leaders in education, human services, the arts, environmental studies, and a variety of other professional fields. Lesley is a national leader in quality teacher preparation. Lesley has also pioneered programs in many other fields, including Expressive Therapies,

Integrated Teaching through the Arts, and Art Therapy, and offers instruction in environmental education through its Audubon Expedition Institute. Total enrollment in 2007 was 12,344, with 1,702 undergraduates; 9,557 master's, C.A.G.S., and Ph.D. students; and 1,085 non-matriculating students.

Cambridge College is a college for working adults. Cambridge College's innovative teaching and learning model helps adult students meet the challenges of higher education and earn the degree credentials they need to advance their careers. The college's mission is to provide academically excellent, time-efficient, and cost-effective higher education for a diverse population of working adults for whom those opportunities may have been limited or denied.

Libraries and Research Centers

The Cambridge Public Library had its origins in the Cambridge Athenaeum, incorporated in 1849, for the purpose of establishing a lyceum, public library, and reading room. An early benefactor erected a building on the corner of Massachusetts Avenue and Pleasant Street, and any person residing in Cambridge and "known to the Librarian" was able to purchase borrowing privileges for one dollar per year. The city purchased the Cambridge Athenaeum in 1858 for use as a city hall and a public library. Renamed the Dana Library, it was among the first wave of public libraries established in the nation. In 1874, the library became free to the public and was renamed the Cambridge Public Library in order to make clear that the Library was open to all and not the personal property of Edmund Dana. The library grew, and Frederick H. Rindge gave the city a tract of land and offered to erect a library building. Completed in 1889, the resulting Romanesque building still serves as the Main Library. Cambridge Public Library also has six branches. Ground was broken in summer 2005 on a major expansion of the Main Library.

Many research institutions are grouped in and around Cambridge, covering topics ranging from engineering to philosophy. Harvard University's research efforts include business, international affairs, law, medicine, physics, computers, and more. Massachusetts Institute of Technology's research programs focus on engineering, biotechnology, ocean studies, chemistry, robotics, electronics, and others. Lesley University is home to a number of important centers and institutes that conduct research and help shape public policy across a wide range of disciplines, including math, special education, literacy, conflict resolution, evaluation and research, and families, children and social policy.

Public Library Information: Cambridge Public Library, Longfellow School, 359 Broadway, Cambridge, MA 02139; telephone (617)349-4040; fax (617)349-4028

■ Health Care

Cambridge is fortunate in its proximity to Boston, which has more than 500 doctors per 100,000 people. More than 20 inpatient hospitals are located within the city, including Massachusetts General Hospital, Brigham and Women's Hospital, Beth Israel Hospital, Children's Hospital, New England Deaconess Hospital, the New England Medical Center, and Boston Medical Center. The city is also home to the medical and dental schools of Tufts, Harvard, and Boston universities.

Cambridge's first city-owned hospital, Cambridge Hospital, opened its doors in 1917. Nearly 80 years later in 1996, Cambridge Health Alliance was formed with the merger of Cambridge Hospital and Somerville Hospital. Whidden Memorial Hospital was acquired in 2001 and added to the Cambridge Health Alliance system. Cambridge Health Alliance is an academic public health system based in Cambridge, Somerville, and Boston's metro-north region, providing patient care, education, and outreach in hospitals, health centers, schools, and community centers. Cambridge Health Alliance is one of the ten largest health systems in Massachusetts.

Mount Auburn Hospital was founded in 1886 as the first hospital in Cambridge. Mount Auburn Hospital is affiliated with Harvard Medical School, making significant contributions to educating the caregivers of tomorrow.

Health Care Information: Massachusetts Medical Society Headquarters, 860 Winter Street, Waltham Woods Corporate Center, Waltham, MA 02451-1411; telephone (781)893-4610 or (781)893-3800

■ Recreation

Sightseeing

The Cambridge Common was the center of rebel activity in the early years of the Revolution and the main camp and training ground for the Continental Army upon General George Washington's arrival in Cambridge on July 2, 1775. Visitors can view a Civil War Monument and a new memorial commemorating the Irish famine. Christ Church Cambridge is housed in the oldest church building in the city. The church is located in Harvard Square, by Cambridge Common. The Cooper-Frost-Austin house is the oldest dwelling still standing in Cambridge. Built by Samuel Cooper around 1690, the house was one of the earliest examples of a lean-to "half house," comprising a low room, little room, kitchen, chamber, kitchen chamber, garret, and cellar. Other original features include a pilaster chimney and a facade gable. The Hooper-Lee-Nichols House, built around 1685, was remodeled into the Georgian style in the 1730's and is one of the oldest in the Boston area. Visitors learn the social and architectural history of the house

and of historic Brattle Street, known as “Tory Row.” Built in 1759, the Longfellow National Historic Site served as George Washington’s headquarters (1775-1776), and was home to the poet Henry Wadsworth Longfellow (1837-1882). During the nineteenth century, it was a gathering place for artists and writers, and today features original furnishings and art work from around the world. An active cemetery, Mount Auburn Cemetery is recognized as a National Historic Landmark, premier arboretum, and outdoor museum of sculpture and architecture. Notables buried there include: Mary Baker Eddy, Julia Ward Howe, Winslow Homer, and Henry Wadsworth Longfellow.

Lovers of the New England countryside might consider a day trip to Concord, thirty miles west of Cambridge. Attractions there include Fruitlands, a collection of small museums displaying treasures from nineteenth-century transcendentalism and other mystical movements, and Shaker Village.

Arts and Culture

Cambridge profits culturally from its proximity to Boston, home to a number of major museums, a world-class symphony, several legitimate theaters, and a premier dance company. Boston is considered one of the nation’s top cultural centers. Rated outstanding by music lovers the world over, the Boston Symphony Orchestra (BSO) performs at Symphony Hall. The Boston Pops, an offshoot of the BSO, has gained fame under the batons of the late maestro Arthur Fiedler and maestro/composer John Williams, and the current maestro Keith Lockhart. Other orchestras include the New England Conservatory Symphony Orchestra, the Boston Conservatory Orchestra, and the Boston Philharmonic Orchestra. Chamber concerts are programmed by the Handel and Hayden Society, while the Boston Musica Viva plays contemporary music.

Theatergoers in Cambridge and Boston can enjoy everything from tragedy to comedy, all performed by well-regarded professional troupes. Major groups include the American Repertory Theatre and the Huntington Theatre Company. Several smaller repertory companies, small theaters, university groups, and a Boston’s Children’s Theatre augment the professional stage offerings. Dance is popular in the area, which is home to the Boston Ballet, one of the largest ballet companies in America. The Boston Ballet performs at the Wang Center for the Performing Arts, an opulent former motion picture palace. Other dance groups include the Art of Black Dance and Music, Beth Soll and Company, Concert Dance Company of Boston, and the Ramon de los Reyes Spanish Dance Theatre. Based at The Sanctuary Theatre in Harvard Square, José Mateo’s Ballet Theatre is Cambridge’s leading producer of new classical ballets. The company presents new works concerts featuring cabaret-style seating with cocktails during the show and

its acclaimed production of *The Nutcracker*. Cambridge also supports the Boston Lyric Opera and many nightclubs featuring musical performances from rock and roll to folk music.

Boston’s Museum of Fine Arts is world renowned for its Oriental, Egyptian, and classical collections. The Museum of Science, complete with dinosaurs, space capsules, an OmniMax Theatre, and the Charles Hayden Planetarium, sits on a finger of land jutting into the Charles River. Italian Renaissance art is the attraction at the Isabella Stewart Gardner Museum, considered one of the world’s finest private art museums. The Institute of Contemporary Art offers a multimedia look at the newest in art, while the Computer Museum, the first in the United States devoted exclusively to computing, merged with, and is now housed at, the Museum of Science. The New England Aquarium, with 2,000 fish and sea animals, occupies a five-story building on Boston’s waterfront. Hands-on exhibits and tours are offered, as are whale-watching cruises.

Among the attractions at the Fogg Art Museum at Harvard University are works by Rembrandt, William Blake, and the French impressionists. German art is featured at the Busch-Reisinger Collection, which is on display at the Fogg Museum. The Botanical Museum and the Gray Herbarium, both part of Harvard, exhibit two of the finest flora displays in the world. Also at Harvard, the Peabody Museum of Archaeology and Ethnology displays relics of the Mayans, Pacific Islanders, and Native Americans. Other Boston museums include the *USS Constitution* Museum, the Children’s Museum of Boston, the museum at the John Fitzgerald Kennedy Library, the Museum of the National Center of Afro-American Artists, the Sports Museum, the DeCordova Museum and Sculpture Park, and the Museum of African American History.

MIT’s List Visual Arts Center explores challenging, intellectually inquisitive, contemporary art making in all media by presenting innovative works of emerging, national and international artists. The MIT Museum presents exhibitions ranging from robots, holography, MIT lore, and cutting-edge exhibits blending art and technology. The MIT Museum opened a new Innovation Gallery in September 2007.

Arts and Culture Information: Cambridge Office for Tourism, 4 Brattle Street, Cambridge, MA 02138; toll-free (800)862-5678; telephone (617)441-2884; fax (617)441-7736; email info@cambridge-usa.org. Greater Boston Convention-Visitors Bureau, Two Copley Place, Ste. 105, Boston, MA 02116-6501; telephone (888) SEE-BOSTON; fax (617)424-7664

Festivals and Holidays

Arts First, Harvard’s annual spring celebration of the arts, takes place in May. Arts First presents more than 200 music, theatre, dance, and visual arts events. Also in May,

the Dulcimer Festival, founded in 1981, takes place at the Cambridge Center for Adult Education. Mayfair celebrates the spring and the eclectic atmosphere of Harvard Square in May, with more than 200 Harvard Square merchants and vendors of artistic crafts, jewelry, clothing, and other gifts from around the world, along with a wide variety of ethnic cuisine and free entertainment for children and adults.

In the summer in Kendall Square, the Caribbean Carnival is a colorful and festive celebration that is rooted in African traditions. The rich rhythmic musicality and culture of the Caribbean can be seen as revelers masquerade through the streets in dazzling handmade costumes dancing to the beat of Carnival. Wire-bending, costumes, masks, music, steelpan, street-parades, dancing, food, and craft exhibits, help to display the cultural diversity of the countries and Caribbean islands, where transplanted Africans were placed. In June, the Cambridge River Festival includes stages for music (including Jazz, Folk, Gospel, World), temporary public art, a variety of hands on art-making activities for children, and vendors selling food and imported crafts from locations around the world. The Dragon Boat Festival and the Grecian Festival in Cambridge, which features Greek food, music, and entertainment, also take place in June.

In October, the Head of the Charles Regatta, the world's largest two-day regatta, takes place along the Charles River, beginning at the Boston University Bridge and ending at the Elliot Bridge. Oktoberfest in Harvard Square features live music and entertainment, children's activities, ethnic food and a traditional beer garden.

In winter, the Holly Fair is held at the historic Brattle House, featuring music, Santa Claus, and ornaments, handmade cards and clothing, and finely crafted jewelry for sale by local artists.

Sports for the Spectator

Boston is home to five professional sports teams whose games annually draw hundreds of thousands of fans. The professional basketball team, the National Basketball Association's Celtics, play their home games at the city's downtown TD Banknorth Garden, as do the Boston Bruins, the National Hockey League team. The Boston Red Sox, the city's professional baseball team, compete in the American League East. They play their home games at Fenway Park, one of the country's most beloved ball parks, from April to October. In 2004 the Red Sox broke an 86-year lull to win the World Series; the team captured the championship once again in 2007. The New England Patriots, part of the National Football League's East Division, and the New England Revolution of Major League Soccer play their games at Gillette Stadium in suburban Foxboro. The Patriots, like Boston's other professional teams, are eagerly followed by scores of fans throughout New England.

A popular annual event is the Boston Marathon, run on the third Monday in April. Boston's is the oldest marathon; thousands of runners from around the country and the world participate annually in this event.

In October, the focus shifts to the Charles River and the Head of the Charles Regatta international sculling event. Horse racing is scheduled from spring through late fall in and around Boston. Flat and harness racing are run at Suffolk Downs in East Boston. Parimutuel betting is permitted by law. Athletes at area colleges and universities compete in a wide range of collegiate sports. College hockey fans come out in February for the Beanpot, an annual tournament between Harvard, Boston University, Boston College, and Northeastern for the city championship. Polo matches are held at nearby Myopia Polo Grounds in Hamilton, MA.

Sports for the Participant

Its proximity to water makes Cambridge a natural attraction for sports enthusiasts. Anglers can enjoy saltwater fishing in the Atlantic Ocean or freshwater fishing in inland rivers. Boaters can sail the Atlantic coastline or canoe inland. Swimmers can choose between public beaches along the ocean or civic pools within the city. Cambridge is home to the Thomas P. O'Neill, Jr. municipal golf course at Fresh Pond, tennis courts, baseball diamonds, playgrounds, and numerous parks. Ice skating outdoors is popular in the winter months at Kendall Square Skating Rink. Cambridge is close to excellent ski runs, horseback riding trails, and mountain climbing areas.

Shopping and Dining

Shopping in Cambridge can be found at Central Square, which features a rich variety of shops, restaurants, civic organizations, and other interesting establishments. At Harvard Square, shoppers can find everything from the high-end to the do-it-yourself, from fringe to tailor-made, organic to the fully-processed, local to imported, made from hemp or made by hand. The Harvard Coop is world famous as a comprehensive supplier to the university's students and its entire academic community. The CambridgeSide Galleria Mall at Kendall Square is a hip urban center with a waterfront location, offering more than 120 stores, specialty boutiques, and restaurants. Stores include Best Buy, Borders, Sears, Macy's, and the Apple Store. More shopping can be had at Inman Square and Porter Square.

With more than 200 restaurants in Cambridge's six square miles, offerings include everything from small ethnic bistros serving dishes from the "old country" to elegant dining rooms serving the latest in haute cuisine. Picnickers can be found by the Charles River with baskets brimming with imported cheeses and delicious deli fare. With almost 2,000 restaurants, the larger Boston area offers everything from traditional seafood dishes to continental and ethnic cuisines. Fresh saltwater catches

include clams, lobster, oysters, bluefish, and scrod. Continental cuisine, sometimes blended with American nouvelle cuisine, is now the specialty of several respected Cambridge and Boston restaurants. Ethnic specialties include Chinese, Italian, Vietnamese, Spanish, and other cuisines.

Visitor Information: Cambridge Office for Tourism, 4 Brattle Street, Cambridge, MA 02138; toll-free (800) 862-5678; telephone (617)441-2884; fax (617)441-7736; email info@cambridge-usa.org. Greater Boston Convention-Visitors Bureau, Two Copley Place, Ste. 105, Boston, MA 02116-6501; telephone (888)SEE-BOSTON; fax (617)424-7664

■ Convention Facilities

The best convention facilities for Cambridge event planners can be found in Boston. Completed in 2004, the Boston Convention and Exhibition Center has 516,000 square feet of contiguous exhibit space, 82 meeting rooms, and a 40,000-square-foot ballroom. Built on the South Boston waterfront, it is minutes from Logan Airport. Another major venue is the John B. Hynes Veterans Memorial Convention Center, encompassing more than 289,000 square feet of meeting, exhibition and banquet space. Five exhibit halls and 37 meeting rooms can host large conventions or several small conventions simultaneously. More than a dozen major hotels are located within walking distance of the center, which is in Boston's Back Bay area, convenient to shopping and other amenities.

Seaport World Trade Center Boston offers a ground-floor Main Hall measuring 250,000 square feet; this hall provides seating for 5,000 participants and classroom and banquet seating for 3,000 diners. Located on Commonwealth Pier, it opened in January 1986 for the purpose of furthering international trade among and economic development of all the New England states.

Unique meeting and reception sites in Boston include the facilities of a Victorian mansion, a lounge, a ballroom-style entertainment complex, and a rock dance club among many others. The metropolitan area supports about 45,000 hotel rooms; 17,000 of them are in Boston and Cambridge. Suburban to Boston are the meeting and exhibition facilities of the Royal Plaza Trade Center, which contains 22,000 square feet of exhibit space and the Bayside Expo Center, which offers 240,000 square feet of exhibit space and more than 40,000 square feet of additional meeting room space.

Convention Information: Greater Boston Convention & Visitors Bureau, Two Copley Place, Ste. 105, Boston, MA 02116-6501; toll-free (888)SEE-BOSTON; fax (617)424-7664. Massachusetts Convention Center Authority, 415 Summer Street, Boston, MA 02210;

telephone (617)954-2000; fax (617)954-2299; email info@massconvention.com

■ Transportation

Approaching the City

Visitors arriving in Cambridge by air most often arrive at Logan International Airport, located in East Boston just two miles from downtown Boston. Its location in Massachusetts Bay puts Boston's airport 200 miles closer to Europe than New York City. In 2005, Logan was ranked the nation's 19th busiest airport; it is served by 39 airlines. Logan can be reached by car, by public transportation on the "T" Blue Line, and by water aboard the Airport Water Shuttle.

Cambridge's access routes by automobile include Interstate-90, the Massachusetts Turnpike, which is the major east-west artery. Massachusetts Service Route 9, another east-west road, accommodates suburban traffic. I-93 runs north-south through Boston, where it is called the Northeast Expressway. Encircling Boston is Massachusetts Service Route 128. More than seven hundred high-technology firms have established facilities along Massachusetts SR 128 and I-495, making them heavily traveled freeways.

Cambridge can also be reached by railroad and by bus. Boston is served by three Amtrak lines: the Downeaster connects Boston with Portland, Maine; the Regional serves cities along the coast south to Newport News, Virginia; and the Acela Express, a 150-mph train, makes the trip from Washington, D.C. in 7 hours. South Station and North Station, the Amtrak and Massachusetts Bay Transportation Authority terminals, are on opposite sides of Boston's downtown business district. Those arriving by Greyhound/Trailways and Peter Pan Bus Lines disembark at the Greyhound Bus Terminal in downtown Boston.

Traveling in the City

Cambridge is a very walkable city. According to local sources, driving in the Boston area can be a confusing experience even for natives. Heavy traffic, narrow one-way streets, limited parking, traffic rotaries, and jaywalking pedestrians combine to make driving difficult in Cambridge and Boston. Most residents leave their cars at home and ride Boston's superb public transportation, known as the "T." This rapid transit system includes elevated lines, subways, and surface routes. Trolleys, street cars, and buses supplement the "T." Private transportation includes Amtrak commuter trains, taxis, and ferry boats.

The "T" is operated by the Massachusetts Bay Transportation Authority (MBTA). Boston's system is the oldest in the country, and all five lines converge downtown. Boston is one of only five U.S. cities to use

trolleys and street cars as a regular part of its transportation system. Amtrak runs two commuter trains from surrounding suburbs into Boston, one of which is operated by the MBTA and is known locally as the "Purple Line." Two ferry systems convey passengers on the rivers and channels around Boston.

The Charles River Transportation Management Association (CRTMA) operates "EZ Ride," linking Cambridge employers and residents with commuter rail, bus, and rapid transit at Boston's North Station, Lechmere, Kendall Square, and University Park/Central Square. EZ Ride operates Monday through Friday only; there is no service on Saturdays, Sundays, or holidays. CRTMA also organizes car pools and van pools.

■ Communications

Newspapers and Magazines

The *Cambridge Chronicle* provides local and national news, sports, and events for the community. The *Cambridge Candle* is a neighborhood-oriented, alternative newspaper. Cambridge also profits from Boston's media offerings: Boston's two major daily newspapers, *The Boston Globe* and the *Boston Herald*, are both published in the morning. *The Boston Globe*, established in 1872, is New England's largest daily and Sunday newspaper. The respected *The Christian Science Monitor* is published in Boston on weekdays. An international edition is also available. Local area business news is featured in the *Boston Business Journal*.

Boston Magazine, Boston's city magazine, is published monthly. Tourist-oriented publications include *Panorama* and *The Boston Phoenix*, an alternative weekly publication providing detailed arts and entertainment information, and *WHERE* magazine, published monthly. Magazines of national interest published in Boston include the *Harvard Business Review*, *Inc.* magazine, *Horticulture*, *Animals*, *Health Journal*, and *The Writer*. For many years, Boston has published *The Atlantic Monthly*, one of the nation's oldest literary magazines. As might be expected with Boston's many educational and high-tech institutions, the city also publishes an array of

academic and technical journals, both commercially and for professional societies.

Television and Radio

The Boston area is the sixth largest media market in the country, served by five major networks, a public broadcasting station, and a Spanish language station. Special programming includes the Christian Science Monitor Syndicate and a channel for the hearing impaired. Cable television is also available. More than 20 AM and FM radio stations in the Boston area program a variety of music, talk shows, interview programs, and religious offerings.

Media Information: *Cambridge Chronicle*, 20 Holland St., Ste. 404, Somerville, MA 02144

Boston Online

- Cambridge Chamber of Commerce. Available www.cambridgechamber.org
- Cambridge Chronicle*. Available www.wickedlocal.com/cambridge
- Cambridge Office for Tourism. Available www.cambridge-usa.org
- Cambridge Public Library. Available www.cambridgema.gov/~CPL
- Cambridge Public Schools. Available www.cpsd.us/index.cfm
- City of Cambridge. Available www.cambridgema.gov
- Massachusetts Business Development Corporation. Available www.mass-business.com
- Massachusetts Convention Center Authority. Available mccahome.com
- Massachusetts Medical Society. Available www.massmed.org
- Massachusetts Office of Business Development. Available www.state.ma.us/mobd

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- Garrett, Martin, *Cambridge: A Cultural and Literary History* (Northampton, MA: Interlink Books, 2004)



Lowell

■ The City in Brief

Founded: 1686 (incorporated 1826)

Head Official: Mayor William F. Martin, Jr. (since 2006)

City Population

1980: 92,418

1990: 103,439

2000: 105,167

2006 estimate: 103,229

Percent change, 1990–2000: 1.7%

U.S. rank in 1980: 188th

U.S. rank in 1990: 188th

U.S. rank in 2000: 243rd

Metropolitan Area Population

1980: Not available

1990: 280,578

2000: 301,686

2006 estimate: Not available

Percent change, 1990–2000: 7.5%

U.S. rank in 1980: Not available

U.S. rank in 1990: 7th (CMSA)

U.S. rank in 2000: 7th (CMSA)

Area: 14 square miles (2000)

Elevation: 110 feet above sea level

Average Annual Temperature: 51.6° F

Average Annual Precipitation: 42.8 inches of rain; 42.6 inches of snow

Major Economic Sectors: Services, trade, manufacturing

Unemployment Rate: 5.0% (June 2007)

Per Capita Income: \$20,419 (2005)

2005 FBI Crime Index Property: 3,295

2005 FBI Crime Index Violent: 1,009

Major Colleges and Universities: University of Massachusetts at Lowell, Middlesex Community College

Daily Newspaper: *The Lowell Sun*

■ Introduction

Lowell, once the textile capital of the world, grew in the shadow of the huge mills lining the Merrimack River. Its ancient canals earned the city the nickname “Venice of America.” With the southward movement of the textile industry in the 1920s, Lowell sought to diversify its economy to include a variety of manufactured products. By 1984, however, the town’s economy had become as dependent on the mini-computer as it had formerly been on cotton. The early mill days are commemorated in the city’s splendidly preserved industrial architecture. Lowell, whose downtown has been designated an urban national historical park, exists today as a living reminder of the processes and consequences of the Industrial Revolution. The fourth largest city in the Commonwealth of Massachusetts, Lowell also boasts a fine self-sustaining repertory theatre group, popular folk festival, and excellent education system.

■ Geography and Climate

The city of Lowell, located in Middlesex County at the confluence of the Merrimack and Concord rivers, is 25 miles northwest of Boston. The city stands on a plateau in the Merrimack Valley, surrounded by hills of 100- to 200-foot elevations. Lowell’s four-season climate is typical of New England. Summers are warm with a humid period lasting several weeks; winters are cold and moderately snowy.

Area: 14 square miles (2000)

Area: 14 square miles (2000)

Elevation: 110 feet above sea level

Average Temperature: 51.6° F

Average Annual Precipitation: 42.8 inches of rain; 42.6 inches of snow

■ History

River Powers Textile Industry

For many years the site of present-day Lowell was an annual meeting ground for the tribes of the Pennacook Confederacy, who fished for salmon and shad in the waters of the Merrimack River. In 1686 the Confederacy sold the land to English farmers migrating from Boston. The farmers' town, named East Chelmsford, grew slowly until the Pawtucket Canal was completed in 1796. The canal bypassed the Pawtucket Falls to carry New Hampshire lumber to Newburyport, where it was used in shipbuilding. The demand for ships declined by 1815, but by then the site of East Chelmsford had attracted the attention of the Boston Manufacturing Company. It was the height of England's Industrial Revolution, and U.S. President Thomas Jefferson knew that America must build factories if the young country was ever to become economically independent of Europe. Jefferson sought to avoid the squalor of England's mill towns by designating specific manufacturing sites in the United States. Jefferson's plan coincided with the Boston Manufacturing Company's search for a site with abundant water for powering its textile mills.

In 1821 mill executives Patrick Tracy Jackson and Nathan Appleton arrived in East Chelmsford, attracted by the potential of the 34-foot drop of the Pawtucket Falls and the confluence of the Concord and Merrimack rivers. Jackson and Tracy, with their agent Kirk Boott, established a mill for cotton production and calico printing and called the new enterprise the Merrimack Manufacturing Company. In 1826 the town was renamed in honor of Francis Cabott Lowell, whose genius had revolutionized the textile industry. Lowell's power loom made it possible to transform raw cotton into finished fabric within a single factory. Lowell's liberal operating philosophy also influenced Jackson and Appleton, who set out to build a model factory with good working conditions and cash wages. The mills grew up in a mile-long stretch on the banks of the Merrimack River, and a network of canals was dug to provide transportation and to divert water power to the factories.

In 1826 Lowell boasted 2,500 residents, a number that swelled to 17,000 by 1836 when Lowell also claimed 8 large textile mills and 7,500 textile workers. The Boston & Lowell Railroad arrived in 1835, furthering the city's expansion. Many of the workers, or "operatives,"

arriving in Lowell were Yankee farm girls attracted by the wages and the chance for independence. They lived in company boarding houses, their lives strictly regulated by bells. Their 12-hour day and 6-day week left little time for recreation, but the women found time to support churches, lyceums, schools, banks, concerts, and libraries. From 1840 to 1845, the operatives published *The Lowell Offering*, an early women's literary magazine. Under the editorship of Sarah Bagley, they also published *The Voice of Industry*, a paper calling attention to workers' grievances.

Reform, Immigration Precede High-Technology Growth

Technological innovations kept pace with the growth of the textile industry, but working conditions did not. By 1845, workers in the "city of spindles" were making less and working longer hours than when the mills opened. A series of strikes and walkouts finally led to the reduction of the workday from 13 to 11 hours in 1853. The first city-wide strike in 1903 was unsuccessful, but in 1912, workers did lobby successfully for a wage increase. Sarah Bagley, the Factory Girls Association, and the Lowell Female Reform Association are some of the names associated with the textile reform movement, a precursor of the major labor movements of the 1900s.

One reason early reform attempts met with little success was the influx of unskilled, uneducated immigrants eager to replace the Yankee farm girls at the looms. Irish arrived in the 1820s to help build the canals and mills. They were followed by Portuguese in the 1850s, French-Canadians in the 1860s and 1870s, southern African Americans in the 1870s, Greeks and European Jews in the 1880s, Poles in the 1890s, and Armenians in the first part of the twentieth century.

Around 1910 the South began to challenge the Northeast for the leadership of the textile industry. Lowell peaked in 1924 as a major textile center and began to investigate ways to diversify its economy. It sought new manufacturing firms and began to capitalize on its unique history as one of the American Industrial Revolution's first planned communities. In the latter half of the 20th century Lowell once again became known as a model city, this time for its economic and cultural revitalization. Wang Laboratories Inc. moved its corporate headquarters to Lowell in the mid-1970s, spurring further growth of high-technology industries, and in 1978, Lowell National Historic Park was created to preserve the city's mills, canals, and workers' housing. Since 1975, more than 250 historic buildings have been restored.

By the early 1990s, Lowell had fallen on hard times. The Bank of New England failed (it was subsequently taken over by Fleet Bank, which merged with Bank of America in 2004), and Wang Laboratories filed for bankruptcy protection. The former Wang Laboratories



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building has since been transformed into a successful state-of-the-art office complex, now known as the CrossPoint Towers, occupied by companies such as Cisco Systems, Motorola, Eastman Kodak, AT&T, and Sovereign Bank. Wang was acquired by information-technology-services company Getronics of The Netherlands in 1999, and in 2007 Dutch telecommunications operator KPN NV announced it would pay 7.66 million (\$1.04 billion) for Getronics. The Lowell National Historical Park has grown into a major tourist attraction. Lowell's ethnic diversity was augmented by a wave of immigrants from Southeast Asia and Latin America, many of whom boosted the local economy with small business initiatives. Famous Lowellians include painter James McNeill Whistler, actor Bette Davis, and novelist Jack Kerouac.

The City of Lowell is currently implementing a master plan for the next two decades, a vision for the future aimed at improving quality of life and capitalizing on cultural, natural and historical resources. Endorsed in 2003, the master plan will serve as a framework for future development and investment in Lowell. Major components of the plan are aimed at making Lowell a "lifetime city," where residents can enjoy all stages of life at various income levels and preserving Lowell's identity as unique from Greater Boston.

Historical Information: Lowell National Historical Park, 67 Kirk Street, Lowell, MA 01852; telephone (978)970-5000; fax (978)275-1762

■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 280,578
 2000: 301,686
 2006 estimate: Not available
 Percent change, 1990–2000: 7.5%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 7th (CMSA)
 U.S. rank in 2000: 7th (CMSA)

City Residents

1980: 92,418
 1990: 103,439
 2000: 105,167
 2006 estimate: 103,229
 Percent change, 1990–2000: 1.7%
 U.S. rank in 1980: 188th

U.S. rank in 1990: 188th

U.S. rank in 2000: 243rd

Density: 7,635.6 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 72,145

Black: 4,423

American Indian and Alaska Native: 256

Asian: 17,371

Native Hawaiian and Pacific Islander: 38

Hispanic or Latino (may be of any race): 14,734

Other: 6,813

Percent of residents born in state: 62.2% (2000)

Age characteristics (2005)

Population under 5 years old: 6,230

Population 5 to 9 years old: 6,683

Population 10 to 14 years old: 8,597

Population 15 to 19 years old: 6,187

Population 20 to 24 years old: 5,366

Population 25 to 34 years old: 15,934

Population 35 to 44 years old: 16,102

Population 45 to 54 years old: 12,267

Population 55 to 59 years old: 4,813

Population 60 to 64 years old: 4,514

Population 65 to 74 years old: 5,113

Population 75 to 84 years old: 3,659

Population 85 years and older: 1,411

Median age: 34.6 years

Births (2003)

Total number: 1,696

Deaths (2002)

Total number: 863

Money income (2005)

Per capita income: \$20,419

Median household income: \$41,272

Total households: 37,317

Number of households with income of . . .

less than \$10,000: 5,982

\$10,000 to \$14,999: 2,502

\$15,000 to \$24,999: 3,678

\$25,000 to \$34,999: 4,041

\$35,000 to \$49,999: 4,749

\$50,000 to \$74,999: 7,678

\$75,000 to \$99,999: 4,324

\$100,000 to \$149,999: 2,717

\$150,000 to \$199,999: 1,503

\$200,000 or more: 143

Percent of families below poverty level: 13.6% (2000)

2005 FBI Crime Index Property: 3,295

2005 FBI Crime Index Violent: 1,009

■ Municipal Government

Lowell operates with a council-manager form of government. The elected nine-person council serves two-year terms of office. The council elects one of its members to be a ceremonial mayor and appoints a city manager, who is responsible for the city's administration.

Head Official: Mayor William F. Martin, Jr. (since 2006; current term expires 2008)

Total Number of City Employees: 3,100 (2006)

City Information: Office of the Mayor, Lowell City Hall, 375 Merrimack Street, Lowell, MA 01852; telephone (978)970-4040

■ Economy

Major Industries and Commercial Activity

Lowell is a diversified industrial city. Service is a major sector of the local economy, accounting for more than a quarter of total employment. Manufacturing, trade, transportation, and government are other key sectors. Tourism is an economic mainstay, with the downtown area welcoming about 500,000 visitors annually.

Lowell is succeeding in transforming its economic base. This effort has included the renovation of many of the city's historic textile mills, many of which now contain affordable, attractive office space. Lowell boasts an impressive roster of businesses that include Coca-Cola, M/A-Com, NYNEX, and Textron, alongside long-established firms such as Colonial Gas, Joan Fabrics Corporation, and the Lowell *Sun Publishing Company*. Small businesses abound in Lowell as well, supported by the city's business environment, which includes full-service hotels and bed-and-breakfasts. Some of the largest employers in Lowell in 2007, in addition to the city itself, were: Lowell General Hospital, Saints Memorial Hospital, M/A-Com, UMass Lowell, Demoulas Market Basket, Motorola, Middlesex Community College, Community Teamwork, and Enterprise Bank and Trust.

Current plans for Lowell suggest the downtown area may become a trendy, affordable bedroom community for daily commuters to Boston, just 25 miles away. Downtown improvements are also expected to attract Boston businesses seeking low-cost, high-quality satellite offices.

Items and goods produced: textiles, yarns and threads, textile machinery, knitwear, wire and cable, plastics, computer hardware and software, electronic publishing and printing

Incentive Programs—New and Existing Companies

Local programs: Organizations helping business in Lowell include the Lowell Plan, Inc., the Lowell Development and Financial Corporation, and the City of Lowell's Economic Development Office. Businesses moving to Lowell's designated Renewal Community can receive employee wage credits and tax deductions. The Lowell Small Business Assistance Center offers \$5,000 grants to profitable, expanding business with incomes of \$50,000 or less; it also provides entrepreneurial support such as planning, education and technical assistance. Preservation grants and incentives are available for projects in the Lowell Historic District and Lowell National Park. The Technical Assistance Program provides grants to retailers in the downtown area; funds may be used in a variety of areas including marketing, e-commerce, merchandising, law, accounting, and design. The Downtown Venture Fund Program offers low-interest loans to specialty retailers and restaurants.

State programs: The Massachusetts Business Resource Team, under the Executive Office of Housing and Economic Development, exists to aid the relocation of businesses to the state, the expansion of existing businesses, and the creation of new businesses. For new companies, there are Small Business Development Centers in Boston and across Massachusetts that advise and educate entrepreneurs. The Capital Access Program helps businesses secure loans from approved banks. Expanding or relocating businesses can take advantage of a 3 percent investment tax credit against the corporate excise tax for the construction of manufacturing facilities or the purchase or lease of equipment. Businesses moving to an "economic opportunity area" or an "economically distressed area" have access to special tax credits and incentive programs. For manufacturers looking for working capital, the Economic Stabilization Trust can provide funds to help get businesses on the road to recovery. For businesses willing to move or expand into brownfield areas, Massachusetts provides low cost assessment and remediation programs, as well as alternative financing options. Technology firms can receive assistance with the Research and Development Tax Credit and the Emerging Technology Fund, which provides loans for specialized equipment purchases and R & D, and biotechnology companies can receive funds for new job creation through the Jobs Creation Incentive Payment. All businesses can take advantage of Safety Training grants for education to improve workplace safety. The Massachusetts Export Center provides counseling, education and technical assistance for businesses in global markets. For business involved in the fishing industry, Seafood Loans assist in the construction or renovation of buildings or equipment.

Job training programs: The state Workforce Training Fund provides resources for Massachusetts employers to train or retrain new and existing workers. Its offerings include the Express Program, which grants up to \$15,000 to small companies and labor organizations; the General Program, which administers grants up to \$1 million; and the Hiring Incentive Training Program, which covers up to \$2,000 in training costs for new employees. UMass-Lowell takes part in the city's economic development strategy by actively providing technical assistance to local start-up companies in need of engineering support. Middlesex Community College offers career training and skill upgrading during the day, evenings and weekends, and online; on-site job training is also available.

Development Projects

Since early 2003, investment in the Downtown Lowell Historic District and Acre Neighborhood District has been significant, with more than \$200 million in development completed, underway, or planned amongst 33 projects through 2006. Projects underway as of 2007 include the Route 3 lane expansion, \$7.72-million worth of improvements to the Lowell Canal, \$25 million in investment to the Lawrence Mills/Renaissance on the River condominium, loft, and public park project, and \$10.6 million in improvements to the University of Massachusetts at Lowell facility. Approximately \$14.5 million in safety upgrades at various intersections had been completed. Approximately 215,000 square feet of the Boott Cotton Mills were converted into 154 units of affordable condominium housing in spring of 2005. A long-awaited 25-mile bike trail between Lowell and Framingham got under way in 2007. Reconstruction of Moulton Square took place in 2003 and 2004, including replacement and installation of playground equipment, improved pedestrian crossings, and beautification. Lowell General Hospital opened its new Endoscopy Center in 2003.

Economic Development Information: Economic Development Department, Lowell City Hall, JFK Civic Center, 50 Arcand Drive, Lowell, MA 01852; telephone (978)970-4252; fax (978)970-4262. The Lowell Plan, Inc., 11 Kearney Square, Lowell, MA 01852; telephone (978)459-9899; fax (978)454-7637. Massachusetts Office of Business Development, 600 Suffolk St., Fifth Floor, Lowell, MA 01854; telephone (978)970-1193; fax (978)970-1570

Commercial Shipping

The Boston & Maine Railroad (now part of Pan Am Railways), with tracks throughout the U.S. Northeast and the Canadian Maritime provinces, can also ship freight elsewhere in the United States by using a series of connector routes. The Boston & Maine runs through Lowell, which is also served by several trucking fleets.

Labor Force and Employment Outlook

Lowell is considered the quintessential “working class” town. Far from its textile heritage, Lowell’s workforce has diversified into education, software development, health care, research, and electronics. A rich multi-ethnic community contributes increasingly to small business growth; entrepreneurship is expected to be significant to Lowell’s economy in the years to come. Employment in manufacturing continues to decline. There are many Asian workers in Lowell, including Cambodians; Lowell is home to the second largest Cambodian population in the United States after Long Beach, California. Also, the Hispanic population is fueling economic growth in the region.

The following is a summary of data regarding the Lowell-Billerica-Chelmsford MA-NH NECTA Division metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 118,500

Number of workers employed in . . .

- construction and mining: 6,800
- manufacturing: 19,300
- trade, transportation and utilities: 21,800
- information: 5,600
- financial activities: 4,100
- professional and business services: 16,900
- educational and health services: 13,500
- leisure and hospitality: 9,600
- other services: 3,800
- government: 17,200

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.0% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
City of Lowell	Not available
Lowell General Hospital	Not available
M/A-Com	Not available
Saints Memorial Hospital	Not available
UMASS Lowell	Not available
Demoulas Market Basket	Not available
Motorola	Not available
Middlesex Community College	Not available
Community Teamwork	Not available
Enterprise Bank and Trust	Not available

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 5.3% to 12.0%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$10.18 per \$1,000 of 100% of assessed value, residential; \$20.20 per \$1,000 of 100% of assessed value, commercial

Economic Information: Division of Planning and Development, Lowell City Hall, JFK Civic Center, 50 Arcand Drive, Lowell, MA 01852; telephone (978)970-4252; fax (978)970-4262. Greater Lowell Chamber of Commerce, 131 Merrimack Street, Lowell, MA 01852; telephone (978)459-8154; fax (978)452-4145; email info@greaterlowellchamber.org

■ Education and Research

Elementary and Secondary Schools

The Lowell Public School system, administered by the Lowell School Committee, offers a strong commitment to literacy, technology, and multiculturalism. Its elementary and middle schools stream into Lowell High, a progressive facility organized around the concept of “small learning communities.” Lowell High’s eight “academies” range in focus from fine arts to engineering; qualifying students may also enroll in the prestigious Latin Lyceum, which offers a four-year classical college entrance program. In 2000 the Lowell Public Schools district was selected for the Teacher Career Advancement Program, a pilot grant program aimed at attracting and retaining highly qualified educators. In 2003 Lowell committed more than a million dollars to professional development and updated classroom materials as part of a new mathematics initiative. Lowell also offers alternative education and adult education. For 2007–08, the Lowell Public Schools set a goal to further collaborate with UMass Lowell and Middlesex Community College to promote partnership activities on improving student readiness for and access to higher education.

The following is a summary of data regarding the Lowell Public Schools as of the 2005–2006 school year.

Total enrollment: 13,902

Number of facilities

elementary schools: 13

junior high/middle schools: 7
 senior high schools: 1
 other: 9

Student/teacher ratio: 13.1:1 (2004)

Teacher salaries (2005–06)

elementary median: \$57,360
 junior high/middle median: \$57,960
 secondary median: \$54,940

Funding per pupil: \$9,720

An extensive choice of charter and private schools, as well as the Greater Lowell Technical High School in nearby Tyngsboro, supplements the public system.

Public Schools Information: Lowell Public Schools, 155 Merrimack Street, Lowell, MA 01852; telephone (978)937-7604

Colleges and Universities

UMass Lowell, formerly Lowell University, dates back to the 1890s. The 1975 merger of Lowell State College and Lowell Technological Institute created the current campus; in 1991 it became part of the University of Massachusetts system. UMass Lowell offers a range of undergraduate, doctoral and professional degrees to its 12,000 students: there are 88 undergraduate and graduate degree programs in five colleges—Arts and Sciences, Education, Engineering, Health and Environment, and Management. The colleges are closely allied with the local community as part of a commitment to public service.

Middlesex Community College is the largest community college in Massachusetts, offering 76 degree and certificate programs as well as non-credit courses and career training. Bachelor's degree completion is offered in partnership with Salem State College and Fitchburg State College.

Libraries and Research Centers

The Samuel S. Pollard Memorial Library, Lowell's public library, is located in historic Memorial Hall. The newly reconstructed facility boasts elaborate interior and exterior architecture and includes a series of massive murals commemorating the Civil War. The library's collection includes 236,000 volumes as well as CDs, DVDs and microfilm; special collections focus on local history, genealogy and historic newspapers. As part of the Merrimack Library Consortium, the Pollard Library has access to 1.5 million books at 35 locations.

Special interest libraries include the Lowell Law Library, located at the Superior Courthouse, and the libraries of the city's hospitals. UMass Lowell supports the Center for Atmospheric Research, which uses physics and other sciences to study the phenomenon of dynamism; Centers for Industrial Competitiveness and Sustainable

Production; and the Toxics Use Reduction Institute. The University's Center for Lowell History holds a collection of historical photographs and other artifacts, and its Research Foundation explores many areas of physical science, communication and economics. A research library at the New England Quilt Museum is open by appointment to serious researchers on that subject.

Public Library Information: Samuel S. Pollard Memorial Library, 401 Merrimack Street, Lowell, MA 01852; telephone (978)970-4120; fax (978)970-4117

■ **Health Care**

Two major acute care hospitals are located in the city. Saints Medical Center is the largest health care provider in the region; areas of specialty include comprehensive cancer care, dialysis, rehabilitative medicine, and pediatrics. Lowell General Hospital offers cancer care, a sleep lab and neurodiagnostic facility, pain management and wound healing centers, and a nationally recognized obstetric program. Both facilities also maintain 24-hour emergency departments.

Health Care Information: Lowell General Hospital, 295 Varnum Avenue, Lowell, MA 01854; telephone (978)937-6000. Saints Medical Center, 1 Hospital Drive, Lowell, MA 01852; telephone (978)458-1411

■ **Recreation**

Sightseeing

Lowell's unique status as the country's first planned industrial community has been recognized with the designation of the Lowell National Historical Park. Covering 141 acres of downtown land, the park's textile mills, canals, museum exhibits, and nineteenth century buildings are connected by trolley service. The Patrick J. Mogan Cultural Center is a restored 1836 boardinghouse where young women employed in the textile mills once stayed. It features an early nineteenth-century kitchen, bedrooms, and exhibits on labor history. The Pawtucket and Eastern Canals have been enhanced by walkways, landscaping, and public art, and boat tours are available. Other sights include the Lower Locks, the Appleton Mills, the School Street Cemetery, which dates from the 1770s, and the Homage to Women statue, which honors the American working woman.

Arts and Culture

The Lowell Memorial Auditorium is home to the award-winning Merrimack Repertory Theatre and plays host to a number of other cultural events, from touring Broadway musicals to boxing matches. Originally built in 1922, the restored facility seats 3,000. UMass Lowell's College

of Fine Arts presents jazz and other music and dance events on campus at Durgin Hall. Outdoor concerts are presented in the summertime at Boarding House Park.

Whistler House Museum of Art, birthplace of artist James McNeill Whistler, has been preserved and is operated by the Lowell Art Association. The painter's works are featured among the museum's collection of nineteenth and twentieth century art. The New England Quilt Museum and the Boott Cotton Mills Museum reflect the community's link to the textile industry. The Cotton Mills Museum also houses the Tsongas Industrial History Center, New England Folklife Center, Lowell Historical Society, and Boott Gallery. The American Textile History Museum focuses on the origins of the Industrial Age and the history of American textiles. Brush Art Gallery and Studios is a non-profit workspace where visitors have the opportunity to observe local craftspeople engaged in the creative process. University Gallery is the city's leading space for the presentation of contemporary artists. Pieces of sculpture evocative of the city's industrial past are on view throughout the downtown.

Lowell native Jack Kerouac's original *On the Road* scroll manuscript was on display at the Boott Cotton Mills Museum of the Lowell National Historical Park in 2007. The exhibit coincided with the 50th anniversary of the publication of *On the Road*, recognized as one of the classic novels of modern American literature. During the summer of 2007 there were a number of events and exhibits taking place to celebrate the genius of the Beats: spoken word and poetry readings, live jazz, public art, theatrical performances, animated tours of Kerouac's city haunts, a waffle ball tournament near Kerouac Park, and art exhibits.

Arts and Culture Information: Lowell Office of Cultural Affairs, 66 Merrimack Street, Lowell, MA 01852; telephone (978)441-3800

Festivals and Holidays

The Lowell Folk Festival is the largest free folk festival in the country. Featuring ethnic music, dance, and entertainment on outdoor stages, this three-day event takes place in July. The Lowell Summer Music Festival takes place Friday and Saturday evenings at Boarding House Park, from July to September. This eclectic mix of concerts includes bluegrass, big band, zydeco, pop, and folk music in an open air setting. Touted as a celebration of beer, music and food, the Lowell Rib 'n' Brews Festival takes place in September. Also in September is the Lowell Irish Festival. The first weekend of October brings Jack Kerouac fans from around the world to Lowell Celebrates Kerouac, an homage to the *On the Road* writer and Lowell High alumnus. Lowell kicks off the holiday season with its City of Lights Parade in November, featuring marching bands, floats and holiday decorations. Other events include Winterfest in February, Patriot's Day

Celebrations in April, and Doors Open Lowell in May, a celebration of the city's historic architecture.

Sports for the Spectator

Lowell is one of just three New England cities with two or more professional sports teams. The 6,000-seat Tsongas Arena is home to the Lowell Devils, a National Hockey League affiliate of the New Jersey Devils, and UMass Lowell's top-ranked River Hawks hockey team. LeLacheur Park is home to the Lowell Spinners, a Class A affiliate of baseball's Boston Red Sox, as well as UMass Lowell's River Hawks baseball team. Lowell is also less than an hour's drive to Boston's major-league sporting events.

The Sun newspaper sponsors the Lowell Golden Gloves boxing tournament, held in January and February each year. This multi-match event pits youth level boxers from all of New England against one another, with winners going on to the annual tournament. The Golden Gloves matches are held in Lowell Memorial Auditorium.

Sports for the Participant

Lowell offers a full range of recreational activities. Sailing, fishing, waterskiing and other water sports are popular pursuits on the Merrimack and Concord rivers. Lowell-Dracut-Tyngsborough State Forest is located within the city, with six miles of trails for hiking, skiing, horseback riding, backpacking, and cycling; a 30-acre lake there is used for skating and fishing. Lowell also maintains 34 playgrounds, 42 tennis courts, and 6 golf courses. Atlantic Ocean beaches are less than an hour's drive away; the White Mountains are a two-hour drive to the north in New Hampshire.

Shopping and Dining

Lowell offers downtown shopping with small department stores and other specialty shops. At the Boott Museum Store, books, prints, cloth, posters, and other historical items can be bought. Lucy Larcom Park (named after a local author and "mill girl") along the Merrimack Canal is the site of a Friday Farmer's Market.

Indian, French country, Italian, and Lebanese restaurants coexist happily with Lowell's oyster bars and seafood houses. The Athenian Corner Restaurant is reputed to offer New England's largest selection of Greek food. With the second largest Cambodian population in the United States, one can enjoy Amok (the national dish of Cambodia) and other Asian specialties in Lowell.

Visitor Information: Lowell Office of Cultural Affairs, 66 Merrimack Street, Lowell, MA 01852; telephone (978)441-3800. Greater Merrimack Valley Convention and Visitors Bureau, 9 Central Street, Suite 201, Lowell, MA 01852; telephone (978)459-6150; fax (978)459-4595

■ Convention Facilities

With over 230,000 square feet of flexible meeting space, Lowell can comfortably accommodate groups of up to 8,000. The Lowell Memorial Auditorium seats up to 3,000 and can accommodate medium-sized trade shows with up to 90 exhibit booths. Lowell Auditorium has approximately 20,000 square feet of exhibit space. The auditorium also offers a variety of meeting rooms and lounges for media conferences and receptions. The nearby Doubletree Hotel Lowell has more than 15,000 square feet of meeting space, a business center and catering services. The Paul E. Tsongas Arena is a full-service convention venue with function rooms overlooking the Merrimack River; it offers seating for 8,000 and 30,000 square feet of exhibit space. The Courtyard by Marriott, about 2.5 miles from downtown Lowell, is suitable for smaller meetings. Within the Greater Lowell area, approximately 4,000 guest rooms are available in a number of hotels.

Convention Information: Greater Merrimack Valley Convention and Visitors Bureau, 9 Central Street, Suite 201, Lowell, MA 01852; telephone (978)459-6150; fax (978)459-4595

■ Transportation

Approaching the City

Boston's Logan International Airport, a 40-minute drive to the southeast, offers complete domestic, international, and freight air service. Manchester Airport in New Hampshire is slightly closer and offers domestic service. Vermont Transit Lines bus service and Massachusetts Bay Transit Authority rail lines both arrive at Gallagher Terminal.

Interstate-495 cuts through the city, running east and west and intersecting with Massachusetts Route 3, which runs north-south. The Lowell Connector allows highway access from these major arteries into downtown Lowell.

Traveling in the City

Lowell Regional Transit Authority (LRTA) provides local and suburban bus service out of Gallagher Terminal. LRTA also offers Road Runner services for elderly and disabled patrons.

■ Communications

Newspapers and Magazines

The Lowell Sun is the city's daily newspaper, published on weekday evenings and weekend mornings. A special-interest publication originating in Lowell is *Outlet*, an independent performance magazine.

Television and Radio

Lowell is serviced by a cable television franchise and receives commercial television stations originating in Boston. Three AM and FM radio stations broadcast from Lowell, including a Spanish-language station.

Media Information: *The Lowell Sun*, 491 Dutton Street, Lowell, MA 01854; telephone (978)458-7100

Lowell Online

City of Lowell. Available www.lowellma.gov
 Greater Lowell Chamber of Commerce. Available www.greaterlowellchamber.org
 Greater Merrimack Valley Convention & Visitors Bureau. Available www.merrimackvalley.org
 Lowell National Historical Park. Available www.nps.gov/lowe
 Lowell Public Schools. Available www.lowell.k12.ma.us
 Lowell Small Business Assistance Center. Available www.lowellsbac.org
The Lowell Sun. Available www.lowellsun.com
 Pollard Memorial Library. Available www.pollardml.org

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Selden, Bernice, *The Mill Girls: Lucy Larcom, Harriet Hanson Robinson, Sarah G. Bagle* (New York: Atheneum, 1986)



Springfield

■ The City in Brief

Founded: 1636 (incorporated 1852)

Head Official: Mayor Domenic J. Sarno (since 2008)

City Population

1980: 152,319

1990: 156,983

2000: 152,082

2006 estimate: 151,176

Percent change, 1990–2000: –3.1%

U.S. rank in 1980: 103rd

U.S. rank in 1990: 111th (State rank: 3rd)

U.S. rank in 2000: 150th (State rank: 3rd)

Metropolitan Area Population

1980: Not available

1990: 587,844

2000: 591,932

2006 estimate: 686,174

Percent change, 1990–2000: 0.7%

U.S. rank in 1980: Not available

U.S. rank in 1990: 68th

U.S. rank in 2000: 71st

Area: 33.2 square miles (2000)

Elevation: 101 feet above sea level

Average Annual Temperature: 50.45° F

Average Annual Precipitation: 43.9 inches of rain; 50.2 inches of snow

Major Economic Sectors: Manufacturing, trade, services

Unemployment Rate: 5.6% (June 2007)

Per Capita Income: \$17,023 (2005)

2005 FBI Crime Index Property: 8,703

2005 FBI Crime Index Violent: 2,691

Major Colleges and Universities: American International College, Springfield College, Springfield Technical Community College, Western New England College

Daily Newspaper: *The Republican*

■ Introduction

The home of the Springfield Armory and a number of private firearms manufacturers, Springfield early attracted scores of talented artisans to its manufacturing concerns. Today Springfield, one of the oldest settlements in America and the third largest city in Massachusetts, is best known for its growing service industry, which is anchored by a major insurance firm. Its location on interstate roadways and rail lines makes the city the wholesale and retail trade center for western Massachusetts. Shays's Rebellion, the *Merriam-Webster Dictionary*, Dr. Seuss, and basketball all belong to Springfield's rich and varied history.

■ Geography and Climate

The city of Springfield, in Hampden County in western Massachusetts, is 80 miles west of Boston. Located on the east bank of the Connecticut River, the city lies in the Pioneer Valley, a plateau formed between the Holyoke Range of mountains (a part of the White Mountain chain) to the east and the Green Mountains to the west. Springfield enjoys a New England climate, with cold, snowy winters and warm summers.

Area: 33.2 square miles (2000)

Elevation: 101 feet above sea level

Average Temperature: 50.45° F

Average Annual Precipitation: 43.9 inches of rain; 50.2 inches of snow

■ History

Connecticut River Supports Farming Settlement

In 1636 fur trader William Pynchon led a group of settlers westward from Boston to a site on the west bank of the Connecticut River in western Massachusetts. The fledgling community, named Agawam, soon retreated to the river's east bank to escape raids by the native Sokoki tribe, who resented the damage done to their corn by the settlers' livestock. In 1640 the town was renamed Springfield in honor of Pynchon's English birthplace. The town was burned in 1675 during King Philip's War but was soon rebuilt.

Springfield grew as a farming and mercantile site, depending upon the Connecticut River for water, transportation, and industrial power. In 1776 General George Washington selected Springfield as the site for a national arsenal, which was built in 1777. The town then became an important source of supplies for the American Continental Army during the Revolutionary War. The arsenal's first weapon was a musket. Following the war, Daniel Shays, leader of Shays's Rebellion, led an unsuccessful attempt to seize the arsenal in 1787. In 1794 the federal government established the arsenal as the Springfield Armory.

The Springfield Armory and later the arrival of the railroad did much to boost the city's economic prosperity. Skilled artisans, including metal workers and inventors, flocked to the city, attracted by work in the Armory and its suppliers. By the mid-nineteenth century, Springfield and the Pioneer Valley (named for the early English settlers) had developed a diverse industrial base. The Western Railroad began running between Springfield and Worcester, MA, in 1839. The G. & C. Merriam Company published its first *Merriam-Webster Dictionary* in Springfield in 1847. Smith & Wesson established a manufacturing facility in the city in 1857, successfully producing the first self-primed metallic ammunition. Three years later Milton Bradley, a manufacturer of games, was founded in Springfield. Other products manufactured in the city included clothing, paper, machinery, and swords.

Industry Joins Armory in Local Economy

During the Civil War era, abolitionist John Brown lived in Springfield and made it an important stop on the Underground Railroad that aided slaves fleeing the South. The Springfield Armory supplied Springfield rifles for the Union Army during the Civil War. These rifles were also used in the Franco-Prussian War. Poet Henry

Wadsworth Longfellow visited the Armory on his honeymoon and described the stacks of rifles in the poem "The Arsenal at Springfield."

James Naismith, the father of basketball, set down the rules of the game in Springfield in 1891. In 1893 Charles and Frank Duryea invented what is often regarded as the first gasoline-powered automobile in the United States. The Duryeas' first car was a two-cycle, one-cylinder model. Two years later the brothers founded the first automobile company in the nation, the Duryea Motor Wagon Company. A Duryea vehicle won the country's first automobile race, held that year in Chicago. George Hendee invented the motorcycle in 1901 in Springfield. It was inventions such as these and the industries they engendered that brought about what historians call "the second colonization of New England." Huge numbers of immigrants arrived on the country's eastern shores and moved westward in search of work. In Springfield, as elsewhere, the Irish came first to build the railroads and canals. They were followed by the French-Canadians, who sought work in the textile mills. Later arrivals included the Germans, Scots, Italians, Jews, Russians, Poles, Portuguese, Greeks, African Americans, and Hispanics.

During World War I, the Springfield Armory again played an important role in the country's defense, supplying the Springfield rifles which were the infantryman's stock issue. By the Second World War, the Armory was supplying Garand semiautomatic rifles for the U.S. Army and Marine Corps. The Indian Motorcycle Company closed its doors in 1953, but its fame as the builder of the first U.S. motorcycles lives on in the Indian Motorcycle Museum. Though the Springfield Armory was deactivated in 1968, the city is still home to a number of small arms manufacturers who continue the craft, including Smith & Wesson and Dan Wesson Arms. The Armory itself has been designated a national historic site.

Springfield elected its first female mayor, Mary Hurley, in 1990. A decade later, in 2002, Charles Ryan was reelected mayor of Springfield. Having served in this capacity from 1962 to 1967, Ryan promised to improve the city's economy by capitalizing on his past experience, reestablishing friendly and efficient relations between the city government and Springfield's people and businesses, and developing the area's capacity for entrepreneurship and technology. In a major upset, City Councilman Domenic J. Sarno, 44, defeated Ryan, 80, in the mayoral race of November 2007. The vote was 11,096 to 9,964, a victory of 1,132 votes; the margin was 52.5 percent to 47.2 percent. Ryan had been seeking his third consecutive term and his sixth term overall dating back to the 1960s. New times were in store for Springfield.

Historical Information: Connecticut Valley Historical Museum, 194 State St., Springfield, MA 01103; telephone (413)263-6800; toll-free (800)625-7738; fax (413)263-6898; email info@springfieldmuseums.org



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■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 587,844
 2000: 591,932
 2006 estimate: 686,174
 Percent change, 1990–2000: 0.7%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 68th
 U.S. rank in 2000: 71st

City Residents

1980: 152,319
 1990: 156,983
 2000: 152,082
 2006 estimate: 151,176
 Percent change, 1990–2000: –3.1%
 U.S. rank in 1980: 103rd
 U.S. rank in 1990: 111th (State rank: 3rd)
 U.S. rank in 2000: 150th (State rank: 3rd)

Density: 4,737.7 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 70,402
 Black: 33,582
 American Indian and Alaska Native: 338
 Asian: 3,101
 Native Hawaiian and Pacific Islander: 59
 Hispanic or Latino (may be of any race): 52,571
 Other: 35,436

Percent of residents born in state: 59.3% (2000)

Age characteristics (2005)

Population under 5 years old: 9,626
 Population 5 to 9 years old: 10,357
 Population 10 to 14 years old: 12,478
 Population 15 to 19 years old: 11,760
 Population 20 to 24 years old: 9,509
 Population 25 to 34 years old: 23,276
 Population 35 to 44 years old: 20,196
 Population 45 to 54 years old: 19,947
 Population 55 to 59 years old: 7,638
 Population 60 to 64 years old: 5,197
 Population 65 to 74 years old: 7,978
 Population 75 to 84 years old: 6,490
 Population 85 years and older: 2,496
 Median age: 33.5 years

Births (2006, MSA)

Total number: 7,607

Deaths (2006, MSA)

Total number: 6,385

Money income (2005)

Per capita income: \$17,023

Median household income: \$29,922

Total households: 57,548

Number of households with income of . . .

less than \$10,000: 9,777

\$10,000 to \$14,999: 6,593

\$15,000 to \$24,999: 8,929

\$25,000 to \$34,999: 6,846

\$35,000 to \$49,999: 7,706

\$50,000 to \$74,999: 8,614

\$75,000 to \$99,999: 4,997

\$100,000 to \$149,999: 3,337

\$150,000 to \$199,999: 605

\$200,000 or more: 144

Percent of families below poverty level: 15.3% (2005)

2005 FBI Crime Index Property: 8,703

2005 FBI Crime Index Violent: 2,691

■ Municipal Government

The city of Springfield is governed by a strong-mayor/council form of government. The mayor is elected to two-year terms while the nine-member at-large city council serves two-year concurrent terms with the mayor.

Head Official: Mayor Domenic J. Sarno (since 2008; current term expires 2010)

Total Number of City Employees: 7,050 (2007)

City Information: Mayor's Office, City of Springfield, 36 Court Street, Springfield, MA 01103; telephone (413)787-6000

■ Economy

Major Industries and Commercial Activity

Historically, the Springfield Armory drew skilled metal workers to the city. This manufacturing expertise has broadened to include a number of diverse concerns. The city's service industry has been growing in importance, although manufacturing remains a mainstay of the Springfield economy. The industrial base of the city is particularly diverse, as Springfield is home to significant insurance, chemical, paper, government, and health care

facilities. This diverse foundation is especially beneficial in difficult economic periods. The recession that struck the nation in the late 1990s, borne from a decline in the technology industry, had a lesser impact on Springfield due to its relatively low concentration of technological companies. Still, the local economy did struggle to some extent. In 2004 the Pioneer Valley Planning Commission updated the decade-old Pioneer Valley Plan for Progress to address economic concerns through seven plans of action that include cross-border collaboration with the Hartford, Connecticut, region; improving education and technology; and supporting existing industries like agriculture and manufacturing as well as emerging industries like knowledge creation, healthcare, and plastics. The report recognized that small businesses are growing in importance; as testament, a study released in 2005 by the U.S. Small Business Administration's Office of Advocacy ranked Springfield third of 394 regions for entrepreneurship and innovation. The Plan for Progress also recognized that efficiencies in production processes continue to shift the local economy away from manufacturing toward services. While the number of manufacturing jobs had decreased between 1969 and 2001, employment in the service industry jumped from 150,000 to 200,000 over the same time period. The fastest growing service sectors are healthcare and education.

Among the companies headquartered in Springfield are MassMutual Financial Group, Merriam-Webster Inc., Smith & Wesson Corp., and the retail food company Big Y Foods Inc. In 2006 Springfield's largest employers were: Baystate Health System, the U.S. Postal Service, Sisters of Providence Health Systems, Big Y Supermarkets, Springfield Republican, Smith & Wesson Corp., Springfield College, Solutia Inc., Western New England College, and Verizon.

Items and goods produced: firearms, envelopes and stationery, chemicals, machinery, electrical equipment, rubber goods, printed matter, automobile accessories, forged metals, games and toys, educational equipment.

Incentive Programs—New and Existing Companies

Local programs: The city of Springfield assists in securing financing for new and expanding businesses through a variety of financing programs offered by the State of Massachusetts. The city offers property tax relief, development assistance, potential Enterprise Community benefits, and assistance with job training and workforce development.

State programs: Under the Massachusetts Economic Development Incentive Program, Springfield is designated an Economic Target Area, an area ripe to attract

and retain businesses. Approved “certified projects” within this area are eligible for state investment tax credit, abandoned building tax deductions, and municipal tax benefits. Massachusetts also offers tax increment financing, emerging technology funds, tax credits for research and development, a predevelopment assistance program, a capital access program, and bond, equipment, and export financing programs. The Massachusetts Business Resource Team, under the Executive Office of Housing and Economic Development, exists to aid the relocation of businesses to the state, the expansion of existing businesses, and the creation of new businesses. For new companies, there are Small Business Development Centers in Boston and across Massachusetts that advise and educate entrepreneurs. The Capital Access Program helps businesses secure loans from approved banks. Expanding or relocating businesses can take advantage of a 3 percent investment tax credit against the corporate excise tax for the construction of manufacturing facilities or the purchase or lease of equipment. For manufacturers looking for working capital, the Economic Stabilization Trust can provide funds to help get businesses on the road to recovery. For businesses willing to move or expand into brownfield areas, Massachusetts provides low cost assessment and remediation programs, as well as alternative financing options. Technology firms can receive assistance with the Research and Development Tax Credit and the Emerging Technology Fund, which provides loans for specialized equipment purchases and R & D, and biotechnology companies can receive funds for new job creation through the Jobs Creation Incentive Payment. All businesses can take advantage of Safety Training grants for education to improve workplace safety. The Massachusetts Export Center provides counseling, education and technical assistance for businesses in global markets. For business involved in the fishing industry, Seafood Loans assist in the construction or renovation of buildings or equipment.

Job training programs: The state Workforce Training Fund provides resources for Massachusetts employers to train or retrain new and existing workers. Its offerings include the Express Program, which grants up to \$15,000 to small companies and labor organizations; the General Program, which administers grants up to \$1 million; and the Hiring Incentive Training Program, which covers up to \$2,000 in training costs for new employees. The Regional Employment Board allocates and oversees worker training programs in Hampden County designed to meet the specific needs of employers. FutureWorks, Inc., is a quasi-public agency serving both as a “one-stop” career center and a fully-equipped applicant processing, screening, and training agency. The Division of Economic and Business Development of Springfield Technical Community College promotes the development of a highly-skilled workforce through education and customized training.

Development Projects

One of the largest development projects underway in the mid-2000s was the MassMutual Center. The \$71-million expansion and renovation project was completed in 2005 and transformed the Springfield Civic Center into a new facility with more than 40,000 square feet of exhibition space, 9,000 square feet of meeting space, and an arena that can seat up to 6,677 people. The historic Court Square Park, adjacent to the center, underwent \$500,000 in restoration and beautification efforts to accompany the center’s grand opening.

Springfield College launched a fund-raising campaign in 2005 to raise \$40 million for the construction or renovation of five buildings. Proposals to build a hotel and an entertainment-oriented retail complex on the site of the former Naismith Memorial Basketball Hall of Fame, which moved to a new location in 2002, were under consideration in the mid-2000s.

Economic Development Information: Pioneer Valley Planning Commission, 26 Central St., West Springfield, MA 01089-2753; telephone (413)781-6045; fax (413) 732-2593; email info@pvpc.org. Western Massachusetts Economic Development Council, 1441 Main Street, Springfield, MA 01103; telephone (413)755-1300; toll-free (888)593-6421; fax (413)755-1371; email feedback@westernmassedc.com

Commercial Shipping

Westover Metropolitan Airport, fifteen miles northeast of Springfield in Chicopee, serves as the region’s principal air cargo handling facility. Boston & Maine Railroad and a vast fleet of commercial trucks also haul freight into Springfield.

Labor Force and Employment Outlook

Business leaders describe Springfield’s labor force as skilled, with a strong work ethic. The region dubs itself the “Knowledge Corridor” due to the concentration of institutions of higher learning. The labor pool is not restricted to Springfield residents; rather, more than 26,000 workers commute daily across the state lines of Connecticut and Massachusetts. In October 2007, the Springfield region (including parts of Connecticut) had a civilian labor force of approximately 345,100. The unemployment rate was 4.3 percent, below the national average.

The following is a summary of data regarding the Springfield MA-CT NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 297,900

Number of workers employed in . . .

construction and mining: 11,100
manufacturing: 37,100

trade, transportation and utilities: 61,400
 information: 4,400
 financial activities: 17,100
 professional and business services: 24,400
 educational and health services: 55,000
 leisure and hospitality: 26,800
 other services: 11,600
 government: 49,000

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.6% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
Baystate Health System	8,722
U.S. Postal Service	2,267
Sisters of Providence Health Systems	2,200
Big Y Supermarkets	1,002
Springfield Republican	700
Smith & Wesson	587
Springfield College	560
Solutia, Inc.	504
Western New England College	492
Verizon	474

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 5.3% to 12.0%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: residential, \$19.41 per \$1,000 of assessed value; commercial, \$34.54 per \$1,000 of assessed value (2004)

Economic Information: Affiliated Chambers of Commerce of Greater Springfield, 1441 Main Street, Suite 136, Springfield, MA 01103-1449; telephone (413)787-1555; fax (413)731-8530. Pioneer Valley Planning Commission, 26 Central St., West Springfield, MA 01089-2753; telephone (413)781-6045; fax (413)732-2593; email info@pvpc.org

Education and Research

Elementary and Secondary Schools

The Springfield Public School System includes pioneering programs in race relations, vocational and technical education, business education, toddler preschool, schools for gifted and talented children, and magnet schools. The Community Service Learning Program involves every child from kindergarten through high school in volunteer community work.

Specialized schools in the system include the Massachusetts Career Development Institute and SAGE, the Springfield Adolescent Graduation Experience.

For the 2005–08 period, the Springfield Public School system had outlined three major goals: to maximize the performance of all student learners in the school system, including emphasis on math and reading, and to increase enrollment of all students, with a greater rate of Black and Hispanic students in higher level mathematics and science courses; to maximize the performance and productivity of all adult learners (teachers, administrators, and other staff) in the school system; and to maximize the quality and the delivery of support systems for student and adult learning.

The following is a summary of data regarding the Springfield Public Schools as of the 2005–2006 school year.

Total enrollment: 108,018

Number of facilities

elementary schools: 30
 junior high/middle schools: 6
 senior high schools: 5
 other: 14

Student/teacher ratio: 12.5:1

Teacher salaries (2005–06)

elementary median: \$54,310
 junior high/middle median: \$53,010
 secondary median: \$52,670

Funding per pupil: \$10,261

In addition to about 35 parochial schools, Springfield's private schools include two specialized secondary institutes. The MacDuffie School is a college-preparatory school for girls and boys.

Public Schools Information: Springfield Public Schools, 195 State St., Springfield, MA 01103; telephone (413)787-7100

Colleges and Universities

With four colleges within the city limits and several nationally acclaimed schools within driving distance, Springfield is near the hub of western Massachusetts's

academic community. Springfield College, a private school specializing in physical education and health and fitness, offers 40 undergraduate and 15 graduate majors. Springfield College's more than 36,000 alumni work in 60 countries. Springfield College was ranked in the 2008 edition of "America's Best Colleges" in the top tier of "Best Universities—Master's—North Region" by the *U.S. News & World Report*. Western New England College focuses on liberal arts, business, law, and engineering; this private school enrolls 4,000 students, 600 of which are pursuing law degrees. American International College, a private liberal arts school, confers more than three dozen undergraduate and graduate degrees in arts, business administration, and education. The college enrolls 1,450 full-time undergraduate students and 500 graduate and part-time students. Springfield Technical Community College grants associate's degrees or certificates in business, health, liberal arts, engineering, and technologies to 7,000 students; the college occupies the complex established by George Washington as the nation's first arsenal, the Springfield Armory, now a national historic site. The Springfield campus of Cambridge College enrolls approximately 500 students.

The greater Springfield area is also home to nine colleges: Elms College, Westfield State College, Amherst College, Mount Holyoke College, Smith College, Bay Path College, Hampshire College, the University of Massachusetts at Amherst, and Holyoke Community College.

Libraries and Research Centers

The Springfield City Library, the second largest system in New England, features 763,485 volumes held among the main library and its 9 branches. The main branch is situated in the Quadrangle, a cultural complex it shares with Springfield's four major museums. Among its services are an employment resource center, comprehensive business collections, on-line database searching, an African American history collection, an art and music collection that includes musical scores, 300 periodicals, 10 newspapers, a children's department, and material for special adult reading needs. The library's other special interests include New England and French genealogy, the Holocaust, local history, WWI and WWII propaganda, and American wood engravings. Additionally, the library serves as a depository for federal government documents and Massachusetts state documents.

In addition to the college and hospital libraries, special libraries in Springfield include the Massachusetts Trial Court Library, Hampden Law Library, the Springfield Armory National Historic Site Library and Archives, the Hickox Library at the Naismith Memorial Basketball Hall of Fame, and the Connecticut Valley Historical Museum Research Library. MassMutual Financial Group has a company library.

The American International College Curtis Blake Center studies learning disorders, and its Oral History Center studies western Massachusetts and Connecticut oral history. Springfield College does research in physiology and physical fitness.

Public Library Information: Springfield City Library, 220 State St., Springfield, MA 01103; telephone (413)263-6828; fax (413)263-6817; email askalibrarian@springfieldlibrary.org

■ Health Care

The health care needs of Springfield residents are met by three major medical facilities in the city and more than a dozen acute care facilities in western Massachusetts. The Baystate Medical Center, one of the state's largest hospitals, is a teaching hospital affiliated with Tufts University and UMass Medical School. It features a state-of-the-art neonatal intensive care unit and is the only tertiary care referral medical center serving the western portion of the state. Baystate has 777 beds and 57 bassinets across four facilities and has nearly 10,000 employees. Baystate encompasses a Children's Hospital, the Wesson Women & Infants Unit, and the D'Amour Center for Cancer Care. The Shriners' Hospital for Children, operated by the Melha Temple, specializes in children's orthopedics, extensive outpatient services, and research into orthotics and prosthetics. The 182-bed Mercy Medical Center, one of three general community hospitals operated in the Pioneer Valley by the Sisters of Providence, is a full-service healthcare facility.

Health Care Information: Baystate Health System, 280 Chestnut St., Springfield, MA 01199; telephone (413)794-0000

■ Recreation

Sightseeing

Springfield, the birthplace of basketball, is the home of the Naismith Memorial Basketball Hall of Fame, an international shrine honoring the creator of the game, its players, and its coaches. The Hall of Fame features a cinema that places the visitor in the midst of an exciting game, a chance to shoot hoops from a moving walkway, and a locker-room filled with memorabilia of the stars.

Springfield is also the site of the Springfield Armory National Historic Site, where General George Washington established the Springfield Armory in 1794. While the arsenal itself closed in 1968, a large firearms museum is now housed there, one of the most extensive collections of weapons in the world.

Among Springfield's historic areas are the McKnight District, whose 900 Victorian homes rank it as the largest of its type in New England; Mattoon Street, with its brick

row houses and gas lamps; Sterns Square, a small park resulting from the collaboration of sculptor Augustus St. Gaudens and architect Stanford White; and Court Square, a part of the Massachusetts Heritage State Park Program. New England village life comes alive at Storowton Village Museum in West Springfield.

Forest Park, an idyllic refuge within the city, mixes recreational offerings with a zoo, an amphitheater, paddleboats, and a miniature train ride. Riverfront Park was established in 1978 to promote recreational use of the Connecticut River. Peter Pan now runs hour-long narrated river cruises from the park from May through October.

Flanking the Court Street Square in downtown Springfield are the City Hall, boasting Corinthian columns and 27 varieties of marble, and the Campanile, a 300-foot carillon bell tower. The Campanile and City Hall are part of the Municipal Group, which also includes Symphony Hall.

Arts and Culture

Springfield's major performing arts centers are the MassMutual Center, Symphony Hall, and the CityStage. The MassMutual Center, which reopened in 2005, is the site of touring concert and musical performances throughout the year. Symphony Hall, dedicated in 1913 and renowned for its acoustics and ornate architecture, is home to the Springfield Symphony Orchestra. This symphony, the city's resident professional performing and educational group, also performs at area parks in the summer; among its repertoire are classical, chamber, opera, and popular pieces. CityStage is a professional, not-for-profit theater that hosts a variety of musical and dramatic programs.

The Quadrangle is the site of the Springfield City Library and the city's four major museums. European and American graphics, sculptures, and paintings, including the works of Claude Monet and Degas, are on display at the Museum of Fine Arts. The George Walter Vincent Smith Art Museum houses the collection of the museum's namesake, which includes such pieces as Samurai arms and armor, Middle Eastern rugs, the largest collection of Chinese cloisonné outside of Asia, and Japanese glass, jades, bronzes, lacquers, porcelain, and paintings. The social and economic life of the Pioneer Valley is traced at the Connecticut Valley Historical Museum, which also features arts and crafts by local artisans. The Springfield Science Museum houses the country's first American-built planetarium, along with an observatory, a fresh-water aquarium, and dinosaur and African exhibit halls. Also located at the Quadrangle is the Dr. Seuss National Memorial Sculpture Garden, commemorating the beloved characters invented by one of Springfield's most famous residents, Theodor Geisel, better known as Dr. Seuss.

The Hatikvah Holocaust Education Center is a not-for-profit organization dedicated to educating visitors about the past and combating prejudice in contemporary society. The Zoo in Forest Park teaches children about the animal world on a 4.5-acre site. The Avis Neigher Gallery, at the Tower Square, is a non-profit artists' collaborative and gallery for local artists. Exhibits of contemporary and traditional art are ongoing.

Arts and Culture Information: Springfield Museums, 21 Edwards Street, Springfield, MA 01103; telephone (413)263-6800; fax (413)263-6807; email info@springfieldmuseums.org

Festivals and Holidays

Many of Springfield's holiday festivals center around basketball, beginning with the opening of the professional and college seasons in November. The Peachbasket Festival and Collegiate Tip-Off Classic, including opening games, parades, and parties, is held in downtown Springfield. In the National Basketball Association (NBA) Hall of Fame Game, the defending NBA champions play a league opponent in an October exhibition game. The "greats" of the game are enshrined in the Basketball Hall of Fame Enshrinement Ceremony in October, closing out the season.

The city invites residents and visitors to bring their appetites to the World's Largest Pancake Breakfast, an event held on the Saturday closest to May 14th, the anniversary of the city's founding in 1636. Another Springfield event is the Star-Spangled Springfield, the city's Fourth of July celebration that features fireworks over the Connecticut River and a concert by the Springfield Symphony Orchestra. A summer concert series is presented in the city's parks.

The Puerto Rican Cultural Festival takes place in July and is followed by the Mattoon Street Arts Festival in September. Springfield area Greeks celebrate their culture at the September Glendi Festival, while local Italians turn out in force at the October Columbus Day Parade. To mark the beginning of the Christmas season, the Annual Parade of the Big Balloons takes place the day after Thanksgiving. It is followed by a month of holiday festivities throughout the city, including First Night, a traditional New Year's Eve extravaganza that launches the new year. Bright Nights at Forest Park starts the week before Thanksgiving and runs through the first week of January; this two-and-a-half-mile drive through lighting displays boasts 350,000 lights in a variety of seasonal displays.

West Springfield is the site of The Big E (Eastern States Exposition), a 17-day fair in September and October with entertainment and cultural competitions that is one of the largest fairs in the nation. That city also hosts the American Craft Council's Craft Fair, one of the largest and most prestigious in the country, the Camping

& Outdoor Show, and the Sportsmen's Show at the Eastern States Exposition facility.

Sports for the Spectator

The Springfield Falcons of the American Hockey League play home games at the MassMutual Center. The MassMutual Center also hosts basketball's annual NBA Hall of Fame Game and the Collegiate Tip-Off Classic. The Springfield Junior Pics, a member of the USA Hockey Junior B Division, play at the Springfield Olympia Ice Center.

Springfield is home to numerous collegiate sporting events. Springfield College offers men's and women's basketball, cross country, gymnastics, lacrosse, soccer, swimming and diving, tennis, track and field, and volleyball; men's baseball, football, golf, and wrestling; and women's field hockey and softball. American International College offers 19 varsity sports for men and women, while Springfield Technical Community College is home to 7 intercollegiate sports teams. Western New England College offers men's and women's basketball, cross country, lacrosse, soccer, and tennis; men's baseball, football, golf, ice hockey, and wrestling; and women's field hockey, softball, swimming, and volleyball.

Elsewhere in Massachusetts, sports abound. The Western Massachusetts Pioneers, a member of the United Soccer League, play home games in Ludlow at the Lusitano Stadium, the only "soccer specific" stadium in New England. Boston is home to baseball's Red Sox, basketball's Celtics, and hockey's Bruins. The New England Patriots, an NFL team, and the New England Revolution, a Major League Soccer team, play home games at Foxborough's Gillette Stadium.

Sports for the Participant

Springfield's more than 40 city parks offer the full complement of team and individual sports. The 735-acre Forest Park offers skating rinks, tennis courts, and nature trails. The city boasts two golf courses, Franconia Golf Course and Veteran's Memorial Golf Course. Access to the Connecticut River is provided at Bassett Boat Company and at Riverfront Park. Fishermen, bicyclists, downhill and cross-country skiers, campers, and hikers can all find prime facilities within a few miles of the city.

Shopping and Dining

Downtown Springfield shopping includes the specialty boutiques at Tower Square, which houses more than 20 specialty stores. The Eastfield Mall, located on Boston Road, is anchored by Filene's, Sears, and JCPenney and offers more than 85 retail venues as well as a 16-screen movie theater. The Smith & Wesson Factory Store offers a selection of apparel, gifts, and accessories, all personalized with the legendary Smith & Wesson logo and name. Craft and art stores abound in the city; antique lovers can find items of Americana throughout the Pioneer Valley.

Springfield cuisine ranges from traditional Yankee dishes to Southeast Asian offerings, reflecting the city's ability to keep pace with the culinary offerings of its newest immigrants. Some specialties include dishes made with area produce such as apples and brown sugar, seafood from nearby lakes, "boiled dinners," and Indian pudding. Restaurants range from Gus & Paul's, a New York-style deli, to Lido Ristorante, a family-oriented Italian-American spot, to The Student Prince and Fort Restaurant, which features a wide selection of German-American food.

Visitor Information: Greater Springfield Convention & Visitors Bureau, 1441 Main St., Springfield, MA 01103; telephone (413)787-1548; toll-free (800)723-1548; fax (413)781-4607; email info@valleyvisitor.com

■ Convention Facilities

The former Springfield Civic Center, which until 2005 was the city's largest event facility, comprised an arena seating 10,000 people, an exhibition hall with 38,500 square feet, a banquet hall, and meeting rooms. The center underwent a \$71-million expansion and renovation that made it the MassMutual Center, which opened in 2005. MassMutual offers more than 40,000 square feet of exhibition space, 9,000 square feet of meeting space that can be divided into up to five rooms, and an arena that can seat up to 6,677 people. Additional conference space is offered by both the Springfield Symphony Hall and the not-for-profit CityStage, both of which can accommodate meetings, receptions, and presentations.

Major hotels include the Sheraton Springfield Monarch Place, with more than 30,000 square feet of conference space, 18 meeting rooms, and one of the largest ballrooms in western Massachusetts; and the Springfield Marriott, which features 265 guest rooms and more than 11,000 square feet of meeting and exhibit space and 13 meeting rooms; it is connected to Tower Square shopping.

One of New England's major multiuse sites, the 175-acre Eastern States Exposition, with three buildings and 275,000 square feet of space, is located in nearby West Springfield. The University of Massachusetts in Amherst features the University Conference Services, with 116 guest rooms and 36 meeting rooms, and Mullins Center, a state-of-the-art facility with 10,000-seat arena and 40,000 square feet of exhibit space and meeting rooms.

Convention Information: Greater Springfield Convention & Visitors Bureau, 1441 Main St., Springfield, MA 01103; telephone (413)787-1548; toll-free (800) 723-1548; fax (413)781-4607; email info@valleyvisitor.com

■ Transportation

Approaching the City

Springfield is 18 miles north of Bradley International Airport in Windsor Locks, Connecticut. Fifteen airlines at Bradley offer more than 300 daily flights to some 75 destinations in the United States, Canada, and the Caribbean. Shuttle buses and limousines run between the airport and Springfield. Westover Metropolitan Airport and several private airports also serve Springfield.

Amtrak schedules trains between Springfield and many cities such as Boston, New York, Philadelphia, Washington, D.C., Chicago, and Montreal. In addition, Peter Pan Bus Lines connect Springfield with numerous cities throughout the Northeast.

Two major New England road arteries intersect in Springfield: the east-west running Massachusetts Turnpike (Interstate-90) and the north-south traveling Interstate-91 with its branch, Interstate-291, running through downtown.

Traveling in the City

Springfield's downtown is located on the east bank of the Connecticut River; the rest of the city spreads out to the east. Local transportation, provided by the Pioneer Valley Transit Authority, extends into 24 communities with the use of 177 buses and 175 vans.

■ Communications

Newspapers and Magazines

Springfield's daily newspaper is *The Republican*. Special interest publications include *The Catholic Observer* and *BusinessWest*, a biweekly business journal serving western Massachusetts.

Television and Radio

Springfield is served by a number of television stations, including two commercial networks and one Public Broadcasting Service station. Eight AM and FM radio stations broadcast a variety of music, news, and college-oriented programs.

Media Information: *BusinessWest*, 1441 Main St., 6th Fl., Springfield, MA 01103; telephone (413)781-8600. *The Republican*, 1860 Main St., Springfield, MA 01103; telephone (413)788-1000

Springfield Online

Baystate Health System. Available www.baystatehealth.com
BusinessWest. Available www.businesswest.com
City of Springfield. Available www.cityofspringfieldmass.com
Greater Springfield Convention & Visitors Bureau. Available www.valleyvisitor.com
Massachusetts Office of Business Development. Available www.state.ma.us/mobd
Pioneer Valley Planning Commission. Available www.pvpc.org
The Republican. Available www.repub.com
Springfield Armory National Historic Site. Available www.nps.gov/spar
Springfield City Library. Available www.springfieldlibrary.org
Springfield Library & Museums Association. Available www.quadrangle.org
Springfield Public Schools. Available www.sps.springfield.ma.us
Western Massachusetts Economic Development Council. Available www.westernmassedc.com

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Worcester

■ The City in Brief

Founded: 1673 (incorporated 1722)

Head Official: City Manager Michael V. O'Brien (since 2004)

City Population

1980: 161,799

1990: 169,759

2000: 172,648

2006 estimate: 175,454

Percent change, 1990–2000: 1.7%

U.S. rank in 1980: 91st

U.S. rank in 1990: 101st

U.S. rank in 2000: 139th (State rank: 2nd)

Metropolitan Area Population

1980: Not available

1990: 478,384

2000: 511,389

2006 estimate: 784,992

Percent change, 1990–2000: 6.9%

U.S. rank in 1980: Not available

U.S. rank in 1990: 7th (MSA)

U.S. rank in 2000: 7th (MSA)

Area: 38 square miles (2000)

Elevation: 473 feet above sea level

Average Annual Temperatures: January, 23.6° F; July, 70.1° F; annual average, 47.2° F

Average Annual Precipitation: 49.05 inches of rain; 67.6 inches of snow

Major Economic Sectors: Services, trade, manufacturing, government

Unemployment Rate: 3.9% (2006)

Per Capita Income: \$22,244 (2005)

2005 FBI Crime Index Property: 6,078

2005 FBI Crime Index Violent: 1,390

Major Colleges and Universities: University of Massachusetts Medical School; Clark University; Worcester Polytechnic Institute; College of the Holy Cross; Worcester State College; Assumption College; Becker College; Quinsigamond Community College

Daily Newspaper: *Telegram & Gazette*

■ Introduction

Historically and culturally rich Worcester is emerging as a center for research and the production of a number of high-technology products. Its central location and network of roads and railways ensure that Worcester will continue to be a major New England retail and distribution center. Known for its historic attractions and natural beauty, the city has been gaining a reputation as a tourist attraction with colonial-era buildings, fine museums, and a well-developed park system. Worcester's Annual Music Festival, begun in 1858, is the oldest music festival in the United States. An increasing focus on services has allowed Worcester's workforce to adapt to current economic realities.

■ Geography and Climate

Located in the geographic center of the Commonwealth of Massachusetts, Worcester is about 40 miles west of Boston. The city is also the center of an urbanized metropolitan area that includes the towns of Auburn, Boylston, Holden, Leicester, Millbury, and Shrewsbury. Worcester, the hub of Worcester County, is situated on a series of rolling hills overlooking the Blackstone River.

Lake Quinsigamond, seven miles long and one of the many lakes and ponds within the city limits, marks the eastern boundary of the city.

Its proximity to the Atlantic Ocean, Long Island Sound, and the Berkshire Mountains creates rapidly changing weather conditions in Worcester. While the mild weather is typical of New England, storms can blow in, depositing rain, snow, sleet, and fog. These storms are known locally as “nor’easters.”

Area: 38 square miles (2000)

Elevation: 473 feet above sea level

Average Temperatures: January, 23.6° F; July, 70.1° F; annual average, 47.2° F

Average Annual Precipitation: 49.05 inches of rain; 67.6 inches of snow

■ History

Plantation Becomes Transportation Center

The first Englishmen to visit the area surrounding present-day Worcester arranged in 1673 to purchase eight square miles of land near Lake Quinsigamond. They made the bargain with the resident Nipmucks, giving them twelve pounds sterling. The English called their settlement Quinsigamond Plantation. These first settlers and those who followed them in 1675 were eventually driven out by the Nipmucks when they learned that the newcomers did not intend to share the land. A third, successful attempt at settling the area came in 1713 when Jones Rice built his home atop Union Hill. By 1722, the settlement was large enough to incorporate as a town, renamed Worcester in honor of the English county and town.

Worcester early became a transportation center, initially as a stagecoach stop on the way west from Boston. Just prior to the American Revolution, rebel printer Isaiah Thomas printed his anti-British newspaper, *The Massachusetts Spy*, from Worcester; he later gave the first public reading of the Declaration of Independence in 1776. Following the war, Thomas built his printing business into the country’s largest publishing house, printing the first dictionary in the United States in 1788. Shays’s Rebellion, in 1786 and 1787, tested the country’s new constitution when a company of poor men from the towns north of Worcester entered the city and seized the courthouse. Their protest against poor government ended when a volunteer army expelled them.

Worcester was one of only a few major U.S. industrial centers that was able to thrive without being located on a navigable river or coastline. The local water supply was adequate to provide steam to run its mills, which turned out wire, nails, and paper. The population stood at

58,300 people in 1800 when textile production became the next major industry in Worcester, including the weaving of the country’s first corduroy at a Worcester cotton mill. In 1828 the Blackstone Canal opened, connecting Worcester with Providence, Rhode Island. A period of industrialization and expansion followed, fueled by the arrival of the railroad in 1835. Once again, Worcester flourished as a transportation hub, shipping out manufactured goods via rail to Springfield, Norwich, and Boston. In 1837 the first power loom capable of intricate designs was invented by William Chompton, whose loomworks in Worcester revolutionized the industry.

Manufacturing Precedes High-Technology

During its industrialization, Worcester relied increasingly on the labor of women and children. A women’s rights movement blossomed, culminating in the First Women’s Suffrage National Convention in 1851, followed by a second convention in 1852. The women then agreed to put aside their own cause and focus on the Abolitionist Movement that was then gaining followers in the North. The city subsequently became a stop on the Underground Railroad for slaves escaping North. In 1848 Worcester helped create the Free-Soil Party, which advocated allowing Kansas to enter the Union as a free state.

After the Civil War, Worcester resumed its quick industrial pace. The first bicycle was built in Worcester, leading to a national bicycling craze. During the last half of the century, Worcester experienced an influx of immigrants eager to work in its mills and plants. Irish, Canadian, and Swedish workers arrived before 1900, followed by Poles, Italians, Lithuanians, Greeks, Armenians, Syrians, and Lebanese. By 1920 Worcester’s population had grown to 179,754 people.

Worcester continued its manufacturing course, taking advantage of new technologies as they were invented, including automation, mass production, and the assembly line. During World War II, many of the city’s plants were converted to the war effort, and 27,000 men and women from Worcester served in the armed forces. The USS *Worcester*, a 17,000-ton light cruiser, was launched in 1948.

Worcester’s population peaked in 1950 at 203,000 people. Like many industrial centers in the north, Worcester experienced difficult years in the 1960s and 1970s. Much of the textile industry moved south in search of cheaper labor, and the expressways lured a majority of the city’s middle class to the suburbs. Worcester enjoyed an economic revival late in the 1970s, spurred by the building of the Centrum Civic Center and the Galleria Shopping Center downtown.

In recent years, the city has been marketing itself to business as a research and high technology center with a solid manufacturing base. Worcester is rapidly becoming



Photograph by Robert A. Raslavsky. Reproduced by permission.

known as a hub for education, research, and business. Reflecting that development, approximately one third of Worcester's population is employed by the service industry, while another third work in a professional or managerial capacity. The education and flexibility of the city's populace have allowed it to move relatively comfortably through a period of economic transition. Major investments in transportation improvements such as roadway network reconstruction projects and commuter rail service at the newly renovated Union Station have generated new economic activity.

Historical Information: Worcester Historical Museum & Library, 30 Elm St., Worcester, MA 01609; telephone (508)753-8278

■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 478,384
 2000: 511,389
 2006 estimate: 784,992
 Percent change, 1990–2000: 6.9%

U.S. rank in 1980: Not available
 U.S. rank in 1990: 7th (MSA)
 U.S. rank in 2000: 7th (MSA)

City Residents

1980: 161,799
 1990: 169,759
 2000: 172,648
 2006 estimate: 175,454
 Percent change, 1990–2000: 1.7%
 U.S. rank in 1980: 91st
 U.S. rank in 1990: 101st
 U.S. rank in 2000: 139th (State rank: 2nd)

Density: 4,596.5 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 118,987
 Black: 16,382
 American Indian and Alaska Native: 792
 Asian: 8,480
 Native Hawaiian and Pacific Islander: 51
 Hispanic or Latino (may be of any race): 25,946
 Other: 7,363

Percent of residents born in state: 63.5% (2000)

Age characteristics (2005)

Population under 5 years old: 9,728
Population 5 to 9 years old: 10,034
Population 10 to 14 years old: 9,919
Population 15 to 19 years old: 9,695
Population 20 to 24 years old: 10,552
Population 25 to 34 years old: 27,501
Population 35 to 44 years old: 20,553
Population 45 to 54 years old: 22,032
Population 55 to 59 years old: 8,149
Population 60 to 64 years old: 5,791
Population 65 to 74 years old: 8,106
Population 75 to 84 years old: 9,005
Population 85 years and older: 3,333
Median age: 34.9 years

Births (2006, MSA)

Total number: 9,703

Deaths (2006, MSA)

Total number: 6,966

Money income (2005)

Per capita income: \$22,244
Median household income: \$37,797
Total households: 63,509

Number of households with income of . . .

less than \$10,000: 10,006
\$10,000 to \$14,999: 4,768
\$15,000 to \$24,999: 8,195
\$25,000 to \$34,999: 6,565
\$35,000 to \$49,999: 8,816
\$50,000 to \$74,999: 9,601
\$75,000 to \$99,999: 7,770
\$100,000 to \$149,999: 5,351
\$150,000 to \$199,999: 1,906
\$200,000 or more: 531

Percent of families below poverty level: 9.8% (2005)

2005 FBI Crime Index Property: 6,078

2005 FBI Crime Index Violent: 1,390

■ Municipal Government

Worcester operates with a council-city manager form of government, with eleven council members elected to two-year terms. Six council members are elected at large and five are elected by district. A mayor presides over the council and is elected by a separate ballot at each biennial election. The city manager is appointed by the council and serves at its will. Worcester is also the county seat for Worcester County, although the county has performed no functions

of governance since 1998, when all former county activities were assumed by other governmental agencies.

Head Official: City Manager Michael V. O'Brien (since 2004; open contract evaluated yearly)

Total Number of City Employees: 5,052 (2006)

City Information: Office of the City Manager, City Hall, 455 Main Street, Worcester, MA 01608; telephone (508)799-1175; fax (508)799-1208

■ Economy

Major Industries and Commercial Activity

Worcester, the second largest city in the Commonwealth of Massachusetts and located at its geographic center, is a major manufacturing, distribution, service, retail, and trading center for New England. Worcester's economy is diverse, with more than 5,000 firms of all types in the metropolitan area. This diversity has served Worcester well in periods of economic downturn, as the economy is not dependent on the success of a single sector. While the national economy continues to struggle, Worcester has experienced modest growth and can boast of many positive economic indicators. Worcester is home to diverse manufacturing firms, retailers, service companies, and wholesale businesses. Economic incentives and assistance programs help draw businesses to Worcester and retain existing firms.

Worcester's colleges and universities comprise the second largest employer in the city. Developments in biotechnology and high tech industries, the health industry, manufacturing, and downtown development highlight Worcester's areas of greatest recent growth. Many emerging industries such as fiber optics, electronics, and advanced ceramics are flourishing. Further, the presence of so many higher education opportunities in Worcester mean that the community's workforce is highly skilled and well-trained. The educational level of Worcester's workforce has been an additional draw to businesses in the fields of health, technology, pharmaceuticals and professional services.

An important indicator of Worcester's economic health is the number of ongoing development projects and business relocations in the area. Business development in Worcester has been steady and strong since 2000. Healthcare and medical research are growing industries due to the Massachusetts Biotechnology Research Park and the University of Massachusetts Medical School located near the Park; a new Bioengineering Institute in Gateway Park is soon to be developed.

Items and goods produced: abrasives; steel and wire goods; ball valves; sprinklers; grinding wheels; woollens and worsteds; textile, grinding, and labeling

machinery; machine tools; dies; airplane and electronics parts; shoes; leather and knitted goods; looms; firearms; automotive accessories; boilers; plastics; wrenches; precision tools and gauges; chairs; carpets and rugs

Incentive Programs—New and Existing Companies

Local programs: The District Improvement Financial Program, or DIF, is a locally driven public financing alternative that allows municipalities to fund public works, infrastructure, and development projects. Projects qualifying under DIF receive advantages such as the avoidance of any new tax levies and negotiable finance terms. The Worcester Regional Chamber of Commerce also has a Business Resource Center, which focuses on retaining existing businesses and attracting new businesses to the Worcester area. The Chamber of Commerce has the capabilities to assist in site searches and other technical aspects of the relocation or expansion process.

State programs: The state of Massachusetts offers a wide array of business and financial incentives, as well as assistance in coordinating business development and relocation. The Economic Development Incentive Program, or EDIP, was designed to create and retain businesses in target areas. State tax incentives are available to qualifying projects, including a five percent investment tax credit for tangible, depreciable assets as well as municipal tax incentives such as special tax assessments and Tax Increment Financing. Massachusetts offers emerging technology funds, tax credits for research and development, a predevelopment assistance program, a capital access program, and bond, equipment, and export financing programs. The Massachusetts Business Resource Team, under the Executive Office of Housing and Economic Development, exists to aid the relocation of businesses to the state, the expansion of existing businesses, and the creation of new businesses. For new companies, there are Small Business Development Centers across Massachusetts that advise and educate entrepreneurs. The Capital Access Program helps businesses secure loans from approved banks. Expanding or relocating businesses can take advantage of a 3 percent investment tax credit against the corporate excise tax for the construction of manufacturing facilities or the purchase or lease of equipment. For manufacturers looking for working capital, the Economic Stabilization Trust can provide funds to help get businesses on the road to recovery. For businesses willing to move or expand into brownfield areas, Massachusetts provides low cost assessment and remediation programs, as well as alternative financing options. Technology firms can receive assistance with the Research and Development Tax Credit and the Emerging Technology Fund, which provides loans for specialized equipment purchases and R & D,

and biotechnology companies can receive funds for new job creation through the Jobs Creation Incentive Payment. All businesses can take advantage of Safety Training grants for education to improve workplace safety. The Massachusetts Export Center provides counseling, education and technical assistance for businesses in global markets. For business involved in the fishing industry, Seafood Loans assist in the construction or renovation of buildings or equipment.

Job training programs: Area educational institutions work closely with local companies to design practical programs of study to prepare students for entry into the job market in such fields as electronics, machine operation, computer technology, health care, culinary arts, and office administration. Upgrading and retraining programs are also available. The city's Office of Employment and Training works closely with the local employment and training network providers to offer a diverse range of programs. The Office aims to prepare residents for entry into the workforce by providing access to important occupational skills matching the needs of regional employers. The Worcester Workforce Central One Stop Career Center provides jobseekers with information regarding both training and employment opportunities, including job banks, notifications of on-site recruitment, resources pertaining to training and continuing information programs, and distance learning opportunities. The Massachusetts Division of Employment and Training administers the Workforce Training Fund, which provides resources to businesses to train both new and current employees. Its offerings include the Express Program, which grants up to \$15,000 to small companies and labor organizations; the General Program, which administers grants up to \$1 million; and the Hiring Incentive Training Program, which covers up to \$2,000 in training costs for new employees.

Development Projects

Development projects have been thriving in Worcester since the turn of the century. The Massachusetts Biomedical Initiatives, an independent, tax-exempt corporation dedicated to the growth of biotechnology, has completed two research and office buildings to create the MBIdeas Innovation Center. The center has led to the formation of over 12 companies and the creation of 65 new jobs, as well as investment into the Worcester community. The Innovation Center also plans a new life sciences business with its own sophisticated facility.

The Union Station development project is a \$32-million renovation of one of Worcester's most beautiful buildings. Abandoned in 1975 after the decline of the railroads, the historic 1911 French Renaissance building stood vacant for more than 20 years. In renovating the building, particular attention was paid to the restoration of its original stained glass ceilings, marble columns, and mahogany woodworking. Today, the station is a

functional transportation center, serving as a hub for train, taxi, and bus lines. A restaurant, blues lounge, and the FDR American Heritage Center Museum and Special Collections Showcase are also housed within Union Station. Additionally, commercial rental space is available on the first and second floors of the station.

Work has been ongoing on the South Worcester Industrial Park, a complex project involving the environmental remediation and rehabilitation of eleven acres of blighted and abandoned property. Projects such as the South Worcester Industrial Park are vital to the continued development of the Worcester area, as space for new and expanding business is at a premium. When completed, the Industrial Park will provide space for private businesses interested in developing new industrial facilities.

As of 2007 plans were in the works toward the development of CitySquare, the largest public/private development project outside of Boston in Massachusetts history. The \$563-million venture combines upscale urban residences, state-of-the-art medical and professional office space, restaurants, clubs, retail shops, entertainment venues and park-like open space on 20.2 acres. CitySquare totals 2.2 million square feet of mixed-use public/private development. It will feature an open-air street grid and will be centered around a green space. Its proximity to important downtown features and to transportation facilities mean that CitySquare will be an important step in transforming the core of downtown Worcester.

Economic Development Information: Office of Planning and Community Development, City of Worcester, 418 Main Street, Worcester, MA 01608; telephone (508)799-1400. Worcester Regional Chamber of Commerce, 339 Main Street, Worcester, MA 01608; telephone (508)753-2924; fax (508)754-8560

Commercial Shipping

Worcester's central location makes it easily accessible by multiple means of transportation. Highways I-90, Route 495, and Route 290 all provide convenient access to multiple locations within the city. Ten daily MBTA commuter rail trains provide service between Worcester and Boston's Back Bay and South stations. Amtrak service is available from Union Station, with daily trains departing for destinations such as Boston, Chicago, and New York. The Worcester Bus Terminal is serviced by both Greyhound and Peter Pan Trailways, while local bus transportation is provided by the Worcester Regional Transit Authority. The Worcester Regional Airport is convenient to downtown and is open to private and business flights. The Port of Worcester is one of the nation's largest inland container yards, and its terminals serve as railheads for export or domestic shipments of containerized freight from New England to the West Coast.

Labor Force and Employment Outlook

With its strong academic and technical education resources, research facilities, and manufacturing base, Worcester continues to prove an attractive site for new and relocating high-technology firms. Development projects announced or in the planning stages are expected to ensure construction jobs in the region while also ensuring a continuing source of investment into the community. The workforce is hardworking and well-educated and is enhanced by the new state-of-the-art \$96-million Technical High School.

The following is a summary of data regarding the Worcester MA-CT NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 247,400

Number of workers employed in . . .

- construction and mining: 10,600
- manufacturing: 28,800
- trade, transportation and utilities: 45,800
- information: 3,700
- financial activities: 14,300
- professional and business services: 30,100
- educational and health services: 47,300
- leisure and hospitality: 21,300
- other services: 9,100
- government: 36,400

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.9% (2006)

<i>Largest employers (2004)</i>	<i>Number of employees</i>
EMC Corporation	7,200
UMass Memorial Health Care	7,195
UMass Medical School	6,040
Bertucci's Corporation	5,000
Fallon Community Health Plan	4,636
Waters Corp.	3,600
Worcester Public Schools	3,458
Allmerica Financial/The Hanover Insurance Company	2,305

Cost of Living

The cost of groceries, health care, utilities and transportation, and miscellaneous goods and services in Worcester is above the national average.

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

2007 (1st quarter) ACCRA Average House Price:
\$399,658

2007 (1st quarter) ACCRA Cost of Living Index: 115.8

State income tax rate: 5.3% to 12.0%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$12.54 per \$1,000 of assessed value
(2008)

Economic Information: Worcester Regional Chamber of Commerce, 339 Main Street, Worcester, MA 01608; telephone (508)753-2924; fax (508)754-8560

■ Education and Research

Elementary and Secondary Schools

The Worcester Public School System is administered by the Worcester School Committee, which consists of seven voting members. Students have the option of attending one of the magnet schools devoted to various disciplines. Children in grades three through six may attend one of many PEAK enrichment programs. Sponsored by area businesses, foundations and individuals, the nonprofit Alliance for Education operates programs providing grants for teachers, as well as supporting Community Reading Day, the Regional Science Fair and an extensive school-business partnership program.

The following is a summary of data regarding the Worcester Public Schools as of the 2005–2006 school year.

Total enrollment: 119,998

Number of facilities

elementary schools: 33
junior high/middle schools: 4
senior high schools: 7
other: 0

Student/teacher ratio: 14:1

Teacher salaries (2005–06)

elementary median: \$58,450
junior high/middle median: \$57,230
secondary median: \$56,190

Funding per pupil: \$10,178

A system of separate, publicly supported vocational schools supplements the public school system. More than 20 parochial schools educate an additional 1,000 students. Many private schools of note are located in

the area, including Worcester Academy and the Bancroft School. Other private schools include the First Assembly Christian Academy, Stanley Hall School, Happy Day Child Care Center, Holy Name Central Catholic High, Kathleen Burns Prep School, Mercy Centre School, New Jewish Academy, Notre Dame Academy, Our Lady of the Angels, Seven Hills Foundation, St. Mary's Central Catholic High School, St. Mary's Central Elementary School, St. Peter Central Catholic, St. Peter Marian, St. Stephen Elementary, The Nativity School of Worcester, Venerini Academy, Worcester SDA School, and the Yeshiva Hebrew Day Academy.

Public Schools Information: Superintendent of Schools, Worcester Public Schools, 20 Irving Street, Worcester, MA 01609; telephone (508)799-3116; fax (508)799-3119

Colleges and Universities

Worcester is home to nine highly rated coeducational colleges and universities, as well as a medical school and veterinary school. Worcester's higher education offerings include UMass Medical Center, which is one of three campuses of the Commonwealth's university. The School of Medicine was one of only 14 medical centers in the country to be awarded a Robert Wood Johnson grant, providing \$2.5 million in funding to encourage training in primary care fields. The Medical Center is part of a medical complex that includes a teaching hospital, graduate schools of biomedical sciences and nursing, and a program of molecular medicine. Another publicly-funded school is Worcester State College, which awards bachelor's and master's degrees in the arts, sciences, and education and has expanded to offer professional programs in biomedical sciences, business, and healthcare fields. Quinsigamond Community College is state-funded and offers two-year associate's degrees.

Private schools include the highly regarded Worcester Polytechnic Institute; Becker College, with two campuses; Tufts University School of Veterinary Medicine in Grafton, Clark University, noted for its graduate research program, Anna Maria College, Nichols College, and Massachusetts College of Pharmacy and Health Sciences. Catholic schools include the College of the Holy Cross, an undergraduate Jesuit institution with many prestigious alumni, and Assumption College.

Private and public institutions in the Worcester area cooperate with colleges and universities from nearby communities in the Colleges of Worcester Consortium. With 13 member institutions, the consortium provides such benefits as cross-registration for students, inter-campus bus service, and joint bid contracts on products and services.

Libraries and Research Centers

The Worcester Public Library, part of the Central/Western Massachusetts Automated Resource Sharing consortium, operates a main library and two branches. The collection includes more than 634,000 volumes, 1,167 print and 1,020 electronic subscriptions, 14,500 audio materials, 15,500 DVDs/videos, 120,700 microforms, and more than 17,000 other types of materials to form a collection of more than 800,000 items. Among the library's special features are the Talking Book Library for the Blind and the grant resource center.

Among its special resources, Worcester boasts the library of the American Antiquarian Society, which has one of the largest collections of printed matter about the United States' first 250 years. Clark University's Guy H. Burnham Map and Aerial Photography Library is a repository for all maps of the U.S. Geological Survey. Also at Clark University, the Goddard Library carries the papers of Dr. Robert Goddard, father of U.S. rocketry. The Worcester County Horticultural Society holds one of the most complete collections of its kind in New England. The Higgins Armory Museum includes a library, and local libraries covering a number of topics are open to researchers.

Among its research centers Worcester counts the Worcester Foundation for Biomedical Research, an independent research organization that invented the birth control pill. Worcester Polytechnic Institute operates several research laboratories, focusing on such areas as automation, robotics, nuclear energy, materials testing, manufacturing engineering, ceramics, fire safety, heat treatment, metallurgy, artificial intelligence, and bioengineering. Using a holistic approach, the Heinz Werner Institute at Clark University studies the ways that behavior affects psychological development. At the Massachusetts Biotechnology Research Park, more than fifteen companies and institutions have established operations promoting the biotechnology industry in the state and in the nation. Among these are the University of Massachusetts Medical Center; the Massachusetts Biotechnology Research Institute, the scientific and educational arm of the park; and BASF Bioresearch Corporation, whose state-of-the-art research and development center works on cures for cancer and disorders of the immune system.

Public Library Information: Main Library, City of Worcester, 3 Salem Square, Worcester, MA 01608; telephone (508)799-1655; fax (508)799-1652

■ Health Care

Ten general hospitals in the Worcester area (five within the city) minister to local health care needs, including rehabilitation, as well as long-term and chronic care. The keystone of Worcester's health care system is the University of Massachusetts Memorial Health Care. A merger

between the University of Massachusetts Medical Center and the Medical Center of Central Massachusetts, it is the largest health care network in central and western Massachusetts. It includes the university's medical school, graduate programs, and a tertiary care facility with 834 beds on three campuses. UMass Memorial Medical Center is the region's only Level I trauma center. Four community hospitals are members of the UMass Memorial system. The center's purchase of Two Biotech, one of the facilities located in Worcester's Biotech Park, has allowed the campus to expand its research capabilities and provides a base for its new Cancer Center. The 264,000-square-foot Lakeside expansion provides new facilities for emergency care, radiology, and intensive care, as well as operating space. Other projects include a Cardiac Catheterization Center, a renovated Endoscopy Center, and a Pediatric Infusion Suite, all at the University Campus. A major development at the Memorial Campus is a new Women's Health Center, allowing for centralized treatment at a single location.

In 2000, the downtown Worcester Medical Center opened as a partnership between Saint Vincent Health-care System and Fallon Clinic. The Medical Center has 328 beds in its inpatient area and offers several specialty care centers and outpatient services. Saint Vincent Hospital, a 348-bed acute care hospital located within the Medical Center, has historic roots dating back to 1893.

Health Care Information: UMass Medical Center, Medical Center Library, 55 Lake Avenue North, Worcester, MA 01655-2397; telephone (508)856-0011

■ Recreation

Sightseeing

Worcester's colonial past and high-technology present fuse: historic homesteads coexist with science centers and modern sculpture. The American Antiquarian Society, dating to 1812, is the third oldest historical society in the country. The Society maintains a collection of materials pertaining to American history and culture; tours are held on Wednesdays. Salisbury Mansion is another architectural artifact; this 1772 home, one of the best documented in New England, has been restored under the auspices of the Worcester Historical Museum. The home has been recreated to replicate the life of the Salisbury family during the early to mid-1800s. Old Sturbridge Village, located near Worcester in Sturbridge, is a recreated 1830s village that is open year-round. Talks, walking tours, and performances are highlights of the Sturbridge Village experience and vary throughout the year. The Ecotarium is a multi-million dollar natural science and environmental education center on the old New England Science Center 60-acre campus. Inside is the three-level hands-on exhibit hall, a multimedia planetarium, and a solar-lunar observatory. Outside are a maze of nature

trails, a train ride, a 100-foot tower that uses wind to generate power, and an indoor-outdoor zoo. The American Sanitary Plumbing Museum offers a unique look at antique fixtures, tools and accoutrements of the plumbing world.

Worcester's "Artworks in Our Parks" program has gained national attention for its innovative combination of park preservation and outdoor sculpture. Memorials, statues, bridges, and fountains by leading artists can be found throughout Worcester's parks. Floral displays can also be enjoyed at the Worcester County Horticultural Society, located in Boylston, which also offers lectures and workshops. The Broad Meadow Brook Conservation Center and Wildlife Sanctuary, the largest urban wildlife sanctuary in New England, offers more than five miles of marked trail on over 400 acres. Broad Meadow Brook also features nature exhibits and programs appealing to visitors of all ages.

Arts and Culture

Music Worcester, Inc., presents Worcester's 150-year-old Music Festival, which draws crowds each fall to Mechanics Hall, as do the International Artists Series and the Mass Jazz Festival. The group also produces chamber ensemble, world music, jazz, and choral performances. The city's choral tradition includes the All Saints Choir of Men and Boys, established in 1868 and the country's oldest continuous choir. Many other choral groups entertain the region's audiences, offering barbershop quartet melodies, sacred music, and Broadway hits. Perhaps the most famous is the Worcester Chorus, which performs with the Worcester Orchestra. Tuckerman Hall, designed by Josephine Wright Chapman, one of America's first female architects, is home to the Massachusetts Symphony Orchestra.

Grand opera and children's operas are staged by Opera Worcester and the Salisbury Lyric Opera Company. The Massachusetts Symphony Orchestra performs many of its concerts at Tuckerman Hall and Mechanics Hall and its summer offerings at Institute Park. College of the Holy Cross music performing ensembles include the Brass Ensemble, College Choir, Chamber Players, Crusader Band, Schola Cantorum, Jazz Ensemble, Jazz Combo, Liturgical Music Ministry, Madrigal Singers, and Opera Scenes workshop, all of which perform regularly in a variety of settings both on and off campus.

Worcester theater claimed national attention with the emergence of the Worcester Foothills Theatre Company in 1974. This residential troupe stages some seven productions annually. Other companies include the Worcester Forum Theatre Ensemble, the Clark University Theatre Program, Worcester Children's Theatre and the Peter Pan Players children's groups.

The Worcester Art Museum, one of the largest and finest in the country, houses a notable collection of Dutch, English, Italian, and French masters in 36

galleries. Museum holdings span 50 centuries and include a complete room from a medieval French monastery. The Museum's collection consists of 35,000 pieces, including paintings, sculpture, photography, prints, decorative arts, and drawings. The Worcester Historical Museum, founded in 1877, maintains exhibits of American history and a library and sponsors self-guided walking tours of the city. Changing exhibits and special programs highlight contributions of groups and individuals over the course of Worcester's history. The Higgins Armory Museum displays more than 100 suits of armor, part of the most comprehensive collection in the Western World, and also hosts an annual renaissance fair.

Art galleries include the Fletcher/Priest Gallery, which focuses on contemporary art, and the Prints and Potter Gallery, which offers artwork and contemporary crafts. The Iris & B. Gerald Cantor Art Gallery on the campus of Holy Cross College attempts to link displays to the broad intellectual aims of the college's liberal arts curriculum.

Arts and Culture Information: Worcester Cultural Commission, 418 Main St., Worcester, MA 01608; telephone (508)799-1400; fax (508)799-1406

Festivals and Holidays

Worcester's festival season begins with the Central Massachusetts Flower Show, sponsored by the local horticultural society in February, and the Worcester Wine and Food Festival at Union Station, also in February. The flower show features 30 gardens and displays from 10 garden clubs. May brings a Craft Fair at the Worcester Center for Crafts, as well as the Worcester Spring Home Show. St. Mary's Albanian Orthodox Church and St. Spyridon Greek Orthodox Church jointly celebrate a festival in June. July is the time for fireworks during the Festival at East Park; the Sunday series played by the Massachusetts Symphony Orchestra in Institute Park also takes place in July. The Worcester County Music Association Concert series plays in Institute Park in August. The Irish Festival at Quinsigamond College is an annual August event.

The Worcester County Music Association's Annual Music Festival in October, begun in 1858, is the oldest music festival in the United States. Entertainment includes symphonic programs, ballet, opera, choral music, and performances by individual artists. December brings a Christmas Lighting Parade and the First Night Celebration on New Year's Eve.

Sports for the Spectator

Worcester has a long sporting history, as the city was home to one of the eight original National League (baseball) teams and hometown of the author of *Casey at the Bat*. Today, the Worcester Tornadoes of the CanAm Professional Baseball Association play in Worcester at

Fitton Field. The region's universities offer mens' and womens' varsity sports. Worcester's DCU Center offers events such as motocross races and has played host to preliminary rounds of the NCAA basketball and ice hockey tournaments. Boston, an hour's drive from Worcester, offers professional baseball, basketball, and hockey.

Sports for the Participant

With some 50 parks covering more than 1,250 acres, outdoor athletes can always find something to do in Worcester. Elm Park, near the city's center, was the country's first park purchased with tax money. It was renovated thanks to a \$1.5-million state grant; its charm owes much to its ornamental bridges, under which skaters glide in winter. Other activities there include jogging, sunbathing, picnicking, tennis, and basketball. Both Elm Park and the Worcester Common, set aside as open space in 1669, are on the National Registry of Historic Places. Quinsigamond State Park is the city's largest and includes two beaches and facilities for picnicking, boating, and fishing. Green Hill Park, Worcester's largest public park, includes an 18-hole golf course, picnic groves, a skating pond, a little league field, handball courts, a ski run, and the Barnyard Farm and Educational Area petting zoo. A recent addition to Worcester's sporting scene is the "upscale" Boston Billiard Club. Worcester is conveniently located near the northern New England mountains, state parks, ski lodges, and bays and beaches. Golfing opportunities abound in the greater Worcester area.

Shopping and Dining

A multitude of discount stores and factory outlets bring shoppers from miles around to Worcester and its neighboring towns. The bargain stores offer locally produced items such as clothing, shoes, and fabric. Greendale Mall, which boasts more than 50 shops and restaurants, features pseudo-Victorian brick and iron decor and is filled with plants and flowers under an atrium ceiling. Tatnuck Bookseller & Sons' expanded operation on Chandler Street displays 10,000 square feet of books in a new location that also features retail outlets and a cultural center. The Perkins Farm Marketplace is a community shopping center just north of the Massachusetts Turnpike. Worcester has many unique shops featuring the crafts and wares of local artisans. Antique shops are also plentiful in the Worcester area.

Worcester restaurants delight palates, whether serving sturdy New England fare in colonial settings or nouveau American cuisine in streamlined luxury. Ethnic food can be had as well, including Greek, Italian, Indian, and Jewish Kosher dishes. Shrewsbury Street, traditionally known for its Italian cuisine, has seen the opening of several new upscale restaurants. To the north of Worcester, the Nashoba Valley Winery offers a gourmet restaurant as well as a winemaking and distillation facility

and a brewery; tastings are available throughout the week.

Visitor Information: Massachusetts Office of Travel and Tourism, 10 Park Plaza, Suite 4510, Boston, MA 02116; telephone (617)973-8500; toll-free (800)227-MASS; fax (617)973-8525; email VacationInfo@state.ma.us

■ Convention Facilities

Worcester's entertainment and convention center, formerly known as the Centrum Centre, was renamed the DCU Center in 2004. Equally capable of hosting sporting events, shows, and concerts, the venue is well-known as a premier entertainment facility. The DCU's convention center offers over 100,000 square feet of exhibit space and more than 20,000 square feet of meeting space, as well as a ballroom, kitchen facilities, and administrative offices. The Hilton Garden opened in October 2006, doubling the number of rooms previously available in the DCU Center's other headquarters hotel, the Crowne Plaza.

The Beechwood Hotel, adjacent to the UMass Medical Center, offers facilities for meetings and groups as well as for special events such as weddings. The Hotel's Grand Ballroom alone provides 4,200 square feet of space, which may be subdivided as the size of groups dictates.

Historic Mechanics Hall, renovated in the early 1990s and seating up to 1,600 people, offers 14,000 square feet of exhibit space. Most local colleges and museums act as supplemental meeting sites, offering limited exhibit space and seating for groups of 40 to 1,000 people.

Convention Information: Worcester County Convention and Visitors Bureau, 33 Waldo Street, Worcester, MA 01608; telephone (508)755-7400; toll-free (800) 231-7557; fax (508)754-2703

■ Transportation

Approaching the City

Interstate-190 links Route 2, the Mohawk Trail, with the city of Worcester. Interstate 290 connects I-495 with the city and eventually links with the Massachusetts Turnpike, where I-290 becomes I-395, the main route south through Connecticut. Worcester acts as a hub for several smaller state highways; Route 9 links the city to Shrewsbury, an eastern suburb. Route 146, the Worcester-Providence Highway, acts as an alternate north-south route to I-290/I-135.

Logan International Airport near Boston is one hour to the east of Worcester. Transportation into Worcester is provided by airport limousine services, buses, and taxis.

Traveling in the City

The Worcester Regional Transit Authority (WRTA) operates a fleet of 46 buses and 10 minibuses on 28 routes serving Worcester and 12 surrounding communities. The WRTA also provides paratransit service for the elderly and disabled in the region, as well as a curb-to-curb transit service open to all residents and commuters of Marlborough and Southborough. Rush-hour traffic can be heavy. I-290 is the heavily traveled east-west route north of downtown, while I-190 takes the bulk of the north-south traffic.

■ Communications

Newspapers and Magazines

Worcester is served by one daily newspaper, the *Telegram & Gazette*. The Worcester County Newspapers group publishes weekly papers for surrounding towns. Special interest newspapers include the *Worcester Business Journal*, *Catholic Free Press*, *The Senior Advocate*, *Crusader*, *The Scarlet* (a collegiate newspaper), and the *Jewish Chronicle*. Magazines published include *Worcester Magazine*, *Economic Geography*, and *International Figure Skating*.

Television and Radio

Local residents can pick up the major networks from Boston, and one cable television company operates in Worcester. Eleven AM and FM radio stations broadcast

programming, and several others are received in Worcester; formats range from jazz, eclectic, classic rock, news, and talk.

Media Information: *Telegram & Gazette*, 20 Franklin Street, Worcester, MA 01615; telephone (508) 793-9100. *Worcester Business Journal*, 172 Shrewsbury Street, Worcester, MA 01604; telephone (508)755-8004

Worcester Online

Central Massachusetts Convention and Visitors Bureau. Available www.worcester.org
 City of Worcester. Available www.ci.worcester.ma.us
 Worcester History Museum. Available www.worcesterhistory.org
 Worcester Public Library. Available www.worcpublib.org
 Worcester Public Schools. Available www.wpsweb.com
 Worcester Regional Chamber of Commerce. Available www.worcesterchamber.org
 Worcester *Telegram & Gazette*. Available www.telegram.com

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New Hampshire

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The State in Brief

Nickname: Granite State

Motto: Live free or die

Flower: Purple lilac

Bird: Purple finch

Area: 9,350 square miles (2000; U.S. rank 46th)

Elevation: Ranges from sea level to 6,288 feet at Mt. Washington

Climate: Moderate, with comfortable summers and long, snowy winters; weather in general is changeable and influenced by proximity to the Atlantic Ocean and the White Mountains

Admitted to Union: June 21, 1788

Capital: Concord

Head Official: Governor John Lynch (D) (until 2008)

Population

1980: 921,000

1990: 1,109,252

2000: 1,235,786

2006 estimate: 1,314,895

Percent change, 1990–2000: 11.4%

U.S. rank in 2006: 41st

Percent of residents born in state: 41.79% (2006)

Density: 146.1 people per square mile (2006)

2006 FBI Crime Index Total: 26,466

Racial and Ethnic Characteristics (2006)

White: 1,250,231

Black or African American: 13,842

American Indian and Alaska Native: 3,100

Asian: 26,136

Native Hawaiian and Pacific Islander: 457

Hispanic or Latino (may be of any race): 29,721

Other: 10,116

Age Characteristics (2006)

Population under 5 years old: 73,480

Population 5 to 19 years old: 262,150

Percent of population 65 years and over: 12.3%

Median age: 39.3

Vital Statistics

Total number of births (2006): 13,946

Total number of deaths (2006): 10,369

AIDS cases reported through 2005: 1,032

Economy

Major industries: Manufacturing, tourism, trade, mining, agriculture

Unemployment rate (2006): 4.5%

Per capita income (2006): \$28,828

Median household income (2006): \$59,683

Percentage of persons below poverty level (2006): 8.0%

Income tax rate: Limited to dividends and interest income only

Sales tax rate: None



Concord

■ The City in Brief

Founded: 1725 (incorporated 1733)

Head Official: Mayor James Bouley (since 2008)

City Population

1980: 30,400

1990: 36,006

2000: 40,687

2006 estimate: 42,378

Percent change, 1990–2000: 10.3%

U.S. rank in 1980: Not available

U.S. rank in 1990: 738th (State rank: 3rd)

U.S. rank in 2000: Not available

Metropolitan Area Population

1980: 98,302

1990: 120,005

2000: 136,225

2006 estimate: 148,085

Percent change, 1990–2000: 13.3%

U.S. rank in 1980: Not available

U.S. rank in 1990: 409th

U.S. rank in 2000: 277th

Area: 64 square miles (2000)

Elevation: 288 feet above sea level at the State House

Average Annual Temperatures: January, 20.1° F; July, 70.0° F; annual average, 45.9° F

Average Annual Precipitation: 37.60 inches of rain; 63.8 inches of snow

Major Economic Sectors: Manufacturing, government, distribution, transportation

Unemployment Rate: 4.0% (March 2005)

Per Capita Income: \$21,976 (1999)

2005 FBI Crime Index Property: 949

2005 FBI Crime Index Violent: 69

Major Colleges and Universities: Franklin Pierce Law Center; New Hampshire Technical Institute

Daily Newspaper: *Concord Monitor*

■ Introduction

The third largest city in New Hampshire, Concord is the state capital and a major manufacturing, distribution, and transportation center in the south-central section of the state. The home of the Concord stagecoach, U.S. President Franklin Pierce, and Christian Science founder Mary Baker Eddy, Concord is a city steeped in history. It is a modern city as well, with strong links to the finance and insurance industries. The spotlight shines on the city every four years when New Hampshire citizens vote in the first national presidential primary.

■ Geography and Climate

Concord, situated on the west bank of the Merrimack River, is located in south-central New Hampshire. Part of Merrimack County, Concord is 70 miles north of Boston and 18 miles north of Manchester, New Hampshire's largest city. Concord's terrain is hilly, with heavily wooded areas and many ponds and streams. Soil in the area is thin and rocky, suitable mostly for root crops such as potatoes.

Northwesterly winds are prevalent in the Concord area, providing cool dry air all year long. Temperatures are moderate in both summer and winter; average yearly snowfall is approximately 64 inches. The short growing season calls for hardy, frost-resistant crops.

Area: 64 square miles (2000)

Elevation: 288 feet above sea level at the State House

Average Temperatures: January, 20.1° F; July, 70.0° F; annual average, 45.9° F

Average Annual Precipitation: 37.60 inches of rain; 63.8 inches of snow

■ History

Merrimack River Site Becomes State Capital

The site of present-day Concord was occupied as early as 1660 when a trading post operated on the west bank of the Merrimack River. The Pennacook tribe called the area “penna cook,” which meant “crooked place” or “bend in the river.” The Pennacooks and the area’s European settlers coexisted for many years, sharing the bounty of the Merrimack River Valley. The real influx of European settlers began in 1727, when the Massachusetts Bay Colony gave permission for a settlement to be built called Pennacook Plantation. The town was incorporated by Massachusetts in 1733 and renamed Rumford. In 1741 New Hampshire challenged Massachusetts’s dominion over Rumford and a series of border arguments ensued. The town was reincorporated by New Hampshire in 1765 and called Concord to mark the ending of the strife. The townspeople subsisted by farming, later supplementing their crops with a saw mill and a grist mill powered by the waters of the Merrimack River.

Partly because of its friendly relations with the neighboring Native American tribes, the town grew rapidly. By the time of the Revolutionary War, Concord could muster three companies of troops who saw service in the battles of Lexington, Concord (Massachusetts), and Bunker Hill. The town’s war hero, General John Stark, is remembered with a statue in front of the State House. New Hampshire played a key role in U.S. history when it became the ninth state to ratify the Constitution in 1788. Only nine states were required and the signing is commemorated with a plaque at Walker and Boutin streets.

In 1808 Concord became the capital of New Hampshire and the site of the biennial meeting of the General Court, the largest state legislature in the country. At one time, the lower house sat more than four hundred legislators who were elected at the township level. Industry began to flourish after the War of 1812, when the newly dug Middlesex Canal facilitated water transport between Concord and Boston. This transportation-distribution link was strengthened when the rail lines began operating between the two cities in 1842.

Distribution Needs Shape Concord’s Future

History of another sort was made in 1813 when wheelwright Lewis Downing opened his Concord wagon building business. After coach builder J. Stephen Abbot

arrived to offer engineering improvements in 1827, the business grew rapidly. The Concord stagecoach became the vehicle of choice for the Wells Fargo Company, which hauled both freight and passengers to the American West. From 1826 until 1900, the Abbot and Downing Company built three thousand coaches in shops that occupied six acres and employed 275 people. Orders for the wagon were received from around the world, including Peru, Mexico, Australia, and South Africa. The Civil War created a further demand for Abbot and Downing’s wagons, which were used as ambulances and to haul army supplies.

Two other industries that thrived in Concord in the mid-nineteenth century were granite quarrying and publishing. The granite quarries north of town yielded stone used in the facade of the State House and the Library of Congress in Washington, D.C. Printing was the forte of the Rumford Press, at one time the third largest printer in the country. Among the prestigious magazines printed by Rumford were the *Atlantic Monthly* and *Reader’s Digest*. Rumford Press, which is now closed, employed six hundred workers at one time; Rumford’s products required the establishment of a separate branch of the U.S. Post Office to handle the extra mail.

Franklin Pierce, the only New Hampshire man elected to the Oval Office, served as the nation’s fourteenth president. He lived in Concord from 1857 until his death in 1869. Mary Baker Eddy, founder of the Christian Science religion, was born five miles from Concord and later lived in the city. She built the granite First Church of Christ, Scientist in the Gothic Revival style in 1905. Concord’s economy diversified as the years passed. By the mid-1900s, the city was established as a distribution point for dairy products and apples. Concord also supported growth in manufacturing, especially electrical products. Insurance and services are expected to remain important economic sectors into the twenty-first century.

Today’s Concord, though by all accounts a small and still-charming city, thrives with a strong economic, educational, arts, and cultural climate. Downtown developments in the last years of the twentieth century and early in the new century, particularly in the form of tourist attractions and retail, have made Concord even more attractive to its residents and visitors.

Historical Information: New Hampshire Historical Society, 30 Park Street, Concord, NH 03301; telephone (603)228-6688

■ Population Profile

Metropolitan Area Residents

1980: 98,302

1990: 120,005

2000: 136,225

2006 estimate: 148,085



The New Hampshire State House in Concord. Image copyright Paula Stephens, 2007. Used under license from Shutterstock.com.

Percent change, 1990–2000: 13.3%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 409th
 U.S. rank in 2000: 277th

City Residents

1980: 30,400
 1990: 36,006
 2000: 40,687
 2006 estimate: 42,378
 Percent change, 1990–2000: 10.3%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 738th (State rank: 3rd)
 U.S. rank in 2000: Not available

Density: 632.9 people per square mile
 (2000)

Racial and ethnic characteristics (2000)

White: 38,863
 Black: 421
 American Indian and Alaska Native: 120
 Asian: 598
 Native Hawaiian and Pacific Islander: 13
 Hispanic or Latino (may be of any race): 591
 Other: 139

Percent of residents born in state: 54.2% (2000)

Age characteristics (2000)

Population under 5 years old: 2,373
 Population 5 to 9 years old: 2,666
 Population 10 to 14 years old: 2,717
 Population 15 to 19 years old: 2,576
 Population 20 to 24 years old: 2,420
 Population 25 to 34 years old: 6,176
 Population 35 to 44 years old: 7,235
 Population 45 to 54 years old: 5,817
 Population 55 to 59 years old: 1,854
 Population 60 to 64 years old: 1,289
 Population 65 to 74 years old: 2,355
 Population 75 to 84 years old: 2,086
 Population 85 years and older: 1,123
 Median age: 37.0 years

Births (2006, Micropolitan Statistical Area)

Total number: 1,507

Deaths (2006, Micropolitan Statistical Area)

Total number: 1,269

Money income (1999)

Per capita income: \$21,976

Median household income: \$42,447

Total households: 16,325

Number of households with income of . . .

less than \$10,000: 1,198

\$10,000 to \$14,999: 998

\$15,000 to \$24,999: 2,017

\$25,000 to \$34,999: 2,191

\$35,000 to \$49,999: 3,183

\$50,000 to \$74,999: 3,552

\$75,000 to \$99,999: 1,788

\$100,000 to \$149,999: 899

\$150,000 to \$199,999: 251

\$200,000 or more: 248

Percent of families below poverty level: 6.8% (1999)

2005 FBI Crime Index Property: 949

2005 FBI Crime Index Violent: 69

■ Municipal Government

Concord operates with a council-manager form of government. The mayor is elected to a two year term. Four councilors are elected at large while ten are elected by ward. The at-large councilors serve staggered four-year terms while ward councilors serve for two years. The council appoints a professional city manager who serves under a contract and is responsible to the city council. Local government is said to encourage industrial growth.

Head Official: Mayor James Bouley (since 2008; term expires 2010)

Total Number of City Employees: 455 (2008)

City Information: City Manager, Administration Department, City Hall, 41 Green Street, Concord, NH 03301; telephone (603)225-8570

■ Economy

Major Industries and Commercial Activity

Concord, the capital of New Hampshire, is a major distribution, industrial, and transportation hub. As the state capital and county seat for Merrimack County, Concord is headquarters to numerous state, county, local and federal agencies. It is also the site of several major law firms and professional agencies.

While government forms a portion of its economic base, its proximity to highways and railways makes it an excellent site for distributing goods. Many of the products manufactured in Concord are known and used worldwide. The fastest growing segment of the economic base is the service industry, comprising education, finance, and

medical services. The city was ranked number 1 for Micropolitan Statistical Area in the category of "Economic Strength" from 2004 to 2006 by Policom Corporation. Policom Corporation uses more than 100 economic measures to compare 577 Micropolitan Statistical Areas.

More than 5,000 people are employed in the delivery of health care services in Concord, making it one of the largest concentrations of healthcare providers in the state. As of 2006 Concord Hospital, which employed some 2,800 individuals, was the city's largest area employer. Tourism is important to the city and the region; the New Hampshire International Speedway in nearby Loudon brings approximately \$50 million in tourism dollars to Concord annually. Concord is not unlike most New Hampshire cities in its appeal to tourists, as the state contains nearly 5 million acres of forestland, beaches, ski mountains, and many historical sites that keep tourists flocking.

Items and goods produced: printed goods; mobile and modular structures; electric components; electrical instruments; non-ferrous foundry products; heat treatment equipment; architectural and structural granite; communication testing equipment; dictating supplies and equipment; belting, brass, and leather products

Incentive Programs—New and Existing Companies

Local programs: The State of New Hampshire, which levies no state sales or income tax, is considered one of the most favorable climates for doing business in the nation. Concord offers affordable and available commercial and residential real estate, making business expansion possible. Because so much is provided at the state level, few incentives are offered at the city-town level. In fact, by state law, New Hampshire cities are prohibited from offering tax breaks to private industry. However, cities such as Concord do aid businesses indirectly by helping to market industrial sites and by promoting available energy/utility savings programs.

State programs: The state's incentives include no general sales or use tax, no general personal income tax, no capital gains tax, no inventory tax, no property tax on machinery or equipment, one of the lowest unemployment insurance rates in the country, investment tax incentives, job tax credits, and research and development tax incentives. In 2004 the State of New Hampshire instituted the Community Reinvestment Opportunity Program (CROP), which offers tax credits that may be used against business profit taxes and business enterprise taxes. Qualifying CROP projects must create new jobs as well as expand the state economic base. As of 2008 the CROP Zone program was replaced with a new incentive program to encourage revitalization and create jobs.

Another benefit to doing business in Concord is the extensive and unique loan and grant opportunities available in the state of New Hampshire. Ocean Bank and New Hampshire partnered to engineer a low interest loan, which lends businesses funds that are to be allocated for the purchase of new energy-efficient technology. The loan program was founded to encourage environmentally friendly business practices. In addition, the New Hampshire Industrial Research Center (IRC) organized a matching grant program, which allows New Hampshire industrial companies to apply for state-subsidized technical assistance from the University of New Hampshire, Dartmouth College, and Dartmouth Medical School.

Job training programs: The Small Business Development Center, which is funded by the Small Business Association, the State of New Hampshire, and the University of New Hampshire, offers management counseling, training, and resource information to the state's small business community through six sub-centers. The New Hampshire Employment Program (NHEP) aids individuals in obtaining financial aid to prepare for and find employment. The NHEP On-The-Job Training Program offers employers incentives to hire and train eligible applicants.

Development Projects

The city, in conjunction with the Capital Regional Development Corporation (CRDC), the Greater Concord Chamber of Commerce, and other state and federal agencies, completed construction of the Corporate Center at Horseshoe Pond in 2001. Through the creation of a \$5 million Tax Increment Finance (TIF) District, the city was able to acquire and develop the land, which was then sold to the CRDC, who cleaned up the land and marketed parcels to developers. Also in 2001, with \$4.4 million in private donations, the city constructed the Grappone Conference Center; in 2007, the Center underwent a \$1.3 million renovation.

The cities of Concord and Penacook have partnered as part of a Neighborhood Revitalization Project with a plan that focuses on enhancing quality of life within the two communities. The Revitalization Plan utilizes input from residents and builds partnerships between the city, residents, and civic-minded organizations.

Economic Development Information: Concord Economic Development Department, City Hall, 41 Green Street, Concord, NH 03301; telephone (603) 225-8595. Capital Region Development Council, 91 North State Street, Concord, NH 03301-0664; telephone (603)228-1872

Commercial Shipping

Concord, located at the hub of several major New England interstate highways, is a center for motor freight activity. Ten carriers service the area. The New England

Southern Railroad provides freight service. Freight is also handled at the Concord Municipal Airport, approximately two miles from downtown.

Labor Force and Employment Outlook

Concord's labor force is described as competent, dedicated, plentiful, skilled, stable, and educated. Unemployment insurance costs remain relatively low. In 2007 New Hampshire ranked fourth on the Morgan Quinto Report's list of "Most Livable States."

The service industry, the fastest growing segment of Concord's economy, is anchored by education, finance, medical services, and insurance. Concord is the headquarters of six insurance companies and the site of several banks. It also is one of the few communities in the state with both industrial park space and construction sites available.

The following is a summary of data regarding the Nashua, NH-MA MSA metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 129,100

Number of workers employed in . . .

- construction and mining: 5,900
- manufacturing: 26,000
- trade, transportation and utilities: 30,500
- information: 2,000
- financial activities: 8,000
- professional and business services: 12,700
- educational and health services: 15,300
- leisure and hospitality: 10,300
- other services: 4,500
- government: 14,000

Average hourly earnings of production workers employed in manufacturing: \$15.97

Unemployment rate: 4.0% (March 2005)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Concord Hospital	2,811
Steeplegate Mall	1,100
Lincoln Financial	648
Genesis Elder Care Network	400
St. Paul's School	325
Healthsouth Rehab Hospital	250
Concord Litho Group	225
Dartmouth Hitchcock Clinic	218
Concord Group Insurance	200
Concord Monitor	170
Riverside Millwork (RIVCO)	130

Cost of Living

New Hampshire depends more upon real property taxes for revenue than most states as it does not have general income, sales, or use taxes. Substantial revenue is collected from taxes on gasoline, tobacco, alcohol, and parimutuel betting.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 5.0% of taxable interest and dividends only

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$28.07 (Union) or \$31.53 (Merrimack Valley) per \$1,000 (2003)

Economic Information: Concord Economic Development Department, City Hall, 41 Green Street, Concord, NH 03301; telephone (603)225-8595. New Hampshire Department of Resources and Economic Development, 172 Pembroke Road, Concord, NH 03302; telephone (603)271-2411

■ Education and Research

Elementary and Secondary Schools

Notable among the offerings of the Concord School District are the Artist-in-the-Schools Program, which brings professionals into the classroom to teach their crafts, and the Environmental Education Program, which is supplemented by a centrally located Science Center and the thirty-acre White Farms classroom. Of the nine elementary school buildings located within the city, five are approximately 100 years old, which has limited the district's ability to accommodate larger class sizes. The Concord Regional Vocational Center is located on the premises of Concord High School. Concord High School/Area 11 Vocational Center offers training in the requirements of high-technology companies. Every classroom in the district, from Kindergarten through 12th grade, is equipped with Internet access.

The following is a summary of data regarding the Concord School District as of the 2005–2006 school year.

Total enrollment: 5,415

Number of facilities

elementary schools: 8
junior high/middle schools: 1
senior high schools: 1
other: 0

Student/teacher ratio: 15.4:1

Teacher salaries (2005–06)

elementary median: \$29,757–\$52,373 (all levels)
junior high/middle median: Not available
secondary median: Not available

Funding per pupil: \$8,906

Concord's parochial facilities include two Catholic schools (one elementary/junior high school and one high school) and a Christian school. Its Episcopal boarding school, St. Paul's Preparatory, is one of the most famous feeder schools for Harvard, Yale, and Princeton universities. St. Paul's is very selective; as of 2007 just 19 percent of those students who applied for admission to St. Paul's Preparatory were accepted.

Public Schools Information: Administrative Offices, Concord School District, 16 Rumford Street, Concord, NH 03301; telephone (603)225-0811

Colleges and Universities

Concord is home to the Franklin Pierce Law Center (Franklin Pierce College's Continuing Education campus) and the New Hampshire Technical Institute. Founded in 1973, the Franklin Pierce Law Center's aim is to help students of diverse backgrounds develop as attorneys in a non-competitive atmosphere. The center promotes a strong sense of community responsibility in its graduates. The New Hampshire Technical Institute, a public two-year college, offers associate's degrees in engineering, business, health, and computer science. Manchester-based Hesser College offers courses at its Concord campus in the Gateway Office Center in South Concord. The college is best known for its criminal justice program in which graduates go on to work in law enforcement, probation and parole or corrections. Other degree programs offered include business, early childhood education and computer sciences.

Libraries and Research Centers

In 1849 New Hampshire became the first state to pass a law ensuring libraries some measure of financial support through taxation. The Concord Public Library system consists of the main library, the Penacook Branch Library, and a bookmobile. The system holds more than 150,000 volumes, which include an extensive periodical collection, DVDs and video recordings, and audio books. The Concord Room at the main library is a research facility with materials about local history. Framed prints,

reproductions, and photographs are displayed throughout the library. The library has an extensive children's collection and a youth program promotes reading by the young. Special services for cardholders include interlibrary loans and Internet training.

Located in Concord and boasting more than 500,000 volumes are the New Hampshire State Library, the oldest in the country, and the State Supreme Court Law Library. The Franklin Pierce Law Center Library adds another 220,000 volumes to the area's overall legal holdings. Collections in the State Library cover transportation, pollution, public utilities, and statistical and historical resources. Other special interest libraries in Concord include the Governor's Office of Energy and Community Service library, the New Hampshire Historical Society Library, which specializes in genealogy and rare documents, and the Patent, Trademark and Copyright Research Foundation Library. The Ohrstrom Library on the campus of St. Paul's School is housed in a graceful building that combines Gothic influences with the style of Frank Lloyd Wright. Research centers in the city include the New Hampshire Chapter of Nature Conservancy Research Library, which focuses on rare plants and animals, and the PTC Research Foundation of Franklin Pierce Law Center, which studies practical problems dealing with industrial and intellectual property.

Public Library Information: Concord Public Library, 45 Green Street, Concord, NH 03301; telephone (603)225-8670

■ Health Care

Concord is a leading health center for central New Hampshire, providing extensive medical and mental health facilities. Concord Hospital, a regional general hospital, is licensed for 205 beds and is a Level II Regional Trauma Center. Its staff of active, honorary, and consulting doctors includes physicians, surgeons, and dentists. According to the 2006 Concord Hospital Annual Report, more people chose the center for knee and hip replacement operations than any other hospital in New Hampshire. The hospital also provided \$17.6 million in free and subsidized medical care in 2006. Services are provided in 50 specialties; special centers affiliated with the hospital are the Breast Care Center, the Center for Cardiac Care, the Center for Orthopaedic Care, the Payson Center for Cancer Care, The Family Place, and a walk-in urgent care center. New Hampshire Hospital, a state mental health institution, specializes in inpatient care of the mentally ill. The hospital has been a pioneer in the development of special treatment programs for mentally ill children. HealthSouth Rehabilitation Hospital provides inpatient and outpatient therapy and Riverbend Community Mental Health, Inc. serves both individuals and families.

Health Care Information: Concord Hospital, 250 Pleasant Street, Concord, NH 03301; telephone (603) 225-2711

■ Recreation

Sightseeing

Capitol Square contains most of Concord's public buildings, including the State Capitol, a state office building, the state library, the Concord Public Library, the New Hampshire Historical Society, City Hall, the post office, and several churches. The State Capitol, the nation's oldest, features New Hampshire granite and Vermont marble. The legislature still meets in the original chambers of this 1819 neoclassical structure, which also houses 157 portraits of famous native sons. As of 2007 the New Hampshire General Court, made up of 424 members, was the largest state legislative body and the only one that meets in its original chambers. Among the statues and historical markers in the square flanking the Capitol is the Memorial Arch, erected in 1891 to honor the state's soldiers and sailors.

The Pierce Manse, the Concord home of President Franklin Pierce, was built in 1838; it has been restored and is maintained by the "Pierce Brigade." The Conservation Center demonstrates the many uses of passive solar energy and wood-heating energy through a number of exhibits. Among its attractions are an envelope room, a wood-chip gasifier furnace, and fiberglass water tubes.

The Canterbury Shaker Village allows visitors to experience the Shaker way of life at the country's oldest Shaker community. Among its 25 original and reconstructed buildings are an eighteenth-century Meetinghouse and Dwellinghouse, both intact and on their original sites.

The Christa McAuliffe Planetarium, named for America's first teacher in space, offers expeditions through space at a 92-seat theater with a domed screen featuring wraparound images and sound.

Arts and Culture

The Capitol Center for the Arts presents touring theatrical groups, dance companies, and musical acts. Concord City Auditorium is home to the Concord Community Concerts and the Walker Lecture Series. The New Hampshire Philharmonic Orchestra, a resident professional group, performs classical works at concerts in the Concord and Manchester area. The Community Players of Concord, a non-profit performing theater troupe, stages its offerings at Concord's City Auditorium. Danse Papillon/Petit Papillon presents holiday performances locally and throughout New England. The historic Never's Second Regiment

Band, in continuous existence since 1861, plays military marches, overtures, musicals, pop tunes, and symphonic works. This semiprofessional performing band plays at parks and theaters throughout the state. Other area performing arts groups include the Youth Symphony and the Concord Chorale. The Granite State Symphony Orchestra, which plays at the Capitol Center for the Arts, is comprised of the state's finest professional musicians who play classical music at a cost accessible to people of all ages.

The Museum of New Hampshire History has exhibitions on the state's landscape, people, and traditions. From the world-famous Concord Coach—the stagecoach that won the American West—to superb nineteenth-century White Mountain paintings and rare examples of New Hampshire-made furniture, more than four centuries of Granite State history unfold in its award-winning exhibitions.

The prestigious League of New Hampshire Craftsmen makes Concord its headquarters. Founded in 1932 to encourage the preservation of dying home arts, the League now is nationally recognized, and its craft items are eagerly sought by retailers. The League maintains its own stores throughout the state to sell the items made by members, who are local artisans. Craft items range from glassware and ceramics to leather and wood products, textiles, jewelry, prints, furniture, and jams.

Arts and Culture Information: Community Development Department, 41 Green Street, Concord, NH 03301; telephone (603)225-8595

Festivals and Holidays

More than 80 regional artists and craftspeople display, demonstrate, and sell their wares at the annual Merrimack County Artisans Craft Show in April. The Summer Band Festival, which runs from June through August, features the Historic Never's Second Regiment Band in performances of military and symphonic music. The New Hampshire Folk Festival is held on the last Sunday in August in Concord. Begun in 1958, the August Antiques Show in Concord is cosponsored by the New Hampshire Historical Society and features displays and sales by 75 dealers. Other antique shows include the Tri-State Collectors' Exhibition in mid-October and the April Concord Antiques Fair. Race Fever takes over downtown Concord in early July. The annual Arts and Crafts Fair, held at Mt. Sunapee State Park in Newbury the first week in August, showcases the works of more than 300 craftspeople and artists. The annual Concord Christmas Tree Lighting Event happens at the State House Plaza in November, with a concert, petting zoo, hayrides, a visit from Santa, and other family-friendly activities. New Hampshire's New Year's Eve Celebration of the Arts is held in Concord. Performances of all kinds are held at 30 different sites throughout the city, culminating in a fireworks display.

Sports for the Spectator

Concord is the site of two excellent sports facilities, which makes it a natural choice to host statewide sports meets. Everett Arena, with its indoor ice rink, sees much high-school level hockey competition, while Memorial Field, with its series of playing fields, hosts football, baseball, and track meets. From April through October, area auto racing enthusiasts are attracted to the New Hampshire International Speedway, located in nearby Loudon. The 92,800-seat speedway is the largest in New England.

Sports for the Participant

Concord, an hour's drive from the Atlantic coastline to the east and a 90-minute drive from the White Mountains to the north, is a sports enthusiast's paradise. Swimming, fishing, and water sports are popular along New Hampshire's eighteen-mile stretch of ocean coastline, as well as in neighboring Maine and Massachusetts. Premium downhill and cross-country skiing, as well as camping, hiking, and rock climbing can be enjoyed in the White Mountain resort area. More than 1,000 acres of publicly-owned land have been reserved for the future open-space and recreational needs of the community.

Within the city limits are more than 300 acres of well-equipped parks and playgrounds. One municipal and two private golf courses are located in Concord; the city maintains three public swimming pools. Hikers enjoy an extensive trail system. The city's Recreation Department offers tennis, swim, and archery lessons, as well as youth soccer and track and field teams. The Everett Arena hosts an active hockey team and sponsors summer training in the sport.

Shopping and Dining

Concord's main shopping area consists of 10 blocks along Main Street surrounding Eagle Square Park and several adjacent streets downtown. Steeplegate Mall, anchored by The Bon-Ton, Circuit City, JCPenney, and Old Navy, has more than 75 stores and specialty shops. Other shopping plazas in the city feature department, discount, and specialty stores. The most famous of Concord's stores is the Concord League Gallery, operated by the League of New Hampshire Craftsmen, which offers crafts fashioned by local artisans. The shop is housed in the five-story former Eagle Hotel and Tavern on Main Street.

New England fare is the standard offering at most of Concord's restaurants, along with fish and seafood fresh from the nearby Atlantic coast and apple pie sweetened with New Hampshire's own maple syrup. A variety of ethnic cuisine, including Asian, Italian, and Mexican, can also be found.

Visitor Information: Greater Concord Chamber of Commerce, 40 Commercial Street, Concord, NH 03301; telephone (603)224-2508

■ Convention Facilities

The new Grappone Conference Center, adjacent to the Marriott Courtyard, has more than 9,400 square feet of meeting space, including seven meeting rooms and the Granite Ballroom. Other convention and meeting facilities are available at various hotels and restaurants throughout the area.

■ Transportation

Approaching the City

Local air carriers use facilities at the Concord Municipal Airport, located approximately two miles east of downtown. Flight training is offered at the airport, which also serves as a Federal Aviation Administration Weather Service Station. The nearby Manchester Airport offers daily passenger service on nine airlines. Full international and domestic service is available at Logan International Airport, 75 miles to the southeast in Boston, Massachusetts.

Intercity bus lines traveling through Concord include Vermont Transit, Greyhound, and Concord Trailways. Concord is located at the junction of Interstates 93, 89, 393, and New Hampshire Route 4. State highways running through the area include 3A, 9, 13, 36, 103, and 106. I-93 is the major north-south artery, while I-89 branches to the northwest, as do highways 3 and 4. Running east-west are highways 106 and 202.

Traveling in the City

Concord's main business district occupies a seven-block area between Main and State streets. The state government area dominates the business center with several buildings at Capitol and Main streets. Its compact downtown makes Concord an eminently walkable city; however, taxicabs are also available. Concord Area Transit (CAT) provides bus service throughout downtown Concord and surrounding areas, Monday through Friday.

■ Communications

Newspapers and Magazines

The *Concord Monitor* is published daily. New content is also posted daily on the paper's website, which also includes a database of archived articles and Internet-only features. Special interest publications originating in Concord include the *New Hampshire Bar Journal*; *Forest*

Notes, a quarterly forestry magazine; and *WomenWise*, a quarterly women's health publication.

Television and Radio

In addition to tuning in one local commercial and one local educational channel, television viewers in Concord enjoy cable programming. Several commercial television channels from Boston and Manchester are also received in Concord. Six AM and FM radio stations' signals originate in Concord, including a National Public Radio affiliate.

Media Information: The *Concord Monitor*, PO Box 1177, Concord, NH 03302-1177; telephone (603)224-5301

Concord Online

- Capital Regional Development Council. Available www.crdc-nh.com
- City of Concord. Available www.ci.concord.nh.us
- Concord Chamber of Commerce. Available www.concordnhchamber.com
- Concord Hospital. Available www.concordhospital.org
- Concord Monitor*. Available www.concordmonitor.com
- Concord Public Library. Available www.onconcord.com/library
- Concord School District. Available www.concord.k12.nh.us
- New Hampshire Department of Resources and Economic Development. Available www.dred.state.nh.us
- New Hampshire Historical Society. Available www.nhhistory.org

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Manchester

■ The City in Brief

Founded: 1722 (incorporated 1846)

Head Official: Mayor Frank Guinta (since 2006)

City Population

1980: 90,936

1990: 99,567

2000: 107,006

2006 estimate: 109,497

Percent change, 1990–2000: 7.5%

U.S. rank in 1980: 192nd

U.S. rank in 1990: 199th (State rank: 1st)

U.S. rank in 2000: 239th (State rank: 1st)

Metropolitan Area Population

1980: Not available

1990: 173,783

2000: 198,378

2006 estimate: 257,815

Percent change, 1990–2000: 14.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: 5th (CMSA)

U.S. rank in 2000: 7th (CMSA)

Area: 33 square miles (2000)

Elevation: 346 feet above sea level

Average Annual Temperature: 45.5° F

Average Annual Precipitation: 39.87 inches of rain; 64 inches of snow

Major Economic Sectors: Manufacturing, wholesale and retail trade, services

Unemployment Rate: 4.0% (June 2007)

Per Capita Income: \$25,491 (2005)

2005 FBI Crime Index Property: 3,518

2005 FBI Crime Index Violent: 308

Major Colleges and Universities: Saint Anselm College; University of New Hampshire at Manchester

Daily Newspaper: *New Hampshire Union Leader*

■ Introduction

Manchester, once the quintessential company town, has emerged from the shadow of the gigantic Amoskeag Manufacturing Company to become New England's largest city north of Boston. With a diversified economy and a growing population, Manchester is considered one of the best places to do business in the United States. Nicknamed New Hampshire's "Queen City," Manchester's unofficial motto is "Where History Invites Opportunity."

■ Geography and Climate

The largest city in the three northern-most New England states, Manchester straddles the Merrimack River 20 miles north of the New Hampshire-Massachusetts border and 60 miles north of Boston. Manchester is located in a valley surrounded by woods, lakes, the Amoskeag Falls, and the Presidential Chain of the White Mountains. The city, located in Hillsborough County, is the center of a developing urban corridor with Concord to the north and Nashua to the south.

Northeasterly winds contribute to Manchester's long, snowy winters (average snowfall is 64 inches) and its mild summers. Humidity is moderate all year long.

Area: 33 square miles (2000)

Elevation: 346 feet above sea level

Average Temperature: 45.5° F

Average Annual Precipitation: 39.87 inches of rain; 64 inches of snow

■ History

Amoskeag Falls Support Industry

The abundant river fish and forest game in the Merrimack River Valley attracted the attention of the Native American Pennacooks long before the European traders and trappers arrived in the valley in the early 1700s. The Pennacooks called the river falls area “Namoskeag,” meaning “place of much fish.” A permanent white settlement was established in 1722 by Scots-Irish Presbyterians who saw the manufacturing potential of the falls, which came to be called the Amoskeag Falls. Until their factories were built, they subsisted on fishing and logging. They later used the 85-foot drop of the Amoskeag Falls to power their textile mills. First known as Old Harry’s Town, the settlement changed names when it changed hands, becoming Tyngstown in 1735 when it was absorbed by the Massachusetts Bay Colony. The town was rechristened Derryfield in 1751.

Benjamin Prichard selected the area for the construction of the new nation’s first textile mills on the banks of the Merrimack River in 1805. Derryfield changed its name again in 1810, taking the name of Manchester, after England’s industrial giant. The proponent of this final name change was Samuel Blodgett, who visited England and later engineered the building of a canal around the Amoskeag Falls. The canal linked Manchester with Boston, opening the way for great industrial expansion.

In 1831, a group of merchants purchased the failing Amoskeag Cotton and Woolen Factory and reopened as the Amoskeag Manufacturing Company. At its height, the company operated 700,000 spindles and 23,000 looms, shipping nearly five million yards of cloth each week. The millyard occupied more than eight million square feet of floor space and employed 17,000 people. Amoskeag’s operating philosophy was one of benevolent paternalism as the company built homes, schools, and hospitals for its employees. The company also radically altered the makeup of Manchester’s population when it invited thousands of French-Canadians to work in its mills. While best known for its textiles, the Amoskeag yards did produce other products, including locomotives. In the second half of the nineteenth century, Amoskeag and Manchester’s other mills wove enough cloth each year to encircle the world twice.

Mills Decline, Economy Diversifies

Prosperity continued until the Great Depression of the 1930s. National financial woes, labor unrest, aging machinery, and competition from less expensive southern

labor combined to bring about Amoskeag Manufacturing Company’s demise. In 1935 it declared bankruptcy. However, the operation was saved. This time, a group of businessmen raised \$5 million, purchased the yards, renamed the concern Amoskeag Industries, and developed a plan to diversify Manchester’s economy.

By the 1980s Manchester had grown into New Hampshire’s largest city. New industries led to new building, including the renovation of the millyard into smaller manufacturing units. Following an economic slowdown during the early 1990s, the rest of the decade saw Manchester’s economy turn around dramatically. Recent years have seen the continued development of the downtown area, with the building of the Verizon Wireless Arena, Merchantsauto.com Stadium (originally Riverfront Stadium), and new shops and restaurants. Dean Kamen, inventor of the Segway and iBOT mobility systems, has his company, DEKA Research & Development Corporation, based in Manchester.

Historical Information: Manchester Historic Association, 129 Amherst Street, Manchester, NH 03101; telephone (603)622-7531; email library@manchesterhistoric.org

■ Population Profile

Metropolitan Area Residents

1980: Not available
1990: 173,783
2000: 198,378
2006 estimate: 257,815
Percent change, 1990–2000: 14.2%
U.S. rank in 1980: Not available
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 7th (CMSA)

City Residents

1980: 90,936
1990: 99,567
2000: 107,006
2006 estimate: 109,497
Percent change, 1990–2000: 7.5%
U.S. rank in 1980: 192nd
U.S. rank in 1990: 199th (State rank: 1st)
U.S. rank in 2000: 239th (State rank: 1st)

Density: 3,270.3 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 98,178
Black: 2,246
American Indian and Alaska Native: 326
Asian: 2,487



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Native Hawaiian and Pacific Islander: 38
 Hispanic or Latino (may be of any race): 4,944
 Other: 1,880

Percent of residents born in state: 56.5%
 (2000)

Age characteristics (2005)

Population under 5 years old: 6,580
 Population 5 to 9 years old: 5,859
 Population 10 to 14 years old: 6,919
 Population 15 to 19 years old: 8,510
 Population 20 to 24 years old: 7,912
 Population 25 to 34 years old: 12,685
 Population 35 to 44 years old: 19,012
 Population 45 to 54 years old: 18,495
 Population 55 to 59 years old: 6,264
 Population 60 to 64 years old: 4,050
 Population 65 to 74 years old: 6,601
 Population 75 to 84 years old: 4,752
 Population 85 years and older: 1,669
 Median age: 38.8 years

Births (2006, MSA)

Total number: 4,909

Deaths (2006, MSA)

Total number: 2,888

Money income (2005)

Per capita income: \$25,491
 Median household income: \$50,404
 Total households: 44,354

Number of households with income of . . .

less than \$10,000: 3,567
 \$10,000 to \$14,999: 2,101
 \$15,000 to \$24,999: 4,882
 \$25,000 to \$34,999: 4,626
 \$35,000 to \$49,999: 6,734
 \$50,000 to \$74,999: 10,287
 \$75,000 to \$99,999: 5,903
 \$100,000 to \$149,999: 3,970
 \$150,000 to \$199,999: 1,682
 \$200,000 or more: 602

Percent of families below poverty level: 7.2% (2005)

2005 FBI Crime Index Property: 3,518

2005 FBI Crime Index Violent: 308

■ Municipal Government

The City of Manchester is governed by a Board of Mayor and Aldermen. Each alderman represents one of 12 wards, with two at-large. In non-partisan contests, the mayor is elected to a two-year term; the aldermen are elected to simultaneous two-year terms.

Head Official: Mayor Frank Guinta (since 2006; current term expires 2010)

Total Number of City Employees: 1,310 (2008)

City Information: Mayor's Office, City of Manchester, One City Hall Plaza, Manchester, NH 03101; telephone (603)624-6500

■ Economy

Major Industries and Commercial Activity

Once a single-industry town dependent on the textile industry, Manchester has diversified its economy to include manufacturing (more than 200 manufacturing firms are located there), wholesale and retail trade, information processing, and the service industry. More than 85 percent of the workforce is involved in sales, finance, and service companies. Manchester is considered the major insurance and financial center north of Boston, housing the area's largest savings and commercial institutions. The city is also the northeastern states' principal distribution center.

The City of Manchester provides assistance to businesses interested in locating or expanding in the area through the Manchester Economic Development Office (MEDO). The 10 largest employers in 2007 were: Elliot Hospital, Catholic Medical Center, Verizon Communications, Public Service of New Hampshire, Citizens Bank, TD Banknorth, Anthem Blue Cross & Blue Shield, Southern New Hampshire University, Saint Anselm College, and Bank of America.

Items and goods produced: knitting and textile machinery, leather goods, electrical and electronic components, automobile accessories, and plastic, lumber, metal and wood products

Incentive Programs—New and Existing Companies

Local programs: The State of New Hampshire, which levies no state sales or income tax, is considered one of the most favorable climates for doing business in the nation. Because so much is provided at the state level, few incentives are offered at the city-town level. In fact, by state law, New Hampshire cities are prohibited from offering tax breaks to private industry. However, cities such

as Manchester do aid businesses indirectly by helping to market and develop industrial sites. In addition, Manchester's banks are willing to supply financing to all deserving enterprises. The city has designated the Economic Development Office as administrator of a revolving loan fund to provide "gap" or secondary financing for businesses locating within Manchester. The revolving loan fund offers business loans of up to \$50,000 for working capital, or \$100,000 for fixed assets for companies unable to access traditional financing venues and who are creating jobs for low and moderate income individuals.

State programs: The state's incentives include no general sales or use tax, no general personal income tax, no capital gains tax, no inventory tax, no property tax on machinery or equipment, one of the lowest unemployment insurance rates in the country, investment tax incentives, job tax credits, and research and development tax incentives. In 2004, the State of New Hampshire instituted the Community Reinvestment Opportunity Program (CROP), which offered tax credits that could be used against business profit taxes and business enterprise taxes. Qualifying CROP projects had to create new jobs as well as expand the state economic base. As of 2008 the CROP Zone program was replaced with a new incentive program to encourage revitalization and create jobs. New Hampshire's Economic Revitalization Zone Tax Credits (EZ Tax Credit) Program provides eligible businesspeople with tax credits to be used against their Business Profit Tax and Business Enterprise Tax in a qualifying Economic Revitalization Zone Tax Credits (EZ Tax Credit) Program project.

Job training programs: The Small Business Development Center, which is funded by the Small Business Association, the State of New Hampshire, and the University of New Hampshire, offers management counseling, training, and resource information to the state's small business community through six sub-centers. The New Hampshire Employment Program (NHEP) aids individuals in obtaining financial aid to prepare for and find employment. The NHEP On-The-Job Training Program offers employers incentives to hire and train eligible applicants. As well, New Hampshire Employment Security (NHES), a federally funded state agency, operates a free public employment service through a statewide network of job and information centers, and labor market information to all customers. In 2009 New Hampshire's first Job Corps Center will open in Manchester, providing a no-cost education and vocational training program for young people ages 16-24.

Development Projects

The Granite Street widening project is a \$19 million joint effort between the City of Manchester and the New Hampshire Department of Transportation. When complete, downtown Manchester will see improvements

to traffic flow as well as access and safety improvements. In 2005 the city broke ground for the development of the Northwest Business Park. The development of 140 acres on Northwest Drive off of Hackett Hill Road will provide for increased business facilities, increased tax revenues, and new jobs. The estimated \$20 million development is scheduled for completion in 2018. A \$105 million school improvement project was underway in 2008. The project involves designing, building, and financing the renovations and additions to 21 existing public schools in Manchester. In all, the project represents impact on over two million square feet of educational facilities.

Manchester Place Apartments, a recently completed project, is a \$40 million high-end residential apartment complex that includes 204 residential units, a 300-car parking facility, and 5,200 square feet of retail space. Other recently completed projects include the \$24.3 million Merchantsauto.com Stadium (originally Riverfront Stadium), home of the New Hampshire Fisher Cats AA baseball team; an upgraded water treatment facility; and \$2.725 million worth of upgrades to the McQuade building, a historic downtown landmark.

Economic Development Information: Manchester Economic Development Office, One City Hall Plaza, Room 110, Manchester, NH 03101; telephone (603) 624-6505; fax (603)624-6308. New Hampshire Small Business Development Center, 33 South Commercial Street, Manchester, NH 03101-1796; telephone (603) 624-2000; fax (603)647-4410

Commercial Shipping

Manchester, located on the main line of Pan Am Railways, maintains excellent freight service south to Boston and north to Montreal and connecting lines. A large fleet of commercial trucks is also available for shipping goods to all parts of the country. Air freight service is offered at Manchester-Boston Regional Airport, the state's major airport. Air freight lines and U.S. Customs service are also available; the industrial area surrounding the airport has been designated a Foreign Trade Zone. Daily delivery service includes Federal Express, United Parcel Service, and DHL. Since the Merrimack River is not navigable, Manchester is not a port city; however, the Port of New Hampshire in Portsmouth is located 45 minutes east of Manchester.

Labor Force and Employment Outlook

Manchester's computer and other high-tech industries and its financial and professional services have contributed to the growth of Manchester's economy since the late 1980s. Manchester's labor force is described as industrious and the city boasts one of the best records in the nation in terms of hours lost through strikes. In 2005, *Inc.* magazine ranked Manchester the 21st best city (out

of 274 cities ranked) in which to do business. In 2006 the average unemployment rate in the Manchester metropolitan area was 3.7% and the unemployment rate November 2007 was 3.2%, well below the national average. With 11 area colleges and universities as well as numerous vocation programs, Manchester has a well-educated workforce.

The following is a summary of data regarding the Manchester, NH NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 99,400

Number of workers employed in . . .

- construction and mining: 5,300
- manufacturing: 9,400
- trade, transportation and utilities: 20,500
- information: 3,300
- financial activities: 8,500
- professional and business services: 12,200
- educational and health services: 16,400
- leisure and hospitality: 8,500
- other services: 4,100
- government: 11,200

Average hourly earnings of production workers employed in manufacturing: \$18.89

Unemployment rate: 4.0% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Elliot Hospital	2,821
Catholic Medical Center	1,700
Verizon Communications	1,650
Public Service of New Hampshire	1,250
Citizens Bank	1,225
TD Banknorth	1,150
Anthem Blue Cross & Blue Shield	753
Southern New Hampshire University	700
Saint Anselm College	580
Bank of America	425

Cost of Living

The cost of living is reasonable in New Hampshire. The lack of a sales tax stretches residents' purchasing dollars. Having one of the lowest crime rates in the country, as well as one of the lowest auto theft rates, keeps insurance rates affordable.

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

2007 (1st quarter) ACCRA Average House Price:
Not available

junior high/middle median: \$46,680
secondary median: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 5.0% of taxable interest and dividends only

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$27.92 per \$1,000 of assessed valuation (2005)

Economic Information: Greater Manchester Chamber of Commerce, 889 Elm Street, Manchester, NH 03101; telephone (603)666-6600; fax (603)626-0910

■ Education and Research

Elementary and Secondary Schools

The Manchester School District is the state of New Hampshire's oldest and largest public school system. The district's special services include a comprehensive special education program for students from pre-school through high school, as well as programs for the gifted, handicapped, and adults. An English as a Second Language program serves students with limited English proficiency. Music and arts programs, athletics, and community service opportunities are available at the middle and high school levels. Manchester also benefits from a \$7 million state-funded vocational center that trains high school students from Manchester and two neighboring towns. The Manchester School of Technology provides vocational training to high school students.

The following is a summary of data regarding the Manchester School District as of the 2005–2006 school year.

Total enrollment: 25,073

Number of facilities

elementary schools: 14
junior high/middle schools: 4
senior high schools: 3
other: 2 (1 preschool and 1 technology school)

Student/teacher ratio: 14.8:1

Teacher salaries (2005–06)

elementary median: \$47,770

Funding per pupil: \$7,127

The city's private schools include the Derryfield School, a private co-educational school that enrolls more than 380 students in grades 6 through 12. Schools with a religious affiliation include the Manchester Jewish Community School, Trinity High School, and schools affiliated with the Diocese of Manchester.

Public Schools Information: City of Manchester School District, 286 Commercial Street, Manchester, NH 03101; telephone (603)624-6300; fax (603)624-6337

Colleges and Universities

Manchester's institutions of higher learning offer a mix of liberal arts education and technical training. Four-year liberal arts schools include Saint Anselm College and the University of New Hampshire at Manchester, which opened its downtown campus in a renovated mill building in 1986. Hesser College is a two-year technical college that offers some 20 certificate, diploma, associate, or bachelor degree options. The New Hampshire Community Technical College provides associate degree programs as well as diploma and certificate programs. The New Hampshire Institute of Art offers a four-year Bachelor of Fine Arts program.

Libraries and Research Centers

Manchester's public library has more than 350,000 volumes among its holdings of books, periodicals, recordings, prints, software, and state and U.S. government publications. The main library on Pine Street is supplemented by a branch on North Main Street. Attractions include a children's room, books for hearing- and sight-impaired patrons, and computers and fax machines for public use. The library's comprehensive website allows patrons access to the library's catalog, online articles and research databases, and a calendar of library events.

The Shapiro Library at Southern New Hampshire University maintains a business and finance collection while St. Anselm's Geisel Library focuses on religious and philosophical holdings. The Manchester Historic Association Library preserves and promotes the history of the city and houses several textile design files. The Max I. Silber Scouting Library presents a wide selection of Boy Scout memorabilia, including original paintings of *Boy's Life* covers and the full collection of "Scouts on Stamps." Other genealogical, college, law, and medical libraries are located throughout the city.

Public Library Information: Manchester City Library, 405 Pine Street, Manchester, NH 03104; telephone (603)624-6550

■ Health Care

Catholic Medical Center (CMC) and Elliot Health System are the main health care providers serving the Manchester area. The 330-bed Catholic Medical Center offers a full range of medical and surgical care in 25 subspecialties, a 24-hour emergency department, inpatient and outpatient rehabilitation services, psychiatric services, and diagnostic imaging. It is home to the New England Heart Institute, which, in addition to its full range of cardiac services, is a pioneer in innovative surgical procedures and a national center for advanced clinical trials. In June 2004 CMC completed a 72,000-square-foot building expansion. In June 2006, CMC broke ground on a more than 50,000-square-foot medical office building, 750-car parking facility with attached pedestrian walkway, and ten state-of-the-art operating suites along with new peri- and post-operative areas. Elliot Health System is Southern New Hampshire's largest provider of comprehensive healthcare services. The 296-bed Elliot Hospital, the city's only Level II trauma center, is the designated trauma center for the greater Manchester area. The hospital also houses the Elliot Regional Cancer Center, the Max K. Willscher Urology Center, and one of three Level 3 Neonatal Intensive Care Units in the state. The Elliot Physician Network operates offices throughout the area.

Health Care Information: Elliot Hospital, One Elliot Way, Manchester, NH 03103; telephone (603) 669-5300; Catholic Medical Center, 100 McGregor Street, Manchester, NH 03102; telephone (603) 668-3545 or (800) 437-9666

■ Recreation

Sightseeing

The remnants of the Amoskeag Millyards along the Merrimack River still attract visitors. Many of the 139 red brick buildings, which once lined the river banks for more than a mile, have been remodeled into office, retail, and manufacturing space, as well as residential townhouses. Manchester's west side still echoes with the French spoken in this predominantly French-Canadian neighborhood. On Elm Street, the home of General John Stark—hero of the Battle of Bunker Hill in the Revolutionary War—has been preserved. The Amoskeag Fishways Learning and Visitors Center, located on the Merrimack River, is an environmental education center.

Arts and Culture

As the cultural hub of the state, Manchester offers an artistic calendar that incorporates everything from performances and exhibits by famous artists to student shows at coffee houses.

The jewel in Manchester's performing arts crown is the New Hampshire Symphony Orchestra, which performs a series of classical concerts yearly and features international guest artists. Opera New Hampshire, based in Manchester, stages grand opera throughout the year. The New Hampshire Symphony Orchestra, Opera New Hampshire, and the New Hampshire Philharmonic perform at the Palace Theatre, a refurbished 1915 vaudeville and opera house. The Manchester Community Music School sponsors the Greater Manchester Youth Symphony Orchestra and offers classes and programs for all ages taught by some of New Hampshire's finest music educators. The Dana Center at Saint Anselm College offers classical theatre performances, contemporary dance concerts, and film showings. Stage One Productions stages dinner theater performances at the Chateau Restaurant. The New Thalian Players produce professional community theatre productions.

Among New England's finest museums is the Currier Museum of Art in Manchester. Its permanent and revolving collections include paintings, glassware, silver, and pewter items dating from the thirteenth through the twentieth centuries. The Currier owns and offers public tours of the Zimmerman House, designed in 1950 by Frank Lloyd Wright. Beginning in 2006 the Currier Museum was closed for expansion. The grand reopening occurred in March 2008. The Franco-American Centre terms itself the leading source of information about French culture, heritage, and history in North America. The Centre boasts a library and a museum, and offers classes, films, and Bastille Day activities. Science Enrichment Encounters (SEE) Science Center, an interactive learning center, provides hands-on exhibits to help children explore all areas of science. The Manchester Historic Association maintains displays of Native American artifacts, furniture from colonial times, and other local memorabilia. Galleries are clustered downtown and in other areas.

Festivals and Holidays

Manchester hosts a variety of ethnic and cultural festivals throughout the year, especially during the summer months. In June, the Talarico Dealerships Jazz and Blues Festival is held at the Palace Theatre and the Strawberry Shortcake Festival is held in Valley Cemetery. Both the African-Caribbean Celebration and the Latino Festival are held in Veterans Park during the month of August. Also in August is Greekfest, a two-day festival hosted by the Assumption Greek Orthodox Church. The Mill City Festival, held in September, celebrates the local ethnicity of Manchester with live music, local food, kayak demonstrations, and a general store featuring items made in New Hampshire. Glendi, an annual celebration of Greek culture and heritage, is held at St. George Orthodox Cathedral in September.

Other annual events include the Greater Manchester Horse Show at the Deerfield Fairgrounds in May and the New Year's Eve First Night Celebration.

Sports for the Spectator

Three professional sports teams call Manchester home. The New Hampshire Fisher Cats are the AA baseball affiliate of the Toronto Blue Jays. They play their home games at the Merchantsauto.com Stadium, located along the banks of the Merrimack River. The Manchester Wolves, an arena football team, play at the Verizon Wireless Arena. The Manchester Monarchs play professional ice hockey as the top affiliate of the Los Angeles Kings in the National Hockey League. Saint Anselm College fields 10 men's and 10 women's teams in 13 different sports, including basketball, lacrosse, and football.

Sports for the Participant

Manchester's two noteworthy recreational attractions are its in-town ski area and its boat launches. The 53-acre McIntyre Ski Area, located within the city limits and operated by the city, provides snow skiing, snowboarding, and a tubing park. The facility is equipped with snow-making equipment, two double chairlifts, a tow rope, and lighting. Within the city, boats can be launched onto the Piscataquog River on the west side and onto the Merrimack River from ramps at three eastside sites. The city's 55 parks, encompassing 900 acres, feature swimming pools, baseball diamonds, ice rinks, tracks, tennis courts, and a beach. Skateboarders gather at the Adam D. Curtis Skateboard Park. The Derryfield Country Club is an 18-hole municipal golf course. Within an hour's drive of Manchester are some of the state's best skiing, rock climbing, hiking, camping, boating, swimming, and fishing.

Shopping and Dining

Manchester's tax-free shopping draws shoppers from throughout the region. Downtown Manchester boasts more than 60 locally owned stores that feature clothing, furniture, books, antiques, and locally made products. The Mall of New Hampshire is anchored by Macy's, Best Buy, JCPenney, and Sears. The mall's offerings include more than 120 retail stores and a food court. The Tanger Outlet Center, in nearby Tilton, has more than 50 brand name and designer outlet stores.

Cuisine in Manchester reflects the city's ethnic diversity. Brazilian, French-Canadian, Irish, Spanish, Korean, Mexican, and Vietnamese cuisine are among the ethnic flavors found in Manchester's restaurants. They coexist with local favorites such as New England-style seafood, steak, and home-style cooking.

Visitor Information: Manchester Area Convention & Visitors Bureau, 889 Elm Street, 3rd Floor, Manchester, NH 03101; telephone (603)666-6600; fax (603)626-0910; email info@manchestercvb.com

■ **Convention Facilities**

The Radisson Hotel, Manchester's largest convention facility, is suitable for mid-sized meetings; it features more than 65,000 square feet of function and exhibit space. Its meeting and banquet facilities accommodate up to 2,500 people. The Hotel's Expo Center has 5 private meeting rooms and room for up to 210 booths. The adjoining ballroom is one of the largest in the state. Other sites that offer meeting facilities are the Sheraton Four Points and the Wayfarer Inn in suburban Bedford.

Convention Information: Radisson Hotel Manchester, 700 Elm Street, Manchester, NH 03101; telephone (603)625-1000; fax (603)206-4000; toll-free (888)201-1718; email admin@centerofnh.com

■ **Transportation**

Approaching the City

Competitive airfares and expanded flight schedules have positioned Manchester-Boston Regional Airport as a viable alternative to Boston's Logan Airport. In 2004 a 74,000-square-foot addition to the airport was completed. Eight airlines provide daily flights out of the airport, which is the largest commercial passenger and air cargo airport in northern New England. Non-stop flights are available to several major cities in the United States that offer worldwide connections.

Manchester, encircled by major highways, is the focal point of New Hampshire's interstate road system. Major north-south routes include the Frederick E. Everett Turnpike and Interstate-93, which carry traffic from Boston, through Manchester, and on to Concord. East-west arteries include U.S. Route 101, which runs east to Portsmouth on the coast, west to Keene, and southwest to Nashua. A bypass loop of I-93, named I-293, encircles the city to the west and south and handles some of the commuter traffic to the suburbs.

Several bus lines service Manchester, including Vermont Transit Lines and Concord Trailways. Shuttle and limousine service to Logan International Airport, 90 minutes away, is also available.

Traveling in the City

Manchester's main north-south streets run parallel with the Merrimack River while east-west streets run perpendicular to the river. The Manchester Transit Authority (MTA) maintains access within the metropolitan area with 13 bus routes; special services are available for those

who are physically unable to use the fixed-route scheduled buses.

■ Communications

Newspapers and Magazines

The Union Leader Corporation publishes the *New Hampshire Union Leader* each morning, Monday through Saturday, and the *New Hampshire Sunday News*. The newspaper's Internet website publishes new content daily and maintains a searchable archive of past articles. A weekly New Hampshire edition of the *Boston Globe* is published in Manchester. *The Hippo* is a free entertainment and features newspaper published every Thursday. *The Registry Review* is a statewide real estate and financial newspaper. Magazines include the monthly *Business NH* as well as the *New Hampshire Business Review* and the *New Hampshire Magazine*.

Television and Radio

A national ABC affiliate television station is located in Manchester. The city receives Boston television programming as well. Cable television is provided locally. Six AM and FM commercial radio stations broadcast from Manchester.

Media Information: *New Hampshire Union Leader*, Union Leader Corporation, 100 William Loeb Drive, PO Box 9555, Manchester, NH 03108-9555; telephone

(603)668-4321; toll-free (800)562-8218; fax (603)668-0382

Manchester Online

City of Manchester. Available www.manchesternh.gov

Greater Manchester Chamber of Commerce.

Available www.manchester-chamber.org

Manchester Area Convention & Visitors Bureau.

Available www.manchestercvb.com

Manchester City Library. Available www.manchester.lib.nh.us

Manchester School District. Available www.mansd.org

New Hampshire Division of Travel & Tourism Development. Available www.visitnh.gov

New Hampshire Union Leader. Available www.theunionleader.com

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Manchester Historic Association *Centennial Celebration of Manchester, N.H., June 13, 1810–1910* (Manchester, NH: Published by authority of the city government, 1910)



Nashua

■ The City in Brief

Founded: 1673 (incorporated 1853)

Head Official: Mayor Donnalee Lozeau (since 2008)

City Population

1980: 67,865

1990: 79,662

2000: 86,605

2006 estimate: 87,157

Percent change, 1990–2000: 8.7%

U.S. rank in 1980: 289th

U.S. rank in 1990: 270th (State rank: 2nd)

U.S. rank in 2000: 324th (State rank: 2nd)

Metropolitan Area Population

1980: Not available

1990: 168,233

2000: 190,949

2006 estimate: Not available

Percent change, 1990–2000: 13.5%

U.S. rank in 1980: Not available

U.S. rank in 1990: 5th (CMSA)

U.S. rank in 2000: 7th (CMSA)

Area: 30.8 square miles (2000)

Elevation: 169 feet above sea level

Average Annual Temperature: 47.6° F

Average Annual Precipitation: 41.46 inches of rain; 55 inches of snow

Major Economic Sectors: Manufacturing, retail, finance, service

Unemployment Rate: 3.7% (Statewide average, March 2005)

Per Capita Income: \$28,769 (2005)

2005 FBI Crime Index Property: 2,061

2005 FBI Crime Index Violent: 164

Major Colleges and Universities: Daniel Webster College; Rivier College; New Hampshire Community Technical College

Daily Newspaper: *Nashua Telegraph*

■ Introduction

Nashua, consistently ranked near the top among the nation's best places to live by *Money* magazine, is New Hampshire's second largest city. Having become prominent as a cotton mill town during the Industrial Revolution, Nashua has since diversified its economic base to include service, retail, and financial firms. High-technology products and research are relative newcomers to Nashua, whose location in the "Gateways Region" between New Hampshire and Massachusetts makes it a prime business and transportation site. With proximity to Boston, the seacoast, and the White Mountains, Nashua offers an attractive quality of life and serves as a growth center for New England.

■ Geography and Climate

Located in southernmost New Hampshire, just four miles north of the Massachusetts border, Nashua perches on the east bank of the Merrimack River. Manchester lies 15 miles to the north. The Nashua River runs east-west through the city. The thin, rocky soil in the Merrimack Valley plain is better suited for sustaining forests than for producing agricultural crops. Summers in Nashua are warm and mostly free of humidity. Autumn brings crisp, clear days, and winters can be very cold with lots of snow. Dramatic and sudden weather changes can produce fog, hail, rain and snow storms and, on occasion, flooding.

Area: 30.8 square miles (2000)

Elevation: 169 feet above sea level

Average Temperature: 47.6° F

Average Annual Precipitation: 41.46 inches of rain; 55 inches of snow

■ History

Canal, Mills Establish Nashua

Long before European settlers ventured into the Merrimack River Valley, the 14 tribes of the Algonquin Federation lived there. They fished in the rivers and streams, hunted in the heavily wooded forests, and harvested pumpkin, squash, and corn from the sandy soil of the plain. The first white men to penetrate the Merrimack's wilderness came in 1652 and were scouts from the Massachusetts Bay Colony sent in search of the colony's northern boundary. An area of 200 square miles around present-day Nashua was then declared for the colony. Trading and land grants followed, and the first permanent settlement, called Dunstable, was founded in 1673. The hostility of the Native Americans toward the encroaching settlers flared into a series of "Indian wars." The fighting was so constant and so fierce that Dunstable could count a citizenry of only 25 persons some 50 years after the town was founded.

In 1741 a boundary settlement placed Dunstable within New Hampshire. Growth was slow, hampered by difficult transportation, poor soil, and the loss of many men to the Continental Army during the Revolutionary War. Then, in 1804, the Middlesex Canal opened, making Dunstable the head of navigation on the Merrimack River and connecting the city with its most important market, Boston. The first to seize advantage of the town's location was Daniel Abbot, a lawyer. In 1823 Abbot and his partners chartered the Nashua Manufacturing Company, a mill run by water power to make textiles. At one time, the Nashua Manufacturing Company was the largest producer of blankets in the world, employing one-fifth of the city's workers. In addition to the Yankee farm girls who worked in the mills, the steady work attracted first Irish and then French-Canadian immigrants. Over time, the Nashua Manufacturing Company laid out the city's streets, built its Olive Street Church, encouraged business enterprises, and erected homes and boarding houses for its workers.

Dunstable changed its name in 1837 to Nashua, the name of one of the tribes in the Algonquin Federation. The city briefly split in 1842 over the location of a new town hall, but the factions were reunited in 1853 when the city became chartered. The Civil War followed and the Nashua mills produced thousands of suits of cotton underwear for the Union Army soldiers.

Economy Diversifies Following Mill Closings

The railroad had put Nashua on the line between Concord to the north and Boston to the southeast. Ethnic groups seeking work in the mills, including Greeks, Poles, and Lithuanians, used the trains to reach Nashua. The mills prospered and so did the mill owners, who erected their stylish mansions along Concord Street. In the twentieth century the advent of synthetics and competition from the southern mills combined to bring the New England mills to their knees, including the Nashua Manufacturing Company. In 1948, just four years after receiving a government award for service to the military during World War II, the mill shut its doors. The blow was made more severe because the area's largest employer, Textron, also shut down its Merrimack River Valley operation after the war. More than 3,500 Textron workers were left jobless and thousands of feet of mill space stood empty.

Through the efforts of an organization called the Nashua, NH, Foundation, Nashua's impending economic disaster was averted. Sanders Associates, among others, elected to occupy the mill space and helped diversify the city's economy. Heavy industry was attracted to the area in the 1950s and 1960s, followed by the service and high-technology industries in the 1970s and 1980s. While some manufacturing firms have recently left Nashua, new employers have cropped up to take their place.

In the past two decades, Nashua's evolution into a regional commercial and industrial hub has positively impacted the city, resulting in the expansion of employment, housing, educational facilities, and medical services. In outlining goals for the city while campaigning for office, Mayor Donnalee Lozeau quoted Henry Ford: "Coming together is a beginning, keeping together is progress, working together is success."

Historical Information: Nashua Historical Society, 5 Abbott Street, Nashua, NH 03064; telephone (603)883-0015; email nashuahistorical@comcast.net

■ Population Profile

Metropolitan Area Residents

1980: Not available

1990: 168,233

2000: 190,949

2006 estimate: Not available

Percent change, 1990–2000: 13.5%

U.S. rank in 1980: Not available

U.S. rank in 1990: 5th (CMSA)

U.S. rank in 2000: 7th (CMSA)

City Residents

1980: 67,865



Aerial by lesvants.com

1990: 79,662
 2000: 86,605
 2006 estimate: 87,157
 Percent change, 1990–2000: 8.7%
 U.S. rank in 1980: 289th
 U.S. rank in 1990: 270th (State rank: 2nd)
 U.S. rank in 2000: 324th (State rank: 2nd)

Density: 2,843.5 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 77,291
 Black: 1,740
 American Indian and Alaska Native: 275
 Asian: 3,363
 Native Hawaiian and Pacific Islander: 29
 Hispanic or Latino (may be of any race): 5,388
 Other: 2,642

Percent of residents born in state: 36.5% (2000)

Age characteristics (2005)

Population under 5 years old: 5,448
 Population 5 to 9 years old: 6,151
 Population 10 to 14 years old: 5,340

Population 15 to 19 years old: 5,014
 Population 20 to 24 years old: 5,471
 Population 25 to 34 years old: 13,983
 Population 35 to 44 years old: 15,737
 Population 45 to 54 years old: 10,772
 Population 55 to 59 years old: 4,759
 Population 60 to 64 years old: 3,578
 Population 65 to 74 years old: 3,985
 Population 75 to 84 years old: 3,516
 Population 85 years and older: 878
 Median age: 35.6 years

Births (2006, MSA)

Total number: 4,909

Deaths (2006, MSA)

Total number: 2,888

Money income (2005)

Per capita income: \$28,769
 Median household income: \$57,056
 Total households: 33,489

Number of households with income of...

less than \$10,000: 1,865

\$10,000 to \$14,999: 1,238
\$15,000 to \$24,999: 2,852
\$25,000 to \$34,999: 2,646
\$35,000 to \$49,999: 5,004
\$50,000 to \$74,999: 7,589
\$75,000 to \$99,999: 5,622
\$100,000 to \$149,999: 4,278
\$150,000 to \$199,999: 1,578
\$200,000 or more: 817

Percent of families below poverty level: 7.2% (2005)

2005 FBI Crime Index Property: 2,061

2005 FBI Crime Index Violent: 164

■ Municipal Government

Nashua operates with a mayor-aldermanic form of government. While the mayor is the city's chief executive officer, the city's 15 aldermen serve as the its legislative body. The mayor and six at-large aldermen are elected to four-year terms (with three of the at-large members elected every two years). Nine ward aldermen are elected to two-year terms.

Head Official: Mayor Donnalee Lozeau (since 2008; current term expires 2012)

Total Number of City Employees: 849 (2008)

City Information: City Hall, City of Nashua, 229 Main Street, Nashua, NH 03060; telephone (603)589-3000

■ Economy

Major Industries and Commercial Activity

Nashua is home to a number of industries, including computers, health care, and high technology. Since the 1950s, Nashua has become a virtual incubator for high technology and a wide variety of electronic components and computer products are produced locally. Nashua ranks high for its business environment as a result of having acceptable corporate tax and wage rates, the educational level of the work force, the interstate highway system, and the absence of New Hampshire sales and income taxes. While maintaining a strong manufacturing base, Nashua is the major retail, service, and financial center for southern Hillsborough County and adjacent Massachusetts communities. The absence of a sales tax makes the city a shopping mecca.

The city's largest employers include: BAE Systems North America, Southern New Hampshire Medical Center, St. Joseph Hospital and Trauma Center, Teradyne Connection Systems Inc., Hewlett-Packard,

Nashua Corp., GL & V Pulp Group Inc., and GN Netcom/Unex Inc.

Items and goods produced: printing and publishing, electronic equipment (especially software), fabricated metal products, machinery

Incentive Programs—New and Existing Companies

Local programs: The State of New Hampshire, which levies no state sales or income tax, is considered one of the most favorable climates for doing business in the nation. Because so much is provided at the state level, few incentives are offered at the city-town level. In fact, by state law, New Hampshire cities are prohibited from offering tax breaks to private industry. In Nashua, the Office of Economic Development is a one-stop source for resources needed to start or expand a business. The city's revolving loan fund, in partnership with private financial institutions, provides small businesses and industries with gap financing.

State programs: The state's incentives include no general sales or use tax, no general personal income tax, no capital gains tax, no inventory tax, no property tax on machinery or equipment, one of the lowest unemployment insurance rates in the country, investment tax incentives, job tax credits, and research and development tax incentives. In 2004, the State of New Hampshire instituted the Community Reinvestment Opportunity Program (CROP), which offered tax credits that could be used against business profit taxes and business enterprise taxes. Qualifying CROP projects had to create new jobs as well as expand the state economic base. As of 2008 the CROP Zone program was replaced with a new incentive program to encourage revitalization and create jobs. New Hampshire's Economic Revitalization Zone Tax Credits (EZ Tax Credit) Program provides eligible businesspeople with tax credits to be used against their Business Profit Tax and Business Enterprise Tax in a qualifying Economic Revitalization Zone Tax Credits (EZ Tax Credit) Program project.

Job training programs: The Small Business Development Center, which is funded by the Small Business Association, the State of New Hampshire, and the University of New Hampshire, offers management counseling, training, and resource information to the state's small business community through six sub-centers. The New Hampshire Employment Program (NHEP) aids individuals in obtaining financial aid to prepare for and find employment. The NHEP On-The-Job Training Program offers employers incentives to hire and train eligible applicants. New Hampshire Employment Security (NHES), a federally funded state agency, operates a free public employment service through a statewide network

of job and information centers, and labor market information to all customers.

Development Projects

In 2004 Southern New Hampshire Medical Center broke ground on a \$17 million construction project to expand the hospital's cardiac care and emergency room offerings. In 2005 Nashua's other main hospital, St. Joseph Hospital, broke ground on a \$25 million expansion and relocation of its Cardiovascular Center, Oncology Center, Endoscopy Surgicenter, and Phlebotomy department. The 64,000-square-foot addition, which opened in 2006, adjoins the main hospital via a central atrium to serve as the hospital's main entrance.

Nashua plans to introduce to the city commuter rail service that will provide access to Boston via Lowell, Massachusetts. The city is developing the project in conjunction with the New Hampshire Department of Transportation and the Nashua Regional Planning Commission. The estimated cost of the project, which includes a station, parking, track improvements, train set, and an operating subsidy, is \$70.1 million.

As part of its Downtown Master Plan, Nashua in 2008 was developing the Nashua River Promenade, a 1.6 mile system of walkways along the north and south banks of the Nashua River in the heart of downtown. Another development project under construction is the Jackson Falls/Riverwalk Project, a mixed-use public/private partnership downtown that includes restoration of a mid-19 century railroad building into a restaurant/pub, a new 22-unit luxury condominium development, and a key section of the Nashua River Promenade.

Economic Development Information: Office of Economic Development, City of Nashua, 229 Main St., Nashua, NH 03061; telephone (603)589-3070; fax (603)589-3398; email NashuaOED@NashuaNH.Gov. New Hampshire Small Business Development Center, Daniel Webster College, 20 University Drive, Nashua, NH 03060-5086; telephone (603)546-1551

Commercial Shipping

While at one point Nashua hosted four different railroad depots, train travel declined with the advent of the automobile. Today, only the Boston and Maine rail line of Pan Am Railways runs through Nashua. Several motor freight carriers service the city, which is home to a number of warehouses.

Labor Force and Employment Outlook

Nashua boasts a reliable, abundant, highly skilled and trained workforce. The expansion of high-technology companies in the region during the last decades of the twentieth century created a core of experienced workers in technology development and management. Although

recent years have seen the relocation of long-established businesses and a loss of manufacturing jobs to lower cost foreign labor markets, new businesses such as software firms and major retailers and franchises continue to establish themselves in Nashua. Other established businesses have expanded as well. Since 2003 the unemployment rate in Nashua has continued to drop and is below the national average. The fastest growing economic sector is retail and services, especially services connected to travel, tourism, and recreation.

The following is a summary of data regarding the Nashua NH-MA NECTA Division metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 132,500

Number of workers employed in . . .

construction and mining: 5,700
 manufacturing: 25,400
 trade, transportation and utilities: 31,100
 information: 2,200
 financial activities: 9,600
 professional and business services: 13,300
 educational and health services: 16,300
 leisure and hospitality: 10,500
 other services: 4,400
 government: 14,000

Average hourly earnings of production workers employed in manufacturing: \$17.53

Unemployment rate: 3.7% (Statewide average, March 2005)

<i>Largest employers (2004)</i>	<i>Number of employees (estimates)</i>
BAE Systems North America	1,000
Southern New Hampshire Medical Center	1,000
St. Joseph Hospital and Trauma Center	1,000
Teradyne Connection Systems Inc.	1,000
City of Nashua	1,000
Hewlett Packard	500
Nashua Corporation	500
GL&V Pulp Group Inc.	250
GN Netcom/Unex Inc.	250

Cost of Living

New Hampshire has been called one of the last great tax havens in the United States. The state depends more upon real property taxes for revenue than most states as it does not have general income, sales, or use taxes.

Substantial revenue is collected from taxes on gasoline, tobacco and alcohol, and parimutuel betting.

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

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 5.0% of taxable interest and dividends only

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$19.85 per \$1,000 of assessed value (2004)

Economic Information: Office of Economic Development, City of Nashua, 229 Main Street, Nashua, NH 03061; telephone (603)589-3070; fax (603)589-3398; email NashuaOED@NashuaNH.Gov

■ Education and Research

Elementary and Secondary Schools

Among the Nashua School District's special offerings are nursery school and kindergarten, special education, English as a Second Language, an enrichment program, classes for the learning disabled and handicapped, and adult education. The district's "Credit Recovery" program offers learning opportunities to high school students at risk of dropping out. A number of Nashua schools have been "adopted" by local companies that provide tutoring, career guidance, field trips, minicourses, and faculty training. In the 2002–2003 school year the district opened two new schools: Nashua High School North and the Academy of Learning & Technology. The school district's goals for 2008 included reducing the dropout rate for grades 9–12 by 10 percent; increasing the percentage of seniors going on to secondary school by 5 percent; and establishing a multi-faceted student assessment program.

The following is a summary of data regarding the Nashua School District as of the 2005–2006 school year.

Total enrollment: 689,350 (all districts)

Number of facilities

elementary schools: 12
junior high/middle schools: 4
senior high schools: 2
other: 0

Student/teacher ratio: 13.5:1

Teacher salaries (2005–06)

elementary median: \$47,700
junior high/middle median: \$44,530
secondary median: \$47,120

Funding per pupil: \$7,688

Private and parochial schools in Nashua include World Elementary and Small World Country Day School, Bishop Guertin High School, Nashua Catholic Regional Junior High School, and St. Christopher School.

Public Schools Information: Nashua School District, Berard Masse School Administration Building, 141 Ledge Street, Nashua, NH 03060-3071; telephone (603)966-1000; fax (603)594-4350

Colleges and Universities

Daniel Webster College, founded as a junior college in 1965, now offers bachelor's and associate's degrees in aeronautics, computer science, business, and engineering. The college abuts the Nashua Airport, where aeronautics students intern. The college's MBA program is designed specifically for working adults. Daniel Webster College's average enrollment is 1,200 students—600 traditional and 600 non-traditional—with more than 25 states and 8 to 12 countries represented annually. New Hampshire Community Technical College, which is supported by the state, offers associate's and applied science degrees, as well as technical and business certificates. The college is one of seven in the state vocational-technical college system. Rivier College, a private Catholic institution with a total enrollment of 2,300 students, awards associate's, bachelor's, and master's degrees in 60 areas of study, including business, education, liberal arts, sciences, nursing, and paralegal support. Satellite campuses of many larger area colleges are located in Nashua.

Libraries and Research Centers

The Nashua Public Library maintains the state's second largest collection and circulates more items than any other library in New Hampshire. Its collection comprises more than 260,000 volumes. Extensive reference, business, and periodical sections are supplemented by computerized research services, a large media collection, and an active program for children. The library also has materials in more than 24 foreign languages. Public computer terminals provide access to the Internet, research databases, and software applications. The Chandler Branch Library and a bookmobile complete the public library system, although the Chandler Library was closed beginning in July 2006. As of February 2008, the building was up for sale.

The Anne Bridge Baddour Library at Daniel Webster College maintains a collection of print, media, and electronic resources. Specialized resources are available to

supplement all of the college's academic fields. Rivier College's Regina Library includes three floors of books, meeting rooms, a reference room, and an "electronic classroom" for hands-on instruction sessions. Other special libraries include those of Nashua Corporation and BAE Systems North America.

Public Library Information: Nashua Public Library, 2 Court Street, Nashua, NH 03060; telephone (603) 589-4600

■ Health Care

St. Joseph Hospital in Nashua, with 208 beds, includes a Level 2 Trauma Center—the federally designated regional trauma center for the Greater Nashua area. St. Joseph is a full-service hospital whose facilities and services include the New England Rehabilitation Center, oncology and cardiac centers, a physician-referral service, and programs in breast health, maternity care, occupational health, and chemical dependency. Southern New Hampshire Medical Center, with 179 beds, specializes in kidney dialysis, women and child care, same-day and laser surgery, and speech and hearing problems. In 2004 the hospital opened a state-of-the-art pediatrics unit. The recently opened Nashua Center for Healthy Aging centralizes the hospital's senior services. In 2006 Lahey Plastic Surgery opened at the medical center.

Health Care Information: St. Joseph Hospital, 172 Kinsley Street, Nashua, NH 03060; telephone (603)882-3000. Southern New Hampshire Medical Center, 8 Prospect Street, Nashua, NH 03061; telephone (603) 577-2000

■ Recreation

Sightseeing

The Nashua Historical Society's collection of local history details the city's beginning as part of the Massachusetts Bay Colony and its evolution as a mill town in the 1800s. The Society also maintains a collection of Native American artifacts and a library. The Abbot-Spaulding House, which is owned by the Society, is a restored Federal-style home built in 1804 for Daniel Abbot, owner of the first cotton mill in Nashua. Among the home's many fine period pieces are glass, china, and portraits, including one of President Franklin Pierce. Nashua's North End, a residential neighborhood which includes the Nashville Historic District, features many handsome homes from the early nineteenth century to the early twentieth century, many of them in the Victorian style. Downtown Nashua's buildings of historic and architectural interest include the Hunt Memorial Building, built in the Gothic style.

Canobie Lake Park in nearby Salem combines an amusement park with a pool, small bird and animal zoo, train rides, and riverboat cruises. In nearby Merrimack is the Anheuser-Busch Brewery, which offers tours as well as performances by the brewery's 12 Clydesdale horses.

Arts and Culture

The Nashua Symphony Orchestra, a professional symphony comprised of professional musicians from southern New Hampshire and the Boston, Massachusetts area, is New Hampshire's oldest professional orchestra. The orchestra and the Nashua Symphony Chorus, a volunteer chorus with 80 members, perform year-round (sometimes together) at the Keefe Auditorium. The Nashua Chamber Orchestra performs both classical favorites and avant-garde works written for small orchestral ensembles. The 16 players of the Nashua Flute Choir use piccolos and a variety of flutes to produce their music. Dance is presented by the Northern Ballet Theatre Dance Centre, which performs classical ballet and contemporary works throughout Northern New England. The city's Actorsingers stage two musicals each year and one children's production.

Ten miles away, in Milford, the American Stage Festival offers Broadway dramas, musicals, comedies, and a children's series. The group also offers some Nashua performances. Nashua Theatre Guild produces comedic and dramatic plays throughout the year, with some summer performances at Greeley Park. The Granite Statesmen, an all-male a capella singing chorus, preserve the All-American art of Barbershop harmony.

The Nashua Public Library offers a variety of activities for young and old, including lectures, a free outdoor film series, a weekly noon-time concert series, art shows, and exhibits. The Rivier College Art Gallery presents five exhibits annually and offers films, lectures, and workshops.

Arts and Culture Information: New Hampshire Division of Travel and Tourism Department, 172 Pembroke Road, PO Box 1856, Concord, NH 03302-1856; telephone (603)271-2665; fax (603)271-6870

Festivals and Holidays

Downtown Nashua's Spring Awakening is an annual event; springtime also brings the annual art show at Greeley Park and the Taste of Nashua, a celebration in which downtown restaurants offer samples of their favorite dishes to a background of live jazz. The Summerfest Program annually sponsors a Downtown Block Party and Pancake Breakfast, a Sidewalk Art Show, and jazz and ballet concerts. A Fourth of July field day and fireworks are held at Holman Stadium. Twist the Night Away in September provides residents with a trip back in time. Antique cars line the street and people dressed in poodle skirts and leather jackets be-bop to fifties and sixties music on three stages.

Held in Downtown Nashua along the river, October's River Harvest Festival celebrates Nashua's heritage. Highlights include live ethnic entertainment, boating exhibits and seasonal foods. Downtown is the site of November's Winter Holiday Stroll, a Victorian-style, candlelight stroll followed by a tree-lighting ceremony, musical, theatrical and dance performances, and ice sculptures. Many shops stay open and offer creative displays or goodies.

Sports for the Spectator

Nashua's Holman Stadium is home to the Nashua Pride baseball team, a member of the Canadian American Association of Professional Baseball. Rivier College, a member of the NCAA Division III, fields teams in basketball, volleyball, soccer, baseball, cross country, and softball.

Sports for the Participant

A federal fish hatchery is located in Nashua, and two rivers supply some excellent fishing. Among the city's parks are the popular Mine Falls Park, located between the Nashua River and a three-mile long canal. Seven points provide access to hiking, walking, snow shoeing, and fishing. Three public swimming pools are open June through August. The Parks and Recreation Department sponsors several recreational sports leagues, including baseball, softball, lacrosse, and basketball. The Parks and Recreation Department also sponsors Halloween Fright Night, Walking Programs, Public Trips, Senior Outing, and Summer Camps/Clinics. Golf is played at a dozen public and private courses in the region.

White-water rafting enthusiasts can enjoy weekend trips on the nearby Contoocook River. Silver Lake State Park, seven miles from Nashua, offers camping and hiking. Bicycling in the city and surrounding hillside is a popular pastime. Proximity to the White Mountains and the Atlantic Ocean guarantees fine downhill skiing, swimming, and water sports.

Shopping and Dining

Nashua lives up to its reputation as the retailing center of southern New Hampshire, offering tax-free shopping at a number of ultra-modern malls, as well as traditional downtown shopping. Pheasant Lane Mall, with one million square feet of space, is the largest shopping center in New England, boasting two stories and 130 stores. It is anchored by JCPenney, Macy's, Target, and Sears. Downtown Nashua features several blocks of small specialty shops. A weekly farmer's market operates downtown in the summer.

Both casual and elegant dining experiences are available in Nashua and at nearby country inns. Menus offer a variety of ethnic dishes and New England traditional cuisine, such as chowders and fish stews, seafood,

baked beans, and Indian pudding. Asian, Brazilian, and Italian cuisines are among the city's ethnic offerings.

Visitor Information: New Hampshire Division of Travel and Tourism Department, 172 Pembroke Road, PO Box 1856, Concord, NH 03302-1856; telephone (603)271-2665; fax (603)271-6870

■ **Convention Facilities**

More than 2,000 guest rooms and suites are available in the Gateways Region, whose principal convention site is Nashua. The largest facility in Nashua is the Sheraton Nashua Hotel, with 336 guest rooms and more than 25,000 square feet of meeting rooms. The Crowne Plaza Hotel Nashua features 230 handicap-accessible guest rooms and 16 meeting and banquet rooms with state-of-the-art amenities, accommodating groups from 10 to 650. Facilities include a grand ballroom, executive boardroom, and 48-seat amphitheater. Other meeting and banquet facilities are available at the Holiday Inn and the Comfort Inn.

Convention Information: Greater Nashua Chamber of Commerce, 151 Main Street, Nashua, NH 03060; telephone (603)881-8333; fax (603)881-7323; email chamber@nashuachamber.com. Crowne Plaza Hotel Nashua, 2 Somerset Parkway, Nashua, NH 03063; telephone (603)886-1200; fax (603)595-4199. Sheraton Nashua Hotel, 11 Tara Boulevard, Nashua, NH 03062; telephone (603)888-9970

■ **Transportation**

Approaching the City

Boston's Logan International Airport, an hour's drive to the southeast, provides full commercial and freight air service. Regularly scheduled buses travel between Nashua and Logan daily. Just outside Nashua's northwestern city limit is Nashua Municipal Airport, which is a noncommercial air field. Manchester-Boston Regional Airport, about 25 minutes from Nashua, has daily connections to major cities.

The Nashua area is the starting point for two of the state's major four-lane highways: U.S. Route 3 and Interstate-93. Route 3, the F.E. Everett Turnpike, runs north-south through the western portion of the city. I-93 passes by the city to the east and is connected to Nashua by the east-west traveling New Hampshire Route 111.

Traveling in the City

Nashua's Main Street runs north-south through downtown, while the major east-west surface street is Hollis Street. Traffic is heavy due to unprecedented population growth. In-town bus service is provided by the Nashua

Transit System (NTS). Six fixed “City Bus” routes cover the city’s most populous neighborhoods and most commercial and industrial areas. Residents with special mobility needs may utilize the NTS’s Citylift program. Plans call for a commuter rail service to be instituted between Nashua and Lowell, Massachusetts, and thence to Boston. A Nashua station site is planned for the end of E. Spit Brook Road.

■ Communications

Newspapers and Magazines

The *Nashua Telegraph* is published daily. The newspaper’s Internet edition also publishes new content daily. The *NH Broadcaster*, a local weekly newspaper, is published each Wednesday. *Gateways* is an annual guidebook to the region published by the Chamber of Commerce.

Television and Radio

While no television signals originate in Nashua, the city does receive the commercial and Public Broadcasting System stations from Boston. A local firm provides cable television in Nashua. Two AM and one FM radio stations broadcast from Nashua.

Media Information: *Nashua Telegraph*, 17 Executive Drive PO Box 1008, Nashua, NH 03061; telephone (603)882-2741

Nashua Online

City of Nashua. Available www.ci.nashua.nh.us

Greater Nashua Chamber of Commerce. Available www.nashuachamber.com

Nashua Public Library. Available www.nashua.lib.nh.us

Nashua School District. Available www.nashua.edu

Nashua Telegraph. Available www.nashuatelegraph.com

Southern New Hampshire Medical Center. Available www.snhmc.org

St. Joseph Hospital. Available www.stjosephhospital.com

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Portsmouth

■ The City in Brief

Founded: 1623 (incorporated 1849)

Head Official: Mayor Thomas G. Ferrini (since 2008)

City Population

1980: 26,254

1990: 25,925

2000: 20,784

2006 estimate: 20,618

Percent change, 1990–2000: –19.8%

U.S. rank in 1980: 909th

U.S. rank in 1990: 1,044th

U.S. rank in 2000: Not available (State rank: 13th)

Metropolitan Area Population

1980: Not available

1990: 223,271

2000: 240,698

2006 estimate: Not available

Percent change, 1990–2000: 7.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: 5th (CMSA)

U.S. rank in 2000: 7th (CMSA)

Area: 15.7 square miles (2000)

Elevation: 20 feet above sea level

Average Annual Temperature: 44.7° F

Average Annual Precipitation: 46 inches of rain; 62 inches of snow

Major Economic Sectors: Tourism, government, retail and service industries, fishing and agriculture

Unemployment Rate: 3.3% (June 2007)

Per Capita Income: \$27,540 (1999)

2005 FBI Crime Index Property: 572

2005 FBI Crime Index Violent: 32

Major Colleges and Universities: Antioch New England Graduate School; Franklin Pierce College; Hesser College

Daily Newspaper: The *Portsmouth Herald*

■ Introduction

Portsmouth has the distinction of being New Hampshire's first settlement, its second oldest city, its first capital, and its only seaport. For many years, Portsmouth's livelihood depended upon the sea; since the Revolutionary War, city life has centered around the Portsmouth Naval Shipyard. The yard, which once built clipper ships and now builds and repairs submarines, was the site of the signing of the Treaty of Portsmouth ending the Russo-Japanese War in 1905. Today Portsmouth enjoys a reputation as one of the finest vacation spots in New England. It also represents economic opportunity for businesses with its tax advantages and global access via its port, along with community leaders' efforts to draw high-technology firms to the city. In 2007 Portsmouth enjoyed significant public and private investment, improved commercial and industrial vacancy rates, and slightly increased employment. Portsmouth is building on its reputation as a progressive, entrepreneurial, and tech-savvy small city.

■ Geography and Climate

Portsmouth, located in southeastern New Hampshire in Rockingham County, is equidistant from Portland, Maine, to the north and Boston, Massachusetts, to the south. About three miles inland from the Atlantic Ocean, Portsmouth is at the mouth of a broad tidal basin for six

inland rivers. Portsmouth itself lies on the banks of the Piscataqua River. On the opposite bank of the Piscataqua is the city of Kittery, Maine site of the Portsmouth Naval Shipyard. The only seaport in the state, Portsmouth has one of the deepest harbors in the world. The land around the harbor is hilly, sloping down to Piscataqua Bay.

Portsmouth's winters are relatively mild and wet because of the mitigating influence of the Atlantic Ocean; average snowfall during the winter is 62 inches. Summer, which can be warm and humid, is sometimes lightened by ocean breezes. The traditional New England storms off the Atlantic, known locally as "northeasters," are mostly spent by the time they reach Portsmouth.

Area: 15.7 square miles (2000)

Elevation: 20 feet above sea level

Average Temperature: 44.7° F

Average Annual Precipitation: 46 inches of rain; 62 inches of snow

■ History

Shipbuilding, Trading Establish Portsmouth

When English settlers migrating north from Massachusetts Bay Colony reached the site of modern Portsmouth, they encountered the Piscataquas, Native Americans who were part of the Algonquin Federation. The settlers adopted the name Piscataqua for their new town but soon changed the name to Strawberry Banke, a comment on the lush fruit carpeting the area. By 1633, the townsfolk had built a grist mill that used the waters of the Piscataqua River, and the Great House, a large community residence.

In 1653 the 60 families living in the town petitioned to change its name to Portsmouth. When New Hampshire was separated from Massachusetts Bay Colony by royal edict in 1679, Portsmouth became the capital of the new colony. Surrounded by forests of oak and white pine and at the edge of one of the world's deepest harbors, Portsmouth developed an economy based on shipbuilding and trading. The town thrived on its agriculture and fishing businesses and the fast growing mast-building industry. Shipbuilding boomed as the colonies moved toward the Revolutionary War. During the conflict, Portsmouth's shipyards produced three ships—the *America*, the *Raleigh*, and the *Ranger*—along with numerous privateers.

Following the war, many new wharves and shipyards were built along Portsmouth Harbor. In 1800 a government yard—the Portsmouth Naval Shipyard—was added to build and repair warships. In the meantime, commercial trade was brisk, as Portsmouth formed one of the points in the New England-West Indies-Great Britain

triangle. Rum, molasses, sugar, and cocoa from the West Indies were shipped to Portsmouth and stored in its warehouses. Some of the goods were shipped on to England, along with cargoes of New Hampshire lumber. Portsmouth's merchant fleet also sailed south to the Indies, laden with lumber, oil, and livestock. Coal from England was distributed inland from Portsmouth warehouses, completing the trade triangle.

Shipbuilding Decline Diversifies Economy

The merchant class of Portsmouth lived very profitably from the trade, building large Federalist and Georgian-style manors and supporting the arts. The *New Hampshire Gazette*, originally called the *Portsmouth Gazette*, began publishing weekly in 1756. Portsmouth's fortunes declined in 1808 when Concord was named the state capital. Its fortunes suffered further with the invention of steamships and the growing popularity of the Massachusetts ports.

After the Civil War, Portsmouth became known for its breweries and shoe factories. The city was wired for electric lights in 1870 and free postal delivery began there in 1887. The construction of the Little Bay-Dover bridge in 1874 undermined the usefulness of the Piscataqua River as an avenue to inland communities. The Portsmouth Naval Shipyard continued to contribute to the country's military needs. In World War II, the yard's 20,000 employees built some 70 submarines. During 1953 the prototype submarine USS *Albacore* (a National Historic Landmark and Historic Mechanical Engineering Landmark) and the first two atomic-powered submarines were built in the yard.

Three bridges span the Piscataqua River in modern Portsmouth, one of which, the Memorial Bridge, was built to commemorate World War I. Ships continue to sail into Portsmouth, now an official port of entry and foreign trade zone. Modern cargoes consist of oil, gas, salt, limestone, and other products, with petroleum products comprising 90 percent of the cargoes. Much of the waterfront is now devoted to parks and gardens, while the once-bustling warehouses have been transformed into condominiums, shops, and offices.

Established in 1956, the Pease Air Force Base in Portsmouth was one of the first military installations in the country to close as a result of the 1989 Base Closure and Realignment Act. In March 1991, all 10,715 military and other related personnel, and their dependents, left and took with them an annual payroll of about \$110 million. Their departure took a heavy toll on the region's economy, already suffering as a result of the recession that began in the late 1980s.

Although the loss of the base seemed extremely negative at the time, the closure actually provided a unique opportunity for New Hampshire and its Pease Development Authority (PDA) to initiate the development of Pease International Tradeport, which is both a

commercial airport and an economic development project. Simultaneously, the Port of New Hampshire began a major expansion project, which has led to a great increase in the port's trade potential.

City's Perseverance Tested as Twenty-First Century Begins

In 2005 the area faced the possibility of a major economic challenge with the proposed closure of Portsmouth Naval Shipyard as it was recommended by the U.S. Department of Defense. Hearings began in July 2005 to discuss whether to retain the historic yard. The impact on the region would have been significant as it employs some 4,500 workers. However, employees organized the "Save Our Shipyard" campaign to influence the committee to reverse its decision. On August 24, 2005, the base was taken off the list and continues operating under its motto, "From Sails to Atoms."

The proliferation of Internet-based companies, or "dot-com" companies, brought approximately 400 related firms to the area in the late 1990s, though most went out of business during the economic downturn early in the new century. The prosperity that the financial influx brought resulted in great strides in cultural activities and dining establishments that remain.

While the population has declined significantly in recent decades—the most dramatic between 1990–2000, with a nearly 20 percent loss—the metropolitan area has steadily expanded. The business climate is advantageous as many incentive programs exist along with a lack of sales or income tax in the city and state. Rockingham County, in particular, has shown positive growth in recent years, with low unemployment, slightly higher housing costs, a stable real estate market, and strong private investment.

Historical Information: Portsmouth Historical Society, PO Box 728, Portsmouth, NH 03802; telephone (603)436-8420

■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 223,271
 2000: 240,698
 2006 estimate: Not available
 Percent change, 1990–2000: 7.8%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 5th (CMSA)
 U.S. rank in 2000: 7th (CMSA)

City Residents

1980: 26,254
 1990: 25,925
 2000: 20,784
 2006 estimate: 20,618

Percent change, 1990–2000: –19.8%
 U.S. rank in 1980: 909th
 U.S. rank in 1990: 1,044th
 U.S. rank in 2000: Not available (State rank: 13th)

Density: 1,333.4 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 19,443
 Black: 442
 American Indian and Alaska Native: 44
 Asian: 508
 Native Hawaiian and Pacific Islander: 5
 Hispanic or Latino (may be of any race): 280
 Other: 59

Percent of residents born in state: 37.3% (2000)

Age characteristics (2000)

Population under 5 years old: 1,009
 Population 5 to 9 years old: 981
 Population 10 to 14 years old: 997
 Population 15 to 19 years old: 886
 Population 20 to 24 years old: 1,187
 Population 25 to 34 years old: 4,002
 Population 35 to 44 years old: 3,524
 Population 45 to 54 years old: 2,952
 Population 55 to 59 years old: 1,021
 Population 60 to 64 years old: 841
 Population 65 to 74 years old: 1,629
 Population 75 to 84 years old: 1,215
 Population 85 years and older: 540
 Median age: 38.5 years

Births (2002)

Total number: 230

Deaths (2001)

Total number: 257

Money income (1999)

Per capita income: \$27,540
 Median household income: \$45,195
 Total households: 9,933

Number of households with income of...

less than \$10,000: 899
 \$10,000 to \$14,999: 574
 \$15,000 to \$24,999: 1,105
 \$25,000 to \$34,999: 1,140
 \$35,000 to \$49,999: 1,629
 \$50,000 to \$74,999: 2,174
 \$75,000 to \$99,999: 1,177
 \$100,000 to \$149,999: 822
 \$150,000 to \$199,999: 256
 \$200,000 or more: 157



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Percent of families below poverty level: 26.6%
(1999)

2005 FBI Crime Index Property: 572

2005 FBI Crime Index Violent: 32

■ Municipal Government

Portsmouth operates under a manager-council form of government. Nine council members are elected to two-year terms. The member receiving the largest number of votes becomes the mayor in any municipal election. The council retains the services of a full-time professional city manager.

Head Official: Mayor Thomas G. Ferrini (since 2008; current term expires 2009)

Total Number of City Employees: 320 (municipal, 2008)

City Information: Mayor's Office, City of Portsmouth, 1 Junkins Ave., Portsmouth, NH 03801; telephone (603)610-7200

■ Economy

Major Industries and Commercial Activity

Portsmouth is a part of the northeast market area that serves about a third of the nation's population in addition to eastern Canada. Major economic sectors in Portsmouth include tourism, the retail and service industries, and fishing and agriculture. One of the area's major employers is the Portsmouth Naval Shipyard across the Piscataqua River from Portsmouth in Kittery, Maine. This facility, which repairs nuclear submarines, also supports attendant vendors and manufacturers, and in the early 1990s completed construction of a \$34 million enclosed dry dock.

The Pease International Tradeport, an airport and economic development project on the site of the former air base, is the current location of more than 150 businesses employing some 5,000 people on about 3.6 million square feet of new or renovated space. Several regional carriers provide daily departures to a variety of destinations. Landside developments at the Tradeport include the National Passport Center and the National Visa Center. The site has also attracted several high-tech businesses including Lonza Biologics (formerly Celltech Biologics), a London-based firm, which is now one of the

area's largest employers. The Tradeport hit a new high of 6,400 employees in 2006. The relocation of Seacoast Media Corp. to the Tradeport and the continued expansion of Lonza Biologics are signs of growth. In 2007 the Tradeport had \$333 million in assessed value and a total market value of \$401 million in taxable private investment.

The Port of Portsmouth is a center for exporters and importers of road salt, scrap metal, fuel oil, building materials, and other goods; many exporters are located in Portsmouth. Overall, more than five million tons of cargo per year makes the short journey to and from the Atlantic Ocean to the port's dock.

Items and goods produced: machinery, electronic components, plastics, liquefied propane, gypsum products, shoes, microwave parts, tools and dies, drinks, buttons, reaming tools, wire and cable, computer connective hardware

Incentive Programs—New and Existing Companies

Local programs: The State of New Hampshire, which levies no state sales or income tax, is considered one of the most favorable climates for doing business in the nation. Portsmouth relies on services provided by the Small Business Development Center, Leadership Seacoast (a group of community leaders), Service Corps of Retired Executives (SCORE), Chamber of Commerce workshops and seminars, and the efforts of the Economic Development Commission in encouraging businesses and providing forums for business contacts.

The Portsmouth Economic Development Commission provides a one-stop information and referral center for business consulting for startup or expanding firms. Financing support is offered by the Portsmouth Economic Development Loan Program (PEDLP) for prospective or existing small business owners in the area. Incentives for qualified businesses are funded by PEDLP monies along with private and federal loans and can be directed toward acquiring land and buildings, buying machinery and equipment, and other approved projects.

Portsmouth's Community Development Department and Chamber of Commerce have developed the Micro-enterprise Assistance Program to encourage economic development within the city by providing business counseling services to small businesses that would not normally be able to afford such services. The free counseling may include marketing development, loan proposals, assistance with developing business plans, cash flow analysis and financial planning, productivity studies, contracts and agreements, and skills transfer to the small business owner.

State programs: An International Trade Resource Center at the former Pease Air Force Base in Portsmouth provides information and assistance for exporters or for

those investigating an expansion into foreign markets. The state of New Hampshire's incentives include no general sales or use tax, no general personal income tax, no capital gains tax, no inventory tax, no property tax on machinery or equipment, one of the lowest unemployment insurance rates in the country, investment tax incentives, job tax credits, and research and development tax incentives. For manufacturers, business and technical support are available along with financing that is free from taxation. In 2004 the State of New Hampshire instituted the Community Reinvestment Opportunity Program (CROP), which offered tax credits that could be used against business profit taxes and business enterprise taxes. Qualifying CROP projects had to create new jobs as well as expand the state economic base. As of 2008 the CROP Zone program was replaced with a new incentive program to encourage revitalization and create jobs. New Hampshire's Economic Revitalization Zone Tax Credits (EZ Tax Credit) Program provides eligible businesspeople with tax credits to be used against their Business Profit Tax and Business Enterprise Tax in a qualifying Economic Revitalization Zone Tax Credits (EZ Tax Credit) Program project.

Job training programs: The Small Business Development Center, which is funded by the U.S. Small Business Association (SBA), the State of New Hampshire, and the University of New Hampshire, offers free management counseling, low cost training, and resource information to the state's small business community through six sub-centers. The federally-funded New Hampshire Workforce Opportunity Council (WOC) provides business and industry with customized classroom training and on-the-job training of eligible workers.

Development Projects

Business at the Pease International Tradeport continues to expand under the Pease Development Authority (PDA) and maintains 3.6 million square feet of new or renovated space. Plans are underway to increase the number of employees at the Tradeport to 10,000. As of 2006 the Tradeport had hit a new high of 6,400 employees. As of 2008 notable activity at the Tradeport included the intention of John Hancock to relocate offices to Pease and lease 102,000 square feet of space on Corporate Drive; the company plans to hire 200 employees to provide customer care operations and services supportive of its North American operations. The Port Authority of Portsmouth is implementing a long-existing plan to add new piers that will allow for greater cargo capacity and room for vessel overflow. Another project long in the planning phase (since 1988) was a new library building that finally began construction during the summer of 2005; the new library opened in December 2006. As of 2008 several development projects downtown had been recently completed or were underway. These included construction of a five-story mixed

commercial/residential building in Market Square, now occupied, and initiation of two renovation/infill projects that had been proposed for Bridge and State Streets. Plans were underway for the Parade Mall Master Plan, a project that includes a pedestrian broad walk and roadway flanked by four mixed-use buildings with 70,000 square feet (approximately enough for 15 to 20 shops) of retail; 28 condominiums; 150,000 square feet of office space; and a hotel with 147 rooms. The project will be served by a 325-space underground parking garage. Additionally, the HarborCorp Westin Hotel and conference facility project has completed the local land use approval process, and the former Portsmouth Herald building was slated for redevelopment as of 2008. Plans were in the works to completely renovate and upgrade the 165,900-square-foot Southgate Plaza shopping center and the 40,000-square-foot White Birch Plaza was being renovated and renamed Heritage Commons. The Portsmouth Regional Hospital was planning a \$63 million 68,000-square-foot expansion for cardiac and diagnostic services.

Economic Development Information: Greater Portsmouth Chamber of Commerce, 500 Market St., PO Box 239, Portsmouth, NH 03802-0239; telephone (603)610-5510; fax (603)436-5118. New Hampshire Office of Business and Economic Development, c/o NH Business Resource Center, PO Box 1856, 172 Pembroke Rd., Concord, NH 03302-1856; telephone (603)271-2341 or (603)271-2591; fax (603)271-6784; email info@nhconomy.com. New Hampshire Small Business Development Center, c/o Rochester Chamber of Commerce, 18 S Main St., Ste. 2A, Rochester, NH 03867; telephone (603)330-1929; fax (603)330-1948

Commercial Shipping

The only seaport in the state and the only deepwater harbor between Portland, Maine, and Boston, Massachusetts, Portsmouth remains a major New England port of entry. The port, a designated Foreign Trade Zone, includes a state-operated marine terminal. Container service to Halifax and European destinations is available weekly. The port continues to play an increasingly important role in Atlantic shipping, and, as of 2005, the Port Authority was in the process of adding new piers to facilitate the handling of more cargo and barge services. Public and private terminals along the Piscataqua River account for in excess of five million tons of cargo per year. In addition to the port facilities, Portsmouth shipping includes the Pan Am Systems railroad and around 20 regular truck route carriers. Air freight service is available at three commercial airports within an hour's drive.

Labor Force and Employment Outlook

Portsmouth workers are described as young and well-educated; they tend to be attracted to the city in part because of the short commute to work. The labor pool

includes workers with diversified skills while the nearby colleges offer strong academic and technical support. Nearly 42 percent of those older than 25 years have a bachelor's degree or higher while 91 percent are high school graduates.

Considered a viable alternative to Boston for both living and working, Portsmouth is ideally situated for business expansion in both national and international markets, with the Port of Portsmouth offering area manufacturers direct worldwide access. The redevelopment of the former Pease Air Force Base has created numerous commercial business opportunities for companies that repair, maintain, and retrofit aircraft as well as vendors and suppliers for those types of facilities. In 1999 the eCoast Technology Roundtable was established to recruit high-tech businesses and professionals to the area. In 2007 the largest gain in jobs was in the leisure and hospitality sector (700 jobs), reflecting the completion of several local hotel construction projects. That increase was followed by the government sector (400 jobs), reflecting additional employees at the National Visa and Passport centers and other government entities. The financial, manufacturing, business/professional, and health/educational sectors remained the same as the previous year. The only sector showing a job loss compared to 2006 was the construction/natural resources sector with 100 fewer workers.

The following is a summary of data regarding the Portsmouth NH-ME NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 55,900

Number of workers employed in . . .

- construction and mining: 1,600
- manufacturing: 3,800
- trade, transportation and utilities: 11,200
- information: 1,700
- financial activities: 4,900
- professional and business services: 9,100
- educational and health services: 5,700
- leisure and hospitality: 6,900
- other services: 1,500
- government: 9,400

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.3% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Liberty Mutual Insurance	1,800
Columbia HCA Hospital	1,020
Lonza Biologies	500

Demoulas Market	425
Erie Scientific/Sybron Lab Products	350
US Dept. of State, Na- tional Passport Center	330
Pan Am Airlines/ Bos- ton-Maine Airways	300
Shaws Supermarket	270
US Dept. of State, Na- tional Visa Center	215

Cost of Living

New Hampshire historically ranks among the lowest in the nation in the percentage of residents' income collected for state taxes and fees. New Hampshire depends more upon real property taxes for revenue than most states as it does not have general income, sales, or use taxes. Substantial revenue is collected from taxes on gasoline, tobacco, alcohol, and parimutuel betting.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 5.0% of taxable interest and dividends only

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$17.17 per \$1,000 of valuation (2004)

Economic Information: Community Development Department, City of Portsmouth, 1 Junkins Ave., Portsmouth, NH 03801; telephone (603)610-7218

■ Education and Research

Elementary and Secondary Schools

Portsmouth public schools' curricula include both college, preparatory, and vocational programs, as well as programs for the physically and mentally impaired. As of 2007, 100 percent of the school district's teachers and support staff had met the highly qualified teacher (HQT) standard for the federal No Child Left Behind legislation.

The following is a summary of data regarding the School Department City of Portsmouth as of the 2005–2006 school year.

Total enrollment: 5,242

Number of facilities

elementary schools: 3
junior high/middle schools: 1
senior high schools: 1
other: 0

Student/teacher ratio: 11.5:1

Teacher salaries (2005–06)

elementary median: \$46,370
junior high/middle median: \$47,330
secondary median: \$45,380

Funding per pupil: \$11,333

Three private or parochial schools enroll about 525 students.

Public Schools Information: Superintendent's Office, Portsmouth School Department, 50 Clough Dr., Portsmouth, NH 03801; telephone (603)431-5080; fax (603)431-6753

Colleges and Universities

The Antioch New England Graduate School, Franklin Pierce College, and Hesser College operate in Portsmouth. A number of other schools are located within driving distance, notably the University of New Hampshire in Durham, which is about 14 miles away. The University offers its nearly 12,600 undergraduates and graduate students a choice of more than 100 majors. The New Hampshire Community Technical College (NHCTC) is in nearby Stratham. Collaborative efforts by the University of New Hampshire Division of Continuing Education, the College for Lifelong Learning (part of the University System of New Hampshire), and New Hampshire Community Technical College resulted in the establishment of the Pease Education and Training Center, which offers course work to help those in business and industry in the greater Portsmouth region.

Libraries and Research Centers

Portsmouth Public Library maintains a collection of about 145,000 volumes and 5,000 audio materials, 6,000 video materials, and more than 750 periodicals along with city documents, tapes, and maps. Special collections include information about local history including World War II records. The library staffs a children's room and offers a variety of special children and teen programs.

Special libraries include the Portsmouth Athenaeum, a library-museum specializing in local New Hampshire, Maine, and New England history, as well as genealogy and marine, naval, and shipping interests. At Strawbery Banke, the Thayer Cummings Historical Reference Library specializes in art and architecture, decorative arts, local history, and preservation. Its holdings include photo and

manuscript collections. The Portsmouth Naval Shipyard Library covers computers, electronics, engineering, and submarines. Masonic information pertaining to New Hampshire is catalogued in the James E. Whaley Museum and Library.

Portsmouth is the summer home of the Shoals Marine Laboratory (SML), a research program of Cornell University run in conjunction with the University of New Hampshire. This marine biology and coastal oceanography facility is located on 95 acres on Appledore Island, the largest of the Isles of Shoals and six miles from Portsmouth in the Gulf of Maine.

Public Library Information: Portsmouth Public Library, 175 Parrott Avenue, Portsmouth, NH 03801; telephone (603)427-1540; fax (603)433-0981

■ Health Care

Portsmouth area residents are served by the Portsmouth Regional Hospital, a full service, 209-bed medical center with staff of about 130 physicians. The hospital provides an inpatient and outpatient behavioral health center along with a 24-hour emergency department; rehabilitation services; women's care services, including maternity care; and the latest medical equipment. Staffed by about 50 surgeons, the surgery department has state-of-the-art laser equipment and extensive diagnostic resources, including CAT and MRI scanning, X-ray, cardiac stress, testing, ultrasound and mammography. The Heart & Lung Center has multidisciplinary capabilities and the Wound Care Center treats wounds using an innovative, comprehensive approach.

The Behavioral Health Services unit treats adults and adolescents in crisis who are suffering from mental illness, substance abuse or an acute emotional or psychological problem. Services provided include full inpatient care, medically supervised detoxification, and an evening Adult Intensive Outpatient program.

■ Recreation

Sightseeing

Portsmouth, a charming New England seaport, retains its colonial heritage through careful preservation of its buildings, some of which date from the 1600s. Many of these historic structures can be viewed on a walking tour along the Portsmouth Trail, which is a collection of six buildings, including the Governor John Langdon House. Langdon served five years as governor of the state and was a signer of the U.S. Constitution. The John Paul Jones House, also on the tour, was the temporary dwelling of the naval patriot during the outfitting of the ships *USS Ranger* and *USS America*. The four other homes include Federalist and Georgian mansions of early

politicians and merchants. Another Portsmouth building of note is Pitt Tavern, site of Loyalist meetings prior to the Revolutionary War. The Strawberry Banke Museum, a living museum, occupies 10 acres in the city's South End in the heart of the maritime community.

Thirty-five buildings built between 1695 and the 1820s have been preserved and co-exist with restored shops where craftsmen demonstrate vanishing arts such as barrel and candle making. St. John's Church, an Episcopal church built in 1807, contains an antique Bible, baptismal font, and box pews. The nearby Point of Graves Cemetery contains tombstones dating back to 1682.

Other attractions in Portsmouth center around the port area. Prescott Park, on the banks of the Piscataqua River, contains the Shaw's Warehouse, where John Paul Jones outfitted the *USS Ranger*. The warehouse now houses an art gallery and hosts an annual arts festival. Harbor cruises and whale watches are popular further down the river in Portsmouth Harbor. A trip to the Isles of Shoals, a group of islands just off the coast, reveals the landing site of Captain John Smith around 1614. Across the Piscataqua River in Kittery, Maine, is the Portsmouth Naval Shipyard, a U.S. naval installation since the Revolutionary War. The base, which is actually located on Seavey's Island, has built ships ranging from frigates to submarines. Albacore Park and Memorial Garden house the *USS Albacore*, a prototype for modern submarines.

Odiorne Point State Park, near Portsmouth Harbor, contains a nature center with exhibits of sea life and displays on coastal issues. Narrated, cocktail, live music, and fall foliage cruises of the harbor and the Piscataqua River are available. Water Country water park, spread over 47 acres, offers 15 different water rides, other activities, and snack bars and restaurants.

Arts and Culture

Portsmouth supports several theater groups along with five theaters, a children's museum, a ballet company, a lively music scene, and a former button factory inhabited by artisans. Founded in 1977, the Pontine Movement Theatre is a professional performing and touring group specializing in mime. The group performs at the Market Square studio. A variety of classic and original productions are presented by the intimate, 75-seat Players' Ring Theater, while the award-winning Seacoast Repertory Theatre at the Bow Street Theatre building (circa 1892) offers a wide range of plays, workshops, and children's activities. Ballet New England performs contemporary and traditional dance; classical music is the forte of the Historic North Church Music Series. The Music Hall, built in 1878, presents a celebrity series of dance, music, theater, and other events from September through May.

Among the attractions at the Children's Museum of Portsmouth are a lobstering exhibit, a submarine that can be boarded, and nature and computer centers. Portsmouth's numerous galleries showcase paintings,

collectibles, and sculpture exhibits that depict the sea as well as arts and crafts.

Festivals and Holidays

The New Year is hailed in Portsmouth by the non-alcoholic First Night celebration spotlighting live entertainment and fireworks. Warm weather brings art fairs, including the summer-long Prescott Parks Art Festival and the Ceres Street Crafts Fair held in the Old Harbor Area. The Bowstreet Artisans Fair at the Seacoast Repertory Theatre in July is the largest fine arts and crafts fair held in southern New Hampshire. The Children's Museum of Portsmouth celebrates its birthday in July with the entire community. June features the Harbor Arts Jazz Festival, which is held at the Music Hall, and the day-long Market Square Day festival with food, music, and arts and crafts booths. The Strawberry Banke Museum's "Candlelight Stroll" held the first two weekends in December rounds out the festival year.

Sports for the Spectator

There are no professional sports teams in Portsmouth, but some residents enjoy following college sports by cheering on the Wildcats of the University of New Hampshire in Durham, especially in men's hockey. Many residents of Portsmouth also follow the five professional sports teams based in Boston. These include the National Basketball Association's Celtics, the National Hockey League's Boston Bruins, Major League Baseball's Boston Red Sox, the National Football League's New England Patriots, and Major League Soccer's New England Revolution, who play their games in suburban Foxboro.

Sports for the Participant

Its proximity to the Atlantic Coast provides Portsmouth with an abundance of sports. In summer, the city's parks offer picnicking, fishing, boating, swimming, and hiking. Albacore Park, at the Port of the Portsmouth Maritime Museum, staffs a visitor's center. The park system includes Four Tree Island Park and Pierce Island Park. Prescott Park, the site of a summer festival series, cultivates garden displays while the Urban Forestry Center maintains nature trails, an arboretum, gardens, and a historic house. Saltwater fishing is popular, with several companies offering boating services. The city maintains 16 tennis courts, two indoor and outdoor pools, three indoor skating rinks, two bowling centers, and a golf course. In the winter, excellent skiing can be found in the White Mountains, a two-hour's drive to the north. Odiorne Point State Park, a 15-minute drive from downtown, offers numerous summer and fall outings, including flotsam and jetsam hikes and leaf hunts.

Shopping and Dining

Portsmouth shopping is especially appealing because there is no sales tax. Its most picturesque shopping section may be the Old Harbor Area at Bow and Ceres streets. The warehouses and customs offices of the once busy colonial seaport have been transformed into boutiques, craft shops, and restaurants. Downtown shopping is available along Congress Street. Two of the better-known outlet malls in the area are Kittery Outlet Mall in Kittery, Maine, and the North Hampton Factory Outlet Mall on U.S. Route One. Major retailers can be found in the city of Newington at the Fox Run Mall. The Portsmouth Farmers Market sells homemade foods and arts and crafts from May to early November.

Portsmouth, the self-proclaimed "restaurant capital of New England," offers mostly classic seacoast fare in its nearly 100 restaurants, about half of which are in the downtown area. Many eateries are located in refurbished warehouses, historic homes, and breweries overlooking the water. Ethnic menus include Italian, Tuscan, Chinese, Polynesian, Japanese, Mexican, and Continental cuisine. Choices can range from the trendy Portsmouth Brewery to the Parisian feel of Cafe Mirabelle to the Blue Mermaid World Grill, which features a varied menu of specialties seasoned with flavors from around the world.

Visitor Information: Greater Portsmouth Chamber of Commerce, 500 Market St., PO Box 239, Portsmouth, NH 03802-0239; telephone (603)436-3988

■ Convention Facilities

Facilities within the city can accommodate small- to medium-sized meetings and include more than 1,300 guest rooms and approximately 100 restaurants. The largest hotel is the Sheraton Harborside Hotel Portsmouth, featuring 15 meeting rooms highlighted by a ballroom that accommodates 150 to 200 guests. The city is full of picturesque inns and bed-and-breakfasts.

Convention Information: Greater Portsmouth Chamber of Commerce, 500 Market St., PO Box 239, Portsmouth, NH 03802-0239; telephone (603)436-3988

■ Transportation

Approaching the City

Since 1993 regional airline service has operated at the Pease International Tradeport. The Pan American Clipper Connection and, as of 2007, Skybus operate out of the airport. Air travelers can also use facilities at Logan International Airport, one hour to Portsmouth's south in Boston, Massachusetts; Portland International Airport, one hour to the north in Portland, Maine; or Manchester

Airport in Manchester, New Hampshire, which connects the southern part of the state to Washington, New York, Chicago, Philadelphia, and Pittsburgh. Frequent daily limousine service is available between Logan and Portsmouth.

Bus transportation to Portsmouth is available on C & J Trailways, which also serves Logan airport. C & J's Portsmouth stop is at the Park and Ride bus terminal at Pease International Tradeport. Ferries are available between Portsmouth and Kittery, Maine. Passenger rail extends from Boston to Newburyport, Massachusetts. Service is also available within the state to Dover and Durham.

Interstate 95 is a direct link connecting Portsmouth with Portland, Maine, and Boston; it extends as far north as the Canadian provinces and south to Key West, Florida. The Spaulding Turnpike (Rte. 16) connects the city to Dover, Rochester, and further north to the White Mountains. U.S. Route 101 stretches west through Manchester and eventually to Keene, New Hampshire. U.S. Route 4 leads into the city from Concord to east. All roads are passable year-round to the experienced traveler.

Traveling in the City

Portsmouth, which grew inland from the banks of the Piscataqua River, developed around a series of narrow, winding, often one-way streets in the downtown area. The main thoroughfares converge at Market Square in the center of downtown Portsmouth. Memorial Bridge connects Portsmouth with Kittery, Maine. Other traffic can use I-95 and the U.S. Route 1 Bypass, both with bridges across the river. Other bridges in the city cross South Mill Pond and provide a link with Pierce Island.

Traffic in the city blossoms during the summer tourist season when the city's population doubles. Bridge traffic is especially heavy during these months. Cooperative Alliance for Seacoast Transportation (COAST), the regional transit line since 1981, provides bus service to the combined metropolitan area of Portsmouth, Rochester, Dover, Somersworth, and Durham. Walking the brick-paved streets and taking the downtown trolley during the summer are the best ways to get to know Portsmouth, and horse-drawn carriages are available.

■ Communications

Newspapers and Magazines

The *Portsmouth Herald*, is published each weekday evening and in the mornings on weekends. Magazines published in Portsmouth include *Red Owl*, a literary magazine and *Coastline*, a publication of the Chamber of Commerce.

Television and Radio

Portsmouth receives the major television networks via the Boston channels. One FM radio station and one AM station broadcast programming such as easy listening and album-oriented rock music from Portsmouth.

Media Information: *The Portsmouth Herald*, 111 New Hampshire Ave., Portsmouth, NH 03801; telephone (800)439-0303; fax (603)433-5760; email news@seacoastonline.com

Portsmouth Online

- City of Portsmouth. Available www .cityofportsmouth.com
- Greater Portland Chamber of Commerce. Available www.portsmouthchamber.org
- Pease Development Authority. Available www .peasedev.org
- The *Portsmouth Herald*. Available www .seacoastonline.com
- Portsmouth Public Library. Available www .cityofportsmouth.com/Library
- Portsmouth School Department. Available www .cityofportsmouth.com/school/index.htm
- Strawbery Banke Museum. Available www .strawberybanke.org

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The State in Brief

Nickname: Garden State

Motto: Liberty and Prosperity

Flower: Purple violet

Bird: Eastern goldfinch

Area: 8,721 square miles (2000; U.S. rank 47th)

Elevation: Ranges from sea level to 1,803 feet

Climate: Moderate, with marked differences between the northwest and southeast extremities

Admitted to Union: December 18, 1787

Capital: Trenton

Head Official: Governor Jon Corzine (D) (until 2009)

Population

1980: 7,365,000

1990: 7,730,188

2000: 8,414,350

2006 estimate: 8,724,560

Percent change, 1990–2000: 8.9%

U.S. rank in 2006: 11th

Percent of residents born in state: 52.42% (2006)

Density: 1,175.3 people per square mile (2006)

2006 FBI Crime Index Total: 230,630

Racial and Ethnic Characteristics (2006)

White: 6,073,160

Black or African American: 1,187,161

American Indian and Alaska Native: 17,494

Asian: 652,378

Native Hawaiian and Pacific Islander: 4,362

Hispanic or Latino (may be of any race):
1,364,699

Other: 661,229

Age Characteristics (2006)

Population under 5 years old: 559,872

Population 5 to 19 years old: 1,756,126

Percent of population 65 years and over: 12.9%

Median age: 38.2

Vital Statistics

Total number of births (2006): 108,939

Total number of deaths (2006): 69,749

AIDS cases reported through 2005: 48,431

Economy

Major industries: Manufacturing, tourism, agriculture, services, trade, mining, fishing

Unemployment rate (2006): 6.3%

Per capita income (2006): \$31,877

Median household income (2006): \$64,470

Percentage of persons below poverty level (2006): 8.7%

Income tax rate: 1.4% to 8.97%

Sales tax rate: 7.0%



Atlantic City

■ The City in Brief

Founded: 1783 (incorporated 1854)

Head Official: Mayor Scott Evans (since 2007)

City Population

1980: 40,199

1990: 37,986

2000: 40,517

2006 estimate: 39,958

Percent change, 1990–2000: 6.7%

U.S. rank in 1980: 547th

U.S. rank in 1990: 700th (State rank: 17th)

U.S. rank in 2000: 741st

Metropolitan Area Population

1980: 276,000

1990: 319,416

2000: 354,878

2006 estimate: 271,620

Percent change, 1990–2000: 10.0%

U.S. rank in 1980: Not available

U.S. rank in 1990: 7th (CMSA)

U.S. rank in 2000: 6th (CMSA)

Area: 11.3 square miles (2000)

Elevation: 6 to 8 feet above sea level

Average Annual Temperatures: January, 35.2° F; July, 75.2° F; annual average, 55.3° F

Average Annual Precipitation: 38.37 inches of rain

Major Economic Sectors: Tourism and conventions, services, trade, real estate development

Unemployment Rate: 5.9% (June 2007)

Per Capita Income: \$15,402 (1999)

2005 FBI Crime Index Property: 4,514

2005 FBI Crime Index Violent: 753

Major Colleges and Universities: None

Daily Newspaper: *The Press of Atlantic City*

■ Introduction

A Victorian-era resort and the inspiration for the board game *Monopoly*, Atlantic City is now one of the nation's top tourist destinations. The city's attractions are legendary. They include a five-mile-long boardwalk with entertainment piers stretching out over the Atlantic Ocean, 12 gambling casinos, luxury hotels and restaurants, luscious saltwater taffy and fudge, and sandy beaches. Much of Atlantic City's economy supports and thrives on its convention trade, which annually brings nearly 5,000 shows to the city's famous convention complex and casino hotels.

■ Geography and Climate

Atlantic City, in southeast New Jersey, lies on narrow, sandy Absecon Island several miles off the mainland. The island, separated from the mainland by a series of low-lying meadows and a narrow strait, is 60 miles southeast of Philadelphia and 100 miles south of New York City.

Atlantic City's climate, while generally continental, is influenced by the proximity of the Atlantic Ocean. Summers start later and last longer than on the mainland and winters are milder. Precipitation is moderate and distributed throughout the year. The exception is the heavy rainfall attendant on the occasional hurricane which blows in off the coast.

Area: 11.3 square miles (2000)

Elevation: 6 to 8 feet above sea level

Average Temperatures: January, 35.2° F; July, 75.2° F; annual average, 55.3° F

Average Annual Precipitation: 38.37 inches of rain

■ History

Railroad Alters Quiet Fishing Settlement

The first to enjoy the beaches and fishing off Absecon Island were members of the Lenni-Lenape tribe. They named their sandy summer home Absecon, meaning “place of swans.” These Native Americans were followed in 1783 by New Jersey settlers who established a permanent site for a fishing village at the north end of the island. For a half century, the inhabitants lived uneventful lives on the 10-mile long sandbar. In the early 1850s, Dr. Jonathan Pitney realized the island’s tremendous potential as a health spa and resort. In 1852 Pitney and a group of visionary business investors obtained a railroad charter that brought the Camden & Atlantic Railroad to the island. Railroad engineer Richard Osborne planned a city on the site of the village of Absecon and in 1854 Atlantic City was incorporated.

The resort and spa succeeded beyond anyone’s imagining. Wealthy businessmen and their families from Philadelphia and up and down the East Coast flocked to the new resort. To capitalize on its beaches, the townspeople laid down the first boardwalk in 1870, setting wooden planks upon the beach so that it could be enjoyed even during the hottest part of the day. With the construction of the boardwalk and its accompanying eateries and amusement stands, Atlantic City became a major tourist attraction. The first of a half-dozen amusement piers was built in 1882, contributing to the city’s carnival-like atmosphere. Saltwater taffy was created in 1883 when an entrepreneur’s candy stand on the beach was flooded during high tide. The enterprising merchant immediately dubbed his saturated delicacies “saltwater” taffy. By 1887 heavy tourist traffic decreed the building of a second rail line into the city. In 1895 a visitor returning from Europe introduced to local merchants German-style picture postcards which instantly became popular on Atlantic City souvenir stands.

By 1915 traffic again warranted expanded services, this time in the form of the famous jitney line, which provided tourists with transportation in private automobiles. The first Miss America Pageant was held in Atlantic City in 1921; it was discontinued in 1928 and revived in 1935. The Atlantic City Auditorium/Convention Hall on the boardwalk opened in 1929. It was in 1929 that Charles Darrow introduced *Monopoly*, the board game that made Atlantic City’s streets well known throughout America. During World War II, the U.S. Army used Atlantic City as a training site. A 1944 hurricane washed away nearly half the boardwalk, but it was quickly rebuilt.

Legalized Gambling Revitalizes City

Following the war, Atlantic City’s tourist trade tapered off as economical airfare to the exotic Caribbean and Florida became available. Without the proceeds of the summer trade that sustained the city year-long, Atlantic City sank into disuse and widespread urban decay. In 1974 New Jersey residents voted not to approve a gambling law that was on the ballot. In 1976 the resolution appeared again but was restricted to introducing gambling into Atlantic City in the hope of reviving the resort’s economy. The second resolution was approved and Atlantic City became the first city in the eastern half of the U.S. to offer legal gambling. The first casino hotel, Resorts International, opened in May 1978 and was quickly followed by 10 others. By 1988 the casino industry employed 40,000 people and was a major draw for the city’s 30 million annual visitors. Property in Atlantic City was valued at \$6 billion by 1988.

Since the institution of the gambling industry, Atlantic City has been plagued by persistent rumors about organized and street crime. Many experts agree, however, that Atlantic City’s casinos are free of organized crime. Street crime is being addressed directly by increased police presence, and indirectly through an energetic redevelopment plan for the city. As a result of the city’s efforts, the crime rate dropped nearly 50 percent between 1988 and 2003.

The city’s casino revenue reinvestment program, along with city, state, and federal dollars, is being used to revitalize decaying neighborhoods off the boardwalk and to attract additional retail and office business. With the creation of the Special Improvement District, most of the city’s downtown commercial district now displays decorative fencing, pavements, lights, new trees, banners, and other aesthetic enhancements. The Casino Reinvestment Development Authority has invested over \$225 million in new residential construction, building 1,897 new housing units within Atlantic City’s boundaries.

Atlantic City offers conventioners, vacationers, and casino- and beach-goers a convenient place to network and relax, and is within a day’s driving distance of one-third of the nation’s population.

Historical Information: Atlantic City Free Public Library, One North Tennessee Avenue, Atlantic City, NJ 08401; telephone (609)345-2269; www.acfpl.org. Atlantic City Arts Center and Historical Museum, New Jersey Avenue & Boardwalk, Atlantic City, NJ 08401; telephone (609)347-5837; www.acartcenter.org

■ Population Profile

Metropolitan Area Residents

1980: 276,000

1990: 319,416



©James Blank.

2000: 354,878
 2006 estimate: 271,620
 Percent change, 1990–2000: 10.0%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 7th (CMSA)
 U.S. rank in 2000: 6th (CMSA)

City Residents

1980: 40,199
 1990: 37,986
 2000: 40,517
 2006 estimate: 39,958
 Percent change, 1990–2000: 6.7%
 U.S. rank in 1980: 547th
 U.S. rank in 1990: 700th (State rank: 17th)
 U.S. rank in 2000: 741st

Density: 3,574 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 10,809
 Black: 17,892
 American Indian and Alaska Native: 193
 Asian: 4,213
 Native Hawaiian and Pacific Islander: 24

Hispanic or Latino (may be of any race): 10,107
 Other: 5,575

Percent of residents born in state: 45.8%
 (2000)

Age characteristics (2000)

Population under 5 years old: 3,041
 Population 5 to 9 years old: 3,250
 Population 10 to 14 years old: 2,690
 Population 15 to 19 years old: 2,398
 Population 20 to 24 years old: 2,650
 Population 25 to 34 years old: 6,415
 Population 35 to 44 years old: 6,151
 Population 45 to 54 years old: 4,676
 Population 55 to 59 years old: 1,836
 Population 60 to 64 years old: 1,676
 Population 65 to 74 years old: 2,971
 Population 75 to 84 years old: 2,019
 Population 85 years and older: 744
 Median age: 34.7 years

Births (2006, MSA)

Total number: 3,332

Deaths (2006, MSA)

Total number: 2,661

Money income (1999)

Per capita income: \$15,402

Median household income: \$26,969

Total households: 15,886

Number of households with income of . . .

less than \$10,000: 3,209

\$10,000 to \$14,999: 1,543

\$15,000 to \$24,999: 2,639

\$25,000 to \$34,999: 2,347

\$35,000 to \$49,999: 2,430

\$50,000 to \$74,999: 1,878

\$75,000 to \$99,999: 1,003

\$100,000 to \$149,999: 488

\$150,000 to \$199,999: 133

\$200,000 or more: 216

Percent of families below poverty level: 8.9% (1999)

2005 FBI Crime Index Property: 4,514

2005 FBI Crime Index Violent: 753

■ Municipal Government

Atlantic City has a mayor-council form of government. The mayor and nine council members are elected to four-year terms. Three council members are elected at large and six are elected by ward.

Head Official: Mayor Scott Evans (D) (since 2007; term expires November 2008)

Total Number of City Employees: Not available

City Information: Atlantic City Hall, 1301 Bacharach Boulevard, Atlantic City, NJ 08401; telephone (609) 347-5528; www.cityofatlanticcity.org

■ Economy

Major Industries and Commercial Activity

The convention and tourism industry rebuilt Atlantic City's economy in the late 1980s and throughout the 1990s. Tourism, particularly the gaming industry, remains a driving force in the economy. Now one of the nation's top tourist attractions, the city boasts over 10 gambling casino hotels. Coupled with its famous beaches and boardwalk, Atlantic City's superb hotel accommodations annually draw nearly 5,000 conventions, trade shows, and meetings, with over 35 million visitors to the city each year. A tax on casino gross revenue provides

\$300 million annually for state programs for seniors and the disabled.

Although much of Atlantic City's economic development centers around the casinos, the local government has attempted to diversify the economy through the development of themed restaurants, retail shopping, night clubs, museums, theaters, minor league baseball and other recreational attractions. Into the mid 2000s the retail industry had begun to grow in the Atlantic City area. The most notable new retail development was The Walk, a large complex containing retail, dining, and entertainment attractions. Other non-casino industries in Atlantic City include services, real estate development, distilling, and deep sea fishing. Many of the goods produced are by-products of the convention and tourism trade.

Items and goods produced: saltwater taffy, clothing, bottles and glassware, plastics, boats, paints, hosiery, baby carriages, reed furniture, chinaware, creamery and poultry products, fish and seafood

Incentive Programs—New and Existing Companies

Local programs: Among the public and private agencies assisting businesses in Atlantic City are the Atlantic City Department of Planning and Development, the Casino Reinvestment Development Authority (CRDA), the Atlantic County Improvement Authority (ACIA), Atlantic City Housing Authority and Urban Redevelopment Agency, and Atlantic County and its agencies. The CRDA offers casino reinvestment funds as capital investment funding for economic and community development projects that encourage a diverse economy. The ACIA provides financing for public improvement projects. PSEG (Public Service Enterprise Group) encourages and assists businesses throughout the state that are just starting, relocating, or expanding.

State programs: The New Jersey Economic Development Authority (EDA) offers a wide range of financial, real estate development, and technical services to encourage business development and growth in the state. The majority of its assistance is to small and mid-sized businesses. The EDA issues bonds to provide financing at favorable interest rates for business ventures and makes low-interest loans and guarantees loans made by private investors and lenders. It also offers a full range of real estate development services to stimulate both private and public development projects. In addition, the EDA administers a business incentive program that provides grants to expanding or relocating businesses that will create new jobs in New Jersey. Loans and grants also are available to municipalities and private property owners to encourage the clean-up and redevelopment of hazardous sites around the state. General tax incentives include

credits for new job investment, manufacturing equipment and employment investment. Financing programs are also available specifically for research and development activities. The New Jersey Business Employment Incentive Grants are available for expanding or relocating businesses creating at least 25 new jobs anywhere in the state. The standard grant incentive is 50 percent of the state income tax generated by new payroll positions. The New Jersey Redevelopment Authority provides financing to developers and businesses seeking to construct or redevelop facilities in urban areas. The state offers life science and technology financing and tax credit programs for companies working in collaboration with universities.

Job training programs: The New Jersey Department of Labor and Workforce Development works with businesses to create customized training programs that create and retain jobs in the private sector. Grants are also available for skills training and employee education. Under the Department of Labor, Workforce New Jersey operates several One-Stop Career Centers throughout the state, one of which is in Atlantic City. The One-Stop Career Center is a resource for both employers and job seekers that integrates job training, job placement, and unemployment services. Entrepreneurial Training Institute (ETI) is a state funded program offered by the New Jersey Economic Development Authority. It features an intensive eight-week course that teaches aspiring new business owners about basic business operations and building a financial plan; ETI also helps them get financial aid upon graduation. The Atlantic Cape Community College features a Casino Career Institute, which has trained more than 50,000 students for employment in the gaming industry.

Development Projects

The \$268 million Atlantic City Convention Center is the cornerstone of a \$5.6 billion renaissance that has transformed Atlantic City into a major visitor and meeting destination. Contributing to the popularity of the area is the Boardwalk Hall, originally built in 1929 and listed on the National Register of Historic Places. This carefully renovated Atlantic City Convention Center has been fully refurbished to blend the ambience of Atlantic City's original heyday with the amenities and accommodations that visitors expect in the twenty-first century.

The \$4 million Atlantic City Visitor Welcome Center, located on the Expressway, services tourists as they approach town by car. Located next to Sandcastle Stadium in Chelsea Heights is the ice skating and hockey rink, Flyers Skate Zone.

The mid 2000s showed a great deal of redevelopment and expansion for the gaming industry. In 2007 MGM Mirage Inc. announced plans to build a new casino hotel resort next to the Borgata. Pinnacle Entertainment closed the Sands casino hotel and announced plans to demolish the structure to build a new \$1.5 billion casino

hotel in its place. Construction for the new casino was scheduled to begin sometime in 2008. Borgata opened a new 500,000-square-foot expansion in 2006 that included retail, dining, nightclub, and casino space. The investment for this project was about \$200 million.

The Walk, a gateway corridor development that includes retail establishments, restaurants, and nightclubs had completed its first phase of development in 2007 and began work on a second phase that would double the size of the existing establishment. The cost of the project has been estimated at \$120 million. Also in 2007 the Holiday Inn and Howard Johnson hotels, which are adjacent to each other, were closed with plans for a major renovation that will create one new upscale hotel, the Chelsea. The project is expected to reach a cost of about \$93 million.

In 2006 AtlantiCare regional Medical Center completed an expansion project that included the construction of a new emergency department, medical surgical floors, an intensive care unit, a new radiology department, and a rooftop helipad, all in a new seven-story tower. The project cost about \$98 million.

Economic Development Information: Casino Reinvestment Development Authority, 1014 Atlantic Ave., Atlantic City, NJ 08401; telephone (609)347-0500; www.njcrda.com. New Jersey Department of Labor and Workforce Development, 1 John Fitch Plaza, Trenton, NJ 08625; www.lwd.dol.state.nj.us/labor

Commercial Shipping

Freight shipped via air arrives at Philadelphia International Airport, Atlantic City International Airport in Pomona, and at Bader Field (Atlantic City Municipal Airport) near downtown. The closest major container shipping ports are in New York, New Jersey, and Philadelphia. Atlantic City is adjacent to the Garden State Parkway and is serviced by the Atlantic City Expressway.

Labor Force and Employment Outlook

Tourism is the largest employment industry in the city, with casino hotels serving as the top employers. While the number of jobs at casino hotels decreased in the mid 2000s, new developments and expansions were expected to balance out the closings and layoffs. Retail and food service jobs have increased in the area as new retail, entertainment, and restaurant establishments have been built. There has been some growth in construction, health care, financial services, and other professional services.

The following is a summary of data regarding the Atlantic City metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 152,900

Number of workers employed in . . .

construction and mining: 7,000

manufacturing: 4,100
 trade, transportation and utilities: 21,900
 information: 1,000
 financial activities: 4,600
 professional and business services: 10,100
 educational and health services: 18,200
 leisure and hospitality: 58,500
 other services: 4,200
 government: 23,300

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.9% (June 2007)

<i>Largest employers</i>	<i>Number of employees</i>
Atlantic City Hilton Casino Resort	Not available
Bally's Atlantic City	Not available
Borgata Casino Hotel & Spa	Not available
Caesars	Not available
Harrah's Atlantic City	Not available
Resorts Atlantic City	Not available
Sands Casino Hotel	Not available
Showboat Casino Hotel	Not available
Tropicana Casino & Resort	Not available
Trump Marina Casino Resort	Not available
Trump Plaza Hotel & Casino	Not available
Trump's Taj Mahal Casino Resort	Not available

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Atlantic City area.

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 1.4% to 8.97%

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: None (3.0% alcoholic beverage tax and 9% lodging and related services tax)

Property tax rate: Property tax rate (effective): \$2.96 per \$100 of assessed value (2004)

Economic Information: New Jersey Department of Labor and Workforce Development, 1 John Fitch Plaza, Trenton, NJ 08625; www.lwd.dol.state.nj.us/labor

Education and Research

Elementary and Secondary Schools

Among its many special programs, the Atlantic City School District offers a gifted and talented program, a preschool program, English as a Second Language, a K & 1 Write to Read program, and a special truancy program. The school system has instituted a computerized managed instruction program that provides most students access to the schools' computer labs. Special software developed to coincide with texts and standardized tests complements the hardware. The high school, Atlantic City High, opened in the mid-1990s following an investment of some \$80 million. An adult evening school program is hosted at Atlantic City High School. Among the challenges that face the city's schools is the high rate of poverty. In 2007 about 81 percent of the students in the district were identified as below poverty level.

In 2006 the Atlantic City School District implemented a new Regional Immigrant Newcomer Student Center Program for Secondary Schools with grant funding made available by the New Jersey Department of Education. The purpose of the program is to offer a regional site of service for recently arrived immigrant students with limited English language skills or who are indentified as below grade level.

The following is a summary of data regarding the Atlantic City School District as of the 2005–2006 school year.

Total enrollment: 48,236 (all districts)

Number of facilities

elementary schools: 9
 junior high/middle schools: 0
 senior high schools: 1
 other: 1

Student/teacher ratio: 12.5:1

Teacher salaries (2005–06)

elementary median: \$49,650
 junior high/middle median: \$57,580
 secondary median: \$54,630

Funding per pupil: \$13,603

Public Schools Information: Atlantic City Board of Education, 1300 Atlantic Avenue, 5th Floor, Atlantic City, NJ 08401; telephone (609)343-7200; www.acboe.org

Colleges and Universities

The nearest institution of higher learning is Richard Stockton College of New Jersey in Pomona, an easy commute to the west. The school offers bachelor's degrees in business, arts, and sciences. Special programs include interdisciplinary studies in gerontology, Judaism, Africana studies, Latin American/Caribbean studies, teacher education, and women's studies. Master's degrees are available in business administration, industrial technology, Holocaust and genocide studies, education, criminal justice, nursing, and physical and occupational therapy. Together with its academic curricula, Stockton offers students cooperative education, internships, and study abroad opportunities. Total enrollment is about 7,355 students.

Atlantic Cape Community College is based in Mays Landing and serves students from Atlantic and Cape May counties. The Atlantic City Campus hosts the Casino Career Institute (CCI) to train dealers, slot technicians, and surveillance personnel. CCI has trained more than 50,000 students for employment in the gaming industry.

Libraries and Research Centers

The Atlantic City Free Public Library consists of a main facility and the Richmond Branch Library. In addition to its 104,000 volumes, the system makes available magazines, videos, records, and cassettes. The library's Alfred M. Heston Collection relates the history of the city through books, periodicals, pamphlets, postcards, maps, Miss America yearbooks, and period souvenirs. Information about New Jersey history and genealogy is also catalogued.

Within Atlantic City are several specialized libraries, including the Health Science Library of the Atlantic City Division of the Atlantic City Medical Center.

The U.S. Federal Aviation Administration's William J. Hughes Technical Center is a leading aviation research and testing facility designated as an emergency space shuttle landing site. At the Marine Mammal Stranding Center, mammals that have been rescued and deemed beyond saving are studied for what they can reveal about mammalian illness.

Public Library Information: Atlantic City Free Public Library, One North Tennessee Avenue, Atlantic City, NJ 08401; telephone (609)345-2269; www.acfpl.org

■ Health Care

Founded in 1898, the AtlantiCare Regional Medical Center on Pacific Avenue is licensed for 567 beds. The center is a teaching hospital affiliated with Hahnemann University in Philadelphia and the University of Medicine and Dentistry of New Jersey. Specialties include the Heart Institute, emergency care, the Joint Institute, the

Spine Institute, and the region's only Level II trauma care center and neonatal intensive care center. The hospital also hosts the region's only hospital-based infectious disease program. Through the Ruth Newman Shapiro Regional Cancer Center the hospital offers rapid detection of malignant conditions and care including radiation and chemotherapy. Other centers at the hospital include the Kligerman Digestive Disease Center, the Center for Surgical Weight Loss and Wellness, and the Stanley M. Grossman Pediatric Special Care Unit. AtlantiCare Behavioral Health offers care through the Hartford Outpatient Unit and the Uptown Family Center in the city and through the Atlantic City Teen Center at Atlantic City High School.

Health Care Information: AtlantiCare Regional Medical Center, Atlantic City, NJ 08401; telephone (609)344-4081; www.atlanticare.org

■ Recreation

Sightseeing

Opened in 1999, the \$4 million Atlantic City Visitor Welcome Center, located on the expressway just outside the city, provides guests with up-to-date information on hotels, restaurants, attractions, shopping, festivals, events, and regional cultural and historical sites. The Boardwalk Information Center, in the center of town, provides walk-in visitors with regional guides and information on various attractions and amenities.

Atlantic City's premier attraction is its boardwalk, a nearly five-mile-long steel, concrete, and wooden structure stretching along the Atlantic Ocean beach. The structure was described in 1909 by a travel writer for a national magazine as "overwhelming in its crudeness—barbaric, hideous and magnificent." Roughly paralleling Atlantic and Pacific avenues, the boardwalk is 60 feet wide and home to a variety of shops, amusement stands, and eateries. Its surface is a patterned design of bethaburra, a Brazilian hardwood. Along its length, and well worth a close look, is Donald Trump's \$1 billion Taj Mahal, adorned with Hindu elephant gods, multicolored onion domes, minarets, and chandeliers worth \$14 million.

The boardwalk continues its southward stretch into neighboring communities such as Ventnor. Running perpendicular to the Boardwalk are a series of entertainment piers, many of which have been destroyed and rebuilt several times. Central Pier is known for its observation tower. Steeplechase Pier features children's amusements. Steel Pier, first opened in 1898, has long been a noted entertainment area. In 1990, the pier reopened as a family entertainment facility under the auspices of the Trump Taj Mahal complex. Garden Pier attracts culture lovers to the Arts Center and Historical Museum. Now a mall called Ocean One, the former Million Dollar Pier features shops and restaurants. Legalized gambling

and the glitter of the luxurious casino/hotels lining the boardwalk are other popular tourist attractions.

Ripley's Believe It Or Not Museum has attracted the curious since 1996. The Absecon Lighthouse, which was built in 1854, was reopened to the public after a \$3 million facelift. The 228-step historic structure is the tallest lighthouse in New Jersey and offers a bird's eye view of Atlantic City's dazzling skyline and the back bay area. Lucy the Margate Elephant is a six-story wood and metal structure built in the shape of an elephant. Located in nearby Margate and initially used as a bazaar site in 1881, Lucy is now a national historic site. Wheaton Village portrays life in an 1888 glassmaking village; the Towne of Historic Smithville features colonial buildings and specialty shops. At the Marine Mammal Stranding Center and Museum in Brigantine, visitors can discover the wonders of the sea and learn about the care of ailing sea creatures.

Arts and Culture

Performing arts in Atlantic City take the form of top name entertainment offered at the casino hotel lounges and "big rooms," many of which seat more than 1,000 patrons. Innumerable singers, musicians, entertainers, dancers, and comedians, most of them Hollywood and Broadway stars, have taken the stage in Atlantic City. Brighton Park along the boardwalk has an amphitheater for summertime concerts. Jazz concerts are scheduled at Historic Gardner's Basin.

Located on the boardwalk's Garden Pier is the Atlantic City Arts Center and Historical Museum. The center hosts art exhibits and shows all year long while the museum focuses on the city's 150-year history. The Circle Gallery on Park Place is a popular tourist stop. The Noyes Museum in Oceanville features a collection of regional duck decoys. Staff of the Ripley's Believe It Or Not Museum in Atlantic City are noted in the Ripley hierarchy for their ability to find particularly unusual exhibits. The Ocean Life Center at Gardner's Basin has 8 tanks totaling 29,800 gallons of live exhibits, including a 23,000 gallon tank featuring the fish of northern New Jersey and a 750 gallon touch tank. The Ocean Life Center is accessible by car, on foot, and by boat.

Arts and Culture Information: Atlantic County Office of Cultural and Heritage Affairs, 40 Farragut Avenue, Mays Landing, NJ 08330; telephone (609)625-2776; www.aclink.org/culturalaffairs

Festivals and Holidays

Atlantic City's most famous annual event is the Miss America Pageant, held the second week of September. Begun in 1921, the pageant generates an aura of festivity, including the Miss America Ocean Powerboat Race. Other annual events include the Atlantic City Boat Show in January and the Antique Auto Show in February. The

city's Easter Parade has been an eagerly awaited event for generations of Atlantic City residents and visitors alike. In late May comes the symbolic Unlocking of the Ocean. The city sponsors Boardwalk Art Shows in June and September. In early July, the annual New Jersey Fresh Seafood Festival, described as a "sea appreciation party," takes place at Historic Gardner's Basin Maritime Park, a turn-of-the-century fishing village. Anglers are attracted to the Atlantic City Tuna Tournament in late July. The Wedding of the Sea in mid-August is celebrated with music, floats, a parade, sidewalk sales, and ceremonies held at Mississippi Avenue and the beach. Atlantic City's Marlin Tournament is held each August as well.

Sports for the Spectator

The Atlantic City Race Course, in Mays Landing 14 miles west of the city, presents thoroughbred racing during the summer and simulcasts of racing events the remainder of the year. The Atlantic City Surf, a professional baseball team affiliated with the Canadian-American League, plays near Bader Field in the \$14.5 million Sandcastle Stadium, a 75,000-square-foot facility. The 5,900-seat stadium offers grandstand and premium deck seating, 20 luxury skyboxes, oversized concession areas, a souvenir shop, team clubhouses, administrative offices and 2,000 parking spaces. Other professional sports events, especially boxing matches, are sponsored by the city's casino hotels. Annual events include the National Powerboat Races, State Sailing Championships, Shop Rite LPGA (women's golf) tournament (formerly the Atlantic City Classic), and professional polo matches, bowling competitions, and bicycle races.

Sports for the Participant

It is the pristine beaches along Absecon Island that draw thousands of swimmers and water sports enthusiasts every year. Surfers ride the breakers that wash the beaches, and sailors and powerboaters enjoy the ocean and inlet waters in the area. Ocean fishing is a popular sport, both from the shores of the coastal waters and from the decks of boats miles out to sea. Facilities in and around Atlantic City accommodate those wishing to play squash, tennis, racquetball, and golf. Bicycling, walking, and jogging along the boardwalk are picturesque as well as good exercise. Many of the casino hotels offer guests complete fitness and athletic facilities, along with spa services to unwind after a busy day.

Shopping and Dining

The city's major downtown shopping area occupies Atlantic Avenue and the avenues intersecting it. Shoppers looking for world-class brand names might stop by the Pier at Caesars, a mall that also hosts several restaurants. The Walk offers outlet-style shopping along with dining establishments. The Quarter at Tropicana offers a wide range of unique shops, world-class restaurants, and nearly

non-stop entertainment. The Hamilton Mall in Mays Landing is the area's largest shopping center, boasting more than 150 stores and restaurants. In nearby Pleasantville, the Shore Mall offers 75 shops and eateries, plus a movie theater complex. For the bargain hunter, every Tuesday and Saturday the Cowtown Rodeo in Woodstown has a flea market. Historic Wheaton Village in Millville is a replica of a Victorian glass-making town, complete with gift and craft shops, plus there are several other uniquely themed, quaint shopping plazas throughout neighboring communities.

Delicatessen fare and fresh seafood are noteworthy Atlantic City offerings. Many of the delis along the Boardwalk feature stacked sandwiches, kosher hot dogs, and garlic dill pickles, the likes of which are seldom seen south of New York City. Fresh catches from the Atlantic include oysters, crabs, clams, and a variety of deep-sea fish. Dining is elegantly formal in many of the casino/hotel restaurants, a number of which specialize in assorted international cuisines. Traditional American fare can be had at colonial-era inns in Historic Smithville. Atlantic City is also the birthplace of salt water taffy; visitors may sample dozens of flavors along the boardwalk and in candy shops. The Historic Renault Winery and Vineyard in Egg Harbor City is renowned along the East Coast for its wines and gourmet food.

Visitor Information: Atlantic City Convention & Visitors Authority, 2314 Pacific Ave., Atlantic City, NJ 08401; telephone (609)348-7100; toll-free (888)228-4748; www.atlanticcitynj.com

■ Convention Facilities

Atlantic City is home to one of the largest municipal convention complexes in the nation. Located on the boardwalk between Georgia and Mississippi avenues, the Atlantic City Convention Center features 500,000 square feet of exhibition space, 45 meeting and function rooms accommodating groups of 50 to 3,000 conventioners, and a Grand Ballroom accommodating up to 3,600. The East Hall main auditorium offers a 137-foot high column-free ceiling and seats nearly 22,000. When not used for conventions and trade shows, the center hosts numerous sporting events, including boxing, tennis, and football matches. The city's casino hotels also offer meeting facilities; for example, the Trump Taj Mahal features more than 175,000 square feet of meeting space. In addition to guest rooms, casino hotels offer fine restaurants and lounges that seat up to 1,000 people and feature top-name entertainment. Space is also available at the new Atlantic City Rail Terminal.

Convention Information: Atlantic City Convention & Visitors Authority, 2314 Pacific Ave., Atlantic City, NJ 08401; telephone (609)348-7100; toll-free (888)228-4748; www.atlanticcitynj.com

■ Transportation

Approaching the City

Atlantic City International Airport in Pomona is nine miles west of Atlantic City. Atlantic City International Airport is serviced by Spirit Airlines and Delta Connection. Other major airports handling Atlantic City traffic are Philadelphia International Airport, 60 miles to the west, and Newark International Airport, 140 miles to the north. Limousine and bus service is available to Atlantic City from both airports.

Numerous commercial and charter buses travel into Atlantic City; the public bus terminal is at Arctic and Arkansas avenues. Greyhound makes stops at the Atlantic City Bus Station and at the major casino hotels. New Jersey Transit train service is available from cities in New Jersey and from Philadelphia, Washington, D.C., and New York City. Trains arrive at the Rail Terminal, immediately adjacent to the Convention Center Complex. Amtrak also has a route to the city.

The major highway into Atlantic City is the Atlantic City Expressway. U.S. 30 reaches the city via Absecon Boulevard while U.S. 40/322 parallels Albany Avenue; both are surface routes and tend to be congested. The Garden State Parkway runs north-south outside the city and is a major access route.

Traveling in the City

Atlantic City follows a rigid grid pattern. Streets running parallel to the Atlantic Ocean are known by ocean or sea names; streets running perpendicular bear states' names. The city has placed Monopoly board style street signs along the Boardwalk, together with 1920s style light fixtures and art deco facade treatments to pavilions. The boardwalk runs along the ocean, curving westward to follow Absecon Channel.

Atlantic City's famous jitneys still offer travel in small private cars in Atlantic City. Boardwalk trams, taxis, buses, and rental cars are available. Parking spaces are at a premium, both in garages and on the streets. The convention center has 1,400 parking spaces available to visitors. Casino hotel guests pay to have their vehicles sheltered.

■ Communications

Newspapers and Magazines

Atlantic City's daily newspaper, *The Press of Atlantic City*, is published through offices in Pleasantville. *CityAtlantic Magazine*, with its listings of events, is published about 10 times a year.

Television and Radio

Atlantic City receives Philadelphia stations and is serviced by a cable television franchise. The 10 AM and FM radio stations in the city broadcast a variety of music, talk, and religious shows.

Media Information: *The Press of Atlantic City*, 11 Devins Lane, Pleasantville, NJ 08232; telephone (609) 272-7266; www.pressofatlanticcity.com

Atlantic City Online

Atlantic City Board of Education. Available www.acboe.org

Atlantic City Convention & Visitors Bureau Authority. Available www.atlanticcitynj.com

Atlantic City Free Public Library. Available www.acfpl.org

City of Atlantic City Home Page. Available www.cityofatlanticcity.org

New Jersey Department of Labor and Workforce Development. Available www.lwd.dol.state.nj.us/labor

New Jersey Economic Development Authority. Available www.njeda.com

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Wilson, Harold F., *The Jersey Shore: A Social and Economic History of the Counties of Atlantic, Cape May, Monmouth, and Ocean* (New York: Lewis Historical Publishing, 1953)



Jersey City

■ The City in Brief

Founded: 1630, (incorporated 1820)

Head Official: Mayor Jerramiah Healy (D) (since 2004)

City Population

1980: 223,532

1990: 228,537

2000: 240,055

2006 estimate: 241,789

Percent change, 1990–2000: 4.8%

U.S. rank in 1980: 61st

U.S. rank in 1990: 67th (State rank: 2nd)

U.S. rank in 2000: 73rd (State rank: 2nd)

Metropolitan Area Population

1980: 556,972

1990: 553,099

2000: 608,975

2006 estimate: Not available

Percent change, 1990–2000: 9.2%

U.S. rank in 1980: 1st (CMSA)

U.S. rank in 1990: 1st (CMSA)

U.S. rank in 2000: 1st (CMSA)

Area: 14.9 square miles (2000)

Elevation: 20 feet above sea level

Average Annual Temperature: 52.6° F

Average Annual Precipitation: 47.4 inches of rain; 27.8 inches of snow

Major Economic Sectors: Trade, services, government, manufacturing

Unemployment rate: 5.4% (February 2005)

Per Capita Income: \$21,803 (2005)

2005 FBI Crime Index Property: 8,729

2005 FBI Crime Index Violent: 3,136

Major Colleges and Universities: New Jersey City University, St. Peter's College, Hudson County Community College

Daily Newspaper: *The Jersey Journal*

■ Introduction

Jersey City, once touted as “the city with everything for industry,” still fulfills that promise. Its waterfront on the Hudson River, dubbed the Gold Coast, has been the focus in recent years of billions of dollars of development projects that are luring financial giants and others from Manhattan and the world. The second-largest city in New Jersey, Jersey City attracts business with major air, water, rail, and highway transportation arteries, abundant utilities at reasonable rates, a growing service sector, and an established manufacturing base. Respected health care and educational facilities, along with blocks of reclaimed brownstone houses and impressive new developments, make Jersey City a desirable place to live.

■ Geography and Climate

Jersey City lies on a peninsula between the Hudson and Hackensack rivers in northeastern New Jersey. Seven miles to the west is Newark, and across the Hudson River to the east is New York City's lower Manhattan skyline. The terrain ranges from low-lying flood plains to gently rolling hills. While Jersey City's climate tends to be continental, influenced by winds from the west, it does experience temperature extremes throughout its four seasons. Summers are hot and humid and winters are moderately snowy.

Area: 14.9 square miles (2000)

Elevation: 20 feet above sea level

Average Temperature: 52.6° F

Average Annual Precipitation: 47.4 inches of rain; 27.8 inches of snow

■ History

Dutch Explore Tribal Land

Before the coming of Europeans, the indigenous Algonquian tribe who called themselves Lenape, “the people,” lived in the Hudson County region. As peaceful people, they were respected by other tribes and often called to settle disputes between rivals, hence they became known as the “grandfather tribe.” White settlers renamed the Lenape “Delawares,” for the Delaware River they had designated for Lord de la Warr, then governor of the Jamestown Colony.

In 1609 English navigator Henry Hudson, financed by the Dutch East India Company, explored the area in his third unsuccessful attempt to find a passage to Asia by setting out north and west from Europe. Jersey City abounds with Dutch street names because it was Michael Pauw, an agent of the Dutch West India Company, who purchased and pioneered a permanent European settlement there in 1630. Pauw and his fellow trappers encountered Native Americans of the Delaware tribe and began trading with them. For the next 20 years the peninsula served as a western gateway for trade with other Native American tribes. This land of present day Jersey City and Hoboken, which the Indians had called Communipaw and Harsimus was dubbed Pavonia, by Pauw’s Latinization of his own name, and Paulus Hook, after the next governor of the area, Michael Paulusen. In 1638 William Kieft was sent to Pavonia as the new director general of the colony. His swindling trade practices and brutality culminated in 1643 in an unprovoked massacre of the Raritan tribe, resulting in an eight-month war with the Indians, and sickness and poverty spread over the settlement. In 1647 Petrus Stuyvesant became the new director general of New Amsterdam and enacted a policy of conciliation that led to an uneasy peace with the Indians for a while. This peace was disturbed in 1655, when a Delaware maiden was killed for trespassing in a settler family’s peach orchard in what is now lower Manhattan. The natives fled back across the Hudson River to Pavonia, then exacted revenge by driving out all white people from the Jersey Shore. Whoever did not flee was killed; livestock was slaughtered, and every building burnt down. The Dutch fled to New Amsterdam (now New York) to escape, but after five years went by, they wished to return to the fertile farmlands and hunting grounds of Pavonia. Stuyvesant re-bought the land from the Indians in a

ceremony which included nine chiefs, and made sure the new settlement was built to be more easily defended.

The settlement shifted to English rule in 1664 when Charles II, who had always thought he owned it, gave it to his brother James, Duke of York. After a brief period of struggle with the Dutch, they asserted permanent control there in 1674, renaming the land New Jersey in honor of the largest island in the English Channel, where James’ friend George Cartaret was born. Jersey City itself was known during this early English time as the Towne of Bergen. For the next century, agriculture and transportation occupied the region, where ferries traveled across the Hudson to and from New York. Jersey City was also an important stop on the road route and the stagecoach route from New York to Philadelphia.

Bergen, Paulus Hook, Harsimus, Communipaw Cove—all the old communities that became the core of modern Jersey City and Hoboken—played crucial parts throughout the Revolutionary War. After the earlier skirmishes at Lexington and Bunker Hill, it became obvious the British were turning their focus, and their naval strength, to the New York-New Jersey area in late June 1776. George Washington recognized the strategic importance of the region, ordered fortifications to be made quickly, and named the Bergen militia. Skirmishes and all out battles went on between the patriots and the British, along with their many Tory sympathizers in the region, but the British maintained an outpost on Paulus Hook until the night of August 18, 1779, when American Major Henry “Light Horse Harry” Lee led a surprise attack on the fort. Lee captured about a third of the English garrison while Americans suffered only two casualties. The humiliating loss of Paulus Hook was followed by a brutal winter in 1779–1780 wherein people could walk back and forth from New York to New Jersey on the ice to buy and sell increasingly rare and expensive firewood. The English forces began to lose their strength and resolve. In October of 1780, General Lafayette joined with the American forces to challenge the English at the place Jersey City Cemetery is now. The British retained a small hold on the area for the next couple of years but were finally driven out of America in 1783.

Modern Jersey City Emerges

In 1812 steam ferry service began with Robert Fulton’s *Jersey*. Old Paulus Hook was incorporated as Jersey City in 1820, but only a small part of the size it is now, and was still considered part of the town of Bergen. Jersey City’s first police force, the “watch,” was formed in 1829. When an 1834 treaty settled the middle of the Hudson River as the boundary between New York and New Jersey, development of Jersey City began in earnest. The Morris Canal extension to Jersey City in 1836, then two railroad lines arriving in the same year, bolstered the city’s transportation and distribution capabilities. Coal from Pennsylvania could be shipped to fuel factories, and the

factories' goods readily shipped out anywhere in the United States. Resulting industry included the Colgate-Palmolive Company, makers of soaps, perfumes, and toiletries, which relocated from New York City to Jersey City in 1847. That year the *Hibernia* was the first Cunard (luxury yacht makers of the Queen Mary II and Queen Elizabeth II) liner to dock at Port Jersey. Jersey City also became home of the Joseph Dixon Crucible Company, famous for lead pencils; the Dummer's Jersey City Glass Company, known for its flint glass; Isaac Edge's fireworks factory; and the American Pottery Company. From 1860 to 1870 Jersey City's population shot from 7,000 to 29,000, a tribute to the economic strength of the city's factories, but also due to several municipalities in the area voting to consolidate themselves under the name Jersey City in 1869. Among the immigrants arriving through Port Jersey to work in the plants were Germans, Polish, Irish, and Italians. Prior to and during the Civil War, Jersey City was an important station on the Underground Railroad for escaping slaves, who entered the city hidden aboard Erie Canal boats. Jersey City was also a major embarkation point for Union soldiers.

Following the Civil War, activity centered on struggles between competing railroads and political infighting in municipal government. In the 1870s the first paid fire department was hired and the first public high school was opened. A railway tube between Jersey City and New York City opened in 1910.

Jersey City suffered from World War I aggressions when, on the night of July 30, 1916, German saboteurs exploded ammunition-laden railroad cars into Black Tom Island (which now comprises a south side portion of Liberty State Park, across from the Statue of Liberty and Ellis Island.) The blast was felt as far as Manhattan and Philadelphia, Connecticut and Maryland. Property losses were estimated at \$22 million, \$1 million of which went to replace glass in Jersey City windows.

A three decade political era began in 1917, when Frank Hague became mayor; his Democratic machine remained in power for the next 30 years. The Colgate Clock, erected in 1924, is largest in the world, with a face spanning 50 feet in diameter and a 23-foot minute hand weighing over a ton. In 1927 the Holland Tunnel opened. In 1937 Roosevelt Stadium opened and eventually became one of the fields upon which the great Jackie Robinson played when he broke major league baseball's color barrier in 1946.

Jersey City's population peaked at 299,000 in 1950. Residents and businesses, lured to suburbs accessible by new highways, began to leave the city in the 1950s. In response, older brownstone row homes were rehabilitated and massive downtown redevelopment projects were sponsored by private, municipal, state, and federal government dollars. Liberty State Park opened in 1976 and the first New Jersey Waterfront Marathon was run in 1985. By the late 1980s, Jersey City had become a "back

office" site for businesses fleeing high rent and other exorbitant business costs in New York City. In fact, Jersey City was the only one of the state's six largest cities to gain both in population and employment during the recession of the late 1980s and early 1990s. In 1994 ten major firms relocated to the city, bringing more than 6,000 new jobs. Nearly 30 firms moved to or began operations within the city during the 1990s, and the skyline was transformed from rail yards and warehouses along the Hudson River to modern office towers and trendy artist's neighborhoods. Massive ongoing development projects into the new millennium promise continuing prosperity for Jersey City.

Historical Information Jersey City Free Public Library, New Jersey Room, 472 Jersey Avenue, Jersey City, NJ 07302; telephone (201)547-4503; www.jclibrary.org

■ Population Profile

Metropolitan Area Residents

1980: 556,972
 1990: 553,099
 2000: 608,975
 2006 estimate: Not available
 Percent change, 1990–2000: 9.2%
 U.S. rank in 1980: 1st (CMSA)
 U.S. rank in 1990: 1st (CMSA)
 U.S. rank in 2000: 1st (CMSA)

City Residents

1980: 223,532
 1990: 228,537
 2000: 240,055
 2006 estimate: 241,789
 Percent change, 1990–2000: 4.8%
 U.S. rank in 1980: 61st
 U.S. rank in 1990: 67th (State rank: 2nd)
 U.S. rank in 2000: 73rd (State rank: 2nd)

Density: 16,111 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 86,556
 Black: 67,721
 American Indian and Alaska Native: 725
 Asian: 44,601
 Native Hawaiian and Pacific Islander: 51
 Hispanic or Latino (may be of any race): 73,265
 Other: 41,076

Percent of residents born in state: 42.6% (2000)

Age characteristics (2005)

Population under 5 years old: 19,690



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Population 5 to 9 years old: 16,346
Population 10 to 14 years old: 18,234
Population 15 to 19 years old: 16,669
Population 20 to 24 years old: 16,151
Population 25 to 34 years old: 40,577
Population 35 to 44 years old: 41,656
Population 45 to 54 years old: 31,140
Population 55 to 59 years old: 12,557
Population 60 to 64 years old: 9,684
Population 65 to 74 years old: 13,110
Population 75 to 84 years old: 9,032
Population 85 years and older: 1,489
Median age: 33.8 years

Births (2002, Jersey City)

Total number: 3,743

Deaths (2002, Hudson County)

Total number: 4,576

Money income (2005)

Per capita income: \$21,803
Median household income: \$40,310
Total households: 89,572

Number of households with income of ...

less than \$10,000: 10,065
\$10,000 to \$14,999: 8,174
\$15,000 to \$24,999: 11,983
\$25,000 to \$34,999: 9,089
\$35,000 to \$49,999: 14,470
\$50,000 to \$74,999: 12,726
\$75,000 to \$99,999: 9,181
\$100,000 to \$149,999: 8,868
\$150,000 to \$199,999: 2,709
\$200,000 or more: 2,307

Percent of families below poverty level: 16.4%
(2000)

2005 FBI Crime Index Property: 8,729

2005 FBI Crime Index Violent: 3,136

■ **Municipal Government**

Since a charter revision in 1960, Jersey City has operated with a mayor-council form of government. There are nine council members, six elected by wards and three at large;

they and the mayor all serve four-year terms. The mayor does not vote on legislation, but may veto ordinances within ten days of passage by the Municipal Council. The Council needs six votes to override the mayor's veto. Jersey City is also the seat of Hudson County government.

Head Official: Mayor Jerramiah Healy (D) (since 2004, current term expires 2009)

Total Number of City Employees: 2,500 (2000)

City Information: Office of the Mayor, 280 Grove St., Jersey City, NJ 07302; telephone (201)547-5200; www.cityofjerseycity.com

■ Economy

Major Industries and Commercial Activity

Jersey City, which is located in the heart of the New Jersey/New York City metropolitan area, experienced an economic renaissance in the 1990s and that growth trend continued into the 21st century. Traditionally dependent on sectors such as transportation and distribution, the city is now focusing on what they've targeted as FIRE (Finance, Insurance, and Real Estate) businesses. There has been an incredible 500 percent growth in these types of businesses in Jersey City since 1993. High rent, taxes, and utility costs in adjacent Manhattan have prompted many New York firms to relocate partial or entire operations across the Hudson River to Jersey City, creating what is known as "back office space." Since the early 1990s, many major firms have relocated or begun new operations in Jersey City. The phenomenon is so marked that Jersey City's new state-of-the-art corporate developments are being called "the sixth borough" and "Wall Street West."

The city's retail sector has fluctuated somewhat from the mid 1990s through the mid 2000s just as consumer demand has fluctuated throughout the Bergen-Hudson-Passaic labor area. Jersey City has four major industrial centers: Greenville Yards in Port Jersey Industrial Park, Claremont Industrial Park, Montgomery Industrial Park, and Liberty Industrial Park. However, manufacturing jobs have declined in the labor area during the mid 2000s.

Items and goods produced: electronic products, molecular electronic transducers, steel products, soaps and toiletries, cork, cosmetics, chemical products, cans and bottles, paint and varnish, various processed foods, orthopaedic implants, graphite, shoes, slippers, sandals, elevators, lamps, automobile and aircraft parts, oil refining equipment, clothing, and chocolate

Incentive Programs—New and Existing Companies

Local programs: Jersey City has no city income tax, no corporate or payroll tax, no commercial rent tax, 30 percent lower utilities than New York City's Con Ed, and rent on Class A office space is about a third less than in Manhattan.

The Jersey City Economic Development Corporation (JCEDC), a nonprofit corporation formed in 1980 by the city council, is the main business proponent of the city and administers most of the business incentive monies and job training programs. JCEDC is dedicated to revitalization that benefits residents as well as companies through its citywide commercial reconstruction program called HUB, for Holistic Urban Building. JCEDC administers business loans and Small Business Administration micro-loans through its subsidiary Community Lending and Investment Corporation (CLIC). Besides CLIC, the JCEDC oversees several other main programs including the Construction Management Department, which oversees all building projects from large to small. JCEDC also maintains a Business Information Center which offers very small businesses technical assistance and financial advice.

State programs: The New Jersey Economic Development Authority (EDA) offers a wide range of financial, real estate development, and technical services to encourage business development and growth in the state. The majority of its assistance is to small and mid-sized businesses. The EDA issues bonds to provide financing at favorable interest rates for business ventures and makes low-interest loans and guarantees loans made by private investors and lenders. It also offers a full range of real estate development services to stimulate both private and public development projects. In addition, the EDA administers a business incentive program that provides grants to expanding or relocating businesses that will create new jobs in New Jersey. Loans and grants also are available to municipalities and private property owners to encourage the clean-up and redevelopment of hazardous sites around the state. General tax incentives include credits for new jobs investment, manufacturing equipment and employment investment. Financing programs are also available specifically for research and development activities. The New Jersey Business Employment Incentive Grants are available for expanding or relocating businesses creating at least 25 new jobs anywhere in the state. The standard grant incentive is 50 percent of the state income tax generated by new payroll positions. The New Jersey Redevelopment Authority provides financing to developers and businesses seeking to construct or redevelop facilities in urban areas. The state offers life science and technology financing and tax credit programs for companies working in collaboration with universities.

The Jersey City Economic Development Corporation oversees the Urban Enterprise Zone (UEZ) program, which promotes development in designated areas throughout the state, including parts of Jersey City. Qualifying businesses in the UEZs are eligible for tax incentives, marketing assistance, financial counseling, and reduced unemployment insurance. Certified Zone retailers get a reduced sales tax of three percent, which is reinvested in further business development in the city.

Greenville Industrial Park and Global Marine Terminal are part of the federally designated Foreign Trade Zone (FTZ) 49. Businesses located within an FTZ are eligible for special incentives, including reduced or eliminated customs duties on imported and exported goods.

Job training programs: The New Jersey Department of Labor and Workforce Development works with businesses to create customized training programs that create and retain jobs in the private sector. Grants are also available for skills training and employee education. Under the Department of Labor, Workforce New Jersey operates several One-Stop Career Centers throughout the state, two of which are in Jersey City. The One-Stop Career Center is a resource for both employers and job seekers that integrates job training, job placement, and unemployment services. Entrepreneurial Training Institute (ETI) is a state funded program offered by New Jersey Economic Development Authority. It features an intensive eight-week course that teaches aspiring new business owners about basic business operations and building a financial plan; ETI also helps them get financial aid upon graduation.

Development Projects

In 2007 the Jersey City Economic Development Corporation received about \$750,000 in relocation grant funds from the NJ State Urban Enterprise Zone (UEZ) Authority. That year, the city directed a \$50,000 UEZ grant to the New York Sample Card Company, which has relocated its production facility to Jersey City from Manhattan. The company produces swatch cards of fabrics, leathers, wallpaper, and other materials that are used in decorating and garment industries. Other grant recipients relocating their businesses to Jersey City included Medical Graphic Services, Citco Fund Services, Rajbhog Foods, Falcon International, and Denmark Military.

The Business Development Incubator (BDI) at New Jersey City University opened in June of 2005. Part of the Jersey City Smart Growth Redevelopment Plan, BDI links university resources with entrepreneurs hoping to establish new technology-based businesses in the city. BDI receives grant monies from several entities, including the New Jersey Commission on Science and Technology, which awarded \$274,000 to BDI in 2005 and 2006. Companies at BDI as of 2007 included Clear Rock Associates, Group Systems America, MET Tech, Mutation Engine, and Nexa Orthopaedics.

Grove Street is an area under much development. As of 2007, the Christopher Columbus Towers were near first phase completion. This phase includes a 35-story tower with 392 residential units and 804 parking spaces. Phase two was approved by the city in 2007. This continued development will include two 48-story towers with 550 residential rental units, a 144-room hotel, 1,120 parking spaces, and over 12,000 square feet of retail space. In approving phase two, the city amended project plans to include a dog run.

In 2008 Jersey City officials and Honeywell International reached a tentative settlement to redevelop about 100 acres of land on the city's west side. The settlement is a result of three law suits filed by the city against Honeywell, the successor company to Mutual Chemical, when it was discovered that the land had been contaminated by chromium. Preliminary plans call for development of up to 8,000 housing units, 1 million square feet of commercial and retail development, and 20 acres of open space. Honeywell will be named as the master developer responsible for the cleanup process of the land and the sale of development rights. The city owns 41 acres of the property and could gain 40 percent of the revenue from land sales, or between \$60 million and \$150 million over a 20-year time span.

Economic Development Information Jersey City Economic Development Corporation, 30 Montgomery St., Eighth Floor, Jersey City, NJ 07302; telephone (201)333-7797; www.jcde.org

Commercial Shipping

Jersey City, with 11 miles of waterfront on the Hudson River, is part of the bustling Port Authority of New York and New Jersey. Port Jersey's geographic location provides excellent access to the Atlantic Ocean from the Port of New York's Upper Harbor. Docks on the Hudson River and Upper New York Bay accommodate freighters, ocean liners, and coastal and river vessels. Port Jersey is divided into a 100 acre industrial park and a modern 110 acre port, with bulk capabilities, roll-on, roll-off, break-bulk facilities, and fully computerized operations. Port Jersey provides a large terminal for containerized shipping.

The Greenville Yards of Conrail are adjacent to the port, whose own railroad system services the port's seventeen berths and its industrial complex. Truck terminals and warehousing accommodate the more than 100 motor carriers servicing the city. Jersey City is only 10 minutes away from Teterboro Airport, the nation's busiest corporate hub. Other airports certified for carrier operations nearby are the Port Authority Downtown Manhattan/Wall St. about five miles away, and Newark Liberty International, about eight miles away. Other public use airports less than 10 miles from Jersey City are the West 30th St. in New York, the Newark NR 1, and New York Skyports, Inc.

Labor Force and Employment Outlook

Jersey City has an abundance of skilled laborers of many ethnic origins. From 2006-2007 the Bergen-Hudson-Passaic Labor Area showed a drop in employment of 0.1 percent. Employment losses were primarily in manufacturing, professional and business services, and trade, transportation, and utilities. Leisure and hospitality and other services showed job gains at the same time, as did the education and health service industries. In general, job growth in this area has lagged behind the state average. In 2006 about 80 percent of the population age 25 and older had obtained a high school diploma or higher level of education. About 33 percent of the same population had earned a bachelor's degree or higher.

The following is a summary of data regarding the Jersey City city metropolitan area labor force, 2005 annual averages.

Size of nonagricultural labor force: 110,272

Number of workers employed in . . .

construction and mining: 4,961
 manufacturing: 7,631
 trade, transportation and utilities: 24,464
 information: 4,639
 financial activities: 15,643
 professional and business services: 14,125
 educational and health services: 21,660
 leisure and hospitality: 7,980
 other services: 4,862
 government: 16,888

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.4% (February 2005)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
United States Post Office	4,032
Credit Suisse First Boston LLC.	2,000
HealthCare Staffing and Consulting	2,000
Ritter Sysco Food Service	1,889
Deutsche Bank Trust Co. NJ Ltd.	1,833
Jersey City Medical Center	1,770
Insurance Service Office Inc.	1,217
Christ Hospital Health Service	1,200
National Financial Service	1,000

Fleet, NJ Company Development Corp.	1,000
Lord Abott and Co.	839
The Port Authority of NY and NJ	800

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Jersey City area.

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 1.4% to 8.97%

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$45.48 per each \$1,000 of assessed value

Economic Information: New Jersey Department of Labor and Workforce Development, 1 John Fitch Plaza, Trenton, NJ 08625; www.lwd.dol.state.nj.us/labor

■ Education and Research

Elementary and Secondary Schools

The Jersey City public school system, the state's second largest, was taken over by the state of New Jersey in 1989, when low test scores and high drop-out rates led officials to believe that poorer students were being disenfranchised. New programs, such as the Projects and Career Exploration (PACE) summer program, helped turn the system around. Dr. Ronald E. McNair Academic High School, with its all-honors curriculum, was named best high school in the state six years in a row by *New Jersey Monthly* magazine. High school students have access to a wide variety of technical and career education programs, some of which are linked with local community colleges. Gifted students are served through the Programs that Maximize Potential initiative. Adult education programs are offered at four sites, including Dickinson High School, which offers vocational and commercial courses in fields such as bookkeeping, auto mechanics, graphic arts, and mechanical drawing.

University Academy Charter High School at New Jersey City University (NJCU) admits students from grades 9-12 in a partnership program through which university students and faculty serve in teaching roles at the high school. Students who graduate from University

Academy with a 3.0 GPA and are accepted to NJCU are eligible for a full four-year scholarship.

The following is a summary of data regarding the Jersey City Public Schools as of the 2005–2006 school year.

Total enrollment: 29,288

Number of facilities

- elementary schools: 29
- junior high/middle schools: 4
- senior high schools: 6
- other: 0

Student/teacher ratio: Not available

Teacher salaries (2005–06)

- elementary median: \$44,290
- junior high/middle median: Not available
- secondary median: Not available

Funding per pupil: \$15,527

Public Schools Information: Jersey City Board of Education, 346 Claremont Avenue, Jersey City, NJ 07305-1634; telephone (201)915-6160; www.jcboe.org

Colleges and Universities

New Jersey City University (NJCU) opened in 1929 as a teacher training institution and gained university status in 1998. NJCU offers over 25 degree programs—bachelor’s and master’s—to about 10,000 students in three colleges (arts and sciences, education, and professional studies). In 2002, the College of Education opened University Academy Charter High School to its first ninth grade class of 125 students. In 2003 a new Visual Arts Building opened with a centerpiece sculpture by Maya Lin, known for Washington, D.C.’s Vietnam Memorial.

Saint Peter’s College, a four-year Jesuit liberal arts school, offers 38 bachelor’s degree programs and numerous associate’s degree programs. Master’s degrees are available in education, business administration, accountancy, and nursing. Saint Peter’s was founded in 1872 and has a total enrollment of about 3,000 students.

Hudson County Community College (HCCC) was established in 1974 and now offers a full gamut of associate’s degrees and certificates in business, culinary arts, education, social sciences, allied health, computer science, liberal arts, and engineering/technology. HCCC has agreements with partner colleges for students to transfer credits toward a four-year degree. It also interacts with community organizations to allow some students to begin work in their chosen fields right away, and for job placement when they complete their programs.

Jersey City Medical Center hosts the University of Medicine and Dentistry of New Jersey. Saint Francis Hospital and Christ Hospital both oversee schools of

nursing in Jersey City. Christ Hospital also sponsors the Hudson Area School of Radiologic Technology. The Chubb Institute offers diplomas in modern technology occupations such as graphic design, computer networking and securities, and several careers in the medical field.

Libraries and Research Centers

The Jersey City Free Public Library System consists of a main library, five regional branches, and six smaller neighborhood libraries, along with a bookmobile. Its collection includes over 400,000 print, audiovisual, and electronic materials. In August 2004, the library opened its newest branch serving the Martin Luther King HUB area. It was named the Glenn D. Cunningham Library and Community Center after Jersey City’s late mayor and state senator. The Jersey City Free Public Library System has resources in many languages as well as music and art collections. The Jersey City Room provides information about the history, economy, and government of the area. The main library is a federal depository library.

Other libraries in Jersey City include the Hudson County Law Library, research libraries maintained by Block Drug Company and Pershing & Company, and the libraries at New Jersey City University (NJCU) and other schools. The libraries at NJCU include the Forrest Irwin library, which is equipped with a high tech research facility, and the Congressman Frank J. Guarini Library. The Guarini Library features wide-open and well-lit study spaces, numerous PCs, including those built to accommodate physically handicapped people, laptop docking, a touch screen Library Information Kiosk, and a Bibliographic/Information literacy program centered on the Machuga Technology Center room.

The University of Medicine and Dentistry at Jersey City Medical Center specializes in eye research in its Ophthalmic Facilities. It also hosts a BRANY, Biotech Research Association of New York, facility. New Jersey City University has a vast new research center in its newly renovated Forrest Irwin Library. New Jersey City University (NJCU) is also home to the Center for Public Policy and Urban Research. A 48-mile corridor in the state of New Jersey that includes Jersey City, stretching from Newark down through Princeton, is known as the global epicenter of pharmaceutical and medical research and manufacturing. Several of the largest pharmaceutical companies are represented as well as over 120 biotech research companies. Just as finance companies are continuing to be attracted to the northern New Jersey region over Manhattan’s high rent and utility costs, so are life science researchers from New York City’s prestigious universities and research facilities.

Public Library Information: Jersey City Free Public Library, New Jersey Room, 472 Jersey Avenue, Jersey City, NJ 07302; telephone (201)547-4503; www.jc-library.org

■ Health Care

LibertyHealth System's Jersey City Medical Center is set on a 15-acre campus overlooking New York Harbor and the Statue of Liberty. The campus hosts two facilities, the Wilzig Hospital and the Provident Bank Ambulatory Center. It is the only designated Level II Trauma Center in the county and has the only designated Perinatal Care facility in Hudson County; there are more than 400 doctors, 100 of whom are teaching physicians. A major teaching affiliate with Mt. Sinai School of Medicine, Jersey City Medical Center includes the Fanny E. Rippel Foundation Heart Institute, the Children's Hospital of Hudson County, the Port Authority Heroes of September 11 Trauma Center, and Kazmir Family Regional Perinatal Center.

Greenville Hospital, a smaller community hospital, is also operated by LibertyHealth. Greenville includes an emergency department, outpatient diagnostics center, physical therapy department, and a same day surgery suite. LibertyHealth also runs two smaller Family Health Centers in Jersey City.

Christ Hospital is a 381-bed acute care facility that specializes in various forms of community service for seniors, women, children, and the disadvantaged. It also houses a sleep disorders lab, extensive behavioral health services, Hartwood Heart Center, obstetric and oncology services, a diabetes clinic, emergency department, in- and out-patient surgery, pediatric services, and a school of nursing. Christ Hospital is the only facility in the county offering intensity-modulated radiation (IMRT) therapy for cancer treatment. The hospital is affiliated with the Episcopal Diocese of Newark.

Saint Francis Hospital is a short-term skilled nursing facility. The Jewish Home and Rehabilitation Center, originally the Hebrew Home for Orphans and also known as simply the Jewish Hospital, specializes in long term care and rehabilitation for senior citizens. It provides an Alzheimer's Day Care Center, Adult Medical Day Care Center, and Podiatric, Dental, and Total Eye Care clinics for the elderly. Hamilton Park Health Care Center is a 250-bed sub-acute nursing facility for short- and long-term care and rehabilitation. The center features a special dialysis clinic.

■ Recreation

Sightseeing

Jersey City is a city of neighborhoods, many of which contain national historic landmarks. Among its most famous communities are Paulus Hook, Van Vorst Park, Hamilton Park, Harsimus Cove, Bergen Hill, and Washington Village. The Van Vorst House, the city's oldest building, is a 1740 brownstone. The Grace Van Vorst Church reflects the early English Gothic style of

architecture and was built over an 11-year period in the mid-1800s. Old Bergen Reform Church is a Greek Revival structure built in 1841. Other historic buildings include the Ionic House, built between 1835 and 1840, and Old Hudson County Courthouse, opened in 1910. Apple Tree House, now a privately owned funeral home, was the site of a Revolutionary War-era supper between General George Washington and his aide, the Marquis de Lafayette.

Perhaps the most famous of Jersey City's landmarks is the Colgate Clock, located on Hudson Street facing the bay. The gigantic timepiece boasts a dial 50 feet in diameter, with a minute hand weighing 2,200 pounds and moving 23 inches every minute. The clock was erected in 1924 and is still one of the largest clocks in the world.

Jersey City's parks are known for their historical landmarks. Liberty State Park, along New York Bay and overlooking the Statue of Liberty and Ellis Island, features the restored terminal of the Central Railroad of New Jersey and the Liberty Walk along the waterfront offering panoramic views of Manhattan. Three major ferry lines run daily from Liberty State Park to both the Statue of Liberty and Ellis Island. The Liberty Science Center in Liberty State Park presents exhibits and activities exploring health, environment, and invention. Opened in 1993, the center also houses a large OMNI-MAX theater.

The Fourth Regiment Armory Arch decorates Pershing Field, while Lincoln Park boasts Earle Faser's statue of President Abraham Lincoln, a sculpture known as "the mystic Lincoln." A sunken garden, playground, and fountain also adorn Lincoln Park.

Arts and Culture

In recent years, Jersey City has experienced an arts explosion. As of 2000, there were more artists living and working in Jersey City than in New York's traditional artist haven, the SoHo district. This is most likely due to the WALDO (Work and Live District Overlay) ordinance that helped create a thriving community of various artists where there had been only empty warehouses and desolate railyards. The Friends of Music and Art of Hudson County, a nonprofit vocal and instrumental music ensemble, was formed to encourage young, gifted students to continue their work. The Friends ensemble performs at the Public Library Auditorium.

The magnificently ornate, 3,000-seat Loew's Theater in downtown Journal Square, after being closed for many years and facing demolition in the mid-1980s, underwent a complete renovation and is now serving as a non-profit arts and entertainment center for the city. Local volunteers, from inexperienced helpers to expert craftsmen, spent countless hours on all aspects of the renovation. New Jersey City University presents dance, musical, and dramatic productions at its Margaret Williams Theatre. Dinneen Theater at Saint Peter's College

offers concerts, dance groups, repertory and traveling theater, and other cultural events.

The Kennedy Dancers, a contemporary traveling company, is based in Jersey City. Other local dance troupes include the Anahi Galante Dance Company, the Carol Hayes Dance Studio, The Hudson Repertory Dance Company, and the Nai-Ni Chen Dance Company.

The Jersey City Museum is known for its exhibits of local artist's painting and sculpture, with a good representation of avant garde works. The museum is also known for its Otto Coctzke gem collection and displays items of historic relevance, especially local artifacts. Once part of the Jersey City Free Public Library, the museum relocated to the Van Vorst Historic District in 2001.

The Afro-American Historical Museum concentrates on the lives of prominent African American residents of New Jersey and contains an exhibit showing a typical African American household of the 1920s. Several organizations exist to help artists in the region, including the American Artists Professional League of New Jersey, the Cultural and Historic Affairs group, Artsgenesis, and the Artist's Association, which sponsors an annual juried art show.

Twelve artists working with eight student interns produced the Columbus Drive Mural, said to be the largest mural in the eastern United States; the mural spans 10 buildings and about 15,000 square feet on the city's Columbus Drive, just west of the Grove St. PATH station. The panoramic mural, whose design elements were partly decided upon by residents, is about 60 feet at its highest point and 350 feet long.

Festivals and Holidays

Jersey City is alive with festivals throughout the year, reflecting its greatly diverse population. Each April, New Jersey City University hosts a four-day Jazz Week festival with entertainment by nationally known performers. The Fourth of July is celebrated with the Jersey City Cultural Arts Festival in Liberty Park, which also offers free summer concerts. Liberty Park is again the setting for the New Jersey State Ethnic Festival in mid-September. The Annual Caribbean Carnival is a new addition to the celebration scene. The July festival highlights the West Indian Community's food and lively music, arts and other entertainments. All Jersey City's ethnic neighborhoods abound with celebrations throughout the year, with Asian, Indian, Filipino, Irish, Korean, and Latino parades and festivals.

Sports for the Spectator

New Jersey City University (NJCU) competes in NCAA Division III sports, with men's teams in baseball, basketball, soccer, indoor and outdoor track, cross country, and volleyball, and women's teams in bowling, softball, volleyball, basketball, cross country, and indoor and outdoor track. Saint Peter's College has NCAA Division I

teams in men's and women's baseball, softball, basketball, bowling, cheerleading, football, golf, soccer, swimming and diving, tennis, track and cross country, and volleyball.

Although Jersey City does not have any professional sports teams of its own, close proximity to New York City offers the full spectrum of all pro sports.

Sports for the Participant

Sports for the active participant in Jersey City are hosted in 60 parks and playgrounds maintained by the city. Summer programs attract more than 2,000 young participants. Liberty State Park is the largest recreational area, with miles of biking and running paths and its River Walk Promenade showcasing a stunning view of New York City. Lincoln Park has football fields, basketball courts, a running track, and miles of winding trails. In winter, sledding and skiing take place on the park's long hills. Pershing Field also offers tennis, track, baseball, basketball, playground areas, and year-round indoor swimming. Two smaller parks of note are Van Vorst Park and Hamilton Park. Festivals, dance recitals, and Shakespeare in the Park programs are held in these parks, and Van Vorst hosts a Farmer's Market from June to November.

Shopping and Dining

Shoppers come to Jersey City because of the city's variety of one-of-a-kind shops and boutiques, as well as the reduced 3.5 percent sales tax available from qualified retailers in the Urban Enterprise Zones. Jersey City has 10 major shopping districts. Perhaps the most popular shopping facilities are the Hudson Mall and the Newport Mall, the latter being part of a huge waterfront development with condominiums, office buildings, and recreational facilities.

Dining in Jersey City tends to revolve around small informal eateries found in the city's many ethnic neighborhoods. Cuisines represented include those of Pakistan, India, China, Indonesia, Philippines, Germany, Italy, and Poland. One of the most popular dining spots is not in the city but on the ship *Spirit of New Jersey*, as it cruises New York Harbor, offering music and dancing on its decks. Some of the newer, more upscale additions to the restaurant scene are found in the waterfront developments, where diners can enjoy spectacular views of New York City's skyline with their food and drink.

Visitor Information Hudson County Visitor Information, 583 Newark Avenue, Jersey City, NJ 07306; toll-free (800)542-7894; www.visithudson.org

■ Convention Facilities

Jersey City is part of the meeting destination area known as Metro New Jersey Meadowlands, one of the state's busiest destinations. Its popularity is due in part to its proximity to the attractions of Manhattan. Convention

planners choosing Jersey City as their destination may select the Quality Inn, with 7,000 square feet of meeting space, or facilities at Jersey City State University. Of the area's many hotels, the largest business class hotels are Doubletree Club Suites, which features a Business Center along with 1,830 square feet of meeting space, and the Hyatt Regency Jersey City on the Hudson, featuring 20,000 square feet of flexible meeting space and 6,000 square feet of convention space.

■ Transportation

Approaching the City

Newark Liberty International Airport, a 15 minute drive from Jersey City, offers comprehensive international and domestic travel service from over 40 airlines. Buses, trains, helicopters, and limousines all carry commuters between the airport and Jersey City. Intra- and inter-state bus lines, rapid transit, ferries, tunnels, and trains form important parts of the Jersey City transportation network. Amtrak has a route stop at Newark Liberty International Airport. NY Waterway runs a rush hour commuter ferry route to mid-town Manhattan from Jersey City.

PATH (Port Authority Trans Hudson), the local mass transit service, connects Jersey City with Manhattan, Newark, Harrison, and Hoboken. Construction of the 20.5 mile Hudson-Bergen Light Rail Transit System, which runs from Bayonne to Ridgefield, was completed in 2000 and has won national awards and recognition for creating an excellent and innovative transit system through a public-private partnership. Its clean, electric powered 90-foot modern trolleys are intended to help air quality as well as decongest traffic heading to and from New York.

Major east-west arteries approaching Jersey City include Interstate 280; U.S. Routes 1 and 1A, with the Pulaski Skyway alternate, and the New Jersey Turnpike, I-78, with four exits in the city. NJ Highway 440 runs north-south through the city while I-95 bypasses it to the west.

Traveling in the City

As is typical of the New York City hub, traffic is heavy throughout the day in Jersey City. Commuters to Manhattan use the Holland Tunnel, PATH rapid transit system, buses, ferries, and highway bridges. The Port Authority of New York and New Jersey operates the main passenger facility for buses and other mass transit, the downtown Journal Square Station. More than 200 buses operate on more than 35 lines within the city. Service

began in 2000 on a new two mile rail spur between West Side Avenue in Jersey City and Liberty State Park.

■ Communications

Newspapers and Magazines

The Jersey Journal, Jersey City's major newspaper, is published each evening except Sundays. Other local newspapers include the Spanish weekly *El Nueva Hudson* and the collegiate newspaper of New Jersey City University, the *Gothic Times*. New York City and New Jersey metropolitan papers also enjoy a wide readership. *Jersey City Magazine* and the weekly *Jersey City Reporter* are published by Hudson Reporter Associates in Hoboken.

Television and Radio

WSNR-AM and WWRU-AM are the only two radio stations broadcast from the city. While no other radio or television stations originate in Jersey City, area residents enjoy a full range of news and entertainment via New York City channels.

Media Information: *The Jersey Journal*, 30 Journal Square, Jersey City, New Jersey 07306; telephone (201) 653-1000; www.jjournal.com

Jersey City Online

- City of Jersey City. Available www.cityofjerseycity.com
- Hudson County Chamber of Commerce. Available www.hudsonchamber.org
- Hudson County Visitor Information. Available www.visithudson.org
- Jersey City Board of Education. Available www.jcboe.org
- Jersey City Economic Development Corporation. Available www.jcedc.org
- Jersey City Free Public Library System. Available www.jclibrary.org
- New Jersey Economic Development Authority. Available www.njeda.com

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Newark

■ The City in Brief

Founded: 1666 (incorporated 1836)

Head Official: Mayor Cory A. Booker (D) (since 2006; current term expires 2010)

City Population

1980: 329,248

1990: 275,221

2000: 273,546

2006 estimate: 281,402

Percent change, 1990–2000: –.6%

U.S. rank in 1980: 46th

U.S. rank in 1990: 56th (State rank: 1st)

U.S. rank in 2000: 68th (State rank: 1st)

Metropolitan Area Population

1980: Not available

1990: 1,915,694

2000: 2,032,989

2006 estimate: 2,152,757

Percent change, 1990–2000: 6.1%

U.S. rank in 1980: Not available

U.S. rank in 1990: 1st (NY–NJ CMSA)

U.S. rank in 2000: 1st (NY–NJ CMSA)

Area: 24.14 square miles (2000)

Elevation: 0 to 273.4 feet above sea level

Average Annual Temperatures: January, 31.3° F; July, 77.2° F; annual average, 54.5° F

Average Annual Precipitation: 46.25 inches of rain; 27.6 inches of snow

Major Economic Sectors: Financial services, distribution, wholesale and retail trade, services, publishing

Unemployment Rate: 5.4% (February 2005, NY–NJ MSA)

Per Capita Income: \$15,346 (2005)

2005 FBI Crime Index Property: 12,720

2005 FBI Crime Index Violent: 2,821

Major Colleges and Universities: Rutgers University–Newark Campus; New Jersey Institute of Technology; Seton Hall University School of Law; University of Medicine and Dentistry of New Jersey; Essex County College

Daily Newspaper: *The Star-Ledger*

■ Introduction

A major east coast port of entry and the largest city in one of the most densely populated states in the nation, Newark is a transportation, manufacturing, and education center. Its growing service economy is dominated by medical research, insurance, and high technology research and development activities. The devastating race riots of 1967 that dominated the city's image in the twentieth century have begun to recede into history at the start of the new century. While the average cost of a home in Newark has remained high, the city has made notable efforts to make housing accessible to all by building handsome, affordable townhouse complexes. Success in the finance and insurance industry has spurred development of more steel towers inhabited by the headquarters of major businesses. A city once known for divisiveness and destruction is now renowned for its renaissance of construction, recycling, and civility.

■ Geography and Climate

Newark is located in Essex County in northeastern New Jersey along the west bank of the Passaic River and Newark Bay. The city lies eight miles west of lower

Manhattan Island and is a thirty-minute drive from New York City. The Newark area, which is part of the Piedmont Region, is flat and marshy with some high points to the southwest and northeast. Newark's weather is greatly influenced by the city's proximity to the Atlantic Ocean. Winds, mostly easterly and southeasterly, can moderate temperatures, which range from very high in the summer to very low in the winter. Fall and winter storms, called "northeasters," blow off the ocean and account for much of the city's rain and snow.

Area: 24.14 square miles (2000)

Elevation: 0 to 273.4 feet above sea level

Average Temperatures: January, 31.3° F; July, 77.2° F; annual average, 54.5° F

Average Annual Precipitation: 46.25 inches of rain; 27.6 inches of snow

■ History

The Real Estate Market's Early Start in Newark

During the last Ice Age about 13,000 years ago, the retreating glaciers pulled back to reveal newly fertile soil along the coast of what would become New Jersey. The nexus of rolling hills, roving rivers and endless ocean attracted the first settlers of the United States, hunter-gatherers who had followed game and fur resources to the area. At the point that the first Europeans arrived in the region surrounding present-day Newark in the 1600s, they found it occupied by Native American bands, Hackensacks and Lenni-Lenapes of the Delaware tribe, from whom the territory was purchased in 1667. Captain Robert Treat and the rest of the settlers, migrants from Connecticut's New Haven Colony in search of religious freedom and inexpensive farmland, bought the whole of Essex County from the natives. Located on the Passaic River and a sheltered Atlantic bay, the settlement was named Newark, possibly in honor of Newark-on-Trent, England; some historians, however, claim the name derives from "new ark" or "new work." While religious intolerance was the primary motivation for the move from Connecticut, Newark leaders of the Puritan Congregational Church retained a grip on community affairs for many years.

Newark's strong educational tradition dates back to 1747 when the city was home to what is now Princeton University. The city's first elementary-level school was established in 1676, followed by the laying out of a market along Washington Square and a military training ground in Military Park. The community grew slowly, hampered by its reputation for strong Puritanism. It was not until 1733 that a second church attained a foothold

in Newark, when a local version of the Church of England rose up to challenge the Congregationalists' authority.

Early industry in Newark included mining, iron-making, and tanning. Newark became an important commercial site when roads and ferries connected it to New York City. During the Revolutionary War, American General George Washington used Newark as a supply base during his retreat from the British. The retreat took him across the entire state of New Jersey, across the Delaware River and into Pennsylvania. After the war, the shoe industry grew into an economic mainstay in Newark. A process for making patent leather was developed in the early 1800s by Seth Boyden. Newark was also becoming world famous by the 1830s for its jewelry, beer, and hats. The completion of the Morris Canal connected Newark to goods-producing regions to the east in New Jersey, and an expanding network of railroads brought the city into contact with the frontier.

At the outbreak of the Civil War, Newarkians were of divided loyalties. Trade with the secessionist South fueled Newark's booming economy, a circumstance that conflicted with the North's growing intolerance of slavery in the South. When the hat and shoe industries received major commissions from the Grand Army of the Potomac, the issue was settled—Newark was firmly in the Union camp, sending some 10,000 soldiers to fight for its cause.

Industry Brings Growth, New Residents

In the 1860s Newark entered the technological age. John Wesley Hyatt invented a flexible film called celluloid in 1869, laying the basis not only for the hugely lucrative plastics industry but the motion picture industry as well. In nearby Menlo Park, Thomas Edison developed the electric light bulb. When he lived in Newark, Edison also invented the stock ticker. Among the region's prominent literary figures during this era were Stephen Crane, author of *The Red Badge of Courage*, and Mary Mapes Dodge, who wrote *Hans Brinker or the Silver Skates*. Several prominent newspapers were founded in the Newark area in the years following the Civil War. Also during the latter half of the nineteenth century, ships carrying European immigrants steamed into Newark Harbor. Irish, Germans, Italians, Spanish, and Portuguese came in search of plentiful jobs, many of them in Newark's newly electrified factories. The chemical industry was established in Newark during this time, as the insurance industry gained a foothold through Mutual Benefit (1845) and Prudential Companies (1873).

The Port of Newark opened around 1915, just in time for America's preparations to enter World War I. Newark led the nation's shipbuilders during the country's brief war-time period. These years were significant, too,

because they brought the first large group of Southern blacks north in search of defense-related jobs; pesticides had begun to curtail agricultural employment opportunities. By the 1930s Newark was a major East Coast transportation, retail, and manufacturing base. Newark International Airport, opened in 1930, supplemented the port, rail, and highway facilities. Huge department and specialty stores lined Broad Street. Some of the nation's first and tallest skyscrapers pierced the Newark skyline as its factories turned out machinery and thread. But while Newark enjoyed all the appearances of a boomtown, it began to suffer the first signs of increasing urban decay. A corrupt local government undermined city services, commutable highways lured city residents to homes in the suburbs, and the tax base eroded as some important industries relocated.

Newark's population peaked in 1950 at 438,000 people. Modern Newark began to take shape with the urban renewal programs of the 1950s and with the help of the city's business leaders. Newark's two major life insurance companies renewed their commitment to the city, building new headquarters downtown. Federal structures, recreational facilities, and other office buildings followed. But the burgeoning prosperity of the 1950s masked deep racial divisions and inequalities that simmered, waiting for the tipping point.

In the 1950s, the migration to the suburbs appeared mainly to involve white Newark residents leaving the bustle and increasing crime of the inner city. Middle class African Americans followed, leaving African Americans and other people of color who labored in low-paying factory jobs. By 1966 African Americans were in the majority in the general Newark population, but government offices and the police department were dominated by whites. The economic and political power imbalance was at times wielded like a club. In 1967, in a city where 70 percent of the students were African American, the Newark mayor refused to appoint an African American secretary of education. The mayor went on to raze a predominantly African American neighborhood to make room for the University of Medicine and Dentistry of New Jersey, a pricey higher education institution out of reach of most of the displaced homeowners.

Tensions reached boiling point and the 1967 riots that commenced spanned six days, resulting in 23 deaths, 725 injured citizens, and \$10 million in property damage. However, among the riot rubble, the city began to prosper again as Newark's first African American mayor entered office in 1970, a symbol of a more unified municipality with progress in its sights.

Population Begins to Grow Once More

In 1986 Sharpe James, an ardent civic booster and veteran of the civil rights movement, was elected mayor of Newark. Downtown development in the late 1980s

brought glittering office towers, though the population declined to about 275,000 by 1990. In the 1990s the city addressed the long-neglected issue of affordable housing. A number of affordably priced, suburban-style townhouses and luxury condominiums were constructed in the mid-1990s, improving the available housing stock. For example, a handsome 1,200-unit townhouse complex in the University Heights area transformed the entrance to the downtown. As of 2000, Newark's single family housing market was surging, with prices rising in all parts of the city; the population was also beginning to increase. In fact, Newark and nearby Jersey City were one of the only historically struggling central city areas in the United States to turn around their decline in population.

In 2004 the city's crime rate dropped by more than 50 percent and a number of high-tech industries have been lured to the area. The insurance business has been a mainstay over the centuries, moving Newark into position as the third largest center of that industry in the U.S. The diverse population has generally shown gains since 2000 and is anticipated to surge again in coming years.

Historical Information: New Jersey Historical Society, 52 Park Place, Newark, NJ 07102; telephone (973) 596-8500; www.jerseyhistory.org

■ Population Profile

Metropolitan Area Residents

1980: Not available
 1990: 1,915,694
 2000: 2,032,989
 2006 estimate: 2,152,757
 Percent change, 1990–2000: 6.1%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 1st (NY–NJ CMSA)
 U.S. rank in 2000: 1st (NY–NJ CMSA)

City Residents

1980: 329,248
 1990: 275,221
 2000: 273,546
 2006 estimate: 281,402
 Percent change, 1990–2000: –.6%
 U.S. rank in 1980: 46th
 U.S. rank in 1990: 56th (State rank: 1st)
 U.S. rank in 2000: 68th (State rank: 1st)

Density: 11,495 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 55,620
 Black: 133,867



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American Indian and Alaska Native: 1,016
Asian: 3,228
Native Hawaiian and Pacific Islander: 197
Hispanic or Latino (may be of any race): 83,567
Other: 57,656

Percent of residents born in state: 50.7%
(2000)

Age characteristics (2005)

Population under 5 years old: 24,511
Population 5 to 9 years old: 21,310
Population 10 to 14 years old: 19,510
Population 15 to 19 years old: 20,606
Population 20 to 24 years old: 19,823
Population 25 to 34 years old: 37,752
Population 35 to 44 years old: 34,529
Population 45 to 54 years old: 33,872
Population 55 to 59 years old: 11,019
Population 60 to 64 years old: 9,661
Population 65 to 74 years old: 12,776
Population 75 to 84 years old: 6,735
Population 85 years and older: 2,113
Median age: 30.1 years

Births (2006, Metropolitan Division)

Total number: 27,798

Deaths (2006, Metropolitan Division)

Total number: 15,866

Money income (2005)

Per capita income: \$15,346
Median household income: \$30,665
Total households: 91,927

Number of households with income of ...

less than \$10,000: 18,579
\$10,000 to \$14,999: 7,287
\$15,000 to \$24,999: 11,792
\$25,000 to \$34,999: 13,594
\$35,000 to \$49,999: 13,384
\$50,000 to \$74,999: 14,260
\$75,000 to \$99,999: 7,511
\$100,000 to \$149,999: 4,113
\$150,000 to \$199,999: 895
\$200,000 or more: 512

Percent of families below poverty level: 8.9% (2005)

2005 FBI Crime Index Property: 12,720

2005 FBI Crime Index Violent: 2,821

■ Municipal Government

Newark operates with a mayor-council form of government. The mayor, who is not a voting member of the council, serves a four-year term and executes the legislation enacted by the council. The nine council members also serve four-year terms; four council members are elected at large and five by the individual municipal wards that they represent. The council is responsible for codification and legislation for the municipality as well as budgetary compliance. Newark is the governmental seat for Essex County.

Head Official: Mayor Cory A. Booker (D) (since 2006; term expires 2010)

Total Number of City Employees: 5,000 (2007)

City Information: Newark City Hall, 920 Broad Street Suite 214, Newark, NJ 07102; telephone (973) 733-3669; www.ci.newark.nj.us

■ Economy

Major Industries and Commercial Activity

Newark lies at the heart of the New York/New Jersey metropolitan area and is increasingly coming to rely on its strategic location at the center of air, sea, road, and rail transportation networks for economic growth. Manufacturing was traditionally the city's most important economic activity, but it has been surpassed by the trade and transportation industry. Seven major highways, railway routes, a world-class shipping terminal, and a busy international airport make Newark a major mid-Atlantic distribution and retail trade center. The city is one of the nation's leading centers in the wholesale trade of chemicals and machinery and one of the largest writers of life insurance policies; both Horizon Blue Cross and Blue Shield of New Jersey and Prudential Financial are headquartered in Newark. Educational and health services have grown in the city and region. Newark Beth Israel Hospital and Columbus Hospital are leading employers. Telecommunications had become a fairly strong industry for the local economy in the late 1990s; however, several companies have downsized or moved by the mid 2000s. Verizon New Jersey is still a major employer for the city.

Items and goods produced: polymers, beer, electrical products, machinery, leather, precious metals, jewelry, electronic equipment, chemicals, textiles, paint, varnish, perfume and cosmetics, paper boxes, food-stuffs, greenhouse and nursery products

Incentive Programs—New and Existing Companies

Local programs: The Department of Economic Development, Training and Employment of Essex County provides direct financial assistance to businesses located in the county and/or guarantees of loans from banks to such businesses for building acquisition, site renovation, and equipment purchases.

State and federal programs: The New Jersey Economic Development Authority (EDA) offers a wide range of financial, real estate development, and technical services to encourage business development and growth in the state. The majority of its assistance is to small and mid-sized businesses. The EDA issues bonds to provide financing at favorable interest rates for business ventures and makes low-interest loans and guarantees loans made by private investors and lenders. It also offers a full range of real estate development services to stimulate both private and public development projects. In addition, the EDA administers a business incentive program that provides grants to expanding or relocating businesses that will create new jobs in New Jersey. Loans and grants also are available to municipalities and private property owners to encourage the clean-up and redevelopment of hazardous sites around the state. General tax incentives include credits for new jobs investment, manufacturing equipment and employment investment. Financing programs are also available specifically for research and development activities. The New Jersey Business Employment Incentive Grants are available for expanding or relocating businesses creating at least 25 new jobs anywhere in the state. The standard grant incentive is 50 percent of the state income tax generated by new payroll positions. The New Jersey Redevelopment Authority provides financing to developers and businesses seeking to construct or redevelop facilities in urban areas. The state offers life science and technology financing and tax credit programs for companies working in collaboration with universities.

Newark is part of a state-designated Urban Enterprise Zone (UEZ) program, which promotes development in areas throughout the state. Qualifying businesses in the UEZs are eligible for tax incentives, marketing assistance, financial counseling, and reduced unemployment insurance. Certified Zone retailers get a reduced sales tax of 3 percent, which is reinvested in further business development in the city. Newark has also been designated as an Innovation Zone by the state. Technology and life sciences companies that are located within the zone may be eligible for special financial incentives through the EDA. Some areas of Newark are part of the federally designated Foreign Trade Zone (FTZ) 49. Businesses located within an FTZ are eligible for special incentives, including reduced or eliminated customs duties on imported and exported goods. In 2002 Newark

was designated a Renewal Community by the U.S. Department of Housing and Urban Development. The program encourages municipal self-sufficiency through a variety of federal tax credits as opposed to grant funds. Some of the programs include a Work Opportunity Credit for businesses that hire people who've received family assistance for a long period of time, a Welfare to Work Credit, tax deductions on qualified revitalization costs, and tax credits for employing residents of the Renewal Community zone.

Job training programs: The New Jersey Department of Labor and Workforce Development works with businesses to create customized training programs that create and retain jobs in the private sector. Grants are also available for skills training and employee education. Under the Department of Labor, Workforce New Jersey operates several One-Stop Career Centers throughout the state, three of which are in Newark. The One-Stop Career Center is a resource for both employers and job seekers that integrates job training, job placement, and unemployment services. Entrepreneurial Training Institute (ETI) is a state funded program offered by New Jersey Economic Development Authority. It features an intensive eight-week course that teaches aspiring new business owners about basic business operations and building a financial plan; ETI also helps them get financial aid upon graduation.

Essex County's Division of Training and Employment coordinates employment programs designed to serve families receiving social assistance. Clients receive assessment and aptitude testing, job readiness preparation, transportation assistance as needed, skill training, adult education, community work experiences, and job placement.

The New Jersey Institute of Technology offers assistance for small manufacturers, new businesses, and defense contractors through specialized programs on topics such as entrepreneurship, environmental compliance issues, and polymer processing.

Development Projects

The Newark Urban Enterprise Zone (UEZ) was first designated in 1984. Since then, over 2,000 businesses have been registered in the UEZ program, creating thousands of jobs and accounting for billions of investment dollars.

In 2007 the New Jersey Devils hockey franchise took the ice at the new Prudential Center to build an 18,000 square foot arena in Newark. The \$375 million arena was the result of a partnership effort between the City of Newark and Devils Arena Entertainment. The opening of the center, which will also host indoor soccer, basketball, and touring concerts, was part of the Newark Downtown Core Redevelopment District Project. To ensure easy access to Devils games and other downtown attractions, Newark's Penn Station is undergoing a \$16.1 million

update of its escalators, drainage systems, and customer communication devices.

Also in 2007, the city began a three-year, \$17.5 million project to make downtown city streets more pedestrian friendly. New lighting and signage will be added, along with benches, trash receptacles, and various trees and flowers. Sidewalks will be refurbished and crosswalks will be made accessible for all pedestrians.

Economic Development Information: Newark Downtown District, 15 Clinton St., Newark, NJ 07102; telephone (973)733-9333; www.downtownnewark.com. New Jersey Department of Labor and Workforce Development, 1 John Fitch Plaza, Trenton, NJ 08625; www.lwd.dol.state.nj.us/labor

Commercial Shipping

With 13 miles of waterfront along Newark Bay and the Passaic River, Newark is part of the nation's largest containership port—the Port of New York and New Jersey. The port opened in 1914–15 and is now leased and operated by the Port Authority of New York and New Jersey. The Port Authority is equipped to deal with virtually every type of cargo, including vehicles, live animals, large containers, liquid and dry bulk loads, and more. With a main channel 7,000 feet long, the 930-acre Port of Newark can berth 34 ships. Rail freight service is provided by CSX and Norfolk Southern.

Newark Liberty International Airport (NLIA) is located just south of the city center, providing passenger and cargo service to all points of the globe. Several cargo-specific businesses and structures exist at NLIA, including the FedEx Complex (a regional hub), the United Parcel Service package handling and distribution center, and the North Air Cargo Center. Cargo processing is state-of-the-art, with capacity to handle sophisticated and delicate materials with a high level of efficiency. The Port Authority maintains an administration building near the Air Cargo Center; both the Port of New York and New Jersey and the Newark Liberty International Airport are within Foreign Trade Zone 49.

The highway system in New Jersey is the densest in the nation, guaranteeing ample routes into, out of, and around Newark and the surrounding major metropolitan areas. Interstates 280, 80, 78, 278 and 95 link Newark to other large cities, along with a network of U.S. and state highways. Businesses have a wide choice of ground transportation vendors for cargo shipping purposes, from well-established family trucking companies to nationally-known experts such as FedEx and UPS.

Labor Force and Employment Outlook

Once a major economic force for the area, manufacturing and manufacturing employment have declined throughout the region in the past decades. The most significant gains in the mid 2000s were in trade and transportation

and health and educational services. It is anticipated that Newark and greater Essex County will experience continued significant growth through 2012 in the healthcare and education industries, along with management and transportation-related services. Manufacturing jobs will continue to be cut over the next decade, with anticipated losses as high as 20.8 percent of total employment in that sector. Statewide, it's expected that the pace of both commercial and residential construction will slacken, while overall employment should increase about 7.5 percent by 2012 (a slightly more gradual 10 year increase compared to the 1992–2002 statistical period).

While there are several career and skill training programs available throughout the area, as well as acclaimed institutes of higher education, educational attainment in Newark has been estimated as below the national average. In 2006 only an estimated 65.5 percent of the population age 25 and older had obtained a high school diploma or higher level of education. About 12 percent of the same population had obtained a bachelor's degree or higher.

The following is a summary of data regarding the Newark-Union NJ-PA Metropolitan Division metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,034,000

Number of workers employed in . . .

construction and mining: 7,000
 manufacturing: 4,100
 trade, transportation and utilities: 21,900
 information: 24,500
 financial activities: 77,500
 professional and business services: 162,000
 educational and health services: 140,900
 leisure and hospitality: 66,100
 other services: 48,100
 government: 165,900

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.4% (February 2005, NY–NJ MSA)

<i>Largest employers(2007)</i>	<i>Number of employees</i>
Prudential Financial	Not available
Verizon New Jersey	Not available
Public Service Electric and Gas	Not available
Horizon Blue Cross Blue Shield of NJ	Not available
The Star-Ledger	Not available
Continental Airlines	Not available
Anheuser-Busch	Not available
Newark Beth Israel Medical Center	Not available

Gateway Security Inc.	Not available
Cathedral Health Services	Not available
Columbus Hospital	Not available

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$523,311

2007 (1st quarter) ACCRA Cost of Living Index: 132.0

State income tax rate: 1.4% to 8.97%

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$2.26 per \$100 of assessed value (2004)

Economic Information: New Jersey Department of Labor and Workforce Development, 1 John Fitch Plaza, Trenton, NJ 08625; www.lwd.dol.state.nj.us/labor

Education and Research

Elementary and Secondary Schools

The Newark Public School System, which dates back to 1676, is the largest and one of the oldest in New Jersey. In 1995 after years of deficient management and suspected corruption on the part of school administrators, the New Jersey State Department of Education assumed operating control of the district. Working with the state, a 15-member advisory board was set up to help reform the school system and reestablish sound educational policy and practices.

The school district has partnered with both Saint Barnabas Healthcare System and the Healthcare Foundation of New Jersey to establish health clinics in Newark schools. The district offers other programs supportive of families as a whole, including the Citywide Parents Conference, Concerned Fathers, and the Grandparents Support Network.

Among its special programs the Newark School System offers adult education, bilingual education, special education, and an attendance/dropout prevention program. Its magnet school program includes an Arts High School, a Science High School, and a University High School. A Business Partnership program allows students to work with professionals in business, industry, medicine, and law. The Academy of Vocational Arts offers

career and trade based programs for high school students. The American History High Program at East Side High School, established in 2006, is a magnet program in collaboration with Rutgers University, the Gilder Lehrman Institute of American History, the New Jersey Historical Society, and other organizations. Students enrolled in the program are offered a college-preparatory curriculum with a primary emphasis on studies of American history.

The following is a summary of data regarding the Newark Public Schools as of the 2005–2006 school year.

Total enrollment: 42,000

Number of facilities

- elementary schools: 76
- junior high/middle schools: 7
- senior high schools: 12
- other: 3

Student/teacher ratio: 13.6:1

Teacher salaries (2005–06)

- elementary median: \$52,370
- junior high/middle median: \$54,030
- secondary median: \$56,980

Funding per pupil: \$16,982

A number of private primary and secondary schools also operate in Newark, many of which are affiliated with a religious institution.

Public Schools Information: Newark Public Schools, 2 Cedar Street, Newark, NJ 07102; telephone (201)733-7333; www.nps.k12.nj.us

Colleges and Universities

Perhaps the most prestigious of Newark's colleges is the city branch of Rutgers University (the state university). Rutgers-Newark has an enrollment of about 10,000 undergraduate and graduate students in seven schools and colleges: Arts and Science, College of Nursing, School of Criminal Justice, Rutgers School of Law–Newark, Rutgers Business School, and Graduate School–Newark. The Rutgers-Newark campus is part of an urban university complex spread over 323 acres in midtown Newark, a complex that also includes a number of other schools.

As a public research institution, the New Jersey Institute of Technology (NJIT) is famous for pioneering activities in computer-integrated design and manufacturing, biotechnology, microelectronics, and computerized communications. The institute offers 36 bachelor's degree programs, 41 master's programs, and 19 doctoral programs in six specialized schools: engineering, architecture, science and liberal arts, business and management, honors, and computing sciences. Student enrollment is about 8,200.

Seton Hall University School of Law School (usually referred to as Seton Hall Law) is one of the largest law schools in the country and the only private law school in the state. Day and evening classes are available for those pursuing a Juris Doctor, Master of Law, or Master of Science in Jurisprudence.

Essex County College offers two-year degrees (in about 70 majors) and certificates in vocational fields, as well as credits that are designed to transfer to four-year universities. The University of Medicine and Dentistry of New Jersey, the state's largest health education center, enrolls more than 2,500 medical, dental, and health care students at its Newark campus, which is the largest of four main campuses. The school offers 18 undergraduate degrees and 41 graduate degrees. Students practice what they learn at the UMDNJ University Hospital and University Behavioral HealthCare.

Libraries and Research Centers

Newark's public library system includes a main library and 10 community branch libraries. With more than 1.4 million books, periodicals, and pictures, the libraries house the most important collection in New Jersey. In addition to local and state historical collections, the library boasts excellent fine arts, business, and current affairs resources along with collections focused on the diverse cultural make-up of the city. Special collections include the Shopping Bag Collection, the Card Collection (including greeting cards and postcards), and an Illustrated Book Collection of over 2,000 titles.

The Peter W. Rodino, Jr., Law Library at the Seton Hall School of Law provides access to more than 45,000 law-related books and periodicals, with an emphasis on health and environmental law.

The Rutgers Institute of Jazz Studies has compiled an extensive collection of recordings. The John Cotton Dana Library at Rutgers-Newark has over 300,000 books, 100,000 bound periodicals, and 200,000 government documents. It also maintains an additional 600,000 items in microformat, over 15,000 audiovisual items, and 1,500 periodical subscriptions. The Cambodia Collection at Rutgers-Newark contains over 150,000 pages of primary documents concerning the Khmer Rouge regime. The Rutgers Institute of Jazz Studies has compiled an extensive collection of recordings. The Rutgers Law Library–Newark is the largest law library in the state with over 500,000 volumes. The Don M. Gottfredson Library of Criminal Justice, also on campus, is considered to be one of the finest collections of its kind.

The metropolitan Newark area is home to more research workers per capita than any other area in the country. The New Jersey Institute of Technology maintains research centers in global areas such as applied life sciences, architectural and building sciences, computer technology and telecommunications, environmental science, materials science and manufacturing, solar physics,

and transportation. Specialized facilities include an Air Pollution Research Laboratory; a Building Engineering and Architectural Research Center; a Center for Biomedical Engineering, which focuses on reconstructive devices; and a Center for Information Age Technology, which assists technology transfers between academia and industry. The Institute is also home to an advanced technology center of the New Jersey Commission on Science and Technology and the computerized Manufacturing Systems Center.

Rutgers-Newark has several research centers and institutes, including the Whitcomb Center for Research in financial Services, the Center for Justice and Mental Health Research, the Police Institute, the New Jersey Collaborating Center for Nursing, the Centre for Molecular and Behavioral Neuroscience, and the Center for the Study of Genocide and Human Rights, to name a few. Seton Hall Law is home to the Center for Health and Pharmaceutical Law, the Center for Social Justice, and the Gibbons Institute of Law, Science, and Technology. The University of Medicine and Dentistry of New Jersey conducts sponsored research focusing on the health care fields, including clinical trials.

Public Library Information: Newark Public Library, 5 Washington Street, Newark, NJ 07101; telephone (973)733-7784; www.npl.org

■ Health Care

Newark Beth Israel Medical Center of the Saint Barnabas Health Care System is licensed for 673 beds and functions as a teaching hospital as it provides trauma and specialized care for the northern New Jersey region. The Children's Hospital of New Jersey is an affiliate of Beth Israel, which also staffs the Heart Hospital of New Jersey. The center has the most comprehensive Robotic Surgery Center in the state and a nationally recognized Pacer-maker and Defibrillator Center.

Columbus Hospital of Cathedral Healthcare System (CHS) contributes another 210 beds to the community; some of its specialties include the Children's Eye Care Center of New Jersey and the Newark Eye and Ear Infirmary. Saint James Hospital, also part of CHS, is a 186-bed acute care facility with a large number of bilingual personnel. A Diabetes Center, Hazardous Decontamination Unit and mental health unit supplement emergency care services offered at Saint James. The third CHS hospital in Newark is Saint Michael's Medical Center. This 337-bed tertiary care facility is also a teaching hospital with a cardiac specialty.

The University of Medicine and Dentistry of New Jersey sponsors the 519-bed University Hospital, which is the only facility in northern New Jersey with a Level I Trauma Center. The hospital also has a regional center

for neonatal intensive care, and a neurosurgical intensive care unit. Specialized centers within the hospital include the Acute Stroke center, the New Jersey Cardiovascular Tumor Program, the Cochlear Implant Program, the University Center for Bloodless Surgery and Medicine, and the first liver transplant program in the state. The 78-bed UMDNJ Broadway House for Continuing Care is the only special care facility in the state for people living with HIV/AIDS.

■ Recreation

Sightseeing

Newark, the third oldest city in the nation, exudes history, and its architecture serves as a chronological yardstick. Many buildings of interest are clustered along Broad Street, including the Blume House, which was built in 1710 and serves as a rectory for the House of Prayer Episcopal Church. Trinity Cathedral was built in 1743 and used as a hospital during the Revolutionary War. First Presbyterian Church, dedicated in 1791, remains a noted example of Georgian colonial architecture. Soaring above the buildings of the past, the New Jersey Bell Telephone Company building rises 275 feet and is adorned with colossal bas relief sculpture in Egyptian style.

The Catholic Cathedral of the Sacred Heart, established in 1898, is as large as London's Westminster Abbey and resembles the famed basilica at Rheims. Built in the French Gothic style, the cathedral is enhanced by 200 stained-glass windows, bronze doors, and 14 church bells cast in Italy. The cathedral is near Branch Brook Park, comprising 360 acres of tranquility and cherry trees skillfully landscaped by the same firm that designed Central Park in New York. The Essex County Courthouse, a 1906 Cass Gilbert creation, is a modified Renaissance granite and marble structure. Penn Station, opened in 1935, is of neo-classical design. Newark's city hall is a good example of French Renaissance design, including a dome, balconies, and rococo decorations.

Newark's Military Park, formerly a drill field for the Colonial and Continental armies, now is famous for its monument entitled *Wars of America*. The massive sculpture is the work of Mount Rushmore artist Gutzon Borglum. The park also boasts a bust of President John F. Kennedy by Jacques Lipshitz. The history of Newark can be quietly explored at Mt. Pleasant Cemetery on Broadway; established in 1814, the burial ground is the oldest formal cemetery in Newark and has been the final resting place of many well-known residents over the centuries. Famous neighborhoods in Newark include Ironbound, a Spanish-Portuguese enclave, and historic James Street, known for its Victorian row houses.

Arts and Culture

The \$150 million New Jersey Performing Arts Center, located on a 12-acre site downtown, opened its doors in 1997. It houses the 2,750-seat Great Hall and the 500-seat Victoria Theater. Symphony Hall on Broad Street has long been the performing arts heart of Newark. The fully restored 1925 Art Deco auditorium seats 2,800 patrons. Among the Hall's resident groups are the New Jersey Symphony Orchestra, the New Jersey State Opera, the Newark Boys Chorus, the Opera/Music Theatre, and an opera school.

The Cathedral Concert Series schedules classical music performances in Newark's Cathedral of the Sacred Heart. Free concerts are presented in Washington Park and in the Gateway Complex. Dance in Newark is represented by Gallman's Newark Dance Theatre, Garden State Ballet, which concentrates on classical dance, while the African Globe Theatre Works concentrates on works by African American writers. The Newark Community School of the Arts presents faculty performances, student recitals, and presentations by the Community Theatre Ensemble.

Amid a sprawling compound of galleries that include an 1885 brick-and-limestone mansion, the Newark Museum has become known for its Schaeffer Collection of antique glass, Tibetan objects, Indian relics, and African articles. On the museum property are a sculpture garden, a firehouse, and a schoolhouse. The museum adjoins historic Ballantine House, the restored mansion of a Victorian brewer. The New Jersey Historical Society, housed in a Georgian-style building maintains a collection of portraits, drawings, and prints of local personalities.

Among Newark's art galleries, the Paul Robeson Center at Rutgers' Newark campus displays changing art exhibits. Other galleries include Aljira: A Center for Contemporary Art and The Gallery, which both spotlight local artists; the Art Gallery exhibits graphics, paintings, and sculpture; City Without Walls features emerging New Jersey artists; Halsey Street Gallery focuses on African American paintings, posters and ceramics; and Richardson Gallery specializes in oil paintings, lithographs, and engravings.

Arts and Culture Information: Newark Arts Council, 17 Academy Street Suite 1104, Newark, NJ 07102; telephone (973)643-1625; www.newarkarts.org

Festivals and Holidays

A city of numerous ethnic influences, Newark enjoys community parades and festivals all year long. In February, the New Year party keeps going with the Chinese Lunar New Year Celebration coordinated by the Newark Museum. The traditional Lion Dance and holiday delicacies are on hand to mark this important event. During the St. Patrick's Day Parade in mid-March, everyone is Irish for a day. Each April, Branch Brook Park hosts the

Newark Cherry Blossom Festival and Marathon among more than 3,000 Japanese cherry trees cultivated in the park. The Newark Museum hosts an Asian Heritage Festival in early May, with Japanese drumming, Dancing Bells, and the Indian Fold Dance taking center stage. The African American Heritage Day Parade is held in May.

The month of June is full of celebrations, starting with the Portuguese Day Parade and Festival and the Newark Festival of People. From late June until early August for the past 30-some years, the Newark Black Film Festival exposes residents and visitors to the independent film world through the eyes and talents of African American directors and actors. August stays hot with the Gospel and Africa-Newark Festivals.

Brazilian Independence Day is celebrated in September, and October is the month for the annual Columbus Day Parade and United Nations Day. The annual Sarah Vaughn Jazz Festival in November has also become a favorite event in the city.

Sports for the Spectator

The New Jersey Devils of the National Hockey League play in the Prudential Center, a state-of-the-art sports and entertainment facility opened in 2007. Prudential Center is also home to the Ironmen of the Major Indoor Soccer League and the Seton Hall Pirates basketball teams.

In 1998, professional baseball returned to Newark when the Bears came home—the Newark Bears had originally been a farm team for the New York Yankees, warming up such hardball legends as Yogi Berra. Construction was completed in 1999 on the Bears and Eagles Riverfront Stadium (also known as The Den) to welcome the Bears back in the independent Atlantic League; the roster frequently lists some former luminaries of the majors. The Eagles honored by the stadium name were a Negro League team that played in Newark until 1950.

The Meadowlands Sports Complex in nearby East Rutherford hosts professional sports events throughout the year. Among its home teams are the New York Giants and the New York Jets of the National Football League, and the New Jersey Nets of the National Basketball Association. Trotting and thoroughbred horse-racing events include the Hambletonian, the most famous event in harness racing.

Rutgers-Newark University competes in nine sports at the Division III level of the National Collegiate Athletic Association, including men's and women's basketball, soccer, tennis, and volleyball.

Sports for the Participant

The city maintains 40 parks and squares, 5 swimming pools, 2 ice skating rinks, and 5 recreational centers. Famous Newark parks include Military Park and Branch Brook Park, both of which offer a full complement of recreational facilities. An ice skating rink is located at Branch Brook Park, which is also home to a roller skating

center with a state-of-the-art sound system. Weequahic Park offers a golf course. Nearby facilities provide opportunities for skiing, water sports, bicycling, and horseback riding.

A number of state and national parks are within easy reach of Newark, including areas of the Atlantic seashore where visitors can swim, kayak, and play beach volleyball. The mid-Atlantic section of the Appalachian Trail system passes through the western edge of New Jersey and then traces the northern state line to the east before cutting north through New York state.

Shopping and Dining

The downtown redevelopment district encompasses a unique shopping experience, especially along discount store-lined Broad Street. Both Military Park and Market Street host open-air, seasonal farmers' markets where fresh produce, baked goods, cheeses and other items can be found. Nearby Secaucus, referred to as the outlet capital of the eastern seaboard, is home to one of the most massive concentrations of outlet stores in the world. Other communities near Newark, most notably Manhattan and other New York neighborhoods, round out the shopping experience.

A broad variety of ethnic cuisines is the hallmark of New Jersey restaurants, and in Newark the selections range from European to Asian, African, and Caribbean. The city's Ironside District is home to a smorgasbord of dining establishments featuring authentic Spanish and Portuguese cookery and some of the best sangria in the United States. A number of soul food eateries dish up traditional southern fare not often found in a northeastern city. The state of New Jersey is sometimes described as the "diner capital of the world," having more diners than any other place on the planet. However, restaurant ambiance varies widely from market-side cafes on busy downtown streets to fine dining in restored historic structures. Several specialty coffee shops are sprinkled around the city.

■ Convention Facilities

Newark is part of the area known as Metro New Jersey Meadowlands, one of the state's busiest meeting and convention destinations; its popularity is due in part to its proximity to the attractions of Manhattan. Downtown Newark offers the renovated 253-room Hilton Gateway Hotel, with 9,700 square feet of exhibition space, seven meeting rooms and a ballroom that can accommodate 350 people. The Gateway renewal program provided enclosed skywalks connecting Gateway projects directly to Penn Station. Other Newark convention activity focuses on Newark International Airport, where a number of nationally-known hotels offering meeting and sleeping space are located, including the 591-room Newark

Airport Marriott with 20 meeting rooms and 13,200 feet of meeting space. In all, there are about 3,200 sleeping rooms at the airport hotels.

Washington Square Conference Center in the IDT Building has seven meeting rooms which can accommodate meetings of up to 300 people. Meeting spaces are also available at local colleges and universities.

Within the Gateway Region of northern New Jersey, there are two dedicated convention centers—the New Jersey Convention and Expo Center at the Raritan Center is located in Edison and offers 150,000 square feet of exhibit space, making it New Jersey's largest venue. The facility is equipped to handle anything from banquets to trade shows and is wired for all audio-visual devices. Food service is available. At the Meadowlands Exposition Center in Secaucus, conferences and trade shows are accommodated in 61,000 square feet of exhibition space, supplemented with additional meeting rooms and a banquet facility that can seat 5,000. The MEC provides two drive-doors for offloading of equipment and is conveniently located near Newark Liberty International Airport.

■ Transportation

Approaching the City

Newark Liberty International Airport (NLIA), one of the world's busiest airports, annually serves more than 29 million passengers carried on more than 450,000 flights. Over 40 scheduled airlines operate out of Newark. The International Arrivals Facility was completed in March 2002 and allows for efficient processing of 1,500 passengers per hour through Immigrations and Customs.

Approximately 450 trains arrive in and depart from Newark daily. Amtrak travel into Newark's recently renovated historic Penn Station and stops at the airport. The PATH Rapid Transit System (Port Authority Trans-Hudson) connects downtown Newark with New York City. Greyhound runs to Penn Station.

The major north-south route with access to Newark is Interstate 95 (New Jersey Turnpike). I-280 bisects the city running westward from the turnpike through downtown. I-78 and U.S. 22 run east-west along the southern part of the city. Travelers from New York City may enter from the north through the George Washington Bridge/Lincoln Tunnel Crossings or the Holland Tunnel. State Route 21, also called McCarter Highway, is the primary road through downtown.

Traveling in the City

As is characteristic of the New York hub, traffic in Newark and on the freeways is heavy for a sizable portion of the workday. Many commuters rely on public transportation, which consists of rapid-rail cars and buses. New Jersey Transit operates 6,000 buses on 50 lines in Newark,

servicing more than 40,000 commuters. The Newark City Subway covers about 4.3 miles along a former canal bed.

Newark's business district is adjacent to the Passaic River. The downtown area is divided into four neighborhoods, each with a special identity: Market Square, Four Corners, Military Park/The Greens, and Riverfront. Broad Street and Market Street intersect in the city center and run perpendicular to each other, providing a reference point for out-of-town travelers. The city is laid out on a fairly straightforward grid pattern.

■ Communications

Newspapers and Magazines

Newark's major daily newspaper is *The Star-Ledger*, published each morning. Newspapers serving the city's ethnic communities include *The Brazilian Voice* and *Luso Americano*, which are published in Portuguese, and *The Italian Tribune*. Special interest publications include the *New Jersey Law Journal* and *Healthstate*, a quarterly published for health care professionals by the University of Medicine and Dentistry of New Jersey. The New Jersey Historical Society publishes *Jersey Journeys* for children eight times a year. *The Journal of Commerce* is also published in the city.

Television and Radio

Newark residents receive television broadcasts primarily from New York City. A cable television franchise also serves Newark. Five AM and FM station broadcasts from Newark; many more are available to listeners from New York City.

Media Information: *The Star-Ledger*, 1 Star Ledger Plaza, Newark, NJ 07102; telephone (888)STAR-LEDGER; www.starledger.com

Newark Online

City of Newark. Available www.ci.newark.nj.us

Essex County Government. Available www.co.essex.nj.us

Go Newark. Available www.gonewark.com

New Jersey Performing Arts Center. Available www.njpac.org

Newark Arts Council. Available www.newarkarts.org

Newark Public Library. Available www.npl.org

Newark Public Schools. Available www.nps.k12.nj.us

The Star-Ledger. Available www.starledger.com

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New Brunswick

■ The City in Brief

Founded: 1730 (formed by royal charter) (incorporated as a town, 1736; reincorporated, 1784, 1801, 1838, 1844, 1845, 1849, 1850, 1863)

Head Official: Mayor James M. Cahill (since 1991)

City Population

1980: 41,442

1990: 41,711

2000: 48,573

2006 estimate: 50,172

Percent change, 1990–2000: 16.6%

U.S. rank in 1980: 525th (State rank: 17th)

U.S. rank in 1990: 624th (State rank: 15th)

U.S. rank in 2000: Not available

Metropolitan Area Population

1980: 595,893

1990: 671,780

2000: Not available

2006 estimate: Not available

Percent change, 1990–2000: Not available

U.S. rank in 1980: 1st (CMSA)

U.S. rank in 1990: 1st (CMSA)

U.S. rank in 2000: 1st (CMSA)

Area: 5.2 square miles (2000)

Elevation: 86 feet above sea level

Average Annual Temperature: 52.2° F

Average Annual Precipitation: 53.3 inches of rain; 27.2 inches of snow

Major Economic Sectors: Research, business, industry

Unemployment Rate: 4.2% (April 2005, New Jersey)

Per Capita Income: \$14,308 (1999)

2005 FBI Crime Index Property: 1,825

2005 FBI Crime Index Violent: 343

Major Colleges and Universities: Rutgers, The State University of New Jersey, Robert Wood Johnson Medical School

Daily Newspaper: *Home News Tribune*

■ Introduction

New Brunswick is a diversified commercial and retail city located on the Raritan River in the mid-eastern portion of New Jersey. World headquarters to Johnson & Johnson, New Brunswick is also notable for being the home of Rutgers University, the eighth oldest institution of higher education in the United States. The poet Alfred Joyce Kilmer, author of the widely quoted “Trees,” was born in New Brunswick. It is the county seat of Middlesex County, which has appeared more than once among the top 10 on *Money* magazine’s list of the best places to live in America.

■ Geography and Climate

New Brunswick is situated in mid-New Jersey on the south bank of the Raritan River at the head of navigation, about 40 miles southwest of New York City. It lies in a line of moraines formed by glaciers in a level coastal plain. New Brunswick has a four-season climate. The proximity of the Atlantic Ocean helps create relatively mild winters and cooling summer breezes.

Area: 5.2 square miles (2000)

Elevation: 86 feet above sea level

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■ History

Raritan River a Vital Connecting Link between Settlements

Lenni-Lenapes of the Delaware tribe crossed the Raritan River near modern New Brunswick in summertime expeditions to the Jersey Shore for fish and clamshells, long before Dutch messengers traveling between Holland's American settlements forded at the same spot, possibly as early as 1640. English settlers had been living there for about fifteen years when John Inian, an Englishman from Long Island, arrived in 1681 and established a ferry crossing linking the east and west banks of the Raritan River. At the time the place was known as Pridmore's Swamp. Known variously thereafter as Inian's Ferry, Onion's Ferry, and The River, the town was finally named New Brunswick in 1730 to honor the House of Brunswick, then occupying the throne of England. An early visitor noted in 1730 that "when I came to this place in 1715, there were but four or five houses in the 30 miles between Inian's Falls and the Falls of the Delaware, but now the whole way it is almost a continued lane of fences and good farmer houses" where Dutch, English, Scottish, German, and French settlers resided. The population centered near New Brunswick, which had become a storehouse and shipping point for wheat and flour produced inland.

Revolutionary War Engages City

During the American Revolution, the third reading of the Declaration of Independence in the colonies took place in New Brunswick on July 6, 1776. The Continental army took refuge at New Brunswick after their defeat at Fort Lee. George Washington's dispirited army crossed the Raritan River on the retreat south across New Jersey that led to the Battle of Trenton, burning the bridge behind them. British and Hessian troops occupied the town from December 1776 to the following June, building hatred by robbing British and revolutionary sympathizers alike. As panic spread, about 300 people streamed into New Brunswick during that December to accept the British Lord Howe's offer of amnesty in return for a renunciation of revolutionary sentiments. In late spring 1777, Washington moved his troops to an area overlooking the Raritan valley; Howe was forced out, burning and pillaging on his way to add to the suffering already endured. Thereafter the town experienced little direct warfare. Washington returned in 1778 on his way to a decisive victory over Cornwallis at Yorktown.

Town Thrives as Crossroad between New York, Pennsylvania

New Brunswick gradually became the center of Middlesex County, earning the nickname Hub City. By 1830 the population there numbered more than 5,000 people. Still a center for the transport of grain, the city was also an important stop for people traveling between New York and Philadelphia. Rough-and-tumble competition grew up among transportation companies, becoming so heated that steamships would ram into New Brunswick docks, forcing passengers to leap overboard to join the fray over competing stagecoaches. The Delaware & Raritan Canal reached New Brunswick in 1834, joining the two rivers and making way for the transport of coal from Pennsylvania and other goods being transported west. Eventually the Raritan River carried the third largest tonnage of any river in the country. The railroad era was ushered in when the Camden & Amboy Railroad linking New Brunswick to the New Jersey Railroad was completed in 1839. This development, in combination with the water power made available by the canal lock's waterfall, led to the rapid rise of industry. A wallpaper factory and a rubber plant were founded. By 1860 the population numbered 10,761 people. Elsewhere in Middlesex County, rubber also became a prime industry, supplying boots and rubbers to Union soldiers during the Civil War and afterwards. Other emerging industries were the manufacture of clay, firebrick, and terra cotta products. Industry was spurred by Thomas Edison's invention in 1879 of electric lights.

Twentieth Century Brings Modern Industry

By the early twentieth century, the rubber and wallpaper industries had begun to wane, but New Brunswick had welcomed Robert W. and James W. Johnson, who came in 1885 to establish their pioneer gauze and adhesive tape plant. Where previously Americans had reached in emergencies for old sheets or towels, soon they were reaching for Johnson & Johnson bandages. That company recruited workers from Hungary, giving the city the largest Hungarian population of any city in the country. New Brunswick also welcomed the Wright-Martin Aircraft Corporation, which supplied airplane engines during World War I. Chemical manufacturers began to produce dyes and other chemicals formerly imported from Germany. Munitions manufacturers such as E. I. du Pont moved into Middlesex County, which emerged from the war with an exhilarated feeling of expanding opportunities. County population exceeded 160,000 people by 1920 and about half the population lived in New Brunswick. Roads were built and trains raced through, making the New Brunswick to Elizabeth corridor the busiest railroad stretch in the world. Between 1950 and 1965 Middlesex County's population doubled to 560,000 people. Lately, while formerly rural areas are seeing a continuing expansion of population, New Brunswick's population remains nearly stable, in the

tradition of old American cities. Industry has been drawn to the vast network of intersecting superhighways there. Efforts to reverse the decline that began after World War II resulted in the redesign of the central business district, new headquarters for Johnson & Johnson, a new hotel, and new office buildings.

A Brief History of Rutgers

Rutgers University was first chartered in 1766 under the name Queens College. It was rechartered in 1770 when the first document had produced no results. New Brunswick was chosen as the site of the college, which, under the auspices of the Dutch Reformed Church, was set up in a former tavern with Frederick Frelinghuysen as the sole faculty member. Its first graduating class produced one graduate in 1774. British troops forced the college out of town in 1777. The college returned in 1781 and closed in 1795 due to lack of interest. Classes resumed in 1807 and closed again in 1821. Application by 30 prospective students led to the college's reopening in 1825, at which time the name Queens was deemed unpatriotic and the college's name was changed to Rutgers, in honor of New York philanthropist Colonel Henry Rutgers. The college once again faced collapse when most of its students enlisted to serve in the Civil War. An infusion of money by the state for the establishment of an agricultural program, combined with the decision to make the school non-sectarian and to initiate an intensive scholarship and endowment campaign, revived the school yet again. Rutgers University has since become an institution vital to the entire state.

City Looks Forward

In 1999 New Brunswick and surrounding areas of New Jersey experienced damaging flooding from Tropical Storm Floyd. No lives were lost and the community pulled together to help affected residents of the city. James Cahill, New Brunswick's mayor since 1991, remains committed to focusing on New Brunswick's future growth with initiatives, programs, services, and developments.

Historical Information: Middlesex County Cultural and Heritage Commission, 703 Jersey Ave., New Brunswick, NJ 08901; telephone (732)745-4489; www.co.middlesex.nj.us/culturalheritage

■ Population Profile

Metropolitan Area Residents

1980: 595,893
 1990: 671,780
 2000: Not available
 2006 estimate: Not available
 Percent change, 1990–2000: 11.7%

U.S. rank in 1980: 1st (CMSA)
 U.S. rank in 1990: 1st (CMSA)
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City Residents

1980: 41,442
 1990: 41,711
 2000: 48,573
 2006 estimate: 50,172
 Percent change, 1990–2000: 16.6%
 U.S. rank in 1980: 525th (State rank: 17th)
 U.S. rank in 1990: 624th (State rank: 15th)
 U.S. rank in 2000: Not available

Density: 9,293.5 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 23,701
 Black: 11,185
 American Indian and Alaska Native: 224
 Asian: 2,584
 Native Hawaiian and Pacific Islander: 40
 Hispanic or Latino (may be of any race): 18,947
 Other: 8,780

Percent of residents born in state: 44.9% (2000)

Age characteristics (2000)

Population under 5 years old: 3,394
 Population 5 to 9 years old: 2,768
 Population 10 to 14 years old: 2,196
 Population 15 to 19 years old: 5,623
 Population 20 to 24 years old: 12,304
 Population 25 to 34 years old: 8,573
 Population 35 to 44 years old: 5,127
 Population 45 to 54 years old: 3,455
 Population 55 to 59 years old: 11,081
 Population 60 to 64 years old: 915
 Population 65 to 74 years old: 1,544
 Population 75 to 84 years old: 1,213
 Population 85 years and older: 389
 Median age: 23.6 years

Births (2004, Middlesex County)

Total number: 11,112

Deaths (2004, Middlesex County)

Total number: 5,658

Money income (1999)

Per capita income: \$14,308
 Median household income: \$36,080
 Total households: 13,053

Number of households with income of . . .

less than \$10,000: 730



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\$10,000 to \$14,999: 380
\$15,000 to \$24,999: 977
\$25,000 to \$34,999: 1,315
\$35,000 to \$49,999: 1,253
\$50,000 to \$74,999: 1,248
\$75,000 to \$99,999: 760
\$100,000 to \$149,999: 503
\$150,000 to \$199,999: 107
\$200,000 or more: 86

Percent of families below poverty level: 16.9%
(1999)

2005 FBI Crime Index Property: 1,825

2005 FBI Crime Index Violent: 343

■ Municipal Government

New Brunswick operates under the mayor-council form of government. The mayor and five council members are elected to four-year terms. The council members are elected at-large with staggered terms. The council elects a council president from its ranks to serve a two-year term.

Head Official: Mayor James M. Cahill (since 1991; term expires December 31, 2010)

Total Number of City Employees: 650 (2007)

City Information: Office of the Mayor, 78 Bayard St., New Brunswick, NJ 08901; telephone (732)745-5004; www.cityofnewbrunswick.org

■ Economy

Major Industries and Commercial Activity

Health care, education, and research and development activities form a solid economic base for the city and the region. Robert Wood Johnson University Hospital and St. Peter's University Hospital are major employers in the city and the county. At the heart of education and research activity is Rutgers University, which maintains more than 60 research facilities. Rutgers University is at the northern end of the U.S. Route 1 "Research Corridor" that extends to Princeton University at the southern end of Middlesex County. Both universities are high technology centers in a variety of disciplines that attract research and engineering firms. The Technology Centre of New Jersey, another major site for research and

development activities within the Research Corridor, is located in New Brunswick.

Research as well as business and industrial activities are carried out at the more than 100 Fortune 500 corporations that maintain plants and other facilities in Middlesex County, including Johnson & Johnson (world headquarters) Bristol-Myers Squibb, BASF Catalysts, and others. Middlesex County boasts one of the largest business parks in the country, the 2,350-acre Raritan Center in Edison, which is home to over 389 businesses.

Items and goods produced: chemicals, pharmaceuticals, medical supplies, ceramics products, metal refining, automobiles, air conditioners, plastics, electronics

Incentive Programs—New and Existing Companies

Local programs: The New Brunswick Department of Planning, Community and Economic Development provides programs for businesses looking to locate, expand, or upgrade their operations. The New Brunswick Small Business Loan Guarantee provides capital to small businesses located or looking to locate with the city. The New Brunswick Micro-Loan Program provides start-up businesses with modest amounts of capital. Other funds are available for facade improvement, and assistance is offered for business plan writing and site location. Certain sites within the city deemed in need of redevelopment may be eligible for favorable tax treatment and other benefits. The Middlesex County Certified Local Development Company administers the 504 program (long-term fixed asset financing).

State and federal programs: The New Jersey Economic Development Authority (EDA) offers a wide range of financial, real estate development, and technical services to encourage business development and growth in the state. The majority of its assistance is to small and mid-sized businesses. The EDA issues bonds to provide financing at favorable interest rates for business ventures and makes low-interest loans and guarantees loans made by private investors and lenders. It also offers a full range of real estate development services to stimulate both private and public development projects. In addition, the EDA administers a business incentive program that provides grants to expanding or relocating businesses that will create new jobs in New Jersey. Loans and grants also are available to municipalities and private property owners to encourage the clean-up and redevelopment of hazardous sites around the state. General tax incentives include credits for new jobs investment, manufacturing equipment and employment investment. Financing programs are also available specifically for research and development activities. The New Jersey Business Employment Incentive Grants are available for expanding or relocating businesses creating at least 25 new jobs

anywhere in the state. The standard grant incentive is 50 percent of the state income tax generated by new payroll positions. The New Jersey Redevelopment Authority provides financing to developers and businesses seeking to construct or redevelop facilities in urban areas. The state offers life science and technology financing and tax credit programs for companies working in collaboration with universities.

Part of New Brunswick is a state-designated Urban Enterprise Zone (UEZ) program. The UEZ program promotes development in areas throughout the state. Qualifying businesses in the UEZs are eligible for tax incentives, marketing assistance, financial counseling, and reduced unemployment insurance. Certified Zone retailers get a reduced sales tax of 3 percent, which is reinvested in further business development in the city. The Greater New Brunswick area has also been designated as an Innovation Zone by the state. Technology and life sciences companies that are located within the zone may be eligible for special financial incentives through the EDA.

Job training programs: The New Jersey Department of Labor and Workforce Development works with businesses to create customized training programs that create and retain jobs in the private sector. Grants are also available for skills training and employee education. Under the Department of Labor, Workforce New Jersey operates several One-Stop Career Centers throughout the state, one of which is in New Brunswick. The One-Stop Career Center is a resource for both employers and job seekers that integrates job training, job placement, and unemployment services. Entrepreneurial Training Institute (ETI) is a state funded program offered by New Jersey Economic Development Authority. It features an intensive eight-week course that teaches aspiring new business owners about basic business operations and building a financial plan; ETI also helps them get financial aid upon graduation.

Development Projects

As the world moves into the twenty-first century, New Brunswick is undergoing a period of tremendous redevelopment by both the public and private sectors. The Lord Sterling Elementary School, a \$25-million facility completed in 2003, was built as a joint project of a private developer and the public school board, the first such venture in New Jersey history.

Rockoff Hall University Apartments was completed in 2005 through a partnership between the city and Rutgers University. The innovative residential development contains 186 apartment suites, street-level retail establishments, public space for Rutgers student life activities, and an 815-car parking garage. The total investment for the project was about \$75 million.

As of 2008, city officials were working with the NJ Department of Transportation, NJTransit, and Amtrak on a major mixed-use redevelopment project know as

The Gateway. The development will be located just north of the New Brunswick Train Station and will include a large destination retail area, premier restaurants, a 16-story residential tower with 208 units, and a 9-level 656-space parking facility. The anticipated completion date for the project is sometime in 2010. When completed, The Gateway will be the city's tallest building. The total investment cost is estimated at \$150 million.

A major reconstruction project along State Route 18 in New Brunswick began in 2005 with an anticipated completion date in 2009. The \$200 million project begins just north of S.R. 1 and extends to the NJ Transit/Amtrak Northeast Corridor rail bridge. Along with general improvements to the roadways, pedestrian and bicycle crossings and pathways will be enhanced and utility lines will be buried underground.

Economic Development Information: New Brunswick Development Corporation, 120 Albany Street, New Brunswick, NJ 08901; telephone (732)249-2220; www.devco.org. City of New Brunswick Department of Economic Development, 78 Bayard Street, New Brunswick, NJ 08901; telephone (732)745-5050; www.cityofnewbrunswick.org/depts/economicdev

Commercial Shipping

Easy access to markets has facilitated the growth of Middlesex County. Major highways directly link the county to the markets of New York, Philadelphia, and beyond. Freight is handled by more than 200 common carrier truck/van lines.

Deep water shipping is possible through facilities at the mouth of the Raritan River and the Arthur Kill, as well as Port Newark/Elizabeth. The Port of Newark and the Elizabeth Port Authority Marine terminal operate as one facility under the operation of the Port Authority of New York and New Jersey. The port is part of Foreign Trade Zone 49. With a main channel 7,000 feet long, the 930-acre Port of Newark can berth 34 ships. Rail freight service is provided by CSX and Norfolk Southern.

Newark Liberty International Airport (NLIA) is about 25 miles away. Several cargo-specific businesses and structures exist at NLIA, including the FedEx Complex (a regional hub), the United Parcel Service package handling and distribution center, and the North Air Cargo Center. Cargo processing is state-of-the-art, with capacity to handle sophisticated and delicate materials with a high level of efficiency.

Labor Force and Employment Outlook

Middlesex County is part of the Edison Labor Area, a designation made by the New Jersey Department of Labor. While educational attainment levels within the city were lower than the national average in 2000, Rutgers University and the development of several high-tech and

research and development businesses and organizations has attracted a more highly skilled labor pool. Ample space has been set aside for future industrial expansion and the outlook is considered good for continued balanced and controlled growth. Since the turn of the century, a major portion of new jobs created in Middlesex County have been in the service sector, especially accounting, personnel specialists, and engineering. Retail sales employment has increased into the mid-2000s. Government, education, and health care employment also account for a fairly large number of jobs.

The following is a summary of data regarding the Edison, New Jersey in Middlesex County metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 1,009,200

Number of workers employed in . . .

- construction and mining: 46,000
- manufacturing: 82,700
- trade, transportation and utilities: 227,200
- information: 31,800
- financial activities: 63,000
- professional and business services: 163,600
- educational and health services: 129,300
- leisure and hospitality: 77,600
- other services: 40,400
- government: 147,000

Average hourly earnings of production workers employed in manufacturing: \$15.30

Unemployment rate: 4.2% (April 2005, New Jersey)

<i>Largest employers</i>	<i>Number of employees</i>
Rutgers University	8,500
Robert Wood Johnson Hospital	3,500
St. Peter's University Hospital	3,500
University of Medicine & Dentistry of New Jersey	2,500
Johnson & Johnson	1,600

Cost of Living

Middlesex County boasts an expanding supply of affordable rental apartments, single-family homes, townhouses, and condominiums. The New Jersey Builders Association reported the average cost of a new home in Middlesex County to be \$468,570 in the first quarter of 2007, down from \$505,062 for the same period in 2006.

The following is a summary of data regarding several key cost of living factors for New Brunswick.

2007 (1st quarter) ACCRA Average House Price:
Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 1.4% to 8.97%

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$3.75 per \$100 of assessed value (2003)

Economic Information: New Jersey Department of Labor and Workforce Development, 1 John Fitch Plaza, Trenton, NJ 08625; www.lwd.dol.state.nj.us/labor

■ Education and Research

Elementary and Secondary Schools

New Brunswick Public Schools, founded in 1851, are governed by a Board of Education, whose seven members are appointed by the mayor to staggered three-year terms. Instruction in computer literacy is given to all students. There are special gifted and talented programs, and non-college-bound students may elect the Educational Investment Contracting program, which trains them on the job in local business and industry. High school students may also attend the New Brunswick Health Sciences Technology High School to take the first steps toward a career in health care. An Adult Learning Center offers GED and English-language programs.

A new high school is currently under development; it was projected to be completed in time for the 2007/08 school year, but as of September 2007, the school was not completed and a date for opening had not been set.

The following is a summary of data regarding the New Brunswick Public Schools as of the 2005–2006 school year.

Total enrollment: 7,663

Number of facilities

elementary schools: 30
junior high/middle schools: 1
senior high schools: 3
other: 0

Student/teacher ratio: 21:1

Teacher salaries (2005–06)

elementary median: \$54,585 (all levels)

junior high/middle median: Not available

secondary median: Not available

Funding per pupil: \$16,816

Middlesex County Vocational and Technical High Schools were established in 1915; one of these is located in East Brunswick and four more are located throughout the county. The county also offers the New Jersey State Teen Arts program, which identifies and promotes the artistic talents of teenagers. New Brunswick has two Catholic elementary schools.

Public Schools Information: New Brunswick Public Schools, 268 Baldwin Street, New Brunswick, NJ 08901; telephone (732)745-5300; www.nbps.k12.nj.us

Colleges and Universities

Although New Jersey has existed in the shadow of New York City and Philadelphia, it has made important contributions to the nation's cultural life. In colonial times, it was the only colony to have two institutions of higher learning, at Princeton and New Brunswick, where Rutgers, the State University of New Jersey, more commonly known as Rutgers University, is located. The eighth-oldest college in the United States, Rutgers is located on three regional campuses in Camden, Newark, and New Brunswick. Although enrollment is large (close to 50,000 students on all campuses), the many colleges of small to moderate size maintain separate identities, traditions, and programs. Undergraduate programs lead to degrees in the arts, sciences, music, and fine arts. The New Brunswick campus has over 26,600 undergraduates in eight schools and colleges and about 7,700 graduate students in nine divisions. In 2008 Rutgers University was listed among the top 60 best universities in the nation by *U.S. News & World Report*. The Zimmerli Art Museum at Rutgers serves the creative needs of the local community, including students enrolled in the college as well as other lifelong learners. Programs focus on the interaction of the visual arts with poetry, music, dance, and science.

The Robert Wood Johnson Medical School is one of eight schools of the University of Medicine and Dentistry of New Jersey. It maintains three campuses, one of which is in New Brunswick. Rated among the top 50 primary care medical schools in the country, the school's faculty numbers more than 2,500. Enrollment is about 655 students.

New Brunswick Theological Seminary, founded in 1784, is one of the first seminaries established in North America. It is affiliated with the Reformed Church in America and offers a Master of Arts in Theological Studies, a Master of Divinity, and a Doctor of Ministry program. Certificate and continuing education programs are also available.

Middlesex County College, based in Edison, maintains a center in New Brunswick to offer two-year degree programs that emphasize job skills. The college offers more than 80 degree and certificate programs.

Libraries and Research Centers

New Brunswick Free Public Library, which traces its roots back to the 1796 Union Library Company, holds about 80,000 books, more than 200 periodicals, and over 1,000 videos. One of the library's main foci is being able accommodate the multicultural nature of the community it serves. The library's children's room is said to be remembered affectionately by generations of patrons. The system maintains one bookmobile. Special collections are maintained on local history and on the Spanish and Hungarian languages. The microfilm collection includes copies of the *New York Times* from 1851 and beyond. The library is also a U.S. government document depository.

Among the more than one dozen libraries at Rutgers University are the main university library, whose collection numbers nearly 3 million volumes, and the Center for the American Woman and Politics Library. The Rutgers library system is ranked among the top 25 in the United States. Health, pharmacology, clinical medicine, and related topics are the focus of collections at Saint Peter's Medical Center Library, the E. R. Bristol-Myers Squibb Company's Pharmaceutical Institute Library, and the Robert Wood Johnson Library of Health Sciences. The Gardner A. Sage Library, built in 1875, holds the archives of the Reformed Dutch Church. Middlesex County's Archives and Records Management Center in North Brunswick houses hundreds of thousands of government records and other public documents that have accumulated since 1683.

More than 60 research centers at Rutgers University study such topics as food technology, biology, economics, engineering, politics, AIDS research, computer science, shellfish, mosquitoes, and the works of Thomas Alva Edison. The William L. Hutcheson Memorial Forest, in continuous ownership by the same family from 1701 to 1955, is maintained by Rutgers as a living forest laboratory. Rutgers is one of only 11 universities in the country to be part of the establishment of a national mathematics research center and it has been designated by the State of New Jersey as one of five academic industrial centers for high technology research.

Robert Wood Johnson Medical School maintains 85 institutes and centers for research. These include the Cancer Institute of New Jersey, which is the only National Cancer Institute-designated comprehensive care center in the state; the Child Health Institute of New Jersey; the Cardiovascular Institute of New Jersey; and the Stem Cell Institute of New Jersey, which was under construction as of early 2008.

Public Library Information: New Brunswick Free Public Library, 60 Livingston Avenue, New Brunswick, NJ 08901; telephone (732)745-5110, www.nbfpl.org

■ Health Care

New Brunswick has a long tradition of attention to health care, having established the country's first medical society in 1766. In 2007 the 584-bed Robert Wood Johnson University Hospital was ranked as 26th best hospital in the nation for cardiac care and care in respiratory disorders by *U.S. News & World Report*. In the same survey, the hospital was also ranked in the top 50 for care in geriatrics and urology. The facility is a teaching hospital affiliated with the University of Medicine and Dentistry of New Jersey (UMDNJ). The facility features a Level 1 Trauma Center, the Comprehensive Sleep Disorders Center, a Stroke Center, the Clinical Neuroscience Centre, and the Parkinson's Disease Information and Referral Center. The hospital also provides services for heart, kidney, and pancreas transplants. The medical campus that includes the hospital is also the site of the Cancer Institute of New Jersey, the Child Health Institute of New Jersey, and the Bristol-Myers Squibb Children's Hospital.

Bristol-Myers Squibb Children's Hospital offers all private rooms for parents to stay with their children. The PSE&G Children's Specialized Hospital, a rehabilitation hospital for children, is located next door. The Eric Chandler Health Center serves as a family-oriented community health center in affiliation with UMDNJ.

St. Peter's University Hospital is a 478-bed teaching hospital affiliated with Drexel University College of Medicine (Philadelphia). In 2003 Saint Peter's and Drexel University joined with the New Jersey Institute of Technology (NJIT) to create the Medical Technology Center for Infants and Children, the first biomedical technology center in the region that is geared specifically for infants and children. Specialized care clinics at the hospital include the Asthma and Allergy Center, The Center for Sleep and Breathing Disorders, the state-designated Children's Hospital, a regional Perinatal Center, and the Diabetes Care and Control Center. The hospital is also known for its work and research in minimally invasive surgery. The emergency department features a special pediatric emergency program. The Sports Physical Therapy Institute nearby is affiliated with St. Peter's. The hospital also supports primary care clinics in the city.

St. John's Health Center, which is affiliated with catholic Charities of the Diocese of Metuchen, offers primary care in family and pediatric medicine for the poor and uninsured. New Jersey Blood Services is based in New Brunswick.

■ Recreation

Sightseeing

New Brunswick preserves many historic buildings, including nineteenth-century rubber factories, churches with pre-Revolutionary cemeteries, Buccleuch Mansion (now operated as a museum), and Henry S. Guest House, a stone structure built about 1760, renovated and exhibiting shawls, old lace, and Japanese items. The birthplace of Alfred Joyce Kilmer, now used as an office, contains period furniture and photos of the Kilmer family; tours are available by appointment. The historic “Town Clock” Church, built in 1812, also offers guided tours by appointment.

The buildings on the Rutgers University campus are a popular destination for visitors. Historic buildings there include Old Queens, a brownstone designed by the man responsible for New York’s City Hall; it is now the university’s administrative center. Art, geology, and history museums are also found on campus. The university’s 50-acre Display Gardens are notable for specimens of American holly.

New Brunswick is the eastern terminus of the Delaware & Raritan Canal, built in the 1830s. The canal is now a state park, with headquarters at Somerset, just east of New Brunswick. Along its main and feeder canals may be seen the remains of the canal and the famous Camden & Amboy railroad, as well as restored homes and stations of lock and bridge tenders.

Arts and Culture

New Brunswick Cultural Center Inc., located downtown, provides year-round programming in the visual and performing arts. Its 1,800-seat, acoustically acclaimed State Theater, home to the American Repertory Ballet, hosts symphonies performed by the New Jersey Symphony Orchestra, as well as jazz, dance, chamber music, children’s programs, and other fare. Extensive renovations began on the historic building in December 2003 and were completed in late 2004, in an attempt to restore the theater as closely as possible to its original appearance while updating sound and lighting systems to rival that of any brand new facility. For theater-goers, new plays and musicals bound for Broadway are previewed at the 367-seat George Street Playhouse; the Playhouse also features several regional theatrical productions. Crossroads Theatre, an African American professional company, offers plays, musicals, and touring programs during the September-to-May season. The Rutgers Theater Company, based at Rutgers University, offers an academic-year Subscription Series of professional theater. New Brunswick is also within easy reach of the vast cultural resources of New York and Philadelphia.

Museums of note in New Brunswick include Buccleuch Mansion, built in 1739 and displaying antiques in period rooms; Hungarian Heritage Museum; New Jersey

Museum of Agriculture, presenting historic farming tools, household items, toys, and photographs; and Rutgers University Geology Museum. Jane Voorhees Zimmerli Art Museum, also at Rutgers, offering permanent and changing exhibits of paintings from the early sixteenth century through the present, with emphasis on the graphic arts. Considered one of the finest university museums in the country, the Zimmerli houses the university’s collection of more than 35,000 art objects.

Nearby Piscataway offers East Jersey Olde Towne, a reconstructed colonial village, and the restored Cornelius Low House/Middlesex County Museum, a fine example of eighteenth-century Georgian architecture. The County Museum presents exhibits on the impact of New Jersey’s people, products, and resources on American history and progress; many of these exhibits have won national awards for excellence. The Artists’ League of Central New Jersey presents an annual tri-state exhibit of the works of visual artists, sculptors, and craftspeople at Cornelius Low House. At the East Brunswick Museum, fine art and historical exhibits showcase the talents of central New Jersey artists. Historic sites, museums, and theatrical performances are abundant throughout Middlesex County.

Festivals and Holidays

The annual Raritan River Festival joins New Brunswick with its cross-the-river neighbor, Highland Park, for food and fun on both sides of the Raritan. Water taxis, cabs, and buses transport participants to both cities during the festival. Boyd Park on the riverfront is the site of the annual Hispanic Riverfront Festival that celebrates the music, cuisine, and other entertainments of the city’s Puerto Rican community. The annual Hungarian Festival, the first Saturday in June, features Hungarian dancing, food, crafts, and games, fencing demonstrations, a museum gift shop, and a twilight concert. The New Jersey International Film Festival, held each year in June and July, features screenings of independent, classic, international, and experimental films. October brings the Autumn in the Park Downtown Harvest Festival, with old-fashioned carriage rides, live music, and other family entertainment throughout Highland Park.

Taking place at the end of each school year, RutgersFest is an annual carnival and concert that has become a tradition for university students. A variety of musical performers, food vendors, and other amusements offer students a welcome break from exam preparation. East Brunswick presents the Middlesex County Fair during the second week in August. The holiday season is kicked off by the annual Holiday Lighting Spectacular, in which crowds fill Monument Square to see the lights come up on the city’s 50-foot tree adorned with 3,200 lights. Holiday music fills the air as horse-drawn carriages take visitors for free rides on the brick-paved streets of the city.

Sports for the Spectator

Spectator sports in the region center around collegiate football and basketball competitions at Rutgers and Princeton universities. In 1869 Rutgers defeated Princeton in the world's first intercollegiate football game, held in New Brunswick. The actor Paul Robeson was a Rutgers graduate and an All-American football player there.

Middlesex County and its municipalities offer horse shows and amateur harness racing at various local parks. Year-round horse racing is also offered at Meadowlands Sports Complex in East Rutherford, home of the New Jersey Nets.

Sports for the Participant

The New Brunswick Park System has 272 acres of parks, playgrounds, passive areas, athletic fields, facilities, lawns, and gardens. Boyd Park, located on New Brunswick's river front, is one of the most popular spots. Home to numerous festivals and special events, the park boasts views of the Raritan River and New Brunswick's skyline. The 15-acre Memorial Stadium Park hosts teams from several area high schools with seating for 5,000 people. The 78-acre Buccleuch has many athletic fields, a cross country fitness trail, and sledding and skating in winter. The Colonial House, located at the park, is in the process of an historical renovation but is still open for tours on Sunday afternoons from June through October. The newly developed Alice Jennings Archibald Park includes 10.5 acres of athletic facilities for baseball, softball, soccer, football, tennis, basketball, and handball, as well as a playground and picnic area.

The Youth Sports Complex covers 15 acres and hosts little league baseball and softball, as well as all youth soccer games. Nearby is the HUB Teen Recreation Center, a 17,000-square-foot center offering batting cages, a golf learning center, internet cafe, computer lab, TV lounges, dance studio, fitness gym with locker rooms, meeting rooms, and a game room.

Shopping and Dining

New Brunswick's major shopping areas include Albany Street Plaza, the Golden Triangle, Kilmer Square, Livingston Shopping Center, and Sears Plaza. New Jersey Designer Craftsmen, designated a resident company of the New Brunswick Cultural Center complex, displays the works of members in a gallery located there. Middlesex County is home to about 80 major shopping centers.

New Brunswick offers an array of dining establishments from the casual to the elegant. Ethnic cuisine runs the gamut from Italian to Mongolian, and includes Chinese, Japanese, Cajun, Mexican, and American fare. Several continental restaurants offer fine dining and have received both regional and national recognition in many well-known publications, such as *Gourmet* magazine and the *New York Times*.

Visitor Information: New Brunswick City Market, One Penn Plaza, Albany Street—Ferren Mall, New Brunswick, NJ 08901; telephone (732)545-4849; www.newbrunswick.com

Convention Facilities

New Brunswick is part of the meeting destination area known as Metro New Jersey Meadowlands (of which Newark is also a part). Its popularity is due in part to its proximity to the attractions of Manhattan. Small-meeting planners considering New Brunswick as a destination may choose from facilities at Rutgers University or at a number of hotels and motels in the city. The Rutgers Student/Conference Center provides multi-conference seminar facilities to accommodate up to 550 people, as well as an outdoor plaza for special events. The Hyatt-Regency in New Brunswick offers 288 rooms and suites, as well as 21 meeting rooms that total 28,000 square feet; there is also a 9,600-square-foot ballroom.

Convention Information: New Brunswick City Market, One Penn Plaza, Albany Street—Ferren Mall, New Brunswick, NJ 08901; telephone (732)545-4849; www.newbrunswick.com

Transportation

Approaching the City

Interstate 287 runs east-west to the north of the city with an exit to Easton Avenue, which runs into the city. I-95 (the New Jersey Turnpike) runs roughly north-south to the east of the city. Travelers may take the turnpike to State Route 18 leading into the city. SR-27 runs to New Brunswick and becomes Albany Street. US-1 also leads into the city, intersecting with SR-18 and SR-27. Amtrak stops at the New Brunswick train station at Albany Street and Easton Avenue. New Jersey Transit offers service from Newark and New York.

Newark Liberty International Airport (NLIA) is located about 25 miles away. It is one of the world's busiest airports with scheduled flights offered by over 40 airlines. Suburban transit offers an express bus service from the airport to New Brunswick.

Traveling in the City

The Cultural and Heritage Commission issues Historic Walking Tour brochures. New Jersey Transit offers city to city light rail and bus service throughout the area. Suburban Transit offers local bus service in and around New Brunswick, including the Hub City Trolley that runs free throughout New Brunswick and North Brunswick.

■ Communications

Newspapers and Magazines

New Brunswick's daily newspaper, the *Home News Tribune*, is published out of Neptune, NJ and services the Central New Jersey area. *Nuestra Comunidad* serves the local Hispanic community. All of the major New York and Philadelphia newspapers are available locally. Rutgers University began publishing *The Targum*, the country's first college newspaper in 1869. *Black Voice/Carta Latina* is a student newspaper of Rutgers University aimed at African American and Hispanic audiences. Many scholarly journals are also published by Rutgers on a variety of topics.

Television and Radio

Three AM and FM radio stations broadcast from New Brunswick. All of the major New York and Philadelphia television stations are accessible to most of the county and cable service is available.

Media Information: *Home News Tribune*, 3601 Highway 66, Neptune, NJ 07754; telephone (732)246-5500; www.thnt.com

New Brunswick Online

City of New Brunswick. Available www.cityofnewbrunswick.org

Home News Tribune. Available www.thnt.com

Middlesex County. Available www.co.middlesex.nj.us

Middlesex County Regional Chamber of Commerce. Available www.mcrcc.org

New Brunswick City Market. Available www.newbrunswick.com

New Brunswick Free Public Library. Available www.nbfpl.org

New Brunswick Public Schools. Available www.nbps.k12.nj.us

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Paterson

■ The City in Brief

Founded: 1791 (incorporated 1851)

Head Official: Mayor José Torres (since 2002)

City Population

1980: 137,970

1990: 140,891

2000: 149,222

2006 estimate: 148,708

Percent change, 1990–2000: 5.9%

U.S. rank in 1980: Not available

U.S. rank in 1990: 128th (State rank: 3rd)

U.S. rank in 2000: 147th (State rank: 3rd)

Metropolitan Area Population

1980: 447,585

1990: 453,060

2000: 489,049

2006 estimate: Not available

Percent change, 1990–2000: 7.9%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 115th

Area: 8.73 square miles (2000)

Elevation: 70 feet above sea level

Average Annual Temperatures: January, 28.3° F; July, 74.6° F; annual average, 52.2° F

Average Annual Precipitation: 23.7 inches of rain; 27.6 inches of snow

Major Economic Sectors: Services, education and healthcare, trade, government, manufacturing

Unemployment rate: 5.4% (February 2005, NY–NJ MSA)

Per Capita Income: \$14,341 (2005)

2005 FBI Crime Index Property: 4,433

2005 FBI Crime Index Violent: 1,444

Major Colleges and Universities: William Paterson University, Passaic County Community College, Berkeley College-Garret Mountain campus

Daily Newspaper: *The Herald News*, *The Record*

■ Introduction

Paterson was defined by the waterfall near which it was located, just as the river and previous glaciers had defined and refined the land of northern New Jersey. As the first planned industrial city in America, Paterson was once known as the “Silk City” due to the thriving textile manufacturing businesses powered by the falls. Since the silk and cotton mill businesses eventually declined, Paterson has redefined itself as a regional service center and has maintained the historical thread of the industry that made Paterson part of the early fabric of the United States.

■ Geography and Climate

Paterson is located in what is called the Piedmont region of the United States, lying between the coastal plains and the Appalachian Mountains. The Piedmont area is characterized by rolling, low hills that are the remains of an ancient mountain range worn away by glacial action and river erosion. The city was strategically sited on the dramatic 77-foot Great Falls of the Passaic River in northern New Jersey’s Passaic County, in order to capitalize on the energy of the rushing water. Several other major metropolitan areas are within easy reach of Paterson, which is 14 miles north of Newark, 11.5 miles from the George

Washington Bridge to New York City, and 13 miles from the Lincoln Tunnel to Manhattan.

Paterson is in New Jersey's coastal zone, in which the continental and oceanic influences battle for dominance. In fall and early winter, Paterson's temperature is generally warmer than interior parts of the state; in spring the ocean breezes keep the temperature cooler. The effect of the ocean keeps seasonal temperature changes rather gradual, and the area is less prone to extreme temperatures than other parts of New Jersey. Humidity is high year-round, and rainstorms are most common between October and April.

Area: 8.73 square miles (2000)

Elevation: 70 feet above sea level

Average Temperatures: January, 28.3° F; July, 74.6° F; annual average, 52.2° F

Average Annual Precipitation: 23.7 inches of rain; 27.6 inches of snowfall

■ History

Early Industrial Development

It all started with the falls. At the end of the last Ice Age about 13,000 years ago, the retreating glaciers left a moraine in the path of the Passaic River. After initially being dammed into a glacial lake, the river managed to escape and began to carve a new route, deepening its canyon through the basalt and ultimately creating the 77-foot Great Falls. It took about 3,000 years for the area to be settled by a nomadic group of hunter-gatherers.

The Lenni-Lenape Native Americans were the original inhabitants of the Paterson area. Drawn by ample opportunities for hunting, the Lenape also began to dabble in small-scale agriculture. In the 1620s Dutch missionaries and trappers began to settle near the Great Falls on the Passaic River, intrigued by a description given by friendly Indians. Property disputes between the Dutch and the Lenape people followed, while hunting, trapping and trading of animal pelts began to deplete the formerly rich regional supplies. Exposure to previously unknown European illnesses took a toll on the Lenape, curtailing the tribe's ability to stem further encroachment by the new settlers. In 1679 the Dutch obtained the first tract of land and began farming what is now the site of the city of Paterson. The settlement stayed small for more than a century but served as a tourist attraction. During the American Revolution, visitors such as George Washington, Alexander Hamilton, and the Marquis de Lafayette stopped to have lunch at the majestic, 77-foot-high Great Falls.

In 1790 William Paterson, a signer of the Declaration of Independence, was elected governor of New Jersey. The next year, U.S. Secretary of the Treasury Alexander Hamilton, helped form the Society for Establishing Useful Manufactures (S.U.M) with the power of the Great Falls of Paterson in mind. He wanted to lessen the dependence of the United States on imported products and harness the falls in the manufacture of domestic goods. Hamilton proposed to the U.S. Congress that an industrial district be set up at the site of present-day Paterson. When Congress proved uninterested, he arranged private support for what became America's first planned industrial city, named after the state governor.

In New Jersey, the state legislature voted that the S.U.M. would ever after be exempted from county and township taxes and gave it the right to hold property, improve rivers, build canals, and raise \$100,000 through the use of a lottery. The S.U.M., which continued to operate until after World War II, located its plant at the Great Falls of the Passaic River.

Early Labor Problems

Major Pierre l'Enfant, who is best known for later designing the layout of Washington, D.C., was hired to build a system of raceways in Paterson that would direct water to run and operate the mills. In 1794 the initial raceway was completed and water was brought to the first mill, which produced calico goods. This laid the foundation for a substantial textile industry that has flourished into the present.

The city grew out of the S.U.M.'s 700 acres above and below the Great Falls on the Passaic, and its first citizens were primarily workers at the local factories. In the first part of the 1800s, the town continued to grow as an industrial center. If one industry failed, it was replaced by another. By 1825 Paterson had become known as the "Cotton Town of the United States." Reportedly, oxen provided power for the first cotton spinning at a Paterson mill.

America's first factory strike took place in 1828 when Paterson cotton workers quit their looms to protest a change in the lunch hour. The mill owners had decided that it would be better for the child workers if the midday meal took place at one o'clock rather than at noon, thus making a more equal division in the workday. Employees surprised management by demanding the reduction of working hours from 13.5 to 12. Other local workers, including carpenters, masons, and mechanics working in the city, also walked out. This was the first recorded instance of a sympathy strike in the United States. The workers finally lost the strike, but it made a strong impression on the community. Afterward, the owners restored the noon lunch hour.

Paterson became more accessible in 1831 with the opening of the Morris Canal, which was dug through the coal fields of Pennsylvania. A year later the railroad

steamed into Paterson, further stimulating the town's development. In 1836 gun-maker Samuel Colt opened the Patent Arms Company and began the manufacture of Colt repeating revolvers. In 1837, a machine shop owned by John Clark produced one of the earliest American locomotives, the *Sandusky*, which was modeled after an imported English model. That year the locomotive made its first trip from Paterson to Jersey City and New Brunswick and back. Over the next 40 years 5,871 engines were to be made in Paterson and shipped all over North and South America.

Silk Industry Blooms; Submarine Launched

Silk manufacturing first began in Paterson in 1840 when a plant was established in Paterson's Old Gun Mill. By then, cotton manufacturing had mainly been moved to New England. Within ten years Paterson became known as the "Silk City." Except for the cultivation of silkworms, all other stages of silk production took place there. In 1851 the town of Paterson was incorporated, growing to a population of almost 20,000 twenty years later. By 1870 the city was processing two-thirds of the raw silk imported into the United States and was attracting immigrant workers from Ireland, Italy, Germany, and Russia.

Just 18 years later, Paterson's population was approaching 51,000 people. That year a local school-teacher and inventor named John Phillip Holland tested the first successful submarine in the Passaic River. Unlike the silk industry, the submarine model wasn't immediately successful—even when Holland surprised a U.S. Navy ship on a secret maneuver, the Navy did not take his invention seriously and many years passed before the submarine came into widespread use.

During the next decade, a three-hour strike took place in local textile factories, led by foreign workers who had been forced to flee Europe for championing liberal causes. The strike was held to protest unbearable conditions in the silk mills. However, the strike did little to change the miserable working conditions.

Citizens Face Hardships

Paterson's next major strike took place in 1902, by which time the local population had reached more than 105,000 people and the city had become the fifteenth largest in the United States. That year brought many disasters to the city. A February fire destroyed 500 buildings, including city hall and the entire business district. Local firemen, with the help of those from nearby towns, finally halted the fire a mile from its starting point.

Residents were just beginning to recover from that loss when, in March, the swollen Passaic River engulfed the lower portions of the city, sweeping away bridges, homes, and buildings. Damages reached more than one million dollars. Then a few months later a tornado struck, uprooting trees and houses and crippling vital services in the city.

Labor Difficulties Lead to Strike

Paterson's silk industry reached its peak in 1910 when the city population stood at 125,600. At that time, there were 25,000 workers in 350 large plants who wove nearly 30 percent of the silk manufactured in the United States. Three years later, all millwork came to a standstill when laborers under the leadership of the Industrial Workers of the World labor group struck in support of the continuance of the two-loom system. The owners wanted to increase the number of looms for which each worker would be responsible but the workers balked.

Workers walked out in February 1913, citing a lengthy list of longstanding abuses of labor and poor worker-management relations. The employers then declared a lock-out, meaning that workers could not return without the permission of the factory owners. Supporters of the strikers began marching on picket lines in front of the mills. After the violent death of a picketer, nearly 15,000 workers joined in a funeral procession, and even children struck in support of their worker-parents. Famous American radical John Reed, who was jailed during the walk-out, staged an enormous "Paterson pageant" in Madison Square Garden in New York City to raise money for the striking workers. But the greatest strike in the history of Paterson ended in the defeat of the workers, who finally went back to their jobs on management's terms.

Death of the Silk Industry

By 1920 Paterson's population had reached nearly 136,000 people. After World War I the Wright Aeronautical Corporation began manufacturing airplane motors at an old Paterson silk mill and, for a time, airplane engine production became the city's primary industry. But after World War II the industry moved elsewhere.

In 1924 about 20,000 silk workers began an unsuccessful battle against a proposed four-loom system. Manufacturers decided they were fed up with labor disputes and began seeking new sites in new cities with lower taxes, cheaper power, and less militant workers. By 1925 the mills began to leave Paterson. Although 700 plants still operated in the city, they were much smaller than their former size.

As the years passed, the local textile industry continued to diminish. This was primarily due to antiquated plants that were unable to compete with those in other parts of the country, the introduction of synthetic materials such as nylon and rayon, and the breakdown of large working units into smaller shops. By 1935, only 4,000 workers were weaving silk in Paterson. In time, virtually all silk production there disappeared.

By the 1930s the fabric dyeing industry was growing and soon Paterson's plants were producing 70 percent of the nation's silk and rayon. But as the years went on, this industry shrank as most of the mills moved elsewhere.

During the second half of the twentieth century, Paterson experienced a great population loss and its stature as an important industrial city was diminished, although remnants of the garment industry still remain.

Present Day Paterson: Weaving Together the Past and the Future

In 1976 Paterson's Great Falls were declared a national natural landmark, marking the swath the river and falls have cut in the actual as well as the figurative landscape of the area. The city's fascinating history is preserved in literary works by two great twentieth-century poets, William Carlos Williams and Allen Ginsberg. Williams's work entitled *Paterson* was published in five books in the mid-twentieth century and is considered one the greatest philosophical poems of the century. The Passaic River serves as the thread that binds the poems together.

While labor unrest ostensibly brought down the fabric industry in Paterson, those early protests generated new legislation that addressed a multitude of workplace issues such as child labor, worker safety, a minimum wage, and limitations for the workday. The price for being a system agitator has been a 36 percent decline in manufacturing industry over the past 10 years in the greater Paterson metropolitan area, although the region maintains its role in fabric dyeing. The city also remains a cultural melting pot as a result of its industrial past.

In recent years, Paterson has managed to make use of its former industrial buildings, which are enjoying new life as historical sites. The S.U.M. historic district has become a national historic landmark, with many of the buildings converted to a variety of other uses; the Rogers Locomotive Erecting Shop has become the Paterson Museum, which highlights the city's industrial history and is known for its Native American relics and collection of New Jersey minerals. While appreciating its past, Paterson is in the process of transitioning to being a service provider to the East Coast municipalities within its reach; finance, sales, and healthcare are all areas of new economic growth for the former textile powerhouse.

Historical Information: Passaic County Historical Society, Lambert Castle, 3 Valley Rd., Paterson, NJ 07503; telephone (973)247-0085; www.lambertcastle.org

■ Population Profile

Metropolitan Area Residents

1980: 447,585
1990: 453,060
2000: 489,049
2006 estimate: Not available
Percent change, 1990–2000: 7.9%
U.S. rank in 1980: Not available

U.S. rank in 1990: Not available
U.S. rank in 2000: 115th

City Residents

1980: 137,970
1990: 140,891
2000: 149,222
2006 estimate: 148,708
Percent change, 1990–2000: 5.9%
U.S. rank in 1980: Not available
U.S. rank in 1990: 128th (State rank: 3rd)
U.S. rank in 2000: 147th (State rank: 3rd)

Density: 17,675.4 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 45,913
Black: 49,095
American Indian and Alaska Native: 901
Asian: 2,831
Native Hawaiian and Pacific Islander: 84
Hispanic or Latino (may be of any race): 74,774
Other: 41,184

Percent of residents born in state: 46.4% (2000)

Age characteristics (2005)

Population under 5 years old: 16,149
Population 5 to 9 years old: 8,957
Population 10 to 14 years old: 12,740
Population 15 to 19 years old: 13,992
Population 20 to 24 years old: 13,417
Population 25 to 34 years old: 20,183
Population 35 to 44 years old: 19,005
Population 45 to 54 years old: 19,936
Population 55 to 59 years old: 7,554
Population 60 to 64 years old: 4,856
Population 65 to 74 years old: 5,975
Population 75 to 84 years old: 3,916
Population 85 years and older: 1,673
Median age: 28.9 years

Births (2002)

Total number: 2,843

Deaths (2002)

Total number: 1,031

Money income (2005)

Per capita income: \$14,341
Median household income: \$34,987
Total households: 45,183

Number of households with income of . . .

less than \$10,000: 7,222
\$10,000 to \$14,999: 3,870



©Joseph Sohm/Corbis.

\$15,000 to \$24,999: 6,529
 \$25,000 to \$34,999: 4,978
 \$35,000 to \$49,999: 7,225
 \$50,000 to \$74,999: 8,276
 \$75,000 to \$99,999: 3,430
 \$100,000 to \$149,999: 2,362
 \$150,000 to \$199,999: 1,019
 \$200,000 or more: 272

Percent of families below poverty level: 19.2% (2000)

2005 FBI Crime Index Property: 4,433

2005 FBI Crime Index Violent: 1,444

■ Municipal Government

Paterson operates under the mayor-council form of government. The municipal council consists of nine members, six of whom are elected by and represent the six wards of the city. The remaining three at-large members of the council are elected by the general populace, as is the mayor. The mayor serves a four-year term, with primary responsibility for the day-to-day administration of the city. The council is responsible for

reviewing and approving legislation that affects the municipality. Paterson serves as the seat of Passaic County, New Jersey.

Head Official: Mayor José Torres (since 2002; term expires in 2010)

Total Number of City Employees: 3,000+ (2007)

City Information: City of Paterson, City Hall, 155 Market St., Paterson, NJ 07505; telephone (973)321-1600; www.patersonnj.gov

■ Economy

Major Industries and Commercial Activity

As the seat of Passaic County, with its Superior Court, the Roe Federal Building, and the Paterson City Hall, government is Paterson's largest employment sector. It is followed in importance by health care and education, which had both shown job growth within the Bergen/Hudson/Passaic Labor Area into the mid 2000s. Tourism has become a growth industry in the Great Falls area specifically and in New Jersey generally, with jobs in leisure and hospitality on the rise in the mid-2000s. Textiles

also remain an important industry, but manufacturing activities have shifted to include more foods, chemicals, plastics, electronics, and fabricated metals as well.

Because of the city's proximity to New York City and easy access via major highways, Paterson has been selected as the right site for many companies that conduct business in the metropolitan New York area. In addition, the city's close proximity to the Port of New York/New Jersey and Newark International Airport make it a desirable business location.

The City of Paterson has created a Department of Community Development that has an aim of revitalizing the city and its neighborhoods through redevelopment, restoration, and attraction and retention of sustainable industries. The city is currently targeting advanced manufacturing businesses, aerospace innovators, and automotive manufacturers.

Items and goods produced: garments, textiles, electronic components, machine tools, ribbons, rubber goods, plastics, cosmetics, packaging materials

Incentive Programs—New and Existing Companies

Local programs: Paterson's Department of Community Development functions as a one-stop resource for entrepreneurs and companies considering relocation. Services include information, assistance with permit acquisition and licensing and referrals to technical assistance and financing. The Small Business Development Center serves as a major resource for financial and planning assistance for existing small businesses and new enterprise.

State programs: The New Jersey Economic Development Authority (EDA) offers a wide range of financial, real estate development, and technical services to encourage business development and growth in the state. The majority of its assistance is to small and mid-sized businesses. The EDA issues bonds to provide financing at favorable interest rates for business ventures and makes low-interest loans and guarantees loans made by private investors and lenders. It also offers a full range of real estate development services to stimulate both private and public development projects. In addition, the EDA administers a business incentive program that provides grants to expanding or relocating businesses that will create new jobs in New Jersey. Loans and grants also are available to municipalities and private property owners to encourage the clean-up and redevelopment of hazardous sites around the state. General tax incentives include credits for new jobs investment, manufacturing equipment and employment investment. Financing programs are also available specifically for research and development activities. The New Jersey Business Employment Incentive Grants are available for expanding or relocating businesses creating at least 25 new jobs anywhere in the

state. The standard grant incentive is 50 percent of the state income tax generated by new payroll positions. The New Jersey Redevelopment Authority provides financing to developers and businesses seeking to construct or redevelop facilities in urban areas. The state offers life science and technology financing and tax credit programs for companies working in collaboration with universities.

Paterson has a state-designated Urban Enterprise Zone (UEZ) that covers 30 percent of the landmass of the city. UEZs promote development in areas throughout the state. Qualifying businesses in the UEZs are eligible for tax incentives, marketing assistance, financial counseling, and reduced unemployment insurance. Certified Zone retailers get a reduced sales tax of 3 percent, which is reinvested in further business development in the city.

Job training programs: The New Jersey Department of Labor and Workforce Development works with businesses to create customized training programs that create and retain jobs in the private sector. Grants are also available for skills training and employee education. Under the Department of Labor, Workforce New Jersey operates several One-Stop Career Centers throughout the state, two of which are in Paterson. The One-Stop Career Center is a resource for both employers and job seekers that integrates job training, job placement, and unemployment services. Entrepreneurial Training Institute (ETI) is a state funded program offered by the New Jersey Economic Development Authority. It features an intensive eight-week course that teaches aspiring new business owners about basic business operations and building a financial plan; ETI also helps them get financial aid upon graduation.

Passaic County Community College works with local businesses and industry leaders to create customized workforce training programs. William Paterson University hosts a Small Business Development Center offering workshops, seminars, and other assistance for new, expanding, or relocating businesses.

Development Projects

Construction of Center City, a major retail and entertainment development in the heart of downtown Paterson, began in 2006 with the Center City Atrium Building. The building site is at the intersection of Main, Clark, Ward, and Smith streets and covers 320,000 square feet. This building will include office space, retail space, and an underground parking structure. The \$100 million project is expected to be completed by the end of 2008 or early 2009 and will include a movie theater, food court, pharmacy, cafes, and several other retail stores.

In the last decade, Barnert Hospital has completed several expansion and renovation projects. The hospital opened a downtown women's clinic designed to better address the health issues of a growing urban population. The new facility contributes 7,000 square feet of examination and treatment space to the community medical

services available. Barnert also completed a \$14.1 million construction project on a facility that includes state-of-the-art operating rooms, same-day surgery and endoscopy suites, a laboratory, and medical offices.

Economic Development Information: City of Paterson, Department of Community Development, 155 Market St., Paterson, NJ 07505; telephone (973)321-1212; www.patersonnj.gov

Commercial Shipping

Newark Liberty International Airport (NLIA) is located less than 15 miles southeast of Paterson, with passenger and cargo service to all points of the globe. Several cargo-specific businesses and structures exist at NLIA, including the FedEx Complex (a regional hub), the United Parcel Service package handling and distribution center, and the 250,000 square foot Air Cargo Center. Cargo processing is state-of-the-art, with the capacity to handle sophisticated and delicate materials with a high level of efficiency. The Port Authority maintains an administration building near the Air Cargo Center.

The Port of New York and New Jersey provides further access, via water, to other parts of the United States and the world. The Port Authority is equipped to deal with virtually every type of cargo, including vehicles, live animals, large containers, liquid and dry bulk loads, and more. With a main channel 7,000 feet long, the 930-acre Port of Newark can berth 34 ships. Rail freight service is provided by CSX and Norfolk Southern.

The highway system in New Jersey is the densest in the nation, guaranteeing ample routes into, out of, and around Paterson and the surrounding major metropolitan areas of Newark and New York. Interstates 280, 80, 287 and 95 link Paterson to other large cities, along with a network of U.S. and state highways. Businesses have a wide choice of ground transportation vendors for cargo shipping purposes, from well-established family trucking companies to nationally-known experts such as FedEx and UPS.

Labor Force and Employment Outlook

Paterson has always exhibited economic strength that rests in having a diverse population of hard-working immigrant peoples. As of the 2000 census, the city's population included Latinos from more than a score of Latin American countries, people from the Middle East, Asians of Chinese and Korean descent, and African Americans, in addition to citizens of European ancestry.

It's expected that total non-farm employment in Passaic County will continue to increase through 2012 but at a more gradual rate than it has during the 10 year span from 1992 to 2002. Three particular industry sectors should account for approximately three quarters of the projected growth: education and health services, professional and business services, and retail trade. Job loss in the manufacturing sector is anticipated to decrease,

with about 18.4 percent of positions in that industry expected to be sacrificed. In 2012 employment requiring a "high" level of education and experience will account for only 26.4 percent of all jobs, while positions solely requiring on-the-job training should comprise 56.4 percent of total employment. In 2006 it was estimated that only about 8 percent of the population 25 years and over had obtained a bachelor's degree or higher and 69 percent had obtained a high school diploma or higher.

The following is a summary of data regarding the Paterson city metropolitan area labor force, 2005 annual averages.

Size of nonagricultural labor force: 60,348

Number of workers employed in . . .

construction and mining: 3,328
 manufacturing: 10,627
 trade, transportation and utilities: 13,712
 information: 1,517
 financial activities: 2,936
 professional and business services: 3,737
 educational and health services: 13,129
 leisure and hospitality: 4,845
 other services: 4,760
 government: 6,004

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 5.4% (February 2005, NY-NJ MSA)

<i>Largest employers</i>	<i>Number of employees</i>
St. Joseph's Reg. Medical Center	4,700
City of Paterson	3,000+
William Paterson University	1,117
Marcal Paper Products	1,000
Accurate Box	180

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 1.4% to 8.97%

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: 3.0%

Property tax rate: \$22.97 per \$1,000 assessed valuation (2005)

Economic Information: Greater Paterson Chamber of Commerce, 100 Hamilton Plaza, Paterson, NJ 07505; telephone (973)881-7300; www.greaterpatersoncc.org

■ Education and Research

Elementary and Secondary Schools

In 1998 a New Jersey Supreme Court decision required that the Paterson Public School District offer students an education at the level guaranteed by the constitution, spurring whole school reform efforts throughout the district. The emphasis in all Paterson schools was on individualized learning in a civil environment; in response, a number of specialized academies and charter schools were created. At the Martin Luther King, Jr. Educational Complex, the Coalition of Essential Schools model drives educational and student conduct services. An underpinning of democracy encourages student participation, civility, and commitment to educational resources. The Dr. Frank Napier, Jr. School of Technology is unique in its high tech offerings to elementary school-age students, preparing them both for their academic and career futures. The Roberto Clemente School, located in a predominantly African American and Latino area of Paterson, celebrates the multicultural aspects of the city and the microcosm of the classroom. The EARTH Academy (Environmental Academy for Research, Technology, and Health) is based at Eastside High School and combines experiential learning during fieldtrips with classroom instruction. Rosa Parks High School houses the Rosa L. Parks School of Fine and Performing Arts, offering a college preparatory curriculum designed to lead students directly into degree programs in music, drama, and creative writing. High school students interested in careers in health care may enter the Health and Related Professions (HARP) Academy while students interested in communications may enter the Metro Paterson Academy for Communication and Technology (MPACT). There are also four elementary academies.

Paterson Public School District is also the umbrella for several early childhood education programs, adult continuing education, and alternative schools for students whose learning styles or discipline issues make them candidates for discovery, expeditionary, and experiential education.

The following is a summary of data regarding the Paterson Public Schools as of the 2005–2006 school year.

Total enrollment: 26,256

Number of facilities

elementary schools: 32

junior high/middle schools: 5

senior high schools: 13

other: 0

Student/teacher ratio: 11:1

Teacher salaries (2005–06)

elementary median: \$40,000–\$85,000 (all levels)

junior high/middle median: Not available

secondary median: Not available

Funding per pupil: \$14,672

An assortment of religiously-based private schools also operates in the area.

Public Schools Information: Paterson Public School District, 33-35 Church Street., Paterson, NJ 07505; telephone (973)321-1000; www.paterson.k12.nj.us

Colleges and Universities

One of nine New Jersey public institutions of higher education, William Paterson University sits on 370 wooded acres in Wayne, which is just to the west of Paterson. Enrollment is about 10,500 students, who may choose from 35 undergraduate programs and 19 graduate programs within its five colleges, including Education, Christos M. Cotsakos College of Business, Arts and Communication, Humanities and Social Sciences, and Science and Health. The E*Trade Financial Learning Center and the Russ Berrie Institute for Professional Sales are specialized learning centers reflecting Paterson's continuing move to service industries. Preprofessional programs are offered in law, medicine, dentistry, and veterinary medicine.

Passaic County Community College (PCCC) is a two-year public college with its main campus in Paterson. Extension campuses include the Wanaque Academic Center and the Public Safety Academy in Wayne. A new center is planned for Passaic. Enrollment is about 7,000 students. The college offers more than 40 associate degrees and certificates in such fields as allied health, business, liberal arts, criminal justice, nurse education, radiography, and technology. The school also offers extensive programs in basic skill English, reading, math, and English as a second language. Some courses are also instructed in Spanish. Transfer agreements exist with more than 25 colleges and universities.

The Garret Mountain campus of Berkeley College (in West Paterson) offers associate's and bachelor's degrees in such fields as business, accounting, management, travel and tourism, paralegal studies, marketing, interior design, and various fashion fields. The school enrolls more than 1,300 full- and part-time students.

Libraries and Research Centers

The Paterson Free Public Library was established in 1885, making it the oldest public library in New Jersey. The system consists of a main library facility (Danforth

Library) and three branches, housing more than 195,000 books, 422 audio books, 1,200 DVDs and 350 periodical subscriptions. Special collections include African American history materials, collectible banknotes, genealogy materials, local history, and career resources. Local art collectors have over the years bestowed a wealth of paintings to the library, with an emphasis on late 19th and early 20th century works. In 2002 the library was the recipient of a Bill and Melinda Gates Foundation Grant, allowing for installation of 34 new computers throughout the Free Public Library system. Internet and word processing functions are available to library visitors. Patrons enjoy reciprocal borrowing privileges with other public and academic libraries through the Passaic County Library System. The library system additionally has opened a Community Learning Center that advertises GED preparation, reading and basic math tutoring, English as a Second Language instruction, and family literacy classes to the public.

The Passaic County Historical Society Library maintains special collections on Passaic County and northern New Jersey history. St. Joseph's Regional Medical Center supports its graduate medical education program with a full Health Sciences Library consisting of over 3,000 books, 6,000 print and online periodicals and journals, and 600 audio-visual resources. Students can also tap into the National Library of Medical Databases onsite. The hospital has become more involved with clinical and basic research over the years, including clinical trials of various drug interventions. Recent research studies included exploration of a specific protein that contributes to severe bleeding disorders in patients with leukemia.

The David and Lorraine Cheng Library at William Paterson University provides access to a wealth of printed materials, including maps, atlases, newspapers, dictionaries, government publications, and almanacs. Library users can surf online databases for research and reference materials. The library maintains over 3,000 print and microform periodicals with students having access to over 21,000 titles online.

Other local libraries include those of Passaic County Community College and the Passaic County Law Library.

Public Library Information: Paterson Public Library, 250 Broadway, Paterson, NJ 07501; telephone (973)321-1223; www.patersonpl.org

■ Health Care

Over the past 97 years, Barnert Hospital has grown to include 256 licensed beds serving the Bergen and Passaic county communities. Specialties run the gamut from adolescent sexual behavior issues to oncology and geriatrics. The Barnert Occupational Health Center provides

diagnosis and treatment of work-related issues related to asbestos and hazardous waste, hearing loss, employment physicals, and injury prevention. Other specialized healing centers include the Neuro Sleep Center, Comprehensive Pain Management Center, Wound and Hyperbaric Center, and The Breast Center. Outreach services include the Family and Child Education project operated in conjunction with the Paterson Public School District, with an eye toward prevention of health problems particularly among economically disadvantaged populations. Barnert is a teaching hospital affiliated with the University of Medicine and Dentistry of New Jersey.

St. Joseph's Regional Medical Center, founded in 1867, is sponsored by the Sisters of Charity of St. Elizabeth in Convent Station, New Jersey, and serves the entire northern New Jersey area. The hospital is licensed for 642 beds; more than 30,000 inpatients are admitted yearly and another 350,000 outpatients are cared for. Medical specialties at St. Joseph's include craniofacial reconstruction and surgery, oncology, orthopedics, and radiology. The emergency department includes a Level II Trauma Center. The medical complex includes a Children's Hospital featuring a feeding and swallowing center, a child development center, and medical personnel specializing in everything from asthma to urology. St. Joseph's is a teaching hospital affiliated with Mt. Sinai School of Medicine, Seton Hall University School of Graduate Medical education, and University of New England School of Osteopathic Medicine.

The Speech and Hearing Clinic at William Paterson University is a regional center for diagnostic and therapeutic services involving speech, language, and hearing disorders.

A number of public and private walk-in clinics operate in the northern New Jersey area as well, along with an assortment of alternative healthcare practitioners such as massage therapists, acupuncturists, aromatherapists, and hypnotherapists. A nursing home for patients requiring living assistance on a regular basis is located in Cedar Grove, New Jersey; dental and ophthalmology services are offered in addition to hospice care and physical therapy.

■ Recreation

Sightseeing

Perhaps the most spectacular sights in Paterson are Lambert Castle, perched on a mountain top, and the dramatic Great Falls. Lambert Castle, located on the Garrett Mountain Reservation, is a turn-of-the-century stone castle that once belonged to Catholina Lambert, a wealthy silk manufacturer. The Lambert family lived in the building from 1893 until 1923, naming it Belle Vista for its stunning vantage point. Today the castle houses a museum on park-like grounds that provide a picnic area

and cross-country track. The house features hand-carved oak interior touches and a lovely terrace. In 1995 the County Freeholders began a \$5 million renovation of the castle, finishing in September of 2000.

The Great Falls on the Passaic River can best be viewed from a site at McBride Avenue and Spruce Street. A brochure outlining a walking and/or driving tour and information about guided walking tours in the S.U.M. Historic District is available at the Great Falls Visitor Center, which also arranges guided walks around the falls and the restored mill buildings that were once powered by the rushing waters.

The Paterson Museum is housed in the Thomas Rogers Locomotive Erecting shop in the Great Falls Historic District of Paterson. The museum's exhibits reflect the evolution of the city as a major U.S. industrial center. Machinery used for dyeing, winding, warping, and weaving silk are featured. The museum showcases the Paul R. Applegate, Jr., Collection of rare Colt firearms, as well as other Paterson-made firearms. Also on display are hulls of the first submersibles made by John Philip Holland, known as the "father of the submarine." The museum's simulated mine yields a fine mineral collection, including a fluorescent mineral display.

Botto House in Haledon, New Jersey, a historic landmark built in 1908, is home to the American Labor Museum. The house, which once belonged to mill worker Pietro Botto, was a meeting place for mill workers who planned the famous 1913 Paterson Silk Strike. The museum has restored period rooms, a labor library, old-fashioned gardens, and changing exhibits that highlight the lives of circa-1900 immigrant families. The museum also offers tours of sites important to the local history of the labor movement.

Ellis Island and the Statue of Liberty are only a daytrip away from Paterson, completing the history of the mills with the story of the immigrants who carried the industry on their backs while working for the labor rights enjoyed by U.S. citizens of the present day.

Arts and Culture

The Paterson Museum hosts permanent and rotating displays of the works of local artists in addition to a store of historical information about the city and region. Manuscripts, materials, looms, warping equipment, and photographic collections trace the artistry of the fabric and submarine industries in northern New Jersey. More contemporary works of art can be found year-round at the Ben Shahn Galleries located at the Ben Shahn Center for the Visual Arts at William Paterson University.

William Paterson University (WPU) is also the scene of performances by the High Mountain Symphony, which presents three performances per season as it draws upon the combined talents of faculty and students at the university. A variety of musical performances are offered

at WPU at the 900-seat Shea Center for Performing Arts. For more than 25 years, WPU has been hosting nationally-recognized jazz performers in an ongoing musical series. Quite an ensemble of other musical offerings lies outside the bounds of the Paterson area—opera performances in Newark, off- and on-Broadway musicals in New York City, and small community theaters are plentiful.

Paterson has been portrayed by poets as diverse as Allen Ginsberg and William Carlos Williams. The Paterson Poetry Center at Passaic County Community College (PCCC) is widely hailed as a leader in helping poets craft their art. The center organizes more than 100 activities each year, including readings and presentations by internationally famous poets. The Center's Paterson Poetry Marathon each spring involves week-long workshops in the local public schools that culminate in a public program. Part of the city's historic district has become a *de facto* artists' colony for painters, writers, sculptors, and photographers.

PCCC's Cultural Affairs Department offers the community programs in art, music, theater, dance, and literature. The Learning Resource Gallery offers monthly art exhibits, lectures, and workshops. The Quidnunc Society also provides local residents with an opportunity to engage in cultural activities.

Arts and Culture Information: Discover Jersey Arts, PO Box 306, Trenton, NJ 08625; telephone (800)THE-ARTS; www.jerseyarts.com

Festivals and Holidays

In September, the American Labor Museum's Annual Labor Day Celebration highlights the history and importance of the worker in northern New Jersey. Later in the month, the city's Recreation Department holds a fundraising street fair with rides, games, food, music, and arts and crafts booths. In February, Newark keeps the New Year party going with the Chinese Lunar New Year Celebration coordinated by the Newark Museum. The traditional Lion Dance and holiday delicacies are on hand to mark this important event.

In early spring Paterson sponsors a three-day Great Falls Festival that features music and entertainment from local and outside performers, skywalks over the falls and other high wire acts, crafts, rides, and games. An international food court serves dishes from the 53 ethnic groups representative of the city's various citizens. A parade from the American Labor Museum to the Great Falls is the high point of the event.

The Newark Museum hosts an Asian Heritage Festival in early May, with Japanese drumming, Dancing Bells, and the Indian Folk Dance taking center stage. Fair weather in the month of June welcomes the Annual Sol Stein Golf Open, which is held at the High Mountain Golf Club. Throughout the summer, the Downtown Paterson Special Improvement District offers events such as music festivals,

Easter promotions, and Mother's Day celebrations. In mid-July, the Passaic County Fair brings a homespun flavor back to the Silk City metropolitan area.

Sports for the Spectator

Passaic County Community College presents women's and men's basketball games, and men's soccer. William Paterson University competes in Division III of the National Collegiate Athletic Association; team sports include baseball, basketball, football, track and field, volleyball, and swimming. Nearby Newark and New York City offer major league play in all major sports. The Newark Bears professional baseball club plays in the independent Atlantic League at Bears and Eagles Riverfront Stadium and the New York Red Bulls contend in Major League Soccer play at Giants Stadium in Secaucus.

Sports for the Participant

Rifle Camp Park in Paterson contains fitness and jogging trails maintained by Passaic County government. A toboggan chute and sleigh riding hills make the park fun all year long; nature trails and a bird watching blind add education to the experience. The park offers a Nature Center and an observatory that provide special programs for local students and the general public.

The Garret Mountain Reservation in West Paterson abuts the Rifle Camp Park; the reservation is a 568-acre recreational area that reaches a 500 foot elevation at its topmost point. The Garret Mountain Equestrian Center is located there. A number of activities are available to visitors, depending on the time of year—in seasonable weather, the equestrian center can arrange for trail rides, or hikers can set off on the network of marked paths. Barbour's Pond can be fished in warmer weather or skated upon after hard freezes; in the winter, the hiking trails become cross-country ski routes.

Passaic County Recreation also oversees Tranquility Ridge Park and Friendship Park, two areas that have been left largely untouched and natural after being rescued from imminent development. Activities are more limited in these areas in order to leave little or no trace. Similarly, the 512-acre Apshawa Preserve has been carefully protected; it lies adjacent to a 68-acre parcel owned by the New Jersey Conservation Foundation.

Canoeing and rafting can be had on sections of the Passaic River, offering the opportunity to bird watch while lazily floating along.

Passaic County also operates a golf course located in Wayne, New Jersey. Two 18-hole courses are available, along with practice greens and a shag field. The facility is open year-round, only closing on major holidays. The communities surrounding Paterson maintain additional golf courses and recreation programs that offer a selection of athletic outlets.

Recreation Information: Passaic County Parks Department, 311 Pennsylvania Avenue, Paterson, NJ 07503; telephone (973)523-8712; www.passaiccountynj.org/countyparks.htm

Shopping and Dining

Paterson's thriving downtown connects an ever-expanding array of eclectic, unique stores where shoppers can find furniture, clothing, art and collectibles, antiques, gourmet and natural foods, and linens. The city also offers two farmers' markets open all year and vending fresh produce, poultry, bakery products, grapes and wine presses, seafood, and meats. Discount stores, factory outlets, and malls are all available in or near the Paterson area.

Most any taste bud can be tantalized in Paterson and northern New Jersey, with a discernible preference for Asian cuisines such as Chinese fare and Japanese sushi. Italian and Mexican cooking are well-represented among northern New Jersey restaurants, along with basic American tastes like steaks and chops. True to its diverse immigrant history, the eatery options in the Paterson region are limitless and cover areas of the world such as India, Greece, the Middle East, Cuba, France, Ireland, New England, and Korea. An after-dinner espresso can be found at one of several locally owned coffeehouses in the city.

■ Convention Facilities

Within the Gateway Region of northern New Jersey there are two dedicated convention centers—the New Jersey Convention and Expo Center at the Raritan Center is located in Edison and offers 150,000 square feet of exhibit space, making it New Jersey's largest venue. The facility is equipped to handle anything from banquets to trade shows and is wired for all audio-visual devices. Food service is available. At the Meadowlands Exposition Center (the MEC) in Secaucus, conferences and trade shows are accommodated in 61,000 square feet of exhibition space, supplemented with additional meeting rooms and a banquet facility that can seat 5,000. The MEC provides two drive-doors for offloading of equipment and is conveniently located near Newark Liberty International Airport.

The theater and other meeting rooms at Passaic County Community College can also be used by the public. The theater seats 300 and the banquet facility has a 100 person capacity. Other hotels and businesses within and around Paterson can be utilized for conferences, meetings, receptions and banquets.

Visitor Information: New Jersey Tourism, P.O. Box 460, Trenton, NJ 08625; telephone (800)VISITNJ; www.nj.gov/travel

■ Transportation

Approaching the City

Paterson is located northeast of Newark on Interstate 80. Newark Liberty International Airport (NLIA), located just a few more miles to the south, is one of the busiest airfields in the country. Scheduled flights are provided by over 40 domestic and international airlines. Amtrak and Greyhound stops at Newark Penn Station and NLIA, both of which are a short distance away.

Traveling in the City

Interstate 80 runs east and west through Paterson, which is approached from the south by State Route 19. Market and Main Streets intersect in the city center, providing a reasonable directional reference in a municipality where the street grid bends slightly to follow the river that runs through it. Other major routes are McLean Boulevard, River Drive, and Randolph Avenue, which are laid out from north to south, and the east-west Broadway. The city is served by the Main Line of the New Jersey Transit railway and bus systems, in addition to the specialized transport programs offered through Passaic County Para Transit.

■ Communications

Newspapers and Magazines

The northern New Jersey area receives news from *The Herald News* or *The Record*, two daily papers that cover local, state, national, and international happenings. Both papers are part of the North Jersey Media Group, but each maintains its own personality and newsroom. An electronic newspaper, PatersonOnline.Net, focuses on local news, sports, and weather. The *Paterson Literary Review* of Passaic County Community College is published in the city.

Television and Radio

Paterson has its own Latino religious AM radio station and Newark broadcasts National Public Radio on an FM frequency. Most radio and television programming is relayed from Newark and New York City, providing the city with full access to all national networks. Paterson has cable television service with two community access channels.

Media Information: *The Record*, North Jersey Media Group, 150 River St., Hackensack, NJ 07601; www.northjersey.com

Paterson Online

City of Paterson. Available www.patersonnj.gov
Greater Paterson Chamber of Commerce. Available www.greaterpatersoncc.org
North Jersey Regional Chamber of Commerce. Available njrc.org
Passaic County Government. Available www.passaiccountynj.org
Passaic County Historical Society. Available www.lambertcastle.org
Paterson Free Public Library. Available www.patersonpl.org
Paterson Public Schools. Available www.paterson.k12.nj.us

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Trenton

■ The City in Brief

Founded: 1679 (incorporated 1792)

Head Official: Mayor Douglas H. Palmer (since 1990)

City Population

1980: 92,124

1990: 88,675

2000: 85,403

2006 estimate: 83,923

Percent change, 1990–2000: –3.7%

U.S. rank in 1980: 158th

U.S. rank in 1990: 230th

U.S. rank in 2000: 335th (State rank: 9th)

Metropolitan Area Population

1980: 308,000

1990: 325,824

2000: 350,761

2006 estimate: 367,605

Percent change, 1990–2000: 7.1%

U.S. rank in 1980: 4th (CMSA)

U.S. rank in 1990: 5th (CMSA)

U.S. rank in 2000: 1st (CMSA)

Area: 7.66 square miles (2000)

Elevation: 35 to 42 feet above sea level

Average Annual Temperature: 54.7° F

Average Annual Precipitation: 42.2 inches of rain; 23 inches of snow

Major Economic Sectors: service, government, trade, manufacturing, construction

Unemployment Rate: 3.9% (June 2007)

Per Capita Income: \$15,991 (2005)

2005 FBI Crime Index Property: 3,574

2005 FBI Crime Index Violent: 1,515

Major Colleges and Universities: Thomas Edison State College, Mercer County Community College, College of New Jersey

Daily Newspaper: *The Times; The Trentonian*

■ Introduction

Rich in colonial and industrial history, Trenton, the second oldest capital in the United States, lies on the east bank of the Delaware River north of Philadelphia. The business of Trenton is government; it is New Jersey's state capital and the Mercer County seat. The site of the first decisive American victory in the Revolutionary War, Trenton also played a supportive role in the Civil War. Trenton is famous as the home of Lenox china, vulcanized rubber, and steel made through the open-hearth process. In the 1980s Trenton launched a vast redevelopment program that covered all sections of the city and brought about Trenton's economic rebirth. The Trenton of the twenty-first century is known for being an historic city that is proud of its past and that looks ahead to a bright future.

■ Geography and Climate

Trenton, located in west-central New Jersey, lies on the east bank of the Delaware River, about 30 miles northeast of Philadelphia and 60 miles southwest of New York City. Trenton is situated on a plateau at the Delaware's navigable head. The city itself is bisected by Assunpink Creek. Trenton's climate is largely continental and subject to winds from the interior of the country. To the west are the Appalachian Mountains, which temper storm activity. Annual snowfall is about 23 inches.

Area: 7.66 square miles (2000)

Elevation: 35 to 42 feet above sea level

Average Temperature: 54.7° F

Average Annual Precipitation: 42.2 inches of rain; 23 inches of snow

■ History

Delaware River Draws Settlers

The site of modern-day Trenton was once occupied by the Sanhican, a branch of the Delaware tribe who called the area Assunpink. The name meant “stone in the water” and referred to the rocky falls in the nearby portion of the Delaware River. The first permanent European settlers arrived in 1679, when the English Quaker Mahlon Stacy arrived at what he called the “falls of the Delaware.” Stacy’s son sold the land in 1714 to William Trent, a Philadelphia merchant who recognized the industrial potential of the river. Trent built a stone grist mill near the falls and called the resulting community “Trent’s Town,” which was quickly shortened to Trenton. The town grew up at the junction of the Delaware River and Assunpink Creek.

The head of navigation on the Delaware River, Trenton became a port for shipping grain and products traveling between Philadelphia and New York City. Trenton was also a primary stopping point on the stage-coach line connecting the two larger cities. A ferry, chartered in 1727, connected Trenton with Philadelphia, completing the transportation circle. In 1750 the city’s first chief Burgess, Dr. Thomas Cadwalader, inoculated the population against smallpox. He later donated 50 pounds toward the founding of the state’s first public library.

By the time of the Revolutionary War, Trenton was a town of about a hundred homes and had mixed sentiments about the impending war. The city was captured by the British in November, 1776, and large portions of it were burned. Then, in a surprise move that was called the tactical coup of the war, American General George Washington crossed the ice-choked Delaware River on Christmas night, 1776. He marched his Continental soldiers through the night to launch a dawn attack on the Hessian troops occupying Trenton. After inflicting severe casualties on the British garrison, Washington moved his troops to a high hill near Assunpink Creek and engaged the British in the Second Battle of Trenton. Washington’s successful maneuvering instilled courage in his cold and battle-weary army and resulted in the first decisive American victory in the war.

State Capital Becomes Industrial Power

Trenton was selected as New Jersey’s state capital in 1790. For a time, the city had hopes of becoming the nation’s capital and did in fact serve temporarily in that

capacity when a yellow fever epidemic raged in swampy Washington City. Transportation continued to play an important role in Trenton’s development. In 1806 a covered bridge was built across the Delaware; the structure later supported the trains of the Camden & Amboy Railroad. The Delaware Falls Company constructed the Delaware & Raritan Canal at about the same time to provide water power to Trenton’s burgeoning industry. Among the entrepreneurs setting up in the city was wire manufacturer John A. Roebling, whose cables help suspend the Brooklyn Bridge. Pottery-making blossomed as an industry after 1850 and included names such as Walter Lenox and his American Belleek china. Potters were the first to unionize in Trenton, successfully striking in 1835 to win a 10-hour workday. During the Civil War, Trenton housed the U.S. Congress after the South threatened Washington, D.C. Trenton also contributed iron and rubber to the Union Army effort.

Between 1880 and 1920 Trenton’s population swelled with an influx of foreign laborers seeking factory jobs. During this period the adjacent communities of Chambersburg, Wilbur, Millham Township, and parts of Ewing Township were annexed. Handcrafted Mercer motor cars were produced between 1910 and 1925, along with steel made from the open-hearth process and vulcanized rubber goods, including Goodyear tires.

In 1932 the Delaware River channel was dredged to 20 feet, making Trenton a port for sea-going vessels; the city’s importance as a port has since been eclipsed by the New England and Philadelphia ports. Following World War II, Trenton’s middle class population moved to suburban communities made possible through a new federal highway system and new home construction. Trenton retained its image as a smokestack town, even as some of the city’s key industries moved southward. Since the 1970s Trenton has regained its reputation as an industrial leader, thanks in large part to the spate of downtown development spurred by the building of several new state structures. Trenton is also developing a reputation as a tourist attraction, a reputation built on its colonial history and its number of highly regarded restaurants. In 2005, *Forbes* magazine listed Mercer County as one of the “Best Locations for Business.”

Historical Information: Trenton Historical Society, PO Box 1112, Trenton, NJ 08606; telephone (609)396-4478; www.trentonhistory.org. New Jersey Historical Society Library, 52 Park Place, NJ 07102; telephone (973)596-8500; www.jerseyhistory.org/librarymain.html

■ Population Profile

Metropolitan Area Residents

1980: 308,000

1990: 325,824



©Robert Quinlan/Alamy

2000: 350,761
 2006 estimate: 367,605
 Percent change, 1990–2000: 7.1%
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City Residents

1980: 92,124
 1990: 88,675
 2000: 85,403
 2006 estimate: 83,923
 Percent change, 1990–2000: –3.7%
 U.S. rank in 1980: 158th
 U.S. rank in 1990: 230th
 U.S. rank in 2000: 335th (State rank: 9th)

Density: 11,153.6 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 27,802
 Black: 44,465
 American Indian and Alaska Native: 300
 Asian: 716

Native Hawaiian and Pacific Islander: 199
 Hispanic or Latino (may be of any race): 18,391
 Other: 9,190

Percent of residents born in state: 56.9% (2006)

Age characteristics (2005)

Population under 5 years old: 6,761
 Population 5 to 9 years old: 6,701
 Population 10 to 14 years old: 5,521
 Population 15 to 19 years old: 5,275
 Population 20 to 24 years old: 5,865
 Population 25 to 34 years old: 12,316
 Population 35 to 44 years old: 11,808
 Population 45 to 54 years old: 9,049
 Population 55 to 59 years old: 4,239
 Population 60 to 64 years old: 2,714
 Population 65 to 74 years old: 4,197
 Population 75 to 84 years old: 1,994
 Population 85 years and older: 1,031
 Median age: 32.6 years

Births (2006, MSA)

Total number: 4,272

Deaths (2006, MSA)

Total number: 2,624

Money income (2005)

Per capita income: \$15,991

Median household income: \$34,356

Total households: 27,075

Number of households with income of . . .

less than \$10,000: 3,793

\$10,000 to \$14,999: 3,549

\$15,000 to \$24,999: 3,417

\$25,000 to \$34,999: 2,963

\$35,000 to \$49,999: 3,333

\$50,000 to \$74,999: 5,609

\$75,000 to \$99,999: 2,553

\$100,000 to \$149,999: 1,383

\$150,000 to \$199,999: 212

\$200,000 or more: 263

Percent of families below poverty level: 8.5% (2005)

2005 FBI Crime Index Property: 3,574

2005 FBI Crime Index Violent: 1,515

■ Municipal Government

Trenton operates under a mayor-council form of government. The seven council members serve four-year terms; three are elected at large, four elected by ward. The mayor serves a four-year term. Trenton also serves as the state capital of New Jersey and the county seat for Mercer County.

Head Official: Mayor Douglas H. Palmer (since 1990; term expires July 1, 2010)

Total Number of City Employees: 1,750 (2007)

City Information: City of Trenton, 319 East State Street, Trenton, NJ 08608-1866; telephone (609)989-3030; www.trentonnj.org

■ Economy

Major Industries and Commercial Activity

Government, with state, county, and municipal offices, forms the single largest employment sector in Trenton. Education and health care services have played a significant role in the local economy for a number of years, followed closely by professional and business services. Trade and transportation, particularly in retail and warehousing, have seen job growth in the area into the mid-2000s. While there is still some manufacturing activity in the city, jobs in this sector have steadily declined as

service-related industries have gained ground. Trenton's set of unique circumstances contributes to its continued growth: the city benefits from the spill-over of high-technology industries and research centers locating along the Route 1 corridor; land costs, rents, and taxes in Trenton are a fraction of those in New York City, yet Trenton remains an acceptable commute for much of the Northeast Corridor; and commitment by state and local government is high.

Items and goods produced: refrigerated showcases, light bulbs, rubber goods, purses, automobile body hardware, pottery and porcelain products, chemicals, fabricated metal products, lumber and wood products, textiles, food products, electronic goods

Incentive Programs—New and Existing Companies

Local programs: The Capital City Redevelopment Corporation has all of the information a new or expanding business needs to locate or expand into the Capital District and to take advantage of all the public programs that are available. Trenton has a partnership with the Trenton Business Assistance Corporation, which offers merchant and micro business loan programs. The Mercer County Loan Fund is a revolving loan fund that offers between \$25,000 and \$125,000 for new and expanding businesses in the county. The Trenton Downtown Association offers assistance to businesses within Trenton's Special Improvement District.

State and federal programs: The New Jersey Economic Development Authority (EDA) offers a wide range of financial, real estate development, and technical services to encourage business development and growth in the state. The majority of its assistance is to small and mid-sized businesses. The EDA issues bonds to provide financing at favorable interest rates for business ventures and makes low-interest loans and guarantees loans made by private investors and lenders. It also offers a full range of real estate development services to stimulate both private and public development projects. In addition, the EDA administers a business incentive program that provides grants to expanding or relocating businesses that will create new jobs in New Jersey. Loans and grants also are available to municipalities and private property owners to encourage the clean-up and redevelopment of hazardous sites around the state. General tax incentives include credits for new jobs investment, manufacturing equipment and employment investment. Financing programs are also available specifically for research and development activities. New Jersey Business Employment Incentive Grants are available for expanding or relocating businesses creating at least 25 new jobs anywhere in the state. The standard grant incentive is 50 percent of the state income tax generated by new payroll positions. The

New Jersey Redevelopment Authority provides financing to developers and businesses seeking to construct or redevelop facilities in urban areas. The state offers life science and technology financing and tax credit programs for companies working in collaboration with universities.

Part of Trenton has been designated by the state as an Urban Enterprise Zone (UEZ). The UEZ program promotes development in areas throughout the state. Qualifying businesses in the UEZs are eligible for tax incentives, marketing assistance, financial counseling, and reduced unemployment insurance. Certified Zone retailers get a reduced sales tax of 3 percent, which is reinvested in further business development in the city. Newark has also been designated as an Innovation Zone by the state. Technology and life sciences companies that are located within the zone may be eligible for special financial incentives through the EDA. The Trenton-Mercer Airport in Ewing is part of a federally designated Foreign Trade Zone (FTZ). Businesses located within an FTZ are eligible for special incentives, including reduced or eliminated customs duties on imported and exported goods.

Job training programs: The New Jersey Department of Labor and Workforce Development works with businesses to create customized training programs that create and retain jobs in the private sector. Grants are also available for skills training and employee education. Under the Department of Labor, Workforce New Jersey operates several One-Stop Career Centers throughout the state, two of which are in Trenton. The One-Stop Career Center is a resource for both employers and job seekers that integrates job training, job placement, and unemployment services. Entrepreneurial Training Institute (ETI) is a state funded program offered by New Jersey Economic Development Authority. It features an intensive eight-week course that teaches aspiring new business owners about basic business operations and building a financial plan; ETI also helps them get financial aid upon graduation.

The Mercer County Community College (MCCC) Small Business Development Center provides entrepreneurs and small businesses in Mercer and other counties with high quality, one-to-one management consulting, training, and the information businesses need to maximize growth in a global economy. These include the Network for Occupational Training & Education (NOTE), a small business development center, and New Jersey-sponsored employee training. The Career Training Institute (CTI) at MCCC offers training for those who are unemployed, underemployed, or changing employment fields.

Development Projects

One of the primary focuses of the city's economic development strategy currently lies in the area of affordable housing, as well as plans for Trenton's first development

of luxury, single-family homes in decades. In 2007, in partnership with the State Housing and Mortgage Finance Agency, the city launched a new "Live Where You Work" program, through which any person who has a job in Trenton may qualify for special financial assistance in purchasing a home in the city. The goal of the program is to attract middle income wage earners to live in the city.

There have been dramatic new developments in the downtown area over the past decade. In 2006 alone about \$500 million was invested in development projects that were under construction or in the planning stages. The \$74 million Trenton Train Station renovation is expected to attract downtown and regional development, including new office buildings and commercial projects. Plans are underway to build a new criminal courthouse and parking garage in downtown Trenton; the facility should be completed by the end of 2008. The \$45 million Foundry Project will add nightclubs, restaurants, retail establishments, and up-scale apartments to the Arena district by mid-2009.

In efforts to encourage small retail business in the downtown area, the Trenton Downtown Association has begun to cosponsor a retail incubator project in 2007. The incubator, which was first implemented by local business owners in 2004, is located at the Gift Gallery coop.

In 2005, Wachovia relocated its southern New Jersey headquarters to Trenton as it moved into the new office building located at 32 East Front Street. The 66,500-square-foot building features ground floor retail space and upper level office space. When fully leased the building is expected to accommodate about 300 employees. The building was completed by Matrix East Front Street Urban Renewal Associates, the company that took over the project when earlier plans had stalled. In doing so, the company received a \$5.3 million loan from the NJ Economic Development Authority. The project was awarded the 2007 New Good Neighbor Award by the New Jersey Business and Industry Association.

Economic Development Information: New Jersey Economic Development Authority (NJEDA), PO Box 990, Trenton, NJ 08625-0990; telephone (609)292-1800; www.njeda.com. Trenton Downtown Association, 23 E. State St., Trenton, NJ 08606; telephone (609)393-8998; www.trenton-downtown.com

Commercial Shipping

Trenton-Mercer Airport, just minutes from Trenton in Ewing Township, offers service through Pan Am. The Philadelphia and New York City airports, as well as Newark Liberty International Airport, are located an hour's drive away from Trenton and offer comprehensive domestic and international flight service. Rail freight service is by Conrail. Several dozen motor freight carriers service the city, taking advantage of Trenton's location

along U.S. Route 1 and of the short-haul trucking to and from two of the nation's largest cities: New York and Philadelphia.

Labor Force and Employment Outlook

Into the mid-2000s most job growth in Mercer County was seen in education and health services, followed by leisure and hospitality and professional and business services. The trade and transportation industry showed growth as well, primarily in retail and warehousing. Projections for 2012 suggest that the greatest overall job growth will be seen in professional and business services, followed by education and health services. Manufacturing jobs are expected to decline into 2012.

The following is a summary of data regarding the Trenton-Ewing metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 243,000

Number of workers employed in . . .

- construction and mining: 6,100
- manufacturing: 8,200
- trade, transportation and utilities: 33,000
- information: 6,000
- financial activities: 16,800
- professional and business services: 38,200
- educational and health services: 42,000
- leisure and hospitality: 15,100
- other services: 9,900
- government: 67,800

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.9% (June 2007)

<i>Largest Employers</i>	<i>Number of employees</i>
Capital Health System	3,200
NJ Manufacturers	1,877
The Times	750
The Hibbert Group	350

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 1.4% to 8.97%

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: None; qualified retailers in Trenton's Urban Enterprise Zone charge 3.0%

Property tax rate: \$3.98 per \$100. Equalization rate: 96.4% (2004)

Economic Information: Mercer County Economic Development, Mercer County Administration Building, 640 South Broad Street, P.O. Box 8068, Trenton, NJ 08650; telephone (609)989-6899; <http://nj.gov/counties/mercer>. New Jersey Department of Labor and Workforce Development, 1 John Fitch Plaza, Trenton, NJ 08625; ww.lwd.dol.state.nj.us/labor

■ Education and Research

Elementary and Secondary Schools

Trenton Public Schools is the largest district in Mercer County. A nine-member Board of Education is appointed for three-year terms by the mayor. Students are offered a comprehensive K-12 general curriculum. High school students with an interest in health care professions may enroll in the Trenton Central High School Medical Arts Academy.

As of late 2007 several schools within the district were being systematically renovated and redesigned as part of a multi-year project to improve all facilities within the district. General improvements include such projects as parking lot restoration, installation of new lockers, and replacement of fire safety systems. Trenton Public Schools has also been designated as an Abbott district by the NJ Supreme Court. Through this designation, the district receives financial assistance from the state for specific projects designed to improve the quality of education for students in economically disadvantaged districts. The Abbott District Facilities Project in Trenton calls for renovation and new construction at several existing schools to include such amenities as updated science and computer laboratories. New school construction is also anticipated.

The following is a summary of data regarding the Trenton Public Schools as of the 2005–2006 school year.

Total enrollment: 60,818 (all districts)

Number of facilities

- elementary schools: 21
- junior high/middle schools: 4
- senior high schools: 5
- other: 0

Student/teacher ratio: 13.1:1

Teacher salaries (2005–06)

elementary median: \$51,850

junior high/middle median: \$50,680
secondary median: \$55,590

Funding per pupil: \$16,354

Several parochial and private elementary and secondary schools supplement the public system in Trenton. A number of prestigious day and boarding schools are found in the nearby Princeton area.

Public Schools Information: Trenton Public Schools, 108 North Clinton Avenue, Trenton, NJ 08609; telephone (609)656-4900; www.trenton.k12.nj.us

Colleges and Universities

Thomas Edison State College, established in 1972, is one of the 12 senior public colleges in the state and was one of the first colleges in the country specifically designed for adults. The average age of students at Edison is 35. The college offers associate's, bachelor's, and master's degrees and professional certificates. There are over 100 areas of study offered. Students may complete all of their degree requirements at Edison or they may take classes as both Edison and other institutions as approved by the school.

Mercer County Community College MCCC maintains campuses in Trenton and West Windsor. The Trenton Campus is referred to as the James Kearney Campus. The college awards associate's degrees in 64 programs and certificates in 48 programs, many of them based on community needs. Enrollment is about 13,000 full- and part-time students each year. The MCCC James Kearney Campus also offers several programs for middle and high school students, including Talent Search, Gear Up and Smile (a science and math program), and Upward Bound. The Career Training Institute (CTI) at MCCC offers training for those who are unemployed, underemployed, or changing employment fields. The Capital Health System School of Nursing offers a two-year program in cooperation with MCCC.

The College of New Jersey (TCNJ) in nearby Ewing is a liberal arts school offering over 50 undergraduate and professional programs and 25 graduate programs in seven schools: Arts and Communication; Business; Culture and Society; Education; Engineering; Nursing, Health, and Exercise Science; and Science. Enrollment is about 5,600 students.

Rider University, a four-year liberal arts college founded in 1865, maintains two campuses, one in Lawrenceville and one in Princeton. The university enrolls more than 6,000 students in four schools: College of Business Administration; the College of Liberal Arts, Education, and Sciences; the College of Continuing Studies; and Westminster Choir College. Students choose from 60 undergraduate programs and 18 graduate programs. Westminster Choir College, located in Princeton, merged with Rider in 1992. Westminster's undergraduate and graduate programs focus on careers in music.

Nearby Princeton University, one of the nation's most renowned academic institutions and a member of the Ivy League, is within commuting distance. Princeton is known for its liberal arts, medicine, education, architecture, and theology programs and is a respected research institution.

Libraries and Research Centers

The Trenton Free Public Library consists of a Main Library and four branches, which together maintain more than 600,000 volumes. Special collections range from state and local history (the Trentonian Collection) to a large recording and print collection. The library, which houses the Arthur Holland papers on ethics in government, is also a depository for federal and state documents.

The New Jersey State Archives is the official repository for all New Jersey colonial and state government public records of historical value. The archives also contain certain county, municipal, and federal documents. Microfilms of nearly 600 New Jersey newspapers are stored there as well. The New Jersey State Library (NJSL) holds more than 750,000 volumes. Special collections include those on law, Jerseyana, New Jersey state government publications, U.S. government documents, and genealogy. NJSL library maintains the Library for the Blind and Handicapped, which holds over 60,000 books and 76 periodical subscriptions.

Among Princeton University's areas of research and study are the effect of public policy on urban areas, foreign relations, population trends, and industrial relations. Princeton's Harvey S. Firestone Memorial Library is New Jersey's largest research library. Princeton also maintains the Forrestal Center, a research park employing more than 2,000 people. Drug research being conducted at Princeton Biomedical Research offers hope to sufferers of Alzheimer's disease, anxiety disorder, obsessive-compulsive behavior, and panic disorder.

Public Library Information: Trenton Free Public Library, 120 Academy Street, Trenton, NJ 08608; telephone (609)392-7188; www.trenton.lib.nj.us

■ Health Care

The city of Trenton benefits from health care services provided by several facilities. The St. Francis Medical Center (SFMC) is an acute care teaching hospital affiliated with Seton Hall University School of Graduate Medical Education. The St. Francis cardiac care program, known as St. Francis Heart Hospital, is the only state-recognized cardiac surgery program in the county. The Neuroscience Institute at SFMC is the first hospital in the county to be nationally accredited as a stroke center. Other specialized services are offered through the Bariatric Surgery and Medical Nutrition Therapy Center, the Fox Chase Cancer Center, and the Center for Wound

Healing. SFMC also offers the Sr. Hyacintha Program for the Homebound.

The Capital Health System Medical Center (CHSMC) maintains two campuses in the city, Fuld Campus and Mercer Campus, with a total of 589 beds. CHSMC sponsors centers of excellence in behavioral health, diabetes, maternity, oncology, pediatrics, radiology services, and sleep disorders. CHSMC is a teaching hospital affiliated with Robert Wood Johnson University School of Medicine of the University of Medicine and Dentistry of the State of New Jersey.

Henry J. Austin Health Center is a primary care community health center. It is the largest non-hospital based ambulatory care provider in the city. Services include adult medicine, obstetrics/gynecology, pediatrics, HIV and hepatitis C treatment, dental care, podiatry, orthopedics, ophthalmology, nutrition, social service, substance abuse assessment and intervention, and behavioral health services. Translation services and transportation are provided for those in need.

The Ann Klein Forensic Center, with 200 beds, and Trenton Psychiatric Hospital, with 400-beds, are sponsored by the NJ Department of Human Services. Both centers are located in West Trenton and both provide inpatient and outpatient psychiatric care.

Health Care Information: New Jersey Hospital Association, 760 Alexander Road, Princeton, NJ 08534-0001; telephone (609)275-4000; www.njha.com

■ Recreation

Sightseeing

Much of Trenton's sightseeing centers around colonial and Revolutionary War sites. The State Historic District features homes built between the eighteenth and twentieth centuries; the Mill Hill neighborhood includes the city's first grist mill. Trenton's oldest landmark is the 1719 William Trent House Museum. During the winter of 1776 to 1777, the city played an important role in the Revolutionary War when General George Washington retook Trenton from the British. The site of Washington's crossing of the Delaware River is marked by the Washington Crossing State Park, which is also the site of the Open Air Theatre and an arboretum. The Battle of Trenton is marked with a 122-foot shaft topped by a statue of Washington. The monument, dedicated in 1893, rises from the spot where Washington's troops first fired on the British. After retaking the city, Washington held a council of war in the Douglass House, now on public view. The churchyard at the Friends' Meeting House contains the graves of many Revolutionary War heroes. The Old Masonic Lodge, built in 1793 in the Georgian colonial style, is one of the nation's oldest lodges and displays a gavel once used by George Washington. Drumthwacket, once the executive dwelling

of New Jersey governors, is open to the public, as is the Soldiers and Sailors Memorial Building where the state's gubernatorial inaugurations are held. Trenton's gold-domed statehouse, erected in 1792, houses a collection of battle flags. The State House, in continuous use since 1792, is open for tours. Cadwalader Park contains a small zoo, a herd of deer, a lake and a stream, and a branch of the historic Delaware & Raritan Canal.

Arts and Culture

Trenton performance groups utilize a number of facilities. The Greater Trenton Symphonic Orchestra presents classical concerts at the War Memorial Building and at Trenton's Trinity Cathedral. Other musical groups include the Boheme Opera Company, which performs opera and musicals from September through May, and the Greater Trenton Choral Society. Dramatic productions are scheduled at Mill Hill Playhouse. Artworks Art Center of Trenton provides gallery space and art classes. Area institutions of higher education also present musical and other performances.

The New Jersey State Cultural Center in downtown Trenton consists of the State Archives, the State Museum, a planetarium, and an auditorium. The museum houses collections of New Jersey flora and fauna, fossils, and Indian relics. The Old Barracks, built in 1758, has been restored and is now a museum commemorating its various occupants: British troops fighting in the French and Indian Wars, Colonial and Continental soldiers, and Tory refugees. The Trenton City Museum at the Olmsted-designed Cadwalader Park is housed in the restored Ellarslie Mansion and exhibits the work of local artists and craftspeople. Restored Victoriana is the focus of the Contemporary Club Victorian Museum. Other collections of note include the Meredith Havens Fire Museum and the Flag Museum and Swan Collection of Revolutionary memorabilia; both of the latter are located at Washington Crossing State Park.

Among Trenton's galleries are the Library Gallery at Mercer County Community College, which yearly features shows of county artists, and the Art Porcelain Studio, which displays porcelain pieces by Boehm and Cybis.

The Sovereign Bank Arena sponsors concerts by major performing artists and groups as well as sporting events.

Arts and Culture Information: New Jersey State Council on the Arts, 225 W. State St., 4th Floor, Trenton, NJ 08608; telephone (609)292-6130; www.njarts-council.org

Festivals and Holidays

The festival season runs year-round in Trenton, starting in January with the Martin Luther King, Jr. Celebration, an homage to the music and oration of Dr. King. February is the month-long celebration of Black History

month. The St. Patrick's Day Parade is March's highlight, with April bringing the Big Egg Hunt and an Arbor Day celebration. May Day celebrates the opening of the city's parks as well as the coming of spring with pony rides, games, and music at Cadwalader Park. The Mayor's Health Run and Walk is also held in May. Summer brings a wide variety of festivities, including the Wachovia Classic bike race and Trenton Heritage Days in June, the Independence Day Celebration in July, and the Puerto Rican Parade, Jazz Festival, and Annual Fishing Derby in August. Autumn is ushered in by the Gospel Festival and the Mayor's Cup Golf Tournament in September. The Trenton Feasts of Lights, which is a street fair held on Chambersburg, also takes place in September. October brings the Haunted Halloween Party, where children can enjoy haunted entertainment, a haunted trail, and other activities at the West Ward Recreation Center. The Thanksgiving parade launches the holiday season, which culminates in December with the Annual Tree Lighting Ceremony and the Mayor's Children Holidays Party. Patriots' Week is held annually during the week between Christmas and New Year's Day. This festival includes battle reenactments, living history events, and displays and performances of art, music, and literature staged at various locations.

Sports for the Spectator

The AA Trenton Thunder baseball team, which is affiliated with the New York Yankees, plays its April through August home games at Mercer County Waterfront Park. The Trenton Titans of the East Coast Hockey League, a developmental league, are affiliated with the National Hockey League's Philadelphia Flyers. They play at the state-of-the-art Sovereign Bank Arena, which also hosts events such as the Champions on Ice, Stars on Ice, the Harlem Globetrotters, and WWE Smackdown.

Other professional sports franchises play throughout the year in nearby Philadelphia and New York City, both of which support professional teams competing in baseball, football, hockey, and basketball. Fans of high school football look forward to the annual contest between Trenton and Notre Dame. Other high school sporting events are also enthusiastically followed by locals. Horse racing can be enjoyed at Monmouth Park Jockey Club and The Atlantic City Race Course.

Sports for the Participant

With over 30 parks, playgrounds and fields, Trenton residents and visitors may enjoy a full complement of activities including hiking, jogging, bicycling, horseback riding, and camping. Pleasure boats can be launched from a number of public boat ramps. The city maintains a number of indoor and outdoor tennis facilities. Golf is available at Mercer County's Mountain View Golf Course, Mercer Oaks Golf Course, and other nearby

clubs. Skiing, skating, tennis, swimming, and water sports can be found within a short driving distance of Trenton.

Shopping and Dining

Trenton is noted for its pottery, china, and fine porcelain from makers such as Lenox, Boehm, Cybis, and Ispanky, which may be found at outlets and showrooms throughout the area. Trenton's principal downtown shopping district encompasses four blocks on State Street and five blocks on Broad Street.

Trenton's culinary fare reflects the city's eclectic heritage; it is famous for its pizza and hoagies. Other ethnic cuisine includes the dishes of Mexico and Scandinavia. Several Italian eateries in the Chambersburg neighborhood are highly acclaimed five-star gourmet restaurants.

Visitor Information: New Jersey Tourism, PO BOX 460, Trenton, NJ 08625; telephone (800)VISIT-NJ; www.state.nj.us/travel

■ Convention Facilities

Mercer County typically pools its resources when appealing to conference-givers. Facilities in adjacent communities include the East Windsor Hilton Inn and National Conference Center, the Hyatt Regency-Princeton, and the Henry Chauncy Conference Center in Princeton. Local corporations often rely on their own facilities for business meetings and employee training. Merrill-Lynch, for instance, maintains a 360-room resident training center outside of Trenton, and the National Training Center is located in Highstown. The \$54 million Lafayette Yard Marriott Conference Hall includes a 197-room upscale hotel, a conference center with more than 16,000 square feet of meeting space, a grand ballroom, a 120-seat restaurant and lounge, and a 650-stall parking garage.

Convention Information: New Jersey Tourism, P.O. BOX 460, Trenton, NJ 08625; telephone (800)VISIT-NJ; www.state.nj.us/travel. Princeton Regional Convention and Visitors Bureau, 9 Vandeventer Avenue, Princeton, NJ 08542; telephone (609)924-1776; www.visitprinceton.org

■ Transportation

Approaching the City

Visitors traveling by air can use facilities at the Philadelphia International Airport or Newark Liberty International Airport, each about an hour's drive from Trenton. Both airports offer complete domestic and international service. Commuter plane and helicopter traffic is routed to Trenton-Mercer Airport in nearby Ewing Township,

where Pan Am Airlines offers its services. New Jersey Transit, a transportation system unique in the nation, allows passengers to purchase tickets anywhere in the state and board a train or bus to travel to any destination in the state. NJ Transit offers trains from Newark Liberty to the Trenton Train Station while Southeastern Pennsylvania Transportation Authority (SEPTA) offers service from Philadelphia. Amtrak schedules many daily trips to and from Boston and Washington, D.C.

Trenton lies at the heart of an extensive and heavily used network of roads. Interstate-95 passes around the city to the north while I-295 circles the eastern portion of the city and I-195 splits off toward the East Coast. Trenton is located along U.S. Route 1, which diagonally bisects the city, running northeast-southwest. U.S. Route 1 is one of the busiest in the state. U.S. Route 206 runs through the center city. U.S. Route 129 links to Route 1, I-195 and 295. The Trenton Highway complex links Route 1 and Route 29 to I-195 and I-295.

Traveling in the City

Trenton experiences moderate traffic during rush hours downtown. Major east-west thoroughfares include the John Fitch Parkway and Olden Avenue Extension while north-south arteries include Calhoun Street and Princeton Avenue. An extensive bus and rail services are offered in Trenton and Mercer County by NJ Transit. Each year, the public bus system in New Jersey transports millions of passengers, many of them commuters from the Trenton area. River LINE offers train service from Trenton to Camden with about 18 stations in between.

■ Communications

Newspapers and Magazines

Trenton is served by two daily morning newspapers: *The Times* and *The Trentonian*. *El Latino Expreso* is a weekly paper serving the Hispanic population. *The Monitor* is a publication of the Roman Catholic Church Diocese of Trenton. *Area Auto Racing News* is a weekly newspaper. Major magazines published in Trenton include the *NJEA Review*, a publication of the New Jersey Education Association.

Television and Radio

Trenton receives the major commercial affiliates from Philadelphia and New York City television stations. Trenton itself has a local cable television franchise and receives public television and radio stations out of Philadelphia. Radio broadcasting in the area includes student-operated stations from the College of New Jersey and Mercer County Community College, as well as a variety of AM and FM stations offering music, talk shows, and religious programming.

Media Information: *The Trentonian*, telephone (609)989-7800; www.trentonian.com

Trenton Online

- City of Trenton Home Page. Available www.trentonnj.org
- Mercer Regional Chamber of Commerce. Available www.mercerchamber.org
- New Jersey Economic Development Authority. Available www.njeda.com
- New Jersey State Archives. Available www.nj.gov/state/darm/links/archives.html
- Trenton Free Public Library. Available www.trenton.lib.nj.us
- The Trentonian*. Available www.trentonian.com
- Trenton Public Schools. Available www.trenton.k12.nj.us

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The State in Brief

Nickname: Empire State

Motto: Excelsior (Ever upward)

Flower: Rose

Bird: Bluebird

Area: 54,556 square miles (2000; U.S. rank 27th)

Elevation: Ranges from sea level to 5,344 feet

Climate: Cold winters, warm summers with lower temperatures in the mountains; abundant precipitation

Admitted to Union: July 26, 1788

Capital: Albany

Head Official: Governor David Paterson (D) (until 2010)

Population

1980: 17,558,165

1990: 17,990,455

2000: 18,976,457

2006 estimate: 19,306,183

Percent change, 1990–2000: 5.5%

U.S. rank in 2006: 3rd

Percent of residents born in state: 64.47% (2006)

Density: 407.8 people per square mile (2006)

2006 FBI Crime Index Total: 480,270

Racial and Ethnic Characteristics (2006)

White: 12,816,272

Black or African American: 2,990,260

American Indian and Alaska Native: 60,409

Asian: 1,322,971

Native Hawaiian and Pacific Islander: 4,927

Hispanic or Latino (may be of any race):
3,139,590

Other: 1,775,451

Age Characteristics (2006)

Population under 5 years old: 1,221,010

Population 5 to 19 years old: 3,873,304

Percent of population 65 years and over: 13.1%

Median age: 37.4

Vital Statistics

Total number of births (2006): 247,783

Total number of deaths (2006): 156,561

AIDS cases reported through 2005: 172,377

Economy

Major industries: Wholesale and retail trade, transportation, finance, manufacturing, foreign trade, publishing

Unemployment rate (2006): 6.5%

Per capita income (2006): \$28,024

Median household income (2006): \$51,384

Percentage of persons below poverty level (2006): 14.2%

Income tax rate: 4.0% to 6.85%

Sales tax rate: 4.0%



Albany

■ The City in Brief

Founded: 1624 (chartered 1686)

Head Official: Mayor Gerald D. Jennings (D) (since 1994)

City Population

1980: 101,727

1990: 101,082

2000: 95,658

2006 estimate: 93,963

Percent change, 1990–2000: –5.3%

U.S. rank in 1980: 164th

U.S. rank in 1990: 192nd (State rank: 6th)

U.S. rank in 2000: 277th (State rank: 21st)

Metropolitan Area Population

1980: Not available

1990: 861,623

2000: 875,583

2006 estimate: 850,957

Percent change, 1990–2000: 1.6%

U.S. rank in 1980: 46th

U.S. rank in 1990: 49th

U.S. rank in 2000: 56th

Area: 21.84 square miles (2000)

Elevation: 29 feet above sea level

Average Annual Temperatures: January, 22.2° F; July, 71.1° F; annual average, 47.5° F

Average Annual Precipitation: 38.6 inches of rain; 63.9 inches of snow

Major Economic Sectors: Government, services, trade, manufacturing

Unemployment Rate: 3.9% (June 2007)

Per Capita Income: \$22,644 (2005)

2005 FBI Crime Index Property: 4,883

2005 FBI Crime Index Violent: 1,275

Major Colleges and Universities: State University of New York (SUNY) at Albany; Albany Law School; Albany Medical College; Albany College of Pharmacy

Daily Newspaper: *Times Union*

■ Introduction

Albany is the capital and a major port and trading center for New York State. State government buildings dominate the city's skyline and governmental activities dominate the economy. One of the oldest cities in the country, Albany displays its Dutch heritage in the architecture of some of its buildings and in the narrow streets that date from colonial times. Today Albany is a thriving cultural center supporting a variety of museums, theaters, and historic buildings. Albany also has staked out a place for itself as a national leader in nanotechnology. In 2006 *Forbes* magazine named Albany number 18 among the nation's "Best Places for Business," and in 2007 the magazine ranked Albany the sixth best housing market in the U.S.

■ Geography and Climate

Albany is located on a steep hill at the confluence of the Mohawk and Hudson rivers in the east-central region of New York State. At the riverfront, the city is only a few feet above sea level. The terrain rises gradually, reaching a height of 1,800 feet 11 miles to the west and 2,000 feet 12 miles to the east.

Winters in Albany are usually cold and sometimes severe. In the warmer months temperatures rise rapidly during the daytime then fall rapidly after sunset, making the evenings relatively cool. The area enjoys one of the highest percentages of sunshine in the state.

Area: 21.84 square miles (2000)

Elevation: 29 feet above sea level

Average Temperatures: January, 22.2° F; July, 71.1° F; annual average, 47.5° F

Average Annual Precipitation: 38.6 inches of rain; 63.9 inches of snow

■ History

In 1609, when explorer Henry Hudson reached the end of the river that bears his name, he found a thriving community of Mohican Indians on the site of present-day Albany. In 1624 Dutch settlers established a permanent trading community there to replace one that had burned ten years earlier, and they named it Fort Orange. The British captured the fort in 1664, renaming it Albany in honor of England's James, Duke of York and Albany. The resident Dutch were permitted to retain their own language and customs. Albany became a fur-trading center and a residence for owners of the ships that carried produce down the Hudson River to the Atlantic and on to the West Indies.

In 1754 Benjamin Franklin presented his Plan of Union, a forerunner of the U.S. Constitution, at Albany, earning the city its nickname of "Cradle of the Union." Following the American Revolution, the city served as a supply center for settlers heading west. Albany was declared the capital of New York State in 1797. Banking, iron manufacturing, and lumber trading enriched the city's economy during the nineteenth century, and, with the completion of the Erie Canal in 1825 and the creation of the New York Central Railroad in 1853, Albany became an important commercial center as well.

By the early 1900s supplies of iron ore and lumber from the Adirondacks were dwindling, and Albany's industries declined. At the same time, the state of New York became increasingly important in national politics, with Albany nurturing such prominent figures as Theodore and Franklin Delano Roosevelt, Thomas E. Dewey, and Nelson A. Rockefeller. By the 1980s government had become the city's chief activity.

Albany, despite its reliance on government as its primary economic sector, was affected by the economic downturn of the late 1980s and early 1990s that resulted from a decline in the high technology sector. Gradually resurfacing through increased efforts at economic development and downtown restoration and beautification, the city recovered by the turn of the millennium.

Republican George E. Pataki was first elected governor of New York in 1995 and was reelected to a third term in 2002. Pataki, referred to as a catalyst for increasing New York's presence in the high technology industry, committed state funds totaling more than a billion dollars for research centers in support of this industry. Albany became the site for one of just six of these centers throughout the state, and the resulting Albany Nano-Tech, a university-based research facility that opened in 2003, promptly drew such high technology leaders as chip equipment manufacturer International Sematech. The first of many such partnerships, including those with Tokyo Electron Ltd. and International Business Machines Corp. (IBM), the Sematech deal was such a boon for the region that Governor Pataki stated that it "... could be the most important thing to happen to the upstate economy since the Erie Canal." In 2006 the prestigious *Small Times* magazine ranked the College of Nanoscale Science and Engineering (CNSE) of the University at Albany (UAlbany)—the first college in the world dedicated to nanotechnology education, research, and economic outreach—as the world's number one college for nanotechnology and microtechnology.

Historical Information: New York State Museum, Cultural Education Center, Room 3023, Albany, NY 12230; telephone (518)474-5877

■ Population Profile

Metropolitan Area Residents

1980: Not available
1990: 861,623
2000: 875,583
2006 estimate: 850,957
Percent change, 1990–2000: 1.6%
U.S. rank in 1980: 46th
U.S. rank in 1990: 49th
U.S. rank in 2000: 56th

City Residents

1980: 101,727
1990: 101,082
2000: 95,658
2006 estimate: 93,963
Percent change, 1990–2000: –5.3%
U.S. rank in 1980: 164th
U.S. rank in 1990: 192nd (State rank: 6th)
U.S. rank in 2000: 277th (State rank: 21st)

Density: 4,474.6 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 60,383
Black: 26,915



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American Indian and Alaska Native: 301
 Asian: 3,116
 Native Hawaiian and Pacific Islander: 34
 Hispanic or Latino (may be of any race): 5,349
 Other: 2,060

Percent of residents born in state: 73.0% (2006)

Age characteristics (2005)

Population under 5 years old: 5,002
 Population 5 to 9 years old: 3,989
 Population 10 to 14 years old: 4,546
 Population 15 to 19 years old: 4,416
 Population 20 to 24 years old: 9,245
 Population 25 to 34 years old: 11,977
 Population 35 to 44 years old: 10,046
 Population 45 to 54 years old: 11,873
 Population 55 to 59 years old: 5,221
 Population 60 to 64 years old: 2,532
 Population 65 to 74 years old: 4,745

Population 75 to 84 years old: 3,768
 Population 85 years and older: 1,042
 Median age: 35 years

Births (2006, MSA)

Total number: 9,295

Deaths (2006, MSA)

Total number: 7,788

Money income (2005)

Per capita income: \$22,644
 Median household income: \$33,431
 Total households: 37,436

Number of households with income of...

less than \$10,000: 5,403
 \$10,000 to \$14,999: 3,294
 \$15,000 to \$24,999: 5,814
 \$25,000 to \$34,999: 4,874

\$35,000 to \$49,999: 5,842
\$50,000 to \$74,999: 5,294
\$75,000 to \$99,999: 3,608
\$100,000 to \$149,999: 2,098
\$150,000 to \$199,999: 724
\$200,000 or more: 485

Percent of families below poverty level: 10.5%
(2005)

2005 FBI Crime Index Property: 4,883

2005 FBI Crime Index Violent: 1,275

■ Municipal Government

Albany is governed by a mayor and a 15-member council elected for four-year terms. The city is divided into 15 wards, with each ward represented on the council by an alderman. Albany is the focal point of Albany County, whose board of supervisors is elected by the wards and towns they represent.

Head Official: Mayor Gerald D. Jennings (D) (since 1994; current term expires 2010)

Total Number of City Employees: 1,452 (2008)

City Information: City of Albany, Office of the Mayor, City Hall, Albany, NY 12207; telephone (518) 434-5100; fax (518)434-5013

■ Economy

Major Industries and Commercial Activity

State and local governments employ nearly a quarter of the Albany area workforce, a phenomenon that has brought long-term stability to the economy. A network of service industries, especially restaurants and food stores, law firms, and related businesses, has grown up in Albany to serve the needs of government. Area colleges and universities and an extensive healthcare network also play a dominant role in the city's economy. The presence of scientific research facilities has stimulated the growth of the high technology industries that are replacing traditional manufacturing industries.

Technology has, in fact, been targeted as a prime growth industry for Albany. Albany NanoTech, a university-based research facility for nanotechnology that opened in 2003, received a large portion of the \$1.4 billion that the state committed toward the establishment of research centers throughout New York. Albany successfully attracted a branch research center of Austin, Texas, based International Sematech. Tokyo Electron Ltd., one of the world's leading makers of computer chip manufacturing equipment, decided to send researchers to

Albany instead of its North American headquarters in Austin. New York City-based International Business Machines Corp. (IBM) followed suit, moving researchers to Albany.

Albany is home to a number of manufacturers, producing such items as felt products, sporting goods, and beer, but major manufacturing is represented by national companies with divisions located throughout Albany County. The sectors of finance, insurance, and real estate enjoy a strong presence in Albany, which is one of the nation's largest banking cities. As the focal point of a six-county greater metropolitan area that encompasses prime East Coast recreational areas, Albany is also affected economically by the tourists who flock to the region each year.

Items and goods produced: machine tools, paper products, felt, athletic equipment, aspirin, brake linings, cement, steel products, electrical equipment, dental products, chemicals

Incentive Programs—New and Existing Businesses

Local programs: The City of Albany's Department of Development and Planning and the Department of Industrial Development Agency help coordinate incentive packages. Some of these incentives are low interest rate loans, property tax abatements, job training assistance, and tax credits. The Albany County Partnership, a venture between the Albany-Colonie Regional Chamber of Commerce and the Albany County Department of Economic Development, Conservation, and Planning, offers finance programs, loan funds, and assistance funds to qualified businesses seeking to expand, relocate, or retain operations in the region.

State programs: The Empire State Development Corporation, the state agency responsible for promoting economic development in New York State, has programs available to assist businesses that are expanding and creating jobs. Its programs range from direct financing through the Job Development Authority to low-interest subsidies and loan guarantees. Depending on the financing source, funds can be used for building construction, equipment acquisition, building purchases, and working capital. New York State's progressive tax structure combines tax credits, deductions, exemptions, and write-offs to help reduce the tax burden on businesses. State financial incentives available include those offered through the Regional Development Corporation, New York Job Development Authority, Urban Development Corporation, and locations in Economic Development Zones. As the state capital, Albany offers accessibility to information and assistance from legislators and agencies eager to assist companies locating in New York state.

Job training programs: Through the On-The-Job Training program and the Capital Region ReEmployment Center, the Albany-Colonie Regional Chamber of Commerce offers incentives to employers of qualified individuals, including reimbursement for up to 50 percent of a trainee's salary for an approved training period. In addition, prescreening of candidates can be handled by center staff so that a business is presented with only qualified applicants. As well, the Capital Region Workforce Investment Board (WIB) provides a variety of services for both employers seeking to attract, train, and retain qualified workers and for individuals seeking employment. Assistance for employers includes funds for training existing and incumbent employees and access to a job and resume bank.

Development Projects

Between 1995 and 2005, more than \$2 billion was realized in economic development projects in Albany. During 2004 alone, 30 companies committed to investing \$49 million and creating 320 new jobs in the city's Empire Zone. The state government also fueled local development, particularly with Albany NanoTech, a university-based research facility for nanotechnology that opened in 2003 and has since attracted such corporate partners as International Sematech, Tokyo Electron Ltd., and International Business Machines Corp. (IBM). Other recently completed projects include the Hudson River Way, featuring a pedestrian bridge linking downtown with Corning Park. The Palace Theatre received \$5.5 million in renovations and improvements by 2004.

One of the largest projects underway is construction of the Albany Convention Center/Hotel complex. This \$200-million project will comprise a 300,000-square-foot convention center attached to a 400-room hotel; it is expected to generate \$3.2 billion in the local economy and create 1,740 jobs. In 2004 an advisory committee called for three existing library facilities, including the main library, to be renovated; four new library branches to be constructed in local neighborhoods; and a wireless, mobile library branch—a "Cybermobile"—to be implemented.

Underway in 2008 was redevelopment of the 300-acre W.A. Harriman State Office Campus, geared to result in increased property tax revenues and attracting new business enterprises to Albany. With its proximity to the University at Albany research facilities and Albany NanoTech, the Harriman Campus provides an excellent opportunity for new development activity within Albany that will generate private investment.

Economic Development Information: City of Albany Division of Economic Development, City Hall, 24 Eagle Street, Albany, NY 12207; telephone (518) 434-5284

Commercial Shipping

Albany was named one of the nation's "100 Best Metro Areas for Logistics" by *Expansion Management* magazine in September 2004. Inland 124 miles from New York City, the Port of Albany's 32-foot channel on the Hudson River admits international oceangoing vessels and serves as an important stop on the barge canal system of the state, ultimately connecting the city with the Atlantic Ocean and the Great Lakes. The port is served by three railroads and more than 100 motor freight carriers. The cargo terminal of Albany International Airport serves FedEx, UPS, DHL, and Mobile Air carriers. A recently completed multi-million dollar capital redevelopment project included a new cargo facility. Albany is within overnight trucking distance of 35 of the country's 100 largest retail markets. The city is also the site of Foreign Trade Zone #121, an area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty. The area's global presence is also facilitated by the Capital Region World Trade Center, which relocated to downtown Albany from Schenectady in 2006.

Labor Force and Employment Outlook

Albany's workforce is highly educated—the public school system is strong, the state university well-regarded. According to the 2000 U.S. Census, 17.2 percent of all residents have obtained a bachelor's degree, and 15.4 percent have achieved a graduate or professional degree. In recent years, the city has rapidly worked to redefine itself as a hub for research and high technology, further fueling the educational profile of its citizens. The civilian labor force in the Albany-Schenectady-Troy metropolitan statistical area numbered more than 450,000 in November 2007.

The following is a summary of data regarding the Albany-Schenectady-Troy metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 447,200

Number of workers employed in . . .

- construction and mining: 18,400
- manufacturing: 23,200
- trade, transportation and utilities: 79,400
- information: 10,700
- financial activities: 26,500
- professional and business services: 53,100
- educational and health services: 78,700
- leisure and hospitality: 32,300
- other services: 18,300
- government: 106,600

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.9% (June 2007)

Largest employers (2003, Albany County)

	<i>Number of employees</i>
State of New York	30,762
General Electric Co.	9,000
United States Government	8,092
Albany Medical Center	5,269
St. Peter's Health Care Service	3,388
Northeast Health	3,059
Verizon Communications Inc.	3,000
County of Albany	2,995
Stewart's Ice Cream Co.	2,840
Knolls Atomic Power Laboratory Inc.	2,650

Cost of Living

Because a large portion of property in Albany is tax-exempt, the tax burden on individuals can be onerous. While property taxes have been lowered in recent years, school taxes tend to rise each year. The cost of housing is competitive with other metropolitan areas in the Northeast and is substantially below that of major areas such as Boston and New York.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 4.0% to 7.70%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 4%

Property tax rate: \$22.01 per \$1,000 of assessed valuation times the tax rate (2004)

Economic Information: Albany-Colonie Regional Chamber of Commerce, One Computer Drive South, Albany, NY 12205-1631; telephone (518)431-1400; fax (518)431-1402

■ **Education and Research**

Elementary and Secondary Schools

The administration of policy for the Albany public schools is vested in an elected Board of Education, which is independent of city government and appoints officers

and employees of the school district. The seven, non-paid board members each serve a four-year term.

Albany's school district provides students a broad range of programs and services, including academic enrichment and support services, health, food, transportation, pupil personnel and special education services, as well as Magnet school, athletic, continuing education, and extended-day programs.

The following is a summary of data regarding the City School District of Albany as of the 2005–2006 school year.

Total enrollment: 9,268

Number of facilities

- elementary schools: 12
- junior high/middle schools: 3
- senior high schools: 3
- other: 0

Student/teacher ratio: 13.8:1

Teacher salaries (2005–06)

- elementary median: \$55,060
- junior high/middle median: \$51,420
- secondary median: \$54,150

Funding per pupil: \$15,296

Public Schools Information: Albany City School District, Academy Park, Albany, NY 12207; telephone (518)475-6000; fax (518)475-6009

Colleges and Universities

Albany is home to seven colleges and universities. The State University of New York (SUNY) at Albany, one of four university centers of the SUNY system, is the largest college in the region, enrolling 12,500 undergraduate and 5,000 graduate students pursuing degrees ranging from bachelor's to doctorate. Advanced study is also available at Albany Medical College, Albany Law School, and Albany College of Pharmacy. The College of St. Rose offers bachelor's and master's degrees in liberal arts, business, education, science, and fine arts. Sage College of Albany and Maria College both offer two-year associate's degrees in a variety of disciplines.

A number of colleges and universities are located in the region outside of Albany. Schenectady is home to Union College, which offers degrees in law and pharmacy; this college houses the Dudley Observatory and is also the birthplace of the Phi Beta Kappa society. Two institutes of higher learning are located in Troy: Hudson Valley Community College and Rensselaer Polytechnic Institute, which specializes in engineering, architecture, and technology and supports a high-technology business center. Sienna College, a Catholic and Franciscan college, is an undergraduate, liberal arts institution located in Loudonville.

Libraries and Research Centers

Founded in 1833, the Albany Public Library and its four branches hold more than 300,000 volumes, with special city and county history and oral history collections, along with a reading machine for the visually impaired. A new branch, the New Scotland Branch library, was under construction as of 2008. The Albany Public Library also has a bookmobile. About a dozen New York state departments maintain libraries in Albany, as do area colleges, universities, and health centers. Of cultural and educational interest is the New York State Library, founded in 1818 and holding more than 20 million volumes; special collections focus on Dutch Colonial and Shaker history as well as the political and social history of the state. The New York State Archives contain records dating back 350 years.

Albany has dozens of research facilities. One of the newest and grandest is Albany NanoTech, a research facility for nanotechnology that has partnerships with such industry heavy-hitters as International Business Machines Corp. (IBM), International Sematech, Tokyo Electron Ltd., Advanced Micro Devices, Inc., SONY, Toshiba, Qimonda, and Honeywell. An expansion underway in 2008 will increase the size of the NanoTech complex to over 800,000 square feet by mid-2009. The nationally renowned Rensselaer Polytechnic Institute in Troy conducts extensive research in the fields of engineering and technology and maintains a technology park. Scientists at General Electric Global Research in Niskayuna developed high field magnetic resonance imaging, a noninvasive diagnostic test. The three research universities and Albany Medical College conduct research in such areas as cancer, blood diseases, and pediatric medicine. The State University of New York (SUNY) at Albany has research institutes in law, government, management, economics, education, media, and technology.

Public Library Information: Albany Public Library, 161 Washington Ave., Albany, NY 12210; telephone (518)427-4300

■ Health Care

Albany's health care needs are served by two medical centers and 12 hospitals. The largest facility, the 631-bed Albany Medical Center, specializes in open-heart and coronary bypass surgery as well as vascular microsurgeries; it maintains trauma and burn units in addition to a children's hospital and is affiliated with Albany Medical College. Capital District Psychiatric Center is one of the area's facilities that serve special needs. Other local hospitals include Memorial Hospital, St. Peter's Health Care Services, and the Stratton Veterans Affairs Medical Center. The presence of research centers in the region has made Albany a leader in the development of advanced diagnostic tools such as high field magnetic resonance imaging.

Health Care Information: Albany County Department of Health, 175 Green St., Albany, NY 12202; telephone (518)447-4580

■ Recreation

Sightseeing

Walking tours of renovated downtown historic sites are a popular way to see Albany. The Albany Heritage Area Visitors Center provides information about these and other programs; it also houses a hands-on exhibit detailing the city's past and present. Among the interesting sights in downtown Albany is the New York State Capitol, completed in 1898 under the supervision of five architects over a thirty-year period. Its combination of classic architectural styles contrasts with the modern complex of buildings that comprises the Nelson A. Rockefeller Empire State Plaza, encompassing cultural and recreational features as well as the state's tallest tower outside of New York City. The Empire State Plaza contains several memorials, including the Korean War Veterans Memorial, Martin Luther King Memorial, NYS Fallen Firefighters Memorial, NYS Vietnam Memorial, NYS Women Veterans Memorial, State of New York Police Officers Memorial, and World War II Memorial. Albany's other memorials located outside of the Empire State Plaza are the Henry Johnson Memorial, Moses Smiting the Rock/King Memorial Fountain, Soldiers & Sailors Monument, and Spanish-American War Monument.

Visitors can experience Albany's history by touring eighteenth-century mansions, including the Schuyler Mansion, where Betsy Schuyler married Alexander Hamilton in 1780, and Historic Cherry Hill, built in 1787 for the Van Rensselaer family and occupied until 1963 by their descendants. Several other mansions, historic churches, and government buildings are also open to the public. The Ten Broeck Mansion now contains the Albany County Historic Association. As the seat of the state's government, Albany is also home to the New York State Court of Appeals and the New York State Education Building. Another interesting sight is the USS *Slater*, a Destroyer Escort built in 1943; the *Slater* is one of only three remaining Destroyer Escort ships built during World War II.

Arts and Culture

As part of its effort to revitalize the downtown area, Albany has designated the area around the Palace Performing Arts Center as the "Theatre Arts District." The Palace, located in the heart of downtown, hosts a variety of events throughout the year, including Broadway shows and classical and rock concerts. It is one of two homes of the Albany Symphony Orchestra, which also performs at the Troy Savings Bank Music Hall. This music hall,

located in Troy, was built in 1875 and is one of the nation's only three continuously operating nineteenth century concert halls. "The Egg" (named for its unique architectural shape) is located in the Empire State Plaza and houses two theaters: the Swyer Theatre seats 450 for chamber music concerts, cabaret, and lectures, and the Hart Theatre can accommodate up to 982 people interested in music theater and concerts. The Capital Repertory Theatre, a 250-seat facility, presents new and classic plays throughout the year. Other Albany performing groups include the Albany Ensemble and eba Dance Theater.

Albany and its environs are home to many historical, art, and specialized museums. The newly renovated and expanded Albany Institute of History and Art, founded in 1791, features an extensive permanent collection covering four centuries of regional history, art, and culture, as well as changing exhibits portraying life in the upper Hudson Valley through paintings, furniture, silver, and other artifacts. The New York State Museum presents multimedia exhibits dealing with everyday life through the ages in New York City, the Adirondacks, and the Upstate region, as well as the nation's first permanent exhibition of the 9-11 terrorist attacks. The Albany Heritage Area Visitors Center brings the past to the present with a museum gallery showcasing Albany's history, along with explorations of space at the Henry Hudson Planetarium.

Other notable museums in the city include the University Art Museum, which displays contemporary art dealing with diverse and challenging issues, and the Albany Center Gallery. The Plaza Art Collection, housed at the Empire State Plaza, is the world's largest collection of modern art in any single public site that is not a museum.

Festivals and Holidays

Albany's best-known celebration is the colorful Tulip Festival, held in May to commemorate the city's Dutch heritage; festivities include reenactments of the Old World tradition of scrubbing the streets, a flower show, a children's fair, and the crowning of the Tulip Queen. Also in May is the Annual Albany History Fair. June brings the Father's Day Pops Concert. Fireworks light the sky at the Independence Day Celebration at the Empire State Plaza, which is also the setting for the Blues Fest, a weekend of blues performances held later in July. The Albany Riverfront Jazz Festival takes place in September at the Riverfront Amphitheater, while Larkfest—one of upstate New York's largest street festivals—extends along Lark Street with more than 100 vendors of arts, crafts, and cuisine. Harvest Fest is a November celebration of the state's food and wine bounty. More than 10,000 lights are set ablaze on State and Pearl streets in the Symphony of Lights, which runs from mid-November to early January. The Christmas season is further celebrated with the

Capital Holiday Lights in the Park, a drive-through light display, and the Annual Holiday House Tour, featuring historic homes decorated for the holidays. The Albany Winter Festival, which premiered in 2006 as a replacement to the former First Night celebration, offers all-ages activities including interactive games, live animals, live music, and other performances.

Albany hosts a number of parades throughout the year, including those that commemorate St. Patrick's Day, Memorial Day, Veterans Day, and Columbus Day. The Columbus Day Parade is followed by an Italian Festival, one of the city's many ethnic festivals. Others include May's annual Grecian Festival, July's annual Celtic Heritage Festival, and the African American Arts & Cultural Festival and LatinFest, both held in August.

Sports for the Spectator

The Albany Conquest play arena football at the Times Union Center from November through March. The Times Union Center also hosts the Albany River Rats, a member of the American Hockey League and an affiliate of the New Jersey Devils. The Times Union Center is the home of the Eastern College Athletic Conference Hockey League Championship and a frequent host of the Metro Atlantic Athletic Conference tournament. The Albany Patroons play home games in the Continental Basketball Association at the Washington Avenue Armory. Fans of the New York Giants can witness practices and pre-season games at its football training camp, held during the summer at the State University of New York (SUNY) at Albany. Three area speedways present auto races from spring to fall, and the horses run at Saratoga Raceway from February through November. Saratoga Race Track is the scene of thoroughbred horseraces during August.

Sports for the Participant

Surrounded by more than 25,000 acres of state forests and many lakes, the Albany area offers recreational opportunities for all seasons. The Hudson River is now clean enough for recreational use and is connected to the city of Albany by the Hudson River Way, a pedestrian bridge that was completed in 2002. In recent years, the Erie Canal has been experiencing a renaissance of recreational use by boaters; guided tours of the canal are conducted out of Fultonville, about 35 miles west of Albany. Summer activities include golf, tennis, sailing, boating, hunting, fishing, and swimming. The area is a short distance from some of the Northeast's most popular ski centers and is within 35 minutes of Adirondack Park, at six-million acres the largest wilderness area east of the Mississippi River and home of the Lake Placid Olympic facilities. State and private operators maintain campgrounds in the park, and other campgrounds are located at historic sites throughout the area and on islands in Lake George. One of the region's most popular

recreational attractions is the Mohawk-Hudson Bikeway (35 miles), which travels along those rivers and connects the areas of Albany, Schenectady, and Troy.

Albany provides outlets for the competitor, whether serious or recreational. Freihofer's Run for Women is a women-only 5K race held in June. The Pine Bush Triathlon invites participants age 10 and up to compete in a swimming, biking, and running event in July.

Shopping and Dining

Crossgates Mall in nearby Guilderland, is the Capital Region's premiere family shopping and entertainment complex with more than 250 shops, including Macy's, JCPenney's, Best Buy, and Borders. There is also an 18-theatre cinema complex and numerous restaurants. Colonie Center Mall in downtown Albany boasts more than 100 stores, including Macy's, Sears, Boscov's, L.L. Bean, and Christmas Tree Shops. It is just five minutes away from major hotels along Wolf Road. Adjacent to historic downtown, Lark Street is known as "Albany's Greenwich Village," with its unique boutiques and specialty shops.

Albany's restaurant selections span the globe. Visitors can sample the spices of Indonesia, the delicacies of France, the surprises of the Orient, the aromas of Italy, or the charm of the southwest. They can dine by candlelight, al fresco at an outdoor café, by a crackling fireplace, aboard a river cruise, or in an old-world setting.

Visitor Information: Albany County Convention & Visitors Bureau, 25 Quackenbush Square, Albany, NY 12207; telephone (518)434-1217; toll-free (800)258-3582; fax (518)434-0887

■ Convention Facilities

Albany is a popular site for conventions, as it combines urban attractions with proximity to recreational opportunities and scenic splendor. The 17,500-seat Times Union Center offers more than 55,000 square feet of exhibit space. A covered walkway connects the Times Union Center to the Empire State Plaza Convention Center, which houses 80,000 square feet of exhibit space, six meeting rooms, and a 982-seat theater.

Albany is tentatively planning on constructing a new convention center and hotel complex. The Albany Convention Center is to have 85,000 square feet of exhibition space, and the attached hotel will house 400 rooms. Cost estimates for the construction were due in December 2008.

Albany's almost 100 hotels (with 6,000 rooms) and other creative sites provide meeting spaces of various sizes. These spaces are conveniently located throughout the region. Proximity to government offices, Albany International Airport, major highways and key business facilities offer a variety of options for meetings of all sizes and space requirements.

Convention Information: Albany County Convention & Visitors Bureau, 25 Quackenbush Square, Albany, NY 12207; telephone (518)434-1217; toll-free (800) 258-3582; fax (518)434-0887

■ Transportation

Approaching the City

Albany was one of the first cities in the nation to have its own airport. In 1928 Charles Lindbergh landed his craft at Albany International Airport in Colonie, located about seven miles west of downtown Albany. The airport sees approximately 90 daily commercial arrivals and departures with the following airlines: Air Canada, American Eagle, Continental, Continental Connection, Delta, Delta Connection, Northwest, Southwest, United/United Express, and USAirways/USAirways Express.

A modern superhighway network that grew up along the shores of Albany's waterways connects the city with New York City to the south via the New York State Thruway (Interstates 90 and 87), and to the Adirondack region and Lake Champlain via the Adirondack Northway (Interstate 87). Interstate 787, the Riverfront Arterial, assists intercity travel and access to New England through connections with Interstate 90 east and U.S. Route 7. Other major highways include U.S. Routes 5, 7A, 9, 9R, and a host of county highways.

Amtrak provides intercity rail passenger service to the Northeast, Midwest, and Canadian cities. The station is located in Rensselaer, about ten minutes from downtown Albany. An increasing number of motor coaches carry tourists to the region from New England and Canada.

Traveling in the City

Two downtown bus terminals operated by Capital District Transportation Authority (CDTA) handle passenger service in the city and its environs. The CDTA bus fleet of 250 vehicles serve a 4-county service area that encompasses some 2,300 square miles. More than 750,000 people live in the service area. The vast majority of CDTA's 44 regular routes are centralized in a 150-square-mile urbanized area. Nearly 35,000 customer boardings take place each weekday on regular route buses. In addition, CDTA trolleys run a continuous loop through the downtown Albany area, the Theatre Arts District, the waterfront, and Lark Street during the summer.

■ Communications

Newspapers and Magazines

Albany readers are served by the *Times Union*, which is published every morning. Albany's *Business Review* is a weekly business publication serving the Capital Region of

New York. Several special interest newspapers and magazines are also published in the city, including *The Evangelist* and *Metroland*. Locally published periodicals cover such topics as library science, law, business, employment, film literature, the food industry, organizational management, criminal justice, institutional research, dentistry, and pharmacy.

Television and Radio

Five television stations, including four network affiliates and one independent, broadcast from the Albany area. The Albany area is served by more than 40 AM and FM radio stations—11 of which originate within the city—that feature a wide range of programming, including broadcasts from several area colleges.

Media Information: *Times Union*, Box 15000, News Plaza, Albany, NY 12212; telephone (518)454-5694

Albany Online

Albany City School District. Available www.albanyschools.org
Albany-Colonie Regional Chamber of Commerce. Available www.ac-chamber.org

Albany County Convention & Visitors Bureau. Available www.albany.org
Albany County Department of Economic Development. Available www.albanycounty.com/departments/edcp
Albany County Department of Health. Available www.albanycounty.com/departments/health
Capital District Regional Planning Commission. Available www.cdrpc.org
City of Albany home page. Available www.albanyny.org
The *Times Union*. Available www.timesunion.com

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- Killips, Tom, *New York's Capital District 1978-2003* (Mount Pleasant, SC: Arcadia, 2004)
McEneny, John J., Robert W. Arnold, and Dennis Holzman, *Albany: Capital City on the Hudson* (Sun Valley, CA: American Historical Press, 1998)



Buffalo

■ The City in Brief

Founded: 1803 (incorporated 1832)

Head Official: Mayor Byron Brown (D) (since 2006)

City Population

1980: 357,870

1990: 328,175

2000: 292,648

2006 estimate: 276,059

Percent change, 1990–2000: –10.8%

U.S. rank in 1980: 39th

U.S. rank in 1990: 50th (State rank: 2nd)

U.S. rank in 2000: 69th (State rank: 2nd)

Metropolitan Area Population

1980: 1,243,000

1990: 1,189,340

2000: 1,170,111

2006 estimate: 1,137,520

Percent change, 1990–2000: –1.6%

U.S. rank in 1980: Not available

U.S. rank in 1990: 33rd

U.S. rank in 2000: 42nd

Area: 52.51 square miles (2000)

Elevation: 599 feet above sea level

Average Annual Temperatures: January, 24.5° F; July, 70.8° F; annual average, 47.9° F

Average Annual Precipitation: 40.54 inches of rain; 93.6 inches of snow

Major Economic Sectors: Healthcare services, transportation, manufacturing, wholesale and retail trade, tourism, research

Unemployment Rate: 4.6% (June 2007)

Per Capita Income: \$17,348 (2005)

2005 FBI Crime Index Property: 16,730

2005 FBI Crime Index Violent: 3,938

Major Colleges and Universities: University at Buffalo; Buffalo State College; Erie Community College

Daily Newspaper: *The Buffalo News*

■ Introduction

Buffalo is the second largest city in New York State and its largest inland port. Nicknamed by Millard Fillmore as “The Queen City of the Lakes,” the city derives vitality from its waterways. Buffalo is located at the eastern end of Lake Erie and at the head of the Niagara River; the lake has made the city one of the nation’s leading inland ports, while the hydroelectric power supplied by Niagara Falls has attracted a diverse array of industries. Buffalo characterizes itself as the City of Good Neighbors and is a cosmopolitan municipality with strong ethnic loyalties and a record of good inter-group relationships. Its stalwart citizens, who twice rebuilt the city when it was destroyed by fire, have succeeded in creating an international lakefront city rich in culture and notable for its architecture and many beautiful parks. Buffalo has excellent educational and health care facilities and has beat out such cities as New York, Detroit, and Cleveland on *Forbes* magazine’s “Best Cities for Jobs” list. The Queen City Hub strategic plan has laid out development projects in a number of different districts of the downtown area.

■ Geography and Climate

Buffalo is situated on level or gently rolling terrain at the eastern end of Lake Erie at the head of the Niagara River and at the terminus of the Erie Canal.

Buffalo has a reputation for severe winters, which is slightly exaggerated. The effect of below-freezing winds gusting across the warmer lake water produces lake effect snow in amounts higher than most northern states. The lake effect also produces a somewhat longer winter season but additionally contributes to frequent thaws. The same winds over Lake Erie create cool breezes in summer, which arrives suddenly in mid-June.

Area: 52.51 square miles (2000)

Elevation: 599 feet above sea level

Average Temperatures: January, 24.5° F; July, 70.8° F; annual average, 47.9° F

Average Annual Precipitation: 40.54 inches of rain; 93.6 inches of snow

■ History

Erie's Earliest Beginnings

Lake Erie was the first Great Lake to form during the retreat of the Wisconsin glacier at the close of the last ice age approximately 15,000 years ago. As the ice gradually melted, it formed lakes within its boundaries and eventually left rock moraines that acted as natural dams in the creation of the Great Lakes system. The glacier scoured and smoothed the land as it left what would become the U.S. and created channels here and there where water would flow out of lakes to carve rivers such as the Niagara. It wasn't a completely barren landscape—mammoth bones have been unearthed in western New York state, dating to the last period of glaciation. About 3,000 years after the glaciers vacated the area, early man moved in to the neighborhood. Called Folsom Man due to the arrowheads used in hunting, they were a nomadic Stone Age people and were eventually replaced by a series of primitive native peoples, the forebears of the Iroquois.

The Iroquois settled in western New York and began to develop sophisticated systems of community and architecture. These early inhabitants of Buffalo were peace-loving, matriarchal hunters and farmers who would settle in an area temporarily, farm the soil until it needed a rest, then move on to a new location. Other native tribes in the region included the Hurons, the Eries, and the Neutral-Wenro; from time to time, there were conflicts among the groups. Ultimately, though, the Iroquois were almost as well-known for building coalitions as they were for their most famous member, Hiawatha.

The first European settler in the region of present-day Buffalo was a French trader who established a short-lived settlement in 1758 in a territory inhabited by the Iroquois tribe. At the conclusion of the French and Indian War, Great Britain took control of the entire area. In 1790 the Holland Land Company purchased four tracts of land in

western New York and sent surveyor Joseph Ellicott there in 1803 to draw up a plan for a city on Lake Erie and the Niagara River, which he called New Amsterdam. Residents of the area did not approve of this choice of name, preferring the name Buffalo. One legend has it that Buffalo was a mispronunciation of the French *beau fleuve* (beautiful river), possibly referring to the nearby Niagara River.

The Price of Freedom

In the late 1700s and early 1800s, settlers in the New England area and beyond were becoming uncomfortable with British rule for a number of reasons. The U.K. wasn't allowing U.S. ships to trade with France; it was pressing American seamen to serve in their war; the settlers in the U.S. were desirous of more territory; and, possibly of most concern to residents of early Buffalo, it was feared that the British in Canada would incite Native American violence against people living in what was then the frontier. On the east coast, there were additional concerns regarding increasingly oppressive taxation, and the United States decided it had had enough—war was declared against Britain. During the War of 1812, the British burned every building in Buffalo with the exception of a jail, a blacksmith shop, and one residence, but the town was quickly rebuilt by an undaunted citizenry. In the 1820s Buffalo was chosen as the western terminus of the Erie Canal, connecting the Great Lakes to the Hudson River and ultimately to the Atlantic Ocean, thereby opening the West to trade. By 1825 Buffalo was a major port. The city's commercial importance was increased during the Civil War of the 1860s when alternate transportation routes to the West were needed. New York State and Buffalo were part of the union, contributing materials, money, and men to the war effort. Buffalo itself became a terminus on the Underground Railroad system, hiding escaped slaves and aiding their relocation to Canada before, during, and after the war between the states.

In the mid- and late-1800s, Buffalo was becoming a heavy manufacturing center as Joseph Hibbard began building steam engines there and Joseph Dart invented the steam-powered grain elevator. The city developed into one of the largest grain storage and processing centers in the world, a distinction it still holds, attracting immigrants from throughout Europe and growing from a population of 10,000 people in 1831 to 352,000 people in 1900. The harnessing of hydroelectric power from the Niagara Falls in the early 1900s brought electricity-consuming industries to the area, including the iron and steel industries, which until the 1980s made up the city's major industrial sectors, together with the transportation-equipment manufacturers who still fill that role.

Buffalo in the Twentieth Century

The Pan-American Exposition of 1901, held in Buffalo to celebrate a century of progress in the Western Hemisphere, contributed to the city's growth as well as to its

notoriety. After delivering the opening speech at the exposition on September 6, 1901, U.S. President William McKinley was shot, dying eight days later. Immediately Vice President Theodore Roosevelt took the oath of office in Buffalo, assuming the presidency.

In 1927, the Peace Bridge opened, creating an international link between Buffalo and Fort Erie, Ontario. The associated celebration hosted luminaries such as British royalty (including a couple of future kings), a prime minister or two, the U.S. vice president, and the governor of the State of New York. Unfortunately, things soon took a downhill turn—after World War II, when automation began to replace heavy industrial employment and companies began to move out of the area, Buffalo suffered a severe population loss. The next big economic blow was the opening of the St. Lawrence Seaway in 1957, allowing for goods to be transported by a series of locks and canals to the St. Lawrence River and completely bypassing Buffalo. Industries began to shut down and only about 50 percent of the population at its peak was left as many fled the Rust Belt for better economic and atmospheric climes.

Buffalo Today

Efforts have been underway since the 1970s to stem the population loss and to attract new industries that will in turn attract workers who will come to Buffalo and stay. Stabilizing the tax base has been a primary mission of Buffalo City and New York State government for nearly 60 years. Progress on urban renewal began slowly, with the Buffalo Economic Renaissance Corporation leading the way. In the 1990s, Buffalo initiated a massive rebuilding of the downtown business district that enhanced historical structures, increased office space, and improved amenities. Unfortunately the terrorist attacks felt nationwide in the new century took a toll.

The repercussions of the tragedies of September 11, 2001, still are felt today in Buffalo. Aside from the city's compassion for the pain of New York City dwellers, the effects of the Patriot Act and other legislation linked to homeland security have both tightened up the U.S.-Canada border for trade purposes and have discouraged Canadian students from attending college in the nearby Buffalo region, regardless of the reputation of the local research programs.

The city is striving to level the Sun Belt and suburban flight out by creating a new niche in life science research, which utilizes much of the wisdom of the city's industrial past while keeping an eye to the future. A low cost of living, innovative employment opportunities, and the beauties of Lake Erie and Niagara Falls will continue to keep Buffalo buoyant.

Historical Information: Buffalo and Erie County Historical Society, 25 Nottingham Court, Buffalo, NY 14216; telephone (716)873-9644

■ Population Profile

Metropolitan Area Residents

1980: 1,243,000
 1990: 1,189,340
 2000: 1,170,111
 2006 estimate: 1,137,520
 Percent change, 1990–2000: –1.6%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 33rd
 U.S. rank in 2000: 42nd

City Residents

1980: 357,870
 1990: 328,175
 2000: 292,648
 2006 estimate: 276,059
 Percent change, 1990–2000: –10.8%
 U.S. rank in 1980: 39th
 U.S. rank in 1990: 50th (State rank: 2nd)
 U.S. rank in 2000: 69th (State rank: 2nd)

Density: 7,205.8 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 128,912
 Black: 105,285
 American Indian and Alaska Native: 1,008
 Asian: 6,820
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 19,425
 Other: 10,666

Percent of residents born in state: 77.4%
 (2000)

Age characteristics (2005)

Population under 5 years old: 16,265
 Population 5 to 9 years old: 17,196
 Population 10 to 14 years old: 20,920
 Population 15 to 19 years old: 18,825
 Population 20 to 24 years old: 22,674
 Population 25 to 34 years old: 35,572
 Population 35 to 44 years old: 34,447
 Population 45 to 54 years old: 37,302
 Population 55 to 59 years old: 12,556
 Population 60 to 64 years old: 9,648
 Population 65 to 74 years old: 14,285
 Population 75 to 84 years old: 13,054
 Population 85 years and older: 3,748
 Median age: 34.2 years

Births (2006, MSA)

Total number: 12,184



©James Blank.

Deaths (2006, MSA)

Total number: 12,324

Money income (2005)

Per capita income: \$17,348

Median household income: \$27,311

Total households: 117,124

Number of households with income of . . .

less than \$10,000: 22,531

\$10,000 to \$14,999: 12,095

\$15,000 to \$24,999: 20,406

\$25,000 to \$34,999: 15,417

\$35,000 to \$49,999: 17,768

\$50,000 to \$74,999: 15,738

\$75,000 to \$99,999: 6,545

\$100,000 to \$149,999: 4,481

\$150,000 to \$199,999: 1,387

\$200,000 or more: 756

Percent of families below poverty level: 12.7% (2005)

2005 FBI Crime Index Property: 16,730

2005 FBI Crime Index Violent: 3,938

■ Municipal Government

Buffalo, the seat of Erie County, operates under the mayor-council form of government. All nine members of the common council are elected by the individual Buffalo districts that they represent, and the mayor is elected by the general citizenry to serve a four-year term in office. The council president serves a four-year term, as do the other council members. Elections occur in odd-numbered years. The mayor is the head of the executive branch of the government, while the council tends to participate primarily on the legislative end of the spectrum.

The city has embarked on an aggressive campaign to cut Buffalo's deficit, including cutting the number of city employees by almost 40 percent.

Head Official: Mayor Byron Brown (D) (since 2006; current term expires 2009)

Total Number of City Employees: 2,802 (2008)

City Information: Buffalo City Hall, 201 City Hall, 65 Niagara Square, Buffalo, NY 14202; telephone (716) 851-4200

■ Economy

Major Industries and Commercial Activity

Buffalo has suffered from a decline in population that started after the second World War, and in 2003 a state oversight authority was established to nurse Buffalo back to fiscal health. Buffalo has worked hard to capitalize on its strengths—location and natural resources—by building a diversified economy based on financial services (three major banks are headquartered there), life science research and services, and high-technology and computer equipment manufacturing. Concurrently, Buffalo has held on to some of its largest traditional employers (automotive parts manufacturers and the flour industry). The emphasis, however, has been on development of the “Byte Belt” of 700 high-tech companies in the region, with the Mayor’s Information Technology Council encouraging the growth and sustenance of companies in the area. Buffalo is considered one of the most wired municipalities in the U.S., with extensive fiber optic networks that are attractive to the high-tech entrepreneur.

Situated as it is on the U.S.-Canada border, Buffalo has capitalized on the opportunity for foreign trade since 1988, when a free trade agreement was forged between the two countries. Prior to the tragedies of September 11, 2001, more than 400 foreign-owned manufacturers had established an economic presence there, with Canada a major player and increasing interest being shown by Far Eastern countries such as Japan. However, homeland security legislation made it more difficult for companies headquartered outside the U.S. to locate branches in the Buffalo region.

Western New York is one of the state’s centers of high technology and research, and retail sales comprise a healthy and growing segment of the region’s economy. Buffalo is located about 25 miles south of Niagara Falls, one of the world’s premier tourist attractions drawing more than 10 million visitors annually. Toronto, Ontario, is less than two hours away from Buffalo. Tourists, shoppers, and theater-goers visiting these popular spots add significantly to Buffalo’s economy.

Of increasing importance to the area’s economy are the University of Buffalo’s two campuses in Buffalo and Amherst, which support more than 50 research centers, some of global importance. The university’s technological resources are made available to private industry through its alliance with Insyte Consulting, Inc., part of the Western New York Technology Development Centers network. Generally speaking, Buffalo has been the source of major leaps in research and development, particularly in the life sciences; success stories include creation of the first internal cardiac pacemaker, development of the prostate cancer screening procedure, and Beta-interferon therapy for multiple sclerosis. Between Toronto in Ontario, Canada, and Syracuse, New York, there are approximately 850 companies studying life science issues

and developing products. As a center for bioinformatics and human genome research, the Buffalo Niagara Medical Campus is home to researchers at the University at Buffalo and the Roswell Park Cancer Institute.

Buffalo is the headquarters of M&T Bank, a Fortune 500 company with assets over \$60 billion as of 2007. HSBC Bank also has major operations in Buffalo, as do Bank of America and KeyBank. Citigroup announced it would set up operations in Amherst, New York, Buffalo’s largest suburb. Geico also has a regional office in Amherst.

New Era Cap Company, the largest sports-licensed headwear company in the U.S., is based in Buffalo. It opened new headquarters in 2007 in the former Federal Reserve Building in downtown Buffalo. Buffalo is home to Rich Products, one of the world’s largest family-owned food manufacturers, and the American headquarters of InBev, the world’s largest producer of beer. Labatt moved its U.S. headquarters to Buffalo in 2007.

Items and goods produced: pharmaceuticals, chemicals, plastics and polymers, automotive components, fabricated metals, industrial machinery, computers, medical instruments, commercial printing, food and food products, aerospace and defense technology

Incentive Programs—New and Existing Companies

The Buffalo Economic Renaissance Corporation (BERC), a nonprofit entity, was created in 1978 by the City of Buffalo in an effort to create more jobs, recruit and retain growth-industry businesses, and provide a centralized access point for business resources. The BERC staffs three small business support centers in the city of Buffalo, with individual counseling, Internet services, fax machines, and other equipment vital to a start-up operation; the BERC also provides excellent information on local incentives.

The U.S.-Canada Free Trade Agreement, which took effect on January 2, 1989, eliminated tariffs and most other trade barriers, laying the groundwork for enhanced competitiveness of both countries in the world marketplace. Buffalo has been ideally situated to benefit from the agreement.

Local programs: The Erie County Industrial Development Agency (ECIDA) offers local real property tax exemptions in certain industry sectors for new construction or purchase/renovation of an existing facility, a sales tax exemption on construction materials and non-production equipment, and a mortgage recording tax exemption. Qualified industries may be eligible for the county’s Payment in Lieu of Tax (PILOT) program. ECIDA also provides assistance for businesses residing within Neighborhood Revitalization/Redevelopment boundaries. The city of Buffalo administers the Commercial Area Revitalization Effort (CARE) as a method of rehabilitating retail and commercial properties in six identified distressed

communities in Buffalo. The legs of the program include Operation Facelift (providing an immediate and visible upgrade to the community), the Storefront Facade Program (offering rebates of up to 50 percent of the cost of renovations), and the Security Grant Program (up to 50 percent rebated costs for security system upgrades and installations). Finally, the University at Buffalo has established the Canada/US Trade Center, designed to facilitate the flow of trade between western New York state and southern Ontario, Canada. The center provides marketing analysis and consultation and statistical data for businesses engaging in trade with Canada.

State programs: Empire State Development (ESD), the state agency responsible for promoting economic development in New York, has programs available to assist businesses that are expanding and creating jobs. Qualified businesses that locate in an Empire enterprise zone can be exempted from sales tax, benefit from tax reductions, or receive credits on real property and business taxes. Enterprise zone businesses may additionally save money on utilities, receive technical assistance, or receive tax credits on wages for newly-created jobs. Even outside of an Empire Zone, businesses that create new jobs can capitalize on Investment Tax Credits. Companies specializing in research and development are eligible for tax credits on 9 percent of their corporate facility taxes and may receive a capital credit for their investment in emerging technologies. Machinery and equipment, facilities, property, fuels, and utilities dedicated to research and development activities may also qualify for sales tax exemptions, and the state operates more than 50 high-tech business incubators to further develop the industry. New York State has additionally partnered with electric and gas utility companies to create the “Power for Jobs” program in which companies that fulfill the requirement of retaining or generating a specified number of jobs then receive a break on their utility costs that can mean as much as a 25 percent savings.

Low interest loans can be accessed through the ESD by small manufacturing enterprises, small service operations that are independently owned and operated, businesses located within an Empire Zone, businesses located in “highly distressed” areas, businesses owned by women or minorities, defense industry manufacturers, and small businesses seeking to increase their export activities. Other loan programs range from direct financing through the ESD to interest subsidies and loan guarantees. Depending on the financing source, funds can be used for building construction, equipment acquisition, building purchases, and working capital. New York State’s progressive tax structure combines tax credits, deductions, exemptions, and write-offs to help reduce the tax burden on businesses.

Federal funding underwrites the Renewal Communities designation of the Buffalo-Lackawanna region, providing tax incentives designed to encourage creation

or relocation of businesses in eligible neighborhoods. Benefits include deductions on business expenses that contribute to commercial revitalization, increased deductions on equipment and machinery, federal tax credits for existing and new employees, and a zero percent capital gains rate for qualified businesses. The United States Small Business Association offers benefits to businesses that locate within historically underutilized business zones, known as HUBZones.

Job training programs: The Buffalo and Erie County Workforce Development Consortium, Inc., is the umbrella agency for a number of local programs that train and retrain employees. The Buffalo Employment & Training Center (BETC) offers access to national job listings, computer literacy classes, tutorials, counseling, and resume assistance for job seekers. Employers can benefit from BETC’s job matching and recruitment programs. The Business Services Division of the Buffalo and Erie County Workforce Development Consortium can customize training programs for businesses, coordinate on-the-job trainings, help transition displaced workers, conduct remedial workshops for basic skills, and assist in tax credit assistance for participating businesses. The Consortium also operates several youth employment centers in the Buffalo area that can offer school-to-work training, aptitude testing, GED preparatory courses, resume development, and counseling. Several area academic institutions offer programs to train and retrain prospective workers and are generally responsive to requests to develop specific programs both on and off campus. Locally, the Center for the Development of Human Services provides skill-building workshops for professionals in the state social services system, and Erie Community College’s downtown campus provides retraining and workforce development programs that feature partnerships with local industries. The Buffalo Economic Renaissance Corporation offers targeted training sessions for the entrepreneur.

Development Projects

Health-related industries have become the fuel in Buffalo’s economic engine. The Roswell Park Cancer Institute, which works in partnership with the University at Buffalo, built a new \$60-million research facility that added 170,000 square feet of space in which scientists can study genetics and pharmacology. In the summer of 2005, Contract Pharmaceuticals Limited (CPL) decided to locate in Buffalo and took over the Bristol-Myers Squibb Company facility. The packager of prescription and over-the-counter medicines will continue to contract with Bristol-Myers. In 2006, CPL invested \$2 million into the Buffalo plant and employed an additional 15 workers to bring the total to 200. As part of the Queen City Hub plan proposed by the city of Buffalo, \$100 million will be poured into the new headquarters of HealthNow New York, a healthcare insurance and referral company.

The Queen City Hub strategic plan proposed by the city of Buffalo and its economic partners has laid out development projects in five different districts of the downtown area: the Erie Canal Harbor and Waterfront, the new Downtown Education and Public Safety Campus, the Theatre District, the Financial District and Government Center, and the Buffalo Niagara Medical Campus. A primary project on the Erie Canal Harbor waterfront was renovation of the historic Memorial Auditorium, locally known as the "Aud" and reputed to be an eyesore, in an effort to create a massive mixed-use space. However, plans for renovation of the Aud were abandoned in 2007, and the Aud was planned for demolition to begin in October 2008. It was expected to cost \$10 million and be done by early 2009.

The proposed Downtown Education and Public Safety Campus is envisioned as a consolidation of the Erie Community College and the Buffalo and Erie County Public Library, plus a newly-constructed Public Safety Campus that will address homeland security and law enforcement in Buffalo and New York State. It is anticipated that the project will cost about \$80 million and will produce hundreds of new jobs in the downtown area. On the campus of Buffalo Niagara Medical, the strategic plan calls for another \$250 million in research and development facilities, matching the amount expended over the past decade in design and construction of the new Center of Excellence in Bioinformatics and the Hauptman-Woodward Research Center.

Rounding out the Queen City Hub plan will be residential construction projects creating more concentrated and affordable housing, along with supportive retail. Ultimately, the plan will play off the strengths of the radial lay-out of the city as designed by Joseph Ellicott in 1804 and the park system created by Frederick Law Olmsted, linking attractions and drawing people downtown to a safe, pedestrian-friendly zone. As of 2008 residential development had been completed or was continuing at the Belesario, The Sideway Apartments, Ellicott Lofts, IS Lofts, Granite Works, the Lofts at Elk Terminal, Holling Place Apartments, and the Pierce Building. The upscale Washington Market has opened.

In October 2005 Calspan Corporation officially opened a \$13.3-million flight research center and hangar adjacent to the Niagara Falls International Airport. The 82,500-square-foot complex will serve as the operational headquarters of Calspan's Flight Research and Systems Engineering groups. The building will also house Calspan's fleet of flight simulation and research aircraft as well as a full-size replica of the X-1, the first plane to break the sound barrier.

In November 2007 a \$26.7-million bid was accepted to construct a new passenger terminal at the Niagara Falls International Airport. The 69,430-square-foot, two-gate facility will provide for efficient, customer-friendly passenger processing, as well as a two-level layout for jet

bridge boarding, food/beverage concessions, a federal inspection station and in-line baggage screening. Construction was scheduled to begin in the spring of 2008, with a target completion date of summer 2009.

Economic Development Information: Buffalo Niagara Partnership, 665 Main St., Ste. #200, Buffalo, NY 14203; telephone (716)852-7100; toll-free (800)241-0474; fax (716)852-2761

Commercial Shipping

In one day of travel, more than 55 percent of the U.S. population can be reached from Buffalo; approximately 65 percent of Canadians and 70 percent of Canadian manufacturing firms can be accessed within the same span of time. Buffalo is uniquely situated to transport goods by all means, including air, water, rail, and road.

Buffalo's port system maintains specialized grain storage, milling, and processing facilities and is said to rank first in the world in grain handling. The deep-water Port of Buffalo is an important shipping center for manufactured goods from the East Coast. The Port of Buffalo ranks 28th among all U.S. seaports and seventh of the Great Lakes ports. Foreign Trade Zone No. 23 is in operation at the Port and is just about at capacity. A satellite foreign trade zone has been opened near the Buffalo Niagara International Airport and in Amherst. The Welland Canal links the region to the St. Lawrence Seaway. In terms of rail service, Buffalo is one of the nation's largest railroad centers with access to major U.S. and Canadian lines such as CSX, CN, CP, and Norfolk Southern linking the area to points north, south, east, and west.

The Buffalo Niagara International Airport can handle international and domestic air cargo through any of six cargo airlines, including Airborne Express, United Parcel Service, DHL, Menlo Forwarding, FedEx, and Superior Cargo Services. Niagara Falls International Airport, located just outside of Buffalo to the north, has the Foreign Trade Zone next to the airport, allowing for short-term storage of imported goods without full U.S. Customs scrutiny. Within 90 miles from Buffalo is the Hamilton International Airport-Canadian, which offers customs clearance that is much faster than that available in Toronto, along with an on-site U.S. Customs service. From a sixth to a quarter of U.S.-Canadian trade clears customs at Buffalo.

Labor Force and Employment Outlook

According to the 2000 U.S. Census, approximately 74.6 percent of Buffalo citizens have achieved a high school degree or its equivalent; an additional 18.3 percent have gone on to earn a bachelor's degree or higher. For the region of western New York State, which includes Buffalo, it is anticipated that manufacturing and production jobs will continue to decline through the year 2012, with

a loss of almost 5,000 jobs projected. Transportation and farming employment will remain essentially the same in number, while construction, wholesale and retail trade, food services, education, and healthcare technology, practitioner and support occupations will see growth. As of November 2007 the civilian labor force in the Buffalo-Niagara Falls region was 574,400, with an unemployment rate of 4.5 percent.

The following is a summary of data regarding the Buffalo-Niagara Falls metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 545,800

Number of workers employed in . . .

- construction and mining: 19,900
- manufacturing: 62,300
- trade, transportation and utilities: 102,500
- information: 9,300
- financial activities: 35,200
- professional and business services: 67,300
- educational and health services: 85,500
- leisure and hospitality: 47,500
- other services: 22,700
- government: 93,700

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.6% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
HSBC Bank USA	5,500
Kaleida Health	5,243
Delphi Harrison Thermal Systems	5,000
Catholic Health Systems	4,314
M & T Bank	4,300
Tops Markets Inc.	4,253
General Motors	4,000
American Axle & Manufacturing Inc.	2,500
Verizon	2,000
Moog Inc.	1,958

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$266,951

2007 (1st quarter) ACCRA Cost of Living Index: 105.8

State income tax rate: 4.0% to 7.70%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 4.25% (Eric County)

Property tax rate: \$37.41 per \$1,000 of full valuation; county rate is \$4.59 per \$1,000 of assessment

Economic Information: Buffalo Niagara Partnership, 665 Main St., Ste. #200, Buffalo, NY 14203; telephone (716)852-7100; toll-free (800)241-0474; fax (716)852-2761

■ Education and Research

Elementary and Secondary Schools

Buffalo operates one of the premier public school systems in New York State; it is noted for its successful model magnet school system developed in 1976 to attract students with special interests, which include science, bilingual studies, and Native American studies. Specialized facilities include the Buffalo Elementary School of Technology; the Dr. Martin Luther King, Jr. Multicultural Institute; the International School; the Dr. Charles R. Drew Science Magnet School; Build Academy; the Buffalo Academy for the Visual and Performing Arts; the City Honors School; the Riverside Institute of Technology; and the Emerson School of Hospitality. Students of the public school system consistently produce high SAT scores, and the overall drop-out rate is significantly lower than that of the New York State public school average.

Buffalo Public Schools has begun to tap into its valuable university, college, and community college resources with partnership programs through which college students mentor K-12 students; provide tutoring in subjects such as math; support female K-12 students in getting and staying involved in the sciences; and much more.

Serving 37,000 students, the district strives to bring exemplary teaching practices and unparalleled opportunities to its diverse student population.

The following is a summary of data regarding the Buffalo Public Schools as of the 2005–2006 school year.

Total enrollment: 38,000

Number of facilities

- elementary schools: 52
- junior high/middle schools: 0
- senior high schools: 18
- other: 0

Student/teacher ratio: 13.5:1

Teacher salaries (2005–06)

- elementary median: \$47,840

junior high/middle median: \$47,730

secondary median: \$51,120

Funding per pupil: \$13,045

In addition, about 70 private elementary and high schools are located in the city, including the Buffalo Seminary, a college preparatory school for girls and western New York's oldest private high school. The Nichols School is noted for its outstanding coeducational, non-denominational college preparatory program. The Academy of Theatre Arts in Williamsville prepares young actors between the ages of 6 through 18 for the rigors of stage, television and film performance, and production.

Public Schools Information: Buffalo Public Schools, 713 City Hall, Buffalo, NY 14202; telephone (716)816-3500; fax (716)851-3535

Colleges and Universities

More than 20 public and private colleges and universities in Buffalo and its environs offer programs in technical and vocational training, graduate, and professional studies. The University at Buffalo is part of the State University of New York (SUNY) system of public institutions of higher education and is the largest public research university in the state. Millard Fillmore, who later became president of the U.S., was the first chancellor at the school, which has graduated its share of Pulitzer Prize-winning authors, journalists, and filmmakers. The university started as a medical college, and it has retained its health-oriented academic focus—degrees in dental medicine, medicine and biomedical sciences, public health, nursing, and bioinformatics are available, as are concentrations in education and the arts. Buffalo State College, also in the SUNY network of schools, enrolls more than 11,000 students per year and is renowned for its programs linking the liberal arts with professional training. Buffalo State offers 136 undergraduate programs with 11 honors options and 63 opportunities for graduate study, including 18 postbaccalaureate teacher certification programs (PTCP). It also is one of only a few schools in the country offering graduate programs in the preservation of neglected or aging works of art.

The city branch of the Erie Community College is located in downtown Buffalo and is also part of the SUNY system. The school offers associate's degrees in more than 60 programs and certifications in five areas of study; credits can also be transferred to four-year institutions.

Other academic institutions in the Buffalo area include Canisius College, Villa Maria College, D'Youville College, Trocaire College, and Medaille College.

Libraries and Research Centers

Libraries have been important to Buffalonians since the city's early days, when the first library was established in 1836. In the middle of the twentieth century, the Erie

County Library system merged with the City of Buffalo Public Library, becoming the Buffalo and Erie County Public Library, an impressive library network that ranks as the country's seventh largest. The library system contains more than 2.3 million books, some 80,000 audio items, more than 30,000 video materials, and about 15,000 serial subscriptions. Erie County residents are served by a central library in downtown Buffalo and more than 30 facilities scattered throughout the county municipalities. The library system was forced to make deep financial cuts in 2005 and 2006; 15 library branches were closed, more than 225 employees lost their jobs, and bookmobiles were taken off the road for the first time since 1947. Local communities came to their libraries' aid in the absence of county support, however, and in 2006 the 20,000-square-foot Frank E. Merriweather, Jr. Library opened; it was the first new library constructed in the city of Buffalo since 1986. The facility features an African village motif, has tripled the circulation of the library it replaced, and is second only to the Central Library in registered computer sessions. The Rare Book Room of the Central Library, established in the 1940s following a theft of valuable books, is open by appointment only; it contains more than 8,000 volumes on Americana, the manuscript of Mark Twain's *Huckleberry Finn*, and more than 2,000 volumes of American literary works, including first editions of Henry James, Ernest Hemingway, William Faulkner, and others. The library also specializes in resources for the business and academic communities, offering more than 65,000 books on business and related subjects.

The Buffalo and Erie County Historical Society maintains a 20,000-volume collection of works on Erie County and U.S. history, including the manuscript collection of Millard Fillmore. The Historical Society's library also houses 200,000 photographs, 2,000 manuscript collections, plus architectural plans, prints and broadsides, pamphlets and clippings on frequently researched subjects, church and cemetery records, and microfilm of Buffalo newspapers from 1811 to the present. The Albright-Knox Art Gallery's Art Reference Library contains more than 50,000 books on modern art and other topics. Buffalo is one of eight U.S. cities to house a Karpeles Manuscript Library Museum. The museum's comprehensive collection is the largest of its kind in the world. College, medical, law, and corporate libraries proliferate throughout the city.

A major research center in Buffalo is the University at Buffalo, which maintains more than 75 research facilities, including the Microarray and Genomics Core Facility, the Salivary Research Center, and the National Center for Geographic Information and Analysis. University at Buffalo's Center for Computational Research is considered one of the leading high-performance computing sites in the world. Perhaps the university's most ambitious research effort to date is the New York Center of Excellence

in Bioinformatics & Life Sciences. The \$200-million center was completed in 2002; located on the Buffalo Niagara Medical Campus, the initiative was designed to centralize life sciences expertise in a concerted effort to study and intervene in human disease while also stimulating the economy by forging partnerships between the university and industry. Roswell Park Cancer Institute, one of the world's oldest cancer research facilities, operates in close cooperation with the University at Buffalo School of Medicine and is considered one of the top oncology research and treatment facilities in the country. The Roswell center's work focuses on the areas of immunology, cancer prevention, cancer genetics, cellular stress biology, and pharmacology and therapeutics.

Buffalo State College operates a fleet of research ships and an on-shore laboratory as part of its Great Lakes Center for Environmental Research and Education. Among the major defense- or industry-related research facilities in the area is the Calspan Corporation (formerly Cornell Aeronautical Laboratory). Major companies such as duPont also conduct research in Buffalo.

Public Library Information: Buffalo and Erie County Public Library, One Lafayette Square, Buffalo, NY 14203; telephone (716)858-8900; fax (716)858-6211

■ Health Care

Nationally known as a center for medical care, research, and preventive medicine programs, metro Buffalo is home to nearly a dozen hospitals. Buffalo General Hospital, one of eight teaching hospitals affiliated with the University at Buffalo, is licensed for 511 beds and, in addition to its acute care function, has been established as a major multi-organ transplant center. Buffalo General's specialties include gastroenterology, urology, cardiac rehabilitation, and dialysis. Roswell Park Cancer Institute has been designated a comprehensive center by the National Cancer Institute; its patients may participate in clinical research on new therapies. The institute recently completed work on its Center for Genetics and Pharmacology, continuing Roswell Park's position on the cutting edge of cancer research, diagnosis, and treatment.

The Women & Children's Hospital of Buffalo offers services that include obstetrics and gynecology, the country's first intensive care nursery, and care of children with disabilities. The hospital is licensed for 160 juvenile patients and 40 adult maternity patients. Millard Fillmore Gates Circle Hospital's branches in Buffalo and Williamsville support a western New York State Hand Center and a Sleep Disorder Center; its Dent Neurology Center conducts ongoing research on beta interferon treatment for multiple sclerosis. The Erie County Medical Center (ECMC), which is licensed for 550 inpatient beds, has an outstanding trauma center and staffs a 156-bed skilled

nursing home in the facility. ECMC is the primary teaching hospital for the University at Buffalo medical school. Mercy Hospital of Buffalo is renowned for its intensive care unit; medical services such as diagnostic imaging, cardiac rehabilitation, obstetrics, and general surgery are supported by an ethic of spiritual care along with physical care. Mercy Hospital recently embarked on a \$30-million capital project to create a new emergency department. Mercy's sister hospital, Sisters of Charity, has a cancer care specialty and is also home to the Wildermuth Reproductive Treatment Center.

Military veterans can access the services of the VA Western New York Healthcare System at Buffalo, providing a 199-bed inpatient medical center. Surgery, cardiology, long-term care services, and comprehensive cancer care are all accessible. Inpatient substance abuse treatment is available at Brylin Hospital, and the Buffalo Psychiatric Center offers inpatient, residential, and outpatient treatment of adults diagnosed with serious mental illnesses.

A number of walk-in acute care and general medical clinics operate in Buffalo, along with a healthy supply of generalist and specialized private practitioners. Those seeking alternative health care have access to acupuncturists, massage therapists, and hypnotherapists.

■ Recreation

Sightseeing

Buffalo is a city noted for its architecture, and the works of such notable figures as Frank Lloyd Wright and Louis Sullivan are well represented. A great place to get the overview of Buffalo is from the Buffalo City Hall's Observation Tower, which affords an aerial view of the city and surrounding waterways. Popular sights in the downtown area include Sullivan's Guaranty Building, a 13-story skyscraper opened in 1896, and Darwin Martin House, a fine example of Wright's philosophy of "organic architecture" done in the Prairie style.

Architectural walking tours are offered by the Theodore Roosevelt Inaugural National Historical Site from April to October by reservation. The site, a Greek Revival structure that originally served as an Army officers' headquarters, contains late Victorian furniture and artifacts; in its library Roosevelt took the oath of office after the assassination of President William McKinley. The building is located on Delaware Street, Buffalo's famous promenade of mansions, most of which now house religious and charitable institutions.

The Buffalo Main Lighthouse, located on Black Rock Canal at the mouth of the Buffalo River, was built in 1818 and deactivated in 1914. The structure is open to the public and is located near Veterans Park Museum. The Peace Bridge to Fort Erie, Ontario, offers visitors a chance to celebrate the nation's unity with Canada.

The Buffalo and Erie County Botanical Gardens, open year-round, display a large collection of exotic plants in 12 greenhouses. Displays include a shrub garden, Gardens Under Glass, and the Arboretum. The Buffalo Zoo is the third oldest in the nation, and it started humbly as a deer park. The facility is committed to educational and conservation efforts; emphasis is placed on natural habitats for the animals housed at the zoo. The zoo is a participant in captive breeding programs with certain endangered species, such as clouded leopards and Puerto Rican crested toads. Special programming is coordinated throughout the year, and the zoo houses a dining experience called “The Beastro.”

Visitors to Buffalo might consider the half-hour scenic car trip north to Niagara Falls, about which missionary Father Louis Hennepin wrote in 1678: “The Universe does not afford its Parallel.” The falls are commonly thought to be one waterfall, but there are three distinct sections: American Falls, Bridal Veil Falls, and Canadian or Horseshoe Falls. Water plummets at the rate of 150,000 gallons per second off the 176-foot drop. Just 20 minutes east of Niagara Falls is the Lockport Cave and Underground Boat Ride, which operates a 70-minute guided tour of the hidden history of the Erie Canal. A return side trip might also include a visit to Fantasy Island, located between Buffalo and Niagara Falls and featuring rides, shows, and a water park.

Arts and Culture

Buffalo’s rejuvenated Theatre District houses some of the finest facilities in the country, offering performances to suit a wide variety of tastes. Buffalo is home to 14 professional theaters, and its reputation as an emerging national center for the arts continues to grow. The ornate Shea’s Performing Arts Center, home of the Greater Buffalo Opera Company, presents Broadway shows, concerts, ballet, and opera from October to May. The renowned Buffalo Philharmonic Orchestra performs at the acoustically acclaimed Kleinhans Music Hall, designed by Eliel Saarinen, and at various other sites throughout the year. Studio Arena Theatre presents seven plays during its September to May season. Pfeifer Theatre, home of the University at Buffalo theater and dance department, stages classical, modern, and experimental plays. Buffalo State College houses the Promise Theatre Company, where the cast performs in musicals that have a Christian underpinning. The nonprofit Shakespeare in Delaware Park program stages free productions of the bard’s works in Delaware Park from June to mid-August. Theatre of Youth (TOY) presents a full season of child-oriented performances at the Pfeifer and other area theaters.

The Theatre District is also home to the Alleyway Theatre, an intimate facility that focuses on new and original plays and is located in the rear of a police precinct station. Other theaters in the city include Upstage New

York, the Buffalo Ensemble Theatre, the Irish Classical Theatre Company, the Jewish Repertory Theatre of Western New York, the Kavinoky Theatre at D’Youville College, Pandora’s Box Theatre (primarily female cast), Kaleidoscope Theatre Productions, and the Ujima Theatre Company, which focuses on works by African American and Third World playwrights. The Paul Robeson Theatre Company performs at the African American Cultural Center on Masten Avenue. Buffalo’s only professional musical theatre troupe, the MusicalFare Theatre Company, stages its performances on the Daemon College Campus in nearby Amherst.

The Albright-Knox Art Gallery, housed in a 1905 Greek Revival building separated from a modern addition by a sculpture garden, maintains a notable collection of nineteenth- and twentieth-century American paintings. The works of watercolorist Charles E. Burchfield and other western New York State artists are displayed at the Burchfield-Penney Art Center at Buffalo State College; the gallery presents an annual juried display of crafts by artists from across the country. The Anderson Gallery at the University at Buffalo features a large collection of contemporary paintings, sculpture, and graphics. The Buffalo and Erie County Historical Society, located in the only building remaining from the Pan-American Exposition of 1901, contains an extensive display of western New York artifacts. The Buffalo Museum of Science features a children’s discovery room and the Tiffit Nature Preserve environmental education center. Other museums of note include the Buffalo and Erie County Naval and Servicemen’s Park museum, the Cofeld Judaic Museum of Temple Beth Zion, the Mark Twain Museum, and the Buffalo Fire Historical Museum. The Buffalo region is also home to unique institutions such as the Original American Kazoo Museum (in Eden, New York), the Daredevil Museum (in Niagara Falls), the Herschell Carrousel Factory Museum (in Tonawanda, New York), and Q-R-S Music Rolls, Inc., said to be the world’s largest and oldest manufacturer of paper rolls for player pianos.

Festivals and Holidays

A variety of festivals and special events are celebrated throughout the year in the Buffalo area. St. Patrick’s day in March is celebrated by a parade said to be the largest of its kind west of New York City. May is time for the Annual Buffalo Hellenic Festival, honoring the traditions, music, and cuisine of the Greeks. In June the Allentown Village is the scene of an outdoor art show displaying works by artists and craftspeople from across the country; and Martin Luther King, Jr., Park celebrates the freeing of the slaves in 1865 at its Juneteenth Festival, which features a basketball shoot-out, a parade, storytelling, and an Underground Railroad tour. Also in June, the city of Buffalo rocks with the annual Guitar Festival, with local, regional, and national musicians on display at different stages in the festival area.

In Buffalo, the July 4th holiday is observed with the Friendship Festival, planned with Fort Erie, Ontario. The date is significant for both Canada and the U.S.—Canada was formed on July 1st, and the U.S. achieved its independence on July 4th and together the two North American countries have enjoyed 200 years of peaceful relations. The Taste of Buffalo in mid-July is a celebration of local eateries and food specialties that lasts two days and regularly sees 400,000 people savoring the eats, entertainment, and music. The Italian Heritage and Food Festival follows in mid-July; the four-day event is one of the largest Italian street fairs in the nation and spotlights the arts, crafts, music, and culinary delights of the area's Italian community. Various other ethnic festivals are scheduled throughout the year in the Buffalo area, including Dingus Day (Polish) and the Buffalo Karibana International Parade and Festival (Caribbean). August brings the Erie County Fair and Exposition, one of the oldest and largest county fairs in the country. Each August, a Teddy Bear Picnic is held at the Theodore Roosevelt Inaugural National Historic Site. Opening night for the Theatre District is marked by Curtain Up!, a black-tie event encompassing outdoor theater performances, dining, and dancing.

Fall in Buffalo signifies the National Buffalo Wing Festival during Labor Day weekend. The home of the buffalo wing celebrates with recipe contests, a 5K “Running of the Chickens” race, cooking demonstrations, and a “Bobbing for Wings” contest. The festival also sponsors the U.S. Chicken Wing Eating Championship semifinals. From late November to early January, Niagara Falls is the scene of the Festival of Lights, showcasing holiday decorations, animated displays, and other entertainment. First Night Buffalo, a family-friendly celebration of the arts, rings in the new year.

Sports for the Spectator

Buffalonians are sports enthusiasts. The Buffalo Bisons play in the Triple-A International League and are an affiliate of the Major League Cleveland Indians. Minor league ball is a great place to preview the major league's future stars, as well as a chance to see some of the majors taking a break. The Bisons play baseball from April to October at Dunn Tire Park. Since 1969, the Buffalo Sabres have been scoring goals and fighting opponents in National Hockey League action. The team has employed such hockey greats as Gilbert Perreault, Dave Andreychuk, and goalie Dominik Hasek. The Sabres play their home games at the HSBC Arena during an October to April season. The 73,967-seat Ralph Wilson Stadium is home to the National Football League's Buffalo Bills, whose season extends from August to December. The Buffalo Bandits Lacrosse team plays in the National Lacrosse League from January through April, with home games at the HSBC Arena.

Canisius College competes in Division I of the National Collegiate Athletic Association, with varsity teams in men's and women's basketball, cross-country, track, lacrosse, soccer, swimming, and diving; many other colleges and universities in the area support athletes in a variety of intercollegiate sports. The University at Buffalo boasts top-rated new athletic facilities for amateur competitions, including track and field venues as well as a natatorium. Buffalo State University competes in NCAA Division III play in 7 men's and 10 women's sports; Medaille College and D'Youville College also play in Division III of the NCAA.

Racing of various types is popular in the Buffalo area. Harness racing fans are entertained at Fairgrounds Gaming and Raceway in Hamburg, while auto racing is presented at Lancaster Motorsports Park (drag racing) and Holland Speedway (NASCAR).

Sports for the Participant

The New York State Canalway Trail System extends for 240 miles of multi-use recreation access, with the primary sections following the paths of historic and present-day canals. The 100-mile Erie Canal Heritage Trail runs from Tonawanda to Newark in western New York and is excellent for biking or hiking in warmer weather. All sections of the trail are open for cross-country skiing in the winter, while snowmobiling and horseback riding are allowed on some designated sections of the trail. A longer bike trip along the entire trail system is possible thanks to campsites along the route.

Held annually in late May, the Buffalo Marathon allows participants to choose from a full marathon, half-marathon, or marathon relay. The course is advertised as flat, fast, and scenic. The Corporate Challenge road race draws thousands of corporate teams and individuals to run the 5K event and then party with their corporate colleagues.

Buffalo's park system, covering about 1,500 acres, affords ample space for sporting enthusiasts, offering opportunities to engage in tennis, horseback riding, camping, and sledding. Delaware Park is the largest and is home to the Buffalo Zoo. The city park system operates a number of ice rinks, outdoor pools, indoor pools, recreation centers, and numerous ball fields of all varieties. Three city golf courses are available for play: Delaware Park, a par 68 course with 18 holes; Cazenovia Park, a par 36 course with 9 holes; and South Park, a par 70, 9-hole course. Other notable golf courses in the region include Glen Oak in East Amherst and the Legends of the Niagara course in Chippawa, Ontario.

A number of ski areas are located within a 90-mile radius of the city. Groomed trails are available at most resorts, and several offer cross-country and snowshoeing trails. Tubing and sledding are also great fun in the winter, and all that's needed is a simple sled and a slope. In warmer weather conditions, boaters, swimmers, and

fishing fans enjoy the many lakes and rivers in the area. Lake cruises are available aboard the Miss Buffalo and Niagara Clipper Cruise ships.

Shopping and Dining

Buffalo provides a wide variety of downtown, neighborhood, and suburban factory outlet shopping experiences. In downtown Buffalo, the Main Place Mall boasts a pedestrian mall lined with department stores as well as specialty and clothing shops, while Elmwood Avenue in the university district features funky small shops, bookstores, and cafes. Broadway Market is a traditional European-style market that has served the Buffalo community for more than 120 years; it offers ethnic delicacies such as kielbasa, fresh ground horseradish, bratwurst, and pierogi. The Walden Galleria in Cheektowaga contains more than 200 stores, including national chains and regional favorites, and deep discount shopping can be experienced at the 150 name-brand stores of the Fashion Outlets center in Niagara Falls. East Aurora has preserved its historical flavor even when it comes to shopping on its Main Street, with art galleries, antique dealers, an ice cream shop, and an old-fashioned five-and-dime store. Buffalo's Allentown neighborhood is also good hunting ground for the antique seeker.

Buffalo boasts hundreds of restaurants with cuisines ranging from continental to ethnic, served in casual or high style according to the eater's preference. Chinese food eateries lead the way, with more than 20 such restaurants listed for the area. Establishments featuring Italian, Mexican, and steaks and chops are also popular and remind the diner of the eclectic groups that together built Buffalo. Local specialties include Buffalo chicken wings served with celery sticks and blue-cheese dip, and "beef on weck," a roast beef sandwich served on a Kummelweck roll with horseradish. Pizza in Buffalo is described as a cross between the thin, foldable New York-style pizza and the deep-dish variety favored in Chicago. Buffalo's proximity to lakes and rivers makes seafood a popular item on restaurant menus; Friday fish fries are enjoyed at locales ranging from restaurants to neighborhood pubs. About 15 coffeehouses are located in Buffalo, serving up sophisticated European brews and plain old java.

Visitor Information: Buffalo Niagara Convention and Visitors Bureau, 617 Main St., Ste. 200, Buffalo, NY 14203; toll-free (800)BUFFALO; email info@buffalocvb.org

■ Convention Facilities

Buffalo's principal meeting facility is the Buffalo Niagara Convention Center, located downtown within easy reach of the Theatre District, shopping, restaurants, and lodging. The center features an Exhibit Hall with

64,410 square feet of space that can accommodate up to 543 booths, or which can be set up to seat 7,000 people. The Ballroom on the Marquee Level can seat 1,400 people. The center offers catering on-site and is fully equipped to handle any audio-visual need. Approximately 1,250 rooms downtown and a total of more than 6,500 rooms in the greater Buffalo metropolitan area are available for conventioners in need of rest. Just 15 minutes west of the city is the International Agri-Center in Hamburg, a 75,000-square-foot facility that can accommodate conventions, exhibitions, trade shows, and other events. The exhibit space is approximately 50,000 square feet with a ceiling height of 35 feet, with space for about 250 booths. Loading docks, audio-visual capabilities, catering, and staging round out the offerings. About 20 miles east of Buffalo, in Clarence, is the Western New York Event Centre; billing itself as being closer to the western New York State population base than any other convention facility, the center provides 45,000 square feet of exhibition space that can accommodate more than 250 booths. The facility adds four smaller meeting rooms to the mix. More than a dozen major hotels in the metropolitan area maintain facilities for large and small groups.

Convention Information: Buffalo Niagara Convention and Visitors Bureau, 617 Main St., Ste. 200, Buffalo, NY 14203; toll-free (800)BUFFALO; email info@buffalocvb.org

■ Transportation

Approaching the City

The Buffalo Niagara International Airport, 10 minutes northeast of the downtown area, runs more than 110 flights daily with nonstop service to 18 cities. The airport has service from major airlines such as Air Tran, Continental, Delta, United, Jet Blue, and Southwest. A total of 13 airlines operate out of its expanded \$56-million terminal, serving more than 3 million passengers annually.

Northeast Buffalo is connected to points east by Interstate 90, which connects with Interstate 290 going south along Buffalo's eastern boundary. Northwest Buffalo is accessible via Interstate 190, which passes through the city's west side, cuts across town and connects with Interstate 90. The city can be approached from the south via a network of highways connecting with Interstate 90. The city is connected to Canada by the Peace Bridge and the Queen Elizabeth Highway (QEW).

Passenger rail service is provided by Amtrak; the city is also served by the Niagara Frontier Transit Authority bus and light rail system throughout Erie and Niagara counties. National bus service includes Greyhound, and regional bus travel can be arranged via New York Trailways.

Traveling in the City

The city's street design, based on the plan for Washington, D.C., consists of broad streets branching off from the downtown area in a radial pattern. Some of the primary spokes that intersect in downtown include Cherry Street, Elmwood Avenue, the New York State Thruway, Fourth Street, and William Street. A pedestrian mall, from which many of the city's attractions are easily accessible, runs from the northern part of the city to the Naval Park in the south. A modern rail line, with 14 stations that are embellished with a million dollars' worth of art work, traverses this area and offers free rides to all attractions in the downtown area. Bus service throughout Erie County is provided by Niagara Frontier Transport Authority; buses also travel to and from Niagara Falls. Light rail service is free for passage above ground, and there is a charge for subway travel. A specialized ParaTransit program offers curb-to-curb service for riders who are unable to board the NFTA vehicles. Traffic jams are said to be rare in Buffalo, and one can reach suburban destinations from downtown in 20 minutes or less. More bike paths are being developed all the time, particularly in the vicinity of the colleges and universities in the downtown area.

■ Communications

Newspapers and Magazines

The Buffalo News is the city's major daily newspaper, published "all day" Monday through Friday and in the morning on weekends. *The Buffalo Criterion*, an African American community newspaper, along with several papers featuring business, lifestyle, community, religious, or ethnically-oriented topics, are published weekly. The University at Buffalo publishes a student-run paper, the *Reporter*, in print on a biweekly basis and online weekly. The *Alt Press* operates as an independent source for local, national, and international news, with a bit of a left bent; it is published in paper and online formats.

A number of magazines and special interest journals are published in Buffalo, including *Gun Week*, the *Buffalo Law Journal*, and *Free Inquiry*, a philosophical journal.

Television and Radio

Buffalo is home to television broadcasting stations affiliated with all the major networks as well as PBS, UPN, PAX, and the WB. The city has a cable company, satellite service providers, and pay-per-view companies. The city is home to a number of local radio stations, including five AM stations that focus on sports and talk radio and ten FM broadcasters with formats including jazz, urban and

adult contemporary, National Public Radio, R & B, alternative, and classic rock. Radio stations reflecting a variety of cultures and religions also broadcast in or near the area. Buffalo receives radio transmissions from Canadian radio and television stations as well; the city's proximity to Toronto has encouraged greater access to international programming, such as the BBC.

Media Information: *The Buffalo News*, One News Plaza, Box 100, Buffalo, NY 14240; telephone (716) 849-3434

Buffalo Online

Buffalo and Erie County Historical Society. Available www.bechs.org

Buffalo and Erie County Public Library. Available www.buffalolib.org

The Buffalo News. Available www.buffalonews.com

Buffalo Niagara Convention and Visitors Bureau. Available www.buffalocvb.org

Buffalo Public Schools. Available www.buffaloschools.org

City of Buffalo Home Page. Available www.ci.buffalo.ny.us

Erie County Government. Available www.erie.gov
"Everything Buffalo." Available www.buffalo.com

Karpeles Manuscript Library Museums. Available www.karpeles.com

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Ithaca

■ The City in Brief

Founded: 1789 (chartered 1888)

Head Official: Mayor Carolyn K. Peterson (D) (since 2003)

City Population

1980: 28,732

1990: 29,541

2000: 29,287

2006 estimate: 29,829

Percent change, 1990–2000: –0.9%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Metropolitan Area Population

1980: 87,085

1990: 94,097

2000: 96,501

2006 estimate: 100,407

Percent change, 1990–2000: 2.6%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 535th

Area: 5 square miles (2000)

Elevation: 814 feet above sea level

Average Annual Temperature: 46° F

Average Annual Precipitation: 35.3 inches of rain; 66 inches of snow

Major Economic Sectors: Shipping, manufacturing, technology

Unemployment rate: 3.7% (June 2007)

Per Capita Income: \$13,408 (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: Cornell University, Ithaca College, Tompkins Cortland Community College

Daily Newspaper: *The Ithaca Journal*

■ Introduction

Ithaca is a small and ethnically diverse town blessed with a beautiful glacier-carved natural setting. A progressive educational center that is home to three colleges, it enjoys a rich heritage and a thriving and sophisticated cultural life. Ithaca is a popular tourist destination in the summer and boasts New York State's premier pedestrian mall. Ithaca is the North American seat of His Holiness Tenzin Gyatso, the 14th Dalai Lama. Ithaca's collective Moosewood Restaurant, founded in 1973, was the wellspring for a number of vegetarian cookbooks: *Bon Appetit* magazine ranked it among the 13 most influential restaurants of the 20th century.

■ Geography and Climate

Ithaca is located at the southern end of Cayuga Lake, halfway between Toronto, Canada, and New York City, in south-central New York's Finger Lakes region. It is 55 miles southwest of Syracuse and 28 miles northeast of Elmira. The city and surrounding area have rolling hills, forests, deep gorges, and splendid waterfalls. Reflecting these scenic treasures, a popular local bumper sticker announces, "Ithaca is Gorges."

Ithaca's lake location helps to temper summer's heat, but in winter, which extends from October through early May, the moisture produces an abundance of snow that

totals about 66 inches annually. The month with the highest average snowfall, January, averages 16.9 inches.

Area: 5 square miles (2000)

Elevation: 814 feet above sea level

Average Temperature: 46° F

Average Annual Precipitation: 35.3 inches of rain; 66 inches of snow

■ History

Ithaca Before the Civil War

For centuries, Ithaca was a Cayuga Indian settlement. In 1779 General John Sullivan's Revolutionary War troops drove the local Indians away and burned down their orchards and cornfields. The first white settlers arrived in 1788 and set up farms in fields that had earlier been cleared by the Indians. When the title to the site was given to Revolutionary War veterans, those first pioneers were forced to move on as well. In the 1790s the first grist mill was built. Two years later, a road was cleared from Oxford in Chenango County to Ithaca.

In 1789 Simeon DeWitt, a surveyor-general of New York State, arrived in the area and soon acquired more than 2,000 acres of land at the southern end of Cayuga Lake. At that time, the land that now makes up Ithaca was part of the town of Ulysses. In 1804, DeWitt named the new town Ithaca, after the island home of Ulysses, a popular figure from Greek mythology. In 1817, Tompkins County was formed with Ithaca as its heart. In 1819, the Ithaca Paper Company Mill was built and remained in operation until 1954. In 1821 Ithaca, with a population of about 1,000 residents, was incorporated as a village.

In 1834, the Ithaca-Oswego Railroad's first horse-drawn train began service and in 1834 Ithaca's Village Hall was built. A major flood in 1857 left the city under water for several weeks. Four years later, as the Civil War began, local troops were sent off to fight for the Union cause.

Cornell University Opens, City Prospers

In 1868, Ezra Cornell founded what is now Cornell University, along with his friend Andrew D. White, who later became its first president. In 1874 Ithaca's first local public high school opened. By 1880, when the Ithaca Gun Company was founded, the city population had reached 9,105 people.

In 1888, Ithaca was incorporated and became the twenty-ninth city in the state of New York. Civic development continued with arrangements for streets, water, lighting, streetcars, traffic regulation, and social service programs.

In 1892, W. Grant Egbert founded the Ithaca Conservatory of Music, which later became Ithaca College. The year 1898 marked the incorporation of the Moore Chain Company, later to become part of the Borg-Warner Corporation, an important local employer. In 1899–1900, the first horseless carriage appeared in Ithaca and a trolley car connected downtown Ithaca to the Cornell campus. When the steamer *Frontenac* burned about that time, boat transportation came to an end in the area.

Pre-World War II Period

By 1900 Ithaca's population stood at 13,136 people. Twelve years later Ithaca's municipal airport was built at the south end of Cayuga Lake. In 1914, the Wharton brothers, who were film makers, set up a motion picture studio in the city, but the venture only lasted until the early 1920s. During that time, the films *Dear Old Girl of Mine* and *Exploits of Elaine* were filmed with Ithaca and Cornell University serving as backgrounds.

The city's population reached 20,708 people in 1930. The next year, Ithaca Conservatory of Music was reorganized and renamed Ithaca College, which in time expanded to specialize in drama and physical education as well as music. The next year, the Tompkins County Courthouse was built in Ithaca. In 1935, disaster struck the Ithaca area, which received more than eight inches of rain in less than twelve hours. As Cayuga Lake rose four and one-half feet above its normal level, a terrible flood ravaged Tompkins County, leaving eleven people dead. Ithaca's airport, golf course, and major parks and fairgrounds were submerged.

Post-War Development

In 1941, as the United States entered World War II, Ithaca's population stood at about 20,000 people. With the coming of war, Ithaca made civil defense plans. Air raid drills were held in the local schools and highway speeds were reduced to 40 miles per hour to conserve gasoline. By the time the war ended in 1945, 174 military men from Tompkins County had met their deaths.

The end of World War II ushered in a new era of development. In 1947 air passenger service started up, linking Ithaca to New York City. By 1950, the city's population stood at 29,257 people. In 1956 42 suburban school districts merged with the Ithaca City School District. In 1960, Ithaca High School opened a new nine-building campus, and from 1960 through 1965, Ithaca College constructed an entirely new campus in the city's South Hill area.

In 1961 Ithaca saw its last passenger train service as the Lehigh Valley Railroad discontinued service to the city. The next year, Mohawk Airlines, later to become part of USAir, brought jet service to the Ithaca area. In 1966, the preservationist society, Historic Ithaca, was formed and two years later a new county public library was constructed.

Ithaca began the 1970s with a population of 26,226 people. The year 1974 saw the opening of the Ithaca Commons pedestrian mall. During that decade, Pyramid Mall Ithaca was constructed and Tompkins County Hospital, later to become known as Cayuga Medical Center, opened a new building.

Events at Century's End

In 1988, Cornell opened its new Center for Theatre Arts and the Ithaca/Tompkins County Convention & Visitors Bureau became operational. By 1990 the city population stood at 29,541 people. The next decade saw the construction of the state-of-the-art Ithaca College Science Building; a new U.S. Post Office; the Sciencenter, a hands-on museum; and a new \$11-million terminal at Tompkins County Airport.

USA Today ranked Ithaca number one in its list of "Emerging Cities" in March 2004. In July 2006, Ithaca was listed as one of the "12 Hippest Hometowns for Vegetarians" by *VegNews Magazine* and chosen by *Mother Earth News* as one of the "12 Great Places You've Never Heard Of." Education and tourism continue to be focal points of the Ithaca area; viniculture and technology have also emerged as local industries. It should be noted that "Ithaca" refers to two separate entities: Ithaca city is completely surrounded by, but separate from, Ithaca township. The possibility of a merger between the two entities is being discussed.

Historical Information: The History Center in Tompkins County, 401 E. State St., Ithaca, NY 14850; telephone (607)273-8284; fax (607)273-6107

■ Population Profile

Metropolitan Area Residents

1980: 87,085
 1990: 94,097
 2000: 96,501
 2006 estimate: 100,407
 Percent change, 1990–2000: 2.6%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 535th

City Residents

1980: 28,732
 1990: 29,541
 2000: 29,287
 2006 estimate: 29,829
 Percent change, 1990–2000: –0.9%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: Not available

Density: 5,857.4 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 21,663
 Black: 1,965
 American Indian and Alaska Native: 114
 Asian: 3,998
 Native Hawaiian and Pacific Islander: 16
 Hispanic or Latino (may be of any race): 1,555
 Other: 546

Percent of residents born in state: 44% (2000)

Age characteristics (2000)

Population under 5 years old: 727
 Population 5 to 9 years old: 721
 Population 10 to 14 years old: 729
 Population 15 to 19 years old: 5,739
 Population 20 to 24 years old: 10,551
 Population 25 to 34 years old: 3,703
 Population 35 to 44 years old: 2,179
 Population 45 to 54 years old: 2,080
 Population 55 to 59 years old: 593
 Population 60 to 64 years old: 429
 Population 65 to 74 years old: 822
 Population 75 to 84 years old: 705
 Population 85 years and older: 309
 Median age: 22.0 years

Births (2006, MSA)

Total number: 901

Deaths (2006, MSA)

Total number: 610

Money income (1999)

Per capita income: \$13,408
 Median household income: \$21,441
 Total households: 10,236

Number of households with income of . . .

less than \$10,000: 2,819
 \$10,000 to \$14,999: 1,127
 \$15,000 to \$24,999: 1,572
 \$25,000 to \$34,999: 1,295
 \$35,000 to \$49,999: 1,227
 \$50,000 to \$74,999: 1,128
 \$75,000 to \$99,999: 470
 \$100,000 to \$149,999: 391
 \$150,000 to \$199,999: 105
 \$200,000 or more: 102

Percent of families below poverty level: 20.7% (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available



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■ Municipal Government

Ithaca is governed by a mayor and common council, made up of 10 members who serve four-year terms. The mayor also serves a four-year term. Ithaca is the seat of south central New York State's Tompkins County.

Head Official: Mayor Carolyn K. Peterson (D) (since 2003; current term expires December 31, 2011)

Total Number of City Employees: 425 (2008)

City Information: Mayor's Office, City of Ithaca, 108 E. Green St., Ithaca, NY 14850; telephone (607) 274-6501

■ Economy

Major Industries and Commercial Activity

Ithaca, with its ready access to the New York State Barge Canal, is an important inland shipping port. Other industries include agriculture, dairy farming, and business machine manufacturing.

High-technology firms, biotechnology, and electronics represent a rapidly growing sector of the Ithaca economic picture. The research activity at Cornell University is largely responsible for this expansion of "clean" industries. The University's Center for Advanced Technology-Biotechnology offers a wide range of services. In addition, Ithaca has a highly skilled work force. These factors have combined to provide many advantages on which new businesses are able to capitalize.

Traditional manufacturing remains a major industry in Ithaca. Borg Warner Automotive, TransAct, and Ithaco Space Systems have made major investments in technology and facilities in recent years. Local business growth is assisted by Cornell University's Center for Manufacturing Enterprise and the National Nanofabrication Facility, also at Cornell.

Agriculture represents a \$90-million export industry that makes a significant contribution to the local economy. Agriculture research, plant science, and other research facilities attract start-up companies to the area. Tourism, especially prevalent in summer, adds another dimension to the local economy. The lakes, gorges, bed and breakfast inns, and wineries attract visitors from many parts of the world.

Ithaca has developed a local currency program called HOURS. Members of the local community can use HOURS bills to pay for rent, food, child care, and car and home repairs. While the currency is taxable income when it is used for trades that normally would be taxed, HOURS income does not reduce a person's eligibility for Social Security benefits. Supporters of the program say that it brings the community together and that the money supplied by the program is not tied to federal conditions. The program is so successful that at least 27 other communities in the United States have established currency programs modeled after that founded in Ithaca.

Items and goods produced: textiles, metal products, salt, electronic items, automobile and engine parts, scientific instruments, shotguns, chain drives, stokers, dairy, grain

Incentive Programs—New and Existing Companies

Local programs: In order to assist new and expanding businesses, the Ithaca Urban Renewal Agency offers a variety of loans, including Community Development Revolving Loans that provide below-market-rate financing to businesses throughout the city to fund activity that results in creation or retention of jobs; very low interest rate loans to encourage investment in the West State Street corridor, West End, and Downtown areas; and Community Enterprises Opportunity Micro-Enterprise Revolving Loans of up to \$5,000 for persons seeking to start or expand a small business in Ithaca. Ithaca Neighborhood Housing Services (INHS) was formed in 1976 to refurbish dilapidated housing and create new rental units and homes for purchase. The Tompkins County Industrial Development Agency (IDA) offers economic incentives to the Tompkins County businesses in order to create and retain quality employment opportunities and strengthen the local tax base. The IDA targets the industrial sector and will only consider other sectors if certain criteria are met.

State programs: Empire State Development (ESD), the state agency responsible for promoting economic development in New York, has programs available to assist businesses that are expanding and creating jobs. Qualified businesses that locate in an Empire enterprise zone can be exempted from sales tax, benefit from tax reductions, or receive credits on real property and business taxes. Enterprise zone businesses may additionally save money on utilities, receive technical assistance, or receive tax credits on wages for newly-created jobs. Even outside of an Empire Zone, businesses that create new jobs can capitalize on Investment Tax Credits. Companies specializing in research and development are eligible for tax credits on 9 percent of their corporate facility taxes

and may receive a capital credit for their investment in emerging technologies. Machinery and equipment, facilities, property, fuels, and utilities dedicated to research and development activities may also qualify for sales tax exemptions, and the state operates more than 50 high-tech business incubators to further develop the industry. New York State has additionally partnered with electric and gas utility companies to create the "Power for Jobs" program in which companies that fulfill the requirement of retaining or generating a specified number of jobs then receive a break on their utility costs that can mean as much as a 25 percent savings.

Low interest loans can be accessed through the ESD by small manufacturing enterprises, small service operations that are independently owned and operated, businesses located within an Empire Zone, businesses located in "highly distressed" areas, businesses owned by women or minorities, defense industry manufacturers, and small businesses seeking to increase their export activities. Other loan programs range from direct financing through the ESD to interest subsidies and loan guarantees. Depending on the financing source, funds can be used for building construction, equipment acquisition, building purchases, and working capital. New York State's progressive tax structure combines tax credits, deductions, exemptions, and write-offs to help reduce the tax burden on businesses.

Job training programs: The Empire State Development Business Assistance Services section refers employers to a source of potential employees, identifies expert instructors, helps the companies to develop training programs, and provides funding assistance.

Development Projects

The \$6.4-million Ithaca Public Library was completed in 2001. In 2005 Cornell University completed two new residence halls, the first in the state to earn "green" building certification under the U.S. Green Building Council's status. Representing the university's presence in New York City, a new Ambulatory Care and Medical Education facility, a 330,000-square-foot, multi-million dollar project of the Weill Cornell Medical College, was officially opened in 2007. Other projects in Ithaca include industrial parks at the Southwest Park and West End Development sites and the Center for Technology, Enterprise, and Commercialization. Ithaca's Ecovillage includes two neighborhoods of 30 homes each built around a common area with emphasis on green construction and social sustainability.

Economic Development Information: City of Ithaca Planning and Development Department, 108 E. Green St., Ithaca, NY 14850; telephone (607)274-6550. Empire State Development, Southern Tier Regional Center, Room 1508, 44 Hawley St., Binghamton, NY 13901; telephone (607)721-8605; fax (607)721-8613

Commercial Shipping

Freight service is provided by Conrail. More than one-third of the population of the country lives within a day's drive of Ithaca.

Labor Force and Employment Outlook

Ithaca has a diverse and highly educated labor force; 26.3 percent of the members of the labor pool have bachelor's degrees, and 31.6 percent have graduate or professional degrees. In November 2007 the civilian labor force in Ithaca numbered 55,500. The unemployment rate was 3.2 percent.

The following is a summary of data regarding the Ithaca metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 62,400

Number of workers employed in . . .

- construction and mining: 1,200
- manufacturing: 4,000
- trade, transportation and utilities: 6,600
- information: 600
- financial activities: 1,600
- professional and business services: 2,800
- educational and health services: 32,100
- leisure and hospitality: 3,800
- other services: 1,400
- government: 8,400

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.7% (June 2007)

Largest county employers (2006)

Number of employees

Cornell University	9,480
Ithaca College	1,525
BorgWarner	1,500
Ithaca City School District	1,200
Cayuga Medical Center	1,000
Tompkins County	750
Wegmans	570
Emerson Power Transmission	450
Franziska Racker	420
City of Ithaca	400

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$319,450

2007 (1st quarter) ACCRA Cost of Living Index: 109.9

State income tax rate: 4.0% to 7.70%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 1.5%

Property tax rate: \$2.026 per \$100 of assessed value of real property (2005)

Economic Information: Tompkins County Chamber of Commerce, 904 East Shore Dr., Ithaca, NY 14850; telephone (607)273-7080; fax (607)272-7617

■ Education and Research

Elementary and Secondary Schools

Ithaca's public school system is large and highly diverse, with students of 80 nationalities and an enrollment that is more than 25 percent students of color. The system covers more than 155 square miles and serves more than 5,400 students from rural, suburban, and urban communities. Approximately 88 percent of its graduates continue on to higher education. Ithaca High School students' mean combined SAT score is 200 points higher than national and statewide averages. With 250 students, the Lehman Alternative Community School's educational philosophy is based on the theory that students have a right to make decisions about their own education: students focus on a few in-depth subjects rather than touching on a wide range of material.

The following is a summary of data regarding the Ithaca City School District as of the 2005–2006 school year.

Total enrollment: 12,229 (all districts)

Number of facilities

- elementary schools: 8
- junior high/middle schools: 2
- senior high schools: 1
- other: 1

Student/teacher ratio: 11.4:1

Teacher salaries (2005–06)

- elementary median: \$51,190
- junior high/middle median: \$44,920
- secondary median: \$45,040

Funding per pupil: \$13,093

Public Schools Information: Ithaca City School District, 400 Lake St., Ithaca, NY 14850; telephone (607)274-2101

Colleges and Universities

Cornell University is a world-renowned teaching and research university with a beautiful campus overlooking the city of Ithaca and Cayuga Lake. The campus includes seven undergraduate and four graduate and professional schools. Cornell also has two medical graduate and professional units in New York City and one in Qatar. Cornell has more than 13,500 undergraduates and over 6,000 graduate students on its Ithaca campus. Several national centers, including one of four supercomputing centers, make their home at Cornell. The school has developed a reputation for its strong astronomy, biotechnology, mathematics, and nuclear studies fields, among others. It ranks near the top for research funding from the National Science Foundation, government, and industry.

Founded as the Ithaca Conservatory of Music in 1892, Ithaca College has five schools, including business, health sciences and human performance, humanities and sciences, music, and the Park School of Communications. Ithaca College has over 6,200 undergraduate students and nearly 400 graduate students from 47 states and 68 different countries who may choose from more than 125 programs. Ithaca College is ranked highly among schools of its size and type.

Tompkins Cortland Community College (TC3) is part of the system of the State University of New York. Founded in 1968, it offers associate's degrees and certificates in 39 program areas. The school's Business Training and Development Center offers courses in such areas as computer skills, management techniques, and licensing requirements. The school has a campus in Ithaca itself and a main campus in nearby Dryden.

Libraries and Research Centers

The Tompkins County Public Library offers a circulating collection of 240,000 items including books, paperbacks, magazines, videos, DVDs, music CDs, and recorded books. A new Tompkins County Public Library opened in late 2000. The 67,000-square-foot, \$6.4-million structure has two main reading rooms, a large community meeting room, and a separate programming room for children. In July 2005 the Tompkins County Public Library installed a new computer catalog system, which includes access in Spanish. Composed of 20 libraries, Cornell University Library is one of the largest academic research libraries in the U.S. Cornell University Library has more than 7.7 million volumes. Other major libraries in the city include those of Ithaca College, the Finger Lakes Library System, the Cayuga Medical Center, the Paleontology Research Institution Library, and the History Center of Tompkins County.

Cornell University is among the major research universities in the country, with approximately \$300 million in annual research support. The university is home to New York State's Center for Advanced Technology in

Biotechnology. The National Science Foundation has designated Cornell as the location of what may be the world's leading "Super Computer" facility, which IBM Corporation helps to co-sponsor. Cornell University also is the site of more than 75 other research centers on topics ranging from African studies, legal studies, mathematics, and social and economic research to manufacturing, agriculture, and honey bees.

Ithaca is also home to Jicamarca Radio Observatory, New York Space Grant Consortium, Northeast Dairy Foods Research Center, and the USDA Agricultural Research Service Plant, Soil and Nutrition Laboratory.

Public Library Information: Tompkins County Public Library, 101 E. Green St., Ithaca, NY 14850; telephone (607)272-4557; fax (607)272-8111

■ Health Care

Ithaca has excellent medical facilities for a community of its size. The Cayuga Medical Center, a 204-bed acute care facility that provides inpatient and outpatient care, has the only emergency medical care facility in the area. The medical center serves more than 150,000 patients each year. Its 180 board-certified and board-eligible physicians offer specialties from neurosurgery to oncology, cardiology and rheumatology. The medical center is the only hospital in the region to have earned the Accreditation with Commendation from the Joint Commission on Accreditation of Health Care Organizations. In 2005 Cayuga Medical Center was named a Top 100 Hospital for the value it contributes to the community it serves, ranked in the top 100 of over 3,550 hospitals nationwide for the services provided compared to the cost of providing the services. Cayuga Medical Center is affiliated with 30 teaching institutions, including the Weill Medical College of Cornell University and New York Presbyterian Hospital, Columbia University, the University of Rochester, Syracuse University's Health Sciences Center, Ithaca College, and Tompkins Cortland Community College.

Health Care Information: Tompkins County Health Department, 401 Harris B. Dates Dr., Ithaca, NY, 14850; telephone (607)264-6674; fax (607)274-6680

■ Recreation

Sightseeing

Ithaca's Sciencenter offers more than 100 exhibits, including a walk-in camera, water raceway, and a moving two-story ball sculpture, as well as live demonstrations on topics such as homing pigeons and how computers work. The Sagan Planet Walk honors the late astronomer Carl Sagan with a three-quarter mile path linking downtown

Ithaca and the Sciencenter. Along the walk, the sun and each planet are marked by a monument. New exhibits include Mars and Stars, Connect to the Ocean, and Infrared Camera.

The History Center of Tompkins County tells the story of the City of Ithaca and Tompkins County through exhibits and the resources of a reference library. One of the nation's largest collections of fossils is showcased at the Paleontology Research Institution, which displays the diversity of life on earth. The Sapsucker Woods Sanctuary/Cornell Laboratory of Ornithology celebrates the diversity of the world of birds, with a ten-acre pond full of waterfowl, a bird-feeding garden, and a display of bird art.

A trip to Ithaca would not be complete without viewing the lovely waterfalls, cascades, and rapids that line the mile-long Fall Creek Gorge in the city center. Another must is a walking tour of Cornell University, with its wonderful ivy-covered buildings on a hill overlooking the downtown. Cornell Plantations on the university grounds includes an arboretum and botanical garden.

Arts and Culture

Ithaca prides itself on being a community of artists, writers, and performers and offers many performing and fine arts events. The Herbert F. Johnson Museum of Art at Cornell University, designed by world-renowned architect I.M. Pei, houses a large collection of art that spans 40 centuries. Its strongest areas are Asian and contemporary art. Especially notable are its funerary urns, silk paintings, and bronze Buddhas.

Ithaca has brought together some of its most fascinating features in its Discovery Trail, showcasing eight particularly noteworthy attractions for visitors. These include the Sciencenter, the Johnson Museum, and the county library, as well as Cornell Plantations' botanical gardens and arboretum and the Cornell Ornithology Center, the Museum of the Earth at the Paleontological Research Institute, the Cayuga Nature Center, and the History Center of Tompkins County.

Downtown Ithaca's Firehouse Theatre presents a different play every month in its historic setting. The Kitchen Theater presents contemporary plays at its stage in the historic Clinton House. From June through August, the Hangar Theatre in Cass Park presents five Mainstage productions, eight smaller-scale productions, and a children's theater program called KIDDSTUFF.

The Cornell Center for Theatre Arts stages plays from September through May, hosts visiting performers, and presents the Cornell Dance Series. Dillingham Center on the campus of Ithaca College is the site of two college theaters that present offerings from September through May.

Music and dance are also represented by numerous groups. The Ithaca Opera Association produces two major operas annually, as well as workshops for children and adults. The Cayuga Vocal Ensemble, a professional

group, performs quality music in a variety of styles. The Cayuga Chamber Orchestra ensemble of 35 musicians has a lively season with concerts, chamber concerts, and Christmas presentations for children.

Seventeenth- and eighteenth-century music is the focus of the NYS Baroque group. Outdoor concerts are held at various times throughout the year at downtown Ithaca Commons and at the art quad on the Cornell University campus. Ithaca Ballet, Upstate New York's only repertory company, presents a varied repertoire of classical and contemporary works.

Festivals and Holidays

The Apple Harvest Festival in October is a regional celebration of autumn produce, including a craft fair, music, storytelling, and dancing. Ithaca welcomes the holiday season with the coming of Santa Claus, horse-drawn wagon rides, a gingerbread house display, and performances by local groups. A wide variety of holiday craft items are on sale at the 12 Shops of Christmas, and musical and other holiday events dot the downtown area. Holiday concerts are presented at sites throughout Ithaca, including the campuses of Cornell University and Ithaca College. In February the Chili Cook-Off & Winterfest takes place: more than 25 restaurants compete in the downtown Ithaca Commons to see who makes the best chili. Mardi Gras at the Wineries on the Cayuga Wine Trail also happens in February: participants receive a glass, a string of Mardi Gras beads, exciting prizes, plus a wine and food sample at each of the Cayuga Wine Trail wineries.

In April and May, Cayuga Wine Trail Wine & Herb Festivals are held: participants receive a fragrant herb or vegetable and taste herb- and veggie-prepared delicacies at each winery. A huge book sale is the highlight of May's calendar, and the event is repeated each October at the Ithaca Public Library. The Maple Sugar Festival takes place every spring at the Cayuga Nature Center. In April, the Sciencenter challenges local residents to design packaging to protect raw eggs; the designs are then tested by being dropped 26-1/4 feet on the Commons in central Ithaca.

June's Ithaca Festival celebrates the local area through music, crafts, theater presentations, food, and fireworks. Juneteenth celebrates the freeing of the slaves at a major festival offering food, music, African drumming, and other events.

Sports for the Spectator

Ithaca is home to nationally ranked collegiate Division I-AA and Division III sports from football to softball, ice hockey to soccer, polo to lacrosse and field hockey. The Cornell Big Red hockey team is traditionally one of the country's strongest and competes regularly for the Division I national championship. Cornell teams play in the

Ivy League conference. Many games take place at Cornell's Berman or Schoellkopf fields.

Sports for the Participant

The area is rich in recreational possibilities, with such activities as golf, tennis, mountain biking, hiking, hockey, skiing, rowing, canoeing, sailing, camping, and swimming, among other pursuits. The Allan H. Treman State Marine Park, the second largest inland marina in New York State, provides more than 400 berths and offers picnic facilities, fishing, a marina, and a pump-out station. Near downtown, Buttermilk Falls is a perfect spot for walking, with its ten waterfalls, rapids, pools, and cliffs. Robert H. Treman State Park provides an area of rustic beauty and features picnic areas, swimming, and cross-country ski trails. Taughannock Falls State Park plunges 215 feet through a rock amphitheater whose walls reach nearly 400 feet. Hiking, camping, and swimming are available on the site. The city recreation department and school system provide youth in Ithaca with opportunities to ski and to play hockey, soccer, basketball, and baseball. Ithaca also features two private and one public 18-hole golf courses and two public 9-hole golf courses.

Shopping and Dining

Ithaca's downtown is the site of the Commons, a pedestrian marketplace featuring specialty shops, galleries, book and music stores, and dining spots. Other downtown shopping malls are Center Ithaca and Dewitt Mall. Ithaca's largest indoor mall, with 70 stores, is Pyramid Mall Ithaca, which features three department stores and a cinema complex. Other smaller shopping areas, such as Ithaca Shopping Plaza, Triphammer Mall, Cayuga Mall, East Hill Plaza, and Collegetown, dot the community landscape. Summer's Sidewalk Sale Days draw crowds on the lookout for bargains to the downtown pedestrian mall. Vendors at Ithaca's open-air Farmer's Market mall, at the foot of Cayuga Lake, sell an array of the local fruits and vegetables that grow so abundantly in the region.

A wide variety of ethnic cuisines is available in Ithaca's restaurants, ranging from Italian, Greek, Mediterranean, and Mexican to Japanese, Chinese, Thai, Vietnamese, Indian, and Middle Eastern. Popular American fare, including barbecued foods and pizza, is also available. The famous Moosewood Restaurant has gained acclaim and won many awards for its innovative vegetarian fare, and the *Moosewood Cookbook* remains popular with cooks throughout the world. The Ithaca Bakery is renowned in the area for its baked goods.

Visitor Information: Ithaca/Tompkins County Convention & Visitors Bureau, 904 East Shore Dr., Ithaca, NY 14850; telephone (607)272-1313; toll-free (800)284-8422; fax (607)272-7617; email info@visi-tithaca.com

■ Convention Facilities

Meeting planners have a variety of choices for places to hold conferences in Ithaca. The Clarion University Hotel and Conference Center has 10,000 square feet of meeting space and is close to both Cornell University and Ithaca College. The Ramada Inn Executive Conference Center has recently expanded to feature 13,000 square feet of dedicated meeting and training rooms. The State Theatre in the heart of downtown can seat 1,600 people.

The Statler Hotel & J. Willard Marriott Executive Education Center, located on the Cornell University campus, offers 153 guest rooms and can handle banquets of up to 300 people and theater-style meetings for up to 700 people. The Statler also offers an 87-seat amphitheater and seven individual breakout rooms with seating for up to 150 guests.

Convention Information: Ithaca/Tompkins County Convention & Visitors Bureau, 904 East Shore Dr., Ithaca, NY 14850; telephone (607)272-1313; toll-free (800)284-8422; fax (607)272-7617; email info@visi-tithaca.com

■ Transportation

Approaching the City

Ithaca is not located on an interstate highway but is connected to I-90 and I-81 by a number of New York State roads. New York State (NYS) Route 79 runs east and west, and Route 96B runs from the south to the center of town. NYS Routes 13A, 34B, 38, 222, 227, 327, and 366 also directly connect to I-81 and lead to the NYS Thruway.

Four miles north of Ithaca is the Ithaca Tompkins Regional Airport, which handles nearly 40 weekday arrivals and departures. Operating as a merged airline, USAirways and America West offer non-stop service from the airport to hubs in Philadelphia and New York City (La Guardia). Northwest Airlines offers service to its hub in Detroit. United Airlines has a codeshare agreement with USAirways. Passengers may connect to flights to many domestic and international destinations from these hub cities. The Ithaca Tompkins Regional Airport offers a café, conference facilities, computer jacks, and a limousine shuttle and services more than 140,000 passengers annually. Charter flights are also available. Intercity bus transportation is provided by Greyhound, Shortline, Trailways, Chemung County Transit, and Swarthout Coaches. Several marinas located throughout Tompkins County provide access to Cayuga Lake and the New York State Barge Canal.

The nearest Amtrak train stop is Syracuse, located approximately 80 minutes from Ithaca. Syracuse is connected to the Empire (N.Y.C.-Niagara Falls), Lake Shore

Limited (Chicago-Boston), and Maple Leaf (N.Y.C.-Toronto) routes.

Traveling in the City

Ithaca is intersected by New York State routes 13, 79, 89, and 96. Public transportation in Ithaca and Tompkins County is provided by Tompkins Consolidated Area Transit (TCAT).

■ Communications

Newspapers and Magazines

Newspapers in the city include *The Ithaca Journal* (daily except Sunday), *The Cornell Daily Sun* (weekdays during the academic year), the weeklies *Ithaca Times* and *Ithaca Pennysaver*, and the weekly *Cornell Chronicle*, a university paper. Locally published magazines include *Coaching Management*, *New York Holstein News*, *Training and Conditioning*, *The Cornell Hotel and Restaurant Administration Quarterly*, *Cornell Science & Technology Magazine*, *Human Ecology Forum*, and *Ithaca College Quarterly*. Journals published locally include *Administrative Science Quarterly*, *Agricultural Finance Review*, *Cornell Journal of Law and Public Policy*, *Cornell Law Review*, *Indonesia*, and *Industrial and Labor Relations Review*.

Television and Radio

Ithaca is home to a cable access provider; no television stations broadcast directly from Ithaca, but many stations are available from nearby communities. Five FM and two AM stations broadcast from the city.

Media Information: *Ithaca Journal*, 123 W. State St., Ithaca, NY 14850; telephone (607)272-2321; fax (607)272-4248

Ithaca Online

City of Ithaca Home Page. Available www.ci.ithaca.ny.us

Empire State Development Department. Available www.empire.state.ny.us

The History Center in Tompkins County. Available www.thehistorycenter.net

Ithaca City School District. Available www.icsd.k12.ny.us

The Ithaca Journal. Available www.theithacajournal.com

Ithaca/Tompkins County Convention & Visitors Bureau. Available www.visitithaca.com

Tompkins County Chamber of Commerce. Available www.tompkinschamber.org

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New York

■ The City in Brief

Founded: 1624 (incorporated 1898)

Head Official: Mayor Michael R. Bloomberg (R) (since 2002)

City Population

1980: 7,071,639

1990: 7,322,564

2000: 8,008,278

2006 estimate: 8,214,426

Percent change, 1990–2000: 9.36%

U.S. rank in 1980: 1st (State rank: 1st)

U.S. rank in 1990: 1st (State rank: 1st)

U.S. rank in 2000: 1st (State rank: 1st)

Metropolitan Area Population

1980: 8,275,000

1990: 8,546,846

2000: 9,314,235

2006 estimate: 11,561,625

Percent change, 1990–2000: 8.98%

U.S. rank in 1980: 1st (CMSA)

U.S. rank in 1990: 1st (PMSA)

U.S. rank in 2000: 1st (PMSA)

Area: 303 square miles (2000)

Elevation: 50 to 800 feet above sea level

Average Annual Temperatures: January, 31.8° F; July, 74.8° F; annual average, 53.5° F

Average Annual Precipitation: 42.46 inches of total precipitation; 22.7 inches of snow

Major Economic Sectors: Education and health services; trade, transportation and utilities; government; professional and business services; financial services; leisure and hospitality

Unemployment Rate: 4.5% (June 2007)

Per Capita Income: \$27,233 (2005)

2005 FBI Crime Index Property: 162,509

2005 FBI Crime Index Violent: 54,623

Major Colleges and Universities: City University of New York (several branches); Mt. Sinai School of Medicine; State University of New York's Downstate Medical Center and Maritime College; New York University; Columbia University; Juilliard School

Daily Newspaper: *The New York Times*; *New York Daily News*; *New York Post*; *Newsday*

■ Introduction

The “Big Apple,” the “City That Never Sleeps”—New York is a city of superlatives: America’s biggest; its most exciting; its business and cultural capitals; the nation’s trendsetter. The city seems to pull in the best and the brightest from every corner of the country and the world. The city’s ethnic flavor has been nuanced by decades of immigrants whose first glimpse of America was the Statue of Liberty guarding New York Harbor and by large expatriate communities such as the United Nations headquartered there. Just minutes from the multimillion-dollar two-bedroom co-op apartments of Park Avenue, though, lies some of the most dire urban poverty in America. But the attendant crime that affects New Yorkers and visitors alike has seen a continued dramatic reduction—NYC has a murder rate half that of cities such as Los Angeles and Chicago, in part as the result of a concerted effort by local agencies. But for all its more than eight million residents, New York remains a city of neighborhoods, whether it’s avant-garde Greenwich Village, bustling Harlem, the ultra-sophisticated TriBeCa, or one of the ethnic enclaves such as Little Italy or

Chinatown. And a cleaner, brighter, safer New York is attracting people from around the world who are coming to enjoy the city's renaissance.

■ Geography and Climate

New York, located on the Atlantic Coastal Plain at the mouth of the Hudson River, is a city made up mostly of islands. Of the city's five boroughs, only the Bronx is contiguous to upstate New York. The larger metropolitan area takes in Long Island, northern New Jersey, and southwestern Connecticut. Commuters now live as far away as eastern Pennsylvania. The city lies at the conjunction of the Hudson and East rivers with New York Bay leading to the Atlantic Ocean. The weather is mostly continental with the ocean moderating summer temperatures and keeping the humidity relatively high. Due to the number of colossal buildings and the city's high level of energy use, New York City tends to have its own "micro-climate" of warmer summers and winters than surrounding areas.

Area: 303 square miles (2000)

Elevation: 50 to 800 feet above sea level

Average Temperatures: January, 31.8° F; July, 74.8° F; annual average, 53.5° F

Average Annual Precipitation: 42.46 inches of total precipitation; 22.7 inches of snow

■ History

Islands Draw Native American, Dutch, and English Settlement

Imagine a New York City lacquered in ice, specifically the last ice age that covered a good part of the continent more than 15,000 years ago. As the ice began to retreat, it simultaneously scraped minerals out of the earth and deposited rocks and soil in its path. Two of the terminal moraine deposits eventually became present-day Staten Island and Long Island. Early inhabitants were drawn to the fertile ground, the abundant fauna, and the clean rivers; archeological evidence suggests that the area was first peopled around 6,000 years after the retreat of the glaciers. The abundant waterways surrounding modern-day New York eventually made the area an ideal base for Algonquian tribes, who lived on the banks of the harbor at the time of initial European discovery.

Italian explorer Giovanni da Verrazano was the first European to arrive in the region, landing at Staten Island in 1524 and mapping the region. Henry Hudson, however, became the first European to reach Manhattan in 1609, then sailing up the river that would later bear his

name. Hudson's mission had been to look for the fabled Northwest Passage to the Orient. Although English, Hudson represented a Dutch concern. The Dutch West India Company dispatched the first permanent settlers to Manhattan Island in 1624. They established Fort Amsterdam, which grew into the town of New Amsterdam as more settlers arrived. In 1626, the fledgling town's governor, Peter Minuit, bought Manhattan—meaning "Island of Hills"—from the Canarsie tribe for 24 dollars' worth of beads and trinkets; locals sometimes cite this transaction as one of the last real estate bargains in New York.

New Amsterdam's population grew to roughly 1,000 people by the 1650s, but strife between Europeans and local Native Americans—who resisted being taxed by the settlers—also escalated. The Dutch West India Company, fearing the strife could hurt its economic interests, selected the autocratic Peter Stuyvesant to end the troubles. Stuyvesant, who was fitted with a decorated wooden leg and known as "Hardheaded Pete," was able to restore peace locally, but during his seventeen-year rule the Dutch and the English fought three naval wars. The English early recognized the trading potential of the site. Finally, in 1664, English war ships arrived in New York Harbor. Stuyvesant surrendered and the town was renamed New York in honor of the Duke of York. New York prospered under English rule, as the population swelled to 7,000 people by 1700. The first newspaper, *The New York Gazette*, was published in 1725, and King's College, now called Columbia University, opened in 1754.

New York has always thrived on rough-and-tumble politics, beginning as early as the Revolutionary War era. The Stamp Act Congress, which protested unfair taxes levied by the British rulers, met there in 1765 and five years later New Yorkers first clashed with British troops. American forces took control of New York at the start of the war, but British troops recaptured the area after the Battle of Brooklyn in 1776 and held New York until the end of the war in 1783. Two years later, New York was made the temporary capital of the new nation and was the seat of Congress until 1790. New York City hosted the first presidential inauguration, as George Washington was sworn in there in 1789.

New Residents Bring Growth, Challenges

New York was once smaller than the other two colonial centers, Philadelphia and Boston. But its importance as the major East Coast port brought millions of immigrants, many of whom settled in ethnic ghettos. German, Irish, and other northern European immigrants flocked to the city throughout the 1800s, drawn by the lure of working on the city's docks and in its mills. By the last two decades of that century, Italian and many eastern Europeans also began arriving. With them came a variety of religions, including Catholicism, which heightened cultural and racial tensions between old and new

residents. The immigrants, a number of whom did not speak English, came to depend on the Democratic Party-controlled Tammany Hall, a political machine that dispensed jobs and advice to immigrants in return for their votes. Led by William “Boss” Tweed, Tammany Hall eventually collapsed under the weight of its own corruption, and Tweed himself was arrested in 1871 on charges of cheating the city of as much as \$200 million.

At the same time, nationwide unrest was fomenting around the issues of states’ rights and slavery. New York was not a center of abolitionist sentiment during the Civil War, despite joining the Union; merchants feared trade with important Southern industries would be damaged. When army conscription was established in 1863 to fill dwindling Union ranks, riots broke out that eventually killed about 1,000 people, including many African Americans who were lynched. Order was not restored until troops arrived from Gettysburg to quell the disturbances.

Various political coalitions struggled to rule the city until Fiorello LaGuardia, nicknamed “The Little Flower,” was elected mayor in 1934. LaGuardia, for whom one of the city’s two major airports is now named, brought a spirit of reform to a city \$30 million in debt in the middle of the Great Depression. He restored fiscal stability during his tenure, which ran until 1945, fought growing crime, and also introduced public welfare services to the city. New York’s place as a world capital was bolstered in 1946 by its selection as headquarters for the United Nations. World Fairs held in New York City, the first, in 1939, featuring the introduction of television and a second in 1964, further enhanced the reputation of the metropolis.

Growth Balanced by Reform

As the science of civil engineering grew, so did the city. Brooklyn for example was fairly isolated from the rest of the area until the Brooklyn Bridge was finished in 1883. But Brooklyn and three other then-separate boroughs—the Bronx, Queens and Staten Island—did not join with Manhattan to become New York City as it is known today until 1898. Manhattan then counted the largest population, but the expanding network of bridges and tunnels leading to and from the island allowed New York City workers to spread to outlying areas.

By the 1960s, though, the city seemed nearly un-governable. Striking transit workers shut down all subway and bus service—in a city dependent on mass transit—in 1966. A 1968 garbage workers’ strike left mountains of trash to pile up on hot city streets for nine days. Police and firefighters went on strike in 1971, and by 1975 the city faced bankruptcy or a default on its bond payments. A bailout from the federal government helped stabilize the crisis. Into that void stepped Edward Koch. Elected mayor in 1978, Koch helped return the city to a delicate balance between competing social forces and introduced his trademark phrase: “How am I doing?” In 1989 David N.

Dinkins became New York City’s first African American mayor, inheriting the stewardship of a city mired in the worst recession in the post-World War era and the demise of which was predicted daily, as has been the case throughout its history. The tenure of Mayor Rudolph Giuliani in the 1990s saw a historic reduction of the city’s crime rate, several years of balanced budgets, and a much-hailed improvement in the overall quality of life of city residents. Mayor Giuliani had entered office on the heels of the World Trade Center bombing on February 26, 1993, in which six people were killed, thousands more were injured, and extensive property damage was incurred. Before leaving office in January 2002, he was faced with an unimaginable tragedy—September 11, 2001.

9/11: Sadness and Solidarity

Most citizens of the United States remember exactly what they were doing on the morning of September 11, 2001, when they heard the news—a plane had struck the north tower of the World Trade Center (WTC) complex in New York City. Initial reports were that it was an accident until many of those same people watched, stunned and horrified, as live television chronicled the second plane crashing into the south tower. Thirty-five minutes later, word came that a third plane had hit the Pentagon in Washington, D.C., followed by the downing of a fourth plane in a Pennsylvania field. Compounding the tragedy was the stark realization that the weapons used against the World Trade Center buildings and the Pentagon were hijacked U.S. commercial airliners, full of travelers. The magnitude of lost lives was overwhelming, nowhere more than in the streets of New York where citizens witnessed the crashes with their own eyes. Within minutes, emergency personnel from across the massive city were mobilized to respond to the WTC crash sites.

The Twin Towers of the World Trade Center were dependent on a central structural core, and the impact and jet fuel fires from the planes had first sent shockwaves down the length of each building and then compromised the supporting structure. At 9:59 a.m., as office workers, janitors, and executives fled the World Trade Center—while rescue workers filed in to help them to safety—the south tower suddenly collapsed into a heap of rubble. The north tower followed a half-hour later. Hundreds of rescue workers and thousands of WTC workers and visitors were killed or injured. The U.S. Government ultimately determined that the four attacks on 9/11 were a symbolic strike at the financial and military emblems of the country and were coordinated through a Muslim terrorist group, al-Qaeda, under the leadership of a man named Osama bin Laden.

In the days after 9/11, New Yorkers pulled together with a new appreciation for each other and their city. Thousands of volunteers hailing from the city and far beyond gathered to offer aid for rescue, recovery, and cleanup efforts, while donations avalanched in from across the

country to support the injured and bereft. Mayor Giuliani was onsite at Ground Zero soon after the attacks, and he stayed onsite to boost the morale of workers and volunteers. The city as a whole vowed that it couldn't be brought to its knees by fear-based tactics, and plans were almost immediately put into effect to prove just that.

While the smoke was still rising, New York Governor George Pataki and Mayor Giuliani created the Lower Manhattan Development Corporation to oversee the design and construction of a lasting memorial to the victims of 9/11, while also generating a plan to rebuild and revitalize the area most profoundly affected by the horrific events. Mere months later, mayor-elect Michael Bloomberg continued the momentum and supported the previous administration's steps to remediate the damage.

Spontaneous memorials had been started soon after the collapse of the towers, and the need for a more permanent observation of the events and recognition of the victims was quickly deemed necessary. A design competition for the memorial was held in 2002, with the idea by Daniel Libeskind being chosen as the favorite. David Childs was selected as the architect. The "Freedom Tower," as redesigned in 2005, will eventually surpass the height of the original Twin Towers and will feature an observation deck, office space, listings of the names of victims of the tragedy, and a spire of light beaming endlessly into space from the top of the structure. Groundbreaking for the Freedom Tower took place in 2006, with completion expected by 2012. In the meantime, then-Governor Pataki announced in June 2005 that construction would start on two interim memorials to the victims, survivors, and rescue workers affected by the attacks on the World Trade Center buildings. One of the memorials is an oral history project located at the Port Authority Transit Hub near the WTC site, where people can record their recollections of that day and of the loved ones they lost. The second interim memorial is the Tribute Center located across from the WTC area, housing the collected items left at the site after the tragic occurrences of 9/11.

After the smoke cleared, New York City remained the financial powerhouse of the world. The city won't forget the sacrifices made by its citizens on September 11th and on many previous occasions, and it's a city that realizes that the best memorial is to live on. The tourist trade rebounded with surprising speed, and New York City's gritty determination has pulled it through tough economic times not necessarily related to the events of 9/11. The biggest city in the country was built on the diversity of its citizenry—Irish, Jewish, Palestinian, Russian, Italian, African, Portuguese, Dominican, and so many more—and it will continue to be the cultural, financial, and educational heart of the nation.

Historical Information: New York Historical Society, 170 Central Park West, New York, NY 10024; telephone (212)873-3400

■ Population Profile

Metropolitan Area Residents

1980: 8,275,000
 1990: 8,546,846
 2000: 9,314,235
 2006 estimate: 11,561,625
 Percent change, 1990–2000: 8.98%
 U.S. rank in 1980: 1st (CMSA)
 U.S. rank in 1990: 1st (PMSA)
 U.S. rank in 2000: 1st (PMSA)

City Residents

1980: 7,071,639
 1990: 7,322,564
 2000: 8,008,278
 2006 estimate: 8,214,426
 Percent change, 1990–2000: 9.36%
 U.S. rank in 1980: 1st (State rank: 1st)
 U.S. rank in 1990: 1st (State rank: 1st)
 U.S. rank in 2000: 1st (State rank: 1st)

Density: 26,402.9 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 3,499,212
 Black: 2,011,962
 American Indian and Alaska Native: 33,088
 Asian: 922,978
 Native Hawaiian and Pacific Islander: 3,105
 Hispanic or Latino (may be of any race): 2,221,906
 Other: 1,355,266

Percent of residents born in state: 49.5% (2000)

Age characteristics (2005)

Population under 5 years old: 589,427
 Population 5 to 9 years old: 494,233
 Population 10 to 14 years old: 529,275
 Population 15 to 19 years old: 483,722
 Population 20 to 24 years old: 504,293
 Population 25 to 34 years old: 1,264,189
 Population 35 to 44 years old: 1,272,179
 Population 45 to 54 years old: 1,081,910
 Population 55 to 59 years old: 451,939
 Population 60 to 64 years old: 341,689
 Population 65 to 74 years old: 479,888
 Population 75 to 84 years old: 341,659
 Population 85 years and older: 121,710
 Median age: 35.8 years

Births (2006, MSA)

Total number: 12,093

Deaths (2006, MSA)

Total number: 7,377



Photograph by Teresa La Forgia/Bob Romaniuk. Courtesy of Bob Romaniuk. Reproduced by permission.

Money income (2005)

Per capita income: \$27,233
 Median household income: \$43,434
 Total households: 3,026,196

Number of households with income of . . .

less than \$10,000: 407,196
 \$10,000 to \$14,999: 203,040
 \$15,000 to \$24,999: 348,330
 \$25,000 to \$34,999: 313,632
 \$35,000 to \$49,999: 397,203
 \$50,000 to \$74,999: 504,221
 \$75,000 to \$99,999: 303,719
 \$100,000 to \$149,999: 306,023
 \$150,000 to \$199,999: 103,156
 \$200,000 or more: 139,676

Percent of families below poverty level: 12.6%
 (2005)

2005 FBI Crime Index Property: 162,509

2005 FBI Crime Index Violent: 54,623

■ Municipal Government

New York City operates under the mayor-council form of government. The mayor is elected in a citywide election, and 51 council members are elected from as many state senate districts within the municipality; a council speaker is elected by the council membership. All officials serve four-year terms. The mayor represents the executive branch of the local government, while the council is largely responsible for legislative functions and also has sole right of approval for the city budget. The Public Advocate, who is not a member of the council, presides over meetings and may vote only in case of a tie. New York City is divided into five boroughs, each of which has its own president and district attorney.

Head Official: Mayor Michael R. Bloomberg (R) (since 2002; current term expires 2010)

Total Number of City Employees: approximately 300,000 (2008)

City Information: Office of the Mayor, New York City Hall, New York, NY 10007; telephone (212)788-9600; fax (212)788-2460

■ Economy

Major Industries and Commercial Activity

Despite the loss of the World Trade Center buildings, New York has remained at the core of national and international financial dealings and has continued as the global center of corporate headquarters in finance and services, media, entertainment and telecommunications, manufacturing, and trade. Hundreds of nationwide corporations make their home in New York, from finance to insurance to advertising. New York City leads the country in the number of Fortune 500 and 1000 companies headquartered there, including 8 of the world's top 10 securities firms and about two-fifths of the country's 50 leading law firms, as well as more than 200 banks representing every major country. The city's biggest industry is publishing, with more printing plants than anywhere else in the United States and approximately 13,000 employees. New York's clothing industry is headquartered in the Garment District near Times Square, where hundreds of factories employ more than 100,000 people.

In recent years, the high-tech and "new media" industries have taken a \$10-billion toehold in the city, particularly in what is being termed Silicon Alley—Upper Manhattan, Brooklyn, Queens, and Staten Island. New York City has supported growth in this arena through its Digital NYC: Wired to the World program that assists with construction and remodeling efforts that result in affordable spaces with ready access to the Internet. New York City offers hundreds of thousands of miles of installed fiber-optic cable, enabling businesses to communicate with clients around the globe. Life science research and development is seeing a similar surge in activity, as the headquarters of at least three of the world's primary pharmaceutical companies have located within midtown Manhattan. Pfizer has announced ambitious expansion plans that will reportedly result in 2,000 new jobs by 2009, along with new office space and an extensive makeover for its current headquarters. Alongside cutting-edge research, professional services firms related to financial consultation or legal issues of intellectual property also flourish.

New York tourism contributes greatly to the local economy, fueled by huge advertising campaigns and interest in the site of the 9/11 tragedy. Hotel room occupancy rates are steadily increasing to more than 85 percent, and traffic through the area's airports broke the 8,000,000 mark in early 2005. Many tourists visit the city in order to experience its art and culture, resulting in a leisure and hospitality industry with more than 600,000 workers. In 2007 New York City made \$28 billion from tourists. Tourism to New York was at record highs, with 46 million people visiting the Big Apple. Of the 46 million tourists, 8.5 million were from other countries. The impact of those dollars reverberated in every sector of the economy, from neighborhood shops and restaurants to hotels, which sold a record 22.8 million rooms, to arts and cultural institutions.

City-owned cultural institutions across the five boroughs saw a combined increase of 855,000 visitors since 2006.

Television and film production in New York City constitutes another growth industry, demonstrating a significant increase in the number of overall shooting days for movies, videos, advertisements, and television programs. Almost 150 studios and stages support the industry, and film production costs in the city are now so reasonable that they rival those of Los Angeles. Three of the "Big Five" music recording businesses have headquarters in New York City.

Items and goods produced: published goods, apparel, chemicals, food products, furniture, machinery, paper products, textiles

Incentive Programs—New and Existing Companies

Mayor Bloomberg took office in January of 2002, mere months after the decimation of the World Trade Center buildings. Facing not just a public relations nightmare but also the nationwide economic downturn at that time, the mayor and his administration have expanded the city's industrial interests beyond Wall Street and into biotechnology, film production, and the recreation and tourism business. The City of New York appears to acknowledge the value of small businesses, as reflected in its Business Improvement Districts.

Local programs: New York City has many programs available to assist eligible businesses with locating real estate, accessing capital for expansion, lowering energy costs, finding skilled employees and lowering taxes. Businesses that locate in the lower Manhattan area and who complete renovations in excess of 20 percent of the property's assessed value may qualify for the Lower Manhattan Energy Program, which can reduce energy costs up to 45 percent. Manufacturers may receive a tax credit for 3.4 percent of the money spent on utility costs, plus an additional sales tax exemption on purchases of electricity, fuel oil, steam, and natural gas. Among New York City's many other incentive programs are: the Not-For-Profit Bond Program, Manufacturing Facilities Bond Program, Industrial Incentive Program, Industrial Incentives for Developers, Empowerment Zone Facilities Bond Program, Exempt Facilities Bond Program, Commercial Tax Incentives, NYC Capital Resource Corporation, Liberty Bonds, and the New Market Revolving Loan Fund.

State programs: Empire State Development (ESD), the state agency responsible for promoting economic development in New York, has programs available to assist businesses that are expanding and creating jobs. Qualified businesses that locate in an Empire enterprise zone can be exempted from sales tax, benefit from tax reductions, or receive credits on real property and business taxes. Enterprise zone businesses may additionally save money on

utilities, receive technical assistance, or receive tax credits on wages for newly-created jobs. Even outside of these zones, businesses that create new jobs can capitalize on Investment Tax Credits. Companies specializing in research and development are eligible for tax credits on 9 percent of their corporate facility taxes and may receive a capital credit for their investment in emerging technologies. Machinery and equipment, facilities, property, fuels, and utilities dedicated to research and development activities may also qualify for sales tax exemptions, and the state operates more than 50 high-tech business incubators to further develop the industry. New York State has additionally partnered with electric and gas utility companies to create the “Power for Jobs” program in which companies that fulfill the requirement of retaining or generating a specified number of jobs then receive a break on their utility costs that can mean as much as a 25 percent savings.

Low interest loans can be accessed through Empire State Development by small manufacturing enterprises, small service operations that are independently owned and operated, businesses operating within an Empire Zone, businesses located in “highly distressed” areas, businesses owned by women or minorities, defense industry manufacturers, and small businesses seeking to increase their export activities. Other loan programs range from direct financing through the ESD to interest subsidies and loan guarantees. Depending on the financing source, funds can be used for building construction, equipment acquisition, building purchases, and working capital. New York State’s progressive tax structure combines tax credits, deductions, exemptions, and write-offs to help reduce the tax burden on businesses.

Businesses that start up in or relocate to designated Commercial Expansion Areas may be eligible for a 3-5 year rent credit of up to \$2.50 per square foot, dependent on lease length and company size. New York City’s Commercial Expansion Areas include certain Commercial Zones and Manufacturing Zones in the Bronx, Upper Manhattan, Queens, Brooklyn, and Staten Island. To qualify, businesses must occupy a building of at least 24,000 square feet and constructed prior to 1999. Businesses in these same zones may be eligible for participation in the Relocation and Employment Assistance, or REAP, program. A tax credit of \$3,000 per job is allowed for up to 12 years for jobs relocated from Manhattan to below 96th Street or from outside the city to Manhattan below Houston Street. Businesses that have renovated a facility at a cost of more than 50 percent of its assessed value may also be eligible, as may businesses that sign a lease of no less than three years and that spend no less than \$25 per square foot improving the space.

The Printers’ Relocation Fund allows for partial reimbursement of relocation expenditures to commercial printing businesses and graphic arts companies that move within New York City. Grants may be 50 percent of the qualifying moving costs or \$200,000, whichever is the lesser amount.

The New York City Industrial Development Agency offers straight lease transactions and issues low-cost double and triple tax-exempt and taxable bonds on behalf of a wide range of commercial, industrial, and nonprofit companies and organizations. Many financing programs are aimed at eligible small- and medium-size businesses to help them obtain financing often not available elsewhere. Various programs provide tax-exempt financing for the purchase of production equipment and machinery; tax exemptions on newly acquired property or renovations for industrial companies; venture capital funds to make capital available for companies specializing in advanced technology; funds for the expansion of nonprofit organizations; loans to small start-up city-based service, retail contracting and manufacturing businesses; and funds to assist community-based banks in making loans for which businesses may not have qualified previously.

Job training programs: In 2003, the New York City Department of Small Business Services was merged with the Department of Employment to create a single point of entry called the Division of Workforce Development. The Division staffs Workforce1 Centers throughout the boroughs of New York City, where job seekers can find extensive databases of open positions, career counseling, skills workshops, and placement programs. The centers also provide GED preparatory courses and instruction in English as a Second Language. Employers can find assistance through the Division’s NYC Business Solutions Centers, where customized recruitment and training allows industries to hire workers who are already trained. The Business Solutions Centers offer advice for entrepreneurs, resources for negotiating governmental regulations, and onsite skill development for employees.

The New York City Employment and Training Coalition has combined the resources of local community colleges, community-based organizations, and training programs associated with labor unions to create a comprehensive approach to training and retraining of the workforce. The Coalition offers employer roundtable discussions, training for management staff to facilitate recruitment and retention of quality employees, workshops and conferences, research, and technical assistance.

In 2005, the New York City Council partnered with the United Way of New York City to publicize a request for proposals for grant funding that will support programs as part of NYCWorks. The \$14-million initiative was launched in 2006 and will increase access to education, job readiness training, and specific job skill development for unemployed or underemployed workers in the metropolitan area.

Development Projects

New York City’s Economic Development Corporation has continued its efforts to restore and reenergize the Lower Manhattan region through tax incentives that

encourage retail, commercial, and residential development. Minimum amounts of investment in property improvements, minimum lease lengths, and other criteria for participation in the Commercial Revitalization Program (CRP) ensure stability and commitment on the part of businesses and citizens alike.

Coney Island has meant summer fun for generations of New Yorkers; the stretch of Brooklyn beach, with its amusement park, circus sideshows, and hotdog-eating contests, has sometimes seemed to be on shaky ground, but new development in the area has bolstered the landmark yet again. In 2001, construction was completed on KeySpan Park, home of the new minor league Brooklyn Cyclones baseball team (an affiliate of the New York Mets). In 2005, the Coney Island Development Corporation chose a designer to revitalize the historic Parachute Pavilion at Coney Island, with the ultimate goal of creating a year-round attraction that will preserve the essence of the amusement park and its surroundings. Coney Island's new development plan involves rezoning and will focus on maintaining the area's amusement character while allowing it to grow into a year-round, vibrant, and affordable entertainment destination. The plan would map the amusement areas as park in order to permanently preserve the amusement district. In addition, the rezoning would permit new indoor and outdoor amusement uses as well as hotels, water parks, entertainment retail and restaurants outside the park. Capitalizing on Coney Island's beachfront location, the rezoning plan could generate 4,000 to 5,000 new units of housing outside the amusement area, approximately 900 affordable units through the Inclusionary Zoning program, and roughly 500,000 square feet of new neighborhood retail.

In 2004, Mayor Bloomberg announced plans for a commercial biotech research and development campus on the grounds of the city-owned Bellevue Hospital. The East River Science Park is expected to attract major players in the pharmaceutical, medical device production, and biotechnology fields. Approximately 4.5 acres have been set aside for the facility that, when completed, will encompass 870,000 square feet of research, retail, and office space. The Economic Development Corporation has committed \$10 million to the project, with an expected return of 6,000 construction jobs during realization of the science park and 2,000 new permanent jobs upon completion. One of Manhattan's current pharmaceutical residents, Pfizer, also has plans in the works to renovate its existing headquarters, expand into several new buildings, and relocate thousands of employees to the downtown headquarters, at the cost of \$1 billion over the next 15 years.

In the 1970s, Hunts Point (Bronx) was a crime-infested area notorious for frequent arsons in its abandoned buildings and warehouses. After being designated an In-Place Industrial Park in 1980, followed by Empire and Empowerment Zone designations in 1994, Hunts

Point emerged as an industrial powerhouse, with an emphasis on food production. The City of New York and the Bronx Borough plan to capitalize on that momentum through the Hunts Point Vision Plan announced in 2005, in which the existing Produce Market on the site will be upgraded, vacant parcels in the Food Distribution Center will be developed, a buffer zone of food-related businesses will be created between the industrial park and the nearby residential neighborhood, bike paths will be constructed, rail and highway access will be enhanced, new parks will be planted, the visual appeal of the area will be heightened with new sidewalks and streetscapes, the appearance of the waterfront will be improved, and a Hunts Point Works employment and training center will be generated.

In 2005, the city of New York and the borough of Queens put a plan in motion to redevelop the former Municipal Parking Lot 1. Approximately \$500 million has been set aside to turn the five-acre site into a new town square with residential spaces, a community center, retail slots, recreational facilities, and a business-class hotel. The project is called Flushing Commons, and it is anticipated to generate 2,000 construction jobs during the building phase and an eventual 2,000 permanent jobs. An ancillary project in Flushing involves the construction of more than 100 affordable housing units complemented by retail spaces. The city of Flushing is also undertaking an \$11-million downtown redevelopment project that will make the area more friendly for pedestrians, and a former industrial property in western Flushing will eventually be transformed into a 3.2-million-square-foot retail and residential area called Flushing Town Center, at a cost of about \$600 million.

As of 2008 plans for the revitalization of 125th Street in Harlem were underway. The focus was on making 125th Street a unique Manhattan Main Street that evolves as a premier arts, culture, and entertainment destination for residents and visitors alike. One project is Mart 125, a 10,000-square-foot, city-owned commercial real estate property directly across the street from the legendary Apollo Theater and the historic Victoria Theater site. The site offered an opportunity to create a 50,000-60,000-square-foot destination venue that supports a program comprised of specialty retail, arts and culture, a multimedia information center, and unique dining, as well as other uses. Development of Harlem's waterfront was planned, and a \$65-million renovation of the Apollo Theater was scheduled for completion in mid-2009. The West 125th Streetscape improvements include street trees, widened sidewalks, traffic safety improvements, lighting improvements for the IRT and 12th Avenue viaducts along West 125th Street, and an inter-modal station development at 12th Avenue and West 125th Street. These improvements were intended to create connections between the various forms of transportation, while encouraging vibrant street life on West 125th Street.

Economic Development Information: New York City Economic Development Corporation, 110 William Street, New York, NY 10038; telephone (212)619-5000; toll-free (888)NYC-0100

Commercial Shipping

As of 2008 the Port of New York and New Jersey was the largest on the East Coast of North America; cargo coming into the port is expected to double to nearly 10 million twenty-foot equivalent units (TEUs), or intermodal shipping containers, per year by 2020. In 2003, the Port Authority of New York and New Jersey area handled about 4 million cargo containers and 55 million tons of bulk cargo, at a record value of \$100 billion. The world's leading airport system includes LaGuardia, which transported 14,096 tons of cargo and 15,219 tons of air mail in 2004 in addition to 24,435,619 passengers. John F. Kennedy International Airport (JFK) opened two new cargo facilities in 2003, encompassing 435,000 square feet of warehouse and office space. Japan Airlines operates a sophisticated cargo structure at JFK, with 260,000 square feet of space, and the JFK Air Cargo Center is equipped to handle live animal shipments. In 2003, JFK moved 1,709,457 tons of cargo, 84,243 tons of air mail, and 31,732,446 passengers.

In 2002 New York State government and the Port Authority partnered in a rail freight service improvement project that was expected to cost about \$40.195 million. Movement of goods within and outside the New York City area should be enhanced as track and yard capacity are increased in Brooklyn and Queens, vertical clearances are heightened along the Oak Point Link, cargo facilities are expanded, a new engine house is constructed for NY&A rail line, and other enhancements are instituted that will benefit rail freight service providers such as CSX and CP.

Two Foreign Trade Zones in New York City cover three major import-export sites: the Brooklyn Navy Yard, John F. Kennedy International Airport, and Howland Hook Marine Terminal (along with Port Ivory). Foreign Trade Zones are legally outside U.S. Customs territory and permit importers to store or assemble goods with minimal U.S. Customs scrutiny and no duty charges until goods enter U.S. commerce streams.

The city is bisected and surrounded by a web of interstate highways, including I-95, I-80, I-78, I-295, and I-280. More than 60 trucking companies offer local and national ground transportation of freight, and both FedEx and United Parcel Service operate air freight and package delivery services that are sited in Jamaica, NY.

Labor Force and Employment Outlook

The 2000 U.S. Census reported that 72.3 percent of New Yorkers possessed a high school diploma or its equivalent; 27.4 percent of the city's population went

on to earn at least a bachelor's degree, and 11.6 percent achieved a graduate degree of some variety. Overall, this makes for a well-educated workforce. For the State of New York, labor market analysts predict that there will be marked growth in the education and training industry, with a 15.4 percent increase in available positions by the year 2012. Healthcare and healthcare support professions are expected to pick up some 150,000 jobs, and community social service work is anticipated to increase by almost 20 percent. Manufacturing and administrative support positions will more than likely decrease in availability, while transportation-related and agricultural work are projected to remain essentially static. Financial services employment will continue its gradual rebound, with an 11.5 percent gain in jobs by 2012.

The following is a summary of data regarding the New York City metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 3,664,400

Number of workers employed in . . .

construction and mining:	118,300
manufacturing:	106,400
trade, transportation and utilities:	556,800
information:	165,200
financial activities:	458,400
professional and business services:	571,500
educational and health services:	694,700
leisure and hospitality:	283,500
other services:	154,200
government:	555,400

Average hourly earnings of production workers employed in manufacturing: \$15.35

Unemployment rate: 4.5% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
City of New York	450,000
New York Presbyterian Healthcare System	28,909
Citigroup	26,809
JPMorgan Chase	20,883
Verizon Communications	17,622
Federated Department Stores	17,000
Continuum Health Partners	15,592
Columbia University	13,151
Time Warner	12,890
North Shore-Long Island Jewish Health System	12,857

Cost of Living

New York is by far the nation's most expensive city in which to live, and it ranks as the thirteenth most expensive worldwide. The city's unique rent control policies provide cheap rent to long-ensconced residents—who tend to be middle class or affluent—while leaving newcomers to fend for themselves on the open market. Areas that have been undergoing gentrification in the last decade, such as the Park Slope (Brooklyn) and Parkchester (Bronx) neighborhoods, have seen a more than 50 percent increase in rents. To deter rent inflation that may chase older residents or lower-income owners out of their properties, New York City offers property tax abatement to owners of buildings comprised of less than six units and who rent to senior citizens.

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

2007 (1st quarter) ACCRA Average House Price:
\$1,197,500

2007 (1st quarter) ACCRA Cost of Living Index:
207.3

State income tax rate: 4.0% to 7.70%

State sales tax rate: 4.0%

Local income tax rate: graduated, from 1.5% to approximately 4.45%

Local sales tax rate: 4.375%

Property tax rate: Class 1 (single-family dwelling) in Manhattan, 15.094% of assessed value; Class 4 in Manhattan, 11.558% of assessed value (2004-2005)

Economic Information: Manhattan Chamber of Commerce, 1375 Broadway, Third Floor, New York, NY, 10018; telephone (212)479-7772; fax (212)473-8074

■ Education and Research

Elementary and Secondary Schools

New York City's public school system is the largest in the nation, serving more than one million children. Until recently, school district activities were dictated by the New York City Board of Education, which gained a reputation for poorly serving its student population. Soon after taking office, Mayor Bloomberg abolished the Board of Education and assumed mayoral control of New York Public Schools under a school governance agreement. One of Bloomberg's campaign promises was to create special classrooms that would keep students with multiple disciplinary infractions involved in education but in a controlled setting. As a result, the district

opened 20 New Beginnings Centers by 2004 along with five off-site Suspension Centers that operate in partnership with community-based organizations to provide a complete range of student support services.

The school system leans toward the magnet model, with a variety of specialized learning institutions within the elementary, middle, and high school strata. Concentrations include leadership studies, writing and communication, culinary arts, technology, computer science, international relations, performing arts, law, social justice, aerospace, and sports professions, to name just a few. The Department of Education plans to open more than 50 new small secondary schools across the city, in an effort to broaden the academic choices available to students and their parents or guardians. The new schools will concentrate on an academically rigorous curriculum, personalized to each student and enhanced with community partnerships. In addition, there are some 50 charter schools in operation within the district, which is divided into 10 regions that are loosely based on sections of the five New York City boroughs.

In 2004 the Chancellor launched a pilot program called the "autonomy zone." The principals whose schools were included in this pilot program were given additional decision-making power over their programs, their personnel, and their finances, in exchange for pledging to meet ambitious achievement targets. In the first year, 85% of Department of Education schools in the zone pilot met their performance targets. In the 2006-07 school year, this program expanded into the Empowerment Schools initiative and was the predecessor of the School Support Organizations. Empowerment Schools are premised on the belief that decisions about how to educate students should be made as close as possible to those who work with them—the principals in collaboration with the school community. As of 2008 principals in 500 New York City public schools were part of the Empowerment School program.

New York City public schools tend to have fewer teachers, administrators, and librarians than the state average; spending per pupil also lags behind the state average. Approximately 54.3 percent of the city's public school students graduate from high school, while the district sends about 71.5 percent of that diminished group on to an institution of higher education.

Many private K-12 schools operate in the New York City area, some of which are secular and some of which are religiously based. Since the city is a major television and film production center, a number of acting and technical schools related to the industry have been created.

The following is a summary of data regarding the New York City Department of Education as of the 2005-2006 school year.

Total enrollment: 1,100,000

Number of facilities

elementary schools: 616
 junior high/middle schools: 221
 senior high schools: 295
 other: 57

Student/teacher ratio: 13.6:1

Teacher salaries (2005–06)

elementary median: \$68,570
 junior high/middle median: \$67,360
 secondary median: \$70,830

Funding per pupil: \$12,644

Public Schools Information: New York City Department of Education, New York, NY 10007; telephone (718)935-2000

Colleges and Universities

New York is the only U.S. city with a large public-university system. The City University of New York (CUNY) offers open admission at its 20 sites to all New York City residents with a high school degree. With branches in all five boroughs, CUNY embraces nine liberal arts colleges, six community colleges, the John Jay College of Criminal Justice, the New York City College of Technology, the City University School of Law, the CUNY Graduate School of Journalism, the Sophie Davis School of Biomedical Education, business programs, and graduate degree programs. The extensive State University of New York (SUNY) system operates several specialized branches in the city, such as the Fashion Institute of Technology, the Downstate Medical Center, the State College of Optometry, and the Maritime College.

More than two dozen private colleges in New York City provide access to associate's, baccalaureate, master's, and doctoral degrees. New York University is one of the largest private institutions of higher education in the country, enrolling almost 40,000 students in undergraduate and graduate programs with a focus on the arts. Columbia University belongs to the Ivy League and is the city's oldest college. Columbia is renowned for its journalism program and has gained a reputation for its medical research work. Yeshiva University, a private Jewish academic research institution, enrolls almost 7,000 students in graduate and undergraduate programs in its Albert Einstein School of Medicine, Benjamin N. Cardozo School of Law, Wurzweiler School of Social Work, Ferkauf Graduate School of Psychology, Azrieli Graduate School of Jewish Education and Administration, Bernard Revel Graduate School of Jewish Studies, and Rabbi Isaac Elchanan Theological Seminary. The Juilliard School is considered one of the best music, dance, and theater schools in the country. In recent years, Juilliard has begun to focus on community outreach, the interface of technology and art, and interdisciplinary programming.

Fordham University is a Jesuit institution with a specialty in medieval studies, while Rockefeller University is famous for its biomedical sciences. The Bard Graduate Center for Studies in the Decorative Arts, Design, and Culture, which opened in 1993, offers a master of arts degree. The New School in New York was formerly the New School for Social Research, and it has retained that academic bent.

Libraries and Research Centers

The New York Public Library system, like the city itself, is immense. Four specialized research libraries and 80 branch facilities hold collections of 51,772,952 items: more than 20.7 million books system-wide, in addition to more than 1.3 million audio resources, 768,550 video materials, and 91,355 periodicals. The Science, Industry and Business Library (SIB) is the nation's largest public information center dedicated to science and business. The SIB houses more than 2 million volumes and 60,000 periodicals and provides users with broad access to electronic science and business content via 150 networked computer work stations. Among the research centers' special collections are the Henry W. and Albert A. Berg Collection of English and American Literature, which includes the Vladimir Nabokov Archive; manuscripts and archives of the Schomburg Center for Research in Black Culture; and the Theater on Film Archive, which preserves videotapes of live theater performances accumulated for more than 30 years.

In addition to the city library system, more than a thousand other libraries are operated in the city by schools, private groups, and most museums. The Pierpont Morgan Library is known for its collection of rare books and manuscripts. The Morgan Library is on the grounds of a 45-room Victorian brownstone, connected to the library by a glass-enclosed conservatory. Masonic literature, history, and relics are collected in the Chancellor Robert R. Livingston Masonic Library of Grand Lodge, while the New Historical Society houses a fine collection of materials relevant to New York's role in early United States history. At the United Nations, the Dag Hammarskjöld Library specializes in international affairs and world peace with an aim of getting U.N. members the best information possible as quickly as possible. The U.S. National Archives for the Northeast Region houses such items as court records from the Rosenberg and Hiss cases, limitation of liability suits involving the *Titanic*, and census records since 1790 on microfilm.

With its universities and industry research campuses, New York City has become a global contributor in practically all areas of research and development. On average, the city receives \$1.2 billion in funding from the National Institute of Health, underwriting the efforts of its more than 125 resident Nobel Laureates and other members of the scientific community. The New York State Energy Research and Development Authority

assesses public utilities, conducts research on energy efficiency and alternative power, and supports projects in schools, municipalities, and local industries. New York University is a leading research center with programs in medicine and health fields, international studies, urban affairs, and Latin America. The State University of New York maintains a research foundation that supports efforts across the SUNY system of universities. Recent projects include a study of brain cell behavior and methods of preventing blindness. Columbia University's Center for Environmental Research and Conservation studies nature and wildlife issues nationally and globally. Among the independent organizations researching health areas are those focusing on drug addiction, blood disorders, hearing problems, genetic disorders, and psychiatric issues. The New York Botanical Garden studies the flora of the New World, catalogs five million samples in its herbarium, and publishes the *Botanical Review*. Offering research and consultation on government public policy is the Institute of Public Administration. The New York Public Interest Research group conducts consumer-interest, environmental, energy, governmental system, social justice, and health research. The United Nations Institute for Training and Research studies all aspects of United Nations policy, operation, and organization.

Public Library Information: The New York Public Library, Fifth Avenue and 42nd Street, New York, NY 10018; telephone (212)930-0800

■ Health Care

New York City offers the opportunity for world-class medical care and has one of the highest concentrations of hospitals on the planet, with more than 100 facilities that span the spectrum from smaller neighborhood hospitals to major medical centers. The city is served by more than 30 teaching hospitals, a number of medical schools, more than 10 cardiac rehabilitation centers, and 6 cancer treatment centers. The New York City Health and Hospitals Corporation—by far the largest public hospital system in the country—employs thousands of workers at 11 acute care hospitals, 6 diagnostic and treatment centers, 4 skilled nursing facilities, and more than 80 community health clinics. The New York City Health and Hospitals Corporation is a \$5.4-billion public benefit corporation that serves 1.3 million New Yorkers and nearly 400,000 who are uninsured.

A number of the top hospitals in the country are located in New York City, including: New York-Presbyterian University Hospital of Columbia and Cornell; Hospital for Special Surgery; Memorial Sloan-Kettering Cancer Center; Mount Sinai Medical Center; and Rusk Institute of Rehabilitation Medicine at New York University Medical Center. Other specialized services can be obtained at the New York State Psychiatric Institute,

Kirby Forensic Psychiatric Center, the Orthopaedic Institute, and the New York Ear and Eye Infirmary. Residents of New York City can also access a wide variety of holistic healthcare, including homeopathy, hypnotherapy, massage therapy, and acupuncture. Diagnosis and treatment for pets and exotic animals is available from the nearly 400 veterinarians and animal hospitals operating in the five boroughs.

Health Care Information: The New York Health and Hospitals Corporation, 125 Worth Street, New York, NY 10013; telephone (212)788-3339

■ Recreation

Sightseeing

An energetic visitor could keep busy for weeks in Manhattan alone. A good place to start is where the Dutch explorers first settled—in Battery Park on the southernmost tip of Manhattan, which offers spectacular views of the harbor and the Statue of Liberty, itself accessible by boats leaving from the park. The American Museum of Immigration at the base of the statue—the largest of modern times—traces the history of the men and women who sailed into the harbor for a new future. Ellis Island processed more than 12 million European immigrants before it was shuttered in 1954; it is once again open to the public and drawing visitors from around the country and the globe.

A natural sightseeing transition might be a trip to the New York City Hall, the oldest in the nation still housing the city's governmental functions. Back in 1802, a design team consisting of a Frenchman and a native New Yorker won a competition to create the then-new City Hall; the resulting building reflects the Federal style of architecture, with noticeable French influences. Ten Corinthian columns, a soaring rotunda, arched windows, and a cupola crowned by a copper statue of Justice make the building a dramatic sight. The Governor's Room in the City Hall contains a museum with relics from the civic development of the U.S. and New York; its visitors have included Albert Einstein and President Abraham Lincoln, who later lay in state in the room following his assassination.

The New York Stock Exchange offers free tours and a visitor's gallery to observe the hectic activity; for a more peaceful perspective, the sightseer can look down on the city from the observation platform of the fabled Empire State Building, once the world's tallest building. Grand Central Station is a destination in itself; since it opened in 1913, the station whose name has become synonymous with bustle has added shops, restaurants, and entertainment. Group and individual tours can be arranged. Rockefeller Center is not just a place to see but to be seen—the NBC network produces “The Today Show” in

the historic complex of buildings that includes the Rainbow Room and the Radio City Music Hall.

Visiting Ground Zero, the former site of the World Trade Center complex, is a powerful experience. Interim memorials are located near the site to keep alive the memory of the tragedy of September 11, 2001. The absence of the towering buildings themselves, in a city that uses every available space, is haunting.

The United Nations meets for about three months beginning on the third Tuesday of September, and free tickets to the General Assembly are distributed about an hour before each conclave. Guided tours of the building are also available in at least 16 languages. Visitors should also take time to stroll through New York's many neighborhoods. Chinatown abounds with restaurants and stores. Greenwich Village retains much of its Bohemian charm with bookstores, nightlife, and specialty boutiques. The Garment District, still a headquarters for the clothing trade, teems with workers pushing racks of clothing down the street.

In the Bronx, the 250-acre New York Botanical Garden owns one of the world's largest plant collections in an herbarium with four million specimens. The Bronx Zoo is home to more than 4,000 animals in natural environments. The zoo is active in preservation activities, having been the home of the Wildlife Conservation Society since 1895. Some of the realistic habitats include the Himalayan Highlands Habitat, the Congo Gorilla Forest, and an Asian rainforest. The zoo also contains a butterfly garden, a tiger exhibit that puts visitors within a whisker of the cats, and a bug carousel for the kids.

The Brooklyn Botanical Garden cultivates 900 varieties of roses. Astroland, near the Coney Island Boardwalk, is a family fun center with rides, games, and other amusements. Also nearby, the New York Aquarium highlights a shark tank, dolphin and sea lion shows, Beluga whales, and thousands of other fish and varieties of marine life. The Brooklyn Bridge, one of the world's most beautiful suspension bridges, is open to pedestrians for a memorable view of lower Manhattan.

The Jamaica Bay Wildlife Refuge in Queens is nearly as large as Manhattan and is a beautiful site for nature walks. On Staten Island, the William T. Davis Wildlife Refuge offers similar opportunities. The Staten Island Zoo is small but maintains an excellent reptile collection.

New York is famous around the world for its glittering nightlife, from jazz clubs in Harlem to discos and nightclubs in Manhattan. Comedy clubs, improvisational theater, and singles lounges are key New York attractions.

Arts and Culture

New York City is the ultimate destination for performers in and consumers of all aspects of the arts. The city's rich culture attracts fans to the fabled lights of Broadway (and off-Broadway) theaters and the all-night clubs of Greenwich Village. The Theater District in Manhattan offers 36

theaters and a ton of talent in a small strip of land. Performance venues named for luminaries such as Ethel Barrymore, the Gershwins, and Helen Hayes line the streets and entertain millions every year. The artistic heart of the city literally beats at the Lincoln Center for the Performing Arts, home of cultural icons such as the New York Philharmonic Orchestra, the School of American Ballet, the New York City Opera, The Chamber Music Society, the New York City Ballet, and the Metropolitan Opera. The 268-seat Walter Reade Theater located within the Lincoln Center is the first permanent home of the Film Society. The Dance Theatre of Harlem started as an initiative to give underserved children the opportunity to study a wide variety of dance forms and has now become one of the best-known multicultural professional companies in the world.

Cultural and historical museums in New York City are as diverse as the populace. El Museo del Barrio has evolved into a primary ethnic institution for New York's Latino residents and is a must-see within Manhattan's Museum Mile on Fifth Avenue. Both the Museum of the City of New York and the collections of the New York Historical Society illustrate how the "Big Apple" developed into the metropolis it is today. The Museum of Television and Radio keeps a vault of 16,000 radio and television tapes that visitors can select by computer and then watch in private booths. The museum also holds special screenings and is a center for radio, television and film research efforts. The Jewish Museum is devoted to Jewish culture both ancient and modern, as is the Yeshiva University Museum. The South Street Seaport Museum is actually a historical district that is several blocks long and features exhibits relating to New York's marine past. A fleet of ships from the late 1800s and early 1900s is docked at the museum pier and can be boarded by the public. The American Museum of Natural History in Central Park features permanent exhibits on peoples from around the globe, meteorites, gems, primates, birds and reptiles, and is probably best known for its dramatic dinosaur reconstructions. The 563-carat sapphire called Star of India is on display at the museum, and the museum's Hayden Planetarium presents frequent lecture series, weekly galaxy explorations, and daily astronomy demonstrations. The New York City Fire Museum resides in a circa-1903 firehouse built in the Beaux Art fashion and contains historical articles, equipment, and memorabilia related to firefighting. The New York City Police Museum contains one of the world's biggest collections of police and emergency services memorabilia.

The Metropolitan Museum of Art, or the Met as it's known, is the largest art museum in the country with more than 2 million specimens of painting, sculpture, photography, drawings, and decorative arts. The collections within the Met include some of mankind's greatest art treasures ranging from classical Greek sculpture to avant-garde photography. The permanent collection

includes American Decorative Arts, American Painting and Sculpture, Ancient Near Eastern Art, Arms and Armor, Arts of Africa, Oceania, and the Americas, European Paintings, Greek and Roman Art, Asian Art, the Costume Institute, Egyptian Art, Islamic Art, Textiles, and Musical Instruments. The Cloisters is the branch of the Metropolitan Museum of Art devoted to the art and architecture of medieval Europe. Located on four acres overlooking the Hudson River in northern Manhattan's Fort Tryon Park, the building incorporates elements from five medieval French cloisters and from other monastic sites in southern France. Three of the cloisters reconstructed at the branch museum feature gardens planted according to horticultural information found in medieval treatises and poetry, garden documents and herbals, and medieval works of art, such as tapestries, stained-glass windows, and column capitals. Approximately 5,000 works of art from medieval Europe, dating from about A. D. 800 with particular emphasis on the twelfth through fifteenth century, are exhibited there.

Founded in 1929 as an educational institution, the Museum of Modern Art, or MoMA as it is known, is dedicated to being the foremost museum of modern art in the world. The museum recently underwent a major expansion project; the new facility opened in 2006. The 630,000-square-foot museum has nearly twice the capacity of the former facility. MoMA's collection has grown to include over 150,000 paintings, sculptures, drawings, prints, photographs, architectural models and drawings, and design objects. MoMA also owns approximately 22,000 films and 4 million film stills, and MoMA's Library and Archives, the premier research facilities of their kind in the world, hold over 300,000 books and periodicals, and extensive individual files on more than 70,000 artists. Some of the great modern artists represented in the museum include: Cézanne, Seurat, Van Gogh, Gauguin, Munch, Rodin, Klimt, Braque, Picasso, Kandinsky, Klee, Matisse, Chagall, Duchamp, Hopper, Magritte, Dalí, O'Keeffe, Rivera, Kahlo, Miró, Giacometti, Cornell, Mondrian, Pollock, Rothko, Kline, Newman, de Kooning, Stella, Calder, Nevelson, Rauschenberg, Reinhardt, Lichtenstein, Warhol, Judd, LeWitt, Anselmo, Kiefer, Marden, Guston, Ryman, Nauman, Holzer, Close, and Serra.

The Whitney Museum of American Art holds the largest collection of twentieth-century American work and is now amassing pieces from the twenty-first century. The museum has collected the works of Hopper, O'Keeffe, and Calder extensively and has dedicated rooms to each of these artists. The Solomon R. Guggenheim Museum, housed in a Frank Lloyd Wright building, is a masterpiece itself and specializes in modern painting, sculpture, and graphic arts. The now-public collections started as the private holdings of the Guggenheim family; Peggy Guggenheim was known for her appreciation for and support of contemporary art and was

instrumental in the careers of several modern artists, including Jackson Pollock. The New Museum of Contemporary Art (NMCA) exhibits some of the most current trends in the art world. In 2005, the NMCA began construction of a 60,000-square-foot facility on Prince Street to allow for expanded collections and programming; the new museum opened in 2007. The American Folk Art Museum (AFAM) opened exactly two months after the terror attacks on the World Trade Center in 2001, and the building itself has won several awards for its architecture. The AFAM collection includes 4,000 paintings, quilts, sculptures, and weathervanes. The Studio Museum Harlem collects culturally relevant works in a variety of media and offers educational workshops. The Dahesh Museum has concentrated its collection efforts on the works of nineteenth and early-twentieth century European artists such as Bonheur, Vernet, and Picou. The younger set will appreciate the Children's Museum of the Arts, where a hands-on experience in visual and performing arts awaits. The Museum for African Art, located on SoHo Museum Row, seeks to increase public awareness and appreciation of the works of African artisans. The museum was undergoing construction in 2008 and was temporarily located in Long Island City, Queens. The Cooper-Hewitt Museum, part of the Smithsonian Institution, is the nation's only museum devoted to contemporary and historical design.

Festivals and Holidays

Practically every day is a party somewhere in New York City. The St. Patrick's Day Parade (Irish) and the Columbus Day Parade (Italian) remain the city's two biggest ethnic celebrations. Others include the German Steuben Day Parade, the Muslim Day Parade, the Brooklyn Latinos Unidos Parade, the Sikh Cultural Society Parade and Festival, the Chinese New Year Parade, the Haitian-American Day Parade, the Mexican Day Parade, the Hare Krishna Parade, the Puerto Rican Day Parade, the India Independence Day Parade, the Dominican Day Parade, the Pakistan Independence Day Parade, and the Polish Pulaski Day Parade. The Great 4th of July Festival explodes with fireworks sponsored by Macy's Department Store as well as a street fair. Toward the end of July, the River to River Festival at the waterfront in Manhattan honors the arts in all forms. In August, the New York International Fringe Festival is an alternative celebration of visual and performing arts. In September, Wigstock, the legendary "dragstravaganza" is held. The Macy's Thanksgiving Day Parade, broadcast nationwide, features huge cartoon-character balloons that drift over city streets and has figured largely in movies such as "Miracle on 34th Street." Since 1933, the lighting of the communal tree in Rockefeller Center has drawn New Yorkers and visitors in a kick-off for various cultural observations occurring in December. New Year's Eve is celebrated in a raucous party that centers on Times

Square where the “Big Apple” and the ageless Dick Clark have for many years marked the start of a new year.

Sports for the Spectator

A Big League city demands Big League sports heroes, and New York’s professional teams have provided those for generations. The New York Yankees of professional baseball’s American League East play in the “House That (Babe) Ruth Built,” Yankee Stadium in the Bronx. The National League New York Mets play their baseball games at Shea Stadium in Queens. The New York Rangers of the National Hockey League, the New York Liberty of the Women’s National Basketball Association, and the New York Knicks of the National Basketball Association all play home games at Madison Square Garden in Manhattan. The National Hockey League’s New York Islanders host their hockey matches at Nassau Coliseum on Long Island, which is also the scene for arena football action with the New York Dragons. From the National Football League, the New York Giants and the New York Jets both play their home games across the river in New Jersey at Giants Stadium within the Meadowlands complex.

While New York City was unsuccessful in its bid for the 2012 Olympic Games, there are still plenty of amateur sporting events to enjoy in the metropolis. Minor league baseball is represented by the Brooklyn Cyclones, an affiliate of the Mets, and the Yankees’ farm team in Staten Island. Columbia University competes in Division I of the National Collegiate Athletic Association in a number of sports such as basketball, cross-country, and soccer.

Aqueduct Race Track in Queens attracts horseracing fans, as do nearby Belmont Park Race Track in Elmont and the Meadowlands in New Jersey. For more than 140 years, the Belmont Stakes have been one leg of the Triple Crown thoroughbred horserace series. The U.S. Open Tennis Championships are played annually in August and early September at the Arthur Ashe Stadium in the Flushing Meadows-Corona Park area of Queens.

Sports for the Participant

Recreational sports for hundreds of thousands of Manhattan residents center on gigantic Central Park, an 840-acre green oasis of rolling hills, ponds, and biking and running paths. Many roads through the park are closed on weekends and certain hours during the week to allow cyclists to pedal in peace. Rowboats can be rented from Loeb Boathouse for a small fee. Runners, walkers, and rollerbladers have unlimited access to miles of footpaths in Central Park, but should exercise caution at night and in isolated areas of the park.

New York City’s Parks and Recreation Division administers more than 1,700 parks and facilities scattered throughout the five boroughs that constitute the city. With more than 600 ball fields, nearly 1,000 playgrounds,

more than 50 outdoor swimming pools, some 15 miles of beaches, and around 550 tennis courts, the city offers something for everyone. A plethora of city-sponsored sporting opportunities are available for individuals and groups, and the Police Athletic League operated by the police department coordinates sporting events for more than 70,000 children every year.

The Jamaica Bay Wildlife Refuge in Queens is nearly as large as Manhattan, with 9,155 acres of natural habitats and hiking trails that aren’t overly physically demanding. On Staten Island, the William T. Davis Wildlife Refuge covers 2,500 acres where hikers can hit either the Blue or White trails as they pass through diverse ecosystems. Outside of New York City, the Adirondack Forest Preserve contains more than 2,000 miles of established trails that can challenge hikers of all ages and abilities. The Adirondacks offer opportunities for backpacking and camping, rock climbing and bouldering, or canoeing in the lake country. In the winter, there’s skiing at Whiteface Mountain and hiking trails convert to cross-country skiing use. A number of resorts with downhill and cross-country trails are within easy driving distance of the city.

The New York City Marathon, held annually, is one of the biggest races in the country, attracting thousands of professional and amateur participants from around the globe. In the winter, ice skaters can glide on rinks at Rockefeller Center and at the Wollman Memorial Skating Rink in Central Park. Open all year is the New York City Building rink at Flushing Meadows-Corona Park, where rentals are available. There are eight golf courses within the vicinity, including Rock Hill, Montauk Downs, Spook Rock, and Swan Lake.

Shopping and Dining

The iconic Macy’s in Herald Square, the world’s largest store, covers 2.1 million feet of space and offers 500,000 different items for the shopper’s consideration. Macy’s has a visitors center that conducts tours in several languages, and the department store houses a gourmet food shop in The Cellar. Flagship stores for Calvin Klein, Chanel, Versace, Prada, Dolce and Gabbana, Tommy Hilfiger, and others have led to a designer boom on Fifth and Madison avenues and 57th Street. SoHo (short for the area south of Houston Street) remains a favorite destination for its unique boutiques and stylish art galleries.

Fifth Avenue, New York’s avenue of fashion, includes Bergdorf Men, located across from Bergdorf Goodman and featuring clothing for men only. The venerable Henri Bendel resides in a beautifully restored Beaux Arts building; nearby, Saks Fifth Avenue still caters to upscale shoppers. Also nearby is FAO Schwarz toy emporium, where kids of all ages come to be amazed and entertained. Rare toys, collectibles, faux vehicles, and stuffed animals run rampant in a store that invites visitors to play with the merchandise.

Designer clothing at bargain prices can be found at Woodbury Common Premium Outlets, located about an hour outside of Manhattan in upstate New York. Vendors include Anne Klein, Armani, Dolce and Gabbana, Gucci, Neiman Marcus, Barney's, Banana Republic, The Gap, and Chanel. A shuttle bus service is available to and from the city.

The Crystal District is a five-block expanse of Madison Avenue that houses the world's greatest collection of luxury crystal. Baccarat, a French crystal company, maintains a flagship store in that area, along with Steuben, Swarovski, and Lalique. More sparkly things can be found at the perennial source for engagement and wedding rings, Tiffany and Co. The most extensive offering of Lladro ceramics in the United States is available at Lladro U.S.A., Inc., on 57th Street. New York is also home to world-famous auction houses Christie's and Sotheby's.

Books are a popular and readily available item, sold in general bookstores, specialty shops for specific subject matter, and at sidewalk stands. International goods are the bailiwick of the United Nations Gift Center, and Greenwich Village has continued to be a source for hip and happening music or golden oldies found in its plentiful record and CD shops. All five boroughs also host greenmarkets, some of which are seasonal and some year-round.

Dining options in New York are limited only to one's pocketbook. The more than 18,000 possibilities include everything from posh four-star restaurants to sidewalk cafés and Kosher delicatessens. Continental cuisine coexists with soul food in Harlem, pasta in Little Italy, and Asian specialties in Chinatown. Several restaurants atop New York's skyscrapers offer meals with a breathtaking view. There are a number of time-honored eateries that deserve individual mention: The Four Seasons combines luxurious surroundings with sumptuous food that continually pushes the envelope of American cuisine; the Russian Tea Room is a New York institution that recently reopened and is enjoying a renaissance; Tavern on the Green has been feeding its flocks since 1934—before that, it was a sheepfold; Tom's Restaurant was featured on the comedy series "Seinfeld" and serves up cheap eats.

Visitor Information: NYC & Company, Convention and Visitors Bureau, 810 Seventh Avenue, New York, NY 10019; telephone (212)484-1200; fax (212)245-5943

■ Convention Facilities

New York has been named one of the world's "Best Cities" by *Travel + Leisure* magazine, and *Conde Nast Traveler* has designated it a "Hot City." The combination of more than 70,000 hotel rooms, cultural attractions, world-class professional sports teams, and proximity to

the world's financial powers makes New York City an extremely attractive choice for conventions and trade-shows. Venues range from traditional convention halls to unique accommodations in museums, ships, racetracks, and universities.

The Jacob Javits Convention Center is named for the former United States senator from New York and was designed by renowned architect I. M. Pei. The stunning glass facade of the building mirrors the city's skyline by day and glows from within at night. It offers 814,000 square feet of exhibition space including the largest single hall in the Western Hemisphere at 410,000 square feet, supplemented by more than 100 other rooms. As of 2008 the convention center planned a major expansion.

Pier 94 New York styles itself as "The Unconvention Center" as it offers a 175,000-square-foot space that can be flexed to meet the needs of any event. The Show Piers on the Hudson offers 210,000 square feet of space on the waterfront for tradeshow, exhibits, and conferences. Other major convention destinations are Madison Square Garden, the Hilton New York, Lincoln Center, the Waldorf=Astoria, and the American Museum of Natural History.

Convention Information: NYC & Company, Convention & Visitors Bureau, 810 Seventh Avenue, New York, NY 10019; telephone (212)484-1200; fax (212)245-5943

■ Transportation

Approaching the City

Thousands of flights depart each day from New York to more than 500 destination cities around the world. John F. Kennedy International Airport (JFK) handles the most international flights—more than 200 a day—of any other airport, in addition to domestic traffic. LaGuardia Airport in Queens, somewhat closer to Manhattan, offers mostly domestic connections. Newark Liberty International Airport in New Jersey also serves the metropolitan area. A rapid rail link to Newark Liberty was completed in 2001 and construction on the JFK and LaGuardia branches of the AirTrain system are expected to be complete within the next few years, creating easier access to the airfields while reducing traffic.

Interstate, U.S., and state highways form a virtual web around and through the New York City area, with I-495, I-95, and U.S. 1 being primary routes. The New Jersey Turnpike (Interstate 95) is the major artery leading into the city from the south. From the north, the New York Thruway (Interstate 87) connects with the Major Deegan Expressway, which follows the east side of the Harlem River through the Bronx. The New England Thruway (another part of I-95) also leads into the city from the north. Interstate 80 from western New Jersey parallels I-95 as it approaches New York City.

The two main train stations, Pennsylvania and Grand Central, serve as both commuter and long-distance terminals for more than 600,000 people every day and provide Amtrak connections. In the past decade, Grand Central Station underwent a renovation that restored it to its previous magnificence, with a gourmet food market, five restaurants and lounges, entertainment, and updated information kiosks. The Port Authority Bus Terminal—the largest in the world—is the main station for bus transportation locally and nationally.

Traveling in the City

New York City consists of a collection of islands, making bridges and tunnels an important aspect of navigation. The Lincoln Tunnel connects Interstate 495 to Manhattan, and Queens links up via the Long Island Expressway. The Brooklyn Bridge in the southern part of Manhattan crosses the water to the eponymous borough, and the Holland Tunnel gets commuters to New Jersey. In all, there are 12 major bridges or tunnels connecting the boroughs.

Traffic in New York is probably the heaviest in the nation. The term “gridlock,” a traffic jam out of which no one can move, was invented there, and many intersections are clogged during any given day. Many residents do not own cars, relying instead on plentiful taxis or public transportation. A \$100-million system of sensors has been installed under the city’s roadways to enable the New York City Transportation Department to monitor congestion, identify trouble spots, and control the flow of traffic by changing the duration of traffic lights. Much of Manhattan is laid out in a grid pattern, but other boroughs require a good street map for visitors. Broadway Avenue runs from north to south through the city, intersecting the numbered east-west streets. Parking in a garage in Manhattan ranges from \$6.00 to \$20.00 per hour.

Subways are one of the best bargains in the city. A \$2.00 Metrocard fare payment permits travel on more than 700 miles of subway track, including local and express trains. The famous subway token was phased out in 2003. The subway system is well-maintained and policed so that it is much safer and cleaner than its somewhat unshakable 1970s-era reputation would indicate. Subways and buses are the only sure way to beat Manhattan’s numbing gridlock on surface streets. Many New Yorkers walk or ride bikes to their destinations.

■ Communications

Newspapers and Magazines

More than 200 newspapers have offices in New York, including the city’s major daily newspapers: *The New York Times*, one of the world’s most influential newspapers, *Newsday*, and the *The New York Daily News*.

Many other English- and foreign-language dailies and weeklies and more than 100 scholarly journals serve specialized readerships, including the *Wall Street Journal* and the *Amsterdam News*, which focuses on African American issues.

Hundreds of local and national magazines are published in New York. *Newsweek* and *Time* are both based in the city. Other magazines include *The New Yorker*, *New York Magazine*, *Flying*, *BusinessWeek*, *Psychology Today*, *Sports Illustrated*, *Parade*, *Cosmopolitan*, *People Weekly*, *Ladies Home Journal*, *Better Homes and Gardens*, *Bon Appetit*, *Cycle World*, *Forbes*, *Vanity Fair*, *GQ*, and *Glamour*.

Television and Radio

Nine television stations broadcast from New York City, including the three major networks of CBS, ABC, and NBC. Appearing in the background of the morning news programs has become a competitive sport for residents and visitors alike. Throughout the history of television, many programs have been created, produced, and set in New York City, including “The Ed Sullivan Show,” “Late Night With David Letterman,” “I Love Lucy,” “That Girl,” “Kojak,” “All in the Family,” “Mad About You,” “Sex and the City,” “Seinfeld,” and “Law & Order: SVU.” Hundreds of radio stations broadcast from the city, covering all major radio formats from all-talk to urban contemporary music to classical music on both AM and FM bands. Other radio stations cater to those with a taste for Spanish music and news, Caribbean music, Christian music, and soul.

Media Information: The New York Times Company, 620 Eighth Avenue, New York, NY 10018; telephone (212)556-1234

New York Online

- City of New York. Available www.nyc.gov
- Manhattan Chamber of Commerce. Available www.manhattanc.org
- New York City Economic Development Corporation. Available www.nycedc.com/Web
- New York City Health and Hospitals Corporation. Available www.nyc.gov/html/hhc/html/home/home.shtml
- New York Historical Society. Available www.nyhistory.org
- New York Public Library. Available www.nypl.org
- NYC & Company, Convention & Visitors Bureau. Available www.nycvisit.com
- Port Authority of New York and New Jersey. Available www.panynj.gov

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New York: New York

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Rochester

■ The City in Brief

Founded: 1803 (incorporated 1834)

Head Official: Mayor Robert J. Duffy (D) (since 2006)

City Population

1980: 241,741

1990: 230,356

2000: 219,773

2006 estimate: 208,123

Percent change, 1990–2000: –4.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: 66th

U.S. rank in 2000: 91st

Metropolitan Area Population

1980: 971,230

1990: 1,062,470

2000: 1,098,201

2006 estimate: 1,035,435

Percent change, 1990–2000: 3.4%

U.S. rank in 1980: Not available

U.S. rank in 1990: 38th

U.S. rank in 2000: 47th

Area: 36 square miles (2000)

Elevation: ranges from 246 feet to 748 feet above sea level

Average Annual Temperatures: January, 23.9° F; July, 70.7° F; annual average, 47.6° F

Average Annual Precipitation: 33.98 inches of rain; 92.3 inches of snow

Major Economic Sectors: Services, trade, manufacturing, government

Unemployment Rate: 4.3% (June 2007)

Per Capita Income: \$16,007 (2005)

2005 FBI Crime Index Property: 13,828

2005 FBI Crime Index Violent: 1,974

Major Colleges and Universities: University of Rochester; Rochester Institute of Technology; Monroe Community College

Daily Newspaper: *Democrat and Chronicle*

■ Introduction

Rochester, the third largest city in New York State, is the economic and cultural center of the Genesee River-Finger Lakes region and gateway to the fertile Lake Ontario Fruit Belt. Known as the Flower City because of its nurseries, parks, and gardens, Rochester is also renowned for its museums, schools, and many cultural amenities. The city is probably best known for George Eastman's Kodak camera; it is also a world leader in the high technology and telecommunication sectors. In 2007 Rochester was ranked the number one city in the country by *Expansion Management Magazine* for best quality of life. *Expansion Management* also rated the region's public schools as sixth best nationwide among metropolitan regions with one million people or more.

■ Geography and Climate

Rochester is located at the mouth of the Genesee River, which bisects the city, at the approximate mid-point of the south shore of Lake Ontario. Lake Ontario, which remains unfrozen in winter, plays a major role in the city's weather. Its cooling effect in summer prevents the temperature from rising much above the mid-90s, and in winter it usually prevents temperatures from falling below

–15.0° F. Precipitation is fairly evenly distributed throughout the year.

Area: 36 square miles (2000)

Elevation: ranges from 246 feet to 748 feet above sea level

Average Temperatures: January, 23.9° F; July, 70.7° F; annual average, 47.6° F

Average Annual Precipitation: 33.98 inches of rain; 92.3 inches of snow

■ History

Location Favorable for Flour Milling

The Five Nations of the Iroquois hunted, fished, and foraged for minerals in the Genesee River region until 1779, when, weakened by the destruction of their villages by Revolutionary War General John Sullivan, they were induced to sell to speculators a large tract of land known as the Phelps and Gorham Purchase. Part of this tract was the site of a flour mill acquired by Nathaniel Rochester of Maryland in 1803. More flour mills were built, powered by the Genesee River and its falls; by the time the Erie Canal reached the area in 1825, Rochester's concentration of flour mills caused the settlement to be dubbed Flour City. The pioneering horticultural efforts of George Ellwanger and Patrick Barry, begun in the 1840s, brought the city international recognition; many beautiful parks and gardens were developed, and Rochester's nickname became Flower City.

Rochester has been home to a remarkable collection of Americans. In 1853 John Jacob Bausch and Henry Lomb opened a small optical shop there; today the company they started, Bausch & Lomb, is a world leader in optics and health care. In 1888 George Eastman introduced the camera he had developed in his mother's Rochester kitchen. Susan B. Anthony, a prominent suffragist, made Rochester her home for the last 40 years of her life. Frederick Douglass, escaped slave, abolitionist orator, and newspaper publisher (*The North Star*), lived in Rochester for 25 years until his home burned down in 1872.

Throughout the nineteenth century Rochester was a thriving commercial center. The men's clothing industry there was given a boost by the Civil War of 1861 to 1865 and by the subsequent demand for ready-made suits in the West; eventually this industry ranked second only to flour milling in importance. In 1866 the Vacuum Oil Company, which later became Mobil Oil, was founded in Rochester, and in 1906, the Haloid Company, now known as Xerox Corporation, began in a loft above a shoe factory.

City Responds to Twentieth-Century Challenges

While these new industries were developing, music and art were flourishing in Rochester, assisted greatly by the philanthropy of George Eastman, whose Eastman Kodak Company was expanding rapidly. But industrial growth was taking its toll on the Genesee River; by the early twentieth century this once beautiful resource had become little more than an open sewer lined with decaying industrial buildings.

The increasing attainability of the automobile in Rochester prompted a middle-class exodus to the suburbs. By the 1950s the city's population consisted largely of the poor and jobless. Rochester's reputation was tarnished by violent race riots in 1964. In response to those riots and the forces behind them, city leaders began major renovations of the downtown area. The long-neglected Genesee River was cleaned up. The expansion of Eastman Kodak, Bausch & Lomb, and Xerox Corporation protected upstate New York from the economic problems that beset many other industrial cities in the 1970s. In recent years many middle- and upper-income residents of the suburbs have been lured back to the city, which today thrives as a high-technology center and a cosmopolitan oasis surrounded by outstanding natural beauty.

Rochester is currently implementing a comprehensive renewal strategy called Rochester 2010: The Renaissance Plan. Affordable health care, attractive neighborhoods, progressive public schools, and an appealing downtown are just a few targets of this ambitious campaign; the goal is to transform Rochester into a world-class cultural, social and economic center by the end of the decade. Rochester 2010 includes eleven "Renaissance Campaigns," which are grouped in terms of the plan's three renaissance sub-themes (Responsibility, Opportunity, and Community). The eleven campaigns are: Cultural Resources; Economic Development; Education; Environmental Management; Housing; Human Services; Land Use/Zoning; Parks/Recreation/Open Space; Public Infrastructure; Public Safety; and Transportation.

Historical Information: Rochester Historical Society, 485 East Ave., Rochester, NY 14607; telephone (585)271-2705

■ Population Profile

Metropolitan Area Residents

1980: 971,230

1990: 1,062,470

2000: 1,098,201

2006 estimate: 1,035,435

Percent change, 1990–2000: 3.4%



Image copyright Richard A. McGuirk, 2007. Used under license from Shutterstock.com.

U.S. rank in 1980: Not available
 U.S. rank in 1990: 38th
 U.S. rank in 2000: 47th

City Residents

1980: 241,741
 1990: 230,356
 2000: 219,773
 2006 estimate: 208,123
 Percent change, 1990–2000: –4.8%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 66th
 U.S. rank in 2000: 91st

Density: 6,104.8 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 86,392
 Black: 80,548
 American Indian and Alaska Native: 418
 Asian: 6,467
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 25,982
 Other: 10,330

Percent of residents born in state: 68.8%
 (2000)

Age characteristics (2005)

Population under 5 years old: 14,054
 Population 5 to 9 years old: 13,927
 Population 10 to 14 years old: 15,225
 Population 15 to 19 years old: 13,137
 Population 20 to 24 years old: 15,759
 Population 25 to 34 years old: 32,857
 Population 35 to 44 years old: 27,472
 Population 45 to 54 years old: 26,480
 Population 55 to 59 years old: 9,356
 Population 60 to 64 years old: 6,216
 Population 65 to 74 years old: 7,346
 Population 75 to 84 years old: 5,245
 Population 85 years and older: 2,238
 Median age: 31.6 years

Births (2006, MSA)

Total number: 11,535

Deaths (2006, MSA)

Total number: 9,163

Money income (2005)

Per capita income: \$16,007
Median household income: \$26,650
Total households: 83,010

Number of households with income of . . .

less than \$10,000: 16,823
\$10,000 to \$14,999: 9,168
\$15,000 to \$24,999: 13,427
\$25,000 to \$34,999: 12,065
\$35,000 to \$49,999: 11,979
\$50,000 to \$74,999: 11,861
\$75,000 to \$99,999: 4,274
\$100,000 to \$149,999: 2,670
\$150,000 to \$199,999: 646
\$200,000 or more: 97

Percent of families below poverty level: 11.4% (2005)

2005 FBI Crime Index Property: 13,828

2005 FBI Crime Index Violent: 1,974

■ Municipal Government

Rochester, the seat of Monroe County, operates under a mayor-council form of government. The mayor and five council members are elected by the citizens at large, and four council members are elected by district.

Head Official: Mayor Robert J. Duffy (D) (since 2006; current term expires 2010)

Total Number of City Employees: 2,925 (full-time, 2008)

City Information: City of Rochester, City Hall, 30 Church St., Rochester, NY 14614; telephone (585)428-5990

■ Economy

Major Industries and Commercial Activity

Rochester is one of the leading manufacturing centers in the United States, dominated by Eastman Kodak, Bausch & Lomb, Inc., Delphi Automotive Systems, and Xerox Corporation. The area is home to more than 1,500 small and medium-sized manufacturing companies, most of which are involved in high technology sectors such as computer and electronic products, machinery and chemicals. Rochester also benefits from the Monroe County Foreign Trade Zone, which offers tax advantages for international trade. Among Rochester's largest employers are: the University of Rochester, Wegmans Food

Markets, Inc., Eastman Kodak, Xerox, ViaHealth, Unity Health System, and Lifetime Healthcare Cos.

Items and goods produced: photographic and optical products, telecommunication system software, pharmaceuticals, automotive equipment, fibres and plastics

Incentive Programs—New and Existing Companies

A variety of incentives are available from city and county government organizations. The County of Monroe Industrial Development Agency (COMIDA) offers funding for industrial and non-industrial projects through tax-exempt bonds and sale/leaseback transactions; it also administers the JobsPlus tax abatement program for employers who increase full-time employee bases by 10 percent or more. Over the last two decades COMIDA has financed more than 500 projects totaling \$2 billion in investments and thousands of new jobs. The Monroe County Industrial Development Corporation (MCIDC) provides long-term financing for the purchase of land or equipment through the SBA 504 Program, interest rate subsidies on loans or capital leases, equipment purchase rebates, and gap financing. The Monroe Fund is a private venture capital fund investing in startup and turn-around businesses. Monroe County Economic Development provides customized advice, connecting businesses with the most advantageous programs or incentives.

Local programs: The City of Rochester offers a range of incentives for new and growing businesses. Loans from \$25,000 to \$500,000 are available to manufacturing or industrial businesses seeking to expand; approved projects must create or retain jobs and promote investment in the city. Similar loans are available to companies in the service, wholesale or retail sectors. The city offers 90/10 matching grants for exterior improvements in distressed commercial districts and will match up to \$5,000 in advertising funds for businesses in low- or moderate-income areas. The City of Rochester administers the U.S. Department of Housing and Urban Development Section 108 Loan Program, which provides fixed asset and working capital financing to eligible businesses. The city also offers job growth credits, which can be used to reduce payments on city loans.

State programs: Empire State Development (ESD), the state agency responsible for promoting economic development in New York, has programs available to assist businesses that are expanding and creating jobs. Qualified businesses that locate in an Empire enterprise zone can be exempted from sales tax, benefit from tax reductions, or receive credits on real property and business taxes. Enterprise zone businesses may additionally

save money on utilities, receive technical assistance, or receive tax credits on wages for newly-created jobs. Even outside of an Empire Zone, businesses that create new jobs can capitalize on Investment Tax Credits. Companies specializing in research and development are eligible for tax credits on 9 percent of their corporate facility taxes and may receive a capital credit for their investment in emerging technologies. Machinery and equipment, facilities, property, fuels, and utilities dedicated to research and development activities may also qualify for sales tax exemptions, and the state operates more than 50 high-tech business incubators to further develop the industry. New York State has additionally partnered with electric and gas utility companies to create the “Power for Jobs” program in which companies that fulfill the requirement of retaining or generating a specified number of jobs then receive a break on their utility costs that can mean as much as a 25 percent savings.

Low interest loans can be accessed through the ESD by small manufacturing enterprises, small service operations that are independently owned and operated, businesses located within an Empire zone, businesses located in “highly distressed” areas, businesses owned by women or minorities, defense industry manufacturers, and small businesses seeking to increase their export activities. Other loan programs range from direct financing through the ESD to interest subsidies and loan guarantees. Depending on the financing source, funds can be used for building construction, equipment acquisition, building purchases, and working capital. New York State’s progressive tax structure combines tax credits, deductions, exemptions, and write-offs to help reduce the tax burden on businesses.

Job training programs: New York State offers funding for up to 50 percent of any employee training project, and its Workforce Development Liaison helps coordinate employers and job seekers. RochesterWorks! provides on-the-job training incentives for companies who hire or retrain employees lacking in experience or credentials. The Rochester Corporate Training Initiative provides access to internal training programs of successful local companies as well as funding opportunities. Specialized job training programs are also available through Monroe Community College and various other agencies throughout the area.

Development Projects

The \$230-million Renaissance Square project is underway on East Main Street; plans call for a performing arts center, underground bus terminal, and Monroe Community College satellite to revitalize the downtown area. Between 2004 and 2006 the Strong Museum undertook a major expansion that nearly doubled its size to 282,000 square feet, making it the second-largest children’s museum in the nation. The additions included one large and two smaller wings, two new museum shops, a food court

with three restaurants, a new state-of-the-art collections storage facility, and a number of dynamic new exhibits, among them Reading Adventureland, Field of Play, and the Dancing Wings Butterfly Garden. The museum changed its name to Strong National Museum of Play.

Eastman Theatre has completed a \$5-million renovation to improve acoustics, lighting and rigging and enlarge the orchestra pit. A \$52-million renovation of Xerox Tower was completed in October 2005. The Hyatt Regency Rochester Hotel completed a \$4-million renovation in 2007. Bausch & Lomb completed a \$35-million expansion of its research and development center in 2007.

The Cascade District is home to 20 technology companies and features new loft housing. The High Falls District has become a business and entertainment center, with every building in the district redeveloped or scheduled for redevelopment. Both districts are part of the Empire Development Zone. The turnaround of these districts has resulted in significant private investment (approximately \$27 million), job growth (approximately 500 new jobs and 200 retained jobs) and positive development in two formerly deteriorated districts.

Economic Development Information: Monroe County Department of Planning and Development, Economic Development Division, 8100 City Place, 50 West Main Street, Rochester NY 14614; telephone (585) 753-2000; fax (585)753-2028. County of Monroe Industrial Development Agency, 8100 City Place, 50 West Main Street, Rochester NY 14614; telephone (585)753-2022; fax (585)753-2028

Commercial Shipping

Greater Rochester International Airport is served by a number of air cargo companies, including Airborne Express, DHL Worldwide, Federal Express, Emery Worldwide, and Bax Global. Rail freight service is available from CSX, Norfolk Southern, and Canadian Pacific railways. The routes handle up to 60 trains per day. Rochester boasts an extensive network of highways. Shipping of oversize and bulk commodities can be arranged through the Lake Ontario New York State Barge Canal system.

Labor Force and Employment Outlook

According to the *Manpower Employment Outlook*, Greater Rochester has the third-highest job growth rate in the nation. More than half of the region’s employers expect to increase staffing in the immediate future. Telecommunications is one of the fastest growing sectors, with over 85 companies in Rochester’s “Telecom Valley.” Manufacturing continues to play a major role in the local economy, while Rochester’s high-tech output ranks near the top of more than 300 metropolitan areas in the United States. The total civilian labor force in December

2007 in the Rochester metropolitan statistical region was approximately 530,000; 25,200 workers were unemployed in the Rochester area that month, for an unemployment rate of 4.8 percent.

The following is a summary of data regarding the Rochester metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 513,500

Number of workers employed in . . .

- construction and mining: 18,300
- manufacturing: 76,700
- trade, transportation and utilities: 85,200
- information: 11,300
- financial activities: 21,900
- professional and business services: 59,900
- educational and health services: 102,000
- leisure and hospitality: 39,500
- other services: 19,000
- government: 79,800

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.3% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
University of Rochester/Strong Health	17,199
Wegmans Food Markets Inc.	14,461
Eastman Kodak Co.	14,100
Xerox Corp.	8,250
ViaHealth	6,728
Rochester City School District	5,898
Unity Health System	5,002
Monroe County	4,797
Lifetime Healthcare Cos.	4,086
City of Rochester	3,676

Cost of Living

Rochester prides itself on offering a high quality of life, from affordability of homes to recreational opportunities.

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

2007 (1st quarter) ACCRA Average House Price: \$248,956

2007 (1st quarter) ACCRA Cost of Living Index: 101.6

State income tax rate: 4.0% to 7.70%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 4%

Property tax rate: \$37.11 per \$1,000 of assessed value

Economic Information: Rochester Business Alliance, 150 State Street Suite 400, Rochester, NY, 14614-1308; telephone (585)244-1800; fax (585)263-3679

■ Education and Research

Elementary and Secondary Schools

Rochester City School District is reorganizing its elementary, middle and high schools into a two-tiered system comprised of elementary (grades pre-K to 6) and secondary (grades 7-12) facilities. The redesign is expected to provide a more stable learning environment for students, alleviate overcrowding, and help develop a strong base for increased academic achievement.

Despite challenges such as high poverty rates and student mobility, Rochester's public school system was ranked among the ten best in the U.S. by *Places Rated Almanac*. Fourteen Rochester elementary schools were named among the state's most improved in language arts or math in 2005, and *Newsweek* listed Wilson Magnet High School 49th among the nation's top 100 high schools based on advanced curriculum.

The school district's 2007-08 Contract for Excellence targeted more than \$18 million to improve the academic achievement of its students with the greatest needs.

The following is a summary of data regarding the Rochester City School District as of the 2005-2006 school year.

Total enrollment: 170,656 (all districts)

Number of facilities

- elementary schools: 39
- junior high/middle schools: 0
- senior high schools: 20
- other: 0

Student/teacher ratio: 12.5:1

Teacher salaries (2005-06)

- elementary median: \$49,410
- junior high/middle median: \$53,940
- secondary median: \$55,790

Funding per pupil: \$13,142

Rochester also supports approximately 200 private, parochial and charter schools, urban-suburban sites, and home-based schools.

Public Schools Information: Rochester City School District, 131 West Broad Street, Rochester, NY 14614; telephone (585)262-8100

Colleges and Universities

Rochester's best-known institution of higher education is the University of Rochester, which includes the renowned Eastman School of Music, the School of Medicine and Dentistry, the School of Nursing, the Margaret Warner Graduate School of Education and Human Development, and the William E. Simon Graduate School of Business Administration, considered one of the best in the country. With just over 4,600 undergraduates, Rochester is one of the smallest and most collegiate in character among the top research universities. There are also 2,900 full-time graduate students and 1,190 part-time graduate students.

With more than 15,500 students, the Rochester Institute of Technology offers graduate and undergraduate degrees, certificates and diplomas through its eight colleges. The school is internationally known for its College of Imaging Arts and Sciences, School for American Crafts, and National Technical Institute for the Deaf.

Monroe Community College (MCC) offers 85 professional degree and certificate programs; students may also transfer to a four-year institution. MCC's Agriculture and Life Sciences Institute was launched in January 2007. Other post-secondary facilities in the city include Everest Institute, St. John Fisher College, Nazareth College of Rochester, and Roberts Wesleyan College.

Libraries and Research Centers

The Monroe County Library System is a federation of 20 independent public libraries. The Central Library of Rochester and Monroe County serves as the headquarters of both the Rochester Public Library and its branches and the Monroe County Library System. It occupies two buildings in downtown Rochester: the Rundel Memorial Library Building and the newer Bausch & Lomb Public Library Building across the street. The Rochester Public Library is made up of the Central Library and ten branch libraries. Its collection contains over one million books, newspapers, magazines, DVDs, and other materials searchable through the Library's on-line catalog. The Central Library includes a reading garden, children's center, and meeting space; special collections are maintained on such topics as art, business, education, history, local history, science and technology. The Toy Resource Center at the Lincoln Branch offers educational toys for infants, young children, and children with special needs.

Among the dozens of special libraries in Rochester are the collections of the Rochester Institute of Technology on the topics of chemistry, graphic arts, deafness, and printing technology, and Eastman Kodak's collection on various topics, including business, photography,

chemistry, engineering, health and environment, and computer science. More than a dozen libraries are operated by the University of Rochester, focusing on such topics as Asian history and literature, chemistry, art history, music, engineering, geology, laser energetics, management, microcomputers, astronomy, and medicine. The University maintains an extensive rare book collection dating from the seventh century. The Sibley Music Library at the University of Rochester is one of very few libraries in the country devoted exclusively to music.

The Richard and Ronay Menschel Library at George Eastman House contains a large research library of more than 43,000 volumes on photography and cinematography and a special collection of rare books and images. Visual Studies Workshop maintains a research library on the topic of contemporary imaging. The Rochester Civic Garden Center has a 4,000-volume library dedicated to horticulture.

The concentration of scientists and technicians engaged in research in Rochester is said to place the region on a par with California's Silicon Valley. A major center for this activity is the University of Rochester, which has committed funding for the construction of new biotechnology research facilities. Among the more than two dozen other research facilities at the university are the Laboratory for Laser Energetics, the Rochester Theory Center for Optical Science and Engineering, and the Wireless Communication and Networking Group.

More than a dozen research centers at the Rochester Institute of Technology conduct studies in such areas as user-controlled video applications, imaging sciences, microelectronic and computer engineering applications, printing, and photographic preservation.

Public Library Information: Monroe County Library System, 115 South Avenue, Rochester, NY 14604-1896; telephone (585)428-7300

■ Health Care

Rochester's health system remains a model for success, with an uninsured population well below state and national rates and better-than-average access to medical and dental care. Cooperation between large employers and health care providers kept costs low through the 1990s; although this structure is less evident today, statistics indicate Rochester citizens have a higher satisfaction level with their health system than most of the nation.

Strong Health is the largest health care provider in Rochester, with a network of hospitals, outpatient services and community clinics across upstate New York. The 750-bed Strong Memorial Hospital is its flagship facility, consistently ranking among the nation's top hospitals in an annual survey by *U.S. News and World Report*. Strong Memorial offers highly specialized services, such as a heart transplant unit and a 24-hour emergency department.

Other facilities include Highland Hospital, known for its women's services, joint center, and gastric bypass program; and Golisano Children's Hospital, one of the nation's leading pediatric hospitals. Strong Health is affiliated with the University of Rochester School of Medicine and Dentistry and the School of Nursing.

Other health care providers in the area include Rochester General Hospital, a 528-bed acute care teaching hospital; and Monroe Community Hospital, a 566-bed long-term care facility.

In 2008 Rochester General Hospital announced plans for major improvements to its Portland Avenue campus that will include a new six-story building, which will house: an additional 36 medical/surgical beds; the restoration of 34 beds currently on the RGH license; the modernization of existing beds bringing the complement of private rooms to 90 percent; and the creation of an Ambulatory Services Pavilion.

Health Care Information: Monroe County Medical Society, 1441 East Avenue, Rochester, NY 14610; telephone (585)473-7573

■ Recreation

Sightseeing

The city of Rochester is especially noteworthy for its architecture—both new and historic—and for its scenic parks. Rochester's City Hall, a national landmark, is a Romanesque structure featuring an elaborate three-story atrium, where concerts and other entertainments are often staged. The East Avenue Preservation District, where the city's manufacturers and businessmen built their homes after the Civil War, offers a mix of architectural styles popular in the period, the most common being American Tudor. It was in this district that George Eastman built his 49-room Georgian mansion in 1905, designed from photographs he had taken of other homes; it is now part of the International Museum of Photography & Film. The Woodside Mansion, built in the Greek Revival style in 1839, is now the headquarters of the Rochester Historical Society. The society's collection includes nineteenth-century paintings, costumes, furnishings, and toys.

On the west side of the city, the Corn Hill district is a neighborhood of restored nineteenth-century homes, including Campbell-Whittlesey House, a fine example of the Greek Revival style. Nearby is Susan B. Anthony House, the site of her arrest in 1872 for attempting to cast her vote. Now a National Historic Landmark, it contains original furnishings, photos, and documents relating to her work. Anthony and Frederick Douglass are buried in Mount Hope Cemetery, one of the oldest Victorian cemeteries in the country. Mount Hope is noted for its funereal art, pastoral landscaping, and cobblestone pathways; guided tours are offered on Sunday afternoons during the summer.

Many visitors to Rochester make it a point to visit the area's parks, some of which were designed by noted landscape architect Frederick Law Olmsted. Highland Park and Maplewood Park are famous for their stunning floral displays. Ellwanger Garden, the former private garden of famed horticulturalist George Ellwanger, is known as a "living museum." Cobbs Hill Park offers a view of Lake Ontario and the Finger Lakes region. The 96-foot waterfall of the Genesee River is known as High Falls and is in an urban cultural park area and part of the High Falls Entertainment District. The River of Light laser, light, and sound show at High Falls runs Thursday, Friday and Saturday nights, mid-May through September. Boat tours and bike trails along the Erie Canal allow for quiet thoughts in a peaceful setting.

Sightseeing Information: Greater Rochester Visitors Association, 45 East Avenue, Suite 400, Rochester, NY 14604-2294; toll-free (800)677-7282; fax (585)232-4822

Arts and Culture

Rochester is a music-oriented city. The Eastman School of Music, one of the country's most prestigious, presents symphonic, wind, chorale, jazz, chamber, and opera concerts year-round at the Eastman Theatre. Eastman Theatre is also home to the acclaimed Rochester Philharmonic Orchestra, founded by George Eastman in 1922. The orchestra is heavily involved in community outreach and education programs; it also offers a wide variety of performances ranging from children's concerts to Broadway shows during its extensive season. Hochstein School of Music and Dance offers regular recitals and performances. Mercury Opera Rochester, created in 2005, unites Opera Rochester, Rochester Opera Factory, and the Opera Theatre Guild of Rochester. Area parks offer free concerts during the summer.

Theater offerings range from small groups to Rochester's major professional theater, Geva, which presents 11 productions annually, including *A Christmas Carol*, in a renovated historic building. Shipping Dock Theatre presents award-winning plays at a new location in the Visual Studies Workshop. Downstairs Cabaret Theatre is a not-for-profit troupe with a focus on non-traditional material.

The star of the Rochester dance scene is the Tony Award-winning Garth Fagan Dance Troupe, one of the most famous modern dance companies in the world. Rochester City Ballet performs classic favorites with the Rochester Philharmonic Orchestra.

Rochester offers a variety of museums and historical sites. The International Museum of Photography & Film at George Eastman House contains a massive collection of prints, negatives, films, movie stills, and cameras. The Strong National Museum of Play, gift of Margaret Woodbury Strong, is the only museum in the world dedicated solely to the study of play as it illuminates

American culture. The natural and cultural history of Upstate New York is depicted through exhibits at the Rochester Museum & Science Center; the center's Strasenburgh Planetarium offers daily and nightly shows combining theater and astronomy. Many smaller museums are located near the city, including the Stone-Tolan House in Brighton, a 1792 pioneer homestead, the Genesee Country Village and Museum in Mumfords, an authentic nineteenth-century village, and the Victorian Doll Museum, located in North Chili.

Rochester's major art museum, the Memorial Art Gallery of the University of Rochester, explores art through the ages in a collection ranging from ancient relics to Rembrandts and Monets. Recent exhibitions included American Impressionism from the Phillips Collection, and a major exhibition on quilts.

Festivals and Holidays

Rochester's famous Lilac Festival takes place each May in Highland Park. In June, the nine-day Rochester International Jazz Festival draws thousands of fans. Maplewood Rose Festival is also held each June in historic Maplewood Rose Garden. The Rochester Harbor and Carousel Festival takes place along Lake Ontario in late June. This festival attracts over 100,000 visitors and includes fireworks and entertainment. Tall ships visit, as well as several marine rescue and coast guard vessels. A 10k race is also held, as well as a Boat Parade of Lights, an antique car show, and many children's activities. The Corn Hill Arts Festival brings more than a quarter million people to the city in July; this two-day event features the country's finest artists and craftspeople, outdoor music and acrobatics, and food from around the world. Rochester MusicFest takes place in July at Genesee Valley Park. August brings the Park Avenue Summer Art Fest, one of the city's most popular summer events, and the Fiddler's Fair, featuring continuous fiddling and dancing on four stages. Rochester's longest-running event, the Memorial Art Gallery Clothesline Festival, has taken place each September since 1957. "Cold Rush" is a winter-long celebration of all things cold and snowy. There is the Mendon Ponds WinterFest in January that includes wildlife exhibits, face painting, and a Star Party put on by the Rochester Astronomical Society. ColdBlast is a free weekend at the Rochester Museum and Science Center. The Lakeside Winter Celebration in February is held at Ontario Beach Park with horse-drawn wagon rides, dog sleds, and children's activities. In February the "Polar Bear Plunge" is when brave souls dip into frigid Lake Ontario.

Sports for the Spectator

Rochester loves baseball—it is said that the first curve ball in history was launched there by Red Wings' pitcher Richard Willis. Today this team, an International League affiliate of the Minnesota Twins and the first municipally-

owned baseball team in the country, entertains fans at Frontier Field from April to September. Frontier Field is also home to the Raging Rhinos minor league soccer team from May through August. From January to March the Blue Cross Arena is home to the Knighthawks, Rochester's indoor lacrosse team. Blue Cross Arena is also home to the Rochester Razorsharks of the Premier Basketball League and the Rochester Raiders of the Continental Indoor Football League. The Rochester Rattlers play major league outdoor lacrosse at PAETEC Park. The Rochester Americans, an American Hockey League affiliate of the Buffalo Sabres, call the Blue Cross Arena home. Bowling fans are treated to an annual Lilac City Bowling Tournament, and the men's Professional Bowlers Tournament and women's pro circuit make annual stops in the city. Nearby racetracks offer horse and auto racing as well as off-track betting.

Sports for the Participant

Recreational opportunities abound for water sports enthusiasts in the Rochester-Finger Lakes region. The Genesee River is a popular canoeing site; canoeing and rowing are also possible at several other locations, including the Erie Canal. For sailors, Lake Ontario is favored for large craft; many yacht clubs, launches, and lakeside parks are available for smaller craft. Anglers may take advantage of Lake Ontario and local bays, ponds, and lakes, as well as the Genesee River, which is stocked with salmon. Rochester is the scene of the Empire State-Lake Ontario Trout and Salmon Derbies, held in fall and spring; this competition awards more than \$80,000 in cash and prizes annually.

Golf enthusiasts will find over 50 golf courses in the area; Rochester also maintains 66 baseball fields, 47 tennis courts, 43 outdoor basketball courts, 7 soccer pitches, 5 football fields, 13 full-time recreation centers, and an extensive network of walking, jogging and bicycling paths. Cold weather brings opportunities for ice skating, cross-country and downhill skiing, and snowboarding.

There are 11,000 acres of parkland in the Rochester area. Highland Park was designed by landscape architect Frederick Law Olmsted and is the site of a Lilac Festival each May. Maplewood Park Rose Garden features displays in June and September, while Ontario Beach Park beckons with its sandy beach, piers, boardwalk, and a 1905 Dentzel menagerie carousel. Tucked along the Genesee River, Seneca Park was also Olmsted-designed and holds the Seneca Park Zoo.

Shopping and Dining

Shoppers may choose from a wide variety of experiences in the Rochester area. Several major malls, factory outlets, and discount designer stores are located throughout the region. Off East Main and North Union streets is Rochester's open-air Public Market. The parallel

“Avenues”—Park and Monroe—offer an eclectic mix of fashionable boutiques, specialty shops, and restaurants. Of unique interest is Village Gate Square, a collection of antique, leather, and jewelry shops and art galleries housed in a historic printing factory. Northfield Common and Schoen Place offer boutiques, boating, and dining along the Erie Canal in the village of Pittsford.

Rochester diners may choose from an assortment of cuisines ranging from American to Cajun, Thai, Italian, Greek, Chinese, French, and Indian. Settings vary from modern to historic; an 1848 gristmill, an 1842 railroad station, an 1818 Erie Canal tavern, and a gas station are among the structures that Rochester restaurateurs have converted to dining establishments.

Visitor Information: Greater Rochester Visitors Association, 45 East Avenue, Suite 400, Rochester, NY 14604-2294; toll-free (800)677-7282; fax (585)232-4822. Arts & Cultural Council for Greater Rochester, 277 North Goodman St., Rochester, NY 14607; telephone (585)473-4000

■ Convention Facilities

Riverside Convention Center is an award-winning facility featuring 100,000 square feet of flexible meeting space that includes exhibit space for up to 465 10 foot by 10 foot booths, 25 meeting rooms, seating for 5,000 people, and banquet facilities for up to 3,500 people. Located downtown, it is connected by an enclosed skywalk to the Clarion Hotel (466 rooms and 20,000 square feet of meeting space), the Hyatt Regency Rochester (337 rooms and 13,640 square feet of meeting space), enclosed parking and a local retail area. The Crowne Plaza Rochester, one block from the convention center, offers 362 rooms; it can accommodate from 10 to 1,200 people in a reception. The Dome Center is minutes from Rochester and offers nearly 60,000 square feet of meeting space in three buildings; a grandstand is available for outdoor events. The Blue Cross Arena can seat 12,000 people and accommodate groups of various sizes. More than a dozen major hotels in the area provide more than 6,000 rooms.

Convention Information: Greater Rochester Visitors Association, 45 East Avenue, Suite 400, Rochester, NY 14604; telephone (585)546-3070

■ Transportation

Approaching the City

The Greater Rochester International Airport, located ten minutes from downtown, is served by several major carriers and feeder lines, including Air Canada/Air Georgian, AirTran Airways, American, Continental, Delta, JetBlue, Northwest, United, and US Airways. High-

speed ferry travel to Toronto is available daily for passengers and cars. Rail service is provided by Amtrak. NY State Trailways and Greyhound bus terminals are located downtown. A convenient network of highways, inner- and outer-loop arterial expressways, and the New York State Thruway facilitate auto travel. From Interstate 490 at the Clinton Avenue and Plymouth Avenue exits, a color-coded sign system directs visitors to five major downtown areas of interest.

Traveling in the City

Walking tours of Rochester are a popular way to explore the city. ARTWalk is a “permanent urban art trail” connecting arts centers and public spaces downtown; the outdoor space itself features benches, sidewalk imprints and light pole art by local artists. The Landmark Society offers six self-guided walking tours in downtown Rochester and three neighborhood walking tours. The Rochester-Genesee Regional Transportation Authority operates a bus service. Rochester’s free blue and yellow EZ Rider shuttle buses circle the downtown area every evening except Sunday. Taxi and limousine service is also available.

■ Communications

Newspapers and Magazines

Gannett Rochester Newspapers publishes the city’s daily newspaper, the morning *Democrat and Chronicle*. *City Newspaper* is a weekly alternative journal. Other locally published newspapers include *Golden Times*, a publication aimed at mature citizens, *The Daily Record*, for business and legal professionals, as well as *Greater Rochester Advertiser*, *The Greece Post*, and several religious newspapers. About a dozen magazines are published in Rochester on topics ranging from antiques to business.

Television and Radio

Four television stations—three network affiliates, and one public—serve Rochester. Time Warner Cable provides cable service. The city is served by 16 AM and FM radio stations. “Reachout Radio,” the Rochester Radio Reading Service on WXXI, sponsors a program of readings for the sight-impaired from local and national newspapers and magazines.

Media Information: *Democrat and Chronicle*, 55 Exchange Blvd., Rochester, NY 14614; telephone (585) 232-7100. *City Newspaper*, 250 North Goodman St., Rochester, NY 14607; telephone (585)244-3329

Rochester Online

Arts & Cultural Council for Greater Rochester.

Available www.artsrochester.org

City of Rochester. Available www.ci.rochester.ny.us

Greater Rochester Visitors Association. Available
www.visitrochester.com
Monroe County Industrial Development Agency.
Available www.growmonroe.org
Monroe County Planning & Economic
Development. Available www.monroecounty.gov
Rochester Business Alliance. Available www
.rochesterbusinessalliance.com
Rochester City School District. Available www
.rcsdk12.org
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.democratandchronicle.com

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Syracuse

■ The City in Brief

Founded: 1825 (chartered 1848)

Head Official: Mayor Matthew J. Driscoll (D) (since 2001)

City Population

1980: 170,105

1990: 163,860

2000: 147,306

2006 estimate: 140,658

Percent change, 1990–2000: –10.1%

U.S. rank in 1980: 86th

U.S. rank in 1990: 106th

U.S. rank in 2000: 160th

Metropolitan Area Population

1980: 722,865

1990: 742,237

2000: 732,117

2006 estimate: 650,051

Percent change, 1990–2000: –1.4%

U.S. rank in 1980: 53rd

U.S. rank in 1990: 57th

U.S. rank in 2000: 60th

Area: 25 square miles (2000)

Elevation: 414 feet above sea level

Average Annual Temperatures: January, 22.7° F; July, 70.9° F; annual average, 47.4° F

Average Annual Precipitation: 40.05 inches of rain; 115.6 inches of snow

Major Economic Sectors: Services, trade, government, manufacturing

Unemployment Rate: 4.3% (June 2007)

Per Capita Income: \$16,626 (2005)

2005 FBI Crime Index Property: 6,486

2005 FBI Crime Index Violent: 1,570

Major Colleges and Universities: Syracuse University; LeMoyne College

Daily Newspaper: *The Post-Standard*

■ Introduction

Syracuse, once the capital of the powerful Iroquois Confederacy under Chief Hiawatha, is located in the heart of New York State. The city's strategic central location and well developed transportation network have earned it the nickname "Crossroads of New York State." An important industrial and commercial hub, Syracuse also boasts an excellent education network and cultural and recreational opportunities to rival any major city. Massive urban renewal programs begun in the 1960s have transformed the downtown area into a bustling commercial and residential center. Syracuse lies near Onondaga Lake in the famed Finger Lakes region; the Iroquois believed that the lakes were formed when the Great Spirit placed his hand on some of the most beautiful land ever created. The arrival of skilled craftsmen, professionals in education, architecture, medicine and other fields, religious ministries, and a large and diverse number of ethnic groups has greatly contributed to the area's community and cultural development.

■ Geography and Climate

Syracuse is located in the center of New York State on the south shore of Lake Ontario in a region of rolling hills, flat plains, lakes, and streams. The salt springs

discovered there when Native Americans first settled the area have since disappeared. The city itself lies on a rise at the south end of Onondaga Lake. During the nineteenth century, Syracuse was important for its location as a port at the junction of the Oswego and Erie canals. Syracuse enjoys a four-season climate with marked seasonal changes. Cold air masses from the Great Lakes make for cold, snowy winters. During the summer and parts of spring and autumn, temperatures rise rapidly in the daytime and fall rapidly after sunset, so the nights are relatively cool. Excessively warm spells are rare and precipitation is well distributed throughout the year.

Area: 25 square miles (2000)

Elevation: 414 feet above sea level

Average Temperatures: January, 22.7° F; July, 70.9° F; annual average, 47.4° F

Average Annual Precipitation: 40.05 inches of rain; 115.6 inches of snow

■ History

Location Favorable for Saltworks, Transportation

In 1570, attracted in part by the naturally occurring brine springs on Lake Onondaga, Chief Hiawatha chose the village of the Onondaga Nation as the capital of the Iroquois Confederacy. In 1658 the French built Fort Sainte Marie de Gannentaha on the lake shore but abandoned it two years later because of Native American hostility. Pioneers who arrived in the late 1700s established saltworks, starting an industry that thrived for nearly 100 years; for many years most of the salt used in the country came from this area. At the same time, Thomas Wiard began making wooden plows, and the region began to prosper. The opening of the Erie Canal in 1819 and the arrival of the railroad in the late 1830s brought new industries, further spurring economic growth. Over the years the community went by a succession of names; when it was incorporated as a village in 1825, the name Syracuse was chosen after an ancient Sicilian town that also lay near salt springs.

In 1851 Syracuse was the scene of what came to be known as the Jerry Rescue when Jerry, a slave who had escaped 30 years earlier, was reclaimed by his former master. He was freed from jail by a band of abolitionists, who smuggled him into Canada. When Charles Dickens visited Syracuse in 1869 he described it as “a most wonderful out-of-the-world place, which looks as if it had begun to be built yesterday, and were going to be imperfectly knocked together with a nail or two the day after tomorrow.”

City Responds to Twentieth-Century Challenges

By the early 1900s the salt brine springs of Onondaga Lake were depleted and salt production in the city once known as “Salt City” declined. Talented inventors emerged, helping build Syracuse’s manufacturing legacy; their creations included the first air-cooled engine in the world, the first synthetic penicillin, the first loafer, and the Brannock Device for measuring feet. Post World War II, an influx of GIs to Syracuse University created a need for affordable housing and prompted a trend toward moving to the suburbs. The creation of the Interstate Highway System replaced the railroad as a primary means of transportation and accelerated suburban growth. Renewal programs begun in the 1960s have since revitalized the downtown area, which has become Central New York State’s primary commercial center as well as the area’s center for entertainment and cultural activities. Syracuse is well poised to meet the challenges of the twenty-first century; a diversified market structure protects the city as it moves from manufacturing toward a knowledge- and service-based economy.

Historical Information: Onondaga Historical Association, 321 Montgomery St., Syracuse, NY 13202; telephone (315)428-1864; fax (315)471-2133

■ Population Profile

Metropolitan Area Residents

1980: 722,865
1990: 742,237
2000: 732,117
2006 estimate: 650,051
Percent change, 1990–2000: –1.4%
U.S. rank in 1980: 53rd
U.S. rank in 1990: 57th
U.S. rank in 2000: 60th

City Residents

1980: 170,105
1990: 163,860
2000: 147,306
2006 estimate: 140,658
Percent change, 1990–2000: –10.1%
U.S. rank in 1980: 86th
U.S. rank in 1990: 106th
U.S. rank in 2000: 160th

Density: 5,892.2 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 80,718
Black: 37,768
American Indian and Alaska Native: 1,687



©James Blank.

Asian: 5,777
 Native Hawaiian and Pacific Islander: 0
 Hispanic or Latino (may be of any race): 8,225
 Other: 2,298

Percent of residents born in state: 71.6% (2000)

Age characteristics (2005)

Population under 5 years old: 10,231
 Population 5 to 9 years old: 10,496
 Population 10 to 14 years old: 8,184
 Population 15 to 19 years old: 7,293
 Population 20 to 24 years old: 15,457
 Population 25 to 34 years old: 21,601
 Population 35 to 44 years old: 15,435
 Population 45 to 54 years old: 16,251
 Population 55 to 59 years old: 7,493
 Population 60 to 64 years old: 4,620
 Population 65 to 74 years old: 7,185
 Population 75 to 84 years old: 5,983
 Population 85 years and older: 2,266
 Median age: 30.9 years

Births (2006, MSA)

Total number: 7,573

Deaths (2006, MSA)

Total number: 5,849

Money income (2005)

Per capita income: \$16,626
 Median household income: \$25,935
 Total households: 57,835

Number of households with income of . . .

less than \$10,000: 12,467
 \$10,000 to \$14,999: 5,383
 \$15,000 to \$24,999: 10,313
 \$25,000 to \$34,999: 6,565
 \$35,000 to \$49,999: 7,460
 \$50,000 to \$74,999: 9,055
 \$75,000 to \$99,999: 3,247
 \$100,000 to \$149,999: 2,548
 \$150,000 to \$199,999: 327
 \$200,000 or more: 470

Percent of families below poverty level: 14.2% (2005)

2005 FBI Crime Index Property: 6,486

2005 FBI Crime Index Violent: 1,570

■ Municipal Government

Syracuse, the county seat of Onondaga County, is governed by a mayor elected for a four-year term and an independent policy-making nine-member council, headed by a president. District councilors and councilors-at-large are elected for two-year and four-year terms, respectively. The mayor has broad administrative powers, including the appointment of all city department heads.

Head Official: Mayor Matthew J. Driscoll (D) (since 2001; current term expires 2009)

Total Number of City Employees: 1,900 (2008)

City Information: Office of the Mayor, 203 City Hall, Syracuse, NY 13202; telephone (315)448-8005; fax (315)448-8067; email Mayor@ci.syracuse.ny.us

■ Economy

Major Industries and Commercial Activity

Syracuse is a major commercial, industrial, and transportation center for the Northeast. The economy is highly diversified; this enabled the city to weather a recession in 2001. While manufacturing remains significant to the local market, the service industry is experiencing record growth. Sub-sectors leading the trend include call centers, finance, education services and retail trade. Natural resources in the area include hardwoods used in furniture making and abundant water of high quality used by local corporations such as Anheuser-Busch and Bristol-Myers Company.

Syracuse has been recognized as an excellent place to work and live; its Cost of Doing Business Index has ranked sixth-lowest in the nation at 87.7 (a score of 100 is average), and *Expansion Management* magazine listed Syracuse among the country's top 50 cities for business relocation and expansion. Syracuse also has been named fourteenth out of the top 25 medium-size cities for doing business by *Inc.* online magazine. Recent studies indicate Syracuse is leading the state in job growth.

Syracuse's largest employers in 2007 included: SUNY Upstate Medical University, Syracuse University, Wegmans, St. Joseph's Hospital Health Center, Magna Drivetrain-New Process Gear, Inc., Crouse Hospital, Lockheed Martin MS2, P & C Food Markets, National Grid, and Loretto.

Items and goods produced: automotive components, air conditioning and heating equipment, medical instruments, pharmaceuticals, military electronics, specialty metals, telecommunication devices

Incentive Programs—New and Existing Companies

A range of state, county and municipal programs are available to new and expanding businesses in the Syracuse area.

Local programs: The City of Syracuse offers tax exemptions and permanent low-cost financing, loans up to \$10,000 for high-risk startups and \$50,000 for specific projects, and regulatory or technical assistance. The Greater Syracuse Chamber of Commerce provides a variety of services from business startup advice to government lobbying. The Chamber also manages the Greater Syracuse Business Development Corporation, a private, not-for-profit organization that provides financial assistance to new and expanding businesses. The Onondaga County Industrial Development Agency has invested more than \$1 billion on some 200 projects since 1970, creating or retaining approximately 30,000 jobs in the region. Its municipal counterpart, the Syracuse Industrial Development Agency, finances manufacturing, research, commercial, industrial or pollution control projects within city limits. The Urban Business Opportunity Center provides entrepreneurial training and loans up to \$10,000 for women- and minority-owned small businesses in financial need. Syracuse Technology Garden is a newcomer to the field of economic development and acts as an incubator for high-tech startups. Successful applicants receive mentorship and networking, access to venture capital, and state-of-the-art office space. The Samuel W. Williams, Jr. Business Center has provided similar incubator services to small businesses since 1986; more than two dozen local companies call it home.

State programs: Empire State Development (ESD), the state agency responsible for promoting economic development in New York, has programs available to assist businesses that are expanding and creating jobs. Qualified businesses that locate in an Empire enterprise zone can be exempted from sales tax, benefit from tax reductions, or receive credits on real property and business taxes. Enterprise zone businesses may additionally save money on utilities, receive technical assistance, or receive tax credits on wages for newly-created jobs. Even outside of an Empire Zone, businesses that create new jobs can capitalize on Investment Tax Credits. Companies specializing in research and development are eligible for tax credits on 9 percent of their corporate facility taxes and may receive a capital credit for their investment in emerging technologies. Machinery and equipment, facilities, property, fuels, and utilities dedicated to research and development activities may also qualify for sales tax exemptions, and the state operates more than 50 high-tech business incubators to further develop the industry. New York State has additionally partnered with electric and gas utility companies to create the "Power for Jobs" program in which companies that fulfill the requirement

of retaining or generating a specified number of jobs then receive a break on their utility costs that can mean as much as a 25 percent savings.

Low interest loans can be accessed through the ESD by small manufacturing enterprises, small service operations that are independently owned and operated, businesses located within an Empire Zone, businesses located in “highly distressed” areas, businesses owned by women or minorities, defense industry manufacturers, and small businesses seeking to increase their export activities. Other loan programs range from direct financing through the ESD to interest subsidies and loan guarantees. Depending on the financing source, funds can be used for building construction, equipment acquisition, building purchases, and working capital. New York State’s progressive tax structure combines tax credits, deductions, exemptions, and write-offs to help reduce the tax burden on businesses.

Job training programs: New York’s Empire State Development Corporation provides up to half the cost of a workforce training project, reimbursement for training programs that create or retain at least 300 jobs, and opportunities for on-the-job training in new skills and technologies. The Onondaga County Industrial Development Agency provides matching grants up to \$12,500 to train production or first-line supervisory staff. CNY Works is a federally-funded organization that arranges educational programs for incumbent, underemployed and unemployed workers. Onondaga Community College works with local employers to develop specialized training programs to meet specific needs. Dozens of local universities, colleges, vocational and technical schools offer training in a variety of professional disciplines.

Development Projects

A groundbreaking ceremony was held in June 2005 for the Syracuse Center of Excellence in Environmental and Energy Systems headquarters, a \$25.5-million project designed to create jobs and promote investment in the Central New York region. The 55,000-square-foot lead platinum facility is expected to open in fall 2008. Syracuse University (SU) in 2006 renovated the former Dunk & Bright warehouse at Armory Square into a multi-use space: the South Side Innovation Center holds more than 13,000 square feet of usable space for shared business services; the Women Igniting the Spirit of Entrepreneurship (WISE) Center; and a large classroom for training and teaching.

Syracuse University is spearheading plans to build a “Connective Corridor” linking the campus with downtown’s entertainment, arts, and cultural venues. The project manager for design and construction was chosen in March 2007. The Connective Corridor is a 1.5 mile strip of cultural development connecting University Hill with downtown Syracuse. The Corridor will make investments in key locations supporting historic

landmarks, cultural institutions, and private development in the city. The Corridor is home to three major universities and more than 20 arts and cultural venues. The Corridor is designed to showcase these assets, igniting a resurgence of economic development, tourism, and residential growth. It will feature new and imaginative lighting, public and interactive art, urban reforestation, and technology hot spots.

University Hospital is expected to complete a \$35-million children’s hospital in 2008. Crouse Hospital is in the planning stages for a new \$30-million operating room suite. The \$3.25-million Syracuse Technology Garden, a business incubator for high-tech startups, was completed in 2004. Syracuse Research Corp. recently completed a \$1.3-million, 16,000-square-foot expansion of headquarters. As of 2008 construction was underway on various components of the \$36-million Inner Harbor project, which is adapting the old barge canal terminal for recreational use.

Economic Development Information: Greater Syracuse Chamber of Commerce, 572 South Salina St., Syracuse, NY 13202-3320; telephone(315)470-1800; fax(315)471-8545; email Info@SyracuseChamber.com

Commercial Shipping

Syracuse’s strategic central location and well developed transportation network, including road, water, rail, and air services, make it a distribution hub for the Northeast. More than 50 percent of U.S. and Canadian manufacturing establishments are located within a 750-mile radius. Syracuse is located at the junction of two major interstate highways, east/west I-90 and north/south I-81. More than 150 trucking companies service the area, including the top 12 general freight carriers in the nation. CSX provides direct rail service to a number of Northeastern markets with more than 70 trains per week. Six major air freight companies operate out of Syracuse Hancock International Airport, as do a variety of regional carriers. The Port of Oswego and the New York Barge Canal system provide water access to the Great Lakes, the St. Lawrence Seaway and the Hudson River. The Syracuse area is a foreign trade zone.

Labor Force and Employment Outlook

Greater Syracuse offers a pool of educated, productive and affordable employees. Although Syracuse’s employment rate is growing faster than any other city in upstate New York, approximately 75,000 qualified workers have been identified as underemployed, representing a large selection of potential hires. Over the next few years Syracuse is expected to transition from a manufacturing center to a services and knowledge-based economy. Syracuse’s civilian labor force in December 2007 was 326,900; the unemployment rate was 4.6 percent, lower than the national average of 5 percent that month.

The following is a summary of data regarding the Syracuse metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 320,600

Number of workers employed in . . .

- construction and mining: 12,800
- manufacturing: 33,000
- trade, transportation and utilities: 64,700
- information: 6,000
- financial activities: 18,100
- professional and business services: 34,300
- educational and health services: 55,600
- leisure and hospitality: 26,600
- other services: 12,500
- government: 57,300

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.3% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
SUNY Upstate Medical University	6,408
Syracuse University	5,926
Wegmans	3,759
St. Joseph's Hospital Health Center	3,140
Magna Drivetrain–New Process Gear, Inc.	2,600
Crouse Hospital	2,400
Lockheed Martin MS2	2,350
P & C Food Markets	2,200
National Grid	1,857
Loretto	1,820

Cost of Living

Parenting Magazine lists Syracuse among the nation's top 10 small cities in which to raise a child, based on affordable housing, a strong economy, good schools, low crime, and a clean environment.

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

2007 (1st quarter) ACCRA Average House Price: \$250,283

2007 (1st quarter) ACCRA Cost of Living Index: 100.0

State income tax rate: 4.0% to 7.70%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 4%

Property tax rate: \$34.836 per \$1,000 of assessment

Economic Information: New York State Department of Labor, 677 S. Salina St., Syracuse, NY 13202; telephone (315)479-3390

Education and Research

Elementary and Secondary Schools

The City of Syracuse School District is administered by a superintendent appointed by a seven-member policy-making Board of Education. In 2004, the school board and the municipal government announced a \$665-million district-wide renovation project, which will modernize all Syracuse schools within the next 10 years. The district was also awarded \$14 million in federal funding to bring Internet access to each of its facilities. In 2007 *Newsweek* magazine ranked the district's Corcoran High School number 505 on the list of 1,288 top public high schools in the United States. The school district also received a 2007 New York State Environmental Excellence Award for successfully implementing "Going Green" in 30 schools throughout the district.

The following is a summary of data regarding the Syracuse City School District as of the 2005–2006 school year.

Total enrollment: 20,006

Number of facilities

- elementary schools: 23
- junior high/middle schools: 7
- senior high schools: 4
- other: 2

Student/teacher ratio: 13.5:1

Teacher salaries (2005–06)

- elementary median: \$48,870
- junior high/middle median: \$52,040
- secondary median: \$50,300

Funding per pupil: \$12,378

Public Schools Information: Syracuse City School District, 725 Harrison St., Syracuse, NY 13210; telephone (315)435-4499

Colleges and Universities

The Greater Syracuse region boasts 44 private and state colleges with a combined enrollment of 215,000. Syracuse University attracts students from all 50 states and a number of other countries; its 13 schools and colleges offer a range of undergraduate and graduate degrees. LeMoyne College offers more than 40 undergraduate

programs in the humanities, sciences, nursing, business, and education; and master's degrees in business administration, education, and physician assistant studies in a Catholic and Jesuit tradition. LeMoyne has been recognized as the fourth-best liberal arts college in the Northeast. SUNY Upstate Medical University offers degrees in medicine, nursing and other health professions; together with Syracuse University and SUNY College of Environmental Science and Forestry, it forms a student hub known as University Hill. Nearby two-year colleges include Bryant & Stratton College, Onondaga Community College, and Cayuga Community College.

Libraries and Research Centers

The Onondaga County Public Library system consists of a central location, eight city branches and two community satellites with an annual circulation of 1.5 million titles. Central Library moved to its present location in the downtown Galleries of Syracuse in 1988; its main entrance features the "Browse-About," a 12,000-square-foot bookstore-like layout. The library offers branch-to-branch deliveries, family literacy programming, and a 24-hour reference service.

The Erie Canal Museum maintains a collection of artifacts, books and photographs about canal life. The Onondaga Historical Association maintains one of the largest regional history collections in the nation. Onondaga County's Supreme Court Law Library is located in Syracuse. Area colleges, universities, and corporations also maintain libraries.

Research in a variety of areas is carried out by universities and private companies in Syracuse. Syracuse University research units focus on digital commerce, computer and software engineering, cancer, gerontology, public policy and psychology. State University of New York sponsors research through the College of Environmental Science and Forestry and the Health Science Center. Bristol-Myers Squibb Company's Industrial Division maintains a pharmaceutical research facility. Other research sites in the city conduct research on cancer treatment and on industrial issues.

Public Library Information: Onondaga County Public Library, The Galleries of Syracuse, 447 South Salina St., Syracuse, NY 13202; telephone (315)435-1800

■ Health Care

Syracuse has one of the lowest hospitalization rates in the nation, thanks to an efficient local health care system. Almost 1,500 physicians and 6,000 registered nurses serve the population of Syracuse and Onondaga County. More than 2,000 inpatient beds are available in five hospitals.

Crouse Hospital is a not-for-profit facility with 576 beds, including a 51-bed neonatal intensive care unit. It also offers high-risk maternity care, pediatric services, cardiac care and the region's only substance abuse program. It recently completed a renovation of its intensive care and dialysis units. Community General Hospital operates 306 acute-care beds and 50 nursing-care beds; in addition to medical, surgical and emergency care it also runs three specialty centers dedicated to wound care, breast health and sleep. The 431-bed St. Joseph's Hospital Health Center is Syracuse's busiest hospital based on patient volume; it offers emergency and intensive care, ambulatory surgery, dialysis, mental health programs, maternity care and rehabilitation. The 372-bed University Hospital operates four Centers of Excellence in Oncology, Pediatrics, Neuroscience and Cardiovascular Health; it is the region's only teaching hospital. Syracuse VA Medical Center offers acute medical and surgical services, a variety of specialty services and short-term nursing care. Psychiatric care is offered at Hutchings Psychiatric Center and Four Winds Syracuse.

■ Recreation

Sightseeing

Those interested in architecture are advised to take a stroll through downtown Syracuse for an opportunity to see the imposing Hotel Syracuse as well as fine old churches and other structures. The Hotel Syracuse closed in 2004; however, plans for redevelopment were underway as of 2008. Columbus Circle contains a statue of the explorer. Syracuse Urban Cultural Park downtown highlights the city's past as a transportation center through interpretive signs. The Parke Avery House, a mid-nineteenth century residence built by the salt baron whose name it bears, hosts various events and exhibits throughout the year. The old Syracuse Savings Bank building was designed by prominent architect Joseph L. Silsbee in Gothic Revival style; other structures of note express Art Deco, Queen Anne and Neoclassical motifs. Hanover Square was the site of the original village well and the city's first commercial district; today it is a National Historic District featuring a variety of nineteenth century buildings.

The Rosamond Gifford Zoo is open year-round and very popular with visitors to Syracuse. The zoo displays about one thousand domestic and exotic animals in simulations of their natural settings, including the \$3.7-million "Penguin Coast" exhibit, which features a breeding group of endangered Humboldt penguins. Special exhibits trace animal history through the ages.

Onondaga Park, an historic landscape designed by Frederick Law Olmsted to incorporate landscape and architecture, features a gazebo and a Fire House. Boat tours down the Erie Canal and tram trips along the shore of Onondaga Lake are also available.

The Bristol Omnitheater at the Milton J. Rubenstein Museum of Science and Technology (MOST) is the only IMAX Domed Theater in New York State; MOST is central New York's largest hands-on science center. Museum-goers can navigate through a human cell, discover the underlying faults of earthquakes, learn about the rhythms of the human body, and visit the Space Gallery.

Arts and Culture

The performing arts are very much alive in Syracuse, which boasts Broadway-quality entertainment at a fraction of the price. The focal point of this activity is the John H. Mulroy Civic Center, said to be the first building complex in the western hemisphere to combine a performing arts center with a government complex. The center houses three theaters and is home to the Syracuse Opera Company, which stages three productions a year as well as community outreach and education programs, and to the Syracuse Symphony Orchestra, whose ambitious 39-week season encompasses classics and pops, dance performances, a family series, and a concert series featuring works by minority composers and artists. The Syracuse Area Landmark Theatre, opened in 1928 and described as an "Indo-Persian fantasy palace," was saved from demolition and refurbished in 1975; it hosts performances by popular entertainers and Broadway touring companies. The Regent Theatre Complex, which contains an infrared lighting system for the hearing impaired, is home to Syracuse Stage, Central New York's only professional theatre group. Syracuse Stage shows seven plays and one children's touring production each year; actors, designers, directors, and technicians from Broadway and other professional theaters across the country are recruited to work on the performances. The Regent Theatre Complex is also home to the Syracuse University Drama Department. The 50,000-seat Carrier Dome at Syracuse University showcases internationally known musical performers, as does the smaller War Memorial. Salt City Center for the Performing Arts presents a year-round season of musicals, drama, and comedies, as well as adult and children's classes.

Syracuse is home to a number of distinctive art and historical museums. The Everson Museum of Art, designed by I. M. Pei, houses American nineteenth- and twentieth-century paintings, sculptures and prints, and one of the nation's finest collections of ceramic art. Syracuse University's SUArt Galleries features a large permanent collection of modern art. The SUArt Galleries is the newest campus venue for the visual arts. The Galleries combines the Joe and Emily Lowe Art Gallery and the University Art Collection into one entity. The renovated facility hosts a variety of temporary and permanent exhibitions throughout the year in its nearly 10,000 square feet of exhibition space.

LeMoyne College's Wilson Art Gallery, located at the college library, offers various exhibits throughout the year. The Erie Canal Museum, located in the country's only remaining weighlock building, features interactive exhibits as well as a 65-foot canal boat. Open Hand Theater's International Mask and Puppet Museum is housed in an 1890 castle. Onondaga Lake Parkway contains the Salt Museum, including a reconstructed 1856 boiling block, and Sainte Marie among the Iroquois, a recreation of the original French Jesuit settlement, now a living-history museum. The Onondaga Historical Association provides local and regional history through a series of changing exhibits. In all there are more than forty museums and galleries in the Syracuse area.

Festivals and Holidays

Syracuse is home to the New York State Fair, the oldest state fair in the country. Featuring agriculture and livestock competitions, the International Horse Show, business and industrial exhibits, and tractor pulls, this 10-day event attracts more than a million people from across the Northeast each year. It takes place at the end of August.

The Syracuse Polish Festival takes place in June, as well as the Taste of Syracuse Festival, a two-day event featuring dollar samples from Syracuse's finest restaurants and continuous entertainment on three stages. June-teenth honors the end of slavery in the United States. Other cultural festivals in Syracuse include the Jewish Music and Cultural Festival, the Bavarian Festival, the Irish Festival, La Festa Italiana and Oktoberfest.

Musical events in Syracuse include the M & T Jazz Fest in June, the NYS Rhythm and Blues Festival in July, and the CNYBA Apple Valley Bluegrass Festival in July.

Sports for the Spectator

Spectator sports in Syracuse center around the Carrier Dome, a \$27-million domed complex completed in 1980 where the Syracuse University Orangemen play lacrosse, football and basketball. The dome is also the scene of the Empire State Games and other amateur sports competitions. LeMoyne College supports 16 NCAA varsity sports teams, while Onondaga Community College hosts NJCAA athletic events.

The Syracuse Chiefs, a minor league affiliate of the Toronto Blue Jays baseball team, compete at the Alliance Bank Stadium from April to mid-September. The Syracuse Crunch Hockey Team, an American Hockey League affiliate of the Columbus Blue Jackets, plays in the War Memorial arena. Baseball fans in Syracuse may enjoy side trips to Cooperstown, home of the Baseball Hall of Fame.

South of Syracuse, auto racing fans are entertained at the Watkins Glen International. Onondaga Lake is the scene of various rowing competitions.

Sports for the Participant

Lakes, rivers, and sporting clubs in the Syracuse area offer abundant opportunities for fishing, boating, rafting, camping, swimming, and hunting. More than 50 parks and nature areas are located in Syracuse, providing facilities for baseball, tennis, swimming, skating, and golf. Several ski facilities and at least 40 golf courses are located in the region.

Shopping and Dining

Syracuse's newest mall is the Carousel Center overlooking Onondaga Lake. It features 170 shops, 10 eateries, two sit-down restaurants, and a 12-screen cinema. It also has a fully restored 1909 antique carousel that gives the mall its name and invokes the days when the area was famed for the fine quality and craftsmanship of its carousels. The centerpiece project of downtown Syracuse's revitalization, the Galleries of Syracuse, houses approximately 80 high quality stores. The Armory Square Historic District, a few blocks away, is also a popular place to browse, with a variety of shops, galleries, and pubs. The Shoppingtown Mall, with more than 100 stores, and the Great Northern Mall, with 80 stores, are also major shopping destinations. The Downtown Farmers' Market, open Tuesdays from June to mid-October, features fresh produce from growers and dealers. There are more than 400 restaurants in the Syracuse area, including 20 fine dining establishments.

Visitor Information: Syracuse Convention and Visitors Bureau, 572 South Salina St., Syracuse, NY 13202; telephone (315)470-1910; toll-free (800)234-4797

■ Convention Facilities

Syracuse boasts a range of convention and meeting facilities. Over the last five years the city has hosted an annual average of 125,000 delegates from a variety of groups, from the American Baptist Churches to the National Roller Skating Association. With 99,000 square feet of exhibition space, downtown's Oncenter Complex includes a 65,000-square-foot Exhibition Hall that can accommodate 350 10'x10' exhibit booths. The center can seat 6,200 people in a theater configuration, or 4,300 guests in a banquet or classroom-style. The Oncenter Complex also houses several performing arts theatres and a parking complex. Meeting rooms are available at Syracuse University's Carrier Dome, while the arena itself is suited for large rallies and concerts.

The Marx Hotel & Conference Center was recently appointed as the Renaissance Syracuse Hotel, part of the Marriott Hotel family. With 279 guest rooms, the Renaissance Syracuse has 16 meeting rooms and 12,250 square feet of total meeting space. Most other meeting facilities can be found in three areas of the city: the Carrier Circle area (Thruway Exit 35), the 7th North

Street/Buckley Road Area (Thruway Exits 36 and 37), and the Downtown/University Area. More than 6,200 hotel rooms are located in Greater Syracuse.

Convention Information: Syracuse Convention and Visitors Bureau, 572 South Salina St., Syracuse, NY 13202; telephone (315)470-1910; toll-free (800)234-4797

■ Transportation

Approaching the City

Syracuse Hancock International Airport, located minutes from the downtown area, serves more than 200 passenger flights daily on 7 major airlines and 9 commuter lines.

Two major four-lane highways intersect Syracuse. Interstate 81, a north-south route, passes through the center of the city. Interstate 90 (the New York State Thruway), an east-west route, crosses Interstate 81 a mile north of the city.

Amtrak provides passenger rail service. Greyhound, Onondaga Coach, Syracuse & Oswego and Trailways provide intercity and interstate bus travel.

Traveling in the City

The downtown business district is bounded by Interstate 81 and Interstate 690 and is easily accessible by car. CENTRO, described as one of the nation's best mid-sized transit systems, provides bus service throughout the city on about 40 routes. It also operates Call-a-Bus services for the elderly and disabled. The Central New York Regional Transportation Authority (CNYRTA), of which CENTRO is a part, was named by the American Public Transportation Association (APTA) as the 2006 Best Public Transit System in North America among systems providing between 4 and 30 million rides annually.

■ Communications

Newspapers and Magazines

The major daily newspaper in Syracuse is the morning *The Post-Standard*, with a circulation of 400,000. The area is also served by more than a dozen weekly newspapers, including *News for You*, a literary newspaper, *Nor'easter Leadership News*, published by the Presbyterian Church, and the *Syracuse New Times*, a tabloid highlighting area arts and entertainment. Magazines published in Syracuse include *The Business Record*, *Central New York Business Journal*, the ecology journal *Clearwaters*, and the quarterly *American Journal of Mathematical & Management Sciences*.

Television and Radio

Syracuse television viewers are served by four national networks and one public station. Cable service is available through Time Warner. Seventeen AM and FM radio stations cover the broadcast spectrum.

Media Information: *The Post-Standard*, PO Box 4915, Syracuse, NY 13221; telephone (315)470-NEWS (6397); toll-free (800)765-3231

Syracuse Online

City of Syracuse home page. Available www.syracuse.ny.us

Greater Syracuse Chamber of Commerce. Available www.syracusechamber.com

Onondaga County Public Library. Available www.onlib.org

Syracuse City School District. Available www.syracusecityschools.com

Syracuse Convention and Visitors Bureau. Available www.visitsyracuse.org

Syracuse Online. Available www.syracuse.com

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Pennsylvania

Allentown...371

Erie...379

Harrisburg...387

Lancaster...399

Philadelphia...411

Pittsburgh...423

Scranton...439



The State in Brief

Nickname: Keystone State

Motto: Virtue, liberty, and independence

Flower: Mountain laurel

Bird: Ruffed grouse

Area: 46,055 square miles (2000; U.S. rank 33rd)

Elevation: Ranges from sea level to 3,213 feet

Climate: Cold winters, warm summers; abundant precipitation

Admitted to Union: December 12, 1787

Capital: Harrisburg

Head Official: Governor Edward G. Rendell (D) (until 2010)

Population

1980: 11,863,895

1990: 11,881,643

2000: 12,281,054

2006 estimate: 12,440,621

Percent change, 1990–2000: 3.4%

U.S. rank in 2006: 6th

Percent of residents born in state: 75.55% (2006)

Density: 277.3 people per square mile (2006)

2006 FBI Crime Index Total: 358,653

Racial and Ethnic Characteristics (2006)

White: 10,429,732

Black or African American: 1,289,799

American Indian and Alaska Native: 17,634

Asian: 289,289

Native Hawaiian and Pacific Islander: 3,332

Hispanic or Latino (may be of any race): 527,142

Other: 259,927

Age Characteristics (2006)

Population under 5 years old: 724,450

Population 5 to 19 years old: 2,461,342

Percent of population 65 years and over: 15.1%

Median age: 39.6

Vital Statistics

Total number of births (2006): 144,037

Total number of deaths (2006): 128,656

AIDS cases reported through 2005: 31,977

Economy

Major industries: Manufacturing, services, tourism, transportation, mining, high technology, agriculture

Unemployment rate (2006): 6.2%

Per capita income (2006): \$24,694

Median household income (2006): \$46,259

Percentage of persons below poverty level (2006): 12.1%

Income tax rate: 3.07%

Sales tax rate: 6.0%



Allentown

■ The City in Brief

Founded: 1762 (incorporated 1867)

Head Official: Mayor Ed Pawlowski (D)
(since 2006)

City Population

1980: 103,758

1990: 105,301

2000: 106,632

2006 estimate: 107,294

Percent change, 1990–2000: 1.26%

U.S. rank in 1980: 155th

U.S. rank in 1990: 184th

U.S. rank in 2000: 240th (State rank: 3rd)

Metropolitan Area Population

1980: 635,481

1990: 595,081

2000: 637,958

2006 estimate: 800,336

Percent change, 1990–2000: 7.5%

U.S. rank in 1980: Not available

U.S. rank in 1990: 64th

U.S. rank in 2000: 65th

Area: 17.4 square miles (2000)

Elevation: 387 feet above sea level

Average Annual Temperatures: January, 27.1° F; July, 73.3° F; annual average, 50.6° F

Average Annual Precipitation: 45.17 inches of rain; 32.4 inches of snow

Major Economic Sectors: manufacturing, services, retail trade

Unemployment Rate: 4.2% (June 2007)

Per Capita Income: \$18,139 (2005)

2005 FBI Crime Index Property: 5,771

2005 FBI Crime Index Violent: 863

Major Colleges and Universities: Cedar Crest College, Muhlenberg College

Daily Newspaper: *The Morning Call*

■ Introduction

Allentown, Bethlehem, and Easton comprise Pennsylvania's Lehigh Valley, the state's third largest metropolitan area. The Lehigh Valley is a thriving community characterized by bustling metropolitan areas surrounded by scenic countryside. In recent years, the city has gone from a primarily manufacturing-based financial system to a community with a diverse economy and a wealth of service industries.

■ Geography and Climate

Allentown is located in the east central section of Pennsylvania in the Lehigh River Valley between Blue Mountain to the north and South Mountain. The terrain is rolling with many small streams. Temperatures are usually moderate, although, because of the mountain ranges, winter temperatures are sometimes 10 to 15 degrees lower than in Philadelphia, just 50 miles to the south. Freezing rain is a common problem in winter. Precipitation is ample, especially during the summer.

Area: 17.4 square miles (2000)

Elevation: 387 feet above sea level

Average Temperatures: January, 27.1° F; July, 73.3° F; annual average, 50.6° F

Average Annual Precipitation: 45.17 inches of rain;
32.4 inches of snow

■ History

Eight thousand years before European settlers crossed the Atlantic, ancestors of the Delaware tribe were thriving in the Lehigh Valley. The city now known as Allentown stands on a tract of land purchased in 1735 by William Allen from a friend of the family of William Penn, founder of Pennsylvania. William Allen, who served for several years as chief justice of Pennsylvania, built a hunting and fishing lodge on the geographically isolated site, which was first known as "Allen's little town." Allen and his son had hoped to turn the lodge into a trading center but the river was too shallow for boat traffic and the American Revolution of 1776 intervened. When the British captured Philadelphia in 1777, the Liberty Bell was carried to Allentown where it was concealed in a local church and later returned to Philadelphia upon British evacuation of the city.

By the early 1800s Allentown was little more than a sleepy marketing town for local farmers. However, when the Lehigh Canal was opened in 1829 to carry coal from the area north to the Delaware Canal, east to New York, and south to Philadelphia, Allentown gained access to outside markets for the first time. Even more important was the availability of water power. A growing number of businesses began to settle in the Lehigh Valley, including the country's first commercially successful iron furnace powered by anthracite coal. The resulting boom in the production of pig iron began to fade by the turn of the century when English advances in steel technology lessened the demand for iron. Nearby Bethlehem Iron was the only Lehigh Valley metals industry to successfully make the transition from iron to steel. Allentown, earlier than other northeastern industrial areas, was forced to diversify its economic base. With the arrival of the silk industry in the 1880s Allentown came to be known as "silk city." Other light industries followed and Allentown leaders determined to never again depend on one business for the city's survival. In the early 1900s Mack Trucks, Inc., moved to the city and remained one of the city's largest employers for most of the century.

World War II gave a boost to the Lehigh Valley's economy, but thereafter synthetics began to replace silk in the manufacture of clothing, the cement works phased out many operations, and the steel companies began to lay off workers. As has been the case with many industrial cities, improved highways, large tracts of affordable land, and the demand for larger homes encouraged development outside the city. The 1980s saw expansion in suburban shopping centers, industrial parks, and office buildings. Allentown and the surrounding region have benefitted from the completion of an interstate highway in 1989, which has promoted economic development, and an influx of persons fleeing high prices and overcrowding in New York City, Philadelphia, and elsewhere.

Today the Lehigh Valley supports a diversity of businesses and industries, having moved from what was once a primarily manufacturing base. The city has also begun an intensive revitalization of its downtown area.

Historical Information: Lehigh County Historical Society and Museum, Old Courthouse, PO Box 1548, Allentown, PA 18105; telephone (610)435-1074

■ Population Profile

Metropolitan Area Residents

1980: 635,481
1990: 595,081
2000: 637,958
2006 estimate: 800,336
Percent change, 1990–2000: 7.5%
U.S. rank in 1980: Not available
U.S. rank in 1990: 64th
U.S. rank in 2000: 65th

City Residents

1980: 103,758
1990: 105,301
2000: 106,632
2006 estimate: 107,294
Percent change, 1990–2000: 1.26%
U.S. rank in 1980: 155th
U.S. rank in 1990: 184th
U.S. rank in 2000: 240th (State rank: 3rd)

Density: 6,011.5 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 72,903
Black: 8,850
American Indian and Alaska Native: 156
Asian: 1,738
Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 35,690
Other: 19,416

Percent of residents born in state: 64% (2000)

Age characteristics (2005)

Population under 5 years old: 8,215
Population 5 to 9 years old: 7,382
Population 10 to 14 years old: 6,950
Population 15 to 19 years old: 5,669
Population 20 to 24 years old: 8,175
Population 25 to 34 years old: 17,674
Population 35 to 44 years old: 13,149
Population 45 to 54 years old: 12,661
Population 55 to 59 years old: 5,516
Population 60 to 64 years old: 4,001



Flight Quest Aerial Photography

Population 65 to 74 years old: 7,504
 Population 75 to 84 years old: 5,462
 Population 85 years and older: 2,873
 Median age: 34.2 years

\$75,000 to \$99,999: 4,026
 \$100,000 to \$149,999: 1,408
 \$150,000 to \$199,999: 673
 \$200,000 or more: 517

Births (2006, MSA)

Total number: 9,149

Deaths (2006, MSA)

Total number: 7,480

Money income (2005)

Per capita income: \$18,139
 Median household income: \$33,658
 Total households: 42,918

Number of households with income of ...

less than \$10,000: 4,612
 \$10,000 to \$14,999: 3,749
 \$15,000 to \$24,999: 6,535
 \$25,000 to \$34,999: 7,607
 \$35,000 to \$49,999: 6,790
 \$50,000 to \$74,999: 7,001

Percent of families below poverty level: 8.1% (2005)

2005 FBI Crime Index Property: 5,771

2005 FBI Crime Index Violent: 863

■ **Municipal Government**

The city of Allentown operates under the strong-mayor form of government. Voters at large elect the mayor and a seven-member council to four-year terms.

Head Official: Mayor Ed Pawlowski (D) (since 2006; current term expires December 2009)

Total Number of City Employees: 1,000 (2007)

City Information: Allentown City Hall, 435 Hamilton St., Allentown, PA 18101; telephone (610)437-7546

■ Economy

Major Industries and Commercial Activity

Manufacturing, at one time the dominant activity in the Allentown metropolitan area, continues to decline. The closure of the Bethlehem Steel Plant in the early 2000s was a major blow to the local economy. The service sector now dominates employment in the area, concentrated in the area of health services. Jobs in this sector continue to grow at such a rapid pace that many businesses report having trouble finding qualified workers to fill available positions. According to the Lehigh Valley Economic Development Corporation, 33,000 new jobs were created between 1996 and 2004. The metropolitan area has been selected as the headquarters or principal plant location for major corporations such as Mack Trucks as well as *Fortune* 500 companies Air Products and Chemicals, and PPL Corporation.

In 2006, PennDOT (public transportation operated by the state of Pennsylvania) was relocated to downtown Allentown; it was hoped that the injection of its more than 250 employees would help stimulate economic growth and urban revitalization in the downtown area.

Items and goods produced: steel products, industrial equipment, food products, electrical and mechanical equipment, clothing and textiles, trucks, chemical and mineral processing equipment, fabricated metals, furniture

Incentive Programs—New and Existing Companies

Local programs: The Allentown Economic Development Corporation (AEDC), a nonprofit corporation managed by a board of directors representing the leaders of business, industry, civic groups, and city government, has as its mission the long-range economic growth and diversity of the city of Allentown. AEDC operates the Bridgeworks Enterprise Center, a facility that offers tenants shared centralized services such as educational business counseling and management and financial assistance. Relocation assistance is available for those companies that outgrow the incubator space. The Lehigh Valley Economic Development Corporation (LVEDC) offers a variety of financing options, education and training venues, and technology support services. Three enterprise zone programs are available in the region to help stimulate growth. These programs emphasize assisting industrial, manufacturing, and export service firms. Tax credits of up to \$250,000 are also available for eligible projects. The Small Business Development Center at Lehigh University and the Team Pennsylvania Lehigh Export Network also help companies with expansion and growth.

State programs: Funding programs offered by the state include bond financing, grants, loans and loan guarantees, tax credits and abatements, and technical assistance. The Lehigh Valley Keystone Opportunity zone consists of 642 acres of land within Lehigh and Northampton counties, including a technology-ready corridor in downtown Allentown. These areas will remain virtually tax-exempt until 2013. The state's Job Creation Tax Credits program provides a \$1,000-per-job tax credit to approved businesses that agree to create jobs within three years.

Job training programs: The region has available a network of specialized training programs, numerous recruitment assistance packages, connections to a variety of workforce training providers and innovative partnerships between education and industry, including Eastern Pennsylvania Training WORKS Partnership, Lehigh Valley Team Pennsylvania CareerLink, and WEDNet Pennsylvania's Guaranteed Free Training Program. The most widely used state and federal programs to help employers reduce the costs of hiring and training workers include the federal Workforce Investment Act (WIA), customized job training funded by the Commonwealth of Pennsylvania, Targeted Jobs Tax Credit Program, and a state tax credit Employment Incentive Payment Program.

Development Projects

In 2007 plans were underway in Allentown for an ambitious downtown revitalization project that includes a new attraction, Lehigh Landing. The anchor for this project is the America On Wheels Transportation Museum, to be located in a former Lehigh Valley Transit Company building. A ground-breaking ceremony was held for the museum in April 2005, and the grand opening was scheduled for April 2008. Over-the-road transportation exhibits were promised by the Smithsonian Institution, as well as from Mack Trucks, whose headquarters is located in Allentown. The Lehigh Landing project includes a river walk and a tie-in to the Delaware and Lehigh Canal, as well as boating activities along the river.

In 2007 a private developer announced plans for "The Waterfront," a \$175 million mixed-use community built over the next decade on the former site of Lehigh Structural Steel. The project called for a walking path, amphitheater, marina and waterfront dining. It was projected to be the largest development in terms of dollar investment in the city's history.

In March 2005, Lehigh Valley Economic Development Corporation (LVEDC) announced the approval of funding for the development of the Allentown Brew Works. The building's first three floors house the restaurant, microbrewery, and a banquet facility for up to 200 people, along with a lounge in the basement. The Brew Works opened in 2007.

In 2007 the Allentown School District was in the first phase of a "Comprehensive Facilities Expansion" plan; all 22 educational facilities were expected to be

upgraded or expanded within the following 10-15 years. Phase One, which had a budget of \$120-million, undertook the upgrading and expansion of two high schools, two middle schools and two elementary schools. Also in 2007, work neared completion on the \$48 million Coca-Cola park, slated to open in 2008 to house minor league baseball's Iron Pigs.

In 2006, Olympus, a technology leader in healthcare and consumer electronics, relocated its North American headquarters facility and distribution centers to the Lehigh Valley. Its 337,400 square-foot headquarters is located in the Stabler Center.

Economic Development Information: Allentown Economic Development Corp., 435 Hamilton Street, Suite 331, Allentown, PA 18101; telephone (610)-435-8890

Commercial Shipping

Approximately twenty-five percent of the nation's population lives within a 250-mile radius of the Allentown-Bethlehem-Easton metropolitan area, linked to it by major highways, Lehigh Valley International Airport, and Queen City Municipal Airport. More than 50 motor freight carriers provide daily service in the area, and Norfolk Southern operates a major rail classification yard in Allentown.

Labor Force and Employment Outlook

The labor pool in the Lehigh Valley is described as highly skilled and possessing a strong work ethic. Severe work-force shortages of qualified candidates in the healthcare occupations continue in the region. Employment projections for the area show a continuing decline in the number of jobs in manufacturing, agriculture, and mining, though a burst of new construction projects in the mid 2000s meant a slight increase in some manufacturing jobs. Jobs in the retail and service sectors were projected to increase, particularly high-tech jobs.

The following is a summary of data regarding the Allentown-Bethlehem-Easton PA-NJ metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 341,500

Number of workers employed in . . .

- construction and mining: 17,000
- manufacturing: 40,300
- trade, transportation and utilities: 70,100
- information: 7,500
- financial activities: 16,600
- professional and business services: 43,200
- educational and health services: 60,800
- leisure and hospitality: 30,000
- other services: 15,100
- government: 41,100

Average hourly earnings of production workers employed in manufacturing: \$15.77

Unemployment rate: 4.2% (June 2007)

Largest employers (Lehigh Valley, 2007)

	<i>Number of employees</i>
Lehigh Valley Hospital and Health Network	8,744
St. Luke's Hospital and Health Network	6,084
Air Products and Chemicals	4,280
PPL Corporation	2,708
Giant Food Stores	2,200
Mack Trucks	2,000
Sodexo USA	1,971
Lehigh University	1,730
Sacred Heart of Allentown	1,690
Wal-Mart	1,675

Cost of Living

The following is a summary of data regarding key cost of living factors in the Allentown area.

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 3.07% of Taxable Income

State sales tax rate: 6.0%

Local income tax rate: 1.0%

Local sales tax rate: None

Property tax rate: \$7.31 per \$1,000 of market value

Economic Information: Allentown Economic Development Corp., 435 Hamilton Street, Suite 331, Allentown, PA 18101; telephone (610)-435-8890. Allentown City Planning Commission, 435 Hamilton St., Allentown, PA 18101; telephone (610)437-7611

■ Education and Research

Elementary and Secondary Schools

The Allentown School District (A.S.D.) is the fourth largest in the state. The district is said to have pioneered the neighborhood school concept and has offered a program for gifted students since 1924. Students in the district hail from 43 countries and speak 26 languages. In

2007 the district was in the first phase of a “Comprehensive Facilities Expansion” plan; all 22 educational facilities were expected to be upgraded or expanded within the following 10-15 years. Phase One, which had a budget of \$120-million, undertook the upgrading and expansion of two high schools, two middle schools and two elementary schools.

The following is a summary of data regarding the Allentown School District as of the 2005–2006 school year.

Total enrollment: 18,500

Number of facilities

- elementary schools: 19
- junior high/middle schools: 4
- senior high schools: 2
- other: 0

Student/teacher ratio: 15.5:1

Teacher salaries (2005–06)

- elementary median: \$47,800
- junior high/middle median: \$48,630
- secondary median: \$46,540

Funding per pupil: \$7,365

Public Schools Information: Allentown School District, 31 South Penn Street, PO Box 328, Allentown, PA 18105; telephone (610)821-2641

Colleges and Universities

The Lehigh Valley is home to 11 colleges and universities, 3 of them located within Allentown city limits. Lehigh University, located in Bethlehem, is nationally recognized for its science, engineering, business, and economic programs. The school offers more than 90 undergraduate programs and majors featuring more than 2,000 courses. Lehigh, which enrolls more than 4,700 undergraduates, was ranked 31st among national universities in 2008 by *U.S. News and World Report*. Muhlenberg College in Allentown offers numerous undergraduate majors, including a premedical program. The school, which is Lutheran, enrolls 2,150 students and boasts a student-faculty ratio of 12:1. Cedar Crest College and Lehigh College Workforce Training Center are also located in the city. A campus of Pennsylvania State University is located near Allentown.

Libraries and Research Centers

The Allentown Public Library’s two branches house nearly a half-million volumes, and offer free public access to the Internet. The Lehigh County Historical Society Library maintains a collection of the publications of local history scholars, and a Frank Lloyd Wright Library is part of the Allentown Art Museum.

The Lehigh Valley’s colleges and universities maintain extensive holdings, including the Lehigh University collection of more than 870,000 volumes featuring a special collection of engineering laboratory research project reports. Muhlenberg College’s library houses more than 330,000 volumes, including a special collection of “best” works of fiction and nonfiction.

At the heart of the Lehigh Valley’s research activities is Lehigh University, one of the country’s leading technological universities. The university is home to the North East Tier Ben Franklin Advanced Technology and the Advanced Technology for Large Structural Systems program, the first large-scale structure testing facility in the country. A number of private companies maintain research and development programs, including Rodale, of organic gardening fame, whose center is located in Kurtztown.

Public Library Information: Main Library, 1210 Hamilton St., Allentown, PA 18102; telephone (610) 820-2400

■ **Health Care**

Allentown’s health care needs are served by four acute-care hospitals offering a full range of services and one psychiatric hospital. Lehigh Valley Hospital is a regional trauma center with a MedEvac helicopter. LVH was named a “Leapfrog Top Hospital” for 2007, one of only three in the state to receive the honor. Lehigh Valley Hospital’s Allentown site is ranked among the nation’s best hospitals for heart surgery, cardiac care, urology, geriatric care, hospice, pediatric, emergency, outpatient, dental, diabetes, radiology care, and rehabilitation services. St. Luke’s Hospital and Health Network, which operates a 113-bed non-profit facility in Allentown, has been named one of the nation’s top hospitals. Its Regional Heart Center is the area’s most nationally honored heart-care center. Home health care is available, as is treatment for substance abuse. Sacred Heart Hospital is a 263 bed acute care facility with 20 skilled nursing beds; it offers services in ophthalmology, obstetrics, gynecology, pediatrics, cancer center, and cardiology, among other specialties. The region as a whole supports eight hospitals.

■ **Recreation**

Sightseeing

One of the most popular sights in Allentown is the Liberty Bell Shrine Museum in the Zion Reformed Church, which contains a replica of the bell. Trout Hall, built in 1770 by the son of the founder of Allentown, is the city’s oldest building; Lehigh County Historical Society sponsors tours of it. Tours are available at the Frank Buchman

House, founder of the Moral Rearmament movement, and the Haines Mill Museum, an operating grist mill, adjacent to a county park. Two railroads offer nostalgic rides through the area's scenic wonders, and the Covered Bridge (driving) Tour culminates at the Trexler-Lehigh County Game Preserve, where native and exotic fauna roam 1,500 acres of rolling countryside. Several historic structures in nearby Bethlehem, which was a center for the religious group known as Moravians, are open to tourists. Easton also preserves historic buildings and homes.

Arts and Culture

Allentown has long been supportive of artistic and cultural activities. Symphony Hall is home to the Allentown Band, which has been providing musical entertainment since 1829. Concerts are presented by the Allentown Symphony Orchestra at Symphony Hall; the Pennsylvania Sinfonia Orchestra is the only year-round orchestra in the Valley. The Lehigh Valley Chamber Orchestra performs great music from the traditional to the contemporary. A Community Concert series brings nationally-known artists to the city, and musical and theatrical performances are sponsored by area colleges. The Theatre Outlet is the Lehigh Valley's award winning "Off Broadway" company, performing at its own arts center. Rounding out the musical, theatrical, and dance offerings are the Civic Theatre of Allentown, and the Cedar Crest College Stage Company, the State Theatre, and Muhlenberg College's Center for the Arts.

The Allentown Art Museum houses the Samuel H. Kress collection of Renaissance paintings. The Lehigh County Historical Museum displays artifacts pertaining to local history and traditions and maintains a Geology Garden. The Open Space Gallery offers juried exhibitions of contemporary regional arts and crafts. The Lenni Lenape Historical Society of Pennsylvania has restored an eighteenth-century stone farmhouse to display Indian artifacts. It is called the Museum of Indian Culture and features a traditional village and garden.

Festivals and Holidays

The Lehigh Valley offers an array of annual festivals, primarily during the summer months, that appeal to a broad range of interests. Allentown's Mayfair, a three-day celebration of the arts, is held over the Memorial Day weekend at various city parks. All activities, which range from dancing to crafts to musical performances and fiddling competitions, are free. July brings the traditional Independence Day fireworks celebration, as well as SportsFest. This action-packed sporting event features more than 25 competitive events and attracts athletes from all over the world. Lehigh County Council on the Arts sponsors an Arts Festival each summer. August is an event-filled month as Allentown presents the Great Allentown Fair, and Das Awkscht Fescht (The August

Festival), featuring an antique car show, and Bethlehem celebrates its nine-day Musikfest. From the Wednesday before Thanksgiving until January 1, more than a half-million visitors enjoy holiday displays at Lights in the Parkway. Bethlehem is a popular destination during the Christmas season, which is celebrated there in the serene, noncommercial style traditional to the Moravians, a group of religious, middle-European missionaries.

Sports for the Spectator

At the Bob Rodale Cycling & Fitness Park (formerly the Lehigh Valley Velodrome), national and international bicycle racing meets are held annually on its Olympic standard cycling track. Live horse racing via satellite is offered year round at the Downs at Lehigh Valley.

Sports for the Participant

Allentown's park system, at approximately 2,000 acres, is said to consist of more acres per capita than any other city its size, and a network of area tennis courts, swimming pools, golf courses, ski slopes, and campgrounds offer year-round recreational opportunities for the sports enthusiast. Cedar Creek Parkway's 127 acres include Lake Muhlenberg, where visitors enjoy pedal boating, fishing, and picnicking; also located there is the Rose Garden, with old-fashioned gardens and lagoons. The proximity of the Poconos and other ski resorts make the Lehigh Valley a popular winter destination. Among the more than 100 rides at Dorney Park & Wildwater Kingdom is one of the world's tallest wooden roller coasters; at Wildwater, families enjoy giant slides, river rides, and an enormous wave pool. Gymnastic and exercise programs are offered at Parkettes National Training Center. The Lehigh Valley's streams, forests, and winding roads offer sites for fishing, swimming, hunting, hiking, ice skating, water skiing, and cycling. Allentown is home to SportsFest, an annual event featuring local, national, and international competitors who participate in team and individual sporting events.

Shopping and Dining

Essential and luxury items are available in the Lehigh Valley's many malls and shopping centers. Dozens of national brand factory outlets operate within a short drive of the area, as do several farmers' markets, featuring a wide variety of local produce. Bethlehem and its environs offer many unusual shops specializing in Christmas items, candles, and silk flowers; one is housed in an 1803 mansion.

Restaurants in Allentown offer varied cuisines and entertainment.

Visitor Information: Lehigh Valley Visitor Center, 840 Hamilton Street, Allentown, PA 18101; telephone 610-973-2140

■ Convention Facilities

The Pennsylvania Expo Center at Lehigh Valley was closed in 2007; developers planned to build a new facility on the site, but no starting date or formal plan had been announced. The Agri-Plex at the Allentown Fairgrounds offers 58,000 square feet, and the Stabler Arena at Lehigh University in nearby Bethlehem can seat up to 6,000. There are more than 40 hotels and motels in the area, most of which provide courtesy shuttle service to and from the airport.

Convention Information: Lehigh Valley Visitor Center, 840 Hamilton Street, Allentown, PA 18101; telephone (610)973-2140

■ Transportation

Approaching the City

Air travelers to the Lehigh Valley are served by the Lehigh Valley International Airport, a modern, full-service facility located minutes from downtown Allentown and providing coast-to-coast service by major airlines.

The Pennsylvania Turnpike's Northeast Extension, Interstate 78, Interstate 476, and U.S. Routes 22, 222, 309, and 33 provide easy access by car to Allentown from the East Coast. The city can be approached from the South by Interstate-95 and from the West by interstates 76 and 80. The region is served by four interstate bus lines. Freight rail service in the Lehigh Valley is provided by several operators.

Traveling in the City

Allentown is laid out in a basic grid pattern. The downtown area is the center of the city's retail, banking, lodging, entertainment, and cultural activities. The Lehigh and Northampton Transit Authority (LANTA) operates a fleet of buses serving the city and its environs.

■ Communications

Newspapers and Magazines

Allentown's daily newspaper is *The Morning Call*. Also published in Allentown are the *Eastern Pennsylvania Business Journal* and the *East Penn Press*.

Television and Radio

Network broadcasts from Philadelphia supplement television coverage by an independent television station in the Lehigh Valley. Public television service features local and Public Broadcasting Service programs. Several cable companies also serve the area. More than 30 AM and FM radio stations, including a public radio station, offer a variety of available programming in the area.

Media Information: *The Morning Call*, 101 N. 6th Street, Allentown, PA 18105; telephone (610)820-6500

Allentown Online

Allentown Public Library. Available www.allentownpl.org

www.allentownpl.org

Allentown School District. Available www.allentownsd.org

www.allentownsd.org

City of Allentown home page. Available www.allentownpa.org

www.allentownpa.org

Lehigh Valley Convention and Visitors Bureau.

Available www.lehighvalley.org

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Hoffman, Richard, *Half the House: A Memoir* (New York: Harcourt-Brace, 1995)



Erie

■ The City in Brief

Founded: 1795 (incorporated 1851)

Head Official: Mayor Joe Sinnott (D)
(since 2005)

City Population

1980: 119,123

1990: 108,718

2000: 103,717

2006 estimate: 102,036

Percent change, 1990–2000: –4.2%

U.S. rank in 1980: 130th

U.S. rank in 1990: 175th

U.S. rank in 2000: 247th (State rank: 3rd)

Metropolitan Area Population

1980: 280,000

1990: 275,572

2000: 280,843

2006 estimate: 279,811

Percent change, 1990–2000: 2%

U.S. rank in 1980: 111th

U.S. rank in 1990: 124th

U.S. rank in 2000: 135th

Area: 22 square miles (2000)

Elevation: 710 feet above sea level

Average Annual Temperatures: January, 26.9° F; July, 72.1° F; annual average, 50.0° F

Average Annual Precipitation: 42.77 inches of rain; 88.8 inches of snow

Major Economic Sectors: manufacturing, services, retail trade

Unemployment Rate: 4.6% (June 2007)

Per Capita Income: \$16,421 (2005)

2005 FBI Crime Index Property: 2,867

2005 FBI Crime Index Violent: 472

Major Colleges and Universities: Penn State Erie Campus; Gannon University

Daily Newspaper: *Erie Times-News*

■ Introduction

Erie, the third largest city in Pennsylvania, is a major manufacturing and shipping center. Located on the southeast shore of Lake Erie, the city is the only lake port in the state. Its shoreline, protected harbor, and the availability of fresh water offer the city unique advantages as a center of shipping and manufacturing in Pennsylvania. Erie continues to emerge as a top contender for job growth and livability.

■ Geography and Climate

Erie, the northernmost city in Pennsylvania, is located on the southeast shore of Lake Erie. Presque Isle, a 7-mile-long peninsula, curves around the city's harbor. The terrain rises gradually in a series of ridges.

Cold air masses moving south from Canada in the winter are modified by the relatively warm waters of Lake Erie, but the temperature difference between air and water produces cloudiness and frequent snow from November through March. Spring weather is usually cloudy and cool. Summer heat waves are tempered by cool lake breezes, and autumn, with its long dry periods and an abundance of sunshine, is usually the most pleasant season. Precipitation is well distributed throughout the year.

Area: 22 square miles (2000)

Elevation: 710 feet above sea level

Average Temperatures: January, 26.9° F; July, 72.1° F; annual average, 50.0° F

Average Annual Precipitation: 42.77 inches of rain; 88.8 inches of snow

■ History

Erie was named after the Eriez tribe, which was destroyed by a combination of pestilence and the Seneca nation under Chief Cornplanter in the mid-seventeenth century. The first European settlers in the area were the French, who built Fort Presque Isle on the city's site in 1753. The French abandoned the fort to the English, who lost it in 1763 at the start of Pontiac's Rebellion. When General "Mad" Anthony Wayne induced the native tribes to make peace in 1794, the area was opened to settlement. The city was laid out in 1795 and became a port, engaged principally in the salt trade, in 1801.

The city's history throughout the nineteenth century was dominated by harbor activity. In 1813, in what is often referred to as Erie's proudest historical moment, Commodore Oliver Perry defeated the British in the Battle of Lake Erie. Most of Commodore Perry's ships were built in Erie.

The importance of the city and its port gradually diminished throughout the nineteenth and twentieth centuries as the development of automobiles, the railroad, and airplanes eroded the lake trade. The 1980s saw Erie's residents engaged in heated debates over the question of how they saw their city's future: Should Erie remain a "provincial" town devoted to waterfront activity, or should it reform its image into that of a "progressive" town? The debate continues today. Whatever the answer, Erie is respectful of its reputation as a rising entrepreneurial hotspot determined to maintain quality of life while making room for mindful progress. As the twenty-first century is well underway, Erie continues to improve economically; the city has seen new jobs and new business startups, as well as a reversal of urban sprawl and a reinvestment in city living.

Historical Information: Erie County Historical Society, 419 State Street, Erie, PA 16501; telephone (814) 454-1813

■ Population Profile

Metropolitan Area Residents

1980: 280,000
1990: 275,572
2000: 280,843
2006 estimate: 279,811

Percent change, 1990–2000: 2%

U.S. rank in 1980: 111th

U.S. rank in 1990: 124th

U.S. rank in 2000: 135th

City Residents

1980: 119,123

1990: 108,718

2000: 103,717

2006 estimate: 102,036

Percent change, 1990–2000: –4.2%

U.S. rank in 1980: 130th

U.S. rank in 1990: 175th

U.S. rank in 2000: 247th (State rank: 3rd)

Density: 4,722.9 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 71,764

Black: 13,837

American Indian and Alaska Native: 115

Asian: 833

Native Hawaiian and Pacific Islander: 242

Hispanic or Latino (may be of any race): 5,312

Other: 2,475

Percent of residents born in state: 79.7% (2000)

Age characteristics (2005)

Population under 5 years old: 5,870

Population 5 to 9 years old: 6,460

Population 10 to 14 years old: 7,287

Population 15 to 19 years old: 5,833

Population 20 to 24 years old: 8,340

Population 25 to 34 years old: 11,945

Population 35 to 44 years old: 11,936

Population 45 to 54 years old: 12,455

Population 55 to 59 years old: 6,186

Population 60 to 64 years old: 3,079

Population 65 to 74 years old: 4,264

Population 75 to 84 years old: 5,722

Population 85 years and older: 2,046

Median age: 35 years

Births (2006, MSA)

Total number: 3,273

Deaths (2006, MSA)

Total number: 2,810

Money income (2005)

Per capita income: \$16,421

Median household income: \$31,376



Photo courtesy of VisitErie

Total households: 38,872

Number of households with income of . . .

- less than \$10,000: 5,958
- \$10,000 to \$14,999: 3,477
- \$15,000 to \$24,999: 6,171
- \$25,000 to \$34,999: 5,928
- \$35,000 to \$49,999: 7,095
- \$50,000 to \$74,999: 6,399
- \$75,000 to \$99,999: 2,065
- \$100,000 to \$149,999: 1,485
- \$150,000 to \$199,999: 149
- \$200,000 or more: 145

Percent of families below poverty level: 14.2%
(2005)

2005 FBI Crime Index Property: 2,867

2005 FBI Crime Index Violent: 472

■ Municipal Government

Erie operates under a mayor-council form of government, with the mayor and seven council members elected to four-year terms.

Head Official: Mayor Joe Sinnott (D) (since 2005; current term expires 2009)

Total Number of City Employees: 650 (2007)

City Information: City of Erie, Municipal Building, 626 State St., Erie, PA 16501; telephone (814)870-1234

■ Economy

Major Industries and Commercial Activity

Erie has a diverse economy, which helps protect it against national downturns. Manufacturing jobs make up approximately 23 percent of the Erie area workforce. More than 16 percent of the workforce is unionized. Erie has the highest concentration of toolmakers of any place in the nation. More than 10 percent of the nation's plastics injection molding is done in Erie, and several of the nation's top 50 plastics companies are located there. Erie is also a major retail center, drawing shoppers from the tri-state area and Canada. Major service providers include the headquarters of Erie Insurance Group, large regional hospitals, several telemarketing companies, and the Gertrude Barber Center. More than 12,000 workers in the region are employed in the health care industry. Erie has a large tourism industry with visitors drawn by the beaches and unique nature of Presque Isle State Park, the U.S. Brig *Niagara*, a maritime museum, and other historical and recreational attractions. Agriculture is still a viable industry; Erie County produces cherries and grapes.

Items and goods produced: plastics products, locomotives, boilers, engines, meters, turbines, castings, forgings, pipe equipment, motors, diesel engines, paper, grapes, cherries

Incentive Programs—New and Existing Companies

Local programs: The Erie Area Chamber of Commerce is the first stop for companies considering relocating or expanding to the Erie area. The Chamber sends information and sits down with company representatives to determine their needs; it serves as a clearinghouse and referral agent to other businesses and agencies that can help with commercial real estate, financing, business planning, and regulations. The Local Economic Revitalization Tax Assistance (LERTA) program was designed in 2002. The city, school district, and county adopted ordinances to provide for a beneficial investment incentive for commercial and residential properties throughout the city of Erie. The ordinances provide for a 10-year period of 100 percent eligible tax exemption.

State programs: Funding programs offered by the state include bond financing, grants, loans and loan guarantees, tax credits and abatements, and technical assistance. The Keystone Opportunity Zone has designated some areas as exempt from state and local business taxes; these areas will remain virtually tax-exempt until 2013. The state's Job Creation Tax Credits program provides \$1,000-per-job tax credit to approved businesses that agree to create jobs within three years.

Job training programs: State funding provides for programs such as Customized Job Training, School-to-Work initiatives, and the Dislocated Workers Unit. In Erie, the Regional Occupational Skill Center offers training in such areas as basic machining, tool-and-die pre-apprenticeships, and industrial maintenance. Northwest Pennsylvania Technical Institute offers technical training "without walls" in partnership with local colleges and other educational institutions. Training is based on worker needs and industry specifications.

Development Projects

Warner Theatre, showcase for the performing arts in Erie, completed renovations in 2005 designed to upgrade the facility, as well as preserve its historical character. In addition to the restoration of the opulent furnishings that make the theater a community landmark, the loading dock was expanded and the stage area was improved. In fall 2006 work was completed on the \$30 million, 160,000-square-foot Research and Economic Development Center for the Penn State Erie campus. An accompanying parking lot was finished in fall 2007.

More than \$25 million in federal and state funding was obtained by the city in the mid-2000s, including \$12 million for Erie's new Bayfront Convention Center as well as \$5 million from the governor's economic surplus package for improvements to Koehler Brewery Square. In August 2007 the \$45-million Bayfront Convention Center celebrated its grand opening. The 120,000-

square-foot facility overlooks Presque Isle Bay, and was part of a \$100 million project that also includes the Bayfront Sheraton Hotel, expected to open in 2008.

Economic Development Information: Erie Regional Chamber and Growth Partnership, 208 E. Bayfront Parkway, Suite 100, Erie, PA, 16507; telephone (814) 454-7191; fax (814)459-0241

Commercial Shipping

The Port of Erie, Pennsylvania's only lake port, handles imports and exports through the St. Lawrence Seaway to the Atlantic Coast and is a major distribution center for shipping and receiving goods to and from foreign countries. The Port of Erie boasts the largest dry-dock and crane on the Great Lakes, a full-service shipyard, 300,000 sq. feet of warehouse space, and a Foreign Trade Zone.

Erie is served by Conrail, more than 60 truck and motor freight companies, and several air cargo companies, providing convenient access to large metropolitan centers throughout the United States and Ontario, Canada. Interstates 79 and 90, intersecting just south of the city, provide easy access to all points in the country.

Labor Force and Employment Outlook

Erie ranks high in the United States in the diversity of its industry and has a history of good labor-management relations.

The following is a summary of data regarding the Erie metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 133,400

Number of workers employed in . . .

- construction and mining: 4,600
- manufacturing: 24,800
- trade, transportation and utilities: 22,700
- information: 2,300
- financial activities: 6,700
- professional and business services: 11,900
- educational and health services: 25,800
- leisure and hospitality: 12,300
- other services: 6,200
- government: 16,300

Average hourly earnings of production workers employed in manufacturing: \$16.43

Unemployment rate: 4.6% (June 2007)

<i>Largest employers (2005)</i>	<i>Number of employees</i>
General Electric Company	4,000
Hamot Medical Center	2,500
Saint Vincent Health Center	2,274

Erie Insurance Group	2,100
Erie School District	1,615
Wal-Mart	1,600
Verizon	1,250
Plastek Industries	1,200
Gertrude Barber Center	1,027
Millcreek Township School District	953

junior high/middle schools: 2
senior high schools: 4
other: 0

Student/teacher ratio: 15.2:1

Teacher salaries (2005–06)

elementary median: \$35,660
junior high/middle median: \$37,490
secondary median: \$32,310

Funding per pupil: \$8,933

The Catholic diocese of Erie oversees more than forty elementary and secondary schools in the area.

Public Schools Information: The School District of the City of Erie, PA, 148 W. 21st Street, Erie, PA 16502; telephone (814)874-6000

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price:
\$280,000

2007 (1st quarter) ACCRA Cost of Living Index:
97.3

State income tax rate: 3.07% of Taxable Income

State sales tax rate: 6.0%

Local income tax rate: 1.0%

Local sales tax rate: None

Property tax rate: 49.45 mills per 100% of assessed value, which is typically 25 to 30% of market price (2004)

Economic Information: Erie Regional Chamber and Growth Partnership, 208 E. Bayfront Parkway, Suite 100, Erie, PA, 16507; telephone (814)454-7191; fax (814)459-0241

Colleges and Universities

Erie has four colleges and a medical school. Edinboro University of Pennsylvania educates approximately 7,700 students, while Gannon University enrolls more than 3,500 students. Gannon, affiliated with the Catholic Church, offers master's and doctoral degrees as well. Mercyhurst College has an enrollment of about 3,000 students and offers 50 undergraduate majors with 67 concentrations, as well as five graduate programs. Other schools include the Lake Erie College of Osteopathic Medicine and Penn State Erie, The Behrend College. Career and technical training are offered at the Northwestern Pennsylvania Technical Institute and the Erie Business Center.

Libraries and Research Centers

The Erie County Library is headquartered in Erie; the main facility is the Raymond M. Blasco, M.D., Memorial Library. The library has an additional six branches in Erie County as well as a bookmobile. General Electric Company, Hammermill Paper Company, and Lord Corporation maintain technical libraries in the city. Erie's two largest health care organizations maintain medical libraries, and Mercyhurst College's collection includes the records of Erie County industries.

Erie is also home to the Erie County Historical Society Library and Archives, with its extensive holdings, and the Economic Research Institute of Erie, part of Penn State University. Research centers in the area include Gannon University's Center for Economic Education and Engineering Research Institute; Hamot Medical Center's research unit; and the Mercyhurst Archaeological Institute.

Public Library Information: Erie County Public Library System, 160 E. Front Street, Erie, PA 16507; telephone (814)451-6900; email reference@erielibrary.org

■ Education and Research

Elementary and Secondary Schools

Community support for quality education is strong in Erie County, where several new schools were built or renovated in the early 2000s. Erie's East High and Millcreek's Belle Valley Elementary and Walnut Creek Middle School have won various awards. Special programs include "theme" elementary schools, centered around the fine arts, geography, and community involvement, among other themes. In 2007 the district was nearing the end of its three-year technology improvement plan.

The following is a summary of data regarding the School District of the City of Erie Pennsylvania as of the 2005–2006 school year.

Total enrollment: 41,783 (all districts)

Number of facilities

elementary schools: 15

■ Health Care

Saint Vincent Health Center is the Erie area's largest health care provider. More than 400 staff physicians offer a full range of health care services. Specialties include neuroscience, orthopedics, and heart care. In addition, the staff specializes in peripheral vascular and intra-abdominal laser surgery. Its maternity center delivers more than 2,000 babies each year.

Hamot Medical Center, with a staff of more than 470 physicians and 343 beds, is Erie's second largest hospital. Hamot has more than 18,000 in-patient visits annually. The facility offers total patient care and specializes in trauma, cancer, and high-risk infant care. Hamot offers specialty services through the Cardiopulmonary Center, Sports Medicine Center, the Institute for Behavioral Health, the Endoscopy Center and others. It is ranked among the nation's top cardiovascular hospitals, and was ranked one of the nation's most "wired" hospitals by *U.S. News and World Report* in 2007.

Erie's Millcreek Community Hospital is a 135-bed acute-care teaching facility; it also provides 24-hour emergency care, physical therapy, laboratory, pharmacy, respiratory therapy, and other services. The Shriners Hospital for Children is one of more than twenty in the United States that accepts and treats children with orthopedic problems, utilizing the latest treatments and technology.

Erie's nationally known Dr. Gertrude A. Barber Center has four facilities in Pennsylvania that provide education, research, and state-of-the-art services for individuals with disabilities and their families.

■ Recreation

Sightseeing

Erie's most popular historical site is Commodore Perry's ship, the USS *Niagara*, a brig reconstructed for the centennial of the battle that took place in 1813 which was restored in 1990. In 1998, the *Niagara's* berth moved a few hundred yards to the new Erie Maritime Museum, where it is on display when in port. The Shipwright Gift Shop is located there as well. The Bicentennial Tower offers an aerial view of Erie's Harbor, and a tour is available from 16 stations at the observation level of the tower.

The city's most notable buildings—the Old Custom House, now the Erie Art Museum; and Cashiers House, home to the collection of the Erie County Historical Society—stand side-by-side on State Street. Several other historical sites and turn-of-the-century mansions are located throughout the area. The Erie History Center presents changing exhibits on industry, architecture, and local history. The Battles Museums of Rural Life allows visitors to explore 130 acres of farmlands and woodlands,

two houses, and a bank. Walking tours are sponsored by The Erie County Historical Society.

The 3,200-acre Presque Isle State Park attracts more than four million visitors annually. The park offers spectacular views of the sun setting over Lake Erie in addition to the usual park amenities. Near the entrance to the park is Waldameer Park and Water World, open mid-May until Labor Day.

The 15-acre Erie Zoological Park and Botanical Garden of Northwest Pennsylvania welcomes some 400,000 visitors each year. The main building transports visitors to Africa, as all the animals are from Africa or Madagascar. Visits to wineries in the outlying areas are also popular with visitors to Erie. The ExpERIENCE Children's Museum provides hands-on fun for children and adults at its Gallery of Science and Gallery of the Human Experience. Visitors might also consider a trip to historic Chautauqua, located just east of Erie, which offers a summer program of concerts and educational and spiritual pursuits in a 750-acre park-like setting. The new Splash Lagoon is a \$21-million indoor water park that is open year-round.

Arts and Culture

Several cultural organizations make up the Erie Arts Council. Among these are the Erie Philharmonic, which conducts symphonic and pops programs, and the Erie Civic Music Association, which presents concerts at the elegant Warner Theatre in the Civic Center complex. The Warner Theatre is a major cultural arts center in the region. The 2,500-seat facility underwent renovations in 2005 to upgrade and preserve the historic building. The Roadhouse Theatre presents "dark, intense drama and outrageous comedy." The Erie Playhouse presents local talent in a variety of theatrical works at its renovated downtown theater; it has been cited as one of the top ten community theaters in the country. The Erie Chamber Orchestra provides free Friday concerts at bayfront churches and cathedrals. The Lake Erie Ballet Company's annual presentation of "The Nutcracker" is considered a community classic.

The 800-seat Mary D'Angelo Performing Arts Center at Mercyhurst College offers outstanding acoustics and a schedule of world-class entertainers using state-of-the-art computerized sound and lighting systems and a performance stage of 3,400 square feet.

The Erie Art Museum, which offers exhibits, classes, concerts, children's activities and tours, is located in the historic Old Customs House. The Anthony Wayne Memorial Blockhouse Museum is a replica of the blockhouse where the general died in 1796. The museum is located on the grounds of the Pennsylvania Soldiers' and Sailors' Home. Other popular sights in Erie include the Erie Historical Museum and Planetarium, housed in a restored Victorian residence; Lake Shore Railway Museum; and the Firefighters Historical Museum.

Festivals and Holidays

Among Erie's major annual celebrations is the Erie Summer Festival of the Arts, which offers free performances and art exhibits at the Liberty Park and Pepsi Amphitheater. July brings Harborfest at Harborcreek Community Park. The Wattsburg (Erie County) Fair takes place in August and the Wine Country Harvest Festival is held in September. Erie's winter festival features holiday events including a Festival of Trees and "The Nutcracker" ballet performance.

Sports for the Spectator

The Erie Otters, a professional team in the Ontario Hockey League, entertain fans at the Erie Civic Center. At the 6,000-seat Jerry Uht Ball Field, the Erie Sea-Wolves, AA affiliates of the Detroit Tigers, play professional baseball from June until September.

Sports for the Participant

Erie's Presque Isle State Park, one of the most popular tourist attractions in Pennsylvania and the state's only beach park, draws more than 5 million visitors annually. The park offers a full array of year-round recreational opportunities, including swimming, boating, and skiing. The now-clean waters of Lake Erie contain more than 20 species of freshwater fish, and fishing can be enjoyed throughout the year. The Erie area supports a thriving boat rental industry. The City Parks Department operates a variety of indoor and outdoor facilities with a total of 53 parks, offering tennis courts, golf courses, and swimming pools, among other amenities. U.S. Route 6, an official bicycle route, passes through the Erie area. Just outside the city is a ski resort, and the Allegheny National Forest is nearby.

Shopping and Dining

Erie has become a regional shopping center attracting shoppers from the tri-state area and Canada. Shopping venues have expanded considerably in recent years. The city has two huge plazas off upper Peach Street near I-90, and a third one, Erie Marketplace Plaza, anchored by a Target store, opened in 2001. The Millcreek Mall underwent a 1.5-million-square-foot expansion and is now home to more than 150 stores. More than 2,000 retail establishments are located in Erie, in around a dozen large shopping centers and more than fifty smaller centers. On the west side of town, Village West offers specialty stores in a New England style atmosphere. Various outlet and discount stores and antique shops are located throughout the Erie County area.

American and Italian cuisines are well represented on Erie area bills of fare, as are several other ethnicities. Pubs, grills, and cafés are among the most popular eateries in the area; fast food and fine dining establishments round out the offerings.

Visitor Information: VisitErie, 208 East Bayfront Parkway, Suite 103, Erie, PA 16507; telephone (800) 524-3743

■ Convention Facilities

Erie's convention facilities include the Louis J. Tullio Convention Center, which seats more than 7,000 people for concerts, conventions, and sporting events and has over 30,000 square feet of exhibit space; the Warner Theatre seats 2,500. In August 2007 the \$45-million Bayfront Convention Center celebrated its grand opening. The 120,000-square-foot facility overlooks Presque Isle Bay, and was part of a \$100 million project that also includes the Bayfront Sheraton Hotel, expected to open in 2008. More than 4,000 area hotel and motel rooms support these facilities.

Convention Information: VisitErie, 208 East Bayfront Parkway, Suite 103, Erie, PA 16507; telephone (800)524-3743

■ Transportation

Approaching the City

Erie International Airport, Tom Ridge Field, is located 6 miles from downtown and is served by Continental, Northwest Airlines, and U.S. Airways. For those approaching the city by car, access is made easy by a network of superhighways and access roads. Amtrak carries train passengers to the city.

Traveling in the City

Erie was laid out in a grid pattern based on a modified plan of Washington, D.C., by two surveyors who were associated with the designer of the nation's capital. Bus service is provided by the Erie Metropolitan Transit Authority.

The average commute time in Erie is 15 minutes, or approximately 30 percent lower than the national average.

■ Communications

Newspapers and Magazines

Erie is served by the daily *Erie Times-News*. Magazines published in Erie include *Pax Christi USA* and the *Fraternel Leader*, a Christian family magazine.

Television and Radio

Television viewers in Erie are entertained by four television networks. Cable service is also available. More than a dozen AM and FM radio stations broadcast from Erie.

Media Information: Erie Times-News, 205 W 12th St, Erie, PA; telephone (814)453-4691

Erie Online

City of Erie Home Page. Available www.cityoferiepa.com

Erie Chamber of Commerce. Available www.eriechamber.com

Erie County Public Library. Available www.ericlibrary.org

Erie School District. Available www.eriesd.org

Erie Tourist Information. Available www.visiteriepa.com

School District Profile. Available www.paprofiles.org

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Harrisburg

■ The City in Brief

Founded: 1791 (incorporated as city, 1860)

Head Official: Mayor Stephen R. Reed (D) (since 1982)

City Population

1980: 53,264

1990: 52,376

2000: 48,950

2006 estimate: 47,164

Percent change, 1990–2000: –6.5%

U.S. rank in 1980: 447th

U.S. rank in 1990: 473rd

U.S. rank in 2000: Not available (State rank: 17th)

Metropolitan Area Population

1980: 556,000

1990: 587,986

2000: 629,401

2006 estimate: 525,380

Percent change, 1990–2000: 7%

U.S. rank in 1980: 62nd

U.S. rank in 1990: 67th

U.S. rank in 2000: 66th

Area: 11.44 square miles (2000)

Elevation: ranges from 100 to 358 feet above sea level

Average Annual Temperatures: January, 30.3° F; July, 75.9° F; annual average, 53.3° F

Average Annual Precipitation: 41.45 inches of rain; 34.3 inches of snow

Major Economic Sectors: manufacturing, services, retail trade, state government

Unemployment Rate: 3.6% (June 2007)

Per Capita Income: \$15,787 (1999)

2005 FBI Crime Index Property: 2,336

2005 FBI Crime Index Violent: 805

Major Colleges and Universities: Harrisburg Area Community College, Harrisburg University of Science and Technology, Temple University Harrisburg, Penn State Harrisburg; Dixon University Center

Daily Newspaper: *The Patriot-News*

■ Introduction

Harrisburg is the capital of the Commonwealth of Pennsylvania and a major distribution center for the northeastern United States. Located on the Susquehanna River near the beautiful Blue Mountains, it offers the amenities of a big city with the ambiance of a small town. Harrisburg has received top national awards for budgeting, water pollution control, law enforcement, and conservation for several years running. As both the state capital and the seat of Dauphin County, Harrisburg is a major regional center for government, business, finance, arts, culture, and recreation.

■ Geography and Climate

Harrisburg is located on the eastern bank of the Susquehanna River, 100 miles west of Philadelphia, at a gap in the Blue Mountains between the Cumberland and Lebanon valleys created by the river. The terrain is rolling, with a band of flat land in the southern part of Dauphin County ranging up to a mile wide along the Susquehanna River. The region is underlain by limestone which, combined with the gently rolling terrain, creates an ideal farming environment.

Harrisburg's climate is humid continental; there are four distinct but mild seasons. Summers are warm to occasionally hot with relatively high humidity; winters are comparatively mild for the region's latitude.

Area: 11.44 square miles (2000)

Elevation: ranges from 100 to 358 feet above sea level

Average Temperatures: January, 30.3° F; July, 75.9° F; annual average, 53.3° F

Average Annual Precipitation: 41.45 inches of rain; 34.3 inches of snow

■ History

Susquehanna River a Crossing for Indians, Europeans

Native Americans occupied what is now Harrisburg as early as 5,000 years ago. The first European contact with Native Americans in Pennsylvania was made by the Englishman, Captain John Smith, who journeyed from Virginia up the Susquehanna River in 1608 and visited with the Susquehanna tribe. The Shawnees, a nomadic tribe, and members of the Algonquin nation came to the Susquehanna Valley from the southwest in the 1690s. The Swedes and the French used the Susquehanna River as a route during their explorations of the Middle Atlantic Region but did not settle there. The Englishman, John Harris, was the first white man to appreciate the region's strategic location. He established a trading post at the site in about 1710 and began ferry service in 1733. After Harris's death in 1748, his son, John, continued his father's liberal policies with the natives so there was considerable settlement of the region by the time of the French and Indian Wars of 1753–58.

Thousands of German settlers were attracted by the rich farmlands, and their industriousness contributed to the region's prosperity. The iron industry became so important that workers were forbidden to leave work to join the militia during the American Revolution unless they had special permission. Following the Revolution, the Pennsylvania state assembly created Dauphin County out of a portion of Lancaster County and directed the establishment of a county seat near Harris's Ferry. They temporarily named the county seat Louisburg in honor of the French king who had been so helpful during the Revolution. But John Harris refused to sell the land for the county seat under these terms, and it was agreed that the new name would be Harrisburg, in honor of his father.

City Becomes State Capital, Transportation Hub

Harrisburg's location on major east-west routes and the importance of the Susquehanna River as a gateway north and south quickly established the city as a business center.

At the same time, there was growing sentiment in the Commonwealth of Pennsylvania against what were seen as the aristocratic goals of the Federalists in Philadelphia, capital of the United States from 1790 to 1800. When it came time to select a state capital, the choice of Harrisburg became official in 1812.

Stagecoach lines from Philadelphia had reached Harrisburg by 1776. By the 1830s Harrisburg was part of the Pennsylvania canal system and an important railroad center as well. Steel and iron became dominant industries. To the original German settlers were added people from the rest of the nation and immigrants from throughout the Old World, especially Scots-Irish, Welsh, French, and Huguenots. Because farming was still the predominant industry, Harrisburg did not develop in the arts, music, and science as did Philadelphia—the lack of leisure time and concentration of population hindered that development. Settlers in Harrisburg and environs did bring with them aspects of European culture that flourished, including the fashioning of pottery, furniture, glass works, and pewter ware, and the use of brass instruments.

Harrisburg's population had grown to more than 13,000 people by 1860, when it was incorporated as a city. Its industrial power played a decisive role in the Civil War, and it also served as a Union Army training center. Harrisburg was the target of a Confederate Army invasion in 1863, but General Robert E. Lee stopped his troops a few miles from the city and ordered them to proceed to nearby Gettysburg, where the battle ensued that was to be the turning point of the Civil War.

Prosperity, Building, Culture Distinguish City

Steel and other industries continued to play a major role in the local economy throughout the latter part of the nineteenth century. The city was the center of enormous railroad traffic and supported large furnaces, rolling mills, and machine shops. The Pennsylvania Steel Company plant, which opened in nearby Steelton in 1866, was the first in the country; it is now operated by Bethlehem Steel. Harrisburg Car Manufacturing Company began as a railroad car manufacturer in 1853; in 1935 the firm changed its name to Harrisburg Steel Company then in 1956 to Harsco, a diversified Fortune 500 company. Many fine schools and churches were built; banks and other institutions were founded. Stately residences were erected overlooking the Susquehanna River. The first three decades of the twentieth century saw the building of high-rise department stores and opulent hotels. A \$12.5-million expansion of the state capitol complex was completed in 1906, and many cultural institutions were founded.

Decline Followed by Rebirth

As was the case throughout the industrialized Northeast, Harrisburg began to decline after World War II as residents moved to the suburbs. The decline continued into

the early 1980s, when Harrisburg was regarded as one of the most distressed cities in the country. The area's economic troubles were heavily influenced by the nuclear accident at the nearby Three Mile Island power plant in 1979 that resulted in mass evacuations and a loss of billions of dollars. Small amounts of radiation entered the atmosphere, though no deaths were ever attributed to the partial meltdown.

A revitalization spurred by business and industrial development led to residential restoration and new building. During the period 1982–2003, over \$3.4 billion in new investment was undertaken in Harrisburg, one of the highest investment rates in the country for a city its size. After 30 years of suburban flight, the city realized its first net population gain in 1995 as thousands of new residents joined a burgeoning “back-to-the-city” movement. Although the population declined by the 2000 Census, Harrisburg, which remains an important transportation hub for every mode of travel, is enthusiastic about its prospects as a rejuvenated city in a stunning natural setting on the Susquehanna River with its abundance of beautiful isles.

Harrisburg boasts of having a pro-business, reform mayor in Stephen R. Reed. Since he took office in 1982, his initiatives related to economic development, creation of non-tax revenue sources, and the improvement of the operations of local government have helped to turn around a city that, at the start of the 1980s, was considered the second most distressed in the nation under the federal distress criteria. In the period from 1981 to 2003, the city experienced a crime rate reduction of 56.5 percent while the fire rate fell by 76.3 percent. This change put the city in the eleventh spot for “Best Crime Rate in the Nation” on *Forbes* 2004 Rankings for Performance list. Central business district revitalization resulted in nearly 9.2 million gross square feet of developed business land in the downtown, or Center City area. These figures led to *Inc.* magazine's ranking of Harrisburg as eighteenth on its March 2004 “Top 25 for Doing Business in America” for medium-sized cities.

This growth contributed to a record number of 6,951 businesses in 2005 for the city. According to Mayor Reed, “The City of Harrisburg has become an example of urban resurgence at a time when many of America's cities continue to undergo further decline and serious economic stress. Harrisburg's renewal has been multi-faceted, touching virtually every area of city governmental and community endeavor.”

Historical Information: The Historical Society of Dauphin County, 219 S. Front St., Harrisburg, PA 17104; telephone (717)233-3462; www.visithc.com. The State Museum of Pennsylvania, 300 North St., Harrisburg, PA 17120; telephone (717)787-4980; www.statemuseumpa.org

■ Population Profile

Metropolitan Area Residents

1980: 556,000
 1990: 587,986
 2000: 629,401
 2006 estimate: 525,380
 Percent change, 1990–2000: 7%
 U.S. rank in 1980: 62nd
 U.S. rank in 1990: 67th
 U.S. rank in 2000: 66th

City Residents

1980: 53,264
 1990: 52,376
 2000: 48,950
 2006 estimate: 47,164
 Percent change, 1990–2000: –6.5%
 U.S. rank in 1980: 447th
 U.S. rank in 1990: 473rd
 U.S. rank in 2000: Not available (State rank: 17th)

Density: 6,035.6 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 15,527
 Black: 26,841
 American Indian and Alaska Native: 183
 Asian: 1,384
 Native Hawaiian and Pacific Islander: 35
 Hispanic or Latino (may be of any race): 5,724
 Other: 3,199

Percent of residents born in state: 68.3% (2000)

Age characteristics (2000)

Population under 5 years old: 3,968
 Population 5 to 9 years old: 4,158
 Population 10 to 14 years old: 3,794
 Population 15 to 19 years old: 3,139
 Population 20 to 24 years old: 3,228
 Population 25 to 34 years old: 7,593
 Population 35 to 44 years old: 7,561
 Population 45 to 54 years old: 6,459
 Population 55 to 59 years old: 2,140
 Population 60 to 64 years old: 1,590
 Population 65 to 74 years old: 2,807
 Population 75 to 84 years old: 1,808
 Population 85 years and older: 705
 Median age: 33.0 years

Births (2006, MSA)

Total number: 6,250



The State Capitol complex in Harrisburg, PA. Image copyright Natalia Bratslavsky, 2007. Used under license from Shutterstock.com.

Deaths (2006, MSA)

Total number: 4,973

Money income (1999)

Per capita income: \$15,787

Median household income: \$26,920

Total households: 20,613

Number of households with income of . . .

less than \$10,000: 3,786

\$10,000 to \$14,999: 2,054

\$15,000 to \$24,999: 3,790

\$25,000 to \$34,999: 3,215

\$35,000 to \$49,999: 3,151

\$50,000 to \$74,999: 2,691

\$75,000 to \$99,999: 1,045

\$100,000 to \$149,999: 581

\$150,000 to \$199,999: 145

\$200,000 or more: 155

Percent of families below poverty level: 9%
(1999)

2005 FBI Crime Index Property: 2,336

2005 FBI Crime Index Violent: 805

■ Municipal Government

Harrisburg's is a strong mayor-council form of government. The mayor serves as a full-time chief executive officer. The council is a part-time legislative body. The mayor and seven council members are elected at-large to four-year terms.

Head Official: Mayor Stephen R. Reed (D) (since 1982; term expires January 2010)

Total Number of City Employees: 568 (2007)

City Information: Office of the Mayor, City of Harrisburg, City Government Center, 10 N Second St., Ste. 202, Harrisburg, PA 17101; telephone (717)255-3040; www.harrisburgcity.com

■ Economy

Major Industries and Commercial Activity

Harrisburg is the geographic and urban center of the Harrisburg-Lebanon-Carlisle MSA which includes Dauphin, Cumberland, Perry and Lebanon Counties. As the state capital and the seat of Dauphin County,

government plays a major role in the economy. U.S. Department of Labor estimates in 2007 indicated government employment (state, federal, county, and municipal) for the metropolitan area was at about 60,000 people. Trade, transportation, and utilities is the next largest employment industry group for the area. Rite Aid Corporation is a major retailer headquartered in Harrisburg. Norfolk Southern operates two major intermodal hubs in the area, Harrisburg Intermodal Yard just north of downtown Harrisburg and the Rutherford Intermodal Yard to the east. Education and health care have become significant employment industries for the metropolitan area. PinnacleHealth is one of the leading employers in the city. The Penn State Hershey Medical Center in nearby Hershey is a major employer for the area.

Professional and business services, along with financial services, continue to grow within the area. Brinjac Engineering and Gannett Fleming have headquarters in Harrisburg. Highmark Blue Shield, Capital Blue Cross, Penn National Insurance, and Nationwide Insurance all have offices in the area. Financial services firms located in Harrisburg include M&T Bank, PNC Bank, Commerce Bank, Mellon Bank—Commonwealth Region, and First Union. Harrisburg is home to several professional architectural firms as well, including H. Edward Black & Associates and Crabtree Rohrbaugh & Associates.

While jobs in manufacturing have declined in the last decades, there are still several strong companies located in the area. The major industrial areas in Harrisburg are the Cameron Street Corridor, the Lucknow Industrial Park, and the Federal enterprise Community on Allison Hill. Manufacturers include Dayton Parts, Inc., Tyco Electronics, and Harsco Corporation.

Items and goods produced: wireless and fiber-optic components, railway equipment, electronics, chocolate, ice cream, gas and fluid containment equipment, scaffolding, food products, cabinets, vehicular suspension systems, automotive engines, appliances

Incentive Programs—New and Existing Companies

Local programs: The Mayor's Office of Economic Development (MOED), created in 1983, supports new and expanding businesses in site selection and securing financing. The city also offers tax abatement on new investment, lower property tax millage on improvements, below-market-rate financial assistance, investment tax credits, and more. The MOED directs business and industrial development programs, including the Division of Contract Compliance and Minority and Female Business Enterprises which offers certification programs, financial counseling, and bid assistance. City incentives designed to increase residential sales in Harrisburg include the Mortgage Tax Credit Certification Program, real estate

tax abatements, special financing, and investment tax credits, among others.

The Harrisburg Regional Chamber, through the Capital Region Economic Development Corporation (CREDC), is an active association offering a variety of services to enhance business growth, including lobbying at all levels of government, sponsoring an annual business fair, offering financing programs including small business loans, and providing training programs.

State programs: The state offers several funding and financing programs for new, expanding, or relocating businesses. The Building PA program offers Mezzanine capital for qualifying building construction projects. The First Industries Fund is specifically designed to benefit businesses in agriculture and tourism. A Research and Development Tax Credit is available for up to 10 percent of the company's increased research and development expenses. The state's Job Creation Tax Credits program provides \$1,000-per-job tax credit to approved businesses that agree to create jobs within three years. Other programs include the Ben Franklin Partnership Grants for Technological Innovation, the Infrastructure Development Program, Machinery and Equipment Loan Fund, and the SBA 504 Loan Program.

Several areas along the Cameron Street corridor have been designated by the state as Keystone Opportunity Zones (KOZs). Businesses within the KOZs are exempt from most state business and income taxes until 2011. In 2004 Harrisburg was also designated as a Keystone Innovation Zone (KIZ). The purpose of the Harrisburg Market KIZ initiative is to foster growth and commercialization in research and development occurring at colleges and universities. Special grants and tax credits are available for KIZ companies.

The New Baldwin Corridor State Enterprise Zone covers a significant portion of the Allison Hills section of the city. New businesses within the zone are eligible for special grants and loans from the state. Tax credits of 20 percent of the amount invested are also available for Enterprise Zone businesses, up to \$250,000 per project.

Job training programs: The most widely used state and federal programs to help employers reduce the costs of hiring and training workers include the federal 1998 Workforce Investment Act (WIA), Customized Job Training (CJT) funded by the Commonwealth of Pennsylvania and maintained by the Pennsylvania Workforce Development department, Work Opportunity Tax Credit (WOTC) Program, and a state-tax-credit Employment Incentive Payment (EIP) Program.

Harrisburg Area Community College (HACC) offers customized training programs for business and industry and in 2001 opened a new Technology Training Center. Shippensburg University, accredited by the American Assembly of Collegiate Schools of Business, offers custom-tailored programs through its Frehn Center for Management. The Mayor's Office of Economic

Development (MOED) also helps in identifying training programs for local businesses.

Development Projects

Harrisburg claims national recognition for its strong economy and high quality of life. City planners continue to follow a comprehensive land use plan titled “Forum 2000” that covers a wide array of different elements of the community including downtown, commercial, and neighborhood development along with recreational opportunities, transportation resources, and parking availability.

In 2008 the American Indoor Football Association announced that an expansion franchise would be granted to Harrisburg for the 2009 season. The new football franchise, which was not named as of January 2008, is owned by John Morris. The team will play at the Pennsylvania farm Show Complex and Expo Center. In late 2007, 200 North Second Street Associates were beginning a project to build a new \$35 million 18-story office building that would include ground floor retail space and a parking garage. The same year Developers III was at work on a \$6 million office building on the riverfront. In 2007 Harrisburg University received \$1 million from the U.S. Department of Education for curriculum development and equipment and technology needed to become a high school preparatory school and a business incubator. The business incubator will be designed to offer hands-on experience to students through internship programs with companies utilizing the incubator. The Harrisburg Transportation Center also received \$1 million in federal funding to complete renovations on the intermodal rail facility.

Economic Development Information: City of Harrisburg, Mayor’s Office of Economic Development, City Government Center, 10 N. 2nd St., Ste. 405, Harrisburg, PA 17101; telephone (717)255-3027; www.harrisburg-city.com/government/moed. Harrisburg Regional Chamber, 3211 N. Front St., Ste. 201, Harrisburg, PA 17110-1342; telephone (717)213-5024; www.harrisburgregionalchamber.org

Commercial Shipping

Located midway between Philadelphia and Pittsburgh, Harrisburg grew up from its earliest days as a transportation center and has long been an important freight center. All major air, rail, and highway arteries linking the markets of the East, Midwest, and South pass through the region. There are eight public airports in the region, the largest being Harrisburg International Airport (HIA), a modern facility where twice the national average of freight and mail (in excess of 61,000 tons annually) are handled by three major cargo shippers.

The Susquehanna Area Regional Airport Authority (SARAA) and the city are in the process of establishing HIA as a Foreign Trade Zone (FTZ), which would

facilitate in the delivery of local goods to the international market.

Several major interstate and U.S. highways connect the region to major metropolitan areas, and local roads are well maintained. Norfolk Southern operates two intermodal freight facilities within the city, which also opened up the rail for freight service between Canada and the Gulf of Mexico.

Labor Force and Employment Outlook

The Capital Region boasts a growing pool of talented, productive, and educated workers. Wages paid in the region are reported to be competitive.

Projections to 2014 indicate that the greatest job growth will occur in health care and social assistance, with over 8,300 new jobs added from 2004 to 2014, an increase of 22 percent. The transportation industry is expected to see job growth of about 22 percent as well, with over 5,000 new jobs added, primarily in freight trucking. Education services may see an increase of about 19 percent. Professional and technical services are expected to show a job increase of about 24 percent, or about 3,400 new jobs. Accommodation and food services may see an increase of about 3,380 jobs, or about 16 percent. The number of manufacturing jobs is expected to decrease by about 20 percent, or over 2,000 jobs.

The following is a summary of data regarding the Harrisburg-Carlisle metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 330,200

Number of workers employed in . . .

- construction and mining: 12,900
- manufacturing: 24,800
- trade, transportation and utilities: 69,300
- information: 6,600
- financial activities: 24,800
- professional and business services: 38,700
- educational and health services: 44,800
- leisure and hospitality: 28,600
- other services: 16,900
- government: 62,900

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 3.6% (June 2007)

Largest employers (Harrisburg metropolitan statistical area, 2004)

	<i>Number of employees</i>
Commonwealth of PA	31,200
U.S. Government	11,600
Hershey Foods Corp	5,600
Highmark Blue Shield	5,600

Tyco Electronics Corp.	5,332
Hershey Medical Center	4,251
PinnacleHealth	3,587
EDS Corp.	2,708
Rite Aid Corp.	2,375
County of Dauphin	2,175

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 3.07% of Taxable Income

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: In the two-rate system, 24.414 mills on land; 4.069 mills on building and improvements

Economic Information: Center for Workforce Information and Analysis, Pennsylvania's Workforce Statistics; telephone (877)493-3282; www.paworkstats.state.pa.us

■ Education and Research

Elementary and Secondary Schools

The mayor of Harrisburg maintains oversight of the Harrisburg School District. The district offers special programs in remedial and special education and for the gifted and handicapped along with courses toward English as a second language. SciTech High, a collaborative high school with the Harrisburg University of Science and Technology, focuses on math and science studies. The Healthcare Academy is a joint program of Harrisburg Area Community College and the district through which high school seniors interested in health care careers are offered dual credit courses. Vocational programs for high school students are offered at the Harrisburg Center and Technology School. The district has two charter public schools: Ronald H. Brown Charter School and Sylvan Heights Science Charter School.

The following is a summary of data regarding the Harrisburg School District as of the 2005–2006 school year.

Total enrollment: 91,773 (all districts)

Number of facilities

elementary schools: 12
 junior high/middle schools: 0
 senior high schools: 1
 other: 1

Student/teacher ratio: 17.4:1

Teacher salaries (2005–06)

elementary median: \$48,910
 junior high/middle median: \$50,130
 secondary median: \$48,570

Funding per pupil: \$12,744

Private school education is offered at several parochial institutions and at Harrisburg Academy, an International Baccalaureate World School.

Public Schools Information: Harrisburg School District, 2101 N Front St., Bldg. 2, Harrisburg, PA 17110-1081; telephone (717)703-4000; www.hbgstd.k12.pa.us

Colleges and Universities

Harrisburg Area Community College (HACC), founded in 1964, was the state's first community college. The college offers more than 170 associate's degree, certificate, and diploma programs. There are branch campuses in Gettysburg, Lancaster, Lebanon, and York. Total enrollment for all campuses is about 15,000 students each year in credit courses. A wide variety of noncredit courses are also available for career training and personal enrichment.

Harrisburg University of Science and Technology opened in 2005. The school offers bachelor of science degrees in biotechnology and bioscience, computer and information sciences, e-business and management, geography and geospatial imaging, and integrative sciences. There are also master of science degrees in information technology project management and learning technologies. Enrollment is about 245 students.

Temple University Harrisburg (TUH) offers a variety of weekend and evening course schedules for graduate students. Degree programs offered include the a master's in social work, master's and doctorate in education, and a master's in community and regional planning. There is also a graduate teacher certificate program and certificates in education administration.

Penn State Harrisburg offers 30 bachelor's degrees, 21 master's degrees, and two doctoral programs. Enrollment is about 3,900 students. Students may also take courses to cover the first two years of over 100 other bachelor's degree programs that may be completed elsewhere throughout the Penn State system.

Dixon University Center is a regional education extension center for eight colleges and universities. Students studying at Dixon will receive a degree from the school linked to their program. Five bachelor's degree programs

are offered in partnership with Elizabethtown College; master's degree programs are offered through Saint Francis University, Clarion University of Pennsylvania, Shippensburg University of Pennsylvania, and West Chester University of Pennsylvania; and doctoral programs are offered through Indiana University of Pennsylvania and Philadelphia College of Osteopathic Medicine. Millersburg University of Pennsylvania offers certificate programs the Dixon University Center.

Penn State's College of Medicine at Hershey offers graduate programs for doctors, nurses, and medical researchers. Carlisle is home to the Army War College and Penn State's Dickinson School of Law. Shippensburg University specializes in business; its campus looks out on the Blue Mountains.

Libraries and Research Centers

The Dauphin County Library System, founded in 1889, is headquartered in downtown Harrisburg on Walnut Street. The system has eight libraries in the area, four of which are located in Harrisburg. The system holds more than 351,200 items including periodical subscriptions, tapes, videos, and maps. Special collections focus on local history. Internet access is available at all locations.

The State Library of Pennsylvania serves the reference needs of state government and acts as the regional library resource center for public, college, and special libraries. It holds about one million general interest volumes along with 6,500 serials and maintains special genealogy, periodical, and law libraries. At the State Archives, created in 1903, are government and private papers relating to Pennsylvania history that includes 195 million pages of documents and manuscripts, 20,000 reels of microfilm, and one million special collection items. Also located in Harrisburg are the collections of many libraries of state agencies, available for use by researchers and others through special arrangement. Rare medical books are housed at George T. Harrell Library at Pennsylvania State University College of Medicine at nearby Hershey. The Alexander Family Library, part of the Dauphin County Historical Society, features genealogy and local history resources.

Government-related research centers in Harrisburg include the Legislative Office for Research Liaison (LORL), which coordinates the research needs of legislators using the capabilities of academic researchers. Pennsylvania Family Institute studies family issues as they relate to government policy.

The library at Pen State Harrisburg holds a collection of over 300,000 volumes, 1,250 journals, and 1.2 million microforms. Penn State Harrisburg sponsors a number of research centers and institutes, including the Institute of State and regional Affairs, the Center for Survey Research, the Economic Development Research and Training Center, and the Center for Community Action and Research.

Milton S. Hershey Medical Center conducts AIDS and cancer research, as well as an artificial heart research project, biostatistics, and epidemiology. Hershey Foods Corp. maintains an Information Analysis Center.

Public Library Information: Dauphin County Library System, 101 Walnut St., Harrisburg, PA 17101; telephone (717)234-4961; www.dcls.org

■ Health Care

PinnacleHealth is a community-based system with headquarters in Harrisburg. The system sponsors three care sites in Harrisburg Hospital, which is a major acute care facility for the area. Specialized services at this facility include the Heart and Vascular Institute, Stroke Center, and a women and children's care center featuring a Level III neonatal intensive care unit. The Polyclinic Campus is the site of the PinnacleHealth Regional Cancer Center, Pain Management Center, Kline Health Center, and the Cystic Fibrosis and Pediatric Pulmonary Center. The Community Campus hosts the 55-bed Helen H. Simpson Rehabilitation Hospital, emergency department, medical-surgical and critical care units, the Neuroscience Rehab Center, and the Susquehanna Valley Surgery Center for ambulatory surgery.

PinnacleHealth also sponsors two centers in Mechanicsburg, a network of family practice and urgent care centers, managed care entities, home healthcare, hospice, mental health services, and an array of other healthcare services. PinnacleHealth's medical staff is comprised of more than 800 primary care physicians supported by more than 4,000 skilled nurses and technicians.

The Devonshire Family Health Center, the Holy Spirit Imaging Center East, and the Holy Spirit East Shore Laboratory, all located in Harrisburg, are operated by the Holy Spirit Health System, a Catholic community health system sponsored by the Sisters of Christian Charity. Holy Spirit Hospital in nearby Camp Hill is a 332-bed facility featuring the Ortenzio Heart Center.

Since 1845 Harrisburg had been the home of the Harrisburg State Hospital, a psychiatric facility, which is located on 200 acres and comprised of 50 buildings. With most mental health patients being cared for at community-based centers, the hospital closed in 2006. The hospital is listed on the National Register of Historic Places.

■ Recreation

Sightseeing

Harrisburg can be conveniently divided into five districts for sightseeing purposes: Center City, the Shipoke Historic District, the Capitol district and complex, Old Uptown Historic District, and Allison Hill.

Highlights of Center City, where most historic buildings were spared in rebuilding, include Riverfront Park, with a scenic five-mile stretch that features a sunken flower garden, and City Hall, where sightseeing brochures can be obtained and perused at an outdoor plaza bedecked with sculptural works.

In the Front Street area of Center City, Governor's Row preserves several townhouses that housed early state chief executives. Also of interest are the art-deco Dauphin County Courthouse and a number of nineteenth-century churches.

The Shipoke Historic District, a late nineteenth-century residential area overlooking the Susquehanna River, contains the John Harris/Simon Cameron Mansion as well as restored townhouses interspersed with modern dwellings.

The Capitol district and complex contains the Capitol Building, an Italian Renaissance structure covering two acres and surrounded by a 13-acre park. Considered by many to be the finest such structure in the country, the Capitol Building features a dome modeled after St. Peter's basilica in Rome and stairs patterned after those at the Grand Opera in Paris. Also located in the district are the State Museum of Pennsylvania, with exhibits relating to the state's history from earth's beginning to the present time, and the beautiful churches and mansions preserved on State and Front streets.

The Old Uptown Historic District encompasses the Historic Midtown District. Highlights there include late nineteenth- and early twentieth-century residences of various architectural styles and, a short distance away, Italian Lake, created from a swamp in the 1930s and spanned by a picturesque Italian Bridge. Contained in the baroque park setting is the Obelisk, a memorial to Dauphin County's Civil War soldiers.

Allison Hill is the name used for the portion of the city that rises above the Susquehanna Valley. In the area are found the Mount Pleasant Historic District (Allison Hill's oldest section); Bellevue Park, an early planned residential community laid out in 1910; and McFarland House, an Italianate residence built in 1876 and later home to J. Horace McFarland, horticulturist, environmentalist, and publisher. State Street East is a grand boulevard that descends from Allison Hill to the Soldiers and Sailors Memorial Bridge and State Capitol Complex.

Of special interest to children are the Museum of Scientific Discovery (on the third level of the Strawberry Square Mall) with a variety of exhibits on subjects such as aviation, Earth and space, and biology along with the Fire Museum of Greater Harrisburg, Indian Echo Caverns in Hummelstown, and Hersheypark in Hershey. Known as the most beautiful "company town" in the country, Hershey is the headquarters of Hershey Foods Corporation and was conceived as a story-book town for company employees. Sights there include Chocolate World, Hersheypark, Zooamerica, Hershey Gardens, and the Hershey Museum. The Hessian Powder Magazine

Museum of Carlisle describes the contributions of Hessian soldiers to the American Revolution.

Arts and Culture

A major venue for the performing arts in Harrisburg is the 1,763-seat State Forum, an art-deco edifice located in the state government built in 1931. There the Harrisburg Symphony Orchestra, founded in 1930, presents classical and pops series, outdoor summer concerts, and special concerts and guest artists.

The Whitaker Center for Science and the Arts, completed in 1999, is one of the first centers of its kind in the nation. The center features the interactive Harsco Science Center, the Select Medical IMAX Theater, and the Sunoco Performance Theater. The 664-seat Sunoco Performance Theater includes seven resident companies: Central Pennsylvania Youth Ballet, the Harrisburg Choral Society, Harrisburg Opera Association, Market Square Concerts, Susquehanna Chorale, the Wednesday Club, and Theatre Harrisburg.

Market Square Concerts brings national and international performing artists to Harrisburg between September and May with most concerts held in the Market Square Presbyterian Church. Central Pennsylvania Friends of Jazz sponsors several performances at varied locations. Theatre Harrisburg, formerly known as Harrisburg Community Theatre and founded in 1926, has its stages full-scale productions. The Wednesday Club arranges performance opportunities for local musicians.

Rose Lehrman Arts Center at Harrisburg Area Community College holds concerts and theatrical events and is home to Open Stage of Harrisburg, which presents works reflecting the area's multicultural population.

The Art Association of Harrisburg (AAH) offers several annual exhibitions of works in all styles and mediums by artists from around the world. In Reservoir Park is a restored 1898 mansion that contains an art gallery as well as the National Civil War Museum at Harrisburg, the nation's largest Civil War museum, with artifacts and collections from both the Union and the Confederacy. One of the world's largest paintings, "The Battle of Gettysburg: Pickett's Charge," is displayed at the State Museum of Pennsylvania, home to an extensive collection of state historical documents and artifacts. Other museums in Harrisburg are John Harris/Simon Cameron Mansion, home of the Dauphin County Historical Society and its collections and library; and Fort Hunter Mansion and Park.

Festivals and Holidays

Harrisburg proper is the site of the well-attended Greater Harrisburg ArtsFest at Riverfront Park in May; the Central Pennsylvania Jazz Festival and Harrisburg Shakespeare Festival in June; American MusicFest at Riverfront Park for the Fourth of July and Pennsylvania Pump Primers Muster in mid-July; the Dauphin County 4-H

Fair in August; and the Kipona Festival at Riverfront Park every Labor Day weekend. The Harrisburg Holiday Parade opens the holiday season and a New Year's Eve Celebration is held on Market Square. In addition, many arts and crafts fairs with juried exhibitions and ethnic festivals are held throughout the region.

The Pennsylvania State Farm Show Complex, a 25-acre exposition hall that is one of the largest of its kind in the country, hosts the Pennsylvania Farm Show and Pennsylvania Auto & Boat Show in January, the Eastern Sports & Outdoor Show in February, Annual Spring Craft Show in March, the Pennsylvania Relief Sale of Mennonite crafts in early April, the Eastern National Antique Show in late April, the RV and Camping Show in mid-September, the All-American Dairy Show in late September, the Pennsylvania State 4-H Horse Show in October, and the Pennsylvania Christmas and Gift Show in early December.

Sports for the Spectator

City Island, in the Susquehanna River, contains Commerce Bank Park, home of Harrisburg's Eastern League Class AA minor league baseball team the Senators (affiliated with Major League Baseball's Washington Nationals), whose season extends from April to Labor Day.

Hersheypark Arena is home to the Hershey Bears, an American Hockey League (AHL) team that entertains fans from October through April. The arena also hosts the Ice Capades and the Harlem Globetrotters. Sprint-car racing goes on at area tracks, and Penn National Race Course in Grantville offers the opportunity for betting on thoroughbred horses.

Sports for the Participant

Harrisburg's Department of Parks and Recreation maintains a network of over 17 recreational sites, 27 parks and playgrounds, two pools, and tennis courts. The city's recreational showpiece is City Island, located in the Susquehanna River only 400 yards from downtown. In addition to the usual park facilities, the Island offers riding stables, miniature golf, swimming, jogging and nature trails, volleyball courts, multipurpose playing fields, and much more. Recreational facilities are also available at Italian Lake Park, Reservoir Park, and Riverfront Park. Wildwood Park, a wildlife haven, has bike and hiking trails and picnic areas. Harrisburg sponsors the Harrisburg Marathon & Relay and other running events throughout the year. Fifteen public and private golf courses are located in the region. Fishing on the Susquehanna River is a popular pastime, and islands in the river may be explored by boat or canoe. Nearby Carlisle boasts the best fly-fishing streams in the East while Ski Roundtop has facilities for the winter (skiing and snowboarding) and summer (rock climbing and paintball) sports enthusiast.

Recreation Information: Department of Parks and Recreation, City of Harrisburg, King City Government Center, 10 N 2nd St., Ste. 401, Harrisburg, PA 17101; telephone (717)255-3020; www.harrisburgpa.gov/parksRec

Shopping and Dining

Downtown shopping in Harrisburg centers around the Shops at Strawberry Square, two floors of enclosed shopping located in a huge office complex. More than 40 shops and galleries along with 10 food emporiums are contained in about 170,000 square feet of retail space. Harrisburg East Mall is the city's other main shopping area, a 90-store complex anchored by Hecht's, Bass Pro Shops, and Boscov's. Specialty stores can also be found at adjacent Walnut Place and along a number of streets in Center City. Broad Street Farmers Market, dating back to 1860, offers fresh produce Thursday through Saturday. It is located in the Historic Midtown Market District, a neighborhood shopping area that also features antique and art shops. Harrisburg is a major East Coast outlet shopping center—bus charters bring in thousands of shoppers annually.

Downtown dining opportunities have expanded to accommodate increased tourism and convention business. Cuisine ranges from Philadelphia steaks to seafood. One local establishment, The Fire House at Hope Station, is located on the first floor of an 1871 firehouse.

Visitor Information: Hershey Harrisburg Regional Visitors Bureau, 112 Market St., 4th Floor, Harrisburg, PA 17101; telephone (717)231-7788; www.pacapitalregions.com

■ Convention Facilities

Harrisburg's largest convention facility is the 341-room Hilton Hotel & Towers. Located at Market Square and linked by an overhead walkway to Strawberry Square, the Hilton offers the 9,472-square-foot Harrisburg Ballroom with a reception capacity of about 1,200 guests; overall, the facility provides 17,000 square feet of meeting space. The Harrisburg Holiday Inn Hotel and Conference Center, with 299 rooms, has 21,000 square feet of meeting space. The Pennsylvania Farm Show Complex, one of the largest exhibition halls in the country, offers space for large shows and hosts more than 200 events annually. The 43,000-square-foot Wildwood Conference Center at the Harrisburg Area Community College (HACC) can facilitate more than 300 events annually for a variety of group sizes. With its mountain views, the Ski Roundtop is a picturesque setting for meetings, company outings, and conferences. The Whitaker Center for Science and the Arts also has available meeting and event spaces.

Convention Information: Hershey Harrisburg Regional Visitors Bureau, 112 Market St., 4th Floor, Harrisburg, PA 17101; telephone (717)231-7788; www.pacapitalregions.com

■ Transportation

Approaching the City

Harrisburg International Airport (HIA), eight miles south of Center City, offers service through 14 major passenger airlines with one international destination as well as short-hop commuter service. Services at HIA, operating under the Susquehanna Area Regional Airport Authority (SARAA), continue to expand to accommodate increasing traffic (about 750,000 enplanements per year). Also under SARAA's ownership is the Capital City Airport, which is available for charters and business and pleasure craft. Philadelphia International Airport, 100 miles from Harrisburg, may be the most convenient destination for visitors flying in from distant locations.

Harrisburg is easily accessible by car. Interstate highways I-76 (Pennsylvania Turnpike), I-78, I-81, and I-83 cross in the region and connect it to major metropolitan areas. Other major highways are U.S. 11/15, and U.S. 22/322. State Route 283 links Harrisburg to Lancaster.

Amtrak's main east-west line carries passengers into the restored Harrisburg Capitol Center (formerly the 1884 Pennsylvania Railroad Station) on several daily departures. The center is a hub for a planned light-rail, commuter transit system and a cross-state high-speed rail line. The Southeastern Pennsylvania Transportation Authority (SEPTA) provides commuter and high-speed rail service out of Philadelphia. Greyhound stops at Harrisburg Capitol Center. Capitol Trailways also provides bus service to Harrisburg.

Traveling in the City

Harrisburg's downtown Center City comprises the original 80-acre borough laid out in a grid pattern by John Harris in 1785. East-west streets are named and north-south streets are numbered. Market Street, running east-west, is the dividing point between north and south street designations. Sightseeing is probably best done on foot downtown and by car or bicycle elsewhere. The Capitol Area Transit (CAT) maintains 67 buses for 26 regular routes along with four express routes for 2.1 million annual riders.

■ Communications

Newspapers and Magazines

Harrisburg's daily newspaper, *The Patriot-News*, has a daily morning edition; Patriot-News Company also publishes the *Sunday Patriot-News* and a weekly tabloid examining area business, arts, and entertainment.

Harrisburg Magazine is a monthly magazine for arts, local events, and activities. Another daily, the *Press and Journal*, is published in Middletown. Other newspapers published in Harrisburg are *The Catholic Witness* and *Community Review*, published by the Jewish Federation of Greater Harrisburg. Journals published there include *The New Social* and *Pennsylvania Heritage*. *The PBA Quarterly*, *The Pennsylvania Lawyer*, and the *Pennsylvania Bar News* are all published by the Pennsylvania Bar Association in Harrisburg. *Central Penn Parent* magazine is published in Harrisburg as well.

Television and Radio

Five network affiliated television stations broadcast from Harrisburg. Cable service is available. A Harrisburg educational television station presents Public Broadcasting Service (PBS) series as well as programs of local interest, especially those relating to issues arising at the state capital. Fifteen AM and FM radio stations broadcast from Harrisburg, which also receives stations from Philadelphia, Lancaster, and York.

Media Information: Patriot-News Company, 812 Market St., Harrisburg, PA 17101; telephone (717)255-8100; toll-free (800)692-7207; www.patriot-news.com

Harrisburg Online

- Capital Region Economic Development Corporation and the Harrisburg Regional Chamber. Available www.harrisburgregionalchamber.org
- City of Harrisburg. Available www.harrisburgpa.gov
- Dauphin County Public Library. Available www.dcls.org
- Harrisburg School District. Available www.hbgasd.k12.pa.us
- Hershey Harrisburg Regional Visitors Bureau. Available www.pacapitalregions.com
- Historical Society of Dauphin County. Available www.dauphincountyhistoricalsociety.org
- Pennsylvania Historical and Museum Commission. Available www.phmc.state.pa.us
- PinnacleHealth System. Available www.pinnaclehealth.org

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Lancaster

■ The City in Brief

Founded: 1718 (incorporated 1818)

Head Official: Mayor J. Richard Gray (D) (since 2006)

City Population

1980: 54,725

1990: 55,551

2000: 56,348

2006 estimate: 54,779

Percent change, 1990–2000: 1.1%

U.S. rank in 1980: 384th

U.S. rank in 1990: 429th (State rank: 8th)

U.S. rank in 2000: 597th (State rank: 11th)

Metropolitan Area Population

1980: 362,000

1990: 422,822

2000: 470,658

2006 estimate: 494,486

Percent change, 1990–2000: 11.3%

U.S. rank in 1980: 91st

U.S. rank in 1990: 85th

U.S. rank in 2000: 88th

Area: 7 square miles (2000)

Elevation: 368 feet above sea level

Average Annual Temperature: 52.2° F

Average Annual Precipitation: 43 inches of rain; 31 inches of snow

Major Economic Sectors: manufacturing, services, retail trade

Unemployment Rate: 3.4% (June 2007)

Per Capita Income: \$13,955 (1999)

2005 FBI Crime Index Property: 3,025

2005 FBI Crime Index Violent: 420

Major Colleges and Universities: Franklin and Marshall College; Pennsylvania School of Art and Design; Harrisburg Area Community College-Lancaster; Thaddeus Stevens College of Technology

Daily Newspaper: *Intelligencer Journal*; *Lancaster New Era*

■ Introduction

Lancaster, an important industrial and business center in southeastern Pennsylvania, is located in the heart of Pennsylvania Dutch country. It is the county seat of Lancaster County, where the “Plain” people—Amish, Mennonite, and Brethren—living without benefit of automobiles, electricity, or television, practice a lifestyle that vanished from most areas of this country generations ago. The historic city of Lancaster is known for its strong work ethic, community spirit, and outstanding community-building programs.

■ Geography and Climate

Lancaster is part of the middle Susquehanna River Basin in the southeastern section of Pennsylvania. It is located near the center of Lancaster County in one of the most fertile agricultural lowland areas in the United States. The surrounding terrain is generally rolling, with some low ranges of hills. To the west lie the Susquehanna River and the South Mountains. The climate is classified “humid continental.” The southeast corner of Pennsylvania lies in the path of Caribbean hurricanes that occasionally bring high winds and heavy rains to the area.

Area: 7 square miles (2000)

Elevation: 368 feet above sea level

Average Temperature: 52.2° F

Average Annual Precipitation: 43 inches of rain; 31 inches of snow

■ History

Rich Farm Land Attracts Religious Refugees

The Susquehanna, Shawnee, and Iroquois tribes inhabited the area around Lancaster when William Penn and his Quaker followers took up residence in nearby Philadelphia in 1682. The second influx of immigrants to Philadelphia was comprised of Germans, some of them Mennonites (German-speaking religious refugees). Around 1710, a number of these Germans moved beyond Philadelphia to take advantage of the rich farm land stretching along the Susquehanna River to the foothills of the Appalachian Mountains. The Germans were followed by a group of Amish (orthodox Anabaptists) from Switzerland and Bohemian-Moravians (Protestants) from Czechoslovakia. The descendants of the Germans, known as the Pennsylvania Dutch (a corruption of *Deutsch*, meaning German) and the Amish are still there, many living on the farms which have made the area one of the top five agricultural counties in the country in terms of value per acre.

George Gibson opened a tavern in the area of town now known as Penn Square in 1721. In his honor the town was called Gibson's Pasture until 1741, when it was renamed Lancaster after a town in England. Frontiersmen bought farm tools and the famous Kentucky rifle, actually a Lancaster product, as they passed through the city on their way west. The city became known as "the arsenal of the colonies" during the American Revolution of the 1770s for the guns it produced. Lancaster was the capital of the American colonies for one day in 1777, when the Continental Congress interrupted its flight from the British out of Philadelphia on its way to (New) York. From 1799 to 1812, Lancaster was the capital of Pennsylvania.

Economy Thrives, Diversifies

In addition to farming, other ventures carried out in Lancaster city and county were iron mining and furnace operations as well as quarrying. By 1789 Lancaster supported saddlers, shoemakers, furriers, forges, rolling mills, slitting mills, sawmills, brass foundries, rope makers, brush makers, silversmiths, steel wrights, printers, and other artisans and manufacturers, laying the foundation for the diverse economy for which the city is still known. By 1840, the population was 8,417; by 1860, that figure had more than doubled.

Traffic between Lancaster and Philadelphia became so heavy that a road was built between the two cities, using a technique of crushed stone paving developed by

James McAdam (hence the word macadam). The turnpike, the first major paved road in the country, opened in 1794, having taken four years and \$450,000 to complete.

Lancaster County is now famous for the high quality of the agricultural products supplied by the many family farms located throughout the county and for the diversity and quality of its manufactured goods. As the hub of the county, the city is a center of government, arts and culture, education, professional and financial services, business, manufacturing, and health services. Combining sophistication with a reverence for its historic past, Lancaster is considered one of the Northeast's best cities for growing a business. In addition, Lancaster continues to be one of the most popular tourist destinations in the country, bringing in thousands of visitors each year to experience the county's cultural uniqueness; as a result, tourism continues to be a major economic factor to the financial success of Lancaster.

Famous Lancasterians include F. W. Woolworth, who opened his first store in Lancaster around 1879, pricing every item at five cents; Robert Fulton, co-inventor of the steamboat; Pennsylvania's only president of the United States, James Buchanan; and Susanna Wright, raiser of silkworms and maker of the first pair of silk stockings in Pennsylvania.

Historical Information: Lancaster County Historical Society, 230 N. President Ave., Lancaster, PA 17603; telephone (717)392-4633; www.lancastrehistory.org. Lancaster Mennonite Historical Society, 2215 Millstream Rd., Lancaster, PA 17602; telephone (717)393-9745; www.lmhs.org

■ Population Profile

Metropolitan Area Residents

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U.S. rank in 1990: 429th (State rank: 8th)
U.S. rank in 2000: 597th (State rank: 11th)



Photograph by Richard Hertzler. Reproduced by permission.

Density: 7,614.6 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 36,347
 Black: 9,195
 American Indian and Alaska Native: 549
 Asian: 1,602
 Native Hawaiian and Pacific Islander: 114
 Hispanic or Latino (may be of any race): 17,331
 Other: 10,908

Percent of residents born in state: 63.8% (2000)

Age characteristics (2000)

Population under 5 years old: 4,445
 Population 5 to 9 years old: 4,488
 Population 10 to 14 years old: 4,258
 Population 15 to 19 years old: 4,602
 Population 20 to 24 years old: 5,502
 Population 25 to 34 years old: 8,795
 Population 35 to 44 years old: 8,366
 Population 45 to 54 years old: 6,193
 Population 55 to 59 years old: 2,115
 Population 60 to 64 years old: 1,651

Population 65 to 74 years old: 2,994
 Population 75 to 84 years old: 2,216
 Population 85 years and older: 723
 Median age: 30.4 years

Births (2006, MSA)

Total number: 6,870

Deaths (2006, MSA)

Total number: 4,413

Money income (1999)

Per capita income: \$13,955
 Median household income: \$29,770
 Total households: 20,928

Number of households with income of...

less than \$10,000: 2,926
 \$10,000 to \$14,999: 1,948
 \$15,000 to \$24,999: 3,842
 \$25,000 to \$34,999: 3,364
 \$35,000 to \$49,999: 4,090
 \$50,000 to \$74,999: 3,069
 \$75,000 to \$99,999: 1,026

\$100,000 to \$149,999: 447

\$150,000 to \$199,999: 91

\$200,000 or more: 125

Percent of families below poverty level: 9.1% (1999)

2005 FBI Crime Index Property: 3,025

2005 FBI Crime Index Violent: 420

■ Municipal Government

Lancaster, the county seat of Lancaster County, operates under a mayor-council form of government. There are seven council members elected at large to four-year terms. The mayor is also elected to a four year term.

Head Official: Mayor J. Richard Gray (D) (since 2006; current term expires January 1, 2010)

Total Number of City Employees: 600 (2007)

City Information: City of Lancaster, 120 N. Duke St., PO Box 1599, Lancaster, PA 17608; telephone (717) 291-4711; www.cityoflancasterpa.com

■ Economy

Major Industries and Commercial Activity

There are over 11,000 companies in Lancaster County, including a fairly even mix of manufacturing, service, and retail establishments. In late 2007 trade, transportation, and utilities comprised the largest employment industry group in Lancaster, followed by manufacturing, and education and health services. In retail the largest number of establishments includes food and beverage stores, motor vehicle and parts dealers, and clothing and accessories stores. Among the manufacturing subsectors, food manufacturing employs the largest number of people followed by fabricated metals and furniture.

Lancaster County is known for the incredible diversity of its agriculture. With about 5,290 farms, it is one of the top farming counties in the country and a leading county in the state in production of livestock, dairy products, wheat, corn, hay, tobacco, eggs, and milk. Farmland preservation is a top priority for Lancaster County planners, who are struggling to preserve farmland even as the population grows and development continues. The state of Pennsylvania has allocated millions of dollars to the farm preservation effort, which offers farmers economic incentives when they sign over development rights to the state so that the farmland can never be sold for development.

Millions of tourists visit Lancaster County every year to tour its historical communities, view its rich architectural heritage, and witness life in its picturesque and

culturally distinct farming communities. This influx of visitors provides jobs and income for thousands of local workers and businesses.

Items and goods produced: textiles, farm machinery, building materials, fabricated metals, furniture, food products, electronics, clothing, paper, plastics, chemicals

Incentive Programs—New and Existing Companies

Local programs: The Economic Development Company Finance Corporation of Lancaster County administers a number of funding programs for area businesses. The Pennsylvania Small Business First Fund provides low-interest financing to manufacturing and industrial businesses with less than 100 employees; companies can borrow up to \$200,000 for land acquisition, construction, machinery, and working capital. The Community First Fund offers fixed-rate loans up to \$50,000 and business counseling to small businesses, nonprofit organizations, and housing development agencies for use in real estate, machinery and equipment, and leasehold improvements. The Grow Lancaster Fund has fixed and variable rate loans of up to \$1 million for qualifying businesses with fewer than 500 employees. The Penn Southeast Mezzanine Fund is for firms with high growth and earnings potential; it extends loans of up to \$750,000 for acquisitions, equipment purchase, working capital, and real estate.

State programs: The state offers several funding and financing programs for new, expanding, or relocating businesses. The Building PA program offers mezzanine capital for qualifying building construction projects. The First Industries Fund is specifically designed to benefit businesses in agriculture and tourism. A Research and Development Tax Credit is available for up to 10 percent of the company's increased research and development expenses. The state's Job Creation Tax Credits program provides \$1,000-per-job tax credit to approved businesses that agree to create jobs within three years. Other programs include the Ben Franklin Partnership Grants for Technological Innovation, the Infrastructure Development Program, Machinery and Equipment Loan Fund, and the SBA 504 Loan Program.

Several areas along Prince Street and Hazel Street have been designated by the state as Keystone Opportunity Zones (KOZs). Businesses within the KOZs are exempt from most state business and income taxes. Certain areas in the city have also been designated as Keystone Innovation Zones (KIZ). The purpose of the KIZ initiative is to foster growth and commercialization in research and development occurring at colleges and universities. Special grants and tax credits are available for KIZ companies.

Job training programs: The most widely used state and federal programs to help employers reduce the costs of hiring and training workers include the federal 1998 Workforce Investment Act (WIA), Customized Job Training (CJT) funded by the Commonwealth of Pennsylvania and maintained by the Pennsylvania Workforce Development department, Work Opportunity Tax Credit (WOTC) Program, and a state-tax-credit Employment Incentive Payment (EIP) Program.

The Lancaster County Career and Technology Center offers a wide range of trade and skill-development opportunities to students in Lancaster County. The center has been renovated and its facilities offer modern, state-of-the-art laboratories and training programs geared to today's labor market needs. The Career and Technology Center's Work Keys program helps employers with job applicant selection and provides businesses with assessment services to determine where additional training would help increase employee performance.

Development Projects

The city of Lancaster has been involved in numerous development projects. Many of them include renovations and additions to Lancaster's cultural and recreational venues, including the city's Clipper Magazine Stadium, the Pennsylvania Academy of Music, the Quilt Museum, and the Franklin and Marshall Life Sciences Building. Transportation improvements include work on the Red Rose Transit Center, the Amtrak Station, and the Fruitville Pike Bridge. Recent expansion and renovation also took place at the Lancaster General Hospital and the premises of the Susquehanna Association for the Blind.

The largest project for the mid 2000s in the city and county is the Lancaster County Convention Center and Marriott Lancaster at Penn Square. Scheduled to open in 2009, the \$170 million convention center and adjoining 300-room hotel is expected to provide a much needed boost for the tourism and convention industries. The Convention Center is expected to have a 45,000-square-foot exhibit hall for trade shows plus a 9,000-square-foot ball room. The hotel will have an additional 25,000 square feet of meeting space.

Economic Development Information: Economic Development Company of Lancaster County, Southern Market Center, 100 S. Queen St., PO Box 1558, Lancaster, PA 17608; telephone (717)397-4046; www.edcfinance-corp.com. Lancaster County Chamber of Commerce, Southern Market Center, 100 S. Queen St., Lancaster, PA 17608; telephone (717)397-3531; www.lcci.com

Commercial Shipping

Air cargo service is available at Lancaster Airport, just four miles north of the city. Cargo service is also offered at Harrisburg International Airport, located about 30 miles to the northwest. Norfolk Southern Rail serves as the

area's primary freight railroad; daily service is available. The Philadelphia Regional Port Authority, 68 miles east of Lancaster County, handles more than 5 million tons of cargo each year.

Labor Force and Employment Outlook

Lancaster's diversified economy is expected to continue to stand the city in good stead. The city lays claim to a skilled labor force with a Pennsylvania Dutch work ethic. About 79 percent of the population 25 years and older have obtained a high school diploma or higher level of education. About 23 percent of the same age group have earned a bachelor's degree or higher level of education. Employment projections for Lancaster County predict job growth of about 30 percent for transportation and warehousing from 2004 into 2014. Jobs in health care and social assistance are also expected to increase by about 30 percent. Professional and technical services are expected to see job growth at about 24 percent. Overall, the number of manufacturing jobs in the county is expected to decrease by less than 10 percent. However, projections indicate that there will be a substantial job loss in companies producing textiles, apparel, steel products, electronics, and machinery, balanced by job growth in companies producing pharmaceuticals, wood products, and transportation equipment and vehicles.

The following is a summary of data regarding the Lancaster metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 236,300

Number of workers employed in . . .

- construction and mining: 17,700
- manufacturing: 43,700
- trade, transportation and utilities: 53,000
- information: 3,700
- financial activities: 9,600
- professional and business services: 20,700
- educational and health services: 35,900
- leisure and hospitality: 21,000
- other services: 10,400
- government: 20,700

Average hourly earnings of production workers employed in manufacturing: \$16.63

Unemployment rate: 3.4% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
Lancaster General Hospital	Not available
R. R. Donnelley & Sons Co.	Not available
Mutual Assistance Group	Not available

<i>Largest employers (2006)</i>	<i>Number of employees</i>
Lancaster County	Not available
Armstrong World Industries, Inc.	Not available
APTCO Auto Auctions Inc.	Not available
Ephrata Community Hospital	Not available
Dart Container Corporation	Not available
School District of Lancaster	Not available
Lancaster Lebanon Intermediate Unit	Not available

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$379,250

2007 (1st quarter) ACCRA Cost of Living Index: 108.5

State income tax rate: 3.07% of Taxable Income

State sales tax rate: 6.0%

Local income tax rate: Lancaster County assesses an earned income and an occupational assessment tax that vary from municipality to municipality. It is based on one’s occupation (therefore, an accountant would pay a different tax from a farmer, for example).

Local sales tax rate: None

Property tax rate: 2.96 mills based on 100% of fair market value (2005)

Economic Information: Center for Workforce Information and Analysis, Pennsylvania’s Workforce Statistics; telephone (877)493-3282; www.paworkstats.state.pa.us

■ **Education and Research**

Elementary and Secondary Schools

The School District of Lancaster, established in 1836, is the second oldest school district in the state. The district services a diverse student population which is approximately 56 percent Hispanic, 23 percent African American, and 20 percent Caucasian.

High schools students may choose to participate in one of the school’s Small Learning Communities (SLC). SLCs are designed to offer students curriculum choices that reflect their interests in career development. They

include the Arts and Humanities SLC, the McCaskey School of Media Studies and Communications, the McCaskey Institute of Technology, the Public Leadership and Service SLC, Technical and Business Careers SLC, and the McCaskey School of Health Sciences. In the Honors/IN SLC, students may take courses in preparation for the International Baccalaureate and/or advanced placement courses as part of a college preparatory curriculum.

The following is a summary of data regarding the School District of Lancaster as of the 2005–2006 school year.

Total enrollment: 11,700

Number of facilities

- elementary schools: 13
- junior high/middle schools: 4
- senior high schools: 1
- other: 2

Student/teacher ratio: 16.2:1

Teacher salaries (2005–06)

- elementary median: \$54,360
- junior high/middle median: \$50,900
- secondary median: \$50,050

Funding per pupil: \$9,907

Lancaster offers a diverse selection of private, parochial, and specialized schools, including Dayspring Christian Academy, Lancaster Catholic High School, Lancaster Christian School, Lancaster Country Day School, and Lancaster Mennonite School.

Public Schools Information: School District of Lancaster, 1020 Lehigh Ave., Lancaster, PA 17602; telephone (717)291-6148; www.lancaster.k12.pa.us

Colleges and Universities

Franklin and Marshall College, founded in 1787, is a selective liberal arts institution that grants degrees in more than 30 disciplines. The school has a student/teacher ration of 11 to 1, and was cited as offering one of the 100 best values in private college education in the U.S. by *Kiplinger’s* magazine in 2004. Student enrollment is about 2,014 full-time undergraduates.

The Pennsylvania College of Art and Design offers bachelor of fine art programs in graphic design, fine art, illustration, and photography. They also offer professional programs in digital design, mural painting, and folk art studies.

The Lancaster Bible College has an enrollment of about 1,058 students. The college offers bachelor’s and master’s degrees in a variety of Christian ministry-based programs. Non-degree professional ministry programs are also available. The Lancaster Theological Seminary

offers studies for a master of arts in religion, a master's of divinity, and a doctorate of ministry.

The Penn State Lancaster Center with more than 2,000 students, offers continuing education programs for adults. Associate's degrees are available in business administration and in letters, arts, and sciences. Several professional certificates are available and the school works with local businesses to design education programs for employees.

The Lancaster campus of Harrisburg Area Community College offers several associate's degrees, certificates, and diploma programs in fields such as accounting, education, economics, criminal justice, graphic design, and various health care careers. Thaddeus Stevens College of Technology offers two-year associates degrees in 17 programs. Enrollment averages 800 students per year. Students must be residents of Pennsylvania.

Albright College, which is based in Reading, has an extension campus at the Lancaster Greenville Corporate Center that offers an accelerated degree completion program. Eastern Mennonite University (EMU) at Lancaster is an extension site that offers graduate and undergraduate seminary courses, a master of arts in education and completion programs for a bachelor's of nursing. The main campus of EMU is in Harrisonburg, Virginia.

Libraries and Research Centers

The Lancaster Public Library has a main library in the city (Duke Street) and two branches, one in Leola and one in Montville. Its collection numbers about 300,000 fiction and nonfiction books, more than 300 periodicals and newspapers, and hundreds of videocassettes, films, and records. Special facilities and programs at the main library include a summer reading program, a Spanish language section, the Cooperating Collections program, family activities, literacy programs, and a Library Center for Youth. Special collections include books on the preservation of historic architecture, local and regional history resources in the Gerald S. Lestz Reading Room, and a Business Information Center. The Duke Street Library is the Central Resource Library and District Center Library for Lancaster County. The Duke Street Business Center offers a variety of free, personalized services for businesses and non-profits.

The Library System of Lancaster County has its headquarters in the city of Lancaster. This system serves as a network for the 14 member public libraries across the county as they seek cost effective ways to offer quality programs, education, and technology services for patrons countywide. The Lancaster Public Library is a member of this county system. Other public libraries located in the city of Lancaster and sharing membership in the county system are the Manheim township Public Library and the Shuts Environmental Library. The Shuts Environmental Library contains over 4,500 books and videos on environmental topics such as wildlife, gardening, wilderness survival, and environmental health. The library also holds books on Native Americans and a collection of field

guides. The facility is maintained by the Lancaster County Department of Parks and Recreation.

The Lancaster County Historical Society is an internationally recognized historical and genealogical research facility; its library contains more than 15,000 volumes, including maps, family files, microfilm, and CDs. The Lancaster Mennonite Historical Society also maintains a genealogical research library. Among the several libraries at Franklin and Marshall College is the Shadek-Fackenthal Library, containing over 500,000 volumes and 410,000 government documents, with special emphasis on topics such as the theater, Lincoln, and Napoleon. The library at Lancaster Bible College contains over 176,180 volumes and is considered to be one of the largest Bible college libraries in the world.

Public Library Information: Lancaster Public Library, 125 N. Duke St., Lancaster, PA 17602; telephone (717)394-2651; www.lancaster.lib.pa.us

■ Health Care

Lancaster General Hospital (LGH) is the city's leading centre for health care. The Emergency Department and Trauma Center at LGH treats over 60 percent of the emergency cases in the city and about 50 percent of cases within the county. Specialized care centers within the hospital include a Stroke Center, Heart Center, Neuro Center, and a Gamma Knife Center, to name a few. The Lancaster General Women and Babies Hospital is located just a short distance from LGH. This facility features a Breast Care Center, Osteoporosis Center, and a Delivery Pavilion with a Level III Neonatal Intensive Care Unit. The 50-bed Lancaster Rehabilitation Hospital includes a therapeutic pool, gymnasium, and special program centers for those recovering from stroke and traumas. Lancaster Cleft Palate Clinic, affiliated with Lancaster General Hospital, conducts research on children with cranio-facial anomalies, and provides medical, dental, speech, and hearing services.

Lancaster Regional Medical Center, a 268-bed acute-care community hospital, offers care in several specialties, including dermatology, orthopedics, gynecology, psychiatry, and urology. The medical center sponsors a Wound Care and Hyperbaric Treatment Center and a DaVinci Surgical System Center for minimally invasive surgery.

■ Recreation

Sightseeing

Lancaster and its environs maintain many buildings of historic interest. Among them are the 1852 Fulton Opera House, which has been restored and houses a wooden statue of Robert Fulton; the 1889 Central Market, which

is the oldest publicly-owned continually operating farmers market in the country; Rock Ford Plantation, a Georgian mansion built in 1792 for General Edward Hand; Wheatland, the 1828 country estate of President James Buchanan; and 1719 Hans Herr House, the oldest house built by European settlers in the county and the Western Hemisphere's oldest Mennonite meeting house.

The Heritage Center Museums of Lancaster County, including the Lancaster Cultural History Museum and the Lancaster Quilt and Textile Museum, provide information about the cultural history of Lancaster County and have attractive displays of decorative and fine arts produced by generations of local artists and craftspeople. Lancaster Newspapers' Newseum explores the history of newspapers. At the Charles Demuth House and Garden, visitors can tour the eighteenth century home, studio, and gardens of world-famous artist Charles Demuth; the Demuth Tobacco Shop, located next door, was founded in 1770 and is the oldest tobacco shop in the U.S. The city also offers the Historic Lancaster Walking Tour, which concentrates on Revolutionary War era sites; the Pennsylvania Railroad Museum, which displays more than 100 locomotives and cars; the Ephrata Cloisters, one of the country's earliest and most influential religious communities; and the Robert Fulton Birthplace.

The countryside surrounding Lancaster is a favorite destination of visitors, who have made Lancaster County one of the top ten tourist attractions in the country. By car, bicycle, bus, buggy, or steam train, passing through covered bridges, one can tour re-created Amish farms and visit farmers' markets and Pennsylvania Dutch restaurants. Visitors interested in learning more about Pennsylvania Dutch Country can do so through a multimedia attraction at the Amish Experience Theater, located at Plain & Fancy Farm on Route 340. The production combines special effects with the traditional story of the Amish people and their centuries-old culture. The theater presents an original and critically acclaimed screenplay called "Jacob's Choice," which chronicles the saga of an Amish family from its flight from religious persecution in sixteenth century Europe to modern-day Lancaster County.

For those looking to explore nearby communities, a number of attractions in and near Hershey are worth a visit. Hersheypark offers amusement rides, shopping, food, and other forms of family fun. Hershey's Chocolate World serves as Hershey Food Corporation's official visitors center, and offers chocolate-making tours. For nature enthusiasts, Indian Echo Caverns gives guided tours of underground caves. And in nearby Kennett Square, Longwood Gardens allows visitors to tour one of America's most famous horticultural showplaces.

Arts and Culture

Lancaster Symphony Orchestra makes its home at the beautifully restored 1852 Fulton Opera House, a national historic landmark. There the orchestra performs 24 yearly

subscription concerts in addition to a special New Year's Eve celebration and an outdoor patriotic concert at Long's Park. Also performing at the Fulton is Opera Lancaster, one of just a few non-profit, all-volunteer opera companies in the U.S. They boast an active performing membership of more than 100. The Fulton is a focal point for theatrical productions of all kinds, presented by groups sponsored by high schools and colleges as well as by touring professionals and community-based enterprises. These groups include the Actors Company at the Fulton, Youthatre, and the Theatre for Young Audiences.

Outdoor concerts at Long's Park Amphitheater and other locales are presented during the summer months by Lancaster Symphony Orchestra and other groups under the auspices of the Long's Park Free Summer Entertainment Series. Both women and men participate in local barbershop choruses that perform from time to time throughout the area, as does Wheatland Chorale, a group of singers specializing in close ensemble a cappella singing.

Co-Motion, Hole-In-The-Wall Puppet Theatre, and First Stage Theatre provide family entertainment. Lancaster's Theater of the Seventh Sister has been in operation for more than 15 years, and offers a range of performances from new dramatic works, to plays of the old masters, to live musical performances. Dutch Apple Dinner Theater presents professional musicals and comedies accompanied by a large buffet dinner; Broadway comedies and hearty dinners are the bill of fare at Rainbow Dinner Theatre. Sight & Sound Theatres, one of the largest theatres in the U.S., has been offering musicals with a religious theme for more than 25 years. Philadelphia, with its rich array of cultural offerings, is 65 miles from Lancaster.

Landis Valley Museum is considered one of the most important living history museum complexes in the country. The complex's numerous exhibit areas, interpreting Pennsylvania rural life, include original structures such as the 1800s Landis Farmstead and the 1856 Landis Valley House Hotel, and other historically significant structures that were either moved to the site or are period reconstructions. The North Museum of Natural History and Science, on the campus of Franklin and Marshall College, is filled with hands-on displays and one of the largest planetariums in the state.

The Heritage Center Museums of Lancaster County are located in two historic buildings on Penn Square: the Lancaster Quilt and Textile Museum exhibits folk and decorative arts and crafts; the Lancaster Cultural History Museum collects items important to the area's history. Folk art and crafts are also on display at the Kauffman Museum of Pennsylvania Folk Arts and Crafts, located on the grounds of Rock Ford Plantation. Sheldon's Gallery in nearby Ephrata features original paintings, prints, photographs, and sculptures, while Garthoeffner Gallery

specializes in painted furniture, folk art, and vintage toys. A number of art galleries in downtown Lancaster present permanent and changing exhibits; offered are works of local craftspeople, including Amish quilts, as well as national and international art.

Festivals and Holidays

Throughout the year, the Downtown Investment District coordinates many downtown Lancaster events, including Art in the Park, a Puerto Rican Festival, LancasterFest, a Classic Car and Auto Show, a Jazz and Blues Festival, and New Year's Eve's Count Down Lancaster. Winter visitors to the Lancaster area enjoy maple sugaring beginning in February. The Quilters' Heritage Celebration, held in early spring, is one of the largest quilting conventions in the world; the event showcases hundreds of quilts entered in a juried and judged contest. A Rhubarb Festival is held in Intercourse in mid-May, paying homage to a crop that grows abundantly in Pennsylvania Dutch country. Early June brings the Lancaster Spring Show of Arts and Crafts, displaying the works of artisans from around the country in a juried exhibition. The Kutztown Pennsylvania German Festival, held in Kutztown in late June and early July, celebrates the Pennsylvania Dutch way of life; arts, crafts, and quilts are displayed and sold, and regional and ethnic food is available in abundance.

The Pennsylvania Renaissance Faire, held at Mount Hope Estate and Winery 15 miles north of Lancaster, is a re-creation of a sixteenth-century English country fair. Costumed entertainers, jousting, Shakespearean presentations, crafts, and more appear each weekend from early July through mid-October. In late July and early August, Franklin and Marshall College hosts the Pennsylvania State Craft Show and Sale. Arts and crafts are also the focus of Long's Park Art & Craft Festival held in Lancaster on Labor Day Weekend. The Christmas season is celebrated in downtown Lancaster during Downtown Holiday Weekends, featuring food, tree lightings, music, gingerbread displays, and carriage rides. The season is celebrated throughout the region with special holiday tours at Rock Ford Plantation, Hans Herr House, and the Ephrata Cloister in Ephrata; Victorian Christmas Week at Wheatland; and Christmas at Landis Valley.

Sports for the Spectator

The Lancaster Barnstormers are part of the Freedom Division of the Atlantic League of Professional baseball. The team, which started play in 2005, makes its home at Clipper Magazine Stadium. One of two spring highlights in downtown Lancaster is the Wachovia Cycling Series, which brings more than 200 of the world's top professional cyclists through the town's downtown on their way to Philadelphia. It is billed as the longest running and richest single-day cycling race in the U.S. The springtime five-mile Red Rose Run also draws hundreds of spectators and has been an area event for more than 25 years.

Lancasterians are also avid supporters of Philadelphia and Baltimore professional teams.

Sports for the Participant

Lancaster maintains nearly 300 acres of land in the form of community parks. The Lancaster Recreation Commission operates an active year-round schedule of adult and child-oriented sports and recreation programs. Park and recreation facilities include athletic fields, a street hockey rink, tennis courts, basketball courts, children's play equipment, and picnic areas. Dozens of state ski areas are accessible from Lancaster. Lancaster County features eight county parks covering about 2,003 acres. These include the Conewago Recreation Trail (rail trail) and the Theodore A. Parker III Natural Area. Central Park is the largest county park. It is located just south of Lancaster and features a skate park, garden rental plots, the Mill Creek Camping Area, an Environmental Center and Library, the County Pool, six pavilions, and the Garden of Five Senses. The Lancaster Host Golf Resort offers a Par 71 18-hole course and a miniature golf course.

Shopping and Dining

Downtown Lancaster is a thriving and architecturally interesting district supporting hundreds of businesses that offer distinctive jewelry, home decorations, apparel, books, antiques, music, crafts, and gifts. A favorite among tourists and locals is Central Market, where baked goods, crafts, flowers, fresh produce, and Pennsylvania Dutch food and other ethnic delicacies are abundant. Park City Center, located in the city, is one of the largest malls in the state with 1.4 million square feet of space and about 170 stores. The northern end of the county is known for its weekend flea markets and antiques mall. With almost 1,000 Amish "micro enterprises" in existence, it's possible to locate everything from traditional handcrafted quilts to rolltop desks and Adirondack chairs—all within a few miles of each other in the surrounding countryside. Some shops are in family homes; other businesses have showrooms filled with beautiful handcrafts.

With the dozens of restaurants located in Lancaster's downtown area, diners can choose from a casual pub experience to elegant dining, as well as enjoy Thai, Chinese, Jamaican, Italian, and other ethnic cuisines. Pennsylvania Dutch specialties such as chicken pot pie, schnitz and knepp (dried apples with ham and dumplings), apple butter, and shoofly pie (actually a molasses sponge cake baked in a crust) are served in restaurants located throughout the nearby countryside; some of these restaurants are housed in eighteenth- and nineteenth-century inns that lined the country's first paved road.

Visitor Information: Pennsylvania Dutch Convention and Visitors Bureau, 501 Greenfield Rd., Lancaster, PA 17601; telephone (800)PA-DUTCH; www.padutchcountry.com

■ Convention Facilities

Within the city of Lancaster, the Hotel Brunswick, located downtown, offers excellent facilities within close proximity to historic sites, specialty shops, and the oldest continuously operating farmer's market in the United States; its facilities cover 28,000 square feet of meeting space and 20 different meeting rooms. The county's largest meeting facility, the Lancaster Host Resort and Conference Center, occupies 225 acres and offers an 18-hole golf course, tennis, basketball, volleyball, swimming pools, and a fitness trail. Meeting and exhibit space of more than 80,000 square feet includes 25 flexible function rooms, a grand ballroom for 1,000 guests, and a 23,000-square-foot expo center. Sleeping rooms total 330 with many overflow properties within close proximity.

The Best Western Eden Resort Inn & Conference Center offers 25,000 square feet of first-class flexible meeting space and thirteen distinctive banquet rooms. Residential suites for important clients, two pools, wireless internet access, and a total of 276 deluxe guest rooms are available. The Netherlands Inn and Spa, a 102-room retreat location nestled amidst farmland, offers more than 7,000 square feet of meeting space for a unique and peaceful experience. The Willow Valley Resort & Conference Center can accommodate groups of 15 to 1,000 people in a 342-room resort with 16 meeting rooms totaling more than 20,000 square feet. This resort also has amenities such as golf, indoor and outdoor swimming pools, a fitness facility, tennis, family activities, and outstanding cuisine.

Scheduled to open in 2009, the new Lancaster County Convention Center is expected to feature a 45,000-square-foot Exhibit Hall and a 9,000-square-foot ballroom. An adjoining Marriott Lancaster hotel will offer an additional 25,000 square feet of meeting space and 300 guest rooms.

Convention Information: Pennsylvania Dutch Convention and Visitors Bureau, 501 Greenfield Rd., Lancaster, PA 17601; telephone (800)PA-DUTCH; www.padutchcountry.com

■ Transportation

Approaching the City

Airline service into Lancaster Airport is available from Pittsburgh and Philadelphia. Corporate and charter flights are welcomed at Lancaster Airport as well. Limousine and taxi service, as well as free long and short term parking are available. Baltimore/Washington International Airport and Philadelphia International Airport are both less than two hours away. Three Amtrak stations are located in Lancaster county—in the city of Lancaster and in the boroughs of Mount Joy and Elizabethtown;

Amtrak's Chicago to New York City service passes through Lancaster. Greyhound and Capitol Trailways offer service to points across the country. All of the state's major highways converge in the city with the exception of the Pennsylvania Turnpike, which encompasses interchanges at U.S. 222, PA 72, and PA 23, 15 miles north of the city. The convenience of these highways make Lancaster a three-hour drive from New York City, a 90-minute drive from Philadelphia, and a two and a half hour drive from Washington, D.C.

Traveling in the City

Walking is a popular pastime in Lancaster and Historic Lancaster Walking Tours, led by guides in colonial costumes, are offered daily from April through October. Red Rose Transit Authority services 2.5 million passengers with city and county buses on 16 routes.

■ Communications

Newspapers and Magazines

Lancaster Newspapers, Inc., provides citizens with two daily papers and one weekly paper: *Intelligencer Journal* and the *Lancaster New Era*, and the *Sunday News*. Although all three newspapers are owned by the same corporation, they have completely separate staffs and the publications actively compete with each other. *La Voz Hispana*, a bimonthly, tabloid-sized newspaper, caters to Lancaster's Hispanic and Latino communities with local, national, and international news and events written in both Spanish and English.

Television and Radio

Nine AM and FM radio stations are based in Lancaster, with reception from Philadelphia and other cities in the state as well. Two television stations, Channel 15 and Channel 8, broadcast from Lancaster as well.

Media Information: Lancaster Newspapers, Inc., P.O. Box 1328, Lancaster, PA 17608; telephone (717) 291-8811; http://lancasteronline.com

Lancaster Online

City of Lancaster. Available www.cityoflancasterpa.com

Economic Development Company of Lancaster County. Available www.edclancaster.com

Lancaster Chamber of Commerce and Industry. Available www.lcci.com

Lancaster County, PA. Available www.co.lancaster.pa.us

Lancaster Pennsylvania Dutch Convention and Visitors Bureau. Available www.padutchcountry.com

School District of Lancaster. Available www.lancaster.k12.pa.us
Lancaster Public Library. Available www.lancaster.lib.pa.us

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Philadelphia

■ The City in Brief

Founded: 1682 (incorporated 1701)

Head Official: Mayor Michael A. Nutter (D) (since 2008)

City Population

1980: 1,688,210

1990: 1,585,577

2000: 1,517,550

2006 estimate: 1,448,394

Percent change, 1990–2000: –4.5%

U.S. rank in 1980: 4th

U.S. rank in 1990: 5th

U.S. rank in 2000: 6th (State rank: 1st)

Metropolitan Area Population

1980: 4,717,000 (PMSA)

1990: 5,892,937

2000: 6,188,463

2006 estimate: 5,826,742

Percent change, 1990–2000: 24.5%

U.S. rank in 1980: 4th (CMSA)

U.S. rank in 1990: 5th (CMSA)

U.S. rank in 2000: 6th (CMSA)

Area: 135.09 square miles (2000)

Elevation: ranges from 5 feet to 431 feet above sea level

Average Annual Temperatures: January, 32.3° F; July, 77.6° F; annual average, 55.3° F

Average Annual Precipitation: 42.05 inches of rain; 20.5 inches of snow

Major Economic Sectors: pharmaceuticals, biotechnology, healthcare, communications, manufacturing, retail trade, finance, insurance, real estate, services, government

Unemployment Rate: 4.3% (June 2007)

Per Capita Income: \$19,140 (2005)

2005 FBI Crime Index Property: 60,419

2005 FBI Crime Index Violent: 21,609

Major Colleges and Universities: University of Pennsylvania; Drexel University; Thomas Jefferson University; Temple University; Philadelphia University; St. Joseph's University; La Salle University; Haverford College; Swarthmore College; Bryn Mawr College

Daily Newspaper: *Philadelphia Inquirer*; *Philadelphia Daily News*

■ Introduction

Rich in history and culture, Philadelphia has been in the forefront of the nation's intellectual, economic, and humanitarian development for more than three hundred years. Today its efforts are being directed to restoration with an emphasis on preserving the best of the past while allowing for the development of a vigorous new city. A city of neighborhoods, trees, parks, and open spaces, Philadelphia offers the advantages of living in a big city while maintaining a small-town atmosphere and preserving reminders of its dignified past. The Greater Philadelphia area has been on numerous best city lists as a good place to balance work and family life.

■ Geography and Climate

Philadelphia is located at the confluence of the Delaware and Schuylkill rivers on the eastern border of Pennsylvania. The Appalachian Mountains to the west and the Atlantic Ocean to the east moderate the climate, eliminating extremes of hot and cold weather. Occasionally

during the summer months the city becomes engulfed in ocean air that brings high humidity. Precipitation is fairly evenly distributed throughout the year, with maximum amounts during the summer months occasionally flooding the Schuylkill River. Snowfall is usually higher in the northern suburbs than in the city, where snow often turns to rain. High winds sometimes prevail during the winter months.

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■ History

Quakers Receive Pennsylvania Grant

At the time the first settlers of European descent arrived in the area now known as Philadelphia, it was inhabited chiefly by Native Americans who called themselves Lenni-Lenape; settlers called them Delawares. Intertribal warfare had weakened the native tribes, and the advance of colonial settlement pushed them farther west, causing great hostility. The Netherlands laid claim to the area in 1609 when Henry Hudson, an Englishman in the Dutch service, sailed into Delaware Bay; around 1647 the Dutch began to build trading posts. The Dutch were ousted by the English in 1664.

In 1681 England's King Charles granted William Penn the territory now known as Pennsylvania in exchange for a debt owed Penn's father. Penn, wealthy and well educated, had committed himself to the Society of Friends, also called Quakers, who practiced a form of religion generally regarded by society with suspicion because of its tenets and its insistence upon simplicity in speech and dress. Penn himself had been imprisoned four times for voicing his beliefs and King Charles was only too happy to be rid of him and his followers.

Although he had been granted all the land in Pennsylvania, Penn chose to buy the claims of any native people still living there, which set a new standard in colonial settlers' relations with Native Americans. Penn dispatched his cousin to lay out a city, which he called Philadelphia, from the Greek for "brotherly love," and which Penn envisioned as a haven for his fellow Quakers to enjoy freedom of worship and the chance to govern themselves. He charged his cousin with laying out a "greene Country Towne, which will never be burnt, and always be wholesome." The city was laid out in a grid, with large lots, wide streets, and a provision for five city parks, four of which still survive. Historians note that

Philadelphia was one of the first cities in the New World built according to a plan.

The Quakers were not only humanitarians but shrewd businesspeople as well. They offered large tracts of land at reasonable prices and advertised throughout Europe for settlers. Attracted by the liberality and tolerance of the Quaker government, and looking for better economic opportunities, thousands of immigrant families soon began arriving, including a group of German Quakers who established the first German settlement in America.

Prosperity and Culture Distinguish City

From the beginning Philadelphia was a leading agricultural area, and because of its location at the confluence of the Delaware and Schuylkill rivers, shipyards flourished. Farm products were exchanged for sugar and rum in the West Indies, and these in turn were exchanged for English manufactured goods. Abundant natural resources, including coal and iron, helped Philadelphia become an early industrial leader. Other significant early industries included home manufacture of textiles, printing, publishing, and papermaking. By the 1770s Philadelphia was one of the most important business centers in the British Empire.

This prosperity and William Penn's principles attracted the best minds of the day to Philadelphia. Among the city's illustrious early residents was the young Benjamin Franklin, scientist and intellectual. His many accomplishments include the publication of the *Pennsylvania Gazette*, one of the best of the colonial newspapers; he also established the colonies' first hospital, first free library, and first learned society, the American Philosophical Society. Perceiving the need for higher education, Franklin was instrumental in the founding of the institution that later became the University of Pennsylvania.

During the late 1700s many fine private and public buildings were constructed in Philadelphia, such as Andrew Hamilton's Independence Hall. Oil painting flourished and Philadelphia came to be known as an "Athens of America." By 1774 a sophisticated populace was chafing at the restrictions placed on them by the British king. Because of Philadelphia's strategic location near the middle of colonial settlement, and the importance of winning Quaker support, the delegates who formed the First Continental Congress in 1774 chose Philadelphia as the site for their discussions. The Second Continental Congress proclaimed the colonists' Declaration of Independence in Philadelphia and, when the Revolutionary War broke out in full force, Philadelphia became the capital of the revolutionary movement. Following the American patriots' victory at Yorktown, the Constitutional Convention delegates met in Philadelphia. In 1787 they framed the document that was to become the basis of America's governmental structure.

Philadelphia then served as the capital of the United States from 1790 to 1800.

In the early 1800s Philadelphia began an ambitious program of building canals and railroads and developing coal fields, thus laying the foundation of its industrial power. Philadelphia's railroad lines, which by 1834 comprised a quarter of the nation's total, expedited the development of industry.

New Residents Meet Modern Challenges

When the issue of slavery became acute, many African American leaders centered their activities in Philadelphia. The city became the focal point of one of the most important African American communities in the nation. Philadelphia's industrial strength contributed to the Union's military and economic advantage over the South during the Civil War of 1861 to 1865.

Pennsylvania had been one of the first colonies to admit Catholics and Jews. The increasing demand for factory workers in the late 1800s and early 1900s attracted hundreds of thousands of immigrants of Irish, German, Italian, and Polish descent, who created many distinctive ethnic neighborhoods throughout the city. At the same time, the development of the railroad made commuting easier, and the city's elite began moving to the suburbs that—as they grew up along the main line of the Pennsylvania Railroad—became known as the “Main Line.” By the 1930s the modern city had emerged, with outlying residential districts segregated by income, race, and ethnic origin.

Philadelphia's industrial progress brought with it the exacerbation of differences in wealth. After the Great Depression of the 1930s Philadelphia became a union town, and labor strikes were common. Political machines that had emerged after the Civil War became sophisticated in the ways of manipulating the political processes, particularly through the new immigrant groups. Discrimination in housing resulted in overcrowded African American districts. During the 1960s Philadelphia was shaken by race riots born of decades of inadequate housing and discriminatory practices.

A reform movement, begun in 1939, prompted Philadelphia in 1951 to adopt a new city charter and elect Mayor Joseph Clark, who began a vast urban renewal program. Slated for completion in the early 21st century, this program called for the improvement of highways and the transportation system, housing projects, and the building of more libraries, parks, and shopping and recreation centers. However, a recession and mounting social problems saw Philadelphia teetering on the edge of bankruptcy by the early 1990s.

Economic Woes Reversed

A former prosecutor, Edward G. Rendell, was sworn in as the mayor in 1992, promising “dramatic change from top to bottom.” On his watch Rendell was credited with

bringing labor costs into line, rallying Philadelphia's business community, bringing back strong bond ratings, and securing the 2000 Republican National Convention, as well as spurring resurgence in development in the city, from a new \$500 million convention center, to the \$330 million Avenue of the Arts.

In 2000 John Street became mayor of Philadelphia. The former Philadelphia city council president had worked with Rendell and helped save the city of Philadelphia from bankruptcy, turning a \$250 million deficit into the largest surplus in Philadelphia history in 1998. A lawyer and one-time activist, Street was the city's second African American mayor. He was succeeded by Michael Nutter, who took office in 2008.

Historical Information: Historical Society of Pennsylvania, 1300 Locust Street, Philadelphia, PA 19107; telephone (215)732-6200; www.hsp.org

■ Population Profile

Metropolitan Area Residents

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 1990: 5,892,937
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 2006 estimate: 5,826,742
 Percent change, 1990–2000: 24.5%
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 2006 estimate: 1,448,394
 Percent change, 1990–2000: –4.5%
 U.S. rank in 1980: 4th
 U.S. rank in 1990: 5th
 U.S. rank in 2000: 6th (State rank: 1st)

Density: 11,233.6 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 592,159
 Black: 628,312
 American Indian and Alaska Native: 3,079
 Asian: 72,898
 Native Hawaiian and Pacific Islander: 442
 Hispanic or Latino (may be of any race): 146,856
 Other: 88,554

Percent of residents born in state: 71.7% (2000)

Age characteristics (2005)

Population under 5 years old: 109,107



©Richard Berenholtz/Corbis.

Population 5 to 9 years old: 94,020
Population 10 to 14 years old: 102,082
Population 15 to 19 years old: 98,379
Population 20 to 24 years old: 97,540
Population 25 to 34 years old: 194,635
Population 35 to 44 years old: 200,704
Population 45 to 54 years old: 192,782
Population 55 to 59 years old: 79,831
Population 60 to 64 years old: 59,003
Population 65 to 74 years old: 83,546
Population 75 to 84 years old: 70,817
Population 85 years and older: 23,969
Median age: 35.3 years

Births (2006, Metropolitan Division)

Total number: 50,825

Deaths (2006, Metropolitan Division)

Total number: 37,217

Money income (2005)

Per capita income: \$19,140
Median household income: \$32,573
Total households: 565,433

Number of households with income of . . .

less than \$10,000: 92,718
\$10,000 to \$14,999: 52,626
\$15,000 to \$24,999: 84,322
\$25,000 to \$34,999: 67,502
\$35,000 to \$49,999: 84,434
\$50,000 to \$74,999: 91,549
\$75,000 to \$99,999: 45,162
\$100,000 to \$149,999: 29,998
\$150,000 to \$199,999: 9,701
\$200,000 or more: 7,421

Percent of families below poverty level: 13.2% (2005)

2005 FBI Crime Index Property: 60,419

2005 FBI Crime Index Violent: 21,609

■ **Municipal Government**

Philadelphia city and county are the same entity. The city passed what is widely considered to be the nation's first modern big-city charter in 1951; under this charter the city council was removed from its administrative role and

the staff and powers of the mayor were increased. Elections are held every four years, at which time the mayor and 7 council members are elected at large and 10 council members are elected by districts. The mayor may serve an unlimited number of terms but not more than two consecutively.

Head Official: Mayor Michael A. Nutter (D) (since 2008; term expires January 2012)

Total Number of City Employees: 30,000 (2007)

City Information: City Hall, Room 215, Philadelphia, PA 19107; telephone (215)686-2181; www.phila.gov

■ Economy

Major Industries and Commercial Activity

Manufacturing and the related distribution sector were traditionally the backbone of the Philadelphia economy. Since the end of World War II this industrial base has declined, as it has in many of the established industrial cities of the Northeast and upper Midwest, as many firms moved to new locations in the suburbs or migrated to other regions of the country. Today, the region has evolved into a more diverse economy geared toward information and service-based businesses.

Health care and education make up the largest employment industries in the city, with major employers including the University of Pennsylvania, Thomas Jefferson University Hospital, the Children's Hospital of Philadelphia, and Temple University. Trade, transportation, and utilities are the next largest industry group, with major employers including the Southeastern Pennsylvania Transportation Authority and US Airways.

Professional and business services continue to grow in importance to the local economy. The Greater Philadelphia region has become one of the major corporate centers in the United States. Many companies are locating or expanding facilities in the area. They are attracted by the area's location at the center of the country's largest market, the access to transportation, the availability of medical, engineering, and business schools to supply technical talent, and the open land for industrial park development. Center City is still the financial, governmental, and cultural hub of the region. Concerted efforts over the last several years by government, business leaders, and concerned citizens to improve Philadelphia's reputation as a corporate host have borne fruit, and the city is continuing to be discovered as an attractive place to live and work. Major Fortune 500 companies with headquarters or offices in Philadelphia include Sunoco, Comcast, Cigna, Aramark, Lincoln National, Rohm & Haas, Crown Holdings, and Sovereign Bancorp.

Few cities in the country can match Philadelphia's historic attractions, and the city plays host to millions of tourists each year. Thus, tourism remains an important segment of the local economy.

Items and goods produced: chemicals, pharmaceuticals, office and computing equipment, fiber optics, cellular technology, instruments, biomedical products, fabricated metal products, paper products, processed foods, clothing, petrochemicals, machinery

Incentive Programs—New and Existing Companies

Local programs: Several organizations provide assistance for business owners in the greater Philadelphia area. These include the Central Philadelphia development Corporation, the Greater Philadelphia Chamber of Commerce, and Select Greater Philadelphia. Philadelphia Industrial Development Corporation and the Philadelphia Commercial Development Corporation enable the city to provide low-cost financing for acquisition, construction, and equipment. The city offers a 10-year real estate tax abatement for business property owners making land or building improvements.

State programs: The state offers several funding and financing programs for new, expanding, or relocating businesses. The Building PA program offers Mezzanine capital for qualifying building construction projects. The First Industries Fund is specifically designed to benefit businesses in agriculture and tourism. A Research and Development Tax Credit is available for up to 10 percent of the company's increased research and development expenses. The state's Job Creation Tax Credits program provides \$1,000-per-job tax credit to approved businesses that agree to create jobs within three years. Other programs include the Ben Franklin Partnership Grants for Technological Innovation, the Infrastructure Development Program, Machinery and Equipment Loan Fund, and the SBA 504 Loan Program.

There are about a dozen zones throughout the Philadelphia area that have been designated by the state as Keystone Opportunity Zones (KOZs). Businesses within the KOZs are exempt from most state business and income taxes until 2013. University City Science Center in Philadelphia has been designated as a Keystone Innovation Zone (KIZ). The purpose of the KIZ initiative is to foster growth and commercialization in research and development occurring at colleges and universities. Special grants and tax credits are available for KIZ companies.

The city has three federally designated Empowerment Zone (EZ) neighborhoods. The Empowerment Zone program is a federally funded initiative established to foster economic development in distressed rural and urban communities. Businesses located within the EZ or

hiring employees who live in the EZ may receive special tax incentives and financing. The Philadelphia Foreign Trade Zone (FTZ) 35 covers over 3,238 acres in southeastern Pennsylvania. Businesses located within an FTZ are eligible for special incentives, including reduced or eliminated customs duties on imported and exported goods. A large part of the city has also been designated as a Renewal Community by the U.S. Department of Housing and Urban Development. The program encourages municipal self-sufficiency through a variety of federal tax credits. Some of the programs include a Welfare to Work Credit, tax deductions on qualified revitalization costs, and tax credits for employing residents of the Renewal Community zone.

Job training programs: The most widely used state and federal programs to help employers reduce the costs of hiring and training workers include the federal 1998 Workforce Investment Act (WIA), Customized Job Training (CJT) funded by the Commonwealth of Pennsylvania and maintained by the Pennsylvania Workforce Development department, Work Opportunity Tax Credit (WOTC) Program, and a state-tax-credit Employment Incentive Payment (EIP) Program.

The Philadelphia Industrial Development Corporation (PIDC) assists in the development of the workforce by partnering with the Philadelphia Workforce Development Corporation (PWDC), the Delaware Valley Industrial Resource Center, and the Collegiate Consortium to provide job training, program funding, and technical assistance. The PIDC offers a broad spectrum of qualified workers, and can customize programs such as on-the-job training, for which the employer receives some reimbursement; targeted programming for specific populations; customized training for specific job skills; recruitment, and referral and assessment aid. The PWDC Transitional Workforce Division provides training, support, education, employment, and other services to some of the region's most needy job seekers.

Development Projects

The Navy Yard Keystone Innovation Zone has been the site of a number of new developments in the mid-2000s. The Navy Yard is a 1,000-acre, mixed-use development in South Philadelphia that is managed by the Philadelphia Industrial Development Corporation (PIDC). Once a military site, it now serves as a prime site for industrial office and research activities with over 7,000 employees and 70 private companies. Since 2006, over \$20 million in upgrades have been made in street grid, utilities, and new construction. In 2007 Tasty Baking Co. announced that it would build a new highly-automated bakery and distribution centre at the Yard, to open in 2009; the project will cost about \$75 million. In 2008 about \$3.2 million in federal funds were appropriated for improvements of the Navy Yard

seawall and for a study of the feasibility of extending the Broad Street subway to the Navy Yard.

In 2007 the University of Pennsylvania announced plans to build a \$370 million biomedical research facility on its West Philadelphia campus. The 500,000-square-foot, 10-story building will be connected to the new Perelman Center for Advanced Medicine, which is scheduled to open in 2008. The Perelman Center will house the Roberts Proton Therapy Center (scheduled to open in 2009) which will be the largest center of its kind in the world and one of six in the country.

In late 2007, about 18 hotel projects were in planning stages or under construction within the Center City area, near the Pennsylvania Convention Center. While not all of the projects are likely to be completed, city officials are hoping for enough to add at least 2,000 rooms in Center City by 2010. At least four other hotels were planned for University City and the Philadelphia Airport as of late 2007. The demand for new accommodations has been fueled by a \$700 million expansion project at the Pennsylvania Convention Center, which is also expected to be completed in 2010.

Economic Development Information: Philadelphia Industrial Development Corporation, 2600 Centre Square West, 1500 Market Street, Philadelphia, PA 19101; telephone (215)496-8020; www.pidc-pa.org

Commercial Shipping

The Philadelphia Regional Port Authority (PRPA) is home to one of the largest freshwater ports in the world. PRPA operates seven cargo terminal facilities along the Delaware River. Over 425 trucking companies and over 50 freight forwarders and brokers serve the ports. Rail freight service is offered by CP Rail, CSX, and Norfolk Southern. Philadelphia International Airport ranks among the top 20 U.S. airports in cargo and airmail tonnage. The port and airport are part of a designated Foreign Trade Zone.

Labor Force and Employment Outlook

In the past, Philadelphia's economy was dominated by manufacturing, providing half of the city's jobs. But as manufacturing has decreased, education and health care have emerged as principal drivers of the local economy. Employment projections for 2004 to 2014 indicate an overall decrease in nonfarm employment of about 4 percent. Health care and education jobs will increase moderately. Employment in professional services and arts, entertainment, and recreation are also expected to increase. Manufacturing will continue to decline by about 30 percent in non-durable goods and 18 percent in durable goods. Philadelphia is promoting itself as a center for biomedical and pharmaceutical companies. Tourism will most likely remain a stable industry.

About 76 percent of the population age 25 and older have earned a high school diploma or higher level of education. About 21 percent of the population 25 and older have obtained a bachelor's degree or higher.

The following is a summary of data regarding the Philadelphia Metropolitan Division metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,904,700

Number of workers employed in . . .

construction and mining: 83,000
 manufacturing: 156,800
 trade, transportation and utilities: 343,600
 information: 40,800
 financial activities: 146,200
 professional and business services: 290,000
 educational and health services: 393,200
 leisure and hospitality: 148,900
 other services: 84,900
 government: 217,400

Average hourly earnings of production workers employed in manufacturing: \$17.33

Unemployment rate: 4.3% (June 2007)

<i>Largest employers, 2005</i>	<i>Number of employees</i>
Federal Government	52,000
City of Philadelphia	30,000
Philadelphia School District	26,000
University of Philadelphia (incl. hospital)	22,605
Jefferson Health System	14,317
Temple University	12,000
MBNA	10,500
Merck and Company	10,000
DuPont	9,990
Christiana Health Care System	9,500
Vanguard Group Inc.	8,000

Cost of Living

Housing prices in Philadelphia tend to be lower than those in comparably sized cities, and are among the lowest in the Northeast. The housing stock dates from the 18th and 19th centuries and the city encourages preservation of the existing stock with federal, state, and private aid. The tax burden overall is high relative to other large cities nationwide.

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

2007 (1st quarter) ACCRA Average House Price: \$421,100

2007 (1st quarter) ACCRA Cost of Living Index: 125.3

State income tax rate: 3.07% of Taxable Income

State sales tax rate: 6.0%

Local income tax rate: 2.8%

Local sales tax rate: 1.0%

Property tax rate: 8.26% on every \$100 assessed

Economic Information: Select Greater Philadelphia, 200 S. Broad St., Suite 700, Philadelphia, PA 19102; telephone (215)790-3831 or (800)221-0774; www.selectgreaterphiladelphia.com

■ Education and Research

Elementary and Secondary Schools

The School District of Philadelphia is one of the top ten largest school districts in the nation. The city was one of the first in the nation to recognize the needs of gifted children and it supports a range of special admission schools providing programs for students ranging from academically gifted to talented in the creative and performing arts. Students have access to courses covering a wide variety of interests, including world languages and African American studies. In 2008 the district had 63 charter schools.

The following is a summary of data regarding the School District of Philadelphia as of the 2005–2006 school year.

Total enrollment: 196,000

Number of facilities

elementary schools: 175
 junior high/middle schools: 43
 senior high schools: 55
 other: 0

Student/teacher ratio: 15.2:1

Teacher salaries (2005–06)

elementary median: \$47,540
 junior high/middle median: \$54,010
 secondary median: \$50,970

Funding per pupil: \$8,551

The Roman Catholic Archdiocese of Philadelphia oversees one of the largest parochial school systems in the country, with more than 250 elementary and secondary schools in the city. About a third of elementary and secondary school students attend these and other private schools run by a variety of secular and religious groups such as the Society of Friends. Philadelphia is also home to the High School for the Creative and Performing Arts.

Public Schools Information: The School District of Philadelphia, 440 N. Broad Street, Philadelphia, PA 19130; telephone (215)400-4000; www.phila.k12.pa.us

Colleges and Universities

More than 80 degree-granting institutions operate in the Philadelphia region, offering the highest concentration of colleges and universities in America. Nearly 30 of them are located in the city.

The Ivy League's University of Pennsylvania was ranked as the fifth best university in the nation by *U.S. News & World Report* in 2008. The university has 4 undergraduate schools and 12 graduate and professional schools. The Wharton School (business) and the School of Nursing are considered to be among the best in the nation. Enrollment is about 23,980 students. As of 2008 there were five Nobel Prize recipients among the faculty.

Temple University has four campuses within the city of Philadelphia, including a 115-acre main campus and a 17-acre health Sciences Center. Temple offers 123 bachelor's programs, 114 master's programs, and 53 doctoral programs. Enrollment is over 35,000 in 17 schools and colleges.

Philadelphia University offers more than 50 fields of study in six schools. Enrollment is over 2,700 undergraduates and over 480 graduate students.

St. Joseph's University, founded by the Society of Jesuits in 1851, has an enrollment of about 7,300 students. Students may choose a course of study from 75 undergraduate programs and 46 graduate programs.

Drexel University has an enrollment of over 12,900 undergraduates and over 6,900 graduate and professional students in 13 schools and colleges. Drexel has one of the oldest and largest co-operative education programs in the nation. Under the Drexel co-op plan, students attend classes full-time for their entire freshman year. They may then alternate periods of full-time classroom studies and full-time professional employment with University-approved employers.

Thomas Jefferson University is an academic health center that consists of Jefferson Medical College, the Jefferson College of Graduate Studies, the Jefferson College of Health Professions, and associated University services. The Art Institute in Philadelphia offers courses in culinary arts as well as visual arts, fashion, and graphic design.

The Community College of Philadelphia has over 70 career and transfer programs in business, humanities, allied health, science and technology and the social and behavioral sciences. Annual enrollment is about 37,000 students in credit and noncredit courses.

Other schools in the city include La Salle University, Chestnut Hill College, and Holy Family University. Suburban to Philadelphia are prestigious Swarthmore, Haverford, and Bryn Mawr colleges. The Philadelphia region's six medical schools graduate nearly 20 percent of the nation's physicians.

Libraries and Research Centers

Philadelphia's public library, the Free Library of Philadelphia, consists of the Central Library, 54 branch libraries throughout the city, Homebound Services, and a Library for the Blind and Physically Handicapped. Collections number more than 6 million bound volumes and non-book items, including photographs, maps, microfilms, manuscripts, government documents, and other materials. The staff supports service to nearly a half-million registered borrowers; circulation totals almost 6,500,000 items annually. A \$30 million expansion of the Central Library underway in 2005 will offer an additional 160,000 square feet of space, including a 600-seat auditorium. Notable special collections in the Central Library include the Automotive Reference Collection; the Theatre Collection of more than a million items; the Edwin A. Fleisher Music Collection, reportedly the world's largest library of orchestral scores with complete parts; the Rare Book Collection, which includes several original manuscripts of Edgar Allan Poe; and the Children's Literature collections, including the Beatrix Potter Collection. The Free Library of Philadelphia serves the area business community with comprehensive collections of resource materials. In particular, the Central Library and Northeast Regional Library provide specialized information services relating to business, industry, and finance.

The Philadelphia area is rich in special library collections on the topic of American history. Examples of these are the Library Company of Philadelphia, founded in 1731 and holding more than 450,000 volumes on pre-1860 Americana and Philadelphia subjects; and the library of the American Philosophical Society, holding 230,000 volumes and 5 million manuscripts on Americana and the history of American science. Philadelphia is also home to many institutional collections on the subjects of medicine, pharmacy, and science and technology, as well as corporate special libraries dealing with such topics as insurance, law, finance, computers, chemicals, and transportation.

The University of Pennsylvania libraries contain over 5.57 million books, 47,787 periodical subscriptions, and 4 million microforms.

From Ben Franklin's studies on electricity in the 1740s to the development 200 years later of ENIAC (Electronic Numerical Integrator and Computer), the world's first electronic digital computer, Philadelphia has enjoyed a long tradition as a leader in research and technology. Temple University, the University of Pennsylvania, and other area educational institutions support a total of more than 100 formal research centers. Several dozen of these specialize in the medical sciences, although a variety of other studies is also pursued, ranging from insect biocontrol to federalism. Philadelphia is also known for its corporate research activities, such as those of the Philadelphia Electric Company.

Public Library Information: Free Library of Philadelphia, 1901 Vine Street, Philadelphia, PA 19103; telephone (215)686-5322; www.library.phila.gov

■ Health Care

The area is home to several medical schools, dental schools, nursing schools, pharmacy colleges, and schools offering advanced degrees in biological sciences. World-class health care facilities can be found throughout the area such as the Alfred I. Du Pont Hospital for Children, Wills Eye Hospital, the Deborah Heart and Lung Center (site of the first open-heart surgery), and Fox Chase Cancer Center. The Hospital of the University of Pennsylvania (HUP) was listed on the Honor Roll of best hospital's in the nation by *U.S. News & World Report* in 2007. HUP sponsors a Comprehensive Cancer Center, the Center for Bloodless Medicine and Surgery, and the Pennsylvania Muscle Institute, to name just a few of the specialty centers of the hospital.

Children's Hospital of Philadelphia was ranked as the best pediatric care hospital in the nation by *U.S. News & World Report*. Hahnemann University Hospital, which is operated by Tenet Health Systems, was ranked as one of the top 50 best hospitals in the nation for heart care in the same survey. St. Christopher's Hospital for Children is also a part of the Tenet Health System.

The Albert Einstein Health Care Network manages the Albert Einstein Medical Center, the Belmont Behavioral Health centers, Einstein Center One (outpatient surgery), Germantown Community Health Services, and Moss Rehab Centers. Thomas Jefferson University Hospital is host of numerous specialty centers, including CancerCare, Aortic Center at Jefferson, Jefferson Hospital for Neuroscience, the Children's Rehabilitation Hospital, and the Center for Minimally Invasive Cranial Base Surgery and Endoscopic Neurosurgery, to name a few. Thomas Jefferson University Hospital also maintains a federally funded Center for Bioterrorism and Disaster Preparedness. Frankford Hospitals has two hospital campuses in Philadelphia: the Frankford Campus and the Torresdale Campus.

The city is served by more than a dozen regional trauma centers. The growth of the biotechnology companies in the last two decades has gained the area the reputation as the nation's foremost pharmaceutical and technology center.

■ Recreation

Sightseeing

Philadelphia ranks third in the nation among cities with the greatest number of historic sites. Notable among them are Independence National Historical Park, dubbed "the most historic square mile in America," where the

many landmarks either remain intact as they existed 200 years ago or have been restored. Independence Hall—where the Declaration of Independence and the Constitution were written—is among the park's 26 interesting sites, which also include the Liberty Bell Pavilion, the Second Bank of the United States, and City Tavern, a reconstruction of the Revolutionary-era inn that operates today, serving visitors fare commonly prepared 200 years ago.

Historic homes throughout the city are open to the public—including Franklin Court and the Betsy Ross House—and many architectural styles are represented. Several historic churches also remain in Philadelphia. Other points of interest are the United States Mint and Penn's Landing, where harbor tours are available. The city is known, too, for its fine parks, including Fairmount Park, reportedly the largest landscaped urban park in the world and site of the nation's first zoo. The Park contains more than 200 pieces of sculpture. Philadelphia and its environs can be toured by bus or trolley.

Arts and Culture

Philadelphia's efforts to strengthen its downtown artistic attractions are centered on a 3.5-mile-long stretch along Broad Street dubbed the Avenue of the Arts. The Academy of Music, opened in 1857, is located there in the Kimmel Center for the Performing Arts, which includes Verizon Hall, Perelman Theater, Innovation Studio, and the Merck Arts Education Center. The Kimmel Center is also home to the world-class Philadelphia Orchestra, Philly Pops, Opera Company of Philadelphia, Pennsylvania Ballet, Chamber Orchestra of Philadelphia, American Theater Arts for Youth, PHILADANCO, and The Philadelphia Chamber Music Society.

The Arden Theater is a professional regional theater, offering theatrical and educational programs and productions. Other leading Philadelphia theater groups include the Philadelphia Theatre Company, the Venture Theatre, Freedom Theatre, Hedgerow Theatre, Society Hill Playhouse, and the Media Theater for Performing Arts. Broadway and off-Broadway productions are presented at Forrest Theater and at the Merriam Theater at the University of the Arts. The Annenberg Center at the University of Pennsylvania presents the annual Dance Celebration, children's shows, and other performances in its three theaters. Several other university-affiliated theaters stage productions as well.

The Pennsylvania Ballet's annual performance of *The Nutcracker* has become a holiday tradition. Dance performances are also presented at the Annenberg Center and by other leading troupes such as the Leon Evans Dance Theatre.

Considered one of the world's great art museums, the Philadelphia Museum of Art houses more than 500,000 works dating from the Western Middle Ages onward; Asian art is also represented. The Museum also

runs the Rodin Museum, said to possess the largest collection of that artist's sculptures outside of Paris, and historic houses in Fairmount Park (seven of these are open to the public at Christmas, decorated as they might have been when built). The Pennsylvania Academy of the Fine Arts, one of the oldest art museums and schools in the country and deemed an architectural masterpiece, displays more than seven thousand works of American art dating from 1750. The Barnes Foundation Gallery features more than 1,000 rarely seen works by the Impressionists and other nineteenth-century painters. The Academy of Natural Sciences Museum, the nation's oldest institution of its kind, features such exhibits as "Butterflies" and "Raptors: Hunter of the Sky". A national memorial to Benjamin Franklin, the Franklin Institute Science Museum and Planetarium features fascinating exhibits that move and can be moved, and it houses many of Franklin's personal effects. Philadelphia's newer museums include the Afro-American Historical and Cultural Museum, the Mummer's Museum, and the Port of History Museum at Penn's Landing; the latter features changing local and international exhibits of arts and crafts and photography. The Perelman Antique Toy Museum and the Please Touch Museum specialize in children's interests. In addition, many small museums are housed in restored buildings throughout the city.

Arts and Culture Information: Greater Philadelphia Cultural Alliance, 1616 Walnut, Suite 600, Philadelphia, PA 19103; telephone (215)557-7811; www.philaculture.org

Festivals and Holidays

Philadelphia welcomes the new year with its famous New Year's Day parade, featuring 30,000 Mummer's (costumed and/or masked musicians and actors). February features the Philadelphia's Pepsi String Band Show of Shows, an indoor musical extravaganza, which leads to March's Philadelphia Flower Show (considered the top such event in the country), the St. Patrick's Day Parade, and the Book and Cook Festival, which teams famous cookbook authors with local chefs to create culinary wonders. The arrival of spring is heralded in Philadelphia by Valborgsmassofaften (Spring Festival), a Swedish tradition. During its annual Sunoco Welcome America! Philadelphia celebrates the Fourth of July—Independence Day—with gusto: four nights of music, fireworks, a food festival, and a parade culminate in the Mummer's performance of a special summer "strut" at Independence Hall. The Philadelphia Festival in August, one of the country's oldest outdoor musical events, has become an end-of-summer ritual for "folkies" from around the country. The Craft Show at the Pennsylvania Convention Center in November, sponsored by the Philadelphia Museum of Art, has had a great influence on the current American crafts revival. Philadelphia's Thanksgiving Day

Parade in November is the oldest of its kind in the country.

The city in addition hosts the PECO Energy Jazz Festival, Jam on the River, Army-Navy Football Game, and many other ethnically-related festivals, music festivals, and art fairs.

Sports for the Spectator

With more than 200 years of athletic competition history, Philadelphia is considered a premier sports city. Along with a busy annual sports calendar, first-class facilities, 10 professional teams, and more than 60 intercollegiate athletic programs, the city has also hosted many premiere sporting events such as the 2002 NBA All-Star Game. The nation's fourth largest media market, Philadelphia boasts extensive athletic facilities, including the Liacouras Center at Temple University and Wachovia Complex, where the National Hockey League Flyers host games during the season. The Wachovia Complex is also home to the National Basketball Association 76ers, the American Hockey League Phantoms, the Wings of the National Lacrosse League, and the Kixx of the Major Indoor Soccer League. Two new state-of-the-art facilities contribute to Philadelphia's reputation as a top sports location: the National Football League Eagles' new home, Lincoln Financial Field, opened in August 2003, while the Major League Baseball Phillies' new ballpark, Citizens Bank Park, opened in April 2004.

Suburban to Philadelphia are a number of racetracks offering thoroughbred racing from summer through winter and trotter racing in the summer only. Collegiate athletic events of all kinds are regularly scheduled at the many colleges and universities in the area.

Sports for the Participant

While Philadelphia's park system includes hundreds of parks and playgrounds, Fairmount Park is the center of the city's recreational activities. Located throughout its 9,204 landscaped acres are 215 miles of trails; baseball diamonds and tennis courts; football, soccer, cricket, field hockey, and rugby fields; golf courses; a rowing course and a stocked trout stream; and a variety of other recreational opportunities. The RiverRink at Penn's Landing offers public skating days and evenings from November through February. The city maintains six municipal golf courses. Indoor tennis is available at the University of Pennsylvania's Robert P. Levy Tennis Pavilion.

Shopping and Dining

Philadelphia is a city of shops rather than huge merchandising outlets. From major department stores, such as Strawbridge's, to complexes such as The Shops at Liberty Place, to the boutiques and specialty shops of Rittenhouse Row, the city is brimming with fine shopping. A downtown area renaissance has attracted many new stores and shopping areas. Casual South Street offers

a colorful variety of galleries, avant garde fashions, antique shops, and bookstores. Society Hill, a restored colonial neighborhood, is home to a waterfront shopping complex. The Bourse, across from Independence Hall, houses a collection of specialty shops and restaurants in a restored Victorian stock exchange. A few blocks away is Pine Street's Antique Row. The Gallery at Market East contains more than 230 shops and restaurants. Jewelers' Row is one of the world's largest and oldest diamond centers. The stretches north, south, and west of downtown contain several shopping centers, including the Shops of Chestnut Hill in the historic Germantown neighborhood, and the lively Italian Market.

Philadelphia has been called one of the best restaurant cities in the country. Its Le Bec Fen is a local favorite. New restaurants are proliferating in Philadelphia and national and international cuisines are well represented in the city's restaurants, where dining styles range from casual to elegant. Seafood is a local favorite, as are Philadelphia cheesesteaks and soft pretzels with mustard. Early in colonial history, Pennsylvania Dutch scrapple—an aromatic mixture of cornmeal and pork scraps formed into a loaf—became essential to the proper Philadelphian's breakfast menu. This specialty can still be found on regional bills of fare, as can Philadelphia Pepper Pot, a peppery tripe soup. At the Reading Terminal Market, formerly a hub for trains and food distributors, 80 merchants cater to the lunchtime crowd, offering unusual multiethnic fare ranging from Mexican mole to Mennonite-made shoo-fly pies.

Visitor Information: Philadelphia Convention and Visitors Bureau, 1700 Market Street, Suite 3000, Philadelphia, PA 19103; telephone (215)636-3300; www.philadelphiusa.travel

■ Convention Facilities

The Pennsylvania Convention Center covers six city blocks in the heart of the city and offers 440,120 square feet of exhibit space, including a 32,000-square-foot ballroom and more than 50 meeting rooms. It encompasses historic Reading Terminal Market. The facility was in the midst of an expansion project in early 2008. When the project is completed, the center will have 541,000 square feet available, two ballrooms totaling 93,000 square feet, 87 meeting rooms, and a fully equipped main kitchen. Another major convention facility is the Civic Center, with 382,000 square feet of exhibit space, auditorium seating for 12,500 people, and 30 meeting rooms. Ample hotel space is available to accommodate guests and meetings.

Convention Information: Philadelphia Convention and Visitors Bureau, 1700 Market Street, Suite 3000, Philadelphia, PA 19103; telephone (215)636-3300; www.philadelphiusa.travel

■ Transportation

Approaching the City

The Philadelphia International Airport, located about seven miles from Philadelphia, offers service to more than 100 foreign and domestic cities and is connected with the city by the high-speed SEPTA Airport Rail Line. Fourteen other airports are located within commuting distance of Philadelphia.

The city is served by the Pennsylvania and New Jersey turnpikes and by Interstate-95 and I-76. These highways and their connections allow easy access to the city from many parts of the country.

Amtrak provides rail service to and from Philadelphia on a variety of daily routes. An ambitious rail network links 13 area rail lines into a 272-mile system by which passengers can reach any commuter station from any other within a 50-mile radius. Luxury overnight trains operate between Philadelphia and a number of major cities in the Northeast, South, and Midwest.

Traveling in the City

Philadelphia is laid out in a basic grid pattern. The commercial, historic, and cultural center is 24 blocks long—stretching from the Delaware River on the east to the Schuylkill on the west and 12 blocks wide from Vine Street on the north to South Street.

The Southeastern Philadelphia Transportation Authority (SEPTA) operates a large fleet of buses throughout the city and suburbs. The Authority's Day-Pass allows travelers unlimited rides on the public transportation system for a flat rate. The city is served by two subway lines: The Market Frankford (east-west) and Broad Street (north-south). Because the streets are narrow in the Center City, traffic is often congested, and travel on foot or by taxi is recommended. The PHLASH-Downtown Loop purple buses provide a safe and convenient way for visitors to travel day and night to the city's most popular tourist destinations.

■ Communications

Newspapers and Magazines

Philadelphia's major daily newspapers are the *Philadelphia Inquirer* and the *Philadelphia Daily News*. The *Philadelphia Spotlight*, published weekly, focuses on visitor information and entertainment. *Philadelphia Weekly* is an alternative press publication. The *Philadelphia Tribune*, serving the African American community, is published three times a week. *Scoop USA*, published weekly, also serves the African American community. *Philadelphia Gay News* is available every Friday. *Jewish Exponent* is published every Thursday.

Well over a hundred scholarly journals are published in Philadelphia, including publications of the Philadelphia Historical Society; several law journals are published in the city as well.

Television and Radio

Philadelphia is served by 11 television stations. Cable services are also available. Stations originating in New York and New Jersey, and in nearby communities, are also accessible to Philadelphia viewers, as is cable service. Twenty-seven AM and FM radio stations broadcast a wide variety of radio programming ranging from classical to hard rock, gospel, Caribbean, big band, and jazz.

Media Information: Philadelphia Media Holdings, 400 North Broad St., Philadelphia, PA 19130; telephone (215)854-4500; www.philly.com

Philadelphia Online

City of Philadelphia. Available www.phila.gov
Free Library of Philadelphia. Available www.library.phila.gov
Greater Philadelphia Chamber of Commerce. Available www.greaterphilachamber.com
Historical Society of Pennsylvania. Available www.hsp.org

Philadelphia City Planning Commission. Available www.philaplanning.org
Philadelphia Convention and Visitor's Center. Available www.philadelphiausa.travel
Philadelphia Industrial Development Corporation. Available www.pidc-pa.org
Philadelphia Visitors Center. Available www.phillyvisitor.com
School District of Philadelphia. Available www.philsch.k12.pa.us

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Johnson, Gerald W., *Pattern for Liberty: The Story of Old Philadelphia* (New York: McGraw-Hill, 1952)
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Pittsburgh

■ The City in Brief

Founded: 1758 (incorporated 1816)

Head Official: Mayor Luke Ravenstahl (D) (since 2006)

City Population

1980: 423,959

1990: 369,879

2000: 334,563

2006 estimate: 312,819

Percent change, 1990–2000: –9.5%

U.S. rank in 1980: 30th

U.S. rank in 1990: 40th (State rank: 2nd)

U.S. rank in 2000: 54th (State rank: 2nd)

Metropolitan Area Population

1980: 2,219,000

1990: 2,394,811

2000: 2,358,695

2006 estimate: 2,370,776

Percent change, 1990–2000: –1.5%

U.S. rank in 1980: 13th

U.S. rank in 1990: 19th

U.S. rank in 2000: 20th

Area: 58.35 square miles (2000)

Elevation: Ranges from 696 feet to 1,223 feet above sea level

Average Annual Temperatures: January, 27.5° F; July, 72.6° F; annual average, 50.9° F

Average Annual Precipitation: 37.85 inches of rain; 43 inches of snow

Major Economic Sectors: medical services, research and technology, government, wholesale and retail trade, manufacturing

Unemployment Rate: 4.3% (June 2007)

Per Capita Income: \$22,018 (2005)

2005 FBI Crime Index Property: 15,628

2005 FBI Crime Index Violent: 3,385

Major Colleges and Universities: University of Pittsburgh; Carnegie Mellon University; Duquesne University

Daily Newspaper: *Pittsburgh Post-Gazette*, *Pittsburgh Tribune-Review*

■ Introduction

Pittsburgh, once referred to as “the smoky city” and “hell with the lid off” because of its sooty factories, is a modern success story. Air quality controls, stream purification laws, and the razing and redesign of congested areas since World War II have resulted in a city that surprises first-time visitors. Nestled among the forested hills of southwestern Pennsylvania at the point where the Allegheny and Monongahela Rivers form the Ohio River, the new Pittsburgh is a city of skyscrapers, parks, fountains, more than 700 bridges, and close-knit neighborhoods with a vibrant cultural life. The city has over 70 miles of urban riverfront—more than any other inland port city in America. The transformation of Pittsburgh from an industrial center to a leader in science and technology and the success of its rehabilitation efforts have moved President George W. Bush to call it “Knowledge Town” and the *Wall Street Journal* to rank it as one of the top technology markets.

■ Geography and Climate

Pittsburgh is located in the southwestern corner of Pennsylvania, at the foothills of the Allegheny Mountains, where the Allegheny and Monongahela Rivers join to

form the Ohio. The city's humid climate is modified slightly by its relative proximity to the Atlantic Seaboard and the Great Lakes. The Pittsburgh area experiences extremes of all four seasons, with temperatures ranging from zero to 90° F or so. Precipitation is distributed well throughout the year, with a good bit of the precipitation occurring as snow during the winter months. From April through October, the sun shines more than 50 percent of the time.

Area: 58.35 square miles (2000)

Elevation: Ranges from 696 feet to 1,223 feet above sea level

Average Temperatures: January, 27.5° F; July, 72.6° F; annual average, 50.9° F

Average Annual Precipitation: 37.85 inches of rain; 43 inches of snow

■ History

Early History

The first humans to live in what is now southwestern Pennsylvania were descendants of Asians who had crossed the Bering Strait and spread down through North America, hunting, gathering, and migrating, around 12 to 18 thousand years ago. About six thousand years ago, these Native Americans developed canoes and better tools for hunting and fishing; three thousand years ago, they learned to cultivate maize (corn), an agricultural revolution which led from a nomadic life to permanent villages. In another thousand years, agriculture was thriving and so was trade between villages and even tribes. Trade was carried out by individuals carrying goods over a complex system of footpaths throughout densely forested Pennsylvania, or by canoes up and down rivers.

The coming of Europeans is what is likely to have wiped out the original native tribe of the Pittsburgh region, the Monongahela. Spread of European diseases to which the natives had no resistance, plus the fur trade resulting in depleted game supply, are theorized to have contributed to the disappearance of all humans from vast sections of western Pennsylvania in the 1600s. Soon, however, other displaced tribes from the south and east of Iroquois and Algonquian origins, especially the Shawnee, Seneca, Susquehannock, and the Lenni Lenape (Delaware), moved in to take their place.

French and British Vie For Strategic Location

Even in these early days, both British and French realized the strategic value of the wilderness location at the forks of the Ohio, a meeting place to trade for furs with the Indians. The French saw the Ohio River Valley as the

only way to connect New France (Canada) with their Louisiana Territory. They claimed the Great Lakes, the Mississippi, and any river that flowed into it. The British had colonized the East Coast and were now hungry to push westward. A young Colonel George Washington, sent on a surveying mission to the area in 1755, observed that it was “extremely well situated for a fort, having command of both rivers.” Washington’s party left a tiny group of men to build Fort Prince George for the British, which the French easily outnumbered and captured without bloodshed later that same year. The French troops built a stronger Fort Duquesne there at “the Point,” and held it for three years. Again without bloodshed, the English took back control in 1758 as the treaty ending the French and Indian War was signed in Europe. The French simply burnt down the fort and vacated the region. The English then built Fort Pitt, in honor of William Pitt, their Prime Minister; Fort Pitt was the largest and most elaborate fort in the colonies at that time. A small village that was first known as “Pittsborough” sprouted up around the fort. A 1763 addition, the Fort Pitt Blockhouse, still stands as the oldest building in Pittsburgh today.

The Whiskey Rebellion

The Pittsburgh region’s economy was largely agricultural through most of the 1700s, growing from mere subsistence to having a surplus, especially in grains. Farmers found they could make better profits, especially in shipping, by turning their surplus grain into alcohol and bartering it. President George Washington, who had at age 23 noted the importance of Pittsburgh, had to face his first real challenge as President and the first challenge to the new country’s Constitution, in a conflict over that alcohol that became known as the Whiskey Rebellion. The fledgling Federal government had decided to levy its first tax against whiskey, but the farmers argued they didn’t have cash to pay taxes on bartered goods, and marched in protest. Washington had to send troops to squelch the protest and enforce the tax laws.

Gateway to the West

Because travel was quite difficult over the Allegheny Mountains, Pittsburghers learned it was better to produce goods themselves rather than pay and wait for items to be shipped from the east. The city’s population was only about 300 by the 1790s, but many were skilled craftsmen such as blacksmiths, weavers, shoemakers, saddlers, tanners, brewers, cabinet makers, tinsmiths, and other artisans who could transform the region’s agricultural products into goods that could be used or easily shipped and sold downriver. The first and largest industry emerging in the 1800s was boat building—both flatboats to transport waves of pioneers and goods downriver, and keelboats, which a strong crew could propel upstream as well.

In 1795 James O'Hara and Isaac Craig started a glass factory, an important development since glass was the hardest material to transport. Its success prompted other glass factories to crop up around the area, becoming its second biggest industry.

Pittsburgh increasingly became known as the "Gateway to the West," a jumping-off point for people to more easily continue down the river after the arduous crossing of the mountains. Travel both ways on the rivers became easier in 1811 when Robert Fulton, with Nicholas Roosevelt, launched his first steamboat on western waters, the Pittsburgh-built *New Orleans*. The 116-foot vessel reached its self-named destination safely, then continued to run regularly between New Orleans and Natchez. The amazing Pennsylvania Mainline Canal reached its terminus in Pittsburgh in 1830, further facilitating migration from Philadelphia westward by offering an easier alternative to crossing the daunting Allegheny Ridge. Plentiful natural resources of the region were constantly shipped into the city, including enormous lumber rafts from northern forests, and barge after barge of coal pushed by steamboats up and down the Monongahela. In addition to being situated on one of the world's biggest coal deposits, Pittsburgh was also surrounded with oil, clay, limestone, natural gas, and sand suitable for glass. To supply iron needs for the War of 1812, foundries, rolling mills, machine shops, and forges sprang up on flat land along the rivers. With the growth of these factories and improved transportation, the population grew to allow Pittsburgh to incorporate as a city in 1816. Although Brownsville, Pennsylvania and Wheeling, West Virginia were early rivals to Pittsburgh's "Gateway to the West" title, Pittsburgh clinched it with the arrival of the Pennsylvania Railroad in 1852.

"Hell With The Lid Off"

As the 1800s wore on, Pittsburgh became known as the "Smoky City" due to manufacturing, steamboats, and household heating, all fueled with coal. The continued growth of the railroads plus demands of the Civil War increased the need for manufacturing. Earlier, iron furnaces had been run by charcoal and thus were mostly located in rural places where wood was plentiful. However, when the coke-fueled blast furnace was invented, factory owners could consolidate and move their operations right to the riversides where coal, of which coke is a purified by-product, could be conveniently delivered. This consolidation allowed them to keep prices down and remain competitive, even though iron making was still a small business of master craftsmen and not yet the huge operations of later years. Near the end of the 1800s, Birmingham, now Pittsburgh's South Side, had about 70 glass factories and was the world's largest supplier of glass. With railroad and river transportation boosting industry, other types of factories flourished as well, including five large and several small textile mills which employed about

3,000 workers in the late 1850s. In the 1860s Pittsburgh was the world's largest refiner of petroleum products. The oil lamp, which in pre-electricity days was standard wherever gas lighting was unavailable, had been powered by increasingly rare and expensive whale oil, until it was found that the petroleum in the ground in western Pennsylvania could be put to similar uses. The refinery boom was brief, ending when John D. Rockefeller's Standard Oil attracted the business to Cleveland.

Steel City

With the invention of the Bessemer Converter, the making of steel changed from an expensive, high quality metal worked by a skilled artisan to being mass produced by relatively unskilled labor. Andrew Carnegie opened the Edgar Thomson Works in Braddock in 1875 and brought inexpensive, mass-produced steel to the Pittsburgh area. Carnegie had been an executive with the Pennsylvania Railroad, but quit to take the opportunity to manufacture the stronger Bessemer steel rails he knew the railroad intended to use. He hired engineers to further streamline and mechanize the steel making process so as to maximize the profits of mass production.

Carnegie's meeting and dealing with another major entrepreneur of the day, Henry Clay Frick, etched an important page in history. Frick was a self-made millionaire before he turned 30; he had formed a company to buy land rich in coal, which he processed into industrial coke, an essential steel making ingredient. Frick managed to buy out many of his competitors and became a major supplier to the burgeoning steel industry. The two formed a union that soured, ending in what is called the Homestead Strike, a lockout that ended in 10 deaths and many injuries, even necessitating intervention by the Pennsylvania National Guard. Carnegie and Frick became bitter enemies over the episode, a feud they took to their graves. Still, the Carnegie and Frick names are nearly synonymous with philanthropic causes in Pittsburgh today; their legacies bestowed priceless gifts to the city in the form of libraries, schools, parks, and museums, in addition to bridges, railroads, and factories. Other local employers such as Westinghouse, Alcoa, and Heinz were also on the forefront of improving working conditions and of supporting cultural life in the community.

A Modern Pittsburgh Emerges

From the late 1800s to 1910, Pittsburgh's population more than doubled to more than a million people in the metropolitan area and the character of its downtown began to change from factories and residences to more office buildings. Banking activity increased so much to keep up with the booming economy that a section along Fourth Avenue became known as Pittsburgh's Wall Street. This period also saw great progress in public works, as water filtration and sewer systems were completed and electric lines and pipes for natural gas installed.

Because commuting was still a luxury most mill workers could not afford, people continued to live, shop, and worship in the same self-sufficient communities where they worked. Pittsburgh today remains a city of neighborhoods, many of which still strongly reflect varied ethnic roots.

The coming of the trolleys in the late 1890s and of the automobile soon after helped to connect neighborhoods a bit more, and allowed some of the white collar manager's families to begin to populate the city's first middle class suburbs such as Shadyside, Dormont, and West View. Some were concerned about this city that held such great wealth for some, yet squalid conditions for many others. A boom in social programs, instituting hospitals and other services and general cleaning up of the city began, but was hindered by a devastating flood in 1936, and national events including the Great Depression and World Wars I and II.

After World War II, Pittsburgh began to concentrate on giving itself a make-over, including river clean-up and air pollution controls, and new building projects under the umbrella heading Renaissance I. Democrats and Republicans, led by Mayor David Lawrence and banker Richard King Mellon, actually worked together on the face-lift. Some of the Renaissance projects were successful, such as Gateway Center, an office tower complex completed in the 1950s; and Point State Park at the end of Downtown's "Golden Triangle," officially opened in 1974, with a fountain foaming high into the air at the very point where the rivers join. Others were considered less successful, such as the razing of the Lower Hill District in order to build the Civic Arena, which was highly criticized for breaking up a tightly knit and artistically thriving African American community and leaving the neighborhood far worse off than it had been. Throughout the 1960s many major construction projects continued to revamp the city in East Liberty and Allegheny Center neighborhoods as well as downtown. In 1970 the last game was played at the Pittsburgh Pirate's Forbes Field and Three Rivers Stadium, along with the U.S. Steel Building, (later changed to USX Tower) were the last buildings to be completed under Renaissance I.

By the late 1970s to the early 1980s, Pittsburgh's reign as one of the titans in the world of Big Steel had neared its end. The number of steel workers in the Pittsburgh area dropped from 90,000 in 1980 to 44,000 in just four years. U.S. Steel, formed when Elbert Gary and J.P. Morgan bought Carnegie Steel, lost \$561 million in only one quarter in 1980. The city's population, which had peaked in 1950 at over 676,000, dropped to about 423,000 by 1980. Unemployment rates soared as the city's leaders scrambled to reinvent the local economy on a new base of service, health, and education fields; high tech industries; riverfront development; and regional tourism. Despite fluctuations in the economy, Renaissance II forged ahead through the 1980s, giving the city

many of its signature skyline buildings such as Mellon Bank Center, One Oxford Center, PPG Plaza, Fifth Avenue Place, and the USX (U.S. Steel) Building. Through the 1990s, the transition from heavy manufacturing to new, mostly high tech industries took place, as Pittsburgh today stands at the forefront of medical research and computer and robotics technologies, as well as a center for arts and culture.

Historical Information: Senator John Heinz History Center, 1212 Smallman St., Pittsburgh, PA 15222; telephone (412)454-6000; www.pghhistory.org

■ Population Profile

Metropolitan Area Residents

1980: 2,219,000
1990: 2,394,811
2000: 2,358,695
2006 estimate: 2,370,776
Percent change, 1990–2000: –1.5%
U.S. rank in 1980: 13th
U.S. rank in 1990: 19th
U.S. rank in 2000: 20th

City Residents

1980: 423,959
1990: 369,879
2000: 334,563
2006 estimate: 312,819
Percent change, 1990–2000: –9.5%
U.S. rank in 1980: 30th
U.S. rank in 1990: 40th (State rank: 2nd)
U.S. rank in 2000: 54th (State rank: 2nd)

Density: 6,019 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 183,078
Black: 81,915
American Indian and Alaska Native: 938
Asian: 10,727
Native Hawaiian and Pacific Islander: 0
Hispanic or Latino (may be of any race): 5,018
Other: 2,714

Percent of residents born in state: 78.1% (2000)

Age characteristics (2005)

Population under 5 years old: 15,708
Population 5 to 9 years old: 15,231
Population 10 to 14 years old: 14,571
Population 15 to 19 years old: 15,053
Population 20 to 24 years old: 30,261
Population 25 to 34 years old: 38,744



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Population 35 to 44 years old: 38,131
 Population 45 to 54 years old: 44,732
 Population 55 to 59 years old: 16,575
 Population 60 to 64 years old: 13,937
 Population 65 to 74 years old: 19,021
 Population 75 to 84 years old: 17,259
 Population 85 years and older: 5,143
 Median age: 38.4 years

Births (2006, MSA)

Total number: 24,249

Deaths (2006, MSA)

Total number: 28,238

Money income (2005)

Per capita income: \$22,018
 Median household income: \$30,278
 Total households: 136,309

Number of households with income of . . .

less than \$10,000: 23,491
 \$10,000 to \$14,999: 11,629
 \$15,000 to \$24,999: 22,653
 \$25,000 to \$34,999: 18,276

\$35,000 to \$49,999: 18,671
 \$50,000 to \$74,999: 19,443
 \$75,000 to \$99,999: 9,151
 \$100,000 to \$149,999: 8,052
 \$150,000 to \$199,999: 2,273
 \$200,000 or more: 2,670

Percent of families below poverty level: 11.4% (2005)

2005 FBI Crime Index Property: 15,628

2005 FBI Crime Index Violent: 3,385

■ **Municipal Government**

The City of Pittsburgh operates under a mayor-council form of government, with the mayor elected by popular vote every four years and nine council members elected by district, also to four-year terms. Allegheny County is run by a county chief executive and 15 county council members, 13 of whom are elected by district and two elected at large, all for staggered four-year terms. This is a fairly recent change in the county government, from the Home Rule Charter of 1998, when voters approved

shifting from having three county commissioners to the present executive/council form of government.

Head Official: Mayor Luke Ravenstahl (D) (since 2006; term expires 2010)

Total Number of City Employees: 3,247 (2007)

City Information: Mayor's Office, 414 Grant St., Room 512, City County Building, Pittsburgh, PA 15219; telephone, (412)255-2626; www.city.pittsburgh.pa.us/mayor

■ Economy

Major Industries and Commercial Activity

The southwestern Pennsylvania region, especially the city of Pittsburgh, showed great resiliency and resourcefulness in shifting from an industrial economy to one based on health care, education, professional services, research, hospitality and tourism through the 1990s and into the mid 2000s.

Losses in manufacturing have not been completely replaced by high tech jobs. One reason for loss of jobs and the region's general downward economic trend is that Pittsburgh has one of the highest corporate tax rates in the nation. Not only do high taxes increase the cost of production for companies, they also discourage new businesses from locating in the area and may force established businesses to relocate to places with more favorable tax structures. The City of Pittsburgh was forced to file for financially distressed status under Pennsylvania's Act 47 in December of 2004. In the wake of this alternative to bankruptcy, the state Department of Community and Economic Development appointed a recovery team to compile a five year plan for economic recovery for the city. Financial analysts are cautiously optimistic as the unemployment rate seems to have peaked at 6.8 percent in January of 2003 and has come back down to 4.5 percent in July of 2007.

The largest employment sector for the Pittsburgh area is in health, educational, and social services, with the largest employers being the University of Pittsburgh and University of Pittsburgh Medical Center, West Penn Allegheny Health System, Pittsburgh Mercy Health System, and Carnegie Mellon University. Trade, transportation, and utilities make up the next largest employment industry group, followed by professional and business services, and leisure and hospitality. Financial services have gained a strong presence in the local economy with major employers including Mellon Financial Corp., PNC Financial Services Group, and National City Bank.

U.S. Steel, a *Fortune* 500 company, maintains its headquarters in Pittsburgh. Three other major *Fortune* 500 manufacturers in Pittsburgh are PPG Industries, H.J. Heinz, and Allegheny Technologies.

Film making is an emerging industry. Major motion pictures made in Pittsburgh include the original *Angels in the Outfield*, *Night of the Living Dead*, *The Deer Hunter*, *Flashdance*, *Gung Ho*, *The Silence of the Lambs*, *Lorenzo's Oil*, *Hoffa*, *Groundhog Day*, *The Wonder Boys*, and *The Mothman Prophecies*.

Items and goods produced: fabricated metal products, primary metals, glass products, machinery, food and related products, medical equipment, chemicals, plastics, electronics, software, robotics

Incentive Programs—New and Existing Companies

Local programs: Typically, local incentives are used to augment traditional funding sources, federal and state assistance for which companies may be eligible. For example, the Pittsburgh Urban Redevelopment Authority administers the Pittsburgh Business Growth Fund, which is designed to provide "gap financing" for small businesses that create and keep jobs in the City of Pittsburgh, providing loans at competitive rates for leasehold renovations, equipment, and working capital. The Community Loan Fund of Southwestern Pennsylvania, Inc. offers capital to manufacturing firms and businesses, job training, and early funding to chosen entrepreneurs. Pittsburgh Partnership for Neighborhood Development attempts to unite a network of community development corporations with public and private investors. The Regional Development Funding Corporation acts on behalf of the U.S. Small Business Administration, Pittsburgh District Office in various economic development activities. The Regional Industrial Development Corporation (RIDC) of Southwestern Pennsylvania is a private, not-for-profit corporation that coordinates local, state, and federal funding programs for environmental assessment and renovations, working capital, infrastructure and new building construction and equipment; it also administers the Pennsylvania Industrial Development Authority's funding for land and building acquisition and improvements.

The Allegheny County Department of Economic Development's Redevelopment Authority of Allegheny County runs four programs: the \$50 million Economic Development Fund, which assists local companies; redevelopment assistance; the Tax Increment Financing program; and the Housing Division, which administers the Home Improvement Program of Allegheny County and the Vacant Property Recovery Program.

State programs: The state offers several funding and financing programs for new, expanding, or relocating businesses. The Building PA program offers Mezzanine capital for qualifying building construction projects. The First Industries Fund is specifically designed to benefit businesses in agriculture and tourism. A Research and

Development Tax Credit is available for up to 10 percent of the company's increased research and development expenses. The state's Job Creation Tax Credits program provides \$1,000-per-job tax credit to approved businesses that agree to create jobs within three years. Other programs include the Ben Franklin Partnership Grants for Technological Innovation, the Infrastructure Development Program, Machinery and Equipment Loan Fund, and the SBA 504 Loan Program.

The Pittsburgh Technology Zone is a state-designated Enterprise Zone. Businesses within an Enterprise Zone are eligible for special grants and loans from the state. Tax credits of 20 percent of the amount invested are also available for Enterprise Zone businesses, up to \$250,000 per project.

A few areas in Pittsburgh have been designated by the state as Keystone Opportunity Zones (KOZs). Businesses within the KOZs are exempt from most state business and income taxes. There are two areas in Pittsburgh designated as Keystone Innovation Zones (KIZ): Greater Oakland KIZ and Pittsburgh Central KIZ. The purpose of the KIZ initiative is to foster growth and commercialization in research and development occurring at colleges and universities. Special grants and tax credits are available for KIZ companies.

The Pittsburgh Foreign Trade Zone 33 covers a total of over 5,616 acres at sites such as the regional Industrial development Corporation Park West, Pittsburgh International Airport, and Westmoreland Business and Research Park. Businesses located within an FTZ are eligible for special incentives, including reduced or eliminated customs duties on imported and exported goods.

Job training programs: The most widely used state and federal programs to help employers reduce the costs of hiring and training workers include the federal 1998 Workforce Investment Act (WIA), Customized Job Training (CJT) funded by the Commonwealth of Pennsylvania and maintained by the Pennsylvania Workforce Development department, Work Opportunity Tax Credit (WOTC) Program, and a state-tax-credit Employment Incentive Payment (EIP) Program.

Carnegie Library's Job Training and Workforce Development catalogue lists 22 job training and related services in Pittsburgh, six given by Pennsylvania, and the U.S. Department of Labor's Employment and Training Administration. Several of the regional services are associated with Pittsburgh's colleges and universities. The Greater Pittsburgh Supported Employment Association helps those with severe disabilities get vocational rehabilitation and supported jobs. The Allegheny County Department of Human Services helps determine if individuals are qualified for federal funding. Some programs focus on minority youth, some on military veterans, and some on displaced factory workers. Many help dropouts get a GED (high school equivalency diploma). Some agencies of note are Pittsburgh Job Corps, YouthWorks,

the Urban League of Pittsburgh, Three Rivers Workforce Investment Board, and Carnegie Mellon University's Infolink.

Development Projects

The city continues to attract new and expanding businesses, in part through the efforts of the Pittsburgh Regional Alliance, which is an affiliate of the Allegheny Conference on Community Development. In 2008 TechAssist opened a new national operations center in Pittsburgh, a move expected to result in 100 new jobs. Allegheny Technologies, Capintec, Confluence, Del Monte Foods, eBenefits Solutions, and Dynavox Systems all initiated expansion projects in the mid 2000s.

In mid 2006 the Pittsburgh Cultural Trust selected the RiverParc team (consisting of Concord Eastridge Inc., Behnisch Architekten, Architects Alliance, Gehl Architects, Transsolar, and WTW Architects) as the Trust's partner in the design and development of the six-acre, \$460 million Cultural District Riverfront Development project. The project is meant to create the first green, mixed-use arts and residential development in the nation. The project is expected to include about 700 new residential units, restaurants, retail space, performance space, public art projects, and park space, all of which could attract up to 9,200 jobs for the region.

The Pittsburgh Technology Center is the result of Carnegie Mellon University and the University of Pittsburgh joining forces with the business community to create an interdisciplinary research center to advance studies in biotechnology, robotics, artificial intelligence, bioengineering, and computer applications. While construction of the first buildings began in 1993, the site continues to develop as new investors are found and new businesses are looking to start or relocate in the area. In 2006 a new master plan was set in place for the center with new design guidelines and a tax increment financing plan approved.

In the heart of Pittsburgh's downtown, the "Golden Triangle," the August Wilson Center (AWC) for African American Culture was scheduled to open by mid 2008. The center will offer a space for dance, music, art, theater, and other cultural education and artist events that focus on the contributions of African Americans in the area. When completed, the AWC will feature a 500-seat theater, classrooms, galleries, a café, and other multi-purpose spaces.

The Pittsburgh Riverfront Trail Connections Projects is an ongoing effort to improve, maintain, lengthen, and add connections to the 17-mile Three Rivers Heritage Trail System, which is used both recreationally and for commuting on foot, by bike, or by rollerblade. Pittsburgh's Three Rivers Heritage Trail System is acknowledged to be a national model for urban trail design and economic benefits thereof.

A controversial means of developing revenue in Pittsburgh is coming in the form of casino gambling. In 2004, Governor Ed Rendell persuaded the state to pass the slots law, which approves 14 casinos to be built around Pennsylvania, 7 at horse racing tracks (one of which is The Meadows in nearby Washington County), 5 “stand-alone” locations, and 2 in resort areas. Pittsburgh was allotted one of the stand-alone casinos and in mid-2006 Don Barden’s Majestic Star Casinos was chosen to develop the North Shore casino. The casino is slated to open in spring of 2009. As of early 2008, the University of Pittsburgh School of Social Work was working on an impact study to consider the social effects of gambling for the region. The state has made plans to allocate about \$1.5 million per year to address gambling-related issues such as mental health disorders, drug or alcohol abuse, bankruptcy, arrests, and job loss.

Economic Development Information: Allegheny County Department of Economic Development, 425 Sixth Avenue, Eighth Floor, Pittsburgh, PA 15219; telephone (412)350-1010; toll-free (800)766-6888; <http://economic.alleghenycounty.us>. Urban Redevelopment Authority of Pittsburgh, 200 Ross Street, Pittsburgh, PA 15219; telephone (412)255-6620; www.ura.org

Commercial Shipping

The Port of Pittsburgh is the country’s largest inland port in terms of tonnage originating and passing through it. More than 50 million tons of cargo, primarily coal, are shipped annually on its three-river system. The port offers convenient access to the nation’s inland waterway system on 8,000 miles of navigable rivers flowing through 24 states. The port system affects almost a half million water-dependent jobs. There are two Class I and five Class II railroads, with several connecting rails near industrial sites. Pittsburgh is served by more than 100 trucking firms with access to four major interstate highways. Air freight services are available at Pittsburgh International Airport and Allegheny County Airport.

Labor Force and Employment Outlook

Factors such as a low crime rate, high quality public education, and a skilled labor force with a strong work ethic continue to attract new employers to Pittsburgh. However, some workers are struggling with the economic shift from heavy industry to more high tech occupations, as many lower-paying service jobs have replaced the higher-paying factory jobs of yesterday. About 86 percent of the population age 25 years and over have obtained a high school diploma or higher level of education. About 31 percent of the same population have obtained a bachelor’s degree or higher. These percentages were above the national averages as of 2006. Industry employment projections for the Pittsburgh MSA indicate a

small, 1.6 percent increase in employment for the period of 2004 to 2014. The number of jobs in manufacturing and trade and transportation is expected to decline while the number of jobs in health care, education, and professional and technical services is expected to increase.

The following is a summary of data regarding the Pittsburgh metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 1,137,400

Number of workers employed in . . .

- construction and mining: 60,600
- manufacturing: 100,100
- trade, transportation and utilities: 226,500
- information: 23,100
- financial activities: 68,500
- professional and business services: 146,500
- educational and health services: 223,600
- leisure and hospitality: 106,200
- other services: 55,200
- government: 127,400

Average hourly earnings of production workers employed in manufacturing: \$16.75

Unemployment rate: 4.3% (June 2007)

<i>Largest county employers</i>	<i>Number of employees</i>
UPMC Health Systems	26,700
U.S. Government	20,400
Commonwealth of Pennsylvania	15,900
West Penn Allegheny Health Systems	10,200
University of Pittsburgh	10,100
Mellon Financial Corp.	8,404
PNC Financial Services Group, Inc.	6,959
Allegheny County	6,695
USX Corp.	6,300
Giant Eagle, Inc.	5,700
Highmark Blue Cross Blue Shield	5,600
Eat’n’ Park Hospitality Group	4,600
Verizon Communications	4,400
USAirways Group, Inc.	4,000

Cost of Living

Pittsburgh’s cost of living is slightly lower than the national average, as is the price of housing.

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

2007 (1st quarter) ACCRA Average House Price:
\$305,427

2007 (1st quarter) ACCRA Cost of Living Index:
96.0

State income tax rate: 3.07% of Taxable Income

State sales tax rate: 6.0%

Local income tax rate: 3.0%

Local sales tax rate: 1.0%

Property tax rate: \$24.72 per \$1,000 assessed value (2005)

Economic Information: Allegheny Conference on Community Development, Regional Enterprise Tower, 425 Sixth Avenue, Suite 1100, Pittsburgh, PA 15219-1811; telephone (412)281-1890; www.allegheny-conference.org. Center for Workforce Information and Analysis, Pennsylvania's Workforce Statistics; telephone (877)493-3282; www.paworkstats.state.pa.us

■ Education and Research

Elementary and Secondary Schools

In addition to the excellent mainstream education, the Pittsburgh Public Schools offer a variety of programs for special education needs, including speech/language support, visually impaired support, deaf or hard-of-hearing support, autistic support, and emotional and life skills support. Creatively and scholastically gifted students have the Pittsburgh Gifted Center for kindergarten through eighth grade levels, then in high school the Center for Advanced Studies program is available. All gifted students get a custom-made Gifted Individualized Education Program (GEIP) designed for them in coordination with the school and the student's family. Magnet school options include the structured atmosphere of traditional academies, international studies, Montessori method schools, a baccalaureate program, vocational-technical training in computer sciences and such fields, and the CAPA program for Creative and Performing Arts.

The following is a summary of data regarding the Pittsburgh Public Schools as of the 2005–2006 school year.

Total enrollment: 336,740

Number of facilities

elementary schools: 46
junior high/middle schools: 9
senior high schools: 10
other: 6

Student/teacher ratio: 15:1

Teacher salaries (2005–06)

elementary median: \$49,480
junior high/middle median: \$49,220
secondary median: \$48,710

Funding per pupil: \$12,242

The Diocese of Pittsburgh administers a large network of grade schools and high schools; there are numerous private and vocational and trade schools in the region.

Public Schools Information: Pittsburgh Public Schools, 341 South Bellefield Avenue, Pittsburgh, PA 15213; telephone (412)622-7920; www.pps.k12.pa.us

Colleges and Universities

The University of Pittsburgh, or "Pitt," was founded in 1787 near Fort Pitt. Originally known as Pittsburgh Academy, it is one of the nation's oldest universities. It is the area's largest four year school with a total enrollment of over 26,860. Pitt offers over 200 programs of study in 15 undergraduate, graduate, and professional schools. The University of Pittsburgh School of Medicine and Medical Complex, located in Oakland in the northwest of Pitt's campus, is one of the best in the nation in the fields of health administration, sports medicine, and bioresearch. The University of Pittsburgh spans a 132-acre urban campus with the majestic Cathedral of Learning as its centerpiece.

In 1900 Carnegie Mellon University (CMU) began as Carnegie Technical Schools, founded by local steel magnate and philanthropist Andrew Carnegie; it became known as Carnegie Mellon University after a merger with Mellon Institute in 1967. In 2008 CMU was ranked among the top 25 best universities in the nation by *U.S. News & World Report*. In the same survey, the school ranked first in the nation for studies in management information systems and criminal justice. CMU offers nearly 200 bachelor's, master's, and doctoral degree programs, specializing in robotics, computer sciences, fine arts, and business. Carnegie Mellon University has a campus in Silicon Valley, California, and one in the nation of Qatar. CMU seeks to expand its global connections with educational partnerships around the world. Enrollment is about 10,000 students annually.

Duquesne University, a private Catholic university founded in 1878, has an enrollment of about 10,300 students, including over 4,000 graduate students. About 90 undergraduate majors are offered in 10 schools.

Several notable specialized colleges are found in Pittsburgh. The Pittsburgh Theological Seminary, affiliated with the Presbyterian Church (USA), offers master's degrees and doctorates in religion, theology, ministry, and philosophy. The Art Institute of Pittsburgh offers several well-known programs in fields such as graphic design, industrial design, photography, culinary arts, game art and design, and digital media production, to

name a few. The Pennsylvania Culinary Institute, founded in 1986, offers programs in partnership with the world renowned Le Cordon Bleu culinary arts school of Paris, France.

Community College of Allegheny County, with four campuses and six community centers in and around the city, offers flexible scheduling and affordability to thousands of students hoping to earn an associate's degree or to earn the first two years of credit toward a bachelor's degree program at other area colleges and universities. Certificate and diploma programs are also available. Enrollment is over 29,500 students.

Other colleges in Pittsburgh include Carlow College, a Catholic school, primarily for women; Robert Morris University, which emphasizes business studies and whose interns work and study at prestigious firms; Chatham College, one of the country's oldest women-only colleges, founded in 1869; and Point Park University, a small, private, liberal arts school recently raised from college to university status.

Libraries and Research Centers

The heart of Pittsburgh's library system is the Carnegie Library of Pittsburgh, another gift of Andrew Carnegie. It consists of the main branch in Oakland, 18 neighborhood branches, a Library for the Blind and Physically Handicapped, and three bookmobiles. The library has an extensive children's department and is believed to have had the first children's "storytime" in a library in 1899. The library holds more than two million books and a plethora of computer terminals, all "Free to the Public," as Carnegie had inscribed above the doors to the Main Branch. Other features of Carnegie Library are a special Teens section in the new Main Branch first floor, which features a multimedia information desk, an indoor/outdoor reading deck, and a library shop and café. The library offers a Music Collection with more than 12,000 books, scores, and periodicals and 30,000 recordings, featuring nineteenth and twentieth century Pittsburgh musicians; an Art Collection, with more than 72,000 books, 200 periodicals, over 100,000 slides and pictures, and a growing video and DVD collection; and a Dance Collection of about 2,000 books and videos. Carnegie Library of Pittsburgh also maintains a Job and Career Education Center and a Business Foundation Center.

The Pittsburgh area is one of the most active research and development sites in the United States, in part due to its two biggest universities, the University of Pittsburgh and Carnegie Mellon University. In 1986, the two universities joined with Westinghouse Electric Corp. to create the Pittsburgh Supercomputing Center.

University of Pittsburgh Medical Center (UPMC) operates most of the medical research centers in the region, including the Children's Hospital General Clinical Research Center, the Cooperative Research Center for Muscular Dystrophy, the Center for Injury Research and

Control, Magee-Women's Research Center (for gynecology, obstetrics, and reproductive health studies), the Center for Neuroscience, a new Center For BioSecurity, and many others. Non-medical research involving the University of Pittsburgh includes a variety of centers, such as the Learning Research and Development Center, the Center for Urban and Social Research, the Chevron Science Center (for chemistry), the Small Business Development Center, and the Joseph M. Katz School of Business Institute for Entrepreneurial Excellence.

Carnegie Mellon University has no less than 77 research centers of all disciplines under its umbrella, some of which are jointly operated with the University of Pittsburgh and/or local businesses. Some of note are its Robotics Engineering Consortium, Art Conservation Research Center, Bosch Institute for Applied Studies in International Management, the Steinbrenner Institute for Environmental Education and Research, and the Institute for Complex Engineered Systems. A few of the most recent and most important research centers are CyLab, which has launched a security initiative to protect PC users from cyber terrorists and hackers; four separate Robotics research facilities; and the Software Engineering Institute (SEI), which was founded by a grant from the U.S. Department of Defense. Among other research institutes are Seagate, a computer and electronics company; the federal government's Pittsburgh Rehabilitation Research and Development Center; the Pittsburgh Research Laboratory; the National Energy Technology Laboratory; and the Pennsylvania Cooperative Fish and Wildlife Research Unit. Pittsburgh today is home to more than 200 institutional and commercial research centers and laboratories.

Public Library Information: Carnegie Library of Pittsburgh, 4400 Forbes Avenue, Pittsburgh, PA 15213-4080; telephone (412)622-3114; www.clpgh.org

■ Health Care

More than 50 hospitals in the Pittsburgh region, including 20 in the city, offer a full range of traditional health services. The University of Pittsburgh Medical Center (UPMC) is the premier health care system in the region and its largest employer. In 2007 UPMC was ranked as number 13 on the Honor Roll of best hospitals in the nation by *U.S. News & World Report*. UPMC consists of 19 hospitals including Western Psychiatric Institute, two surgery centers, a diagnostic center, and 17 assisted living facilities; the system has been ranked as a top hospital system for six years by *U.S. News and World Report*. The medical school and its research affiliates attract more than \$375 million a year in National Institute of Health grants. UPMC is committed to biotechnology and is concentrating on research fields such as minimally invasive robotic surgery, genetic therapy, cancer,

muscular dystrophy, chronic pain, arthritis, heart disease, regenerative medicine, and pharmaceutical discovery. In a 29-county western Pennsylvania region, UPMC employs more than 40,000 workers, has an annual budget of over \$5 billion, and contributes over \$200 million each year in community and charitable services. The Children's Hospital of Pittsburgh, affiliated with UPMC, is considered to be among the best in the nation.

The West Penn Allegheny Health System consists of six hospitals, two of which are in Pittsburgh—the Western Pennsylvania Hospital in the Bloomfield neighborhood and Allegheny General Hospital on the North Side. Western Pennsylvania Hospital provides 524 beds and Allegheny General Hospital has 619 beds. The system's medical specialties include geriatric care, emergency trauma, children's health, surgery and transplants, sports medicine, and heart, cancer, and diabetes care.

Pittsburgh Mercy Health System has two hospitals, a mental health personal care home named Outlook Manor, and an outpatient clinic run by Catholic Health East. Mercy was the first hospital in Pittsburgh, established in 1847 by seven Sisters of Mercy nuns. Mercy is dedicated to bringing health care to even the poorest patients, and provides a number of community minded charitable services, such as domestic violence and child abuse programs, a state of the art trauma and burn emergency center, programs that fight drug and alcohol addictions, the Carol Sue Rocker Health Education Center, and Operation Safety Net, an outreach program for the city's homeless.

■ Recreation

Sightseeing

A logical starting place for a tour of Pittsburgh is downtown at Point State Park, where a 150-foot fountain symbolizes the confluence of the Allegheny, Monongahela, and Ohio Rivers. Located within the park is the Fort Pitt Blockhouse, the only remaining structure of Fort Pitt. Throughout the Golden Triangle, Pittsburgh's downtown area, sightseers can observe turn-of-the-century skyscrapers and other architecturally interesting modern and historic buildings, such as Pennsylvania Station, the Frick Building, the Union Trust Building, and the Omni William Penn Hotel. Among the city's most famous structures are the Allegheny County Courthouse and Jail, completed in 1888 and connected by the "Bridge of Sighs." In Oakland, the architectural jewel of Pitt's campus is the Cathedral of Learning, which looks like a cross between a French Gothic church and a skyscraper. This 42-story building houses 24 Nationality Classrooms designed by artists and architects from the nations represented. The cathedral was designed by Charles Zeller Klauder, as was adjacent Heinz Chapel. A more recent attraction is the Senator John Heinz

Pittsburgh Regional History Center, which houses a comprehensive archive of America's early 20th century push to progress.

South of downtown Pittsburgh, across the Monongahela, is Mount Washington, formerly called Coal Hill, from which a spectacular view of the city is provided by means of cable car rides on the Duquesne and Monongahela Inclines. The Carnegie Science Center on the North Shore offers many scientific curiosities including a planetarium, an OmniMax theater, and a claustrophobia-inducing tour of a World War II submarine. In Oakland at the entrance to Schenley Park, Phipps Conservatory and Botanical Gardens encloses more than two acres of floral exhibits, including a Butterfly Forest with 300 living chrysalises and butterflies at any given time. The conservatory opened a Welcome Center on March 31, 2005, a 10,885 square foot entrance with a shop and a café. Completion of the Welcome Center marked the completion of a \$36.6 million expansion plan for Phipps.

The Pittsburgh Zoo and PPG Aquarium display more than 4,000 animals representing 475 species in naturalistic habitats over its 77 acres in hilly Highland Park. Part of the facility, Kids Kingdom is considered to be among the nation's top three children's zoos. The crown jewel is the \$17.4 million PPG Aquarium that opened in June 2000. The 45,000 square foot aquarium houses a two-story Amazon Rainforest Exhibit around a 100,000 gallon tank with sharks, other fish, and simulated coral, recreating a diverse ecosystem.

The National Aviary on the North Side has about 600 birds in various simulated habitats. It offers close encounters with large birds of prey, and walk-through Wetlands of the Americas and Tropical Rain Forest exhibits, among many other activities. Kennywood Park, touted as "America's Favorite Traditional Amusement Park" and "the Roller Coaster Capital of the World," is in West Mifflin, 10 miles southeast of downtown Pittsburgh. Kennywood was established in 1898 and offers a range of rides from vintage wooden roller coasters to the new Phantom's Revenge; with a 230-foot drop and reaching speeds of about 85 miles per hour, it is one of the fastest coasters in the world. Sandcastle Waterpark is Kennywood's sister park across the Monongahela in Homestead; same-day passes to use both parks are available.

The famous Frank Lloyd Wright house built over a waterfall, Fallingwater, is only about an hour's drive from Pittsburgh in Ohio, Pennsylvania. An offbeat way to see Pittsburgh sights is to embark upon a World War II amphibious vehicle and take in a Just Ducky tour. For those who prefer a larger vessel, the Gateway Clipper Fleet is a collection of riverboats offering tourists a view of the city from the water while they enjoy fine dining, dancing, and entertainment. Once docked back in Station Square, visitors can enjoy more dining and shopping there in the old railroad station turned office building,

mall, and nightlife center. Behind the new Hard Rock Café in Station Square's latest extension, Bessemer Court, is the "Dancing Waters" 130-foot high water jet display synchronized with lighting and music.

Arts and Culture

The Pittsburgh community is strongly supportive of the visual and performing arts. Heinz Hall, internationally acclaimed for its outstanding acoustics, is home to the renowned Pittsburgh Symphony Orchestra and it also presents Broadway shows and other performances. One street over from Heinz Hall in the Golden Triangle's Cultural District is the Benedum Center, a \$42 million dollar renovation of the old Stanley Theater in response to demand on Heinz Hall for performing space and time. Benedum Center is now home for Pittsburgh Ballet, Opera, Dance Council, and Civic Light Opera. Also located in the Cultural District are the Byham, O'Reilly, and Harris theaters, the former two being rebuilt vaudeville venues and the latter being leased by Pittsburgh Filmmakers Institute. Near the theaters in the Cultural District is Wood Street Galleries, which promotes multi-disciplinary artists and provides space and equipment to smaller arts organizations; the galleries also share office space with the Pittsburgh Cultural Trust, which oversees arts matters in the city.

The main venues for rock concerts or other large outdoor events are the Post-Gazette Pavilion at Star Lake, about 40 miles southwest of the city; Hartwood Acres in the north suburbs; and the Chevrolet (formerly I.C. Light) outdoor amphitheater in Station Square. Pittsburgh's River City Brass Band performs at various locations from September through May. Pittsburgh Theater groups and acting companies include the Pittsburgh Playhouse, City Theatre, the Gemini Theater, Pittsburgh International Children's Theater, Civic Light Opera, PNC Broadway in Pittsburgh, Pittsburgh Public Theater, South Park Theatre, and Kuntu Repertory Theater. The universities have their own acting venues; Carnegie Mellon's drama department produces musicals and dramas at its Purnell Center for the Arts while Pitt's troupers perform at the Stephen Foster Memorial Theater. The Mattress Factory on the North Side is a unique combination of working and living space for artists, museum, gallery, and performance space.

To fulfill his dream of bringing together the disciplines of art, music, literature, and science, Andrew Carnegie gave the city The Carnegie, a building constructed in two styles—Italian Renaissance and Beaux Arts—with an elaborate foyer that Carnegie is said to have insisted cost more than a throne room. The Carnegie houses the Museum of Natural History on one side and the Museum of Art on the other, as well as the main branch of the Carnegie Library. The Carnegie Museum of Natural History boasts one of the best dinosaur collections of any museum in the world, with the first *T. rex*

ever discovered and the third largest fossil collection. Its 10,000 or so items and specimens on display are not even one percent of its entire collections. The Carnegie Museum of Art's permanent collections includes outstanding pieces of impressionist art such as Monet's *Water Lilies*, as well as American paintings and artifacts and changing exhibitions of exciting new art from around the world. Also housed within The Carnegie is the Hall of Music, which regularly presents entertainment by locally and internationally known performers. On the North Side are the Andy Warhol Museum, the Children's Museum, and Carnegie Science Center. In the east end is the Frick Art and Historical Center with a museum, shop, and café, and Clayton (the home of Henry Clay Frick).

In the Strip District bordering downtown is the Heinz Regional History Center, devoted to the heritage of western Pennsylvania. Other attractions of note in the area are the Pennsylvania Trolley Museum in Washington; the Western Pennsylvania Model railroad Museum in Gibsonia; and Old Economy Village, created in 1824 by the Harmony Society, a group similar to the Amish who settled here to escape religious persecution in Germany. Also of interest are the Allegheny Cemetery Historical Society, the Alle-Kiski Historical Society, the Center for American Music at the Stephen C. Foster Memorial at the University of Pittsburgh, Braddock's Field Historical Society, the Depreciation Lands Museum, the George Westinghouse Museum, the Kerr Museum, the Rachel Carson Homestead, the Rivers of Steel National Heritage Area, Soldiers and Sailors Memorial Hall, the University Art Gallery at Pitt, and the circa 1785 Neville House.

Festivals and Holidays

Locals start the New Year off with a family-oriented First Night celebration. An eight dollar charge admits one to various buildings and theaters all over downtown to enjoy live drama, music, dance, comedy, puppets, and more, while outside there is a parade followed by fireworks at midnight. Come spring, even the non-Irish enjoy the St. Patrick's Day parade and subsequent Bourbon Street-like party in downtown Pittsburgh in March. In April is the Pittsburgh International Science and Technology festival. May brings the Pittsburgh Folk Festival and the International Children's Festival.

The rivers, parks, entertainment centers, and neighborhoods of Pittsburgh are host to a wide variety of fairs and festivals throughout the year. The most ambitious of all of them is the 17-day extravaganza known as the Three Rivers Arts Festival. Held in June, it offers arts and crafts, free concerts, food, and children's activities. Also in June is the Mellon Jazz Festival, the Pennsylvania Microbrewers Fest, and in the neighboring county to the north one can visit the Butler County Rodeo and Big Butler Fair. From late May to mid-August the Stephen Foster Memorial Theater presents the Three Rivers Shakespeare Festival. The Three Rivers Regatta, held in July

in the waters around Point State Park, celebrates the industrial and recreational importance of the city's rivers. The Pittsburgh Blues Festival is held every July to benefit the Greater Pittsburgh Community Food Bank. July also sees the Wings over Pittsburgh air show, which features the USAF Thunderbirds and showcases a Stealth bomber. The Bassmaster Classic fishing tournament in late June highlights how the area's rivers have been cleaned up enough, allowing previously endangered species to return. The Greater Pittsburgh Renaissance Festival is held in the Laurel Highlands resort area in August, as are two Shadyside Arts Festivals and the Three Rivers Storytelling Festival. Labor Day weekend is time for another breathtaking fireworks display. The holiday season starts in late November with Light Up Night, featuring carolers, horse-drawn carriage rides, ice skating at PPG Plaza, hot apple cider and other old fashioned holiday experiences for the season.

Sports for the Spectator

Pittsburghers have long been ardent sports fans. The city is home to three major sports teams; black and gold is worn by its baseball, football, and ice hockey teams, making Pittsburgh the only city in the United States to have all their major sports teams in the same colors. The National League's Pittsburgh Pirates play in the new PNC Park from April to October. The National Football League's Pittsburgh Steelers, four-time Super Bowl champions, use Heinz Field as their battle ground. The National Hockey League's Pittsburgh Penguins, owned by legendary center Mario Lemieux who led them to back-to-back Stanley Cups in the early 1990s, play from September to April at the Mellon Arena. Pro soccer offers the Pittsburgh Riverhounds, whose Falconi Field is actually in nearby Washington, Pennsylvania.

College sports are very much alive at the University of Pittsburgh and Duquesne University. The Pitt Panthers have men's teams in football, basketball, wrestling, cross country, swimming and diving, soccer, baseball, and track and field, and women's teams in basketball, cross country and track, gymnastics, volleyball, softball, swimming and diving, and tennis. The Panthers are a Big East team that has been a national contender in football and basketball of late. Panthers Football is played at Heinz Field, while other sports are played on the university campus at Petersen Events Center or the Fitzgerald Field House. The Duquesne Dukes teams compete at their uptown A.J. Palumbo facility. Harness track racing is offered at the Meadows in Washington County.

Sports for the Participant

Every season offers a variety of choices for the sports-minded in the Pittsburgh area. The rivers and many parks provide cycling and running paths, and water sports such as swimming, rowing, whitewater rafting, skiing, and fishing. The surrounding hilly country offers recreational

opportunities to campers, hikers, and spelunkers, and within a two-hour drive of the city are 10 ski resorts and numerous cross country ski and snowmobile trails, as well as 800,000 acres of game land to entice hunters. Much work was done through the Rails to Trails program in the 1990s and today Pittsburgh enjoys a 17-mile Three Rivers Heritage Trail system and other trails in the area such as the Montour Trail in Robinson Township. The Montour Trail is currently about 40 miles long and will eventually connect Pittsburgh to Washington, D.C. A popular event is the Great Race, a ten kilometer foot race in late September that attracts world-class competition.

The Pittsburgh Parks and Recreation Department (CitiParks) operates many other educational and sports and fitness activities year-round, including aquatics, bicycling, tennis, senior games, lawn bowling, ice skating, and BIG League sports, a collection of baseball and softball leagues and tournaments. Another popular sport is golf; the *Pittsburgh Post-Gazette* lists over 150 golf courses in the greater Pittsburgh area, and the PGA Senior Championships are held every June in nearby Verona. *Golf Digest* magazine ranked Pittsburgh the fourth best urban area for golfers.

Shopping and Dining

The Golden Triangle's eleven square blocks house major department stores and a myriad of specialty stores and boutiques. PPG Place, a stunning multi-block structure rendered entirely in glass, contains 20 specialty stores and restaurants. One Oxford Center features five levels of restaurants and upscale shops. Fifth Avenue Place has a mix of specialty shops on its first floor and a fast food court with one fine dining restaurant, Caffè Amante, adjacent to it. A popular destination is across the Smithfield Street Bridge from downtown in Station Square, original site of the Pittsburgh and Lake Erie Railroad headquarters, which has been restored and now has more than 50 shops; more than 25 restaurants, bars, comedy clubs, and nightclubs; a Sheraton hotel; Hard Rock Café; the dock for the Gateway Clipper Fleet; and access to the Monongahela Incline cable car up to Mt. Washington.

Pittsburgh's many neighborhoods each have their own shopping district with its own unique character. The Strip District has grown from being the city's warehouse center for fresh meat, fish, produce, and ethnic delicacies to include restaurants and entertainment complexes, of which a newer development is the Boardwalk, an enormous nightclub that floats on the Allegheny River. Squirrel Hill and Shadyside neighborhoods are both reminiscent of Greenwich Village with its unique boutiques and art shops. The Bloomfield neighborhood is known as Pittsburgh's Little Italy. For micro-brew aficionados, visits to the Church Brew Works in Lawrenceville and the Penn Brewery in Troy Hill are a must. At the Pittsburgh International Airport, travelers can find

good food and duty free shopping in over 100 outlets at the Airside Mall. The largest shopping malls in the suburban areas are Century III and the Galleria in the south, Ross Park Mall in North Hills, Monroeville Mall and the huge new Waterfront development in Homestead to the east; farther east is the brand new Pittsburgh Mills Mall in Frazer Township.

Visitor Information: Greater Pittsburgh Convention and Visitor's Bureau, regional Enterprise Tower, 30th Flr., 425 Sixth Ave., Pittsburgh, PA 15219; telephone (877)568-3744; www.visitpittsburgh.com

■ Convention Facilities

Conventioneers are lured to the city by Pittsburgh's accessibility, its relatively low costs, low crime rate, and variety of attractions. The new David L. Lawrence Convention Center is the cornerstone of convention and tourism business in the region. It spans three city blocks in one corner of the Golden Triangle between the Cultural District and the Strip District, offering 313,400 square feet of exhibit space, 250,000 square feet of which are column-free; a Grand Ballroom that can hold up to 4,000 attendees; 53 meeting rooms, two 175-seat lecture halls, and a secondary exhibit hall; a 12,000-square-foot main kitchen; 37 convenient loading docks; and pedestrian walkways to nearby hotels with 3,000 rooms available. Heinz Field, PNC Park, and Mellon Arena are also available for conventions and meetings. The Pittsburgh ExpoMart in Monroeville, about nine miles from downtown, has 106,000 square feet for groups up to 2,000, and is connected to the Radisson Monroeville hotel, which offers additional flexible meeting space for groups of 10 to 600.

Clusters of hotels—old and new, and economy and luxury—are located around the airport, the Oakland university and hospital complex, Monroeville and other suburban locations, near the stadiums on the North Side, and downtown. Major downtown hotels include the Omni William Penn, Pittsburgh's oldest hotel with original 1916 grandeur and 596 guest rooms; the 616-room Westin Convention Center and the 182-room Courtyard Pittsburgh, which both connect to the David L. Lawrence Convention Center; and the Hilton, downtown's largest hotel with 713 rooms and more than 40,000 square feet of meeting space. Others include the Ramada Plaza Suites, Marriott City Center, and the Renaissance in the newly renovated 1906 Fulton Building. Also within walking distance to downtown are the Sheraton Station Square on the South Side, and the Priory and Spring Hill Suites on the North Side.

Convention Information: Greater Pittsburgh Convention and Visitor's Bureau, regional Enterprise Tower, 30th Flr., 425 Sixth Ave., Pittsburgh, PA 15219; telephone (877)568-3744; www.visitpittsburgh.com

■ Transportation

Approaching the City

The 3-million-square-foot Pittsburgh International Airport opened in 1992. This state-of-the-art facility moves more than 14 million travelers each year; it has 100 gates served by 23 passenger and 4 freight airlines. Taxis and buses provide transportation to the Golden Triangle, about 15 miles away.

The Pittsburgh area is at the center of an extensive highway system focused around Interstate 70, I-80 and I-76/376 (the Pennsylvania Turnpike), which run east and west; and I-79/279, which runs north and south. Improvements to the Southern Beltway, the Findlay Connector, and the Mon-Fayette Expressway south of the city were recently completed and improvements to I-279 from the city to the airport area are ongoing. A recent renovation of the Fort Pitt Tunnels, which go through the base of the cliff of Mt. Washington connecting I-279 north of the city to south, was completed in early 2005 and greatly helped traffic congestion. Amtrak provides train service and Greyhound provides bus service into Pittsburgh.

Traveling in the City

The city center is confined in size by the three rivers and may be traversed on foot. The Port Authority Transit of Allegheny County (PAT) serves the city of Pittsburgh, all of Allegheny County and portions of five neighboring counties with over 1,000 buses, 83 light rail vehicles, 4 incline cars, and 75 small transit vehicles. The ACCESS program offers vehicles for elderly and handicapped riders. PAT services about 228,450 passengers every weekday and has an approximate ridership of about 68 million each year.

■ Communications

Newspapers and Magazines

The city has two daily newspapers, the *Pittsburgh Post-Gazette* and the *Pittsburgh Tribune-Review*. *Pittsburgh Magazine* is published monthly. *Pittsburgh City Paper* is a weekly news, arts, and entertainment paper. *Carnegie Magazine* focuses on culture, emphasizing the collections at the Carnegie Museums and Library. In addition, several publications of interest to the African American community and various religious groups, as well as a variety of foreign language periodicals are published in Pittsburgh. The *Pittsburgh Business-Times* provides weekly coverage of the region's business community. More than two dozen other magazines and newspapers of local interest are published in and around Pittsburgh.

Television and Radio

Pittsburgh is served by eight local television stations, including one independent and one PBS. Two of these are historic firsts in television history: WQED is home of Mr. Rogers Neighborhood and the first publicly funded television station in the U.S., and KDKA broadcast the first electronic image through the air in 1929. DIRECTV sells satellite dish service in the area and Comcast is the cable TV company for Pittsburgh.

Twenty-two AM and FM radio stations broadcast programs whose content ranges from news and talk to R&B, rock, and country music. Westinghouse-owned station KDKA was granted the world's first commercial radio license in Pittsburgh in 1920.

Media Information: *Pittsburgh Post-Gazette*, 34 Boulevard of the Allies, Pittsburgh, PA 15222; telephone (412)263-1743; toll-free (800)228-NEWS (6397); www.post-gazette.com. *Pittsburgh Tribune-Review*, D. L. Clark Bldg., 503 Martindale St., 3rd Fl., Pittsburgh, PA 15212; telephone (800)909-TRIB; www.pittsburghlive.com

Pittsburgh Online

Allegheny County. Available www.alleghenycounty.us

The Carnegie Library of Pittsburgh. Available www.clpgh.org

City of Pittsburgh. Available www.city.pgh.pa.us

Greater Pittsburgh Chamber of Commerce. Available www.alleghenyconference.org/Chamber/

Heinz History Center. Available www.pghhistory.org

Pittsburgh Greater Convention and Visitors Bureau. Available www.visitpittsburgh.com

Pittsburgh Post-Gazette. Available www.post-gazette.com

Pittsburgh Public Schools. Available www.pps.k12.pa.us

Pittsburgh Regional Alliance. Available www.alleghenyconference.org/PRA/

Urban Redevelopment Authority of Pittsburgh. Available www.ura.org

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Serrin, William, *Homestead: The Glory and Tragedy of an American Steel Town* (New York: Times Books/Random House, 1992)

Stanford, Les, *Meet You in Hell: Andrew Carnegie, Henry Clay Frick, and the Partnership that Transformed America* (New York: Crown Publishing, 2005)



Scranton

■ The City in Brief

Founded: 1786 (incorporated 1866)

Head Official: Mayor Christopher A. Doherty (D)
(since 2002)

City Population

1980: 88,117

1990: 81,805

2000: 76,415

2006 estimate: 72,861

Percent change, 1990–2000: –6.7%

U.S. rank in 1980: 199th

U.S. rank in 1990: 261st (State rank: 5th)

U.S. rank in 2000: 394th (State rank: 7th)

Metropolitan Area Population

1980: 728,796

1990: 638,524

2000: 624,776

2006 estimate: 550,841

Percent change, 1990–2000: –2.2%

U.S. rank in 1980: 49th

U.S. rank in 1990: 61st

U.S. rank in 2000: 67th

Area: 25.2 square miles (2000)

Elevation: 754 feet above sea level

Average Annual Temperature: 49° F

Average Annual Precipitation: 38.8 inches of rain; 48.7 inches of snow

Major Economic Sectors: services, manufacturing, retail trade

Unemployment Rate: 4.8% (June 2007)

Per Capita Income: \$16,468 (2005)

2005 FBI Crime Index Property: 2,371

2005 FBI Crime Index Violent: 452

Major Colleges and Universities: University of Scranton, Marywood University, Lackawanna College, Johnson College

Daily Newspaper: *The Times-Tribune*

■ Introduction

Scranton, formerly known as the Anthracite Capital of the World, is one of the largest cities in Pennsylvania and home of the Steamtown National Historic Site. In the early 1990s the city found itself in the peculiar position of simultaneously emerging from a 40-year decline while having to file what amounted to a bankruptcy petition with the state. The loss of its manufacturing base and nearly half its population without an accompanying reduction in city services forced The Pennsylvania Economy League in 1992 to develop a three-year plan to rescue Scranton from insolvency.

By the late 1990s, hundreds of millions of dollars were being spent on development projects, and surveys rank the city as a desirable place to live and locate a business. Today, the professional services, health, education, retail, and tourism industries are the basis of the economy. Scranton is traditionally linked with Wilkes-Barre, the seat of neighboring Luzerne County, and is conveniently located near some of the Northeast's finest ski slopes and the beautiful Poconos Mountains.

■ Geography and Climate

Scranton stands in a valley bordered by the ridges of the Allegheny Mountains; the Pocono Mountains are to the southeast. The mountains protect the city from

high winds and influence the temperature and precipitation throughout the year. The climate is relatively cool in the summer, with frequent showers; winter temperatures are not severe, but when snowstorms do occur they approach blizzard conditions.

Area: 25.2 square miles (2000)

Elevation: 754 feet above sea level

Average Temperature: 49° F

Average Annual Precipitation: 38.8 inches of rain; 48.7 inches of snow

■ History

The first European settlers in Scranton were the Abbott brothers, who founded a gristmill there in 1786. In 1800 the Slocum brothers took the mill over, named the area Slocumville, and began a charcoal furnace for iron manufacturing. When the Scranton brothers arrived in 1840, they built the iron furnace that would later grow into the Lackawanna Iron and Steel Company. The community was named Harrison in honor of President William Henry Harrison in 1845; later the name was changed to Scrantonia, then shortened to Scranton. The abundance of coal in the region attracted many other industries. In the 1880s the Scranton Steel Company was founded; it later merged with the Lackawanna Iron and Coal Company to become Lackawanna Iron and Steel Company. This company's move to Buffalo in 1902 dealt a heavy blow to Scranton's economy, but the growing importance of anthracite (hard) coal eventually earned the city the nickname "Anthracite Capital of the World." In the early 1900s, most of the hard coal mined in the country came from the Scranton area. The declining demand for coal after World War II forced Scranton, earlier than other industrial centers, to endeavor to find ways to diversify its economy. Its Scranton Plan, a revitalization plan devised in 1945, has been used as a model for other cities in decline. However, the plan had limitations.

By the end of 1991, after running a deficit for more than three years and projecting a 1992 deficit exceeding 23 percent of its \$33 million budget, Scranton was designated a distressed municipality by the Commonwealth of Pennsylvania. A financial plan drawn up by the state and intended to prevent Scranton's imminent insolvency called for state technical assistance and aid in return for Scranton allowing the state to reorganize municipal government, raise temporary taxes, and dictate terms of labor contracts while the plan was in effect. After implementing these measures, the situation brightened in the mid-1990s. Scranton had more projects, more revitalization, and more economic development than almost any other

city its size in the country, and tourism was on the increase. Today, Scranton has recovered from its past troubles and is a thriving town with a diverse economy, involved community, and rich cultural attractions. Each year, more and more visitors discover this hidden gem at the foothills of the Poconos Mountains.

Historical Information: Lackawanna Historical Society, The Catlin House Library and Archives, 232 Monroe Ave., Scranton, PA 18510; telephone (570)344-3841; www.lackawannahistory.org

■ Population Profile

Metropolitan Area Residents

1980: 728,796
1990: 638,524
2000: 624,776
2006 estimate: 550,841
Percent change, 1990–2000: –2.2%
U.S. rank in 1980: 49th
U.S. rank in 1990: 61st
U.S. rank in 2000: 67th

City Residents

1980: 88,117
1990: 81,805
2000: 76,415
2006 estimate: 72,861
Percent change, 1990–2000: –6.7%
U.S. rank in 1980: 199th
U.S. rank in 1990: 261st (State rank: 5th)
U.S. rank in 2000: 394th (State rank: 7th)

Density: 3,032.3 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 72,200
Black: 2,744
American Indian and Alaska Native: 236
Asian: 961
Native Hawaiian and Pacific Islander: 34
Hispanic or Latino (may be of any race): 1,999
Other: 1,125

Percent of residents born in state: 82.9% (2000)

Age characteristics (2005)

Population under 5 years old: 5,045
Population 5 to 9 years old: 2,744
Population 10 to 14 years old: 4,157
Population 15 to 19 years old: 4,229
Population 20 to 24 years old: 6,074
Population 25 to 34 years old: 8,389
Population 35 to 44 years old: 8,767



Airphoto-Jim Wark

Population 45 to 54 years old: 9,952
 Population 55 to 59 years old: 2,751
 Population 60 to 64 years old: 3,583
 Population 65 to 74 years old: 5,126
 Population 75 to 84 years old: 4,905
 Population 85 years and older: 1,592
 Median age: 38 years

Births (2006, MSA)

Total number: 5,735

Deaths (2006, MSA)

Total number: 7,124

Money income (2005)

Per capita income: \$16,468
 Median household income: \$28,282
 Total households: 29,367

Number of households with income of ...

less than \$10,000: 3,012
 \$10,000 to \$14,999: 4,487
 \$15,000 to \$24,999: 6,086
 \$25,000 to \$34,999: 3,777
 \$35,000 to \$49,999: 4,293

\$50,000 to \$74,999: 4,690
 \$75,000 to \$99,999: 1,858
 \$100,000 to \$149,999: 647
 \$150,000 to \$199,999: 370
 \$200,000 or more: 147

Percent of families below poverty level: 13.3% (2005)

2005 FBI Crime Index Property: 2,371

2005 FBI Crime Index Violent: 452

■ **Municipal Government**

Scranton is the county seat of Lackawanna County. The mayor and five council members are elected at-large to four-year terms.

Head Official: Mayor Christopher A. Doherty (D)
 (since 2002; term expires January 2010)

Total Number of City Employees: 550 (2007)

City Information: City of Scranton, Municipal Building, 340 N. Washington Ave., Scranton, PA 18503; telephone (570)348-4100; www.scrantonpa.gov

■ Economy

Major Industries and Commercial Activity

While manufacturing employment has declined considerably over the last few decades, there are still several strong companies based in the Scranton–Wilkes-Barre MSA, such as Proctor and Gamble and Cinram Manufacturing. Enterprises located in the 118-acre Keyser Valley Industrial Park in Scranton include Quadrant, the County of Lackawanna Transportation Systems (COLTS), Compression Polymers, Gress Poultry, Standard Iron Works, and Simplex Industries.

As of late 2007 the largest employment industry group was trade, transportation, and utilities. Education and health services make up the next largest employment industry. Major health care employers include Mercy Hospital, Allied Services, Community Medical Center, and Moses Taylor Hospital. Major education employers include the University of Scranton, the Diocese of Scranton, and Scranton School District. Professional and business services offer a growing number of jobs. Financial and insurance companies in particular have been attracted to the area. These include Prudential Financial, Metropolitan Life Insurance, Bank of America, and CIGNA Healthcare. Leisure and hospitality jobs are also on the rise.

Items and goods produced: paper products, compact discs and DVDs, electronics, textiles, paint, foam products, books, metal fabrication, food products, plastic sheeting, steel tubing, artillery shells, electronics

Incentive Programs—New and Existing Companies

Local programs: Many programs available in Lackawanna County can be combined to form a comprehensive funding package for an eligible project. The primary programs are administered through SLIBCO (Scranton Lackawanna Industrial Building Company), PEDFA (the Pennsylvania Economic Development Financing Authority), PIDA (the Pennsylvania Industrial Development Authority), and SIDCO (the Scranton Industrial Development Company). Working together under the auspices of the Greater Scranton Chamber of Commerce, these organizations coordinate public and private sector resources to purchase industrial sites, construct shell buildings for lease to outside industry, develop raw land into industrial parks, and generally promote the region to corporate officials worldwide and assist expanding local businesses and industries.

The University of Scranton McDade Technology Center serves as a resource for high technology businesses seeking to locate or expand in the Scranton area. Skills in Scranton, a business/education partnership run by the Greater Scranton Chamber of Commerce since 1989, has

created a forum of communication between business and education to address the employment needs of Northeastern Pennsylvania's employers. The organization helps businesses with job training and re-training, and helps new graduates with the school-to-work transition.

State programs: The state offers several funding and financing programs for new, expanding, or relocating businesses. The Building PA program offers Mezzanine capital for qualifying building construction projects. The First Industries Fund is specifically designed to benefit businesses in agriculture and tourism. A Research and Development Tax Credit is available for up to 10 percent of the company's increased research and development expenses. The state's Job Creation Tax Credits program provides \$1,000-per-job tax credit to approved businesses that agree to create jobs within three years. Other programs include the Ben Franklin Partnership Grants for Technological Innovation, the Infrastructure Development Program, Machinery and Equipment Loan Fund, and the SBA 504 Loan Program. A few areas in Lackawanna County have been designated by the state as Keystone Opportunity Zones (KOZs). Businesses within the KOZs are exempt from most state business and income taxes. Part of the Scranton–Wilkes-Barre MSA is located within a federally designated Foreign Trade Zone (FTZ). Businesses located within an FTZ are eligible for special incentives, including reduced or eliminated customs duties on imported and exported goods.

Job training programs: The most widely used state and federal programs to help employers reduce the costs of hiring and training workers include the federal 1998 Workforce Investment Act (WIA), Customized Job Training (CJT) funded by the Commonwealth of Pennsylvania and maintained by the Pennsylvania Workforce Development Department, the Work Opportunity Tax Credit (WOTC) Program, and a state-tax-credit Employment Incentive Payment (EIP) Program.

Development Projects

A variety of projects are underway or have been completed in the Scranton area since the early 2000s. Almost \$300 million has been invested in a variety of city improvement projects; recent construction projects include the \$16 million Southern Union Headquarters, the \$2.3 million Marquee Theaters, the \$11.5 million Hilton Parking Garage, the \$3.5 million police headquarters, and the \$4 million Riverfront Sports Complex. Infrastructure improvements include a number of road paving and improvement projects, the Meadow Avenue Flood Protection Project, the renovation of a number of area bridges, and the rehabilitation of the Merrifield Pumping Station.

Scranton's Nay Aug Park recently underwent a major renovation, including work to the Harlon's Grove Amphitheater, John Cleland Greenhouse, Rose Garden

Fence, and Wildlife Center. The park's electric service and heating were also upgraded, the Davis Trail was restored, and workers installed safety rails along various pathways and constructed observation decks. Other neighborhood parks that have undergone rehabilitation include Weston Park, Weston Field, Crowley Park, Robinson Park, Jackson Street Playground, and Dorothy Street Playground. Park renovations since 2002 have involved an investment of over \$2.25 million. Scranton's downtown revitalization projects alone have totaled more than \$26 million in improvements.

The \$7 million Scranton Enterprise Center was developed by the Scranton Lackawanna Industrial Building Company (SLIBCO) in the city's Keystone Opportunity Expansion Zone. The 64,415-square-foot facility is equipped to handle state-of-the-art telecommunications utilities and serves as home to a small business incubator. Other development projects completed by SLIBCO in the early 2000s included the Jessup Small Business Center, Valley View Business Park, and Mount Pleasant Corporate Center.

In 2007 \$1.6 million in repairs were made to the Toyota Pavilion at Montage Mountain after a heavy snow storm caused the roof to collapse. That same year, work continued on renovations and upgrades of passenger rail services to the New York and New Jersey metro areas. Approximately \$120 million has been appropriated for the project, which included replacement of aging railroad tracks, new stations, and new locomotive cars for a 130-mile passenger rail link from Downtown Scranton to Hoboken, New Jersey. Passenger service should be operational by 2010.

Economic Development Information: Greater Scranton Chamber of Commerce, 222 Mulberry St., PO Box 431, Scranton, PA 18501; telephone (570)342-7711; www.scrantonchamber.com

Commercial Shipping

Scranton's proximity to Northeast Corridor markets is enhanced by an excellent transportation network. Five major interstate highways are accessible within 30 miles of the city's center, and both Manhattan and Philadelphia are two hours away from Scranton. Rail customers have access to Norfolk Southern, the Canadian Pacific Railway, and several other short lines, including the Lackawanna County Railroad Authority. Dozens of major trucking terminals and package delivery companies also service the area. Wilkes-Barre/Scranton International Airport, a full-service facility located nine miles south of Scranton in Avoca, maintains inland port-of-entry facilities and an adjacent foreign trade zone, enabling Scranton to accommodate a growing international market. The northeast Pennsylvania area has a number of general service airports, heliports, and private service airports.

Labor Force and Employment Outlook

In recent years the city has experienced an influx of financial and service companies lured there by low costs and easy access to New York and Philadelphia. Scranton has also seen a large increase in jobs available in the fields of education, health, and social services; a number of hospitals that serve the area are located in Scranton. The city also draws an increasing amount of tourism traffic from visitors of the nearby Pocono Mountains resort area and visitors to the Steamtown National Historic Site. Industry employment projections from 2004 through 2014 indicate a total job growth of less than one percent. Manufacturing jobs are expected to show the greatest decline. The number of jobs in the transportation industry is expected to increase by about 10 percent. Health care jobs are expected to increase by about 9 percent overall, with the greatest growth in ambulatory care services and home health care. Professional and technical services, education, and arts and recreation are all expected to show some job growth.

The following is a summary of data regarding the Scranton-Wilkes-Barre metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 261,100

Number of workers employed in . . .

construction and mining:	10,900
manufacturing:	34,500
trade, transportation and utilities:	58,800
information:	6,200
financial activities:	12,900
professional and business services:	24,200
educational and health services:	50,000
leisure and hospitality:	22,000
other services:	9,800
government:	31,800

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.8% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Tobyhanna Army Depot	2,780
Mercy Hospital	2,352
Allied Services Rehabilitative	2,300
Procter & Gamble	2,300
Cinram Manufacturing	1,794
Lackawanna County	1,518
Diocese of Scranton	1,420
Community Medical Center	1,386
Moses Taylor Hospital	1,334

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Scranton School District	1,052

Cost of Living

Lackawanna County is a family-oriented, non-transient community. Housing costs are relatively low, with one-bedroom, one-bath apartments typically renting for less than \$800 a month. Houses for purchase range from \$100,000 to \$300,000.

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 3.07% of Taxable Income

State sales tax rate: 6.0%

Local income tax rate: 3.4% (city of Scranton)

Local sales tax rate: None

Property tax rate: None

Economic Information: Center for Workforce Information and Analysis, Pennsylvania's Workforce Statistics; telephone (877)493-3282; www.paworkstats.state.pa.us

■ Education and Research

Elementary and Secondary Schools

Elementary and secondary public education in Scranton is monitored by the Northeast Educational Intermediate Unit, one of many such agencies in Pennsylvania. There are 11 public school districts serving the county. The Scranton metropolitan educational system is considered to be among the best in the country. Nearly 75 percent of public high school graduates go on to higher education; about 95 percent of graduates from private schools in the area enroll in college. Class sizes are small, with an average graduating class size of 187. Most schools offer special education services as well as gifted and honors programs and advanced placement options for high school students.

The following is a summary of data regarding the Scranton School District as of the 2005–2006 school year.

Total enrollment: 74,367

Number of facilities

elementary schools: 13

junior high/middle schools: 3

senior high schools: 2

other: 0

Student/teacher ratio: 15.9:1

Teacher salaries (2005–06)

elementary median: \$53,300

junior high/middle median: \$47,210

secondary median: \$44,970

Funding per pupil: \$9,299

The Diocese of Scranton operates a parochial school system that spreads across multiple counties. Private schools include Yeshiva High School, Hebrew Day School, Baptist High School, and Scranton Preparatory School (Jesuit).

Public Schools Information: Scranton School District, 425 N. Washington Ave., Scranton, PA 18503; telephone (570)348-3402; www.scrsd.org

Colleges and Universities

Scranton, known as the world's center of education by mail, is home to Education Direct, one of the oldest and largest distance learning institutions in the world. Founded in 1890, the school has provided credit courses and personal enrichment studies to more than 13 million students in nearly every country in the world. There are five major divisions of Education Direct: Penn Foster College, Penn Foster High School, Penn Foster Career School, ICS Canada, and Education Direct Industrial Training and Workforce Development. Students may earn a high school diploma, career diplomas, or associate's degrees in fields such as paralegal studies, criminal justice, business, engineering, finance, hospitality management, early childhood education, and health care.

The University of Scranton, a Jesuit institution, is noted for its outstanding academics and progressive campus and technology. The school was founded in 1888 and serves approximately 5,000 students in four schools. Professional training and development courses are available, along with undergraduate and graduate degree programs. *U.S. News & World Report* has often ranked the University of Scranton among the 10 finest master's universities in the North.

Marywood University, a Catholic co-ed institution established in 1915, offers approximately 60 academic programs in the arts, sciences, fine arts, social work, nursing, and music. The university offers 34 graduate degree programs, including 3 doctoral programs. Its 115-acre campus in suburban Scranton is said to be one of the prettiest in the state. Enrollment is over 3,000.

Lackawanna College, in operation for more than 100 years, offers associate's degrees in science, applied science, and arts. The college also offers a variety of certificate programs for its 1,000 students. Johnson College is a private two-year college offering 12 associate's degree

programs and specializing in technical skills and general education. The college is home to the Animal Care Center, which offers veterinary services to the public in conjunction with its veterinary technology program. Johnson College boasts small class sizes and an attractive 65-acre campus.

A number of other higher education institutions are located near Scranton, including Baptist Bible College, King's College, East Stroudsburg University, and Bloomsburg University.

Libraries and Research Centers

The Albright Memorial Library in Scranton is a public library within the greater Lackawanna County Library System (LCLS). The library's holdings include thousands of volumes as well as U.S. government documents, compact and laser discs, and videotapes. The library maintains a special collection on local history; special services include free computer classes, teen and children's programs, and Books by Mail. The Lackawanna County Children's Library is housed in the renovated Marion M. Isaacs Building in Scranton; there are six other branches county-wide and a bookmobile servicing outlying areas.

The Lackawanna Historical Society Library is a special collection library of LCLS. It offers a wide range of research materials, much of it related to genealogy and local history. The library holds more than 6,000 books, more than 5,000 photographs, more than 1,200 maps, an extensive manuscript and scrapbook collection, and local newspapers. Other special collection libraries in the LCLS include the Moses Taylor Healthinfo Library and the Lackawanna County Law Library.

The Harry and Jeanette Weinberg Memorial Library at the University of Scranton offers a collection of more than 450,000 books in a technology-rich environment. Its special collections include rare books and historical documents, and the library's electronic resources include an online catalog, 110 internet databases, and access to more than 13,000 full-text journals. Marywood College's library holds more than 200,000 volumes plus thousands of items on microform and various other forms of media. It also offers a wide variety of computer training workshops.

Public Library Information: Lackawanna County Library System, 520 Vine Street, Scranton, PA 18509; telephone (570)438-3000; www.lclshome.org

Health Care

Five hospitals in Greater Scranton offer advanced treatment in rehabilitation therapy, oncology, and heart, kidney, and neonatal care. Moses Taylor Hospital founded in 1892 and located in Scranton, has 176 beds in addition to a 14-bed inpatient rehabilitation unit. It has a full-service emergency department as well as medical/surgical and other acute care specialty services.

Mercy Hospital is part of Catholic Healthcare Partners, one of the ten largest nonprofit healthcare systems in the country. The acute care facility located in Scranton is also home to the Hip and Knee Orthopaedic Institute and the Mercy Wound Care Center and Hyperbaric Services. The hospital also offers specialty services in diabetes management, cancer treatment, and cardiovascular services.

Community Medical Center, part of the Community Medical Healthcare System (CMHS), is a 299-bed, full-service hospital with an accredited regional trauma center and family and specialty practices. CMHS is an affiliate of the Northeast Regional Cancer Institute, a network of six hospitals that run programs to benefit people living with and affected by cancer. Mountain View Care Center, also part of CMHS, is a 180-bed skilled nursing facility for short-term rehabilitation and long-term care.

Other area hospitals include Marian Community Hospital in Carbondale and Mid Valley Hospital in Peckville.

Scranton's Allied Services, one of the largest rehabilitation facilities in the country, treats people who have suffered strokes, head trauma, and spinal cord injuries, as well as those with communications disorders and Alzheimer's disease. Lourdesmont/Good Shepherd Youth and Family Services treats adolescents with mental health and substance abuse problems. St. Joseph's Center offers services for those living with mental retardation or developmental delays. St. Joseph's also offers outpatient physical therapies and services for pregnant women and adoptive families.

Recreation

Sightseeing

The historic Scranton Iron Furnaces, located in the heart of the city, are a potent reminder of the city's industrial past. The four interconnected stone blast furnaces, once operated by the Lackawanna Iron & Steel Company, closed in 1902; they were rededicated in the 1980s and have been completely rehabilitated. The National Park Service runs the Steamtown National Historic Site, located on 40 acres of the Scranton yard of the Delaware, Lackawanna & Western Railroad. This facility houses one of the nation's largest collections of standard-gauge steam locomotives. The collection includes the 1.2 million-pound 1941 Union Pacific Big Boy, one of the largest steam locomotives ever built, and a tiny 1937 H.K. Porter industrial switcher. Steamtown's Technology Museum and History Museum are housed in existing portions of the Roundhouse, dating from as early as 1902. The History Museum displays a timeline of railroading as well as exhibits that detail life on early railroads. The Technology Museum features a sectioned steam locomotive, caboose, and boxcar for visitors to explore.

The Houdini Museum is the only museum in the world devoted entirely to the escape artist Harry Houdini. It features antiques, memorabilia, magic, and artifacts. Three miles outside the center city, McDade Park is the site of the Lackawanna County Coal Mine Tour, considered one of the area's premier tourist attractions. The tour features an underground rail car trip 300 feet below the earth to the floor of the mine, and exploration of three coal veins. The area also offers tours of interesting architectural sites and of the area's first commercial winery.

Arts and Culture

The Greater Scranton area hosts a variety of artistic and cultural events throughout the year. The striking Masonic Temple and Scottish Rite Cathedral located downtown was designed by architect Raymond M. Hood following a Neo-Gothic and Romanesque design. The cathedral is home to the Community Concerts Association, the Broadway Theater League, and the Northeastern Pennsylvania Philharmonic. The Philharmonic, dance troupes, and other professional entertainers also appear at the F. M. Kirby Center for the Performing Arts in Wilkes-Barre. The Scranton Public Theatre performs comedies, drama, and original plays at the intimate Lucan Center for the Arts downtown from fall through spring. In summer, this professional repertory company sponsors the Pennsylvania Summer Theatre Festival at McDade Park.

The history of the Scranton region is interpreted through exhibits at the Pennsylvania Anthracite Heritage Museum. Its collections highlight the lives and living conditions of the people who worked in the area's anthracite mines and textile factories, including replications of a family kitchen, a local pub, and a church. Another destination of historical significance is the Catlin House, headquarters of the Lackawanna Historical Society. Inside this 1912 English Tudor-style manor, visitors can view an extensive collection of books, photographs, clothing, and furnishings. A pictorial history of the U.S. Marine Corps from the American Revolution to the present can be traced at the U.S. Marine Corps League Museum. Founded in 1908, the Everhart Museum at Nay Aug Park features fine arts and natural history exhibits. The history of a local newspaper is presented in an outdoor display of artifacts and pictures known as the Scranton Times Newseum.

Festivals and Holidays

Scranton is a city that loves festivals and special events. The city starts out the year with First Night Scranton, a visual and performing festival that is punctuated by a fireworks display at midnight. In March, the town sponsors the nation's fourth largest St. Patrick's Day parade. Spring brings cherry blossom and wine tasting festivals, outdoor concerts, and music festivals. The Lackawanna Arts Council arranges festivals, exhibits, and special attractions, including the annual fall Arts Festival. Various ethnic and

church festivals are scheduled during spring and summer, culminating in LaFesta Italiana on Labor Day Weekend, which draws thousands of revelers to downtown's Court-house Square. In June, the U.S. Navy performs at the Wilkes-Barre/Scranton International Airport's Airshow.

Sports for the Spectator

Summer nights are perfect for taking in a game of professional baseball, so area residents head to Lackawanna County Stadium to watch the Scranton/Wilkes-Barre Red Barons, an affiliate of the Philadelphia Phillies. The team plays 72 home games each season. Auto racing fans are drawn to Pocono Raceway, considered one of NASCAR's most competitive speedways; it is located just 30 minutes from downtown Scranton and features a 2.5-mile tri-oval track. Horse racing fans are entertained at Pocono Downs in nearby Luzerne County, where harness racers compete on what is said to be the fastest five-eighths-mile track in the world. The Wilkes-Barre Scranton Penguins, the American Hockey League affiliate of the Pittsburgh Penguins, delight hockey fans during their 40 home games at the Wachovia Arena at Casey Plaza. Wachovia Arena is also home to the Wilkes-Barre Scranton Pioneers, a member of the Arena Football League 2. The Scranton Eagles play fifteen semi-pro football games each year in the Empire Football League, and the University of Scranton's sports teams compete in the NCAA Division III.

Sports for the Participant

Scranton is at the center of one of the Northeast's most popular skiing areas. Facilities for the expert and novice alike are available at Montage Mountain Ski Resort, just five miles from downtown Scranton; skiers can also choose from more than thirteen other ski areas within driving distance. Montage Mountain features a number of challenging "black diamond slopes," snowboarding facilities, scenic chairlift rides, an ice skating rink, and hiking and picnic areas for summer entertainment. Cross-country skiing and snowmobiling are a few of the other popular wintertime activities. In the summer, residents and visitors enjoy water sports in the many area lakes and streams. Golfing, biking, fishing, hunting, and hiking are also popular pastimes. In October, the Steamtown Marathon attracts 1,500 entrants to a race given 14 of a possible 15 stars on marathonguide.com, with particular praise for the race's organization and volunteers. The city maintains dozens of indoor/outdoor sports and leisure areas.

Shopping and Dining

Downtown Scranton recently underwent a burst of commercial growth, bringing a number of new national chains to the area. A variety of specialty stores, antique shops, and independent boutiques are also located in downtown Scranton. The area has also developed a reputation as an outlet center. The Mall at Steamtown offers two levels of specialty shops and a food court. Viewmont Mall, anchored

by major department stores, features dozens of specialty stores. From mid-July to Thanksgiving, local produce and baked goods are sold at Scranton Co-op Farmers Night Market, minutes from downtown Scranton.

Scranton's population is ethnically diverse and the city supports a number of ethnic restaurants, including those offering Asian, French, German, Greek, Italian, Middle Eastern, and Mexican fare. Local ethnic favorites include pierogie, hall ski, and halupkies.

Visitor Information: Greater Scranton Chamber of Commerce, 222 Mulberry St., PO Box 431, Scranton, PA 18501; telephone (570)342-7711; www.scrantonchamber.com. Lackawanna County Convention & Visitors Bureau, 99 Glenmaura National Blvd., Scranton, PA 18507; telephone (800)22-WELCOME; www.visitnepa.org

■ Convention Facilities

The new Hilton Scranton & Conference Center, located in downtown Scranton, features 19 meeting rooms—the largest of which is more than 7,000 square feet. Facilities also include a 75-seat amphitheater and a grand ballroom that accommodates up to 500 guests. The hotel portion contains 175 guest rooms with complimentary high speed internet access and free local calls. A business center is also available.

The Radisson Lackawanna Station, the result of a multi-million dollar renovation of the 1908 Erie-Lackawanna Terminus building, is Scranton's other main downtown meeting facility. A stately structure built in the Neo-Classical style, the Radisson provides 146 guest rooms, two ballrooms, four executive boardrooms, three meeting rooms, and hospitality suites. Guests can also take advantage of the hotel's complimentary high speed internet access, fitness center, and airport shuttle. Dozens of hotels and motels in the metropolitan area provide additional accommodations to the thousands of visitors Scranton attracts each year.

Convention Information: Lackawanna County Convention & Visitors Bureau, 99 Glenmaura National Blvd., Scranton, PA 18507; telephone (800)22-WELCOME; www.visitnepa.org

■ Transportation

Approaching the City

The Wilkes-Barre/Scranton International Airport, located nine miles south of Scranton, is served by United, Delta, Northwest, Continental, and U.S. Airways, and offers non-stop service to selected cities with connections nationally.

Scranton is connected to the Canadian border and Maryland by Interstate 81. Interstate 84 extends to the Massachusetts Turnpike. Interstate 380 provides a link to

the Poconos and connects the area with Interstate 80, a principal east-west route from New York City to California. Scranton is just over a two-hour drive from both Manhattan and Philadelphia.

Passenger rail service between Scranton and the metropolitan New York/New Jersey area is scheduled to return by 2010. A multi-million dollar intermodal transportation center is being built downtown to service rail passengers.

Traveling in the City

Scranton is laid out in a grid pattern. Bus transportation is provided by the County of Lackawanna Transit System. Taxi service is available. Martz Trailways has a bus depot in downtown Scranton.

■ Communications

Newspapers and Magazines

The Times-Tribune is the city's daily newspaper. The *Sunday Times* appears weekly. A number of religious and ethnically-oriented newspapers and magazines are also published in Scranton.

Television and Radio

Two television stations broadcast from Scranton; cable service is also available. Seven AM and seven FM radio stations service the area, playing a variety of formats.

Media Information: *The Times-Tribune*, Times Shamrock Communications, 149 Penn Ave., Scranton, PA 18503; telephone (800)228-4637; www.thetimes-tribune.com

Scranton Online

City of Scranton. Available www.scrantonpa.gov
 Greater Scranton Chamber of Commerce. Available www.scrantonchamber.com
 Lackawanna County Convention & Visitor's Bureau. Available www.visitnepa.org
 Lackawanna County Government. Available www.lackawannacounty.org
 Lackawanna County Library System, Albright Memorial Library. Available www.lclshome.org/albright/
The Times-Tribune. Available www.thetimes-tribune.com

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 Throop, Benjamin H., *A Half Century in Scranton* (Scranton, PA: Press of the Scranton Republican, 1895)



Rhode Island

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The State in Brief

Nickname: The Ocean State

Motto: Hope

Flower: Violet

Bird: Rhode Island red hen

Area: 1,545 square miles (2000; U.S. rank 50th)

Elevation: Ranges from sea level to 812 feet

Climate: Warm summers, abundant rainfall; long winters with occasional heavy snowfall; moderated by ocean

Admitted to Union: May 29, 1790

Capital: Providence

Head Official: Governor Don Carcieri (R) (until 2010)

Population

1980: 947,154

1990: 1,003,464

2000: 1,048,319

2006 estimate: 1,067,610

Percent change, 1990–2000: 4.5%

U.S. rank in 2006: 43rd

Percent of residents born in state: 59.18% (2006)

Density: 1,029.9 people per square mile (2006)

2006 FBI Crime Index Total: 30,047

Racial and Ethnic Characteristics (2006)

White: 882,370

Black or African American: 54,396

American Indian and Alaska Native: 4,396

Asian: 29,406

Native Hawaiian and Pacific Islander: 248

Hispanic or Latino (may be of any race): 117,708

Other: 73,589

Age Characteristics (2006)

Population under 5 years old: 61,798

Population 5 to 19 years old: 213,102

Percent of population 65 years and over: 13.8%

Median age: 38.4

Vital Statistics

Total number of births (2006): 12,464

Total number of deaths (2006): 9,498

AIDS cases reported through 2005: 2,503

Economy

Major industries: Trade, services, manufacturing, research, agriculture

Unemployment rate (2006): 5.9%

Per capita income (2006): \$25,937

Median household income (2006): \$51,814

Percentage of persons below poverty level (2006): 11.1%

Income tax rate: 25.0% federal tax liability

Sales tax rate: 7%



Newport

■ The City in Brief

Founded: 1639 (incorporated 1784)

Head Official: Mayor Stephen C. Waluk
(since 2007)

City Population

1980: 29,259

1990: 28,227

2000: 26,475

2006 estimate: 24,409

Percent change, 1990–2000: –6.2%

U.S. rank in 1980: Not available

U.S. rank in 1990: 958th (State rank: 7th)

U.S. rank in 2000: 1,223rd (State rank: 7th)

Metropolitan Area Population

1980: 81,383

1990: 87,194

2000: 85,433

2006 estimate: Not available

Percent change, 1990–2000: –2.0%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 611th

Area: 11.47 square miles (2000)

Elevation: From 6 to 96 feet above sea level

Average Annual Temperatures: January, 30.4° F; July, 71.0° F; annual average, 50.78° F

Average Annual Precipitation: 44.7 inches of rain; 35.7 inches of snow

Major Economic Sectors: U.S. Navy-related activities, tourism and related activities, education and healthcare

Unemployment Rate: 4.8% (April 2005)

Per Capita Income: \$25,441 (1999)

2005 FBI Crime Index Property: 1,157

2005 FBI Crime Index Violent: 110

Major Colleges and Universities: Salve Regina University, U.S. Naval War College, Community College of Rhode Island-Newport

Daily Newspaper: *The Newport Daily News*

■ Introduction

Historic Newport is best known as a summer resort colony. The city has been called “The Birthplace of the Navy,” since the presence of navy personnel builds on the distinctly nautical flavor of the seaside town. Newport is located on Aquidneck Island, which has expanded its role in naval activities in recent years, resulting in the growth of high technology industries and support services in the development of sophisticated communications and defense weaponry systems. Newport’s beautifully preserved architectural heritage, including the summer “cottages”—actually late nineteenth-century mansions built by wealthy New York families—have made the city a warm-weather capital of American “high society” and a mecca for tourists interested in the colonial history of the United States. Newport’s past is a fascinating mix of religious tolerance, slave trade, the military, and the very wealthiest of U.S. capitalists.

■ Geography and Climate

Newport is located at the southern end of Aquidneck Island in Narragansett Bay and is bounded on the east by the Atlantic Ocean, on the north by Massachusetts, on the south by the Rhode Island Sound, and on the west by

mainland Rhode Island. The bay moderates the climate, making this area of the state somewhat warmer in the winter and cooler in the summer. The weather is of the kind described by meteorologists as humid continental.

Area: 11.47 square miles (2000)

Elevation: From 6 to 96 feet above sea level

Average Temperatures: January, 30.4° F; July, 71.0° F; annual average, 50.78° F

Average Annual Precipitation: 44.7 inches of rain; 35.7 inches of snow

■ History

Earliest Newport

Ironically, Newport and the rest of Rhode Island started out as part of the western coast of Africa—more than 500 million years ago. Tectonic forces gradually moved what is now Rhode Island toward the North American continent, where it collided and stuck, creating the Appalachian Mountains in the process. A series of ice ages changed the landscape over time through the approach and retreat of glaciers, which scraped a channel into the earth that separated Aquidneck Island from the mainland. About 3,000 years after the glaciers cleared out, humans moved in; evidence indicates that people have been living in the greater Newport area for somewhere between 10,000 and 12,000 years. These hunter-gatherers transitioned into the native tribes more familiar today, with the Narragansett (members of the Algonquian tribe) and Wampanoag Indians being the primary occupants of the Rhode Island area before the new neighbors moved in.

The first European known to have visited the Narragansett Bay area was Giovanni Verrazzano, who briefly touched down in the region during an expedition in 1524. Fur traders came next, peacefully doing business with the native people for many years. A defining moment for Newport was the advent of religious dissidents who had been expelled from Massachusetts and many of whom were following Anne Hutchinson, who in 1638 founded Pocasset (later Portsmouth) on the northern end of Aquidneck Island with a small group led by William Coddington and John Clarke. In 1639 Coddington and Clarke moved south and established Newport.

As more settlers moved south to Newport, they adopted the predominant beliefs that church and state should be separated and that all people should be free to practice the religion of their choice. This atmosphere of tolerance attracted an eclectic mix of religious refugees, including members of the Society of Friends (also known as Quakers), Irish Catholics, and the Jewish community. In 1663 Newport and three other towns were chartered

by England's King Charles II as the Colony of Rhode Island and Providence Plantations, which free-thinking Newporters didn't much care for.

Pirates, Slaves, and Civil Unrest

By the 1690s Newport was one of the principal ports in North America. Most of the trade was legitimate, but pirates were a common sight in Newport. The state's reputation as a haven for individualists and pirates earned it the nickname "Rogues Island." By the 1760s Newport was also notorious for being the major slave-trading port in the British Empire—the "Triangular Trade" was an endless cycle of Caribbean molasses being imported to Newport, where it was made into rum that was shipped to Africa to trade for slaves, who were transported to the Caribbean to be sold for molasses that would make its way back to Newport. "Surplus" slaves who weren't traded for molasses were brought back to North America and sold in the south to work on plantations. Freedom appeared to be a limited commodity in colonial times.

During the 1700s Newport rivaled Boston, New York, and Philadelphia as a major trade and cultural center. It also developed as a resort colony, attracting vacationers from the Carolinas and Caribbean seeking to escape the heat and humidity of summers there. At the same time Rhode Island merchants chafed at the restrictions placed upon them by the British government. This tension came to a head in 1763 when the British sent vessels to police Narragansett Bay against smuggling activities. Several skirmishes broke out between the colonists and the British Navy; the British exacted their revenge in 1765 during the American Revolution by seizing the town of Newport and occupying it for nearly three years. As a result of this occupation, Newport's maritime trade collapsed. Although the city ranked as a leading whaling center from 1775 to 1850, its economy did not fully recover for nearly a century.

With the aid of the French, Newport was regained by the United States; French troops remained in the area until 1783 to ensure that it stayed in U.S. control. This time of instability left the city out of the industrial leaps that had occurred in other parts of the country, and Newport began to rely increasingly on its image as a summer resort. Writers, architects, scientists, and artists converged on the scenic area.

An End to the Triangle Trade

In 1774 Newport outlawed slavery, shattering the Triangular Trade. As part of the Union during the Civil War, Newport was designated the site of the U.S. Navy; the Naval Training Station, the Torpedo Station (now the Naval Underwater Systems Center) and Naval War College were established there during the 1880s, creating an important naval presence that continues to this day. Following the Civil War, in a time Mark Twain called the Gilded Age (1890 to 1914), income tax was an unknown

concept. Wealthy families such as the Astors, Vanderbilts, and Morgans began to build opulent mansions they referred to as cottages in Newport to entertain each other during the brief summer season. At the cottage of Mrs. William Astor, where the ballroom held exactly 400 people, the legend of the Four Hundred was born, becoming America's first social register.

Newport's economy was given another boost by World War I as its shipyards built combat and cargo ships, but the city suffered heavily when the stock market crashed in 1929. The decline continued through the 1970s as the Newport Naval base was closed and the city lost 15 percent of its population. However, modern Newport is still a center of naval activities, housing the Naval War College and other training schools.

The New Newport

Newport today retains the cachet of a seaside resort, but the city has more affordable housing than any other community in Rhode Island, and the military presence remains influential in the culture and the economy. The city has reinvented itself as a destination for all tourists, not just the wealthy, offering family-oriented activities and sightseeing excursions. Restoration of historic buildings has been a priority in recent years, from the Cliff Walk past staggeringly massive mansions to the downtown Brick Market. Newport hosts yachting events, tennis tournaments, golf championships, and a broad variety of festivals that honor the city's ethnic heritage.

In the summer of 2007, tall ships again docked at Newport; the accompanying festival included concerts, art exhibits, block parties, and fireworks as well as the breathtaking spectacle of dozens of towering ships parading on Narragansett Bay, in celebration of Newport's seafaring history and future.

Historical Information: Newport Historical Society, 82 Touro St., Newport, RI 02840; telephone (401)846-0813; www.newporthistorical.org

■ Population Profile

Metropolitan Area Residents

1980: 81,383
 1990: 87,194
 2000: 85,433
 2006 estimate: Not available
 Percent change, 1990–2000: –2.0%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 611th

City Residents

1980: 29,259

1990: 28,227
 2000: 26,475
 2006 estimate: 24,409
 Percent change, 1990–2000: –6.2%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 958th (State rank: 7th)
 U.S. rank in 2000: 1,223rd (State rank: 7th)

Density: 3,336.3 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 22,272
 Black: 2,053
 American Indian and Alaska Native: 225
 Asian: 353
 Native Hawaiian and Pacific Islander: 23
 Hispanic or Latino (may be of any race): 1,467
 Other: 638

Percent of residents born in state: 45.6%
 (2000)

Age characteristics (2000)

Population under 5 years old: 1,526
 Population 5 to 9 years old: 1,465
 Population 10 to 14 years old: 1,412
 Population 15 to 19 years old: 1,986
 Population 20 to 24 years old: 2,671
 Population 25 to 34 years old: 4,229
 Population 35 to 44 years old: 4,117
 Population 45 to 54 years old: 3,481
 Population 55 to 59 years old: 1,276
 Population 60 to 64 years old: 904
 Population 65 to 74 years old: 1,646
 Population 75 to 84 years old: 1,261
 Population 85 years and older: 501
 Median age: 38.6 years

Births (2006, County)

Total number: 817

Deaths (2006, County)

Total number: 693

Money income (1999)

Per capita income: \$25,441
 Median household income: \$40,669
 Total households: 11,562

Number of households with income of...

less than \$10,000: 1,343
 \$10,000 to \$14,999: 941
 \$15,000 to \$24,999: 1,400
 \$25,000 to \$34,999: 1,440
 \$35,000 to \$49,999: 1,632



The Rose Island Lighthouse in Narragansett Bay. *Newport County Convention and Visitors Bureau, www.GoNewport.com*

\$50,000 to \$74,999: 2,271
\$75,000 to \$99,999: 1,090
\$100,000 to \$149,999: 923
\$150,000 to \$199,999: 233
\$200,000 or more: 289

Percent of families below poverty level: 12.9% (1999)

2005 FBI Crime Index Property: 1,157

2005 FBI Crime Index Violent: 110

■ Municipal Government

Newport is governed by a council and a city manager under a home rule charter. The council consists of seven members, one elected from and representing each of three city wards and four that are elected at-large. A mayor is chosen by the four at-large councilors. The council is seated for two-year terms. The city manager directs all administrative departments for the municipality.

Head Officials: Mayor Stephen C. Waluk (since 2007; term expires 2009); City Manager Edward F. Lavallee (since 2005)

Total Number of City Employees: 344 (2007)

City Information: Office of the Mayor, City Hall, 43 Broadway, Newport, RI 02840; telephone (401)846-9600; www.cityofnewport.com

■ Economy

Major Industries and Commercial Activity

Since the days of the Civil War, Newport has been an important naval base. The United States Navy is still a major employer in spite of the closing of several installations in the 1970s. Today, the Naval War College, the Naval Station Newport, and the Naval Underwater Systems Center continue to stimulate the economy in Newport, particularly in the area of technological research and application related to national defense. The adjacent communities of Middletown and Portsmouth experienced a high-tech boom in the 1980s spurred in part by the location of the Naval Underwater Systems Center in Newport, and Aquidneck Island as a whole is becoming a high-technology hub with more than 80 software and engineering firms employing a large portion of the labor force.

Education and health services have become somewhat important in the local economy, with Newport Hospital and Salve Regina University serving as major employers in the city. The James L. Maher Center, a not

for profit organization offering support services for the developmentally disabled, is also a major employer in Newport. The Newport Harbor Corporation also employs over 500 people.

Internationally known as a summer resort and yachting center, Newport depends heavily on wholesale and retail trade and services catering to summer residents and tourists. The Newport Shipyard (formerly the American Shipyard Company) produces military, commercial, and pleasure crafts and engines. Some light industry plus fishing and lobstering also contribute to Newport's economy.

Items and goods produced: electronic equipment, health and beauty aids, fabrics,

Incentive Programs—New and Existing Companies

Local programs: The City of Newport offers private businesses access to low cost capital through the Economic Development Revolving Loan Fund, with the intent of creating and retaining jobs. Businesses that are just starting up or expanding can utilize the funds to come up to compliance with the State Fire Code. Recipients can take up to 5 years to pay back the loan at 3.5 percent interest. Newport City also provides tax relief to encourage the reuse of historic properties, including expansion, renovation and development that fit within the Historic District Commission standards. To be eligible for the tax exemption, the property must increase in value by at least \$100,000. Newport has consistently been a recipient of a pool of Community Development Block Grant (CDBG) monies that it has parceled out to support development projects that benefit low and moderate income residents. Special incentives are available from the city for artists who live and work in the Newport Arts and Entertainment District.

State programs: Rhode Island provides a corporate income tax rate reduction for those firms increasing employment over a three-year period. An Innovation Tax Credit is available for qualified investors in one of six state-designated innovation industries, including biotechnology and life sciences and marine and defense manufacturing. There is a manufacturing investment tax credit of up to 4 percent and a high performance manufacturing investment tax credit of up to 10 percent for qualified companies. An investment tax credit of 10 percent is available to non-manufacturing companies in one of 16 qualifying categories, which include motion picture production and insurance carriers. There are several credits available for research and development activity expenses and facilities, including a sales tax exemption for qualifying firms. The R & D expense credit of 22.5 percent is one of the highest in the nation. Restoration of historic buildings as businesses or

residences may qualify for tax breaks, as may businesses residing in certified mill buildings. Special incentives are available for the film and television industry and the financial services industry.

The Rhode Island Economic Development Corporation provides direct access to state economic and business resources including finance, export trade, federal procurement, and marketing. The Rhode Island Small Business Development Center provides services to businesses with fewer than 500 employees, including the presentation of training seminars and workshops in business planning, marketing, financing, and other business subjects, as well as free consultations by experts in all aspects of business.

Job training programs: The Rhode Island Department of Labor and Training provides employers and small businesses with counseling and direct access to federal and state training, labor market information, recruitment and skills enhancement programs, and grants. The state additionally coordinates services to dislocated workers, foreign workers, youth who wish to be employed, and military veterans. The state maintains a large database of available jobs that can be accessed by those seeking employment. The Workforce Partnership of Greater Rhode Island supports the Department of Labor and Training by assisting businesses and industries in grant writing, goal-setting, job fair coordination, creation of school-to-work linkages, and employee training to address critical skill shortages. There are several job training and education tax incentives, including an adult education tax credit of up to 50 percent for direct training costs and an employer's apprenticeship tax credit of up to 50 percent of actual wages (up to \$4,800) for qualifying apprentices.

Development Projects

The City of Newport has continued its ambitious North End Redevelopment Plan, which will promote jobs, education, and housing opportunities. The focal point of the plan was completed through the opening of the Newport branch of the Community College of Rhode Island. Ongoing projects include redevelopment of the old Navy Hospital facility, market analysis for the entire area, an enterprise zone, Pell Bridge land redevelopment, and affordable housing replacement unit construction. In the planning stages in 2007 was O2 Newport, a \$1.4 billion project for a mixed-use destination facility that would include high-end, residential, retail, commercial, and hotel space.

In an effort to expand the tourist industry even further, several Newport organizations have partnered together to form the Newport World Heritage Committee. The committee is nominating several historic sites in the city to be named to the World Heritage List sponsored by the United Nations Educational, Scientific, and Cultural Organization (UNESCO). Proposed sites include the Brick Market Place, the Isaac Bell House, and the Touro

Synagogue. In 2007 a regional planning committee developed a new tourist marketing campaign entitled the Newport-Bristol Heritage Passage, in hopes of drawing visitors to the many historic sites in the area.

The Bellevue Gardens Redevelopment Project was in the design phase in 2007. This \$50 million project will transform the present Bellevue Gardens Shopping Center into a mixed-use residential and commercial village. A \$20 million renovation of Newport Grand was in the planning stage in 2007. Investors expect to expand the present gaming facility to include a large food and beverage area and an additional 835 video slot machines.

Economic Development Information: Newport County Chamber of Commerce, 45 Valley Rd., Middletown, RI 02842; telephone (401)847-1600; www.newportchamber.com

Commercial Shipping

Boston Logan International Airport is approximately two hours from Newport and provides access to a number of national and international cargo carriers. On an annual basis, Logan moves more than 742 million pounds of cargo and mail each year. The airport is part of Foreign Trade Zone 27, allowing for temporary storage of imported goods that are exempt from full U.S. Customs scrutiny. The Port of Providence, easily accessible from Newport, has been increased to a 40-foot depth in order to accommodate medium and deep-draft vessels. The Port can handle any type of cargo, has approximately 300,000 square feet of warehouse capacity, and offers 25 wharves and docks. In addition, Newport offers docking facilities suitable for barge transportation or smaller ships. Excess Navy bases operated by the Rhode Island Economic Development Corporation in Portsmouth, Middletown, and North Kingston can handle bulk and general cargo. Two trucking firms serve the area.

Labor Force and Employment Outlook

Approximately 90 percent of all Newport County adults age 25 and older possess a high school diploma or higher; about 39 percent hold a bachelor's degree or higher, making for a well-educated workforce by national standards. In 2006 the largest employment sector was government. In private sectors, the largest employment industries were food service and accommodations, health care and social assistance, retail trade, and arts, entertainment, and recreation. Statewide, it is anticipated that overall employment will increase by 11.5 percent by the year 2012, with significant gains in construction, professional and technical services, healthcare and social assistance, leisure and recreation businesses, and accommodation and food service industries. It is anticipated that manufacturing jobs will fall by approximately 13.5 percent by 2012, the only employment sector in which there are projected losses.

The following is a summary of data regarding the Newport city metropolitan area labor force, 2005 annual averages.

Size of nonagricultural labor force: 40,357

Number of workers employed in . . .

construction and mining: 1,601
 manufacturing: 3,163
 trade, transportation and utilities: 6,610
 information: 552
 financial activities: 2,788
 professional and business services: 5,778
 educational and health services: 8,848
 leisure and hospitality: 4,727
 other services: 2,432
 government: 7,140

Average hourly earnings of production workers employed in manufacturing: Not available

Unemployment rate: 4.8% (April 2005)

<i>Largest employers (2004)</i>	<i>Number of employees</i>
Naval Underwater Services Center	2,824
Naval Station Newport	950
Newport Hospital	804
James L. Maher Center	700
Salve Regina University	460
Newport Public Schools	380
City of Newport	346
Naval War College	250
Wal-Mart	225

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 25.0% of the Federal Income Tax Rates that were in effect immediately prior to the 2001 EGTRRA

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$13.72 per \$1,000 of assessed value (2004)

Economic Information: Newport County Chamber of Commerce, 45 Valley Rd., Middleton, RI 02842; telephone (401)847-1600; www.newportchamber.com

■ Education and Research

Elementary and Secondary Schools

Newport Public School District bills itself as a “student-centered learning community” that provides an academically rigorous experience for students from kindergarten through grade 12. The district has one of the highest amounts of total spending per pupil in the nation, with a well-developed visual and performing arts program, advanced technology in preparation for careers or college, and a community literacy program utilizing volunteer tutors.

Newport Public Schools also operates the Aquidneck Island Adult Learning Center, designed to serve youth and adults with GED and alternative diploma programs. The agency provides job skill development and work transition activities, arranges job shadowing opportunities, and cultivates adult literacy. Assessment for learning disabilities is available as well. The Newport Area Career and Technical Center is another program under the Newport Public Schools umbrella.

The following is a summary of data regarding the Newport Public Schools as of the 2005–2006 school year.

Total enrollment: 2,362

Number of facilities

elementary schools: 5
junior high/middle schools: 1
senior high schools: 1
other: 2

Student/teacher ratio: Not available

Teacher salaries (2005–06)

elementary median: Not available
junior high/middle median: Not available
secondary median: Not available

Funding per pupil: \$11,460

Several charter and private schools are open for enrollment in the Newport County area, including the Meadowbrook Waldorf School in West Kingston, Rhode Island, and St. George’s School, a college preparatory institution in Newport. The List Academy of Music and Arts is a nonprofit visual and performing arts institution offering enrichment classes to students of all ages and abilities.

Public Schools Information: Newport Public Schools, 437 Broadway, Newport, RI 02840; telephone (401)847-2100; www.newportriscschools.org

Colleges and Universities

Newport is home to one private Catholic coeducational four-year university of arts and sciences, Salve Regina University, which offers baccalaureate degrees in 43 areas of concentration. Twelve master’s programs are available and a PhD can be earned in humanities. Enrollment in the 2006–2007 academic year stood at 2,589 students representing 42 states and 17 countries. Salve Regina has well-respected nursing and elementary, secondary, and special education programs.

The Naval War College (NWC) operates a military leadership institution in Newport, with a core curriculum that addresses national security decision making, strategy and policy, and joint military operations. NWC works on a trimester system; its student body of mid-grade and senior-level military officers from all branches of service can earn baccalaureate degrees in any of five colleges, while a master of arts degree is available in National Security and Strategic Studies. The NWC is part of the Naval Education and Training Center, as is the Naval Justice School that trains judge advocate generals and other military legal experts.

Civilians can also gain hands-on experience with boats at the International Yacht Restoration School in Newport, where students learn the history of yachts while honing their skills in restoration and boat-building. The school coordinates an annual Summer Gala in celebration of the yacht.

Newport is also home to a branch of the Community College of Rhode Island, the main campus of which is located in Warwick. Students of CCRI-Newport can earn a variety of associate’s degrees or certificates, or transfer credits for four-year institutions of higher education.

Libraries and Research Centers

The Newport Public Library has served the community for more than 130 years; the library operates a book-mobile service, offers a number of programs tailored to youth and teen readers, and maintains a collection of more than 124,000 volumes supplemented by upwards of 4,000 audio-visual materials. In 2005 the library received a grant of \$27,500 to strengthen technological resources available to patrons. Through a reciprocal borrowing agreement, patrons have access to library materials in communities throughout the state.

Special libraries in Newport include those coordinated by various departments of the U.S. Navy on such topics as military science and antisubmarine warfare. Libraries are maintained by Salve Regina University, Newport Hospital, Newport Historical Society, the U.S. Naval War College, and the International Tennis Hall of Fame. Of unique interest is the Redwood Library and Athenaeum, founded in 1747 and said to be the oldest continuously circulating library in the United States. The library contains a valuable collection of rare books,

paintings, furnishings, and historical items. The building itself is reminiscent of a Grecian temple.

The library and museum materials housed within the Newport Historical Society can jumpstart genealogical and local history research with access to more than 200,000 photographs, 12,000 volumes and 10,000 collectible objects.

The U.S. Naval War College conducts war games research, hosts strategic think tank sessions at the Center for Naval Warfare Studies, and houses a Naval Underwater Systems research center, all of which contribute to the future direction of the Navy.

Public Library Information: Newport Public Library, 300 Spring St., Newport, RI 02840; telephone (401)847-8720; www.newportlibraryri.org

■ Health Care

Most health care needs in Newport are attended to at Newport Hospital, a general hospital containing 129 beds managed through Lifespan, which was founded in 1994 as Rhode Island's first health system. The facility features the Noreen Stonor Drexel Birthing Center, a surgical floor, emergency services, cardiac rehabilitation, and cancer care. The hospital conducts outreach to the community via the Newport Alliance, a workplace-based substance abuse and immunization program.

The Naval Health Clinic Newport is the main facility of the Naval Health Clinic New England system. Located at the Newport Naval Complex, it offers a wide range of services to Navy personnel, including emergency and acute care, dental health, immunizations, occupational therapy and an aviation medicine clinic. The clinic provides inpatient services through an External Resources Sharing Agreement with Newport Hospital.

A number of walk-in and acute care clinics also operate in Newport, along with a plethora of private practitioners of medical specialties. Alternative healthcare seekers can find massage therapists, acupuncturists, and other holistic service providers in and around the city.

■ Recreation

Sightseeing

Newport is best known for its splendid mansions, located mainly along Bellevue Avenue, Ocean Drive, and Harrison Avenue; the area is known as Historic Hill, a living museum of history and architecture. Kingscote, one of the more modest structures, was built in 1839 in the Gothic Revival style. It features a mahogany and cherry dining room illuminated by natural light shining through a wall of Tiffany glass. The most opulent structure is Breakers, built in 1895 for Cornelius Vanderbilt in the style of a sixteenth-century Italian palace. The firm of

Frederick Law Olmsted designed the landscape. Perhaps the most extravagant of the mansions is Marble House, commissioned by William Vanderbilt for his wife. The house cost \$2 million to build and \$9 million to furnish; it was awarded to Mrs. Vanderbilt in a divorce settlement. Other mansions include the Astors' Beechwood, where the Gilded Age is recreated through live theatrical performances, and Belcourt Castle, a French castle built in 1894 for Oliver Hazard Perry Belmont and his wife, the former Mrs. William Vanderbilt.

Cliff Walk, a three-mile path winding along the coast, offers views of the mansions and of Rhode Island Sound. Rough Point on Bellevue Avenue, the summer home of the late heiress Doris Duke, is open to the public and allows viewers to see one of the finest private art collections in the area. Newport boasts more pre-1830 buildings still standing than any city in the country. Many buildings, such as Colony House, are open to the public; built of English bricks, the structure was a rarity in 1739 and was the scene of a reading of the Declaration of Independence and a Newport visit by George Washington. Touro Synagogue, the oldest Jewish house of worship in the country, was built in 1763. Hunter House, considered one of the most beautiful eighteenth-century mansions in the country, displays porcelain, silver, paintings, and furniture.

A quiet history of Newport can be traced at the Common Burying Ground and Island Cemetery, affectionately known as "God's Little Acre." Headstones dating back to the 1600s reveal the ebb and flow of life in the colonies, with some particularly poignant remembrances for African American slaves. Some of the grave-stones were hand-carved with great artistry by slave Zingo Stevens, and there are Europeans laid to rest among the African Americans who contributed to the creation of Newport.

In cooler weather, Newport and its fauna can be experienced from the sea on the weekly Seal Safaris and Newport Harbor Seal Watches. However, anytime of year is a good time to view Newport from the ocean; motorized and sailboat charter tours are offered throughout the year or can be arranged.

Both former presidents Eisenhower and Kennedy maintained their Summer White Houses in Newport; the Eisenhower House, used by the president from 1958 to 1960, is located within the bounds of Fort Adams State Park. Fort Adams itself deserves a visit; the fortification was created between the Revolutionary War and the War of 1812, undergoing frequent revisions as theories of coastal defense revised over time. The Museum of Yachting features a small crafts collection, the America's Cup Gallery, and a Single-Handed Hall of Fame. Science and technology are the focus of the Thames Science Center, while the art and science of tennis are celebrated at the International Tennis Hall of Fame and Museum at the Newport Casino. For a real taste of the local flavor, a

visit to the Newport Vineyard provides samples of homegrown wines aged in French oak barrels. The vineyard is about 10 minutes outside of Newport along Route 138.

Sightseeing Information: The Newport County Convention and Visitors Bureau, 23 America's Cup Avenue, Newport, RI 02840; telephone (401)849-8048; toll-free (800)976-5122; www.gonewport.com

Arts and Culture

The Fireside Theatre in Newport stages a minimum of five plays during its year-round performance season, mounting productions that range from comedies to drama. The Beechwood Theatre Company puts on historical vignettes that transport visitors to the Astors' Beechwood Mansion back to its heyday. Dinner and a theatrical production can be experienced year-round at the Newport Playhouse and Cabaret, a family-owned dinner theater that has been entertaining the city for more than 20 years. Musical entertainment ranging from rock and roll to disco, jazz, and Broadway tunes is offered at local bars, nightclubs, and restaurants. For aspiring young actors, the Newport Children's Theatre coordinates activities, games and performances to build confidence and skills.

The Swanhurst Chorus has been entertaining Newport since 1928; the ensemble performs several major pieces each season, including a sing-along to Handel's *Messiah*. The Newport Baroque Orchestra specializes in seventeenth and eighteenth century music using period instruments; the orchestra also sponsors the Newport Children's Choir and the Newport Youth Symphony Orchestra. The Island Moving Company puts on contemporary ballet performances in Newport while also providing outreach to local schools and corporations.

The works of famous Newport cabinetmakers are displayed at Samuel Whitehorne House and at the headquarters of the Newport Historical Society, which also features permanent and changing exhibits on various aspects of Newport's past. The society's marine museum, also at this location, depicts the history of the Merchant Marine. The history of American and foreign militia and of naval warfare can be studied at the Military Museum and at the Naval War College Museum. The Museum of Newport History, in the renovated Brick Market, highlights the city's past in interactive displays and local artifacts. Newport is also the home of the International Tennis Hall of Fame Museum, housed in the Newport Casino, once a fashionable resort. The Rhode Island Fishermen and Whale Museum allows firsthand experiences with whale bones and with skipping a ship.

The Newport Art Museum is located in the former Griswold Mansion, itself a major example of late Victorian domestic architecture; the museum displays permanent and changing exhibits of nineteenth and twentieth century American art. Sculptural works are displayed on

the museum grounds, and the Museum additionally hosts an art school within the Coleman Center for Creative Studies. A powerful piece of sculpture depicting the "triangular" slave trade in Newport is housed in the lobby of the Newport Public Library. Island Arts coordinates a large exhibition space for local artists and also offers a Creative Arts Camp for children between 6 and 12 years of age. After-school arts programs are available for teens. Project One is a public arts initiative and the Four Corners Arts Center oversees a variety of arts programs for the Aquidneck Island region. Artists also run the Deblois Gallery space for professionals as well as beginning exhibitors. The List Academy of Music and Arts is a nonprofit visual and performing arts institution offering enrichment classes to students of all ages and abilities.

Just north of Newport, in Middletown, are the Norman Bird Sanctuary and Museum and Whitehall Museum. The Norman Bird Sanctuary consists of 300 acres of preserved open space with 7 miles of trails that take hikers through a variety of habitats. Hooded warblers, black-crowned night herons, Caspian terns, and salt marsh sharp-tailed sparrows can all be viewed within the grounds of the sanctuary. The Whitehall Museum, used at various times as a farm house, a tavern, and as a residence for British officers during the American Revolution, is of architectural and historic interest.

Festivals and Holidays

The Newport year kicks off with Opening Night, the city's New Year's Eve Arts Celebration, which can be followed up with the New Year's Day Polar Bear Plunge. February brings 10 days of food and festivity with the Newport Winter Festival. March celebrations include Newport Irish Heritage Month. The St. Patrick's Day Parade is bolstered by a Kinsale Ireland Festival of Fine Food, quite fitting as Newport is a sister city of Kinsale.

April's festivities include the Newport Metaphysical Faire, while the month of May offers the Newport Fun Cup Windsurfing Regatta and the Newport Spring Boat Show, featuring hundreds of used and new boats. Food and film festivals abound in June, which first dishes up the Great Chowder Cook-Off and the Newport Film Festival.

Summer offers the Newport Fourth of July Celebration and Public Clambake. Later in the month, the Black Ships Festival commemorates the signing of a treaty between Japan and the U.S. that ended 200 years of isolationism. Asian cuisine, arts, dance, and music are coordinated by the Japan-America Society and Newport's Japanese sister city, Shimoda. Fine summer weather greets the Newport Kite Festival, with the sky full of demos and instruction; then the air is filled with music as the city hosts the Newport Music Festival in mid-July. The Dunkin' Donuts Folk Festival-Newport happens in late July or early August. The JVC Newport Jazz Festival takes off in mid-August while the Newport Waterfront Irish festival takes place near the end of the month.

In September, the Taste of Rhode Island allows attendees to sample the best flavors of the Ocean State on the waterfront, accompanied by music and children's programs. October is a time of ethnic celebrations such as Festa Italiana, with food and music reflecting Newport County's Italian heritage, and Oktoberfest's Bavarian music, German food, and biergarten. October's Haunted Newport presents 10 days of Halloween activities like ghost tours, pirate tales, a horror film festival, and the Sea Witch Ball. In November, local restaurants show off their chops at Taste of Newport. Later in the month, Christmas in Newport features concerts and candlelight tours in local mansions, a Festival of Trees, a Holly Ball, and visits by St. Nicholas. The festival extends from late November through December. The Newport year winds up with FirstNight Newport, a family-friendly celebration of the new year.

Sports for the Spectator

Special sporting events take place throughout the summer in the Newport area. Professional tennis at the Newport Casino includes the Campbell's Hall of Fame Tennis Championship tournament in July, where 32 of the top male players in the game will compete for the Van Alen Cup. From June through August every year, the Newport International Polo Series takes place, with competition between teams from France, Scotland, India, Egypt, Jamaica, Barbados, and many more. Games are held at Glen Farm in nearby Portsmouth.

From 1851 to 1983 the America's Cup yacht races were held in the waters around Newport; today the city is the scene of many boating competitions, including a Mini America's Cup Race, scheduled throughout the summer. In mid-June, the New York Yacht Club's Annual Regatta is held, as it has been for the past 150 years. More than 100 yachts compete in a variety of races testing skill and speed.

In 2001, the Newport Gulls brought New England Collegiate League baseball to the city. The nonprofit team competes in Cardines Field, a historic stadium that has been home to amateur baseball since the early 1900s. From February through December, the Spanish Basque sport of jai alai, a competition similar to handball, and parimutuel betting are offered at Newport Jai Alai.

Sports for the Participant

Newport's most popular outdoor sport is sailing. Boat rentals can be arranged locally. Excellent sea kayaking opportunities abound in Newport Harbor and other water-related activities can be had at Easton Beach, which is maintained by the city of Newport. A boardwalk lines the beach, where boogie boards, surfboards, beach chairs, umbrellas, and bathhouses are all available for rent. From April to November, anglers may take advantage of some of the best saltwater fishing in the Northeast in Narragansett Bay, the Sakonnet River, and along the Atlantic

coastline. Many local ponds offer freshwater fishing; spear fishing and scuba diving are also available. When the water freezes, the Born Family Outdoor Skating Center at the Newport Yachting Center offers up family fun.

The International Tennis Hall of Fame offers grass and court tennis open to the public, along with professional instruction. There are several golf courses in the area. Newport National Golf Club was named the top course in Rhode Island in 2004 according to *Golf Digest*, offering 18 holes and greens that were designed to play fast. The Recreation Department oversees nine soccer, eight baseball and softball fields, two outdoor basketball courts, and five public tennis courts. A few of the local hotels have tennis courts available for guests.

Several state parks are within an easy drive from or just outside of Newport, including Fort Adams State Park and Brenton Point State Park. Hiking trails, fishing holes, and overlooks where visitors can view the Atlantic are highly recommended.

Shopping and Dining

Downtown Newport offers the Brick Market, originally a market and granary and now a center for specialty, gift, and antique shops. Thames, Spring, and Franklin streets also offer antiques; there are more than three dozen antique shops in Newport County. Cadeaux du Monde specializes in handmade folk art from the Caribbean, Latin America, Asia, and Africa. The Long Wharf Mall features jewelry, gift items, men's apparel, and leather goods. Galleries and shopkeepers at Bannister's Wharf offer a variety of upscale gift items, along with a real Newport dining experience in the Clarke Cooke House Restaurant's eighteenth century dining rooms. Another historic waterfront shopping site is located at Bowen's Wharf, with top-shelf clothing, jewelry and art shops. In reflection of its immigrant history, Newport hosts several Irish import stores. Aquidneck Island's only enclosed mall (in Middletown) houses 25 stores and there are two large malls in nearby Warwick.

From June to October, Newport puts on two farmers' markets with fresh produce, breads, cheeses and other goods sold in an open-air setting. The Aquidneck Growers Market II is held Wednesdays on Memorial Boulevard, while the Newport Farmers Market takes place on Thursdays and Saturdays on Marcus Wheatland Blvd.

As might be expected, seafood figures largely on restaurant plates in Newport. Lobster and quahog (hardshell clams) are local favorites; the quahog is the state symbol. A traditional Rhode Island clambake, featuring layers of clams, mussels, potatoes, onions, corn, sausage, fish, and lobster cooked over hot stones and seaweed, can be arranged. Catering to the tastes of the many immigrants who created the town, Newport serves up an array of restaurants offering Irish, French, Japanese, Italian, Lebanese, and Chinese cuisines. Ambience ranges

from chain fast-food spots to delis to bistros; some restaurants are located in historic buildings and many are located harborside. The Newport Dinner Train offers a three-hour dinner excursion as the luxury train meanders along the Narragansett Bay coast. Specialty coffees can be found at a variety of locales throughout Newport and dessert can be had at the Newport Creamery, which has been scooping up ice cream in Rhode Island since 1928.

Visitor Information: The Newport County Convention and Visitors Bureau, 23 America's Cup Avenue, Newport, RI 02840; telephone (401)849-8048; toll-free (800)976-5122; www.gonewport.com

■ Convention Facilities

A principal meeting facility in Newport is the Newport Marriott, overlooking the harbor. It features over 16,000 square feet of versatile event and meeting space with an 8,600-square-foot atrium that is often used for banquets. The Hotel Viking, located downtown, contains more than 13,400 square feet of flexible meeting space that includes the 5,880-square-foot Viking Ballroom and the 4,032-square-foot Bellevue Ballroom. Five elegant, permanent executive boardrooms are fitted with wireless internet access. The Hyatt Regency Newport on Goat Island in Newport Harbor offers 27,000 square feet of meeting space and 3,000 square feet of exhibit space within its 16 meeting rooms, an amphitheater, boardrooms, and a grand ballroom that can accommodate up to 1,000 attendees. Newport's many hotels, motels, and guest houses contain more than 1,500 rooms; in addition, there are many small guest houses.

The Newport Regatta Club is a dramatic setting for banquets and corporate retreats, with a Grand Ballroom that can accommodate 250 people, with room for an additional 150 guests on the waterfront patio area off the ballroom. Located about 10 minutes outside of the city, the Newport Vineyard has tent and outdoor spaces available for special events, with convenient access to the 1,000-square-foot tasting room located in the winery.

Convention Information: The Newport County Convention and Visitors Bureau, 23 America's Cup Avenue, Newport, RI 02840; telephone (401)849-8048; toll-free (800)976-5122; www.gonewport.com

■ Transportation

Approaching the City

Theodore Francis Green Airport in Warwick is located approximately 40 minutes from Newport and is served by eight major airlines, including American, Continental and Air Canada, in addition to several charters. Newport State Airport in Middletown provides private and charter service with feeder flights to Warwick, Boston, and New

York. Boston's Logan International Airport is approximately two hours from Newport and provides access to all points across the country and the globe.

Highway access from the west is via Interstate 195 to state highways 138 and 114. Access from Boston in the north is via Route 128 to Route 24 South to the Sakonnet River Bridge via routes 138 or 114 into the city. Amtrak provides passenger service to Kingston, which is about 13 miles away. Greyhound has a station in Newport.

Private boats must make advance arrangements for dockage at one of the harbor marinas or commercial mooring companies.

Traveling in the City

The streets in Newport have conformed to the shape of the island on which it's located, giving the grid a slightly northeast orientation. Farewell Street and Bellevue Avenue intersect in the city center, providing a reference point for further navigation; Memorial Boulevard West provides another major artery as it crosses the Easton Bay. Traffic congestion is an ongoing problem in Newport, and a number of studies and rerouting projects are underway to address that issue.

Walking and bicycling tours of Newport are a popular way to see the city. The Chamber of Commerce offers taped walking and auto tours and maps outlining self-guided tours. Bicycles can be rented locally. Narrated harbor tours are also available. The Block Island ferry departs from Newport to Block Island daily in the summer.

The Rhode Island Public Transit Authority (RIPTA) has 58 statewide fixed routes with over 3,300 daily trips. RIPTA offers special trolley and ferry services in Newport from Memorial Day through Columbus Day.

■ Communications

Newspapers and Magazines

The Newport Daily News is published Monday through Friday evenings and Saturday morning. *The Newport Mercury*, a community newspaper, is published weekly and provides subscribers with a summary of local events, news and sports, as does *Newport This Week*. The monthly *Newport Traveler* serves residents and tourists in southern New England. *The Newport Navallog* is a weekly newspaper serving the local Navy community.

Television and Radio

Radio and television programming is largely provided by way of Providence, Rhode Island and larger municipalities in Massachusetts. Cable service is available. The Newport Musical Arts Association operates a low-power FM radio station that broadcasts a diverse mix of music and programming, including classical, jazz, blues, ska and

funk. There is an FM public radio station and one AM station offering a variety format. Stations are picked up from Providence and other cities.

Media Information: *The Newport Daily News*, 101 Malbone Rd., PO Box 420, Newport, RI 02840; telephone (401)849-3300; www.neportdailynews.com

Newport Online

City of Newport. Available www.cityofnewport.com
Newport County Chamber of Commerce. Available www.newportchamber.com

Newport County Convention and Visitors Bureau. Available www.gonewport.com

Newport Public Library. Available www.newportlibraryri.org

Newport Public Schools. Available www.newportrischools.org

Rhode Island Convention Center. Available www.riconvention.com

Rhode Island Economic Development. Available www.riedc.com

Rhode Island Tourism Division. Available www.visitrhodeisland.com

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Providence

■ The City in Brief

Founded: 1636 (incorporated 1832)

Head Official: Mayor David N. Cicilline (D)
(since 2003)

City Population

1980: 156,804

1990: 160,281

2000: 173,168

2006 estimate: 175,255

Percent change, 1990–2000: 8.3%

U.S. rank in 1980: 99th

U.S. rank in 1990: 110th (State rank: 1st)

U.S. rank in 2000: 119th (State rank: 1st)

Metropolitan Area Population

1980: 919,000

1990: 1,134,350

2000: 1,188,613

2006 estimate: 1,612,989

Percent change, 1990–2000: 4.8%

U.S. rank in 1980: 41st

U.S. rank in 1990: 36th (CMSA)

U.S. rank in 2000: 40th

Area: 18.5 square miles (2000)

Elevation: 80 feet above sea level

Average Annual Temperatures: January, 28.7° F; July, 73.3° F; annual average, 51.1° F

Average Annual Precipitation: 46.45 inches of rain; 35.5 inches of snow

Major Economic Sectors: Health care, information, manufacturing, tourism, wholesale and retail trade, services

Unemployment Rate: 4.9% (June 2007)

Per Capita Income: \$20,333 (2005)

2005 FBI Crime Index Property: 9,124

2005 FBI Crime Index Violent: 1,207

Major Colleges and Universities: Brown University; Rhode Island School of Design; Providence College; Johnson and Wales University; Rhode Island College

Daily Newspaper: *The Providence Journal*

■ Introduction

Providence is the state capital, the largest city in Rhode Island, and one of the first cities established in America. Once a seafaring and trading town, the city has survived the economic decline that began after World War II to become one of New England's major commercial, health care, and financial center as well as one of the largest jewelry manufacturers in the country. A relaxed and cosmopolitan city, Providence in recent years turned two rivers back to their natural courses and created a riverwalk and a downtown park called Waterplace.

■ Geography and Climate

Providence is located at the head of Narragansett Bay on the Providence River near the Atlantic coast. The city is intersected by two rivers and is built on three hills. Summer weather is seasonably warm and tempered by ocean breezes. Spring and autumn are mild and sunny, and winters are moderately cold.

Area: 18.5 square miles (2000)

Elevation: 80 feet above sea level

Average Temperatures: January, 28.7° F; July, 73.3° F; annual average, 51.1° F

Average Annual Precipitation: 46.45 inches of rain; 35.5 inches of snow

■ History

Religious Freedom Establishes Providence

Providence was founded in 1636 by Roger Williams, who had been exiled from Massachusetts for his radical espousal of the doctrine of separation of church and state powers. He called his new settlement Providence Plantations, believing that God had guided him there. At the time Providence was the only settlement in America assuring religious freedom and it became a haven for dissenters. The title to the area was secured from the Narragansett tribe, who knew Williams as a friend fluent in their language.

At first Providence developed as an agricultural community, but when the first wharf was built in 1680, the stage was set for its becoming a major commercial center. By 1700 Providence had begun to take part in the lucrative trade in West Indies and African rum, molasses, and slaves, rivaling Newport in this activity. Many taverns were constructed, and townspeople gathered there to voice their increasingly bitter complaints about restrictive British laws. In 1772 a British ship sent to prevent evasion of navigation acts was destroyed at Providence, and on May 4, 1776, two months before the American colonies proclaimed the Declaration of Independence, the Rhode Island Independence Act was signed there. The city was saved from British attack during the American Revolution of the 1770s by a series of forts built along the Providence River.

Following the Revolutionary War, trade with China, led by John Brown and his brothers, contributed greatly to Providence's prosperity. Huge fortunes were amassed, great mansions were built, and the city flourished socially, culturally, and economically. In 1790 the country's first water-powered cotton-spinning device was built in nearby Pawtucket and, financed by the Brown brothers, Providence became the center of the nation's textile industry. The jewelry industry, for which it is known to this day, began in 1794 when a method was discovered of covering cheap metals with precious metals.

State Capital Welcomes Renewal

By the time of the Civil War in 1861, during which Providence enthusiastically favored the Union, industry had replaced commerce as the city's economic foundation with Providence leading the country in textile and jewelry manufacture. Large numbers of Italian, Swedish, Portuguese, and French-Canadian immigrants arrived to supply labor for shops and mills. Banks, insurance companies,

and the coming of the railroad in the latter part of the century supported industrial development. From being one of several Rhode Island capitals since 1663, Providence became the sole capital of the state in 1900.

When World War I broke out in 1914, Providence factories produced war materials, its shipyards built combat and cargo vessels, and the city prospered. These capabilities were again mobilized for World War II in the 1940s. In the 1950s Hurricanes Carol (1954) and Diane (1955) brought tremendous flooding to the city and state, causing more than \$260 million in damage statewide. As many industries moved to the South to defray expenses, the city's population began to decline from its 1950 high of 248,674 people, and the 1960s saw the economy stagnating. An urban renewal project initiated at that time resulted in the restoration of historic areas and the construction of many new buildings. The blizzard of 1978 brought the city to a standstill and it took over a week for traffic to be allowed back in downtown Providence. By 1980 the population had dipped to 156,804 people.

In the 1990s the two rivers that run through downtown Providence were uncovered and moved. In place of the pavement that once buried them, now graceful bridges span streams which are flanked by cobblestone sidewalks. In concert with the construction of the Rhode Island Convention Center, the river relocation project has transformed the city's downtown.

Providence, throughout its history a leader in agriculture, shipping, and industry, has benefited greatly from the high-technology boom that originated in Boston. The city is proud that the beginning of the new century sees it securely ensconced as a national leader in its fourth stage of economic development. Recent national surveys have named Providence the second safest city in America, and among the most livable cities. In 2002 David N. Cicilline was elected mayor. He has had the distinction of being the first openly gay mayor of a state capitol.

In his 2005 State of the City Address, Mayor Cicilline said "... the City of Providence can become the jewel of the Northeast. It can become America's first metropolis on a human scale—a cultural and economic force with a personal face. It can be an incubator for the kinds of ideas and innovations that boost economies into the next dimension, yet still be a city of neighborhoods and of families that go back generations. It can be both a hub of opportunity and haven of livability."

Historical Information: Rhode Island Historical Society, 110 Benevolent St., Providence, RI 02906; telephone (401)331-8575, www.rihs.org

■ Population Profile

Metropolitan Area Residents

1980: 919,000



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1990: 1,134,350
 2000: 1,188,613
 2006 estimate: 1,612,989
 Percent change, 1990–2000: 4.8%
 U.S. rank in 1980: 41st
 U.S. rank in 1990: 36th (CMSA)
 U.S. rank in 2000: 40th

City Residents

1980: 156,804
 1990: 160,281
 2000: 173,168
 2006 estimate: 175,255
 Percent change, 1990–2000: 8.3%
 U.S. rank in 1980: 99th
 U.S. rank in 1990: 110th (State rank: 1st)
 U.S. rank in 2000: 119th (State rank: 1st)

Density: 9,401.7 people per square mile (2000)

Racial and ethnic characteristics (2005)

White: 79,427
 Black: 21,956
 American Indian and Alaska Native: 1,143
 Asian: 10,824

Native Hawaiian and Pacific Islander: 462
 Hispanic or Latino (may be of any race): 60,008
 Other: 42,786

Percent of residents born in state: 42.8%
 (2000)

Age characteristics (2005)

Population under 5 years old: 13,662
 Population 5 to 9 years old: 10,555
 Population 10 to 14 years old: 13,514
 Population 15 to 19 years old: 9,936
 Population 20 to 24 years old: 15,002
 Population 25 to 34 years old: 29,307
 Population 35 to 44 years old: 22,710
 Population 45 to 54 years old: 17,755
 Population 55 to 59 years old: 7,173
 Population 60 to 64 years old: 4,896
 Population 65 to 74 years old: 5,793
 Population 75 to 84 years old: 7,680
 Population 85 years and older: 2,281
 Median age: 30.4 years

Births (2006, MSA)

Total number: 19,106

Deaths (2006, MSA)

Total number: 14,275

Money income (2005)

Per capita income: \$20,333

Median household income: \$34,202

Total households: 59,880

Number of households with income of . . .

less than \$10,000: 11,077

\$10,000 to \$14,999: 6,153

\$15,000 to \$24,999: 7,883

\$25,000 to \$34,999: 5,443

\$35,000 to \$49,999: 7,090

\$50,000 to \$74,999: 9,226

\$75,000 to \$99,999: 5,453

\$100,000 to \$149,999: 5,305

\$150,000 to \$199,999: 1,255

\$200,000 or more: 995

Percent of families below poverty level: 11.6% (2005)

2005 FBI Crime Index Property: 9,124

2005 FBI Crime Index Violent: 1,207

■ Municipal Government

The city has a council-mayor form of government. There are 15 council members, each representing one of 15 wards in the city. The mayor and council members are elected to four-year terms.

Head Official: Mayor David N. Cicilline (D) (since 2003; term expires January 2011)

Total Number of City Employees: 6,500 (2006)

City Information: Providence City Hall, 25 Dorance Street, Providence, RI 02903; telephone (401)421-7740; www.providenceri.com

■ Economy

Major Industries and Commercial Activity

The economy in Providence is based primarily on manufacturing and service enterprises. Health care is a major employment sector with Lifespan, Care New England, and St. Joseph's Health Services providing health services at several hospitals and clinics in the city. Education is another major employment industry, with Brown University being one of the city's top employers.

In the manufacturing sector, the city is a major supplier of plated jewelry and silverware to the United States and Europe. There is a Coca-Cola bottling facility in Providence. There are also several manufacturers who

produce electrical devices and parts and special coatings and adhesives.

Financial services is a growing industry for the city. Textron Financial Corporation, listed on the *Fortune* 500 in 2007, has its headquarters in Providence. Bank of America, Citizens Financial Group, and Fidelity Investments all have offices in the city. There are also several insurance companies with offices in Providence, including Amica Mutual Insurance, Blue Cross & Blue Shield of Rhode Island, Delta Dental of Rhode Island, Liberty Mutual, and Providence Washington Insurance.

Tourism and conventions are emerging industries. As the capital of Rhode Island, Providence supports a number of government-related jobs. The Roman Catholic Diocese of Providence is also a major employer in the city.

Items and goods produced: coatings, adhesives, beverages, electrical switches and connectors, electrical drives and magnetic starters, jewelry plating, hard chrome plating, electroplating, nickel, copper, guard rails, fabricated structural steel, medical and surgical instruments, ornamental iron work

Incentive Programs—New and Existing Companies

Local programs: The support services of the Providence Department of Planning and Development include research and feasibility studies; site planning and design review; and help in obtaining low-cost financing and other incentives, through federal, state, city and private programs. The Providence Economic Development Corporation administers the Providence Economic Development Corporation Revolving Loan Program, with a choice of rates pegged below the prime rate of interest for a period of 10 years. The Providence Neighborhood Business District Program oversees infrastructure improvements; it also offers market research and planning services for new and existing businesses, and grants for related improvements.

State programs: Rhode Island provides a corporate income tax rate reduction for those firms increasing employment over a three-year period. An Innovation Tax Credit is available for qualified investors in one of six state-designated innovation industries, including biotechnology and life sciences and marine and defense manufacturing. There is a manufacturing investment tax credit of up to 4 percent and a high performance manufacturing investment tax credit of up to 10 percent for qualified companies. An investment tax credit of 10 percent is available to non-manufacturing companies in one of 16 qualifying categories, which include motion picture production and insurance carriers. There are several credits available for research and development activity expenses and facilities, including a sales tax

exemption for qualifying firms. The R & D expense credit of 22.5 percent is one of the highest in the nation. Restoration of historic buildings as businesses or residences may qualify for tax breaks, as may businesses residing in certified mill buildings. Special incentives are available for the film and television industry and the financial services industry.

Rhode Island offers tax credits for investment, new employment, interest, and donations made in areas designated as Enterprise Zones. Two of those zones are situated in the city of Providence. Many enterprise zone benefits extend to those who develop any of the state's designated historic industrial mill structures or historic preservation areas. A portion of the Port of Providence is a designated Foreign Trade Zone (105). Goods entering FTZs are not subject to customs tariffs until the goods leave the zone and are formally entered into U.S. customs territory.

The Rhode Island Economic Development Corporation provides direct access to state economic and business resources including finance, export trade, federal procurement, and marketing. The Rhode Island Small Business Development Center provides services to businesses with fewer than 500 employees, including the presentation of training seminars and workshops in business planning, marketing, financing, and other business subjects, as well as free consultations by experts in all aspects of business.

Job training programs: The Rhode Island Department of Labor and Training provides employers and small businesses with counseling and direct access to federal and state training, labor market information, recruitment and skills enhancement programs, and grants. The state additionally coordinates services to dislocated workers, foreign workers, youth who wish to be employed, and military veterans. The state maintains a large database of available jobs that can be accessed by those seeking employment. The Workforce Partnership of Greater Rhode Island supports the Department of Labor and Training by assisting businesses and industries in grant writing, goal-setting, job fair coordination, creation of school-to-work linkages, and employee training to address critical skill shortages. There are several job training and education tax incentives, including an adult education tax credit of up to 50 percent for direct training costs and an employer's apprenticeship tax credit of up to 50 percent of actual wages (up to \$4,800) for qualifying apprentices.

Development Projects

GTECH Corporation, the world's largest lottery systems firm, opened a new headquarters office building in Providence in 2006. The \$80 million building also includes other office and retail spaces. The year 2007 saw the completion of the Pell Chafee Center Performing Arts Center, a \$5.1 million theater and education facility

at the site of the former Empire Street branch of Citizens Bank. The new center will serve as the home of the Brown University Trinity Reparatory Company graduate training program and the trinity K-12 educational outreach program. A \$7 million Wal-Mart store was also opened in 2007. Projects under construction that year included an expansion project at Women and Infants Hospital that will add an 80-bed neonatal intensive care unit and 30 beds for obstetrics patients. Providence College was building a new fitness center with an investment of about \$12 million. The Sharpe Building was undergoing a \$7 million rehabilitation project to create a multi-use facility that will include hotel, office, and residential space. Hampton Inns and Suites was in the process of renovating an old chapel into a 115-room hotel at a cost of about \$17 million. The Dynamo House at Providence Point was also under construction in 2007. The \$150 million development will include a 168-room hotel, office and retail space, and a Heritage Harbor Museum. A \$300 million development known as Providence Piers was in final design and beginning construction phases as of 2007. This massive development will include condominiums, a hotel, the new home of the RIPTA Ferry and American Cruise Line, retail space, public space for festivals, artist studios, a restaurant, and a 920-car parking garage.

Economic Development Information: Rhode Island Economic Development Corporation, 315 Iron Horse Way, Suite 101, Providence, RI 09208; telephone (401) 278-9100; www.riedc.com

Commercial Shipping

Excellent transportation facilities, including the Port of Providence, New England's second largest deepwater port and a Foreign Trade Zone, make Providence a major industrial center. The Port of Providence has been increased to a 40-foot depth in order to accommodate medium and deep-draft vessels. The port can handle any type of cargo, has approximately 300,000 square feet of warehouse capacity, and offers 25 wharves and docks.

Theodore Francis Green State Airport, with a new 323,000-square-foot, multilevel terminal, has 15 gates and has incorporated a cargo development facility. Boston Logan International Airport is approximately a one hour drive from Providence and provides access to a number of national and international cargo carriers. On an annual basis, Logan moves more than 742 million pounds of cargo and mail each year. The airport is part of Foreign Trade Zone 27, allowing for temporary storage of imported goods that are exempt from full U.S. Customs scrutiny.

Direct trucking service is available to every state, Mexico and most of Canada on a multimillion-dollar highway system. Daily rail service to Rhode Island industrial sites is provided by the Providence & Worcester

Railroad, which allows access to the entire United States and Canadian rail systems.

Labor Force and Employment Outlook

The labor force is described as mature, skilled in diverse areas, educated, efficient, and offering high productivity at reasonable wage levels. From 2002 to 2006 employment in the city grew by only 0.2 percent, or about 217 jobs. While a large number of manufacturing jobs were lost during that time, there were also substantial gains in the health care and social assistance sectors, which added about 1,594 jobs in that four-year period. In the same time period, educational services and accommodation and food services experienced notable job gains, while job losses were reported in financial activities and retail trade. Into 2014 moderate job growth is expected with service sector jobs expected to see the greatest increase.

The following is a summary of data regarding the Providence-Fall River-Warwick RI-MA NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 584,000

Number of workers employed in ...

- construction and mining: 28,800
- manufacturing: 68,200
- trade, transportation and utilities: 102,900
- information: 11,800
- financial activities: 38,300
- professional and business services: 62,800
- educational and health services: 111,400
- leisure and hospitality: 59,600
- other services: 26,300
- government: 73,900

Average hourly earnings of production workers employed in manufacturing: \$13.60

Unemployment rate: 4.9% (June 2007)

<i>Largest employers (2006)</i>	<i>Number of employees</i>
City of Providence	6,500
Roman Catholic Diocese of Providence	6,200
Rhode Island Hospital	6,063
U.S. Postal Service	4,000
Brown University	3,251
Bank of America	3,000
Women and Infants Hospital of Rhode Island	2,800
Citizens Financial Group, Inc.	2,630
The Miriam Hospital	2,161
Roger Williams Medical Center	1,340

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$437,857

2007 (1st quarter) ACCRA Cost of Living Index: 124.9

State income tax rate: 25.0% of the Federal Income Tax Rates that were in effect immediately prior to the 2001 EGTRRA

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$29.65 per \$1,000 of assessed valuation for residential properties; \$37.00 for commercial properties.

Economic Information: Rhode Island Department of Labor and Training, Center General Complex, 1511 Pontiac Avenue, Cranston, RI 02920; telephone (401) 462-8000; www.dlt.ri.gov

■ Education and Research

Elementary and Secondary Schools

The Providence Public School District (PPSD) is governed by a nine-member school board appointed by the mayor from among those nominated by committee.

In 2006 about 37 percent of PPSD students tested at grade level or above in reading on the New England Common Assessment Program; about 31 percent of students tested at grade level or above in mathematics. PPSD has two charter schools. The Harold A. Birch Vocational Program is available for high-school students. Advanced academic programs are offered for all ages.

The following is a summary of data regarding the Providence Public School District as of the 2005–2006 school year.

Total enrollment: 24,804

Number of facilities

- elementary schools: 29
- junior high/middle schools: 7
- senior high schools: 13
- other: 3

Student/teacher ratio: 11.6:1

Teacher salaries (2005–06)

- elementary median: \$58,860

junior high/middle median: \$56,210
secondary median: \$59,210

Funding per pupil: \$10,309

Private schools in Providence include the Providence Hebrew Day School and New England Academy of Torah (Pre-K through 12), the French-American School of Rhode Island (Pre-K through 8), and the Wheeler School (K-12).

Public Schools Information: Providence Schools, 797 Westminster St., Providence, RI 02903; telephone (401)456-9100; www.providenceschools.org

Colleges and Universities

Brown University, the nation's seventh oldest college and a member of the Ivy League, is noted for its medical school and its engineering, liberal arts, and science programs; the university has more than 50 academic departments and divisions. Total enrollment in fall 2007 was 8,025. For 2008 Brown University was ranked 14th in the list of top national universities by *U.S. World & News Report*.

The Rhode Island School of Design (RISD), founded in 1877, offers programs in art, architecture, and design and shares a cooperative arrangement with Brown University. Students in the RISD/Brown Dual Degree Program earn a Bachelor of Arts from Brown and a Bachelor of Fine Arts from RISD in a five-year program. RISD has 16 undergraduate majors and 16 graduate programs. Enrollment is about 2,200 students.

Providence College offers liberal arts and science programs under the auspices of the religious order of Dominicans. Enrollment in 2006–07 included 3,998 undergraduate students and 837 graduate students. The college offers 49 majors. Management is the most popular major, followed by marketing, biology, elementary and special education, and political science. For 2008 Providence College was ranked second among the best master's level universities in the north by *U.S. World & News Report*.

Johnson and Wales University is noted for its College of Culinary Arts programs. However, the school also has about 58 undergraduate degree programs offered through its College of Business, School of Technology, School of Education, and Hospitality College. MBAs are available in hospitality administration and global business leadership. While the main campus is in Providence, the university also supports campuses in North Miami, Florida; Denver, Colorado; and Charlotte, North Carolina.

Rhode Island College has over 90 undergraduate and 30 graduate programs in five schools: the Faculty of Arts and Sciences, the Feinstein School of Education and Human Development, the School of Social Work, the School of Management, and the School of Nursing. About 9,000 full- and part-time students are enrolled each year.

Technical and career education is provided by New England Institute of Technology in Warwick. Roger Williams University's continuing education department provides part-time classes for adult learners. The University of Rhode Island's College of Continuing Education is in Providence, while its main campus is in Kingston.

Libraries and Research Centers

The Providence Public Library, second largest public library in New England, maintains collections on whaling, printing, architecture, Civil War and slavery, ship models, early children's books, and Irish and Italian culture. It consists of a Central Library and nine branches, with holdings of more than 800,000 items. It is a U.S. Patent Depository Library with computer access to the U.S. Patent and Trademark Office and is also a U.S. and State Documents Depository.

Brown University Libraries include seven facilities, including the John D. Rockefeller, Jr. Library, which is the primary teaching and research library for the humanities, social sciences, and fine arts, and the Orwig Music Library. The renovated John Hay Library is the location of most of Brown's rare books, manuscripts, special collections, and archives. The Annmary Brown Memorial, which exhibits early printed matter. The libraries at Brown contained over 6 million items in 2007; an estimated 100,000 new items are added each year.

The Fleet Library at the Rhode Island School of Design is an important resource for art, architecture, and design information in the state. It is one of the oldest independent art college libraries in the country and holds more than 115,000 volumes and 400 periodical subscriptions.

The Providence Athenaeum, where Edgar Allan Poe courted the woman who later did not become his wife, is a private library built in 1838 to resemble a Greek temple. The Rhode Island Historical Society maintains a library containing printed and graphic materials relating to state history and genealogy. The Rhode Island State Library contains over 150,000 volumes in its collection, including official state documents and selected federal documents through the Federal Depository Library Program. While the main purpose of the library is to assist members of the state General Assembly, the facility is open to the public for research.

A major center for research activity is Brown University, where research is being carried out in areas such as medicine, sociology, astronomy, political science, and psychology. Research centers and institutes at Brown include the Center for Alcohol and Addiction Studies, the International Health Institute, the Center for Advanced Materials Research, The Lefschetz Center for Dynamical Systems, and the Center for Study of Race and Ethnicity in America, to name a few. Special laboratories and research facilities include the Experimental Microdynamics Facility, the Environmental and Remote Technologies

Laboratory (EarthLab), and the Artificial Intelligence Laboratory. In fiscal year 2006-2007, the faculty received about \$138 million in research funding from government and private sources.

Rhode Island College studies evaluation and research, and nature conservancy. Medical research is performed by the Veterans Administration Medical Center Research Service and Roger Williams Cancer Center.

Public Library Information: Providence Public Library, 150 Empire Street., Providence, RI 02903; telephone (401)455-8000; www.provlib.org

■ Health Care

Rhode Island's largest health care system is Lifespan, which serves as an umbrella for several hospitals and related services. Providence hospitals within Lifespan are Rhode Island Hospital, the Miriam Hospital, Hasbro Children's Hospital, and Bradley Hospital. Care New England, the other major network of local hospitals, recently announced its intention to be part of the Lifespan system, pending regulatory approval. Care New England's Providence partners include Women and Infants' Hospital and Butler Hospital.

Rhode Island Hospital, a 719-bed acute care facility, is the state's oldest (built in 1863) and largest health care facility. It is the region's trauma center and referral hospital for complex specialty surgical procedures, including open heart surgery, kidney transplants, and non-invasive procedures performed with the gamma knife—one of only 20 in the world.

Hasbro Children's Hospital, named in recognition of a major financial gift by the Rhode Island-based toy manufacturer, is an 87-bed child- and family-centered pediatric medical facility. HCH is the region's referral hospital for complex pediatric cases.

The Miriam Hospital, a 247-bed facility, was founded by the Jewish community in 1926 and is the major teaching affiliate of Brown University. Its research programs include studies in cardiovascular disease, shock and trauma, and behavioral disorders. St. Joseph Health Services of Rhode Island, an integrated system of Catholic health care providers, sponsors St. Joseph Hospital for Specialty Care, St. Joseph Living Center, and the Southern New England Rehabilitation Center, all located in Providence. Our Lady of Fatima Hospital is located in North Providence.

Women and Infants Hospital is one of the largest hospitals in the country for obstetrics. It is home to several centers for clinical care and research including the Breast Health Center, the Program in Women's Oncology, and the Division of Reproductive Endocrinology. Butler Hospital is the only psychiatric and substance abuse hospital in the state offering short-term specialty programs for children, adolescents, and adults.

Roger Williams Medical Center is noted for its oncology, bone marrow transplant, and clinical pharmacology research programs. The 220-bed acute-care hospital also operates the Roger Williams-Edgehill Substance Abuse Treatment Center and has taken its services to the community with affiliations into extended care and assisted living facilities. The U.S. Veterans Medical Center is also located in Providence.

■ Recreation

Sightseeing

The Providence River partially separates the commercial district on the west side from the historic district on the eastern bank. A good place to begin a tour of the historic district is at the State Capitol, which stands on Smith Hill overlooking the downtown area. An impressive structure built of Georgian marble, the capitol is surmounted by what is believed to be the second largest self-supported dome in the world. A statue of the Independent Man atop the dome represents Rhode Islanders' independent spirit. The building contains historic relics, flags, cannons, and a Gilbert Stuart portrait of George Washington. Nearby, the Roger Williams National Memorial contains a Visitor Center featuring exhibits and slides about Williams's life and the history of Providence. Historic buildings in the area include the Old State House; the First Baptist Church, where Brown University commencement ceremonies are held; and the Joseph Brown House. Benefit Street, laid out in the 1750s, preserves a mile-long stretch of historic houses in a variety of styles, including John Brown House, considered one of the finest eighteenth-century houses in the country and now the headquarters of the Rhode Island Historical Society. The College Green at Brown University is lined with Colonial and Greek Revival buildings. Market House in Market Square was the focal point of colonial Providence where townspeople gathered to buy produce and exchange news and gossip. The Governor Henry Lippitt House Museum, an impeccably preserved Renaissance Revival mansion, is available for tours on Fridays or by appointment.

West of the downtown area, the 430-acre Victorian-style Roger Williams Park includes a chain of 10 lakes, flower gardens, 9 miles of drives, and a zoo with an aviary, tropical greenhouses, and an African Savannah exhibit. The zoo is the third oldest zoo in the country and works with the American Zoo and Aquarium Association to protect and breed endangered species, including red wolves and Madagascar lemurs. *Juliett 484*, a former Soviet cruise missile submarine, is open for tours at Collier Point Park.

Arts and Culture

Providence has been hosting concerts and dramatic performances since 1761. Continuing this tradition, the Providence Performing Arts Center and the Providence

Civic Center offer Broadway shows, classical, rock, and pop music concerts, and dance performances throughout the year. The Rhode Island Philharmonic presents concerts throughout the year at Veteran Memorial Auditorium. The nationally acclaimed Trinity Repertory Company, the largest and oldest permanent ensemble in the country and recipient of a Tony award, presents classic and contemporary works at the restored Lederer Theater and the Pell Chafee Performance Center during a 12-production season. The Providence Performing Arts Center, a former Loews Theater built in 1928, hosts touring Broadway productions, music, dance and film programs. Other performing groups include the Festival Ballet, Opera Providence, Newgate Theater, the Sandra Gamm-Feinstein Theatre, and the Perishable Theatre. The Providence Black Repertory Company stages performances year-round at its theatre center, with professional productions that celebrate the creativity and unique view of black theatre in the U.S.

The history, architecture, and decorative arts of Rhode Island are interpreted through changing exhibits at the Museum of Rhode Island History, housed in an 1822 Federal mansion. The Museum of Art of the Rhode Island School of Design features a wide-ranging collection of works from ancient to modern times from cultures around the world. The Providence Children's Museum features hands-on exploration exhibits in a former textile factory in the Jewelry District. The Museum of Natural History and Planetarium Rhode Island Black Heritage Society holds periodic displays on local history and sponsors discovery tours of African American roots in the state. A small collection of American furniture, silverware, and paintings is on display at Pendleton House adjacent to the museum. The school also maintains Woods-Gerry Mansion as an example of nineteenth-century residential architecture; exhibit galleries are located on the ground floor. At Brown University, the David Winton Bell Gallery presents permanent and loan exhibits of historical and contemporary art.

Many of the local galleries and museums have banded together to create a monthly event called Gallery Night. A free art trolley loops throughout the city and stops at participating galleries, art shops, and museums for visitors to come and go as they please.

Festivals and Holidays

Gardeners eager for the planting season await the Rhode Island Spring Flower and Garden Show at the Convention Center in February. Providence begins its festival season with Columbus Day on Federal Hill, celebrating the city's Italian community. June brings the Festival of Historic Houses, including candlelight house and garden tours, and Convergence X, a week-long celebration of the arts. Also in June is Festival del Sancocho, celebrating Latino culture, music and food. On select evenings throughout the spring and summer, the city's WaterFire

events feature about 100 "singing bonfires" set along the newly revitalized riverfront in downtown Providence. Burning torches are accompanied by music designed specifically for the display. Volunteers move up and down the river on a small barge rekindling the torches as they burn during the course of an evening's performance. In August the juried Rhode Island International Film Festival is held in various venues in the area.

In late October or early November is the Great International Beer Competition, held at the Rhode Island Convention Center. Special holiday festivities are held throughout the month of December, culminating in BrightNight Providence, the biggest New Years party in Rhode Island, with more than 160 performers such as jugglers, acrobats, musicians, and magicians.

Sports for the Spectator

The Dunkin' Donuts Center Providence is home to the American Hockey League's Providence Bruins, playing in the Atlantic Division. It is also home to the Providence College Friars basketball team. Rhode Islanders enthusiastically follow the University of Rhode Island, Brown University, and Providence College intercollegiate football and basketball teams. Nearby Pawtucket is the home of the Pawtucket Red Sox Triple-A farm team of baseball's American League Boston Red Sox. The dogs run year-round at Lincoln Greyhound Park in nearby Lincoln. The Montfgolfer Day Balloon Regatta is held in November.

Sports for the Participant

An abundance of fresh and salt water make Rhode Island and the Providence area a boating, swimming, fishing, and skin diving paradise. More than 60 percent of the state is woodlands and meadows and Providence itself maintains 112 parks, offering opportunities for camping, picnicking, horseback riding, hiking, bicycling, and tennis. The city also maintains the Triggs Memorial Golf Course. Facilities for winter sports of all kinds are easily accessible from Providence. The Harvard Health Downtown 5-K run is held in October. The Bank of America Skating Center, a rink twice the size of the one in New York's Rockefeller Center, is a 14,000-square-foot year-round outdoor facility, which offers both ice skating and roller-skating, as well as skating lessons.

Shopping and Dining

America's first enclosed shopping mall, the Arcade, built in 1820, is located in downtown Providence. Cited by the Metropolitan Museum of Art as one of the finest commercial buildings in historic American architecture, the three-story Grecian structure offers 40 shops and restaurants. The Providence Place Mall features anchor stores Nordstrom's, Filene's, and Lord & Taylor, and houses a food court, a restaurant complex, a 16-screen movie complex, and a 400-seat IMAX theater.

Providence's Little Italy section is a friendly neighborhood of Italian shops and restaurants. The Davol Square Marketplace, formerly a rubber factory, has been restored and now houses upscale shops and restaurants. The area around the Rhode Island School of Design has grown into a thriving art community. Nearby towns Lincoln, Cranston, and Warwick contain large malls.

Providence's ethnic tradition is reflected in the wide variety of ethnic restaurants in the city, featuring Italian, Greek, Portuguese, and Chinese cuisines, among others. Because of the city's proximity to the Atlantic coast, seafood is a local specialty. The Johnson and Wales University culinary arts program graduates many fine chefs, several of whom remain in the area to work at local restaurants.

Visitor Information: The Providence Warwick Convention and Visitors Bureau, 144 Westminster Street, Providence, RI 02903; telephone (800)233-1636; www.pwcvb.com

■ Convention Facilities

The Rhode Island Convention Center offers 100,000 square feet of exhibit space, a 20,000-square-foot ballroom, and an additional 23 rooms for meeting space. The center is within walking distance of 1,500 hotel rooms. The Dunkin' Donuts Center, offering a 31,000-square-foot arena for trade shows or concerts, is part of the convention center complex. Five major hotels in the city offer meeting space; a 345-room Westin Hotel offers 17,000 square feet of meeting space, including two ballrooms, and can accommodate groups up to 800 people. Another interesting facility is the Roger Williams Park Casino, a historic preserved social hall, with the park's bandstand available and a seating capacity of 300. There are dozens of lodging establishments within a short distance of the downtown area. Campus meeting facilities at area colleges are also available.

Convention Information: The Providence Warwick Convention and Visitors Bureau, 144 Westminster Street, Providence, RI 02903; telephone (800)233-1636; www.pwcvb.com

■ Transportation

Approaching the City

Theodore Francis Green Airport in Warwick is located approximately 10 miles south of Providence and is served by eight major airlines, including American, Continental and Air Canada, in addition to several charters. Boston's Logan Airport is also fairly accessible from Providence for international travel. Providence is served by Amtrak on the Northwest Corridor and the Acela Express high-speed train service connects Providence to Boston,

stopping in cities along the way. The city is also served by the Massachusetts Bay Transit Authority, which provides commuter trains from Boston to Providence and other points in Massachusetts. Greyhound offers service to Providence as well. Interstate-95 and I-195 provide easy access by car.

Traveling in the City

The east side of Providence, although hilly, is compact, and walking tours of historic sites are possible. A series of public improvements, completed in 1994 as part of the Capital Center Project, has facilitated the movement of buses, pedestrians, and automobiles in downtown Providence. The Rhode Island Public Transit Authority provides bus service in the city and across the state. The Providence LINK is comprised of two trackless trolley lines, the Green Line and the Gold Line, and connects major attraction and shopping areas. A special way to see the city is by Venetian gondola trip along the Woonasquatucket and Providence rivers, through La Gondola.

■ Communications

Newspapers and Magazines

The city's principal daily newspaper is *The Providence Journal*, which is published mornings. *Providence Business News*, a weekly tabloid, covers business, politics, and the arts in southeastern New England. Other publications include *Rhode Island Monthly* (lifestyles) and the *Providence Phoenix* (alternative press). *The Providence American* is a weekly paper focused on the African American community. *The Jewish Voice and Herald* is published twice a month. The American Mathematical Society publishes several journals in Providence.

Television and Radio

Television viewers in Providence may choose from two network affiliates and one public broadcasting service that are located directly in the city. Stations from Massachusetts are received there as well and cable service is available. Thirteen AM and FM radio stations, including a college station, provide formats ranging from big band music to progressive rock, talk, ethnically-oriented, and public radio programming.

Media Information: *The Providence Journal*, 75 Fountain Street, Providence, RI 02902; telephone (401) 277-7000; www.projo.com

Providence Online

City of Providence. Available www.providenceri.com
Greater Providence Chamber of Commerce.

Available www.provchamber.com

The Providence Journal. Available www.projo.com

Providence Public Library. Available www.provlib.org
Providence Public Schools District. Available www.providenceschools.org
Providence Warwick Convention and Visitors Bureau. Available www.pwcvb.com
WaterFire. Available www.waterfire.org

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Arnold, James N., ed., *Narragansett Historical Register: A Magazine Devoted to the Antiquities, Genealogy and Historical Matter Illustrating the History of the State of RI and Providence Plantations* (Heritage Books, 1994)



Warwick

■ The City in Brief

Founded: 1642 (incorporated 1931)

Head Official: Mayor Scott Avedisian (R)
(since 2000)

City Population

1980: 87,123

1990: 85,427

2000: 85,808

2006 estimate: 85,925

Percent change, 1990–2000: 0.4%

U.S. rank in 1980: Not available

U.S. rank in 1990: 255th (2nd in state)

U.S. rank in 2000: 328th (2nd in state)

Metropolitan Area Population

1980: 1,072,725

1990: 1,134,352

2000: 1,188,613

2006 estimate: Not available

Percent change, 1990–2000: 4.8%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 39th

Area: 20.53 square miles (2000)

Elevation: 64 feet above sea level

Average Annual Temperature: 48.7° F

Average Annual Precipitation: 19 inches of rain; 35.5 inches of snow

Major Economic Sectors: Education and health services, financial services, wholesale and retail trade, manufacturing

Unemployment Rate: 4.9% (June 2007)

Per Capita Income: \$29,570 (2005)

2005 FBI Crime Index Property: 2,614

2005 FBI Crime Index Violent: 122

Major Colleges and Universities: Community College of Rhode Island, New England Institute of Technology

Daily Newspaper: *The Kent County Daily Times*

■ Introduction

Warwick may at first glance seem to be merely an extension of nearby Providence, but the small city has a long, proud history as a colonial outpost, a roost for revolutionary rabble-rousers, and a mecca for manufacturing. Like the rest of Rhode Island, Warwick was founded by independent and free-thinking people seeking a refuge from religious intolerance. What they found in Warwick was a site of transcendental beauty and power, situated on a saltwater bay and fast-flowing rivers. The pioneer qualities that created Warwick have served it well in its evolutionary journey over the decades, as it has transformed from a rough manufacturing town to a sophisticated city attracting financiers and tourists while still appreciating a home-town atmosphere.

■ Geography and Climate

Warwick is located in central Rhode Island on the northwest end of the Narragansett Bay, a natural harbor to the north of the Rhode Island Sound. Thirty-nine miles of coastline distinguish the city, including the shore along the Providence River that borders the northern and eastern edges of Warwick. Thirty separate villages make up the municipality of Warwick.

The entire state experiences four distinct seasons; the bay moderates the climate, making this area of the state somewhat warmer in the winter and cooler in the summer. The weather is of the kind described by meteorologists as humid continental. Hurricanes occur every 15 years or so and hail is infrequent.

Area: 20.53 square miles (2000)

Elevation: 64 feet above sea level

Average Temperature: 48.7° F

Average Annual Precipitation: 19 inches of rain; 35.5 inches of snow

■ History

Going Its Own Way

Warwick and the rest of Rhode Island started out as part of the western coast of Africa more than 500 million years ago. Tectonic forces gradually moved what is now Rhode Island toward the North American continent where it collided and stuck, creating the Appalachian Mountains in the process. A series of ice ages changed the landscape over time through the approach and retreat of glaciers, which scraped a channel into the land that separated an archipelago from the mainland and filled what is now Narragansett Bay. About 3,000 years after the glaciers cleared out, humans moved in; evidence indicates that people have been living in the greater Warwick area for somewhere between 10,000 and 12,000 years. These hunter-gatherers transitioned into the native tribes more familiar today, with the Narragansett (members of the Algonquian tribe) Indians being the primary occupants of the Rhode Island area before Europeans settled the area.

The first European known to have visited the Narragansett Bay area was Giovanni Verrazzano, who briefly touched down in the region during an expedition in 1524. Dutch explorer Adriaen Block navigated and mapped the Narragansett Bay about 80 years later, and Dutch fur traders followed to capitalize on the abundant resources in the region. Exposure to European-borne diseases began to take a toll on the resident native tribes and the debilitated Indians started to let go of territories to willing buyers. In 1642, the Narragansett tribe sold the site where Warwick now stands to a group led by Samuel Gorton. Gorton was a man of extreme religious views, and he not only quarreled with authorities in Massachusetts but also with his fellow religious refugees in the newly-formed Rhode Island colony. So, Gorton and his followers found their own corner of Rhode Island, soon to be joined by other independent-minded or persecuted groups.

The state's reputation as a haven for individualists earned it the nickname "Rogues Island," particularly when coupled with Rhode Island's encouragement of privateering during wartime. Warwick also contributed to the notorious "Triangular Trade" perpetrated in Newport in which Caribbean molasses was imported to Newport, where it was made into rum that was shipped to Africa to trade for slaves, who were then transported to the Caribbean to be sold for molasses that would make its way back to Newport. Rhode Island remained the leading slave trader of the colonies until a partial ban was placed on importation of slaves in 1774; in 1784 Rhode Island enacted legislation that declared free all children born to slaves in the state, thus gradually emancipating the enforced workers about 55 years before the Civil War.

In the 1760s the Triangular Trade and maritime industries were flourishing along coastal Rhode Island, interesting the British government. A series of laws were enacted to limit the molasses, sugar, and rum trades; Rhode Island entrepreneurs responded by taking to smuggling. British customs officials stepped up enforcement activities, until one particularly aggressive British ship, *The Gaspee*, ran aground in the Narragansett Bay while chasing smugglers. Warwick locals set fire to the ship as a protest against British interference with the trade of the colonies—this was a seminal event leading up to the American Revolution.

Warwick gave the American War of Independence one of its most noted patriots in Nathanael Greene, who was second in command to General George Washington. With a victory in the War of Independence, the colonies had to figure out how to organize themselves; Rhode Island was the last of the original 13 colonies to ratify the proposed constitution, out of concern for loss of state's rights and because the dominant Quaker culture was opposed to the compromise it required on the issue of slavery. But sign Rhode Island did, independently deciding to ban slavery over the ensuing five years. Ironically, the cotton mill spurred the area's industrial revolution in the late 1700s, using materials gained by the backbreaking forced labor of imported Africans.

In spite of the contradiction, Warwick and other towns on water (which functioned then as the primary source of power) built textile and metalworking mills. The War of 1812 and other conflicts made goods from abroad difficult to obtain, making Rhode Island cloth, lace, jewelry and other items the only goods available in town. Warwick and similar communities benefited from their position near ports that could move their wares up and down the coast. The expansion of railroad systems later in the 1800s facilitated movement of Rhode Island-produced goods to points west. Jobs in the mills pulled in former agricultural workers seeking a better pay-off for their labor and recent immigrants, particularly the Irish, who were looking for work. The incoming homogenous groups created the villages that comprise

modern-day Warwick, as they settled in separate communities that retained the flavor of homes far away.

The mid-1800s were a time of prosperity and industrial progress for Warwick and Rhode Island. The Triangular Trade had been replaced by the China Trade, with locally-produced goods such as textiles and crops being traded in Asia for exotic items. Here at home, the country had begun to fracture, however, and Rhode Island was somewhat torn when it came to picking a side. Warwick and a number of other Rhode Island towns had woven themselves wealth and reputation in textile mills supplied by southern, slave-owning plantations. Concurrently, Rhode Island had preemptively abolished slavery and had a large contingent of Quakers pushing for the state to join the Union. When the war commenced in 1861, Rhode Island sided with the blue and again contributed mightily to the war effort, while also seeing a marked increase in need for cloth and worked metal produced in its factories.

A Modern Warwick Emerges

Warwick industry continued to boom after the Civil War; at the same time, the region became more accessible to more people with the development of the automobile and continued expansion of passenger train service. Warwick's lovely beaches started to generate a buzz as a tourist destination, no doubt assisted by the proximity of Newport and its yachting set. World War I took a toll on the population of Warwick, but local industry received another boost that lasted until the Great Depression hit in the late 1920s. Mills closed abruptly, and displaced workers found themselves building local schools and roads as part of government aid programs.

World War II stimulated the economy again to some extent, and Warwick was back to moderate levels of industrial production and residential construction. T.F. Green Airport was commandeered by the U.S. Army in a move that, along with Newport's Naval installation, generated a major military presence in the small state that is still felt today. Control of the airfield was returned to the State of Rhode Island in 1946.

The end of the war heralded a significant shift in Warwick—families from the Providence area, attempting to escape the travails of big city life, started to migrate into Warwick, creating a need for expanded infrastructure, housing, and schools. Retail trade gradually began to develop into the fastest growing economic sector; the Midland Mall (now called the Rhode Island Mall) and the Warwick Mall put Warwick on the map and attracted shoppers from across the New England region.

After enduring a series of natural disasters—hurricanes in 1954 and 1955 and a record snowfall in 1978 that shut down the city for several days—Warwick continues to hum along, not to the sound of factories and mills but to the whirl of cash registers at the largest malls in the state. Even more than the siren call of good

shopping deals, visitors and new residents are drawn to Warwick by the water, the ebb and flow of which reflect the history of this tough, adaptable town.

Historical Information: Warwick Historical Society, 25 Roger Williams Circle, Warwick, RI 02888; telephone (401)467-7447. Rhode Island Historical Society Library, 121 Hope Street, Providence, RI 02906; telephone (401)273-8107; www.rihs.org

■ Population Profile

Metropolitan Area Residents

1980: 1,072,725
 1990: 1,134,352
 2000: 1,188,613
 2006 estimate: Not available
 Percent change, 1990–2000: 4.8%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 39th

City Residents

1980: 87,123
 1990: 85,427
 2000: 85,808
 2006 estimate: 85,925
 Percent change, 1990–2000: 0.4%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: 255th (2nd in state)
 U.S. rank in 2000: 328th (2nd in state)

Density: 2,417.2 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 81,695
 Black: 996
 American Indian and Alaska Native: 213
 Asian: 1,281
 Native Hawaiian and Pacific Islander: 15
 Hispanic or Latino (may be of any race): 1,372
 Other: 506

Percent of residents born in state: 75.8% (2000)

Age characteristics (2005)

Population under 5 years old: 5,138
 Population 5 to 9 years old: 5,168
 Population 10 to 14 years old: 4,174
 Population 15 to 19 years old: 4,162
 Population 20 to 24 years old: 4,713
 Population 25 to 34 years old: 10,787
 Population 35 to 44 years old: 12,880
 Population 45 to 54 years old: 14,330
 Population 55 to 59 years old: 5,331



The Providence Warwick Convention and Visitors Bureau. Reproduced by permission.

Population 60 to 64 years old: 5,706
Population 65 to 74 years old: 6,149
Population 75 to 84 years old: 5,560
Population 85 years and older: 1,706
Median age: 41.5 years

Births (2000)

Total number: 917

Deaths (2000)

Total number: 961

Money income (2005)

Per capita income: \$29,570
Median household income: \$57,153
Total households: 35,995

Number of households with income of . . .

less than \$10,000: 1,333
\$10,000 to \$14,999: 1,891
\$15,000 to \$24,999: 3,048
\$25,000 to \$34,999: 3,603
\$35,000 to \$49,999: 5,230
\$50,000 to \$74,999: 8,942

\$75,000 to \$99,999: 5,835
\$100,000 to \$149,999: 3,782
\$150,000 to \$199,999: 1,579
\$200,000 or more: 752

Percent of families below poverty level: 13.7% (2000)

2005 FBI Crime Index Property: 2,614

2005 FBI Crime Index Violent: 122

■ **Municipal Government**

The city of Warwick functions under the mayor-council form of government, with nine council members elected by and representing the nine city wards. Elections for both the mayor and council members are held every November in even-numbered years, making terms in office two years in duration. The mayor is elected by the general populace of Warwick.

Head Official: Mayor Scott Avedisian (R) (since 2000; term expires 2008)

Total Number of City Employees: 935
(2007)

City Information: City of Warwick, Warwick City Hall, 3275 Post Road, Warwick, RI 02886; telephone (401)738-2000; www.warwickri.gov

■ Economy

Major Industries and Commercial Activity

Warwick is one of Rhode Island's major manufacturing zones, home to textile factories, metal fabrication centers, and electronic plants. However, Rhode Island's retail trade industry has increasingly centered in Warwick and has become a leading employment industry for the city. A few of the largest retail establishments in the city are Brooks Pharmacy Stores (which has headquarters in Warwick), Macy's, JCPenney, Wal-Mart, Stop & Shop, and Target. The health care and social assistance sector comes in a very close second to retail. Kent County Memorial Hospital and Kent County RIARC are major employers in this sector. The VNA of Care New England, West Shore Health Center Nursing and Rehabilitation of Health Concepts, and Kent Regency of Genesis Health Care are also located in Warwick.

The manufacturing sector has taken a moderate role in the economy, with many jobs lost over the last decade. Kenney Manufacturing, producing window shades, blinds, draperies, and hardware for window treatments, is a major employer in the city. In 1996, the nonprofit Central Rhode Island Development Corporation (CRIDCO) was formed to counter downsizing in the local defense industry. The Corporation is dedicated not just to the support of existing manufacturers and industries, but also to the identification and attraction of growth-oriented industries. To this end, CRIDCO offers a Manufacturers Roundtable, during which business owners can discuss strategies, brainstorm problems, and develop joint projects. The Food Manufacturers Network brings together local food producers to cut costs by sharing resources and consulting with experts in the field. As of 2008 CRIDCO was developing a Hi-Tec/Bio-Tec Network to provide support for small and start-up business owners involved in high technology and biotechnology.

From 2002 to 2004 one of the fastest growing sectors was financial and insurance services. Metropolitan Life Insurance is a major employer in this sector.

Items and goods produced: epoxy resins, electronic components, conductive composite materials, digital data communications equipment, analog test sets, aircraft instruments, plastic coated metals and woods, bar code printing systems, fluorescent lighting fixtures, metal and wooden doors, window shades and blinds, bath accessories.

Incentive Programs—New and Existing Companies

Local programs: The municipal government offers the Warwick Export Development Program as a support for businesses that are engaging or would like to engage in international trade. Services included are an international trade data network, seminars, consulting reports, and a global link program. The U.S. Small Business Administration has housed local Small Business Development Centers within chambers of commerce across Rhode Island. The Central Rhode Island Chamber of Commerce in Warwick assists businesses in accessing capital, provides professional development workshops, helps with marketing strategies, and coordinates trade shows.

State programs: Rhode Island provides a corporate income tax rate reduction for those firms increasing employment over a three-year period. An Innovation Tax Credit is available for qualified investors in one of six state-designated innovation industries, including biotechnology and life sciences and marine and defense manufacturing. There is a manufacturing investment tax credit of up to 4 percent and a high performance manufacturing investment tax credit of up to 10 percent for qualified companies. An investment tax credit of 10 percent is available to non-manufacturing companies in one of 16 qualifying categories, which include motion picture production and insurance carriers. There are several credits available for research and development activity expenses and facilities, including a sales tax exemption for qualifying firms. The R & D expense credit of 22.5 percent is one of the highest in the nation. Restoration of historic buildings as businesses or residences may qualify for tax breaks, as may businesses residing in certified mill buildings. Special incentives are available for the film and television industry and the financial services industry.

Airport Business Park, adjacent to T.F. Green Airport, is part of a federally designated Foreign Trade Zone (105). Goods entering FTZs are not subject to customs tariffs until the goods leave the zone and are formally entered into U.S. customs territory.

The Rhode Island Economic Development Corporation provides direct access to state economic and business resources including finance, export trade, federal procurement, and marketing. The Rhode Island Small Business Development Center provides services to businesses with fewer than 500 employees, including the presentation of training seminars and workshops in business planning, marketing, financing, and other business subjects, as well as free consultations by experts in all aspects of business.

Job training programs: The Rhode Island Department of Labor and Training provides employers and small businesses with counseling and direct access to federal and state training, labor market information, recruitment

and skills enhancement programs, and grants. The state additionally coordinates services to dislocated workers, foreign workers, youth who wish to be employed, and military veterans. The state maintains a large database of available jobs that can be accessed by those seeking employment. The Workforce Partnership of Greater Rhode Island supports the Department of Labor and Training by assisting businesses and industries in grant writing, goal-setting, job fair coordination, creation of school-to-work linkages, and employee training to address critical skill shortages. There are several job training and education tax incentives, including an adult education tax credit of up to 50 percent for direct training costs and an employer's apprenticeship tax credit of up to 50 percent of actual wages (up to \$4,800) for qualifying apprentices.

In the Warwick area, the nonprofit agency has partnered with the Central Rhode Island Chamber of Commerce and the Warwick Career and Technical Center to coordinate programs such as the Groundhog Job Shadow Day, technology partnerships that train workers in innovative industries such as biomanufacturing, a Grrl Tech program that encourages young women to enter and remain in the field, and Principal for a Day, a program in which a business or civic leader has the opportunity to get to know a local school. Among other services, the Central Rhode Island Development Corporation also offers training assistance for the local workforce.

Development Projects

T.F. Green Airport has a number of development projects completed as of 2007, including renovation of security checkpoints, an expanded retail and food service area, and enhancements to baggage claims areas. These improvements came at a cost of about \$83.5 million. The same year construction began on a project to redevelop the area between the airport and Jefferson Boulevard into an intermodal transportation center, which would include a new Amtrak station with commuter service to Boston. Project costs are estimated at over \$222 million. Jefferson Gateway at the Airport includes two new office buildings that were completed in 2007. Hilton Garden Hotel and Metro Center also completed their new facility near the airport in 2007 at a cost of about \$55 million.

Davol Inc., a subsidiary of the global medical technology manufacturer CR Bard Inc., has announced that its new headquarters will be built in Warwick. Construction of the 120,000-square-foot office complex was underway as of 2007 with an estimated total investment of \$25 million. The facility will house the research and development and marketing and administration offices of the company. Wave Credit Federal Union was building its headquarters in Warwick the same year, with an investment cost of about \$3 million.

The Rocky Point Amusement Park gave Warwick thrills since original developer Captain William Winslow began to add attractions in 1847. Over time, the park saw

a virtual parade of carnival acts and rides, including roller coasters, houses of horror, flumes, and a saltwater pool. The park was decimated by a hurricane in 1938 and was rebuilt, only to face closure in the 1990s. Now, the site is being reborn via an ambitious redevelopment project to build a resort that will incorporate some of the amusement park's entertainment aspects. The project will cost an estimated \$200 million and will include a holistic healing center, a tribute to Rocky Point Amusement Park, a retail mall, an artist village, "A Taste of Rhode Island" cuisine center, an amphitheater, a hiking trail system, and other features. Planning and discussion have been ongoing since 2003. As of 2007, however, a developer had not yet been named.

Commercial Shipping

Boston Logan International Airport is approximately 70 minutes from Warwick and provides access to a number of national and international cargo carriers. On an annual basis, Logan moves more than 742 million pounds of cargo and mail each year. The airport is part of Foreign Trade Zone 27, allowing for temporary storage of imported goods that are exempt from full U.S. Customs scrutiny. The Port of Providence, easily accessible from Warwick, has been increased to a 40-foot depth in order to accommodate medium and deep-draft vessels. The port can handle any type of cargo, has approximately 300,000 square feet of warehouse capacity, and offers 25 wharves and docks. Theodore Francis Green State Airport, with a new 323,000-square-foot, multilevel terminal, has 15 gates and has incorporated a cargo development facility.

Located at the center of the state's superhighway system, Warwick is a hub for ground transportation of goods. Interstates 95 and 295 serve as the primary access to and from the Warwick area. A number of over-the-road freight transporters operate in the Warwick-Providence area. The United Parcel Service maintains a huge presence in Warwick and is one of the area's largest employers. The Providence & Worcester Railroad hauls cargo regionally, with a focus on waste and scrap and the capacity to carry stone, chemicals, and fabricated materials.

Labor Force and Employment Outlook

About 89 percent of the population age 25 and older had obtained a high school diploma or higher level of education as of 2006. Nearly 33 percent had obtained a bachelor's degree or higher. In 2006 the health care and retail sectors were two of the largest employment industries in the city. From 2002 to 2006 the largest increase in jobs was seen in the health care and social assistance sector, followed by financial activities, construction, professional and technical services, and retail. Manufacturing saw a decrease of nearly 30 percent in the same time period. Statewide, it is anticipated that overall

employment will increase by 11.5 percent by the year 2012, with significant gains in construction, professional and technical services, healthcare and social assistance, leisure and recreation businesses, and accommodation and food service industries. It is anticipated that manufacturing jobs will fall by approximately 13.5 percent by 2012, the only employment sector in which there are projected losses.

The following is a summary of data regarding the Providence-Fall River-Warwick RI-MA NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 584,000

Number of workers employed in . . .

construction and mining: 28,800
 manufacturing: 68,200
 trade, transportation and utilities: 102,900
 information: 11,800
 financial activities: 38,300
 professional and business services: 62,800
 educational and health services: 111,400
 leisure and hospitality: 59,600
 other services: 26,300
 government: 73,900

Average hourly earnings of production workers employed in manufacturing: \$13.60

Unemployment rate: 4.9% (June 2007)

<i>Largest employers (2007)</i>	<i>Number of employees</i>
Kent Hospital	Not available
Metropolitan Life Insurance	Not available
United Parcel Service	Not available
Kenney Manufacturing	Not available
JCPenney Co., Inc.	Not available
New England Institute of Technology	Not available
West Bay Residential Services	Not available
Stop & Shop Co., Inc.	Not available
Wal-Mart	Not available
Kent County RIARC	Not available

Cost of Living

In a small state like Rhode Island, housing is at a premium and housing costs reflect that scarcity. Local legislatures are continually under pressure to reduce the amount of property taxes that are paid in Rhode Island. When combined with salaries that aren't significantly higher than other states across the nation, it would appear that Warwick has a relatively high cost of living.

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

2007 (1st quarter) ACCRA Average House Price: \$437,857 (Providence metro)

2007 (1st quarter) ACCRA Cost of Living Index: 124.9 (Providence metro)

State income tax rate: 25.0% of the Federal Income Tax Rates that were in effect immediately prior to the 2001 EGTRRA

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$14.81 per \$1,000 assessed market value

Economic Information: Rhode Island Department of Labor and Training, Center General Complex, 1511 Pontiac Avenue, Cranston, RI 02920; telephone (401) 462-8000; www.dlt.ri.gov. Rhode Island Economic Development Corporation, 315 Iron Horse Way, Suite 101, Providence, RI 09208; telephone (401)278-9100; www.riedc.com

■ Education and Research

Elementary and Secondary Schools

Warwick Public Schools (WPS) expresses in its mission statement its desire to create individualized learning experiences for its diverse students while preparing them for the higher-tech workplace of today. The school district has cultivated relationships with institutions of higher learning in an effort to facilitate the transition from high school to college, and the district has additionally created the Warwick Area Career and Technical Center as a resource for both preparing students in grades 10 through 12 for college coursework as well as providing students with skills that will immediately serve them well in employment.

Warwick Public Schools also administers an Adult Learning Center that is housed at the Warwick Area Career and Technical Center facility. The center offers GED preparation, English as a second Language instruction, and vocational training for adult learners.

The following is a summary of data regarding the Warwick Public Schools as of the 2005–2006 school year.

Total enrollment: 174,613

Number of facilities

elementary schools: 20
 junior high/middle schools: 3

senior high schools: 3
other: 2

Student/teacher ratio: 11.7:1

Teacher salaries (2005–06)

elementary median: \$58,860
junior high/middle median: \$56,210
secondary median: \$59,210

Funding per pupil: \$10,226

There are private Catholic and independent schools serving nearly all ages of students, including several private preschools.

Public Schools Information: Warwick Public Schools, 34 Warwick Lake Avenue, Warwick, RI 02889; telephone (401)734-3000; www.warwickschools.org

Colleges and Universities

The Knight Campus of the Community College of Rhode Island (CCRI) is located in Warwick, operating as a public two-year institution of higher education that offers associate's degrees and certifications in nursing, legal studies, computer science, chemistry, dental health, foreign languages and cultures, mathematics, and more. Most credits can be transferred to a four-year university if desired. CCRI enrolls approximately 16,000 students per year and has a faculty of 300.

The New England Institute of Technology (NEIT) in Warwick was founded in 1940. The private, nonprofit institution offers a bachelor's of science degree and associate's degrees in 29 programs, including mechanical engineering, architectural building engineering, programming technology, interior design, digital recording arts, software engineering, video and radio production, and business management technology. NEIT strongly emphasizes practical application of theoretical concepts as its primary teaching strategy. Enrollment is about 2,800 students.

Nearby Providence, Rhode Island, is home to a number of vocational schools, community colleges, and universities, including Johnson and Wales University, which is noted for its College of Culinary Arts programs. Brown University in Providence is the nation's seventh oldest college and a member of the Ivy League. It is noted for its medical school and its engineering, liberal arts, and science programs; the university has more than 50 academic departments and divisions. Other colleges in Providence include Rhode Island School of Design, Providence College, and Rhode Island College.

Libraries and Research Centers

The Warwick Public Library contains approximately 200,000 texts, more than 8,000 audio-visual materials, and more than 500 periodic subscriptions. The central library branch is located on Sandy Lane, and three branch

libraries are situated in Warwick villages such as Apponaug. The library coordinates story hours and children's activities throughout the year. Located in another of Warwick's many villages, the Pontiac Free Library offers over 20,000 books, 500 audio-visual materials and 50 subscriptions to its public. The Free Library has been serving Pontiac and surrounding villages since 1884; programming now includes storytelling for children, summer reading challenges, and a book discussion group. The modern library offers patrons internet access.

The Warwick campus of the Community College of Rhode Island has access to more than 100,000 volumes and 600 periodicals through the interlibrary loan system, which allows students at one campus to borrow materials from other campuses. Specialized collections include Academy Award-winning movies from 1990 to the present.

Brown University Libraries in Providence include seven facilities, including the John D. Rockefeller, Jr. Library, which is the primary teaching and research library for the humanities, social sciences, and fine arts, and the Orwig Music Library. The renovated John Hay Library is the location of most of Brown's rare books, manuscripts, special collections, and archives. The libraries at Brown contained over 6 million items in 2007; an estimated 100,000 new items are added each year.

Other specialized libraries are within easy reach of Warwick, with the Health Library at Kent County Hospital, the U.S. Naval War College Library in Newport, and the Rhode Island State Law Library in Providence.

A major center for research activity is Brown University, where research is being carried out in areas such as medicine, sociology, astronomy, political science, and psychology. Research centers and institutes at Brown include the Center for Alcohol and Addiction Studies, the International Health Institute, the Center for Advanced Materials Research, The Lefschetz Center for Dynamical Systems, and the Center for Study of Race and Ethnicity in America, to name a few. Special laboratories and research facilities include the Experimental Microdynamics Facility, the Environmental and Remote Technologies Laboratory (EarthLab), and Artificial Intelligence Laboratory. In fiscal year 2006-2007, the faculty received about \$138 million in research funding from government and private sources.

Public Library Information: Warwick Public Library, 600 Sandy Lane, Warwick, RI 02889; telephone (401)739-5440; www.warwicklibrary.org

■ Health Care

Kent County Memorial Hospital in Warwick has been serving the Kent County area since 1951 as an acute care nonprofit medical facility. It is part of the Care New England health system. Expansions over the years have

brought the number of licensed beds at the hospital to 359 and a major renovation of the emergency department in 2004 increased the patient care bays to 46. The hospital's Women's Care Center and Wound Recovery Center are only two of many specialty clinics within the hospital. Kent Hospital's hyperbaric medicine chamber is a resource for all of southeastern New England for the treatment of carbon monoxide poisoning. The hospital additionally provides extended coronary care, oncology and chemotherapy services, and diagnostic imaging.

The Visiting Nurse Association of Care New England provides home healthcare options such as preventive, short-term, chronic, and terminal care. Nutritional consultation, occupational and physical therapy, spiritual counseling, and respite services are available along with general nursing attention to patients' medical issues.

There is a Care New England Wellness Center located in Warwick that offers outpatient services and programs in weight management and chronic health problems, nutrition counseling, cardiac rehabilitation and cardiac maintenance, physical therapy, and specialized aquatic therapy. The center also has a range of alternative healthcare providers, including acupuncturists, massage therapists, reflexologists, and naturopaths.

West Shore Health Center Nursing and Rehabilitation (a Health Concepts facility) and Kent Regency (of Genesis Health Care) provide skilled nursing, medical, and rehabilitative care in Warwick.

■ Recreation

Sightseeing

Each of Warwick's 30 distinctive villages has something to offer the sightseer—historic Pawtuxet Village is the oldest in New England and was home to the rabble-rousers who burned the British customs ship, *The Gaspee* at the start of the American Revolutionary War. Pawtuxet also served as a stop on the Underground Railroad for escaped slaves prior to and during the Civil War. Warwick City Park is located in the Buttonwoods district, with more than 120 acres of nature trails, beaches, and bike routes. Buttonwoods beaches hosted parties in the 1800s that made New England clambakes popular. The Oakland Beach neighborhood provides access to more beaches and seashore activities, while the Conimicut Village features Conimicut Point Park and Lighthouse. The lighthouse is still operational and in use, thus not open to the public; however, it remains a picturesque and historical structure in a wild and beautiful setting. Apponaug Village once abutted the western wilderness beyond the original Warwick settlement but now is considered “downtown” and houses the Victorian-era Warwick City Hall with its six-story clock tower. The Warwick Museum is located in Apponaug as well, with historical exhibitions and displays arranged in the circa-1912 Kentish Artillery

Armory building, which was built with two wall openings for its Revolutionary War-era cannons.

The Warwick Neck Lighthouse is the last traditional lighthouse built in Rhode Island. Located at the bottom of Warwick Neck, the 1827 lighthouse is still in use today but it is not open to the public. Regardless, its history, dramatic location, and charming exterior continue to attract visitors. The John Waterman Arnold House is a fine example of architecture in the late 1700s; the clapboard house has two stories containing a beehive oven, wall niches in the winding stairwell, a fireplace, and paneled walls. This structure is now home to the Warwick Historical Society.

The Industrial Revolution started spinning at Slater Mill in nearby Pawtucket. A living history museum acknowledges the contribution Samuel Slater made to the manufacturing industry locally when he constructed the first cotton mill in the state. Demonstrations of nineteenth-century water-power, arts, crafts, and gardening take place during daily tours from March through October.

The Roger Williams Park Zoo in Providence is the third oldest zoo in the country and now contains a polar bear habitat, a collection of bison, and the Marco Polo Trail. The Trail recreates Marco Polo's three-year exploration through Asia and combines the zoological experience with history and culture.

The State of Rhode Island has developed a Heritage Trail system that provides sightseers with efficient, educational, and fun routes to follow throughout the state. The Warwick Heritage Trail runs from the upper Narragansett Bay into the western hills of Rhode Island, encompassing a number of the historical sites mentioned above. Trail maps can be obtained from Warwick City Hall. Tours by water can be an excellent way to get the big picture of Warwick and can be arranged for small or large groups.

Arts and Culture

The Warwick Museum of Art in the downtown Apponaug Village coordinates showings by Rhode Island painters, sculptors, photographers, and ceramicists in addition to exhibitions by artists from across the nation and the globe. Performance art shows also are held in the museum, including poetry and prose readings and comedy troupe acts. The Museum School provides art workshops and classes for students of all ages throughout the year. Complements Art Gallery in Warwick offers art consultation services, exhibitions, and art sales to private individuals and corporations.

In nearby Providence, the WaterFire exhibit must be seen to be believed. The award-winning “fire sculpture” consists of 100 bonfires suspended just above the surface of the three rivers that run through downtown, illuminating an expanse of urban public spaces and parks. Fire tenders silently maintain the blazes, dressed all in black

for increased drama, and the entire experience is a feast for the senses. The Rhode Island School of Design in Providence is home to an eclectic collection of art ranging from antiquarian times to the contemporary. The nearly 80,000 works are international and are in every variety of media, including sculpture, textiles, painting, and photography.

Also in Providence and recently restored to its original 1928 opulence, the Providence Performing Arts Center (PPAC) was originally a Loew's Movie Palace and now is home to touring Broadway shows, theatrical offerings of all sorts, current and classical movies, and concerts. The PPAC contains a rare Mighty Wurlitzer organ to accompany screenings of silent films. The Providence Black Repertory Company stages performances year-round at its theatre center, with professional productions that celebrate the creativity and unique view of black theatre in the U.S. The Trinity Repertory Company in Providence produces annual performances of *A Christmas Carol* and a summer Shakespeare Project, along with seven other shows throughout its season. The Trinity stages its productions in Lederer Theater and the Pell Chafee Performance Center and provides educational outreach programs to local schools.

Opera Providence stages comic and tragic operas such as *Carmen*, *La Boheme*, and *Porgy and Bess*. Festival Ballet of Providence puts on four performances per season in addition to its annual production of *The Nutcracker*.

Arts and Culture Information: The Providence Warwick Convention and Visitors Bureau, 144 Westminster Street, Providence, RI 02903; telephone (800) 233-1636; www.pwcvb.com

Festivals and Holidays

BrightNight Providence is the biggest New Years party in Rhode Island, with more than 160 performers such as jugglers, acrobats, musicians, and magicians. At the end of March or in early April, Shawomet Baptist Church's Easter sunrise services are held at the Warwick Neck Lighthouse. The Warwick area then kicks off summer with frequent clambakes, seafood festivals, and the Gaspee Days Festival, held over the Memorial Day weekend. The colonial history of Pawtuxet and Warwick's other villages is celebrated with costume contests, fireworks, an arts and crafts fair, reenactment of the burning of *The Gaspee*, and a golf scramble. The same weekend, Oakland Beach puts on a festival. Pawtuxet hosts a Kayak Regatta in mid-June, with prizes awarded in several categories. The June Festival Del Sanchoco in Providence showcases the Latino community in a party centered around a flavorful stew. Recipe competitions, music, booths, crafts, and entertainment make this a family-friendly event. Warwick's Summer Concert Series is held on Wednesday nights from mid-June through mid-August. Also in mid-August, cinema buffs can cool off in an air-conditioned

theater while enjoying the Rhode Island International Film Festival, a six-day juried art show with entries from across the planet in categories such as animated short, documentary, and feature presentations. The festival is accompanied by the Providence Film Festival, which acknowledges local film producers.

Downtown Warwick welcomes fall with the Apponaug Festival, held in the historic village at the center of the city in September, followed by the three-day St. Gregory the Great Parish Festival. Providence welcomes the Halloween season with the Rhode Island International Horror Festival in late October. Short films, documentaries, and scary cinema of all varieties are screened at the Columbus Theatre, with a juried competition among entrants. The Great International Beer Competition and Festival takes place in November; Providence is home to this celebration of the grain, in which more than 50 local, regional, national and international breweries compete for top honors in 10 categories. November is also the month for the Warwick Annual Indoor Powwow, featuring dances, costumes, and foods of the native people who first populated the region. The weekend of Veterans Day features the historical remembrances of the Warwick Heritage Festival.

Sports for the Spectator

Baseball fans may need to commute a short distance to get their fix, but just north of Providence is the home of the Pawtucket Red Sox, a AAA affiliate of the Boston Red Sox baseball franchise. The stars of tomorrow (and sometimes yesterday) play home games at McCoy Stadium. For fans who want to see the baseball stars of today, the 2007 champion Boston Red Sox and storied Fenway Park are a mere 50 miles to the north.

The Providence Bruins compete in minor league hockey in the American Hockey League. An affiliate of the Boston Bruins, the Providence team plays its home games in the Dunkin' Donuts Center. When not in a standoff with league owners, the Boston Bruins play in the National Hockey League and over the years have featured standout players such as Bobby Orr and Ray Bourque, who went on to win the Stanley Cup as part of the Colorado Avalanche. Other professional teams in Boston are the Celtics (NBA basketball), the New England Patriots (NFL football), and the New England Revolution (Major League Soccer).

Brown University in Providence competes in the Ivy League of Division I of the National Collegiate Athletic Association, with men's and women's programs in basketball, crew, ice hockey, lacrosse, soccer, fencing, track, and swimming. Boston's universities and colleges also sponsor varsity sports.

Sports for the Participant

Warwick boasts 39 miles of coastline and dozens of marinas, making boating one of the major recreational activities. Anchorage is good in Greenwich Cove and

Warwick Cove, where sailors can pilot their own vessels, rent a boat, or take instruction. Rental canoes and kayaks can also be obtained for exciting or leisurely outings on the bay or rivers, depending on the section attempted. Many of the city and state parks are excellent spots for fishing, and anglers can either go after marine varieties like swordfish, bluefin tuna, and striped bass or freshwater fish such as black bass, rainbow trout, and yellow perch. Saltwater swimming, surfing and boogie boarding can be enjoyed at Goddard Memorial State Park, Oakland Beach Park, and City Park Beach. For a more leisurely water experience, take a lazy float down the Providence River on a gondola, leaving from Citizens Plaza in Providence.

The City of Warwick coordinates more than 850 acres of recreational facilities, including bike paths, 56 ball fields, 39 tennis courts, 32 basketball courts, 2 ice rinks, 8 parks, 53 playgrounds, and an Olympic-sized swimming pool. The Mickey Stevens Sports Complex alone houses two bocce courts, two basketball courts, a baseball field, two indoor ice rinks, an indoor pool, six tennis courts, and a jogging track. Local golf courses are located at Goddard State Park, Potowomut Golf Club, the Seaview Country Club, and the Warwick Country Club. The Thayer Arena is a year-round ice skating facility.

Hiking and bird-watching can be had both at Goddard State Park near Warwick and across the Narragansett Bay at the Prudence and Patience Islands Wildlife Management Area in Bristol, Rhode Island.

Shopping and Dining

Warwick has become a retail trade giant, home to two of Rhode Island's largest malls. The Warwick Mall on Bald Hill Road is anchored by three department stores—Macy's, JCPenney, and Old Navy. An expansive food court and hundreds of national chain shops draw shoppers from throughout the New England region. The somewhat smaller and more discount-oriented Rhode Island Mall houses a Wal-Mart and a Kohl's department store. Pontiac Mills adds a historical touch to the shopping experience—an eclectic mix of shops, boutiques, galleries, antique stores, art dealers, and custom furniture purveyors are now resident in the renovated former textile mill that once housed the Fruit of the Loom company. Pawtuxet Village has also cultivated a quaint feel in its shops, coupled with an unbeatable harbor view. Ann & Hope Outlet Plaza is a Warwick original; opened as the first discount self-service store, Ann & Hope has evolved into a collection of deep-discount retail outlets. Other shopping meccas include Bald Hill Commons, Bald Hill Plaza, CompUSA Plaza, Greenwich Village, Marketplace Center, Summit Square, and Warwick Commons.

Seafood is big in Warwick, both literally and figuratively—chowder houses, fish 'n' chips stands, clam shacks, and lobster eateries abound. A local delicacy, the quahog is a large and tasty hard-shell clam that is often featured in Warwick clambakes. As a reflection of Warwick's

immigrant past, a wide menu of ethnic cuisines are served, with an emphasis on Chinese fare and Italian dishes. Restaurant ambience ranges from fast-food sites to fine bistros in upscale settings. Several locally-owned coffeehouses round out the offerings, and a visit to Johnson & Wales' fine culinary institute in Providence might yield the opportunity to get a foretaste of great chefs to come.

■ Convention Facilities

The place for exhibitions and tradeshow is the Rhode Island Convention Center in Providence, which offers 100,000 square feet of exhibit space, a 20,000-square-foot ballroom, and an additional 23 rooms for meeting space. The center is within walking distance of 1,500 hotel rooms. The Dunkin' Donuts Center, offering a 31,000-square-foot arena for trade shows or concerts, is part of the convention center complex.

The historic Aldrich Mansion overlooking Narragansett Bay in Warwick offers an elegant alternative meeting site, with a 230-seat capacity and a European cuisine dining. In nearby Cranston, groups from 50 to 2,500 people can participate in meetings, tradeshow, seminars, or social functions at Rhodes-on-the-Pawtuxet, a ballroom and gazebo that were once part of a resort-class complex of facilities. The ballroom offers 22,000 square feet of flexible space and fine in-house cuisine is available for events.

■ Transportation

Approaching the City

T.F. Green State Airport in Warwick handles more than a million passengers yearly, making it the busiest airfield in Rhode Island. The airport is served by eight major airlines, including American, Continental, and Air Canada, in addition to several charters. Boston's Logan International Airport is approximately two hours from Newport and provides access to all points across the country and the globe. Travelers coming to Warwick by car primarily access the city via Interstates 95 and 295. Regional bus service is coordinated through the Rhode Island Public Transit Authority. Greyhound provides limited services to T.F. Green State Airport. Amtrak stops at Providence and Kingston.

Traveling in the City

Warwick was built on a section of land that projects out into Narragansett Bay. Its street grid reflects this with a slight bent to the northeast. Warwick Neck Avenue and Tidewater Drive are two primary north-south arteries within the city center. State highway 117, Sandy Lane, and Rocky Point Avenue run east-west. Bus service

within Warwick is coordinated by the Rhode Island Public Transit Authority, while the City of Warwick operates the Transwick program, providing rides to residents 55 years of age or older who have a disability or who lack access to other means of transportation. Taxi service is readily available through a variety of providers, and efforts are being made to improve existing bike paths that run along the Washington Secondary rail line from West Warwick, through Warwick, to Cranston. The vision of bike path advocates is to join the Washington Secondary trail with the Blackstone River Bikeway that runs through Providence. The Warwick-East Greenwich Bicycle Network links the north end of Warwick with the southeast village via a system of bike paths.

■ Communications

Newspapers and Magazines

The daily paper serving Warwick and the greater Kent County area is *The Kent County Daily Times*, which is published Monday through Saturday in West Warwick and provides local, state, national, and international news coverage. Folks in Warwick get their community news from *The Warwick Beacon*, which is published two times every week and concentrates on local news, sports, entertainment, and events. *The Narragansett Times* also reports on local news and is published twice a week.

Television and Radio

Television programming is primarily relayed from the Providence area. Other networks and cable channels are available through the cable company that serves the Warwick region. Warwick is served by two Christian radio stations, WARV and WRYP; other AM and FM stations in a broad range of formats are accessible via Providence and Boston.

Media Information: *The Kent County Times*, 1353 Main Street, West Warwick, RI 02893; telephone (401) 821-7400; www.kentcountytimes.com

Warwick Online

Central Rhode Island Chamber of Commerce.
Available www.centralrichamber.com
City of Warwick. Available www.warwickri.gov
Providence Warwick Convention and Visitors Bureau. Available www.pwcvb.com
Rhode Island Convention Center. Available www.riconvention.com
Rhode Island Economic Development. Available www.riedc.com
Rhode Island Public Transit Authority. Available www.ripta.com
Rhode Island Tourism Division. Available www.visitrhodeisland.com
Warwick Public School District. Available www.warwickschools.org

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Vermont

Burlington...493

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The State in Brief

Nickname: Green Mountain State

Motto: Vermont, freedom, and unity

Flower: Red clover

Bird: Hermit thrush

Area: 9,614 square miles (2000; U.S. rank 45th)

Elevation: Ranges from 95 feet to 4,393 feet above sea level

Climate: Long, cold winters; warm summers

Admitted to Union: March 4, 1791

Capital: Montpelier

Head Official: Governor Jim Douglas (R) (until 2008)

Population

1980: 511,456

1990: 562,758

2000: 608,827

2006 estimate: 623,908

Percent change, 1990–2000: 8.2%

U.S. rank in 2006: 49th

Percent of residents born in state: 52.69% (2006)

Density: 67.4 people per square mile (2006)

2006 FBI Crime Index Total: 15,231

Racial and Ethnic Characteristics (2006)

White: 600,529

Black or African American: 5,167

American Indian and Alaska Native: 2,563

Asian: 5,693

Native Hawaiian and Pacific Islander: 61

Hispanic or Latino (may be of any race): 6,644

Other: 1,876

Age Characteristics (2006)

Population under 5 years old: 33,014

Population 5 to 19 years old: 121,454

Percent of population 65 years and over: 13.3%

Median age: 40.6

Vital Statistics

Total number of births (2006): 6,348

Total number of deaths (2006): 5,062

AIDS cases reported through 2005: 447

Economy

Major industries: Services, manufacturing, tourism

Unemployment rate (2006): 4.8%

Per capita income (2006): \$25,016

Median household income (2006): \$47,665

Percentage of persons below poverty level (2006): 10.3%

Income tax rate: 3.6% to 9.5%

Sales tax rate: 6.0%



Burlington

■ The City in Brief

Founded: 1763 (chartered/incorporated 1865)

Head Official: Mayor Bob Kiss (NP) (since 2006)

City Population

1980: 37,712

1990: 39,217

2000: 38,889

2006 estimate: 38,358

Percent change, 1990–2000: –0.6%

U.S. rank in 1980: 590th

U.S. rank in 1990: 675th

U.S. rank in 2000: Not available (State rank: 1st)

Metropolitan Area Population

1980: 115,308

1990: 151,506

2000: 169,391

2006 estimate: 206,007

Percent change, 1990–2000: 11.8%

U.S. rank in 1980: 224th

U.S. rank in 1990: 218th

U.S. rank in 2000: 183rd

Area: 15.48 square miles (2000)

Elevation: 112 feet above sea level

Average Annual Temperatures: January, 18.0° F; July, 70.6° F; annual average, 45.2° F

Average Annual Precipitation: 36.05 inches of rain; 78.8 inches of snow

Major Economic Sectors: Services, manufacturing

Unemployment Rate: 3.5% (June 2007)

Per Capita Income: \$19,011 (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: University of Vermont, Champlain College, Burlington College

Daily Newspaper: *Burlington Free Press*

■ Introduction

Burlington is the largest city in Vermont and is the state's business, industrial, educational, financial, and cultural center. Situated on the eastern shore of beautiful Lake Champlain between the Green Mountains and the Adirondacks, Burlington offers spectacular scenery and year-round recreational opportunities. In the Greater Burlington area, the old lives in harmony with the new as farms that have been in the same family for centuries coexist with industries engaged in space-age technology. The region's population is thriving while the high-level labor force leads to the prosperity of the overall business climate.

■ Geography and Climate

Burlington is built on three terraced slopes on the shores of Lake Champlain in northern Vermont. The lake moderates temperatures, relative to the rest of the state, by creating little variance during the four seasons; summers are cool while winter temperatures remain fixed below the freezing mark.

Area: 15.48 square miles (2000)

Elevation: 112 feet above sea level

Average Temperatures: January, 18.0° F; July, 70.6° F; annual average, 45.2° F

Average Annual Precipitation: 36.05 inches of rain;
78.8 inches of snow

■ History

Lumber Industry Supports Early Economy

Samuel de Champlain, adventurer and captain in the French Navy, was one of the first Europeans to explore the Burlington area. In the spring of 1609 Champlain was led on an expedition by a young Algonquian chief to the great lake of the Iroquois that now bears the name Lake Champlain. When the Iroquois caught sight of the party, a battle ensued into which the French were reluctantly drawn, inspiring the Iroquois animosity that caused them to align with the British against the French during the hostilities that occupied the territory for nearly 150 years over control of the area. In 1764 England's King George III ruled that the disputed land in Vermont, at various times claimed by kings, governors, and land speculators, belonged to New York. Burlington had been chartered a year earlier but few people lived there. Among them was Ethan Allen, who, to prevent Vermont from being annexed by any other state, formed the Green Mountain Boys. This group began to drive New Yorkers off the disputed lands, but their efforts were interrupted by the outbreak of the American Revolution in 1775. The Green Mountain Boys were called upon to assist Connecticut Captain Benedict Arnold in seizing the cannon at nearby Fort Ticonderoga for transport to Boston, where the rebels required artillery for their battle against the British. Despite this assistance, Vermont as a whole remained a fiercely independent territory, and following the signing of the Declaration of Independence in 1776 by the original 13 colonies, Vermont declared itself an independent republic. In 1791, however, Vermont agreed to join the Union, becoming the first new state after the original colonies.

By the early 1800s Burlington, which had been laid out by Ethan Allen's brother Ira, was capitalizing on the abundant lumber in the region, carrying on a lively export business with Canada. The War of 1812 disrupted the city's economic life when President Thomas Jefferson ordered an extension on the trade embargo with the British to include trade with Canada, thus foreclosing the major economic outlet of the Burlington region. Citizens ignored the embargo, smuggling goods across the border. This situation, which might have resulted in Vermonters aligning themselves with Canada against the United States government, was resolved when the British were defeated on Lake Champlain in 1814.

By 1830 lumber supplies in the Burlington area were nearly depleted; the city shifted to importing timber for finishing into boards and wood products for

shipment elsewhere. By the mid-nineteenth century, Burlington was the third largest lumber mart in the country, attracting many settlers of French-Canadian descent. In 1850 St. Joseph's in Burlington became the first French-Catholic parish in the United States. At the same time, the arrival of the railroad in Burlington portended the decline of water-borne commerce. The railroads brought products that could be sold for less than the small manufacturers in Burlington needed to stay solvent, and the trains made it easier for citizens to leave the city for the West, thus beginning Burlington's population decline.

Progressive History Greet High-Technology Industry and Future Economic Stability

Vermont's constitution, based on the liberal views of William Penn, founder of Pennsylvania, included a then-unique provision prohibiting slavery. During the Civil War of 1861 to 1865, Vermonters proved their dedication to the anti-slavery cause when the state suffered more casualties per capita than any other northern state. Vermont appropriated the then-enormous sum of \$8 million to the war effort. The economic effect of that decision was felt for many long, hard years; many more young people moved West.

Burlington's fortunes took a dramatic turn for the better in 1957 when IBM Corporation chose the city as the site of its new plant for the design and production of computer memory chips. Immediately 4,000 jobs were created, and by 1980 the plant provided over 7,000 jobs. The economic wave continued as new recreational facilities and dozens of light industrial firms were built. The state launched a newspaper campaign urging former Vermonters to return home; many of them did.

As Burlington grew, so did concern over the impact of this growth on the environment. In 1969 Vermont voters passed Act 250, a stringent land-use law to restrict the expansion; billboard and bottle bans followed. Act 250 was invoked by Burlington to block a proposed shopping mall backed by New York State developers.

Burlington entered the 2000s a comparatively small and appealing city with an interest in attracting high-technology, manufacturing, and service industries while preserving control of its future. The city continues to be consistently rated highly for its quality of life: factors include a diverse cultural scene, annual festivals, scenic views, historic neighborhoods, and recreational opportunities. These factors helped to maintain the city's population between 1980 and 2000 as well as to fuel the dramatic growth of the region during that same time (47 percent). In turn, residents and business leaders enjoy the positive effects that economic growth and a positive business climate bring.

Historical Information: Vermont Historical Society, 60 Washington St., Barre, VT 05641-4209; telephone (802)479-8500; www.vermonthistory.org



©Sandy Macys/Alamy

■ Population Profile

Metropolitan Area Residents

1980: 115,308
 1990: 151,506
 2000: 169,391
 2006 estimate: 206,007
 Percent change, 1990–2000: 11.8%
 U.S. rank in 1980: 224th
 U.S. rank in 1990: 218th
 U.S. rank in 2000: 183rd

City Residents

1980: 37,712
 1990: 39,217
 2000: 38,889
 2006 estimate: 38,358
 Percent change, 1990–2000: –0.6%
 U.S. rank in 1980: 590th
 U.S. rank in 1990: 675th
 U.S. rank in 2000: Not available
 (State rank: 1st)

Density: 3,682 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 35,883
 Black: 693
 American Indian and Alaska Native: 182
 Asian: 1,031
 Native Hawaiian and Pacific Islander: 8
 Hispanic or Latino (may be of any race): 546
 Other: 211

Percent of residents born in state: 45.1% (2000)

Age characteristics (2000)

Population under 5 years old: 1,788
 Population 5 to 9 years old: 1,826
 Population 10 to 14 years old: 1,690
 Population 15 to 19 years old: 3,566
 Population 20 to 24 years old: 7,343
 Population 25 to 34 years old: 6,822
 Population 35 to 44 years old: 5,244
 Population 45 to 54 years old: 4,073
 Population 55 to 59 years old: 1,387
 Population 60 to 64 years old: 1,058
 Population 65 to 74 years old: 1,936
 Population 75 to 84 years old: 1,451

Population 85 years and older: 705
Median age: 29.2 years

Births (2006, MSA)

Total number: 2,252

Deaths (2006, MSA)

Total number: 1,286

Money income (1999)

Per capita income: \$19,011
Median household income: \$33,070
Total households: 15,869

Number of households with income of . . .

less than \$10,000: 2,016
\$10,000 to \$14,999: 1,225
\$15,000 to \$24,999: 2,665
\$25,000 to \$34,999: 2,389
\$35,000 to \$49,999: 2,706
\$50,000 to \$74,999: 2,469
\$75,000 to \$99,999: 1,316
\$100,000 to \$149,999: 693
\$150,000 to \$199,999: 170
\$200,000 or more: 220

Percent of families below poverty level: 12.3% (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

■ Municipal Government

Burlington operates under a council-mayor form of government. The mayor is elected to a three-year term while the 14 members of the city council receive two-year terms. Two council members are elected for each of seven wards on staggered terms. Burlington is the seat of Chittenden County.

Head Official: Mayor Bob Kiss (NP) (since 2006; term expires April 2009)

Total Number of City Employees: 654 (2007)

City Information: City of Burlington, City Hall, 149 Church St., Burlington, VT 05401; telephone (802)865-7000; www.ci.burlington.vt.us

■ Economy

Major Industries and Commercial Activity

Greater Burlington is the industrial, tourist, and financial center of the state. Manufacturing is the largest industry in the Burlington–South Burlington area in terms of

total wages paid, led by the electronics industries that had fueled an industrial boom during the 1990s. One of the leading employers is IBM Corp., which has a semiconductor component development and manufacturing facility in the area. This region of Vermont supports nearly one-third of the state's manufacturing employment. One of the area's most famous companies is Ben and Jerry's Homemade Holdings, which produces ice cream, frozen yogurt, and sorbet from its factory in South Burlington. Cabot Creamery, producing cheese and other dairy products, is another company that takes advantage of the area's prominence in the dairy industry.

Health care services have begun to play a major role in the economy, with Fletcher Allen Health Care serving as one of the largest employers. Education also offers some stability to the local economy through the presence of the University of Vermont, another major employer in the city. With special incentives available for financial services companies in Vermont, a number of banks have been growing as major employers in the area. These include Chittenden Bank, TD Banknorth Vermont, and Merchants Bank.

The 20-block downtown shopping and residential district alone accounts for thousands of workers in positions such as service, government, and retail, making it one of the largest employment areas in the state.

Items and goods produced: concrete and concrete products, synthetic filaments, ice cream, cheese, other dairy products, injection molding machinery, gardening equipment, soap, semiconductor components, electronics, aircraft components

Incentive Programs—New and Existing Companies

Local programs: Vermont, under the Regional Economic Development Program, has been organized into development districts to provide in-depth assistance to existing businesses and industries interested in locating in the area. Each of these nonprofit development corporations coordinates economic development efforts in the region. The agency responsible for Burlington is the Greater Burlington Industrial Corporation (GBIC). Also assisting local businesses is the Community and Economic Development Office, a department of the city of Burlington that maintains business guides, offers tax incentives and loans, and advises on general business planning matters. The city offers a Business Loan Program for qualifying small businesses. Borrowing is limited to 25 percent of the total cost of a given project with interest rates ranging from 4 percent for certain finance efficiency or environmental improvement projects to 8 percent for the purchase of fixed asset or for operating capital. Nonprofit organizations may qualify for interest-free loans.

State programs: The Vermont Economic Progress Council oversees the state's business incentive program, which is composed of three categories: income tax based credits (payroll, research and development, workforce development, exports, small business investment), property tax based incentives (construction in progress exemption, brownfield exemptions, tax increment financing districts), and a sale tax exemption of building materials purchased by manufacturing facilities. The Research and Development Tax Credit in Vermont offers a 10 percent credit for qualified activities. The Vermont Employment Growth Incentive program offers cash incentives to businesses adding new jobs and qualifying capital investments. A federal tax credit of up to \$1,500 per employee is available for qualifying businesses through the Renewal Community Wage Credit program. Financial assistance in loan and bond programs is available through the Vermont Economic Development Authority. Financial services companies may qualify for a tax credit of up to 75 percent off the state income tax. The Vermont Manufacturing Extension Center (VMEC) provides assistance to Vermont's small- and medium-size manufacturers (under 500 employees).

Job training programs: The State of Vermont Department of Labor (VDOL) operates career resource centers throughout the state for job-seekers, a free jobs database at Vermont JobLink, and the Workforce Education and Training Fund for both new and active workers while giving employers tax incentives for hiring displaced workers. The Vermont Department of Employment and Training offers an apprenticeship training program to help employers upgrade the quality of their workforces. The department also offers on-the-job-training programs that reimburse the employer for a significant portion of employer-provided new hire training.

The Lake Champlain Regional Chamber of Commerce's Learn to Earn program, as part of the Vermont School-to-Work collaborative, strives to enhance economic development and quality of life by focusing on improving the quality of education in the Lake Champlain region through business-education partnerships, School-to-Work transition initiatives, and workforce preparation strategies. It provides Learn to Earn opportunities in a variety of industry-certified programs including building trades, culinary studies, aviation technology, printing trades, dental assisting, childcare, and others. Students entering these programs receive advanced credits and placements when they enroll in college. Graduates of these partnership programs receive education and training that enables smooth transition into high paying jobs in the community.

The Vermont Small Business Development Center (VtSBDC), partially funded by the federal Small Business Administration (SBA), is available to assist new and existing small businesses with basic training courses and

individual counseling. A field office of the Vermont Manufacturing Extension Center (VMEC) is in Burlington, offering workshops and counseling to small- and medium-sized manufacturers. The VMEC collaborates with the National Institute of Standards & Technology (NIST), state colleges, and other state agencies.

Development Projects

The 2006 city development plan included several focus areas for both new development and revitalization efforts of existing assets. The city hopes to encourage mixed-use development patterns, especially in the downtown and waterfront areas. City and other regional officials are also eager to develop "green industries" within the city.

A \$15-million expansion project to add four new gates was completed at Burlington International Airport in 2006. As of late 2007, a new waterfront project called the Moran Plant Redevelopment Plan was near the end of the conceptual development and feasibility stages. The proposal, set forth by Mayor Bob Kiss, would include construction of a recreational, commercial, and retail area to include such amenities as an indoor rock climbing facility, ice skating rink, children's museum, Community Sailing Center, a restaurant and café, meeting and event spaces, and a skate park, as well as several surrounding green spaces. Many projects have already been completed along the waterfront. In August 2007, the Wyndham Hotel opened at the former Hilton Burlington with \$16 million in renovations. In April 2007, the 127-room Courtyard Burlington Harbor hotel was also opened. Owners of the two hotels are working with other nearby groups, such as the Main Street Landing Performing Arts Center and ECHO at the Leahy Center for Lake Champlain in marketing efforts to attract more conferences and events to downtown Burlington.

Economic Development Information: Lake Champlain Regional Chamber of Commerce, 60 Main St., Ste. 100, Burlington, VT 05401; telephone (877)686-5253; www.vermont.org. Burlington Community and Economic Development Office, 149 Church St., Burlington, VT 05401; telephone (802)865-7144; www.cedo-burlington.org

Commercial Shipping

Once perceived as a rural area far removed from transportation networks and cut off from important markets, supplies and services, the Greater Burlington area has solidified its position in telecommunications, road, rail, air, and waterborne transport of goods to all areas of the United States, Canada, and worldwide.

An excellent—and scenic—highway system is used by a number of local and long-distance trucking companies offering overnight service to cities as distant as Washington, D.C., Pittsburgh, and Toronto, Canada—roughly 80 million consumers are located within a 500-

mile radius of the city. Rail freight service is provided by Vermont Railway, which connects Burlington with three interline carriers including the Canadian Pacific Railway System and Central Vermont Railway. Modern Burlington International Airport (BTV) offers air freight and expedited air service. The airport is a designated Port of Entry. Tugboats, barges, and tankers on Lake Champlain and its canals carry cargo to the Port of Montreal, the St. Lawrence Seaway, and south to the Port of New York.

Labor Force and Employment Outlook

Workers in the Greater Burlington area have been described as industrious, dependable, ingenious, and self-motivated. About 87 percent of the population age 25 and over has achieved a high school diploma or higher. About 42 percent of the same population has achieved a bachelor's degree or higher. Health care and information technology are projected to be the fastest growing industries in the Burlington–South Burlington area into the year 2014. Education and retail jobs are also expected to increase.

The following is a summary of data regarding the Burlington-South Burlington NECTA metropolitan area labor force, 2006 annual averages.

Size of nonagricultural labor force: 113,300

Number of workers employed in . . .

- construction and mining: 6,000
- manufacturing: 14,800
- trade, transportation and utilities: 22,100
- information: 2,900
- financial activities: 5,200
- professional and business services: 10,400
- educational and health services: 18,300
- leisure and hospitality: 10,800
- other services: 3,500
- government: 19,300

Average hourly earnings of production workers employed in manufacturing: \$16.51

Unemployment rate: 3.5% (June 2007)

Largest employers (Burlington metropolitan area)

<i>Number of employees</i>	<i>Number of employees</i>
IBM Corporation	6,000
Fletcher Allen Health Care	4,086
University of Vermont	3,137
Chittenden Corp.	1,208
IDX Systems Corporation	750
Ben & Jerry's Home-made, Inc.	735
Napoli Group	680

City of Burlington	654
Verizon	650
Goodrich Corp.	645

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: \$386,707

2007 (1st quarter) ACCRA Cost of Living Index: 119.6

State income tax rate: 24.0% of the Federal Income Tax Rates

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$2.7162 per \$100 of value (2005)

Economic Information: Vermont Department of Labor, PO Box 488, Montpelier, VT 05601; telephone (802)828-4202; www.vtlmi.info

■ Education and Research

Elementary and Secondary Schools

Burlington's is the largest and most diverse school district in Vermont. The system is overseen by the Board of School Commissioners, whose 14 members are elected to two-year terms. Connections with five institutions of higher education, including the University of Vermont and partnerships with a variety of businesses, including IBM, support the high standards for learning in the Burlington schools. ONTOP is an alternative school within the district serving students with emotional or behavioral problems in grades 6 through 12. The Burlington Technical Center offers high school students programs that are focused on occupational studies.

The following is a summary of data regarding the Burlington School District as of the 2005–2006 school year.

Total enrollment: 2,667

Number of facilities

- elementary schools: 6
- junior high/middle schools: 2
- senior high schools: 1
- other: 4

Student/teacher ratio: 12.8:1

Teacher salaries (2005–06)

elementary median: \$46,410
 junior high/middle median: \$46,510
 secondary median: \$46,830

Funding per pupil: \$7,264 (2004)

Chittenden County is also home to a number of parochial elementary and secondary schools along with several dozen private institutions.

Public Schools Information: Burlington School District, 150 Colchester Ave., Burlington, VT 05401; telephone (802)865-5332; <http://bsdweb.bsdt.org>

Colleges and Universities

Burlington is home to the University of Vermont, founded in 1791, which offers 93 bachelor's degree programs in 7 undergraduate divisions and 52 master's and 22 doctoral programs in its Graduate College. The College of Medicine offers an MD program. The campus resides on 450 acres and educates over 9,000 undergraduates each year, nearly 1,350 graduate students, and about 400 medical students. In 2008 the university was listed among the top 100 best National Universities by *U.S. News & World Report*.

Established in 1878, the private Champlain College offers its 1,950 full-time students over 30 undergraduate fields of study and two master's degree programs. The college has joint programs with Clarkson University and Southern New Hampshire University through which students completing a bachelor's degree of business at Champlain are accepted into the MBA programs of the other schools.

Burlington College is known as a progressive liberal arts college offering associate's and bachelor's degrees along with several professional certificate programs. A unique aspect of the college is its non-grading evaluation system, through which a student and an instructor begin a course by setting central goals; the final evaluation is based on how well the student accomplishes these goals. The college has an annual enrollment of about 275 undergraduate degree students.

The Burlington campus of the Community College of Vermont is one of 12 sites statewide. Associate's degrees are offered in 17 fields, including criminal justice, vision care technology, and website design and administration. There are also certificate programs for positions such as health care office assistant, medical assistant, and computer systems management. A licensed practical nurse program is offered through a joint partnership with Vermont Technical College.

Libraries and Research Centers

Burlington's Fletcher Free Library contains more than 100,000 books along with CDs, audio books, videos, and children's materials. Four libraries at the University

of Vermont boast of over 1.4 million volumes and 21,000 periodicals along with a variety of other resources. The Bailey/Howe Library houses the general collection of the university libraries and special collections, which include the 12,000-book collection assembled by George Perkins Marsh, author of *Man and Nature*, still regarded as the ecologist's bible. The Champlain College library features 60,000 volumes and 6,000 electronic books. Libraries are also maintained by Trinity College, Planned Parenthood of Northern New England, and the National Gardening Association.

Research on heart disease, cancer, and other illnesses is conducted by Fletcher Allen Health Care in conjunction with the University of Vermont College of Medicine. Other centers and institutes for research sponsored by the University of Vermont include the Anxiety and Health Research Laboratory, the Cardiovascular Research Institute, the McClure Musculoskeletal Research Center, the Horticultural Research Center, the Vermont Space Grant Consortium, and the Vermont Cooperative Fish and Wildlife Research Unit, to name a few.

Public Library Information: Fletcher Free Public Library, 235 College St., Burlington, VT 05401; telephone (802)863-3403; www.fletcherfree.org

■ Health Care

Fletcher Allen Health Care offers comprehensive services in partnership with the University of Vermont College of Medicine and College of Nursing and Health Sciences. A teaching facility, it includes more than 700 physicians and 1,200 registered nurses and provides a full range of tertiary level inpatient and outpatient services at the Colchester and Burlington campuses. Services offered include cardiology, radiology, kidney dialysis and transplant, rehabilitation, occupational and physical therapy, and a regional laboratory. The hospital also has a Level I trauma center and hosts the Vermont Children's Hospital and the Vermont Cancer Center.

The Howard Center for Human Services is based in Burlington and offers regional families mental health and crisis support services.

Health Care Information: Fletcher Allen Health Care, Medical Center Campus, 111 Colchester Ave., Burlington, VT; telephone (802)847-0000; www.fahc.org

■ Recreation**Sightseeing**

The Greater Burlington area offers many architectural landmarks. Examples of distinctive nineteenth-century styles can be seen in the Pearl Street Historic District and

the Head of Church Street Historic District. City Hall Park Historic District in downtown Burlington preserves significant buildings from the city's early history, such as Ethan Allen Fire Station and City Hall. The University Green Historic District at the University of Vermont is surrounded by 29 historic buildings; the land was donated by Ira Allen, brother of Ethan, with the stipulation that it be preserved.

Battery Park, the scene of a battle between British and American troops during the War of 1812, offers scenic vistas and sunsets. Ferry cruises of Lake Champlain depart from Burlington Harbor in the Battery Street-King Street Historic District, the city's earliest settled area.

Shelburne Farms, a 1,000-acre landscape designed by Frederick Olmsted, offers breathtaking lake and mountain vistas. Vermont products are sold at its visitor's center.

Arts and Culture

A major showcase for the performing arts in Burlington is the 2,600-seat Memorial Auditorium, which holds about 12 major concerts a year, augmented by about 6 to 8 local concerts. Burlington City Arts operates the Firehouse Center for the Visual Arts, displaying a variety of exhibits at the renovated Ethan Allen Firehouse. The Vermont Symphony Orchestra is based in Burlington and performs 50 concerts annually at different venues across the state.

Burlington offers a rich schedule of artistic events throughout the year. The summer music season includes the Vermont Mozart Festival, offering a series of chamber music concerts at varying locales in the region. Banjo and fiddle contests are also popular. The University of Vermont's 295-seat Royall Tyler Theatre provides a variety of offerings. The Lyric Theatre of Burlington and the Lane Performing Artist Series at the University of Vermont are also popular. The Flynn Center for the Performing Arts sponsors a wide variety of performances throughout the year in music, dance, and theater. The Flynn Center also has a major educational outreach program and sponsors local artists. The Main Street Landing Performing Arts Center hosts a variety of smaller venue performances of local artists and offers a movie theater and space for visual arts exhibits as well.

The University of Vermont is home to the Robert Hull Fleming Museum of Art and Anthropology, a \$15-million collection of more than 20,000 paintings, sculptures, and decorative arts. The Shelburne Museum in nearby Shelburne, a 100-acre complex housing one of the largest collections of Americana in the country, features 39 early American buildings and an extensive display of 150,000 eighteenth- and nineteenth-century artifacts. The Discovery Museum of Essex specializes in hands-on exhibits oriented toward children and includes a planetarium. The ECHO Lake Aquarium and Science Center

at the Leahy Center provides an educational and enjoyable day, highlighted by 100 interactive exhibits and 60 species of animals.

Artisans of all kinds have long been attracted to the natural beauty of Vermont, and their works are on display at several arts and crafts galleries in and around Burlington.

Arts and Culture Information: Burlington City Arts, 149 Church St., Burlington, VT 05401; telephone (802)865-7166; www.burilingtoncityarts.com

Festivals and Holidays

Festivals abound in greater Burlington, as the area hosts the Lake Champlain Balloon Festival, the Vermont Mozart Festival, and Ben & Jerry's One World One Heart Festival. St. Patrick's Day is marked by the week-long Burlington Irish Heritage Festival. Vermont is the country's leading producer of maple syrup, and the sugaring season is celebrated in nearby St. Albans at the annual Vermont Maple Festival in early April. A parade, art, and activities make for a fun-filled Kids' Day festival in early May for some 15,000 attendees.

At the Green Mountain Chew-Chew, held in June, local eateries prepare ethnic specialties in what is billed as northern New England's largest smorgasbord, attracting about 60,000 people. Also in June is the Discover Jazz Festival, with music at various locations throughout the city, and the Art's Alive Annual Juried Festival of Fine Art, which presents workshops and demonstrations. July begins with a Fourth of July celebration; the middle of the month features samplings from 25 breweries at the Vermont Brewers Festival. The summer wraps up with the state's largest county fair, the 10-day Champlain Valley Fair for approximately 300,000 attendees.

Autumn in Vermont is an unofficial festival, when spectacular fall foliage draws visitors from all over the world. Winter brings the Vermont Handcrafters Fair in November to South Burlington at the Sheraton Conference Center, and a Christmas celebration at the Shelburne Museum in early December with music, an old-fashioned magic show, and craft-making. The holiday season is also celebrated by a lighting ceremony of 100,000 lights at the Church Street Marketplace, followed by First Night on New Year's Eve, when downtown Burlington is the scene of a gala featuring parades, fireworks, music, and other family-friendly performances at 32 venues. In February, the Winter Festival offers indoor and outdoor fun highlighted by ice sculpting, sledding, and other events.

Sports for the Spectator

Affiliated with Major League Baseball's (MLB) Washington Nationals, the Class A Vermont Expos, founded in 1994, play from June through September at

Centennial Field, located on the campus of the University of Vermont. The Catamounts of the University of Vermont are part of the National Collegiate Athletic Association's (NCAA) Division I, with men's and women's programs in hockey, soccer, basketball, baseball, and track events.

Sports for the Participant

Burlington's location on the shore of Lake Champlain, the nation's sixth largest freshwater lake, provides a wide spectrum of year-round recreational opportunities. Summer offers boating, golfing, hiking, horseback riding, swimming, and tennis. An eight-mile bike path curves along the lake, traversing parks and three public beaches. Within the city, 30 parks and natural areas occupy 531 acres and offer residents a variety of options. Fishing is popular winter and summer, and several charter companies offer fishing boats and excursions. Burlington is the hub of downhill skiing in the East. Cross-country skiing on miles of scenic trails is also possible, as are sleigh rides and snow boarding. Ice skaters can choose among six different outdoor venues as well as an indoor one at the Gordon H. Paquette Arena in Leddy Park, which also hosts local hockey leagues.

Shopping and Dining

Constructed in 1981, the Church Street Marketplace is the centerpiece of downtown Burlington; it is a bustling four-block outdoor pedestrian mall lined with more than 100 shops along with restaurants and cafés. Among the wares offered are original works by local artists and major national clothing retail products. Burlington Town Center includes several national retailers and department stores typical of an indoor mall. University Mall in South Burlington is the state's largest indoor mall with more than 70 stores and restaurants and features major retailers such as JCPenney, Sears, and the Bon-Ton. Several indoor and outdoor malls and factory outlet stores are located within a seven-mile radius, as are the types of stores for which Vermont is most famous—crafts, antiques, and Vermont-made products.

Burlington's growing sophistication has resulted in a restaurant renaissance, and many establishments, from small chef-owned ones to classic country inns, offer Vermont-made dairy and other products; fresh lake trout is a local specialty. After dinner visitors may enjoy a stroll to Ben and Jerry's Ice Cream Parlor for a sampling of what a national magazine described as "the best ice cream in the world." Bove's of Vermont is known for its homemade pasta sauces. On Saturdays between May and October, the Burlington Farmers' Market in City Hall Park brings out an abundance of food from local farmers and bakers along with the wares of craftsmakers.

Visitor Information: Lake Champlain Regional Chamber of Commerce, 60 Main St., Ste. 100, Burlington, VT 05401; telephone (877)686-5253; www.vermont.org

■ Convention Facilities

Meeting and convention business is one of the largest segments of Vermont's economy. The Champlain College Conference and Event Center offers a variety of meeting spaces, with the largest areas accommodating between 400 and 500 people. The Main Street Landing Performing Arts Center also offers several options for meetings and exhibits. The largest public meeting facility in the region is Memorial Auditorium in downtown Burlington, offering two levels of exhibit space totaling nearly 17,000 square feet. The 1,453-seat Flynn Theatre, also located downtown, is available for lectures, award ceremonies, and live performances. Conferences can be held on the 500-passenger Spirit of Ethan Allen III cruise ship and dining yacht from May through October. Other unique function space is provided at Fleming and Shelburne museums and Shelburne Farms.

Convention Information: Vermont Convention Bureau, 60 Main St., Ste. 100, Burlington, VA 05401; telephone (802)860-0606; www.vermontcvb.com

■ Transportation

Approaching the City

Burlington is the air hub of Vermont. Burlington International Airport (BTV), three miles east of the city, is served by six major airlines traveling to major destinations in New England and the Midwest; about 900,000 passengers are served yearly. Major highway routes are interstates 89 and 91 and U.S. 7 and U.S. 2. Greyhound offers bus service into the city; passenger and auto ferries, provided by the Lake Champlain Transportation Company, travel across Lake Champlain between Vermont and upstate New York at three locations. Amtrak and Vermont Transit Lines provide rail service into Burlington.

Traveling in the City

Driving tours of Burlington and its environs are a popular way to see the area, but rush-hour bottlenecks and traffic jams do occur; the prudent visitor may wish to carry a map. The downtown area has ample parking for those who wish to venture about, with 4,000 spaces in lots and garages. A fleet of 47 buses carries about 1.6 million passengers annually and connects Burlington to the surrounding areas in 19 routes, courtesy of Chittenden County Transportation Authority (CCTA); all buses are equipped with bike racks, and paratransit services are available.

■ Communications

Newspapers and Magazines

Burlington's daily newspaper is the *Burlington Free Press*, published every morning. The *Vermont Times*, *VOX* (an arts newspaper), and *Seven Days* (politics and culture) appear weekly, while *The Vermont Catholic Tribune* is produced biweekly. Magazines published monthly in Burlington include *Vermont Business Magazine*.

Television and Radio

WCAX-TV, a local network affiliate of CBS, is the only television station broadcasting directly from the city. Cable service is available. Six radio stations are based in the city, including one owned by the University of Vermont and another featuring National Public Radio (NPR) programming.

Media Information: *Burlington Free Press*, PO Box 10, Burlington, VT 05402; telephone (802)660-1800; www.burlingtonfreepress.com

Burlington Online

Burlington City Arts. Available www.burlingtoncityarts.com

Burlington Free Press. Available www.burlingtonfreepress.com

City of Burlington Home Page. Available www.ci.burlington.vt.us

Community and Economic Development Office, City of Burlington. Available www.cedoburlington.org

Lake Champlain Regional Chamber of Commerce. Available www.vermont.org

Vermont Convention Bureau. Available www.vermontcvb.com

Vermont Department of Economic Development. Available www.thinkvermont.com

Vermont Department of Tourism and Marketing. Available www.vermontvacation.com

Vermont Historical Society. Available www.vermonthistory.org

Vermont Life Magazine. Available www.vtlife.com

Vermont Living. Available www.vtliving.com

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Baruth, Philip E., *The Dream of the White Village: A Novel in Stories* (Winooski, VT: R.N.M. Inc., 1998)



Montpelier

■ The City in Brief

Founded: 1791 (incorporated 1895)

Head Official: City Manager William J. Fraser (since 1995)

City Population

1980: 8,240

1990: 8,247

2000: 8,035

2006 estimate: 7,954

Percent change, 1990–2000: –2.5%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: Not available

Metropolitan Area Population

1980: 52,393

1990: 54,928

2000: 58,039

2006 estimate: Not available

Percent change, 1990–2000: 5.7%

U.S. rank in 1980: 758th

U.S. rank in 1990: 796th

U.S. rank in 2000: 824th

Area: 10.3 square miles (2000)

Elevation: 484 feet above sea level

Average Annual Temperatures: January, 19.0° F; August, 69.0° F; annual (statewide) average, 42.8° F

Average Annual Precipitation: 30 inches of rain; 10 inches of snow

Major Economic Sectors: Government, services, finance, insurance and real estate, manufacturing, tourism

Unemployment Rate: 3.1% (statewide average 2005)

Per Capita Income: \$22,599 (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

Major Colleges and Universities: Woodbury College; New England Culinary Institute; Community College of Vermont; Union Institute & University

Daily Newspaper: *Times Argus*

■ Introduction

Montpelier is the capital of Vermont and the center of the state's insurance industry. The smallest and possibly most livable of the United States' capital cities, Montpelier is a cosmopolitan and dignified oasis in a rural and scenic setting. The city's downtown is on the National and State Registers of Historic Places. The city is traditionally linked to the larger town of Barre, home of the world's largest granite quarry. Montpelier has been recognized as one of the top 100 art towns in the United States.

■ Geography and Climate

Montpelier is located in a valley on the Winooski and North Branch rivers, which trisect the city, in central Vermont. The city enjoys a four-season climate. More than 40 inches of precipitation fall each year, with 30 inches coming as rain and the other 10 in the form of snow.

Area: 10.3 square miles (2000)

Elevation: 484 feet above sea level

Average Temperatures: January, 19.0° F; August, 69.0° F; annual (statewide) average, 42.8° F

Average Annual Precipitation: 30 inches of rain; 10 inches of snow

■ History

Montpelier was settled relatively late in comparison to other Vermont towns. The first permanent settler was Colonel Jacob Davis in 1789. In 1791, the year Vermont entered the union, Montpelier organized itself as a town. It is not known why a town notable for an unusually large number of whiskey distilleries chose the name of a French town notable for wine and brandy. There are various theories about why Montpelier was chosen by the state legislature in 1805 as the permanent state capital. The theories range from Montpelier's central location to promises of land and money. Some local historians hold that topography explains the development of Montpelier, as four branches of the Winooski River come together there to form what is generally regarded as Vermont's most important river. Since in Vermont roads follow rivers, they explain, the coming together of many roads caused it to become a meeting place for both government and commerce.

The town carried on a thriving trade during the early nineteenth century, attracting craftsmen, factories, sawmills, and ironworks. Nearby Barre's quarries attracted granite workers and sculptors from Italy and Sweden; stonemasons from Spain settled in Montpelier. The coming of the railroad in the mid-1800s stimulated business and brought in the first tourists. At the same time, Dr. Julius Dewey, father of Spanish-American War hero Admiral George Dewey, decided that selling life insurance would be more lucrative than practicing medicine and founded the National Life Insurance Company, now one of the oldest life insurance companies in the world. Following the Civil War of 1861–1865, resort hotels such as the Pavilion in Montpelier attracted visitors from throughout the country, further stimulating Montpelier's economy. The first state publicity service in the country was established in Montpelier in 1891, hurrying the flow of tourism. When the first rope tow in the country powered by a Model T engine was rigged up in Vermont in 1935, the ski industry was born. Montpelier is located near three of Vermont's largest ski areas.

In March 1991, ice floes acting like a dam altered the course of the Winooski River, sending much of it rushing through downtown Montpelier and leaving some areas under six feet of water. Damage was estimated at tens of millions of dollars. Montpelier, in many ways a classic small town, saw its ambitious plans for a riverfront and office park development take shape when construction began in 1997 on the Winooski Riverfront

Redevelopment Project. Besides adding acres of parkland, including several hiking and cross-country ski trails, the city has developed some pocket parks. At the dawn of the new millennium Montpelier quietly enjoys its reputation as one of America's most livable cities, with a strong local economy, easy access to beautiful natural surroundings, and minimal growth.

Historical Information: Vermont Historical Society, 60 Washington St., Barre, VT 05641; telephone (802) 479-8500; www.vermonthistory.org

■ Population Profile

Metropolitan Area Residents

1980: 52,393
1990: 54,928
2000: 58,039
2006 estimate: Not available
Percent change, 1990–2000: 5.7%
U.S. rank in 1980: 758th
U.S. rank in 1990: 796th
U.S. rank in 2000: 824th

City Residents

1980: 8,240
1990: 8,247
2000: 8,035
2006 estimate: 7,954
Percent change, 1990–2000: –2.5%
U.S. rank in 1980: Not available
U.S. rank in 1990: Not available
U.S. rank in 2000: Not available

Density: 780.1 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 7,758
Black: 52
American Indian and Alaska Native: 19
Asian: 66
Native Hawaiian and Pacific Islander: 1
Hispanic or Latino (may be of any race): 113
Other: 31

Percent of residents born in state: 48.1% (2000)

Age characteristics (2000)

Population under 5 years old: 364
Population 5 to 9 years old: 432
Population 10 to 14 years old: 549
Population 15 to 19 years old: 548
Population 20 to 24 years old: 505



The Vermont State Capitol building in Montpelier. ©James Blank.

Population 25 to 34 years old: 970
 Population 35 to 44 years old: 1,292
 Population 45 to 54 years old: 1,448
 Population 55 to 59 years old: 411
 Population 60 to 64 years old: 316
 Population 65 to 74 years old: 557
 Population 75 to 84 years old: 447
 Population 85 years and older: 196
 Median age: 40.5 years

Births (2002, Washington County)

Total number: 636

Deaths (2002, Washington County)

Total number: 500

Money income (1999)

Per capita income: \$22,599
 Median household income: \$37,513
 Total households: 3,735

Number of households with income of ...

less than \$10,000: 390
 \$10,000 to \$14,999: 282
 \$15,000 to \$24,999: 509

\$25,000 to \$34,999: 569
 \$35,000 to \$49,999: 688
 \$50,000 to \$74,999: 624
 \$75,000 to \$99,999: 339
 \$100,000 to \$149,999: 235
 \$150,000 to \$199,999: 63
 \$200,000 or more: 36

Percent of families below poverty level: 7.2%
 (1999)

2005 FBI Crime Index Property: Not available

2005 FBI Crime Index Violent: Not available

■ **Municipal Government**

Montpelier operates under a city-manager form of government. The mayor and six city council members are elected to two-year terms. Two city council members are elected for each of three wards. The mayor is elected at large. The city council and mayor appoint the city manager for an unspecified term.

Head Official: City Manager William J. Fraser (since 1995)

Total Number of City Employees: 100
(2005)

City Information: Montpelier City Hall, City Manager, 39 Main Street, Montpelier, VT 05602; telephone (802)223-9502; www.montpelier-vt.org

■ Economy

Major Industries and Commercial Activity

Montpelier's economy is dominated by state governmental activities. Approximately 2,300 state employees work in Montpelier—truly remarkable in a city of its size. There are also several federal agencies located in the city. The finance, insurance, and real estate sectors are important to local economy as well. The headquarters of National Life Insurance Company, which is among the nation's largest insurance providers, is a significant economic presence. Health care has become important to the regional economy, with the Central Vermont Medical Center and Washington County Mental Health listed as major employers.

Due to its position at the center of a popular East Coast resort area, as well as being the state capital, Montpelier supports a thriving tourism industry; the Sugarbush and Mad River Glen ski areas are known throughout the Northeast. In the Central Vermont region, which includes Montpelier, there are manufacturers known worldwide for the production of granite memorials (Rock of Ages Quarries), manufacturers of machinery and instruments for the semi-conductor industry, an expanding food-processing industry including the headquarters of Ben & Jerry's Ice Cream and Cabot Creamery, and many other small manufacturers.

Incentive Programs—New and Existing Companies

Local programs: The Central Vermont Economic Development Corporation (CVEDC), one of 12 regional development agencies in Vermont, assists new and existing businesses through programs such as mortgage loans, industrial revenue bonds, and low-interest loan guarantees. The CVEDC is one of just three U.S. Small Business Administration certified development companies in Vermont and has helped bring more than \$46-million in capital investment and 1,200 permanent jobs to the region since its inception in 1976. The City of Montpelier Planning and Development office guides entrepreneurs through the approval process. Through its Community Development Agency, the city administers a business development revolving loan fund, a handicap accessibility loan fund, and other economic development programs; it also supports the Montpelier Downtown Community Association. The city also administers several successful housing renovation and

home ownership programs to benefit persons of low and moderate income.

State programs: The Vermont Economic Progress Council oversees the state's business incentive program, which is composed of three categories: income tax based credits (payroll, research and development, workforce development, exports, small business investment), property tax based incentives (construction in progress exemption, brownfield exemptions, tax increment financing districts), and a sale tax exemption of building materials purchased by manufacturing facilities. The Research and Development Tax Credit in Vermont offers a 10 percent credit for qualified activities. The Vermont Employment Growth Incentive program offers cash incentives to businesses adding new jobs and qualifying capital investments. A federal tax credit of up to \$1,500 per employee is available for qualifying businesses through the Renewal Community Wage Credit program. Financial assistance in loan and bond programs is available through the Vermont Economic Development Authority. Financial services companies may qualify for a tax credit of up to 75 percent off the state income tax. The Vermont Manufacturing Extension Center (VMEC) provides assistance to Vermont's small- and medium-size manufacturers (under 500 employees).

Job training programs: The State of Vermont Department of Labor (VDOL) operates career resource centers throughout the state for job-seekers, a free jobs database at Vermont JobLink, and the Workforce Education and Training Fund for both new and active workers while giving employers tax incentives for hiring displaced workers. The Vermont Department of Employment and Training offers an apprenticeship training program to help employers upgrade the quality of their workforces. The department also offers on-the-job-training programs that reimburse the employer for a significant portion of employer-provided new hire training.

Development Projects

The City of Montpelier and the State of Vermont, working jointly through the City-State Commission, developed the Capital District Master Plan in an effort to identify, encourage, and coordinate mutually beneficial development plans for the Capitol Complex, downtown Montpelier, and the Winooski River corridor. The plan presents recommendations and concepts for meeting the state's projected office space needs, establishing a greenway along the Winooski River, and considering numerous renovations to improve pedestrian and vehicular circulation and stimulate downtown redevelopment.

In 2007 work was completed on the Winooski East River Front Redevelopment Project. This \$1.6 million project included construction of a road and bike path. Underground power lines were also added and water and sewer lines were extended through the area in anticipation of future development projects.

Economic Development Information: Central Vermont Chamber of Commerce, PO Box 336, Barre, Vermont 05641; telephone (802)229-5711; www.centralvt.com/cvedc

Commercial Shipping

Montpelier is linked to major East Coast and Canadian cities by interstate highways and rail via the New England Railroad. Modern Burlington International Airport (BTV) offers air freight and expedited air service. The airport is a designated Port of Entry. Air freight services are also available through E. F. Knapp (Barre-Montpelier) Airport, which handles private and charter flights.

Labor Force and Employment Outlook

Vermont's labor force is described as productive and loyal with a low rate of absenteeism. Due to its position as the state capital and as a center for various service-oriented businesses, Montpelier is dominated by professional and service-oriented jobs.

Montpelier's workforce is well educated. An estimated 95 percent of the population age 25 and over have obtained a high school diploma or higher. About 46 percent of the same population have obtained a bachelor's degree or higher. Workers are well paid compared to regional and state averages.

With a preponderance of its jobs in state government, utilities, and education, the economic base for the greater Montpelier region is very stable. But the true advantage is the region's relatively high number of small businesses; there are nearly 2,300 employers in the central Vermont region, plus an estimated 2,500 self-employed workers. The average business in the region employs fewer than a dozen people, which is an advantage because small businesses tend to react to change much more rapidly than larger corporations. Analysts predict that most new jobs in the near future will be in non-manufacturing areas, especially services and trade. Finance, insurance, and real estate should remain stable.

The following is a summary of data regarding the Montpelier metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 113,300

Number of workers employed in . . .

- construction and mining: 6,100
- manufacturing: 15,300
- trade, transportation and utilities: 22,000
- information: 3,200
- financial activities: 5,400
- professional and business services: 10,000
- educational and health services: 18,100
- leisure and hospitality: 10,700
- other services: 3,700
- government: 19,100

Average hourly earnings of production workers employed in manufacturing: \$13.65

Unemployment rate: 3.1% (statewide average, 2005)

Largest employers (Central Vermont region, 2003)

	Number of employees
State of Vermont	9,250
Central Vermont Medical Center	1,178
National Life Insurance Co.	1,000
Sugarbush Ski Resort	980
Rock of Ages Quarries	854
Cabot Cooperative Creamery	575
Washington County Mental Health	560
Green Mountain Coffee Roasters	540
New England Culinary Institute	506

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 24.0% of the Federal Income Tax Rates

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: \$2.65 per \$100 of assessed value (2005)

Economic Information: Vermont Department of Labor, PO Box 488, Montpelier, VT 05601; telephone (802)828-4202; www.vtlmi.info

Education and Research

Elementary and Secondary Schools

The management of the Montpelier public schools is vested in a Board of School Commissioners, which appoints a superintendent. The Montpelier Public School District consists only of three schools: Union Elementary

School, Main Street Middle School, and Montpelier High School. Special education programs are available for students as needed beginning at age three. The high school offers six advanced placement courses. High school students who wish to pursue occupational or technical studies may attend Barre Technical Center for their junior and senior years. A small number of students are homeschooled.

The following is a summary of data regarding the Montpelier Public Schools as of the 2005–2006 school year.

Total enrollment: 1,018

Number of facilities

- elementary schools: 1
- junior high/middle schools: 1
- senior high schools: 1
- other: 0

Student/teacher ratio: 10.1:1

Teacher salaries (2005–06)

- elementary median: \$38,636 (all levels)
- junior high/middle median: Not available
- secondary median: Not available

Funding per pupil: \$10,430

St. Michael's School, hosted by St. Augustine Parish, serves students from preschool through fifth grade.

Public Schools Information: Montpelier School District, 58 Barre Street, Montpelier, VT 05602; telephone (802)223-9798; www.mpsvt.org

Colleges and Universities

The Montpelier Center of Union Institute & University was opened in 2001 when the university acquired the campus that was formerly occupied by Vermont College. Union Institute & University is a private, international university that offers individualized courses of study for undergraduate and graduate students, as well as a variety of non-degree study programs. The school has administrative headquarters in Cincinnati, Ohio, and enrolls about 2,800 learners from the United States and more than 20 countries worldwide. The university is the steward to the Vermont College of Fine Arts (VCFA), which offers three unique MFA programs: the Master of Arts in Writing, the Master of Arts in Writing for Children and Young Adults, and the Master of Fine Arts in Visual Art.

Woodbury College features flexible weekend and evening schedules for working adults seeking to begin or continue college studies. The college offers associate's and bachelor's degrees in advocacy studies, paralegal and legal studies, and interdisciplinary studies. A master's degree is available in mediation and applied conflict studies. Graduate certificate programs are also available.

The New England Culinary Institute (NECI), with over 500 students, offers bachelor's and associate's degrees in culinary arts, baking and pastry arts, and hospitality and restaurant management. Certificate programs are also available in basic cooking, baking, and pastry. The school occupies a four-acre Main Street campus. In addition, there are 13 production kitchens in the area at restaurants, bakeries, banquet halls, and corporate dining rooms. NECI-owned restaurants in Montpelier include La Brioche, Main Street Grill, and the Chef's Table Event Center. In 2004 the New England Culinary Institute was named Best Cooking School by the International Association of Culinary Professionals.

The Montpelier campus of the Community College of Vermont (CCV) is one of 12 sites within the state. CCV offers associate's degrees and other educational services to approximately 900 students annually. Norwich University in nearby Northfield is a private military college that offers 28 bachelor's degree programs.

Libraries and Research Centers

The Kellogg-Hubbard Library, privately endowed in 1894, houses a collection of more than 69,000 items in its general collection; its Children's Library offers a collection for ages up to 14.

The Vermont Historical Society Library in nearby Barre holds more than 50,000 volumes on Vermont history, Vermontiana, and New England history and genealogy, as well as photographs and maps. The library's manuscript collection offers letters, diaries, business records, and personal papers documenting the lives of ordinary Vermonters, and includes a special Civil War collection and documents tracing Vermont's history with the underground railroad. The Historical Society also maintains a museum in Montpelier. The State of Vermont Department of Libraries has extensive microfiche and software as well as 220,000 volumes on current state and federal statutory law.

The Nature Conservancy of Vermont conducts research on rare plants and animals.

Public Library Information: Kellogg-Hubbard Library, 135 Main St., Montpelier, VT 05602; telephone (802)223-3338; www.kellogghubbard.org

■ **Health Care**

The health care needs of Montpelier residents are attended to at the Central Vermont Medical Center (CVMC) in nearby Berlin. The main hospital offers comprehensive care with specialty services that include a women's and children's unit, a sleep disorders clinic, and a renal dialysis unit. The hospital is staffed by more than 150 physicians and nearly 1,000 full- and part-time nurses, technicians, and other support personnel. The Woodbridge Nursing Home is also a part of the Central Vermont Medical

Center Campus. CVMC also sponsors nine medical group practices for primary and specialty care services.

■ Recreation

Sightseeing

The Montpelier skyline is dominated by the gold dome of the Vermont State House, standing out in elegant relief against the surrounding green hills. Dedicated in 1859, the State House is constructed in the Grecian style of granite quarried in Barre; a statue of Ceres, the Roman goddess of agriculture, surmounts the dome. A marble statue of Ethan Allen, a Revolutionary War hero from Vermont, stands at the front entrance. The interior decor is Victorian, with a number of interesting details. Visitors may observe legislative sessions from January to April. Across the street is the Supreme Court Building, an example of modern architecture. On a hill off State Street a few blocks west of the capitol, Green Mount Cemetery was founded in 1854 and has been a memorial for the area's talented sculptors and prominent citizens. Walking tour guides of the Montpelier Historic District are available at the Vermont Historical Society Museum.

Hubbard Park, behind the State House, offers a good view of the Worcester Mountains and the Winooski River Valley; the park was created through a gift of 125 acres to the City of Montpelier by John E. Hubbard in 1899. Since then several other parcels have been added to the park, which now consists of 185 acres and roughly seven miles of hiking and skiing trails, numerous picnic areas, a soccer and baseball field, a small pond, a sledding hill, and a 54-foot observation tower. The observation tower offers spectacular views from the highest point in the city.

World War II mementos from the USS *Montpelier* are on view at the second floor of Montpelier City Hall. Architecture buffs may enjoy a stroll through the former Vermont College campus (now Union Institute & University), where many fine examples of Victorian architecture are preserved. Montpelier has the largest historic district in Vermont, and walking tours are offered by the Montpelier Heritage Group, the local historical society and preservation organization.

Rock of Ages Quarry in Barre, producer of one-third of the country's memorial granite, offers visitors a surreal view of a working quarry. Nearby Waterbury is home to Ben & Jerry's Ice Cream Factory, which offers tours year-round. World-famous Cabot cheddar cheese is produced in nearby Cabot, Vermont, where factory tours are available. Wanderers will discover several historic covered bridges throughout the region.

Arts and Culture

Thousands of tourists visit Central Vermont each year, allowing the development of cultural activities in Montpelier beyond what would be expected in an area its size.

The Montpelier Theater Guild offers theater productions at the Union Elementary School auditorium. The Lost Nation Theater presents professional theatrical performances at the City Hall Arts Center. The Onion River Arts Council presents performances by touring companies in a variety of disciplines, including theater, dance, music, and readings at City Hall and at the elegant Barre Opera House. The finest in world cinema, past and present, is offered at the Savoy Theater, while contemporary films run at the Capitol Theater.

Music lovers enjoy the Vermont Philharmonic's season of concerts performed at the Barre Opera House. Band concerts are held on the State House lawn from June through August, and concerts from a variety of musical genres are presented on Sunday afternoons at Bethany Church. The Vermont Opera Theater presents programs by local professional talent. The Montpelier Chamber Orchestra Society has offered unique training and performing opportunities for talented string players in the Central Vermont area since the early 1990s.

The history of Vermont is interpreted through exhibits at the Vermont Historical Society Museum in Montpelier. The T. W. Wood Art Gallery offers a permanent exhibit by Thomas Waterman Wood, a Civil-War era artist, as well as changing exhibits by New England artists. The Artisans Hand Craft Gallery on Main Street features the handcrafted work of more than 125 local artisans. The Vermont Arts Council, based on State Street, features a Spotlight Gallery for exhibits by local and state artists.

Arts and Culture Information: Vermont Arts Council, 136 State Street, Montpelier, VT 05633; telephone (802)828-3291; www.vermontartscouncil.org

Festivals and Holidays

The State House lawn is the scene of a variety of celebrations during the summer months, such as the Vermont Dairy Celebration in June and the Victorian Ice Cream Social. The Vermont Quilt Festival in nearby Northfield is one of the nation's oldest quilt events, featuring quilt displays, classes, and a merchant's mall. The Vermont Festival of the Arts in the nearby Mad River Valley goes on for three weeks in mid-summer with culinary events, art exhibitions, musical performances, and children's events. Each September brings the Granite Festival in Barre and the Celebrate the Winooski Parade and Festival in Montpelier. Winter brings the Kids' Fest in January and February, a series of six weekly live performances. Sugaring season, which usually begins in March, is celebrated at various locales in the area.

Sports for the Spectator

Montpelier is home to the Vermont Mountaineers, which has played for the New England Collegiate Baseball League since 2003. The Mountaineers play home games

at Montpelier Recreation Field; the team won league championships in 2006 and 2007. Burlington, Vermont, less than an hour's drive from Montpelier, is home to the Vermont Grizzlies minor league baseball team, which plays at Red Oak Park. The Grand Prix Tennis Tournament is held in nearby Stowe in early August.

Sports for the Participant

One of the principal attractions to life in central Vermont is the easy accessibility to nearly limitless outdoor recreation areas. Because of this the region attracts outdoor enthusiasts and encourages active, healthy lifestyles among the people who live there. In 1997 Montpelier initiated the first major central Vermont bicycle and pedestrian paths. The paths provide unrestricted access to the riverbanks and views of the river and both downtown and rural areas of the city. There is excellent mountain biking in the Green Mountains throughout the region.

Swimming is available at the Recreation Field pool, at a beach in nearby Wrightsville, or at any of a number of smaller lakes in the area. Winter events include sledding, cross country skiing, and snowshoeing at Hubbard Park, and ice skating outdoors or at a local indoor rink. Montpelier is located within 25 miles of four major ski areas, including Sugarbush, Stowe, and Mad River Glen; there are also dozens of lakes and streams for fishing and canoeing, as well as mountains, golf courses, tennis courts, bowling alleys, and other recreational attractions. The Green Mountain National Forest covers much of the area.

Shopping and Dining

Downtown Montpelier offers a variety of specialty shops, such as The Artisan's Hand Craft Gallery, a cooperative craft shop featuring works by Vermont artists, and Bear Pond Books, stocking a good selection of New England titles. Salaam Boutique has trendy fashions from local designers. The Vermont Trading Co. has natural fiber clothing, and Onion River Sports features quality outdoor clothing and gear. Morse Farm, a few miles away, specializes in maple syrup, fresh produce, and cheese. Bragg Farm Sugarhouse, in nearby East Montpelier, offers films and tours about maple sugarmaking, as well as tasty food specialties and unique gifts. The Hunger Mountain Co-Op at Stone Cutters Way features local and regional beers and wines.

The presence of the New England Culinary Institute offers a unique advantage to the hospitality industry in Montpelier. The institute maintains three restaurants, including the celebrated Chef's Table restaurant offering nouvelle cuisine and other items prepared by students. La Brioche is the school's bakery. The GoldenDomer Brewery offers tastes of the latest brews. Conoscenti and Giasole offer Italian and Mediterranean cuisine. J. Morgan's is a steakhouse right near the railroad tracks.

McGillicuddy's is an Irish pub, and Thrush Tavern claims the best burgers in town. Ice cream lovers may want to sample the Vermont original Ben and Jerry's Ice Cream at their shop on Main Street, City Center. The area offers scores of other dining opportunities ranging from fast-food to elegant restaurants and charming country inns.

Visitor Information: Vermont Department of Tourism and Marketing, National Life Building, 6th Floor, Montpelier, VT 05620; telephone (802)828-3237; toll-free (800)VERMONT; www.1-800-vermont.com

■ Convention Facilities

A principal meeting facility in Montpelier is the Capitol Plaza, which offers a total of 190 rooms and 14,000 square feet of conference space, plus accommodations for groups from 20 to 300 people. A number of bed and breakfast facilities have opened their doors for small groups. The Inn at Montpelier adds an elegant touch and boasts an authentically beautiful wraparound Victorian porch. Facilities at Union Institute & University are also available, and the Central Vermont region offers more than a dozen other hotels, motels, meeting sites, and many inns. Larger groups can be accommodated in Burlington, a 40-minute drive to the west.

Convention Information: Vermont Convention Bureau, 60 Main St., Ste. 100, Burlington, VA 05401; telephone (802)860-0606; www.vermontcvb.com

■ Transportation

Approaching the City

Montpelier is located 30 miles from Burlington International Airport (BTV), which is served by six major airlines traveling to major destinations in New England and the Midwest; about 900,000 passengers are served yearly. E. F. Knapp (Barre-Montpelier) Airport supports private and charter flights. Amtrak's *Vermont* offers train service, with daily service between Washington, D.C., New York, and St. Albans; it makes nine stops along the length of Vermont. The Vermont Transit offers interstate rail service with a stop in Montpelier. Greyhound travels into the city with a stop at the Vermont Transit Station. Interstate 89, the primary route into the city in the Central Vermont region, has won awards for its beauty. The state bans billboard advertising along its highways to emphasize the scenic beauty of its countryside.

Traveling in the City

Walking and biking are preferred methods of transport within the city. Locals appreciate the bike paths and other safe bike routes throughout Montpelier. Three principal

streets, Main, State, and Elm, follow the Winooski River and its tributary, North Branch. In 1995 Montpelier's Towne Hill Road became the site of the United States' first modern roundabout, a circular intersection design able to slow traffic while lowering higher traffic volumes. The city is serviced by the Green Mountain Transit Authority, which operates the Capital Shuttle in and around downtown Montpelier. It also runs the LINK Express bus service between Montpelier and Burlington.

■ Communications

Newspapers and Magazines

Newspaper readers in Montpelier are served by the *Times Argus*, published daily in the morning. *Seven Days* is an alternative weekly covering Vermont news, views, and culture. Magazines published in Montpelier include *Vermont Life*, self-described as the "most beautiful magazine in the world," and *American Journal of Art Therapy*.

Television and Radio

While there are no television stations broadcasting directly from the city, most major networks can be viewed through other local affiliate stations. Cable television is available. Five AM and FM radio stations broadcast from Montpelier. A variety of radio formats emanate from surrounding communities, including Burlington, although signals can be unpredictable depending on location, due to interference from the Green Mountains.

Media Information: *Times Argus*, 540 N. Main St., PO Box 707, Barre, VT 05641; telephone (802)479-0191; www.timesargus.com

Montpelier Online

Central Vermont Chamber of Commerce. Available www.central-vt.com
 City of Montpelier Home Page. Available www.montpelier-vt.org
 Kellogg-Hubbard Library. Available www.kellogghubbard.org
 Montpelier Public Schools. Available www.mpsvt.org
Seven Days Newspaper. Available www.7dvt.com
 State of Vermont Department of Economic Development. Available www.thinkvermont.com
Times Argus. Available www.timesargus.com
 Vermont Department of Tourism & Marketing. Available www.1-800-vermont.com
Vermont Life Magazine. Available www.vermontlife.com

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Rutland

■ The City in Brief

Founded: 1761 (chartered/incorporated 1892)

Head Official: Mayor Christopher Louras
(since 2007)

City Population

1980: 18,436

1990: 18,230

2000: 17,292

2006 estimate: 16,964

Percent change, 1990–2000: –8.49%

U.S. rank in 1980: Not available

U.S. rank in 1990: Not available

U.S. rank in 2000: 1,657th

Metropolitan Area Population

1980: 58,347

1990: 62,142

2000: 63,400

2006 estimate: 63,641

Percent change, 1990–2000: 2%

U.S. rank in 1980: 690th

U.S. rank in 1990: 714th

U.S. rank in 2000: 764th

Area: 7.64 square miles (Rutland city, 2000)

Elevation: 560 feet above sea level

Average Annual Temperature: 42.8° F

Average Annual Precipitation: 23 inches of rain, 140 inches of snow (state-wide averages)

Major Economic Sectors: Agriculture, tourism, manufacturing

Unemployment Rate: 3.3% (April 2005)

Per Capita Income: \$17,075 (1999)

2005 FBI Crime Index Property: 892

2005 FBI Crime Index Violent: 39

Major Colleges and Universities: College of St. Joseph,
Community College of Vermont

Daily Newspaper: *Rutland Herald*

■ Introduction

Rutland is the second largest city in Vermont and the center of one of the world's largest marble quarrying districts. Located near the famed ski areas of Killington and Pico, and the popular tourist destination of Woodstock, Rutland is a trading center for the surrounding towns and farms. The city's industrial, recreational, and cultural activities, and its beautiful natural setting make Rutland a highly livable small community.

■ Geography and Climate

Rutland is located in the fertile Otter Creek Valley in south central Vermont, approximately 30 miles north of Massachusetts and 20 miles east of New York. It is bounded by the Taconic and Green mountains. The city enjoys a four-season climate.

Area: 7.64 square miles (Rutland city, 2000)

Elevation: 560 feet above sea level

Average Temperature: 42.8° F

Average Annual Precipitation: 23 inches of rain, 140 inches of snow (state-wide averages)

■ History

Various Native American tribes knew the Otter Creek Valley where Rutland now stands primarily as a place to fish and hunt beaver. The first description of the creek's falls was recorded in the journal of James Cross, a fur trader, in 1730. Otter Creek served as a junction on the military road connecting the Champlain forts to the north with the Connecticut Valley during the French and Indian War, and settlement was not attempted until that hostility ceased. The first grantee of a patent to settle the territory was John Murray of Rutland, Massachusetts, who was responsible for the name of the town. The first actual settler was John Mead, who brought his wife and ten children there in 1770. Mead built a gristmill and sawmill, and Rutland soon became an active frontier community. Fort Rutland was built in 1775, and in 1778 the city became the headquarters for state troops during the American Revolution.

Among the city's early notables was the Reverend Samuel Williams, brilliant scholar, author of the first history of Vermont, and founder in 1794 of the *Rutland Herald*, Vermont's oldest continuously published newspaper. Between 1800 and 1880 Rutland's population grew from 2,124 to 12,149 people, surpassing for the first and only time the population of Burlington, the largest community in the state. This explosive growth is attributed to the arrival in 1849 of the railroad and the resulting boom in the marble industry, which had been operating on a small scale since the early nineteenth century. Colonel Redfield Proctor is credited with transforming the marble business into one of the country's greatest industries, bringing prosperity to Rutland and power to Proctor. In 1886 Proctor succeeded in convincing the state legislature that two new townships should be created from the original town. The new townships of Proctor and West Rutland, largely owned or controlled by the Proctor family, contained some of the richest marble deposits in the world; thus did Rutland lose its title as Marble City (in 1993 a long chapter in the city's history sadly came to a close when the Vermont Marble company closed its quarry operations in Proctor).

The city continued to prosper, however, largely due to the Howe Scales company, which moved there in 1877. The opening up of the ski industry in the 1930s added considerably to Rutland's prosperity, as did the decision in the 1960s of General Electric Corporation to build two defense contract plants in the area. City leaders have been engaged since the 1960s in the renovation of the downtown core.

The modern city exists as a retail trading and industrial center as well as the gateway to two famous ski resorts. A small, progressive community with the cultural and recreational attractions of a much larger city, Rutland is the kind of city many of today's younger professional

and high-technology workers seem drawn to. For that reason the city's economic picture remains bright.

Historical Information: Rutland Historical Society, 96 Center Street, Rutland, VT 05701; telephone (802) 775-2006; www.rutlandhistory.com

■ Population Profile

Metropolitan Area Residents

1980: 58,347
 1990: 62,142
 2000: 63,400
 2006 estimate: 63,641
 Percent change, 1990–2000: 2%
 U.S. rank in 1980: 690th
 U.S. rank in 1990: 714th
 U.S. rank in 2000: 764th

City Residents

1980: 18,436
 1990: 18,230
 2000: 17,292
 2006 estimate: 16,964
 Percent change, 1990–2000: –8.49%
 U.S. rank in 1980: Not available
 U.S. rank in 1990: Not available
 U.S. rank in 2000: 1,657th

Density: 2,264 people per square mile (2000)

Racial and ethnic characteristics (2000)

White: 16,912
 Black: 76
 American Indian and Alaska Native: 42
 Asian: 9
 Native Hawaiian and Pacific Islander: 74
 Hispanic or Latino (may be of any race): 156
 Other: 22

Percent of residents born in state: 67.3% (2000)

Age characteristics (2000)

Population under 5 years old: 996
 Population 5 to 9 years old: 1,076
 Population 10 to 14 years old: 1,214
 Population 15 to 19 years old: 1,027
 Population 20 to 24 years old: 982
 Population 25 to 34 years old: 2,194
 Population 35 to 44 years old: 2,783
 Population 45 to 54 years old: 2,377
 Population 55 to 59 years old: 876
 Population 60 to 64 years old: 623
 Population 65 to 74 years old: 1,376
 Population 75 to 84 years old: 1,230



Airphoto-Jim Wark

Population 85 years and older: 538
 Median age: 39.3 years

Births (2006, County)

Total number: 596

Deaths (2006, County)

Total number: 636

Money income (1999)

Per capita income: \$17,075
 Median household income: \$30,478
 Total households: 7,436

Number of households with income of...

less than \$10,000: 1,018
 \$10,000 to \$14,999: 718
 \$15,000 to \$24,999: 1,318
 \$25,000 to \$34,999: 1,034
 \$35,000 to \$49,999: 1,337
 \$50,000 to \$74,999: 1,366
 \$75,000 to \$99,999: 363
 \$100,000 to \$149,999: 179
 \$150,000 to \$199,999: 50
 \$200,000 or more: 53

Percent of families below poverty level: 10.3% (1999)

2005 FBI Crime Index Property: 892

2005 FBI Crime Index Violent: 39

■ **Municipal Government**

Rutland voters elect an 11-member board of aldermen and a mayor to two-year terms.

Head Official: Mayor Christopher Louras (since 2007; term expires 2009)

Total Number of City Employees: 181 (2005)

City Information: City Hall, PO Box 969, Rutland, VT 05702; telephone (802)773-1800; www.rutlandcity.com

■ **Economy**

Major Industries and Commercial Activity

The economy of Rutland County is fairly diverse. There are more than 100 manufacturers in the area ranging in size from about 1,400 employees to only a few workers. One of the largest in Rutland is GE Aircraft Engines,

which produces jet engine airfoils and serves as one of the largest employers in the city and county. The health care industry has been gaining strength in the city with Rutland Regional Medical Center and Rutland Mental Health Services (part of the Community Care Network) also serving as major employers. Retail and service occupations are important in the region, including those related to the tourist industry. Killington/Pico Ski Resorts Partners is a major employer.

Items and goods produced: jet engine airfoils, electronics, calcium carbonate, wrought iron, lighting fixtures, home accessories, marble

Incentive Programs—New and Existing Companies

Local programs: The Rutland Economic Development Corporation (REDC) offers a revolving loan fund to help new businesses relocating to the area or for the expansion of existing businesses. Loans of between \$5,000 and \$75,000 are available to qualifying firms. Housed at REDC, the Small Business Development Center (SBDC) provides free technical assistance to starting and growing small businesses. Operated through the Vermont State College System, SBDC links businesses with higher education, state and federal programs, as well as other businesses. The Rutland Regional Chamber of Commerce assists business owners in the process of building or expanding their business.

State programs: The Vermont Economic Progress Council oversees the state's business incentive program, which is composed of three categories: income tax based credits (payroll, research and development, workforce development, exports, small business investment), property tax based incentives (construction in progress exemption, brownfield exemptions, tax increment financing districts), and a sale tax exemption of building materials purchased by manufacturing facilities. The Research and Development Tax Credit in Vermont offers a 10 percent credit for qualified activities. The Vermont Employment Growth Incentive program offers cash incentives to businesses adding new jobs and qualifying capital investments. A federal tax credit of up to \$1,500 per employee is available for qualifying businesses through the Renewal Community Wage Credit program. Financial assistance in loan and bond programs is available through the Vermont Economic Development Authority. Financial services companies may qualify for a tax credit of up to 75 percent off the state income tax. The Vermont Manufacturing Extension Center (VMEC) provides assistance to Vermont's small and medium size manufacturers (fewer than 500 employees).

Job training programs: The State of Vermont Department of Labor (VDOL) operates career resource centers throughout the state for job-seekers, a free jobs

database at Vermont JobLink, and the Workforce Education and Training Fund for both new and active workers while giving employers tax incentives for hiring displaced workers. The Community College of Vermont (with a branch in Rutland) and Green Mountain College (in nearby Poultney) offer two and four-year associates degrees in dozens of career-oriented concentrations. Stafford Technical Center, a public educational center primarily aimed at providing technical and career training to 11th and 12th graders from 10 regional high schools, also provides adult diploma programs and specialized training programs for business and industry. The Vermont Department of Employment and Training offers an apprenticeship training program to help employers upgrade the quality of their workforce. The department also offers on-the-job-training programs that reimburse the employer for a significant portion of employer-provided new hire training.

Development Projects

The Downtown Rutland Partnership, a public private partnership for the revitalization of downtown Rutland, has created a master plan for the commercial heart of the Rutland region. Continuing efforts include complete renovation of the downtown plaza, new streetscaping, increased office and commercial space, and a renewed emphasis on the nineteenth-century character of the main streets.

Many development projects for the city and county focus on the tourist industry. The 2007–08 ski season opened with improved courses and lodges throughout the state. Killington Resort completed \$5.3 million in improvements to add more environmentally friendly snow making machines. Lift loading and unloading decks and houses were refurbished as well. The food service establishments at the resort were remodeled and expanded and improvements were made to the Killington Grand Resort Hotel. The Pico Sports Center also received \$90,000 in renovations.

In 2007 Cape Air took over as the commuter airline in service at Rutland Southern Vermont Regional Airport. The airline, based in Hyannis, Massachusetts, was awarded a two-year Essential Air Service Subsidy of about \$839,746 annually to offer three daily flights between Rutland and Boston, which were previously made through CommutAir. That same year, Rutland GE broke ground to expand its existing plant in order to house a new production center for the GENx titanium aluminide low-pressure turbine blades for the newest GENx jet engine. The center was expected to be fully operational by mid-2008.

Economic Development Information: Rutland Economic Development Corporation, 112 Quality Lane, Rutland, VT 05701; telephone (802)773-9147; www.rutlandeconomy.com

Commercial Shipping

Strategically located between the markets of Boston, New York, and Montreal, Canada, Rutland County is on the shipping routes of major trucking firms; more than 20 trucking firms are located in the area. The city is situated at the intersection of U.S. highways 4 and 7, providing east-west and north-south access and linking the region with interstates 89, 91 and 87. Railroad freight service is available throughout the area and a number of trucking companies offer services. The city is within easy reach of several major seaports and the Foreign Trade Zone at Burlington International Airport. All of the major national and international package delivery services operate in the city.

Labor Force and Employment Outlook

The Rutland region's workforce is viewed as among the most stable, mature, and educated in the Northeast. About 82 percent of the population age 25 and over have obtained a high school diploma or higher. About 22 percent have earned a bachelor's degree or higher. Once dominated by agriculture, service occupations have become more prevalent. While some manufacturing jobs are likely to remain steady, reports indicate that jobs in the tourist industry and other professional services will increase.

The following is a summary of data regarding the Burlington and South Burlington, Vermont metropolitan area metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 113,300

Number of workers employed in . . .

- construction and mining: 6,100
- manufacturing: 15,300
- trade, transportation and utilities: 22,000
- information: 3,200
- financial activities: 5,400
- professional and business services: 10,000
- educational and health services: 18,100
- leisure and hospitality: 10,700
- other services: 3,700
- government: 19,100

Average hourly earnings of production workers employed in manufacturing: \$13.65

Unemployment rate: 3.3% (April 2005)

Largest employers (Rutland County, 2005)

	<i>Number of employees</i>
Killington Ltd.	1,950+
Casella Waste Systems	1,325
General Electric Corporation-Aircraft Engines	1,100

Rutland Region Medical Center	1,100
Carris Community of Companies	500-999
Central Vermont Public Service Corp.	542
Vermont Country Store	400

Cost of Living

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

2007 (1st quarter) ACCRA Average House Price: Not available

2007 (1st quarter) ACCRA Cost of Living Index: Not available

State income tax rate: 24.0% of the Federal Income Tax Rates

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: Averages \$2.73 per \$100 of assessed value (2005)

Economic Information: Vermont Department of Labor, PO Box 488, Montpelier, VT 05601; telephone (802)828-4202; www.vtlmi.info

■ Education and Research

Elementary and Secondary Schools

The Rutland City Public School district is comprised of six schools and two special programs, supported by a staff of about 500. The district's Stafford Technical Center is a public educational center serving students in grades 11 and 12 from the 10 regional high schools in the Rutland area. It offers an evening adult education program and adult diploma programs. The SUCCESS Program and the Tapestry Program offer alternative academic programs for students who may need a non-traditional setting in order to thrive.

The following is a summary of data regarding the Rutland City Public Schools as of the 2005–2006 school year.

Total enrollment: 3,153

Number of facilities

- elementary schools: 2
- junior high/middle schools: 2
- senior high schools: 1
- other: 3

Student/teacher ratio: 11.5:1

Teacher salaries (2005–06)

elementary median: \$40,812 (all levels)
junior high/middle median: Not available
secondary median: Not available

Funding per pupil: Not available

Several private and parochial schools also operate in the Rutland area.

Public Schools Information: Rutland City Public Schools, 6 Church Street, Rutland, VT 05701; telephone (802)773-1900; www.rutlandcitypublicschools.com

Colleges and Universities

Rutland is home to the College of St. Joseph, a small private, Catholic college that focuses on the fields of business, liberal arts, and education. Enrollment is about 500 students. The college offers over 30 career-oriented degree programs leading to an associate's or bachelor's degree. Master's degrees are available in education, business, psychology, and human services.

The Community College of Vermont (CCV), the second largest college in the state, has classrooms at Howe Center in Rutland. This is one of 12 sites of CCV in the state. The college offers 17 associate's degree programs and 12 career certificates.

Other colleges in the area are Castleton State College, Green Mountain College, Middlebury College, Vermont Law School, St. Michael's College, and Vermont Technical College. All area colleges serve as a resource for local industries and work with manufacturers to meet their training needs.

Libraries and Research Centers

The Rutland Free Library, the largest public library in the area, holds more than 87,000 volumes. The library initiated humanities and reading/discussion programs in the state, creating a model that has been used by the American Library Association and others. Its Nella Grimm Fox Room hosts regular cultural events and the Vermont Room contains genealogical items.

The Giorgetti Library at the College of St. Joseph has a collection of about 79,000 items, with special collections that include the Kyran Murray McGrath Irish Studies Collection and the Sister. St. George Vermont Collection. Central Vermont Public Service Corporation's library specializes in energy, business, management, and electrical engineering. Other libraries in the region include one at the Rutland Regional Medical Center, containing medical and health information.

Public Library Information: Rutland Free Library, 10 Court Street, Rutland, VT 05701; telephone (802) 773-1860; www.rutlandfree.org

■ **Health Care**

Rutland is served by the Rutland Regional Medical Center, which has been qualified as a Medicare-designated Rural Referral Center and is Vermont's second largest medical facility. The Medical Center, with 188 licensed beds, has a staff of more than 200 physicians in 38 specialty areas. The center offers a 24-hour emergency department, a cardiac unit, a community cancer center, an eating disorders clinic, an HIV/AIDS clinic, MRI imaging, renal dialysis, a diabetes center, a rehabilitation center, a sleep disorders center, and women's and children's services. Health services are also offered through the Rutland Area Visiting Nurses Association and Hospice. Rutland Mental Health Services (part of the Community Care Network) provides care for patients of all ages with services ranging from basic counseling to therapies for the developmentally disabled and substance abuse treatment programs.

■ **Recreation**

Sightseeing

Newly opened in 2004 and designed with site-sensitive structures by world renowned architect Peter Bohlin, the Vermont Institute of Natural Science's Nature Center in nearby Quechee won a 2005 *Yankee Magazine* Editor's Choice award in its annual "Travel Guide to New England." Located next to one of New England's natural wonders—the Quechee Gorge—the Nature Center includes a state-of-the art raptor exhibit, displaying one of North America's finest collections of birds of prey, where visitors can come face to face with snowy owls, peregrine falcons, red-tailed hawks, bald eagles, and other birds of prey.

Rutland's restored Downtown Historic District contains many architecturally interesting buildings, some constructed of or embellished with local marble. Examples of these are the Opera House, the Gryphon Building, and Merchants Row. The Rutland Courthouse Historic District includes 85 residential, public, and religious buildings. Significant among these are the Italianate Revival-style County Courthouse, the U.S. Post Office, and the Queen Anne-style residences on South Main Street. Main Street Park, once the site of the courthouse jail, now teems with activity during the summer months. The Rutland Area Cultural Alliance offers guided tours of the historic downtown daily from July through mid-October.

The Vermont Marble Exhibit in Proctor attracts annually more than 100,000 visitors, who enjoy a view of the country's largest marble production center; also featured are a geological display, a sculptor-in-residence, a movie, and a gift shop. Wilson Castle, a 32-room nineteenth century stone chateau on a 115-acre estate near

Proctor, is furnished with elaborate Oriental and European artifacts, stained glass, and wood paneling.

Rutland bills itself as “Heart of the Maple World” and many sugar houses in the area are open to visitors. The New England Maple Museum in nearby Pittsford houses one of the largest collections of antique maple sugaring artifacts in the world. Hathaway Farm in Rutland is locally famous for its massive and extremely challenging corn maze.

Arts and Culture

Rutland’s Crossroads Arts Council presents performances including classical music, opera, dance, jazz, theater, and family events at a variety of locales throughout the area. One popular venue is the Paramount Theater in the heart of Downtown, which hosts a wide variety of musical and theatrical performances. The Paramount Theater is also home to ArtsSpace, a unique incubator for local artists.

The Rutland Historical Society Museum, housed in the Old Nickwacket Fire House, interprets the history of the area through its collection of tools, clothing, artifacts, and photographs. The Chaffee Center for the Visual Arts, formerly a private home and now listed on the National Register of Historic Places, displays traditional and contemporary paintings, sculptures, crafts, and photographs, and hosts two art festivals annually. Moon Brook Arts Union Gallery in the Opera House showcases the works of area artists. Contemporary art can also be found at the Night Owl and Farrow galleries. The Norman Rockwell Museum displays more than 2,500 pictures as well as Rockwell memorabilia, covering more than 60 years of the artist’s career.

Arts and Culture Information: Rutland Regional Chamber of Commerce, 256 North Main Street, Rutland, VT 05701; telephone (802)773-2747; toll-free (800)756-8880; www.rutlandvermont.com

Festivals and Holidays

The Killington Music Festival holds a variety of different musical events during the ski resort’s off-season. There is a Fireworks Extravaganza each July 4th on the Vermont State Fairgrounds. Thousands of visitors are attracted to Rutland in early September for the Vermont State Fair, featuring a rodeo, races and other contests, and a midway. The second week in October is peak foliage season in the area and many communities hold festivals and country fairs. For 15 years the city has celebrated a New Year’s Eve First Night Rutland party with music, arts, magic, family fun, and fireworks at midnight.

Sports for the Spectator

The College of St. Joseph has both men’s and women’s soccer and basketball teams, as well as men’s baseball and women’s softball. The teams compete as part of the NAIA

Division II. There are no professional sports teams in the city.

Sports for the Participant

Rutland is perhaps best known to visitors for its proximity to outstanding ski resorts. Pico Peak, one of the country’s few major ski areas dating back to World War II, is nine miles east of the city; the Killington ski area is located 15 miles east and is arguably the northeast’s best ski area, with 212 trails, 6 high-speed quad lifts, a new heated 8-seat lift, and the brand new K1 Gondola. Okemo Mountain in Ludlow has 112 trails. More than 56,000 acres of national forest and many state parks in the area offer year-round recreational opportunities of all kinds with recreation centers open in nearly every town in the area. An 18-hole golf course is available at the Rutland Country Club. Rutland is situated just 10 miles from the Green Mountains National Forest. Long Trail, the south-north hiking route from Massachusetts to Canada (part of the Appalachian Trail System), passes near there.

Shopping and Dining

Clusters of specialty shops are located throughout downtown Rutland. North and South Main streets feature many interesting and unusual stores, such as Creative Hands, offering the work of Vermont craftspeople, and Charles E. Tuttle Company of Rutland and Tokyo’s Antiquarian Books, stocking one of the largest collections of used and rare books in New England as well as books on Oriental art. Rutland’s two market towns, Oakham and Uppingham, are the main shopping centers. Nearby Stamford is also very popular and warrants a visit. Other major shopping areas include the Diamond Run Mall, a 450,000-square-foot facility whose anchor stores include K-Mart, Sears and JCPenney. Downtown’s Rutland Shopping Plaza has a Price Chopper Superstore, Movieplex 9, Wal-Mart, and other shops.

The Rutland region offers a wide variety of shopping experiences. Of unique interest are the Haunted Mansion Bookshop in Cuttingsville, located across from an unusual cemetery and now filled with antiquarian books; a genuine general store, herb farm and retail shop; and several arts, crafts, and antique shops.

Rutland has attracted distinguished chefs who prepare sophisticated fare with French, Austrian, and Belgian accents. For those seeking something less formal, several area restaurants serve traditional New England fare in informal settings. The Rutland region also supports many country inns whose restaurants are open to the public. Of note is the Fair Haven Inn in nearby Fair Haven.

Visitor Information: Rutland Regional Chamber of Commerce, 256 North Main Street, Rutland, VT 05701; telephone (802)773-2747; toll-free (800)756-8880; www.rutlandvermont.com

■ Convention Facilities

A principal meeting place in Rutland is the Holiday Inn Centre of Vermont complex, offering 8,000 square feet of meeting space accommodating groups of up to 500 people. Located five miles from Rutland Southern Vermont Regional Airport, this facility provides 151 renovated guest rooms. The Franklin Conference Center at the Howe Center can host meetings for groups of 25 to 300 participants. The recently renovated Best Western in Rutland has 56 guest rooms. Meeting space for groups of 30 to 800 people is available at six locations in the region, which is also home to many country inns for those in need of accommodations. The Rutland Free Library's meeting rooms can accommodate up to 200 people for meetings or events. The downtown Paramount Theater rents space for meetings, banquets, and performances. Larger meeting rooms and halls are available within a reasonable distance in Burlington, Vermont (65 miles) and Albany, New York (110 miles).

Convention Information: Vermont Convention Bureau, 60 Main St., Ste. 100, Burlington, VA 05401; telephone (802)860-0606; www.vermontcvb.com

■ Transportation

Approaching the City

The Rutland Southern Vermont Regional Airport is the largest in central Vermont. Cape Air offers three daily flights Monday through Friday to Boston's Logan Airport. Flights to several large northeastern cities can be booked from Burlington International Airport. Amtrak provides passenger rail service into the city. The Vermont Transit offers interstate rail service. U.S. routes 4 and 7 intersect in Rutland and link the region with interstates 89, 91, and 87.

Traveling in the City

The main thoroughfares in Rutland are Main Street, which runs north-south, and U.S. Route 4, running east-west; side streets head westward and downhill. Marble Valley Regional Transit District's "The Bus" provides local transportation on set routes. The Bus links riders to all train routes heading in and out of Rutland, as well as the airport. A shuttle service operates between Killington Ski Resort, Diamond Run shopping mall, and downtown Rutland.

■ Communications

Newspapers

The *Rutland Herald*, the oldest newspaper in the state and frequent winner of journalism awards, is published every morning. The Sunday edition is published in cooperation with the *Times Argus* of Barre. New England

Business Journals, Inc., is based in Rutland and publishes the monthly *Rutland Business Journal*, *Champlain Business Journal*, *Valley Business Journal*, and *New England Business Journal*.

Television and Radio

One television station broadcasts from Rutland; others are available from nearby communities. Seven AM and FM radio stations operate within town, while broadcasts from a variety of radio stations from neighboring towns and cities provide a broad spectrum of programming.

Media Information: *Rutland Herald*, 27 Wales Street, PO Box 668, Rutland, VT 05702; telephone (802)747-6121; toll-free (800)498-4296; www.rutland-herald.com. *Rutland Business Journal*, 110 Merchants Row, Rutland, VT 05702; telephone (802)775-9500; http://vermonttoday.com

Rutland Online

- City of Rutland. Available www.rutlandcity.com
- Rutland Business Journal*. Available www.vermonttoday.com
- Rutland Downtown Partnership. Available www.rutlanddowntown.com
- Rutland Economic Development Council. Available www.rutlandeconomy.com
- Rutland Free Library. Available www.rutlandfree.org
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- Rutland Public Schools. Available www.rutlandcitypublicschools.com
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Cumulative Index

The 199 cities featured in *Cities of the United States*, Volume 1: *The South*, Volume 2: *The West*, Volume 3: *The Midwest*, and Volume 4: *The Northeast*, along with names of individuals, organizations, historical events, etc., are designated in this Cumulative Index by name of the appropriate regional volume, or volumes, followed by the page number(s) on which the term appears in that volume.

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