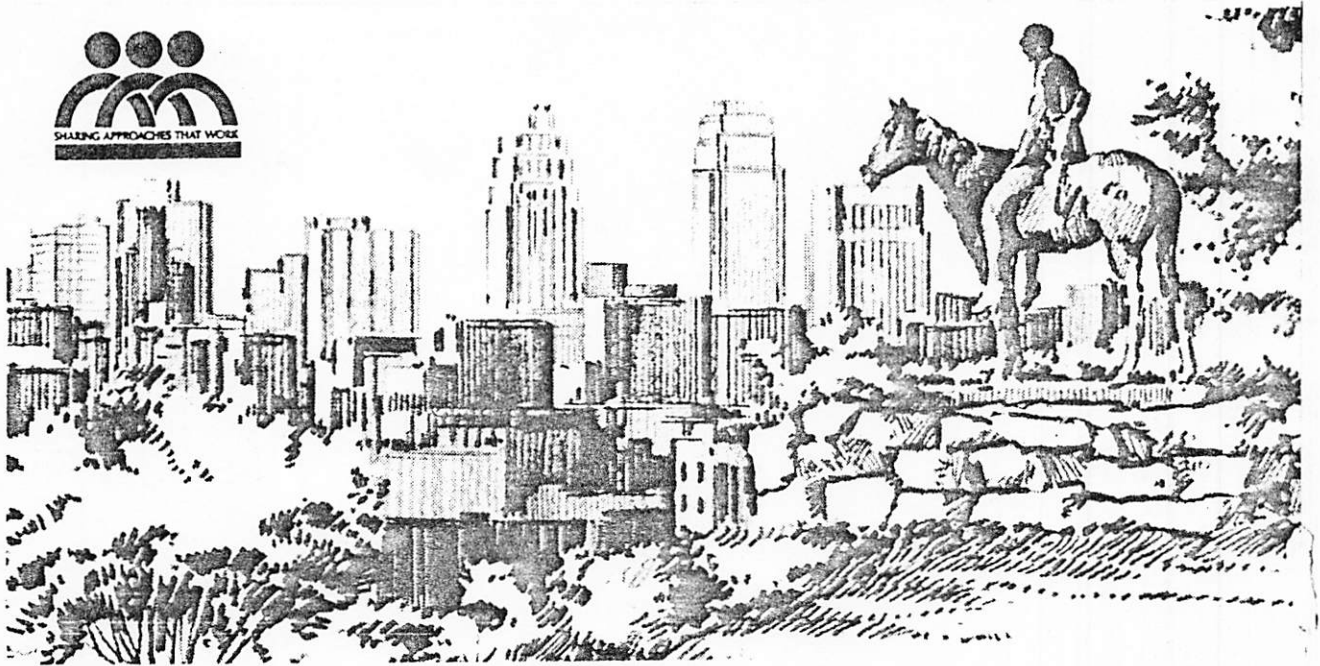


BLUEPRINTS FOR SUCCESS

Sharing Approaches That Work

University of Missouri-Kansas City

May 10-11, 1984



"Indeed, one might say that the great divide in the world today is not so much between the rich and the poor—

*or between
the educated, healthier and wealthier and the illiterate,
malnourished and impoverished—*

*as between those who think that
humans can shape their own destiny, and those who still believe
that one's fate is decided by outside forces." —Richard Critchfield*

BLUEPRINTS FOR SUCCESS Sharing Approaches That Work

A two-day conference brought together business, community service, human resource and neighborhood organizations. This forum, incorporating exhibits, panel discussions, group dialogues and general sessions, provided an opportunity to share workable approaches to community problems in education, health care, effective government, neighborhood development and economic progress.

Spot-lighted were area projects and programs that have successfully achieved their objectives. The "experts" participating in the conference were the very citizens who brought these projects to fruition.

OBJECTIVES

Highlight creative local development efforts throughout the metropolitan region.

Identify key factors which contributed to successful development.

Encourage partnerships among private, public and volunteer groups to enhance the effectiveness of local development.

BLUEPRINTS FOR SUCCESS
UNIVERSITY OF MISSOURI, KANSAS CITY

Thursday, May 10

Friday, May 11

8:00 a.m. REGISTRATION
PROJECT DISPLAYS
Set-Up and Viewing

9:30 a.m. GENERAL SESSION
Welcome - Chancellor Russell
Opening Talk - Betty Werlein Carter
"What Sharing Approaches Can Mean"

Historical Perspectives
"Turning Points and Present Activities"

Interest Group Caucus

12:30 p.m. BUFFET LUNCHEON
DISPLAY VIEWING

1:30 p.m. PANEL
"Approaches That Work"
- Marcia Dickinson
Independence Cent\$ble Energy Project
- Ken Nicolay
North K. C. Development Company
- Melanie Thurman
Kansas City, Ks. Community College
Senior Citizens Program
- Keith Brown
Neighborhood Alliance Crime Watch Program
- David Wolfe
Shawnee Mission School District Issues Program

2:30 p.m. GROUP DIALOGUES
"Key Elements in Effective Development"

4:00 p.m. GENERAL SESSION
Reports and Reflection

5:00 p.m. ADJOURN

8:00 a.m. PROJECT VIEWING
REGISTRATION

8:30 a.m. GROUP DIALOGUES
"Shaping the Future"
Strategic Directions

10:30 a.m. MULTI-MEDIA PRESENTATION
"Kansas City: A New Vision"
- Jim Rice, Kansas City Think Tank

10:50 a.m. GENERAL SESSION
"Building the Metropolitan Story"
Reports and Reflections

12:30 p.m. BUFFET LUNCH

1:00 p.m. CLOSING
"The Future: The View from the Press Box"
- David Zeech, Diane Stafford, Steve Nicely

2:00 p.m. - PUBLIC RECEPTION
4:00 p.m. DISPLAY VIEWING
Hosts:
- Barbara J. Potts
Chairwoman, Mid-America Regional Council
Mayor, Independence, Mo.
- Jack Reardon
Mayor, Kansas City, Ks.
- Joanne Collins
Councilwoman, Kansas City, Mo.

Entertainment: Kansas City Chorale

"Naming the Metropolitan Area" Contest.

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Councils

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Shawnee Mission
School District

David Wolfe
Shawnee Mission
School District

Priscilla Wilson
Institute of Cultural Affairs

Donna Woodard Ziegenhorn
Home Box Office

KEY ELEMENTS IN DEVELOPMENT

I EDUCATION

In the arena of Education, a key to successful development is total community involvement. An example is the Westport Cluster of Schools' parent, non-parent, business, administration and teachers involvement in planning and implementation.

In the arena of Education, a key to successful development is creativity in perceiving the needs of the student and matching those needs with identified resources. An example is the development of a strategy to help a blind student be successful in a particular class, ie hands-on materials for a calculus class.

In the arena of Education, a key to successful development is developing a creative approach to a well defined goal. An example is decreasing the unemployment through a low cost or no cost one-day conference lunch on job search skills through a team effort (ie the Community Colleges/ State Department of Education/CETA and Job Services).

In the arena of Education, a key to successful development is networking and public relations. An example is the Learning Exchange which works with approximately 30 schools districts in the Kansas City Metro Area.

In the arena of Education, a key to successful development is appreciation, communication and dedication. An example is Bishop Hogan High School. An appreciation for the diversity of its students, communicating the success to its public and dedication to serving the community through quality education constitute Bishop Hogan's formula for success.

II ECONOMIC DEVELOPMENT

In the arena of Economic Development, a key to successful development is the ability to move the system - open communications. An example is the North Kansas City Development Company's experience of turning around a downtown via an innovative, clear strategy and philosophy with practical applications.

In the arena of Economic Development, a key to successful development is a marketing strategy. An example is how the Kansas City Futures Committee promoted the sales tax. Marketing is promoting the product and services. The marketing strategy based upon the feasibility study.

In the arena of Economic Development, a key to successful development is resource linkage. An example is VISTA International Hotel, ATT Office Development.

In the arena of Economic Development, a key to successful development is a feasibility study. An example is the recent Midwest Research Institute studies on the strategy for Kansas City. The feasibility strategy should evaluate the local infrastructure of both government and business, as well as look at the location, tax base, skills of labor force, transportation, education and cost of living within the community.

In the arena of economic Development, a key to successful development is committed, risk-taking leadership. An example is J.C. Nichols: The Plaza experience developing and maintaining economic growth through single company ownership, vision and committment.

III COMMUNITY DEVELOPMENT & LEADERSHIP DEVELOPMENT

In the arena of Community Development, a key to successful development is identifying goals by listening to real needs. An example is the Ad Hoc Group - Crime Prevention - which responded to community frustration of dealing with uncontrollable crime. Also cultural awareness, identifying the need to bring the community together to promote ethnic heritage. This fiesta is established during National Hispanic Heritage Week. These include optimism, confidence, revitalization and re-commitment to the job before us.

In the arena of community and leadership development, a key to successful development is follow-up with perserverence. An example is marketing experience that indicates that 60% of all "sales" are made after the fourth call. The experience of neighborhood councils has been that if continued attempts and invitations (in one specific case 3 years) are made, people will become involved in efforts of community development.

In the arena of Community Development, a key to successful development is think big, plan optimistically, put into bite-sized pieces. An example is for the Crime Watch program. Meetings throughout the city inform citizens of block watch skills. Each neighborhood divides into blocks, canvasses for funds for signs are held, and block watchers and captains are identified. Follow-up meetings enhance enthusiasm and encourage each group to reach at least 80% participation.

In the arena of Community Development, a key to successful development is broadening community involvement by asking all resources in the community. An example is asking others in the metropolitan area with experience or expertise in an area in which you lack experience or expertise so your plan benefits from their experience but nonetheless, is tailored to your specific needs.

In the arena of Community Development, a key to successful development is developing credibility and respect through honesty and trust. An example is initiating a program and achieving successes breeds further involvement and trust in the community, specifically the Paint-Up program in 49/63' neighborhood. The demand exceeds the supply for paint this year due to visible results from last year's program. It was attained through honesty, trust and respect of city employees, neighborhood leaders and the neighborhoods in general.

IV EDUCATION

In the arena of Education, a key to successful development is Parent-Community involvement. An example is School Advisory Committees and Cluster Councils. The Shawnee Mission School District Issues Program. These programs are outgrowths of community perceived needs and are sustained by joint project community-based support.

In the arena of Education, a key to successful development is praise for workers. An example is Teacher Appreciation Breakfast - Westport Cluster.

In the arena of Education, a key to successful development is building on ethnic diversity. An example is Bishop Hogan High School which strives first to be academically excellent and open to all races, religious and cultural diversity (including foreign students). The learning experience for the students is one of education of the whole person. They are prepared to meet with people comfortably through life, in business, etc.

In the arena of Education a key to successful development is to plan clear strategies. An example is the focus of activity which parents in the Pershing Elementary S.A.C. used to develop a resource center, the planning sessions of the Westport Cluster principals, and the focus on elders. continuing education at the KCKS Community College, and the KCMO school district strategic plan.

In the arena of Education a key to successful development is inter-school support and communication. An example is 1) the Shawnee Mission Issues Project. Students in grades 7-12 from schools throughout Greater KC area are invited to participate in the program. It is a 2-day conference designed with student input for student participation in the resolving of issues in today's world.
2) Westport Cluster Pilot Project in the Kansas City School District.

V HOUSING AND SOCIAL SERVICES

In the arena of Housing and Social Services a key to successful development is passion for the work. An example is staff with a vision, such as the Children's Place and Prison Fellowship; driving through the snow to keep a date at Leavenworth Prison or working 3 years with abused children.

In the arena of Housing and Social Services a key to successful development is evaluation. An example is in the pre-evaluation planning a trip to the horse races was planned for the senior citizens. After input from the senior citizens (the clientel) they wanted to go to Las Vegas.

In the arena of Housing and Social Services a key to successful development is diversified base of support. An example is Homesharing which is a compliment to other social services. Funding provided by a number of sources including private foundations, United Way and private giving. Appeals to a wide variety of clientele including elderly, low income, young people, single mothers with children.

In the arena of Housing and Social Services a key to successful development is to develop institutional program goals and objectives. An example is The Children's Place Five Year Plan. (designed to provide "roadmap" for achieving agency mission over the next five years.) This serves as a staff and Board guidelines for program development and assessment.

In the arena of Housing and Social Services a key to successful development is sharing and utilizing resources. An example is drawing information from more experienced sources.

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BRAINSTORM OF CHALLENGES

This brainstorm of the challenges we face in "Shaping the Future" was referred to, as strategic directions were forged:

- Finding a balance between local interests and the interests of the whole area
- Establishing a metro image on a national scale
- Understanding and appreciation of regional
- Actively involve differences -"delightful diversity"
- Identify individual and mutual benefits of having a common tax base
- Need to revitalize education
- Lack of responsible media coverage
- Total metropolitan coordination
- To improve accessibility (mass transit and roads)
- Managing housing sprawl
- Set attainable regional goals
- "Show me" mentality
- Establishing a metro image
- JOBS
- Creative change - finding the right balance of stability and change for KC
- Overcoming disunity - political, racial, and economic development
- Comprehensive land use
- Need for common meeting area
- Private industry involvement in neighborhood development

BRAINSTORM OF CHALLENGES (cont.)

- Redefine image of metro area and our responsibility
- Make education a part of total community
- Issue of aging population
- Lack of metropolitan consciousness
- Positive involvement of the elderly
- Affordable and adequate transportation
- Limited opportunities for minorities
- Unifying vocational training and employment education efforts
- Understanding and appreciation of cultural diversity
- Fragmentation of social service provisions
- Coordination of limited resources
- Ease and eliminate geographical and political fragmentation
- Establish sense of excellence in education
- Better communication resulting in cohesiveness of groups working on major issues
- Financing regional capital infrastructure
- Integration of "all the plazas"

The Strategic Direction of defining and alignment of education with the future impacts the challenge of REVITALIZING EDUCATION. This is important because without relevant education, our future cannot be fully realized. This could be done through 1. Common and stronger tax base, 2. Better utilization of existing and new resources, 3. Broadening the scope of education to include the total community, 4. Metro-wide Academic Olympics.

The Strategic Direction of MEDIA MARKETS POSITIVE METRO IMAGE impacts the challenge of LACK OF RESPONSIBLE MEDIA COVERAGE, AND ESTABLISHING A NEW METRO IMAGE, AND OVERCOMING DISUNITY. This is important because media influences a greater body of people with ultimate impact. It's also the most expedient vehicle for communication and change. This could be done through 1. Bring together all media decision makers to agree on responsibility for GKC development. 2. Representatives of each resurgent group would coordinate meeting. 3. Establish a task force from each group to communicate ongoing activities.

The Strategic Direction of NEIGHBORHOOD/BUSINESS CO-OPERATIVE PLANNING AND FOLLOW THROUGH impacts the challenge of MANAGING HOUSING SPRAWL, METROPOLITAN COORDINATION, AND BALANCING CREATIVE CHANGE. This is important because businesses and neighborhoods can compliment each other successfully given the motivation. This could be done through 1. Open communication of the community regarding developmental needs. 2. Cooperation between public and private sector in the realization of "grey" areas. 3. Specific funding for rehabilitation of existing and development of new businesses and residences.

The Strategic Direction of ESTABLISHING A KC METRO IMPLEMENTATION COUNCIL impacts the challenge of EACH OF THE CHALLENGES. This is important because it facilitates the overall achievement of our mutual goals and empowers various groups. This could be done through 1. Consensus of rep. of existing groups. 2. Co-operation, 3. Recognition of mutual benefits.

The Strategic Direction of IMPROVING ACCESS THROUGHOUT THE METRO AREA impacts the challenges of GETTING AROUND, MOVING GOODS AND SERVICES AND DEVELOPMENT PLANNING. This is important because people can get where they need to get. This could be done through 1. Joint transportation planning, 2. mass transit.

The Strategic Direction of EDUCATION ON PREPARATION FOR LIFETIME OCCUPATION impacts the challenge of REVITALIZING EDUCATION. This is important because technicality of business requirements. This could be done through 1. Introducing courses to fulfill this need, 2. Improved financing through taxation, 3. Business providing the educational system of the requirements for employment.

The Strategic Direction of PLACING KANSAS CITY INTO A WORLD PERSPECTIVE impacts the challenge of PERSON TO PERSON COMMUNICATION ACROSS METRO, NATIONAL, ETHNIC, AND CULTURAL LINE. This is important because the future of the world is broader than this country. This could be done through 1. teaching basic person to person communications skills, 2. An opening up of the media to dialogues.

The Strategic Direction of BUILDING HIGHER EDUCATION, BUSINESS PARTNERSHIPS AND JOBS DEVELOPMENT impacts the challenge of JOBS AND QUALITY EDUCATION. This is important because it ensures people being educated for jobs development. This could be done through 1. Think Tank organizations, 2. University and College Coordinators, 3. Dialogues for communication in groups.

STRATEGIC DIRECTIONS

The Strategic Direction of EDUCATIONAL FUNDING THROUGH IMPROVED I.E. INCREASED TAXATION impacts the challenge of REVITALIZING EDUCATION. This is important because of the broad societal implications of quality education or the lack thereof. This could be done through 1. Reassessment of property (Mo.) 2. Consolidation of school districts to reduce duplication of services, 3. Regional coalition for quality education to explore possible coordination of resources, collaboration in problem solving.

The Strategic Direction of a METROPOLITAN AUTHORITY impacts the challenge of ESTABLISHING A METRO IMAGE. This is important because metropolitan directions could be established for more cooperation area wide. This could be done through 1. A study proving that such cooperation would be beneficial to all. 2. Getting the state legislatures to approve inter-state cooperation.

The Strategic Direction of BROAD-BASED NONPOLITICAL LEADERSHIP impacts the challenge of OVERCOMING DISUNITY. This is important because disunity is interfering with progress. This could be done through 1. Recognize and publicize existing cooperative efforts, 2. Create a grassroots task force to prepare recommendations for metropolitan cooperation, 3. Assemble a group of "movers and shakers," the power brokers, to set in motion the cooperation strategies.

The Strategic Direction of FACILITATING COMMUNITY INPUT WITH MEDIA impacts the challenge of LACK OF RESPONSIBLE MEDIA COVERAGE. This is important because accurate and adequate communication is crucial to any success. This could be done through 1. open dialogue with media leaders, 2. Become part of identifying needs and problems 3. Establish annual "Solution Broadcast" Day.

The Strategic Direction of REESTABLISHING A LOCAL CIVILIAN CONSERVATION CORPS impacts the challenge of HUMAN AND NATURAL RESOURCE BASE NEEDS. This is important because it addresses local social and economic needs. This could be done through 1. Use model California legislation, 2. Research status of Senate bill 28 for reestablishing civilian conservation corps. 3. Formation of support citizens group. Have local business and industry help with funding.

The Strategic Direction of ACTIVELY PURSUING A KC WORLDS FAIR impacts the challenges of establishing metro image on national scale, OVERCOMING DISUNITY, JOBS ESPECIALLY FOR YOUTH. This is important because challenges would become reality. This could be done through 1. State/local/ private funding, 2. Planning.

The Strategic Direction of IMPROVING THE VISION OF LEADERS AND A FIRM CRITERIA FOR EVALUATING EFFECTIVENESS impacts the challenge of DISPASSIONATE LEADERSHIP. This could be done through 1. limit terms of office 2. Upward mobility, 3. Reduce apathy 4. Build neighborhood leadership for effective development and ability to use the system.

The Strategic Direction of FORMING ALL-INCLUSIVE CROSS-SECTION impacts the challenge of OVERCOMING DISUNITY. This is important because everyone is in this together. This could be done through 1. Expanding membership, 2. Publicizing groups 3. Continuous evaluation.

BLUEPRINTS FOR SUCCESS STRATEGIC DIRECTIONS

The Strategic Direction of SOME FORM OF REGIONAL GOVERNMENT WITH CLOUT; STRENGTHEN NEIGHBORHOOD EGOS SO NOT THREATENED BY MELDING WITH OTHER GROUPS impacts the challenge(s) of lack of Metropolitan Conscience. This is important because _____. This could be done through A. Consolidation of government and quasi-government functions (example - tourism), Councils (Mayors, Chambers, etc.). B. Information, publicity about what is available, two-way communication.

The Strategic Direction of INCREASING PRIVATE SECTOR INVOLVEMENT IN NEIGHBORHOOD REVITALIZATION impacts the challenge of jobs and urban sprawl. This is important because of loss of government funding. There is a need for skills/sharing experiences which make urban liveable. This could be done through dinner and home tours for the business community, grouping of neighborhoods to hire a fund-raiser/promoter, SHARING APPROACHES THAT WORK in neighborhood groupings, Neighborhood Management Center at Rockhurst.

The Strategic Direction of IMPROVING EDUCATION impacts the challenge of Future of Kansas City. This is important because without quality education, the future of Kansas City is not secure. This could be done through A. Changing the State formula for funding Missouri Schools in the Kansas City Metro Area. B. Vocational program relating with future needs. C. Program to provide for KC residents to visit schools and become better acquainted with program and climate of their schools. D. Higher standard and accountability of staff, parents, community and students. E. Identification of people who have children in private schools and would prefer them to attend public schools and hold a forum with these people and school officials to assess needs and develop strategies to attract them to public schools.

The Strategic Direction of REVITALIZING URBAN CENTERS impacts the challenges of urban sprawl and intercity decay. This is important because without it disunity will grow. This could be done through A. Urban homestead policy. B. Tax incentives. C. Strong zoning system. D. Neighborhood support. E. Supportive commercial (grocery and drug). F. Neighborhood schools.

The Strategic Direction of DEVELOPING A METRO-WIDE COMMUNICATION SYSTEM impacts the challenges of Disunity and Metropolitan Coordination. This is important because it will demonstrate a Unity Image of the Metropolitan Area. This could be done through A. Metroloitan Advisory Board - Liasion of Municipal governments. B. Representative TAsk Force of Action Oriented People. C. Calendar of events. E. Directing of Referral Services.

Strategic Directions

The Strategic Direction of SET UP GROUP TO MONITOR MEDIA AND WORK WITH ADVERTISERS TO PROMOTE EDITORIAL POLICY CHANGE impacts the challenge of MEDIA RESPONSIBILITY. This is important because irresponsible news coverage prejudices community. This could be done through 1. Document specific abuses, 2. Evaluate the media and publicize findings, 3. Arrange money to buy from Cap. Cities (32 Million) and establish board of directors with criteria for responsible journalism, 4. Boycott advertisers if necessary and no sexist advertizing.

The Strategic Direction of GETTING MORE PEOPLE INVOLVED IN LONG RANGE PLANNING impacts the challenge of ALL OF THE CHALLENGES. This is important because without diverse representation in the planning stage you are not addressing the needs of the total community. This could be done through 1. Newsletter, personal correspondence, 2. Direct contact with other groups, 3. Creative places for needs assessment meeting are street corners, bars, laundromats, churches, schools, neighborhood centers, etc.

The Strategic Direction of ACTION NOW impacts the challenge of ALL OF THE CHALLENGES. This is important because our plans demand action or nothing will get done. This could be done through 1. Strong leadership, 2. Getting information out that includes steps and ideas that others can use for action, 3. Direct group involvement.

The Strategic Direction of COLLABORATING WITH OTHER GROUPS WHO HAVE IDENTIFIED SOME GOALS impacts the challenge of ACTIVELY INVOLVING EVERYONE. This is important because it pools strengths. This could be done through 1. Networking, 2. An annual repeat of a "Blueprints" conference; each conference to have a fresh agenda, 3. Publication of a "Blueprints" newsletter, quarterly, to keep all informed between conferences, annual.

The Strategic Direction of INCREASING NEIGHBORHOOD PARTICIPATION impacts the challenge of EVERYONE DOES NOT PARTICIPATE IN DEVELOPMENT. This is important because we would take advantage of our diversity. This could be done through 1. Strengthen neighborhood organizations, 2. Develop regional coalition of neighborhoods, 3. Shared decision making between neighborhoods and city governments.

**BLUEPRINTS FOR SUCCESS
STRATEGIC DIRECTIONS**

The Strategic Direction of DEVELOPING REGIONAL IDENTITY LEADING TO ORGANIZATION AND COORDINATION impacts the challenges of metropolitan disunity, metropolitan sprawl, 2 states, diverse cultural groups and divided region. This could be done through A. Integration of social services on a regional basis. B. Contest for regional symbol and name.

The Strategic Direction of DEVELOPING SKILLS FOR CHANGE impacts the challenge of unrevitalized education. This is important because we would have improved likelihood and quality of changes. This could be done through A. Increase funding for public education. B. Interface business and educational structures.

The Strategic Direction of IMAGING POTENTIAL FOR FUTURE CHANGE. impacts the challenges of lack of metropolitan image and consciousness. This is important because it overcomes the "Show Me" mentality. This could be done through A. New edition of K.C. Think Tank Presentation. B. Series of meetings like Blueprints for Success.

THE KANSAS CITY PIONEER, PAST, PRESENT AND FUTURE

Throughout the heartland experience characterizing life in our Kansas City area is a historic sensitivity to individual ingenuity and perseverance as well as group innovation and cooperation.

In the events of the past and present we have met challenges by understanding the importance of relying on those human qualities and resources inherent in our residents.

From our beginnings, Kansas City has been the urban edge of the West, the place where pioneers and frontiersmen gathered, out-fitted themselves and embarked on trails westward. We were a connecting hub between the East and the West.

The pioneering spirit manifested itself in the development of a community embodying needs and amenities. Urban transit, city zone planning, parks and boulevards, the stockyards and grain exchange, Kansas City jazz, the Plaza and a prototype junior college network were examples of that spirit. But never so dramatically, perhaps, as when Kansas Citians rebuilt Convention Hall in 90 days after it was razed by fire in 1901 -- in time for the Democratic National Convention.

We have sometimes been stubborn -- a quality growing out of self-reliance and individual initiative. We've been willing to take risks as we pursued new ideas.

This pioneering spirit lives on to more recent times. The present derives strengths from the roots of the past and branches out toward the future with promise and creative vision. An emphasis and determination toward a total area community has been seen in such developments as Midwest Research Institute, Mid-America Regional Council, Crown Center, convention and tourism and a center for agri-business and international trade.

Helping revitalize our economic base has been a commitment to education and the arts, a strong junior college system, better health care provision and creation of professional sports enterprises.

Grassroots vision and spirit have come into play as we responded to disasters and the need for long-term neighborhood development and enrichment. Citizens reacted compassionately and heroically to tragedies such as the Hyatt Hotel disaster and the Plaza Flood. Such set-backs served only as a stimulus to renewal and better governmental and legal protections.

The resurgence of neighborhoods has permitted individual to become involved in their communities, to be responsive to specific needs. Housing, crime prevention, youth employment, energy conservation, education and communication are concerns being met.

The future of the Kansas City Metropolitan region will rely not so much on creating a new identity as pin-pointing and building on local strengths. In fact, to quote the late civic leader, Joyce Hall, "It will be a matter of recognizing what we do best...then doing more of it!!".

At the same time, community progress will come with exploration of new possibilities. These include inter-neighborhood communications, research in science and agriculture, coordinated metropolitan government, and private business leadership.

The success of these efforts could lead to a variety of achievements, including new and strengthened roles as a transportation center, leader in education, innovator in care and utilization of our elderly, preservationist of our natural resources and a leader in trade, food and energy innovation.

Our lifestyle's assets will derive from the creation of an environment that is diversified, liveable and stable. The dynamic of our region's future will rely on cooperation, partnerships, citizen networks, and coordinated long-range strategic planning for the entire region.

A world's fair, a revitalized Union Station, tourism development, an expanded downtown, rapid transit and other achievements are only parts of the metropolitan image that will be an example to other communities across the nation -- an example that speaks to what can be done when people in the community dream and engineer their own future.

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