

***The U.S. Conference of Mayors
Survey on Sustainable Development***

July 2004



The U.S. Conference of Mayors Survey on Sustainable Development

Throughout his tenure as Conference of Mayors President, Hempstead Mayor James A. Garner has made the issue of sustainable development a priority for his community and the US Conference of Mayors. He has also charged Mayor Peter Clavelle of Burlington, whose city has long been recognized as a model of sustainable development in action, to serve as Chair of a Sustainable Development Task Force. On behalf of Mayors Garner and Clavelle, the US Conference of Mayors sent a survey to its members as a means of gauging where sustainable development stands on the long list of priorities facing American cities.

This survey is meant as a starting point to establish a general idea of what American cities are currently doing to encourage sustainable development, whether there are existing offices and personnel tasked with promoting sustainable development efforts in your cities, and to acknowledge different strategies for achieving sustainable development. This is not the usual “Best Practices” compilation; rather, it is a means to gain information regarding sustainability and understand what is happening across the country.

The survey was very basic. The questions asked whether a city has established sustainable development as a priority, whether an office exists within the city government to achieve sustainable development goals, what agency or department may contain such an office and whether organizations outside the city government share responsibilities for sustainable development activities. Also, the survey asked respondents to elaborate on existing sustainable development programs – their funding sources, major activities, personnel responsible, etc. Finally, the survey asked for advice appropriate for cities that may be considering the establishment of an office, or designation of an individual to promote, advance and support sustainable development.

We intentionally left the definition of sustainable development vague in the survey to allow survey participants latitude in their responses. Some cities responded in a manner that reflected the long-term future planning of their communities, taking to heart the definition put forth by the World Commission on Environment and Development:

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Every positive response exhibited at least one aspect of the four E’s of sustainable development: Economic Development, Environmental Protection, Equity, and Education. Some responses noted the interconnectedness of these issues while others focused primarily on Economic Development. Where sustainable development efforts exist within cities was especially illustrative of how a city views sustainable development. In some cities, the Mayor’s office coordinates sustainable development; in others, Planning Offices or Economic Development Corporations guide the city’s views on sustainable

development; in others still, employees citywide receive sustainable development training. A few instances brought to light the trade-offs that often exist between all of these elements. In all cases, from cities all across the country, the responses proved enlightening.

We hope this document proves useful and informative in your own community. If you have any questions, please feel free to contact the cities listed or Brett Rosenberg of the Conference staff at (202) 861-6782 or brosenberg@usmayors.org. This report is also available on-line, at www.usmayors.org.

Albany, NY

Gerald D. Jennings, Mayor

Population: 95,658

The City of Albany has adopted a plan for development entitled Capitalize Albany. The plan outlines and integrates four strategic initiatives including Arts, Entertainment and Tourism, Business Development, Riverfront Development, and Neighborhood Development. Much of this work occurs within a 12 person office in the city's Development and Planning department. The Albany Local Development Corporation, an economic development organization, works toward similar goals in the community. From Albany's experiences, having organizations, departments or entities responsible for assisting with implementing the community's vision for growth and development is crucial. For more information, call Lori Harris, Commissioner, Department of Development and Planning, City of Albany at (518) 434-2532.

Augusta, Georgia

Bob Young, Mayor

Population: 199,775

Augusta does not have a specific office or goal directly relating to sustainable development. However, the city has a strong growth management plan, administered through the city's Planning Commission, that promotes many of the goals of sustainable development. For more information, call George Patty, Executive Director, Augusta Richmond County Planning at (706) 821-1796.

Baltimore, Maryland

Martin O'Malley, Mayor

Population: 651,154

Baltimore does not have an office of sustainable development. There are, however, numerous City efforts underway that contribute significantly to sustainability, ranging from strategic acquisition of vacant homes to creating greenways to promoting affordable housing and weatherizing homes to reduce energy costs. There is not a single sustainable development goal.

Although there is not an office of sustainable development, the Department of Planning's mission is to provide the highest level services and leadership in urban and strategic planning, historic and architectural preservation, zoning, design, development, and capital budgeting to promote the sustained economic, social, and community development of the City of Baltimore.

Organizations that share in sustainable development-related responsibilities and activities include numerous non-profit and educational institutions that advocate, implement and research aspects of sustainable development. For more information, contact Otis Rolley, Director, Department of Planning, at (410) 396-9555.

Bayonne, New Jersey

Joseph V. Doria, Jr., Mayor

Population: 61,842

Bayonne's formal efforts toward sustainable development include the Green Plan for redeveloping its intermodal port; renewable energy for a \$55 million school expansion, which includes 10,000 solar panels; and transit-oriented zoning. The local Redevelopment Authority, a 10-employee, self-financed organization contributes to sustainable development efforts, as does the Board of Education, which is financed through local taxes and state aid. For more information, call John Fussa, City Planner, City of Bayonne at (201) 436-5088.

Bolingbrook, Illinois

Roger C. Claar, Mayor

Population: 56,321

While Bolingbrook has not adopted a Sustainable Growth Ordinance or established an office only devoted to Sustainable Growth, the principles of respecting the environment, promoting economic development, and protecting social equity are incorporated in all phases of community development. Every employee dealing with development in the Village of Bolingbrook respects and protects the principles of Sustainable Development.

Bolingbrook works with many groups to promote Sustainable Growth principles. For instance, the Park District and Forest Preserve District help to preserve the local environment. The local school districts and colleges help to promote education to city residents. Organizations such as the Coalition for Citizens with Disabilities help Bolingbrook promote social equity in its laws and developments.

Bolingbrook's experiences indicate that sustainable development efforts should not be confined to a single office. Rather, their importance should be understood by everyone who deals with development in a community. For more information, call Terri Wintermute, Assistant to the Mayor, Village of Bolingbrook at (630) 226-8418.

Burlington, Vermont

Peter Clavelle, Mayor

Population: 38,889

Burlington's Legacy Project is an illustration of the City's commitment to sustainable development. The Project was created in 1999 to help maintain the qualities of the City that all residents value, and to develop a comprehensive plan to guide change for the economic, environmental, and social health of Burlington for years to come. The process was overseen by a diverse steering committee made up of leaders from the business, low-income, environment, academic, youth, and social service communities. The committee members were charged with coordinating a public involvement campaign and preparing an action plan.

Thousands of people from all age groups and all parts of the City participated to build a common vision of Burlington's future. Citizens were asked to identify what they value most about Burlington and what they hope future generations will not have to experience. The Legacy Action Plan was shaped and prioritized by Burlington residents in numerous open meetings, focus groups, and discussions.

The Legacy Project's Common Vision statement includes: maintaining Burlington as a regional population, government, cultural, and economic center with livable wage jobs, full employment, social supports, and housing that matches job growth and family income; improving the quality of life in neighborhoods; increasing participation in community decision-making; providing youth with high-quality education and social supports, and lifelong learning opportunities for all; and preserving environmental health.

A detailed report published by the Burlington Community and Economic Development Office (available at www.cedo.ci.burlington.vt.us/legacy/documents) highlights the activities of major community stakeholders and institutions involved in the implementation of the Legacy Action Plan in 2003. Thirty-year goals and the actions taken to implement them are detailed into five focus areas: economy, neighborhoods, governance, youth and life skills, and environment.

Carmel, Indiana

James Brainard, Mayor

Population: 37,733

Carmel informally implements sustainable development programs through executive orders and policy. No single person is responsible for these efforts; rather, the city is trying to make certain that all staff members have a sufficient amount of training to all make "sustainable" decisions. Citizens for Greenspace, a 200+ member organization, shares local responsibility for sustainable development activities through publishing newsletters and lobbying on public policy issues. Carmel considers teaching all public employees to make good decisions key to advancing sustainable development rather than departmentalizing "sustainability." For more information, contact Mayor Jim Brainard at (317) 571-2401.

Chicago, Illinois

Richard M. Daley, Mayor

Population: 2,896,016

The Green Initiative's steering committee is Chicago's official body tasked with sustainable development activities. The Committee convened to develop green action agendas for every city activity and department; foster collaboration and communication between City of Chicago departments and agencies; and saturate green ideas throughout the city to ensure that green becomes routine. Several non-profit organizations also work toward sustainable development, for instance, Friends of the Chicago River, the Delta Institute, ELPC and the Lake Michigan Federation. Chicago's experiences in encouraging sustainable development have highlighted the importance of having a sustainable

development office as part of the Mayor's office or staff. For more information, call the Chicago Department of Environment at (312) 744-7606.

Dayton, Ohio

Rhine L. McLin, Mayor

Population: 166,179

While the City of Dayton does not have a formal sustainable development program, it is committed to revitalizing its urban core. This includes investment in brownfields redevelopment to provide sites for business growth, investing in neighborhood business districts, and bringing in developers to provide affordable new housing. The seven member Office of Economic Development, within the Department of Planning and Community Development, is responsible for these activities. The Office of Economic Development's mission is promote economic vitality for Dayton's businesses and residents. The Department of Planning and Community Development oversees the city's housing and community development investment and historic preservation. In addition, there are a number of other organizations, community development corporations and businesses that help with community revitalization. For more information, call Norm Essman, Director, City of Dayton – Office of Economic Development at (937) 333-3634.

Dearborn, Michigan

Michael A. Guido, Mayor

Population: 97,775

Dearborn addresses sustainable development informally through its four person Economic and Community Development Department. The Department's mission includes stabilizing and enhancing the tax base and maintaining and enhancing the quality of life by fostering continued economic development, redevelopment and reuse of commercial and industrial sites, facilities and districts; assisting in the financing of public and private capital improvement projects; improving the housing stock and neighborhoods; and promoting improvement of the human environment.

Other organizations that play a role in sustainable development activities include the Economic Development Corporation of the City of Dearborn, the Brownfield Redevelopment Authority of the City of Dearborn, the West Dearborn Downtown Development Authority and the East Dearborn Development Authority. For more information, contact Romeo Betea, Director, Economic and Economic Development Department at (313) 943-2195

Denton, Texas

Euline Brock, Mayor

Population: 80,537

The Denton Planning and Development Department is formally responsible for sustainable development. Sustainable development is a goal of the Denton Plan and is

incorporated into the city's development standards in the Denton Development Code. The Code has been in place since February of 2002. No specific funding is in place.

A number of provisions of the Code reflect the ideals of sustainable development, including land uses should be balanced to maintain quality of life, a diverse economy and a well proportioned tax base. The strategy continues, noting that the city will provide opportunities for the development of a full array of land uses within the city while identifying and protecting environmentally sensitive areas, along with providing a variety of transportation options.

Other organizations, including the North Central Texas Council of Government engage in activities for regional mobility, sustainable development and green building codes. For more information, call Kelly Carpenter, AICP, Planning and Development Director at (940) 349-8504.

East Chicago, Indiana

Robert A. Pastrick, Mayor

Population: 32,414

East Chicago informally promotes sustainable development through its Department of Planning and Business Development, which is funded through the municipal budget. The Planning Department is tasked with providing information for and assistance to the public regarding the city's planning process and development requirements. It conducts land use, zoning and environmental design analyses for development applications and ensures quality physical developments and project consistency with City Codes, Ordinances and Policies, and researches and administers grant programs. The department also staffs and advises the Plan Commission, the Technical Review Committee and the Board of Zoning Appeals. The city also works with the Northwest Indiana Quality of Life Council on sustainable development programs. East Chicago has found that adopting a Technical Review Committee for all project review is an important aspect of advancing sustainable development efforts. For more information, call Kimberly L. Julkes, City Planner, Department of Planning and Business Development at (219) 391-8205.

Fort Lee, New Jersey

Jack Alter, Mayor

Population: 35,461

Two people within Fort Lee's Office of Economic Development are formally tasked with sustainable development responsibilities. The city government strives to add green space for its residents, discourage overdevelopment, and retain and increase the availability of affordable housing.

With respect to advice for communities considering adopting a sustainable development program, Fort Lee suggests that the governing body first determines whether its downtown business district is thriving without undertaking such an office or expense. If there are pockets where development is not occurring – a rule of thumb is 10 years

without any activity – then setting up an office that reports either to the Mayor or the City Council would be recommended. A study by an outside firm to establish the reasons why development is not occurring and what the potential for development could be would also be an important first step. For more information, call Raymond Levy, Director, Economic Development, Borough of Fort Lee at (201) 529-3727.

Fort Wayne, Indiana

Graham A. Richard, Mayor

Population: 205,727

Fort Wayne has not formally established sustainable development as a priority but has incorporated certain aspects to its community programs. A number of significant plans have recently been completed that have established goals, policies and specific strategies for sustaining and meeting community needs of future generations. These include a Blueprint for Downtown, and overall Housing Assessment and Comprehensive Strategy, a number of neighborhood and area plans, various utility and economic development strategies, and a Park Master Plan. Probably the most important effort, currently underway, is the combined Fort Wayne/Allen County Comprehensive Plan, set for completion in 2005. This “historic joint” City and County plan will incorporate and tie together other approved plans and set goals, policies and strategies to meet the needs of the community for the next 20 years.

As is typical in most communities, there are various non-governmental and quasi-governmental agencies and organizations involved in efforts related to sustainable development. These include the Chamber of Commerce, the Fort Wayne Economic Development Alliance, a number of non-profit community development/housing corporations, and several social services agencies and organizations. Furthermore, the City of Fort Wayne Division of Community Development is involved in many aspects of community development and planning. The Division’s established Mission Statement is “To develop and implement community-based strategies to enhance economic opportunity, build strong neighborhoods and ensure a framework for quality growth and development.” For more information, call Mark Becker, Director, Division of Community Development at (260) 427-1140.

Fort Worth, Texas

Michael J. Moncrief, Mayor

Population: 534,694

Fort Worth’s adopted Comprehensive Plan contains elements of sustainable development. The planning department and other departments carry out sustainable development initiatives, per the Comprehensive Plan. The Planning Department provides information and advice to help city officials and others make decisions about growth and development. The department annually updates the city’s Comprehensive Plan, which describes policies, programs and projects that support sustainable development.

The department helped create the Urban Village Development Program, which is one example of a sustainable development initiative. Urban villages serve as catalysts for public and private investment and support renewed economic activity in the central city, effectively building on the strengths of the area and connecting to adjacent neighborhoods.

Other organizations, such as the North Central Texas Council of Governments, also share in Fort Worth's sustainable development efforts. From its experiences, Fort Worth has found that the most crucial aspect of promoting sustainable development in the city involves educating and gaining support of key community leaders. For more information, call Fernando Costa, Planning Director, City of Fort Worth at (817) 392-8018.

Glendale Heights, Illinois

Linda Jackson, Mayor

Population: 31,765

Glendale Heights informally addresses sustainable development through its Community Development Department. The Department oversees all aspects of development and construction within the Village of Glendale Heights and ensures the established standards are followed through its many roles. Funding comes from the municipal budget. For more information, call T. Martin Olsen, Director of Community Development, Village of Glendale Heights at (630) 909-5334.

Hollywood, Florida

Mara Giuliani, Mayor

Population: 139,357

Hollywood's Comprehensive Plan, created and administered by the city's Office of Planning, contains many of the elements of sustainable development. The planning office shares some activities with other organizations. Broward County does land use and the city does zoning, site planning and other related activities. The city created a Master Plan and incorporates into it elements of a state-mandated plan. A General Fund funds planning activities. For more information, call Jaye Epstein, Director of City Planning, City of Hollywood Office of Planning at (954) 921-3471.

Irvington, New Jersey

Wayne Smith, Mayor

Population: 60,695

The Township of Irvington has an individual within the city's Office of the Business Administrator who is formally responsible for issues relating to sustainable development. Funded through the municipal budget, this office handles redevelopment efforts, brownfields, retail business recruitment, hotel development, planning and zoning. LISC, a subsidiary of the Ford Foundation, works with Irvington to support efforts in enhancing

the quality of life for residents, neighborhoods, education, economics and personal responsibility. For more information, call Mayor Wayne Smith at (973) 399-6639.

Long Beach, California

Beverly O'Neill, Mayor

Population: 471,000

The City of Long Beach City Council formally adopted a policy to “Create a Sustainable City Program” as part of the Long Beach 2010 Strategic Plan in June 2000. Since then, a policy for Municipal Green Building and Green Purchasing has been developed and adopted in June 2003. Much of this work occurs within a two person office in the city’s Advance Planning Division. With the assistance of a sustainability consultant and participation of other departments, Advance Planning staff developed and now administer the Municipal Green Building program and supervise the “Green Building Team.” The Leadership in Energy and Environmental Design (LEED) standard is used and two municipal green buildings are under development. The city’s general fund is the only financing source so far for the program. Staff is now also investigating a construction material recycling program. For more information, call Angela Reynolds, Advance Planning Office, City of Long Beach at (562) 570-6357.

Long Island, New York

(Sustainable Long Island)

Including Hempstead

James A. Garner, Mayor

Long Island has formally adopted many of the elements of sustainable development through its Sustainable Long Island program. The non-profit organization Sustainable Long Island coordinates efforts in brownfields redevelopment, regional smart growth programs, alternative transportation planning and community revitalization. Additionally, both county executives have sustainable development platforms, including promoting community participation and brownfields redevelopment, and area economic development programs, with over 100 employees to incorporate these policies. Long Island’s experiences indicate that supporting a sustainable development program requires coordination and shared efforts, especially those reflected in partnerships among the government, the private sector and community stakeholders. For more information, call Sarah Lansdale, Acting Executive Director, Sustainable Long Island at (631) 424-1799.

Los Gatos, California

Steve Glickman, Mayor

Population: 28,592

Sustainable development guidelines have been included in the town’s recently adopted Hillside Development Standards and Guidelines. A town-wide Sustainability Policy or Ordinance is being contemplated. For more information, call Suzanne Davis, Associate Planner, Town of Los Gatos at (408) 354-6875.

Louisville, Kentucky

Jerry E. Abramson, Mayor

Population: 694,000

Louisville does not currently have staff with direct, formal responsibility for the promotion of sustainable development in the community. However, the entire Planning and Design staff is responsible for implementing the city's Comprehensive Plan, Cornerstone 2020, which embodies many of the principles of sustainable development. Also, the new Land Development Code, established in March of 2003, constitutes the largest form-based code application in effect in the US today. The departmental mission states, "provide quality planning services that enhance and protect the economic, environmental and cultural resources of [the] community and region." Planning and Design Services strives to coordinate public and private actions to ensure well-planned development and responsible stewardship of community environmental resources. For more information, call Charles C. Cash, Jr., AIA, Director, Planning and Design Services at (502) 574-6230.

Loveland, Ohio

Brad Greenberg, Mayor

Population: 11,677

Loveland has not established sustainable development principles as goals or priorities for the city. Nevertheless, Loveland continues to add residential without commercial land use. The city tried to add sustainable mixed use but residents voted down the necessary changes to the zoning code to allow mixed use zoning. Thus, the city is headed toward residential growth only. General development issues are the responsibility of the Assistant City Manager. These include promoting commercial development; overseeing zoning and planning functions; redeveloping aging commercial areas; and recruiting and retaining businesses.

Moline, Illinois

Stanley F. Leach, Mayor

Population: 43,768

Moline, through an individual in its Economic Development Division, informally follows basic sustainable development precepts, placing much focus on brownfields and building reuse. Moline's goals, as noted in its Mission Statement, include:

- A dynamic and healthy economy providing a full range of employment opportunities.
- A diverse mix of housing in stable, safe, unique and attractive neighborhoods.
- An unsurpassed quality of life through outstanding recreation, educational, transportation, entertainment, cultural, retail and service opportunities.
- A healthy respect for and balance between the natural and built environments through the highest quality of environmental and urban design.

In addition to Moline's Economic Development Division, the Bi-State Regional Commission and the Quad City Development Group share responsibility for similar sustainable development efforts. Based on its experience, Moline recommends that other cities strongly consider creating a sustainable development office or including elements of sustainable development in existing city organizations. For more information, call James K. Bowman, Assistant City Administrator, Economic Development Division at (309) 797-0708.

Murfreesboro, Tennessee

Tommy Bragg, Mayor
Population: 68,816

Murfreesboro's Chamber of Commerce is informally tasked with sustainable development activities for the city. These activities currently fall under the auspices of the *Destination Rutherford* program, the result of an extensive citizen-based strategic planning process to address the future of Rutherford County. The three main goals of *Destination Rutherford* are Economic Growth and Balance, Leadership and Community Development, and Educational Advantages.

To ensure success in establishing sustainable development as a priority, Murfreesboro's Chamber of Commerce has several recommendations: Consider city job diversity and needs; establish clear goals which include leadership, advocacy and public (40%)/private (60%) funding across an area, county, district, etc.; and quantify results and report regularly to stakeholders. For more information, call Mark Herbison, Chamber Economic Recruiter, Ruth County Chamber of Commerce at (615) 893-6565.

New Haven, Connecticut

John DeStefano, Jr., Mayor
Population: 123,626

In New Haven, sustainable development initiatives formally reach a number of departments, including Planning, Engineering, Public Works, Economic Development and Education. The Mayor's Office and Office of City Planning coordinate sustainable development activities.

There is no single dedicated staff person but rather a group made up of individuals from several departments who work as a team, exchanging information and coordinating grant efforts.

Outside organizations that share responsibility for sustainable development efforts with New Haven include Environment North East, the Connecticut Fund for the Environment, ICLEI (Local Governments for Sustainability), Clean Cities, and Environmental Justice – New Haven.

Based on New Haven's experiences, it has much advice for other cities considering programs in sustainable development. Most importantly, the chief elected official needs

to make clear sustainable development is a priority. Departments and agencies can play a role, with the chief elected officer's staff providing some liaison help. Furthermore, colleges and universities are interested in this topic and can provide interns, research and other kinds of support. For more information, call Karyn M. Gilvarg, City Plan Director, City of New Haven at (203) 946 -6380

North Lauderdale, Florida

Gary Frankel, Mayor
Population: 32,264

The City of North Lauderdale does not address sustainable development. Organizations outside the city government that do share in sustainable development activities include the South Florida Regional Planning Council and the Broward County Planning Council.

North Little Rock, Arkansas

Patrick Henry Hays, Mayor
Population: 60,433

The City of North Little Rock has recently charged its Economic Development and Community Planning department to review sustainable development policies and programs. For more information, contact Todd Larson, Department of Commerce and Government Affairs at (501) 975-8885.

Orlando, Florida

Buddy Dyer, Mayor
Population: 185,951

Orlando's City Planning Division, a part of the city's Economic Development, formally addresses sustainable development throughout many aspects of its mission statement. Furthermore, the City Planning Division and other local agencies and other regional communities collaborate with various public and private stakeholders through programs such as central Florida's *myregion.org* program and the Healthy Communities Initiative.

The City Planning Division's Future Land Use plan incorporates the heart of sustainable development: planning that enhances traditional neighborhoods and land-uses while enabling mechanisms such as transit and infrastructure options that limit urban sprawl; ecosystem restoration and protection; and promoting sustainable economic growth and job creation. The city also takes a "greater than local approach" that strives to ensure that regional development occurs in a coordinated manner. The *myregion.org* program embodies much of this strategy. One of the major goals of the *myregion.org* program is to communicate the broad context of the issues affecting communities in the Orlando region through partnerships and collaboration. Through forging relationships among and between communities, governments, businesses, civic institutions and citizens of the region have a forum to reach consensus on regional priorities and strategies for long-term sustainability. Similarly, the Healthy Community Initiative (HCI) of Greater Orlando is working to promote collaborative efforts to strengthen community bonds; strengthen

support for families and children; and accept, appreciate and build upon diversity through a series of programs. Sustainable development is clearly a major part of Orlando's long-range planning effort, as the policies and programs of the City Planning Division, the *myregion.org* program and the HCI demonstrate. For more information, call Dean J. Grandin, Jr., AICP, Planning Director, City of Orlando at (407) 246-2269.

Renton, Washington

Kathy Keolker-Wheeler, Mayor

Population: 53,840

Renton does not have an established office of sustainable development. However, in Washington State, at least, cities are facing constant financial pressures from tax limitations and reduction initiatives, and a tax base that does not reward cities for encouraging living wage jobs.

Renton has adopted State and local regulations that preserve and protect flora and fauna and has acted to restore, protect and preserve critical habitat and species in the city. The city, however, makes no apologies for adopting very aggressive economic development activities, which it finds to be critically important to its long-term viability as a community.

Renton's adopted Business Plan specifically mentions "encouraging responsible growth and promoting economic vitality," which the city feels includes working toward sustainable development. For more information, call Jay Covington, CAO, City of Renton at (425) 430-6500.

San Bernardino, California

Judith Valles, Mayor

Population: 185,401

The City of San Bernardino has informally adopted a policy of sustainable development through its Economic Development Agency. The agency is a focused and diversified organization whose mission is to enhance the quality of life for the citizens of San Bernardino by creating and retaining jobs, eliminating physical and social blight, supporting culture and the arts, developing a balanced mix of quality housing, along with attracting and assisting business both independently and through public-private partnerships. Funding for these programs comes from property tax increments, bond proceeds, CDBG, HOME, and ESG. For more information, call Gary Van Osdel, Executive Director, City of San Bernardino Economic Development Agency at (909) 663-1044.

Santa Barbara, California

Marty Blum, Mayor

Population: 92,325

The City of Santa Barbara informally addresses sustainable development issues through its Community Development Director in the Department of Planning/Community Development. As the name implies, the department is in charge of how Santa Barbara develops as a community. Additionally, there are several non-profit citizens groups that advocate smart growth, livable communities, community action networks, and sustainable transportation. The membership of these organizations range from 100 to 600 people. Each has an executive director, prepares and delivers statements about land use projects, and presents speakers and information to the public. However, no one has formally defined sustainable development as it applies to Santa Barbara and its environs. If a cohesive sustainable development plan is to emerge, the established groups and the community need to define terms and set goals and missions. For more information, call Paul Casey, Community Development Director, City of Santa Barbara at (805) 564-5503.

Savannah, Georgia

Otis S. Johnson, Mayor

Population: 131,510

Savannah's Metropolitan Planning Commission officially administers sustainable development principles in the community. The MPC, with a staff of 30, is the city/county planning agency for comprehensive planning, transportation planning and individual zoning petitions. From its experiences in promoting sustainable development, the Metropolitan Planning Commission has found that a key component of success is to ensure that the mayor and other elected officials are supportive. For more information, call Michael B. Brown, City Manager, City of Savannah at (912) 651-6415.

Seattle, Washington

Greg Nickels, Mayor

Population: 563,374

Seattle's Office of Sustainability and Environment (OSE) formally and officially provides the leadership, tools, and information to help the city government and other organizations use natural resources efficiently, prevent pollution, and improve the economic, environmental, and social well-being of current and future generations. OSE specifically works with city departments and other partners to facilitate and coordinate implementation of the city's Environmental Action Agenda. The office has a staff of six, with four full-time employees and two half-time employees on loan from other departments. Additionally, there is one person on loan from the EPA. The OSE is part of the Mayor's office. The non-profit organization Sustainable Seattle is also responsible for sustainable development efforts in the city. For more information, contact Steve Nicholas, Director, Office of Sustainability and Environment, City of Seattle at (206) 615-0829.

Tamarac, Florida

Joe Schreiber, Mayor

Population: 55,588

Twelve people on the staff of Tamarac's Community Development Department informally work toward sustainable development. The Department is composed of three divisions, Economic Development, Occupational Licensing, and Planning and Zoning. Each division together makes every effort in maintaining a higher quality of life for those living and working in the city. The Department's mission, also mirrored in its vision statement, is to equitably apply the city codes, to maintain and enhance the city's high standards through effective planning techniques and to promote a business friendly attitude.

The programs of the Economic Development Division seek to increase the tax revenues of the city. The Division is responsible for business recruitment, retention, and housing and the mission is to promote and enhance the economic vitality of the city by attracting businesses through innovative marketing and providing a positive business environment. Occupational Licensing works in tandem with the goals of the Economic Development Division by ensuring that all businesses are in compliance with the city licensing codes. The Planning and Zoning Division encourages public and private participation in the development process while providing information on zoning and land development.

In order to achieve sustainable development, according to Tamarac, it is important to realize that no one policy approach will transform a city or a community. A first step is the process or evaluation of how the community wants to grow. Use of a collaborative process resulting in a community vision, which will guide on how and where the community wants to grow, is recommended. For more information, call J. Christopher King, Director, Community Development Department at (954) 724-1294.

University Heights, Ohio

Beryl E. Rothschild, Mayor

Population: 14,146

University Heights formally established sustainable development as a priority through its 14 city First Suburbs Consortium. The city does not have one person in the administration devoted full time to development; it is too small. Rather, it uses outside services when needed, including the First Suburbs Consortium. Funding comes from a pool of money from the 14 suburbs in the Consortium and grants.

In establishing a local sustainable development program, University Heights recommends creating a sustainable economic bank to fill in the funding "gap" needed in getting a development done. The city also emphasizes the importance of knowing where you are headed, and then aiming to get there. For more information, contact Mayor Beryl E. Rothschild or Community Coordinator Walter Stinson at (216) 932-7800.

Westlake, Ohio

Dennis M. Clough, Mayor

Population: 31,719

The city of Westlake has informally established sustainable development as a goal. The city's Department of Planning and Economic Development implements sustainable principles in its planning efforts. For more information, call Robert Parry, Director of Planning and Economic Development, City of Westlake at (440) 617-4307.