

# NATIONAL LEAGUE OF CITIES

## 81st CONGRESS OF CITIES AND EXPOSITION

November 30 through  
December 4, 2004

Indiana Convention Center  
& RCA Dome

Indianapolis  
Indiana



*America's Cities and Towns*  
**RACING  
TOWARD  
A BETTER  
FUTURE**

June, 2004

Dear Local Official:

I am delighted to invite you to Indianapolis, Indiana, for the National League of Cities 81st Congress of Cities and Exposition – *America's Cities and Towns Racing Toward a Better Future*. We are living in both exciting and very challenging times, and as local elected officials we have very demanding jobs. The program we have planned reflects the time we live in and deals directly with issues facing our cities. This year's Congress of Cities and Exposition will provide you with many opportunities to learn more about what your colleagues in other cities are doing, what products and services are available to your city, and for you to share your own ideas and lessons.

As you review the program content and examine the many educational seminars, workshop sessions, and networking opportunities available at this year's conference, you will find an abundance of riches. I encourage you to visit the NLC website often for updates on the many workshops and activities being planned for all delegates. If you have never attended an NLC Congress of Cities and Exposition, I encourage you to make it to this year's conference. The activities planned will provide value and benefits to you and your city.

Please join us in Indianapolis this November 30 - December 4 as we help America's Cities and Towns Race Toward a Better Future.

Sincerely,

**Charles Lyons**

President  
Selectman  
Arlington, Massachusetts



*"You owe it to your constituents to acquire more education at this conference. An idea from a previous Congress of Cities prompted our city to develop a state-of-the-art economic development program that has helped local business be more successful."*

**Margaret Finlay**  
Councilmember  
Duarte, California

*"Attending the NLC Congress of Cities justified its cost by helping me become a more informed elected official. Powerful general sessions, cutting-edge educational sessions, and numerous opportunities to network with others come together to form a meaningful experience. Don't miss out on Indianapolis!"*

**Thomas Lane**  
Commissioner  
Fargo, North Dakota

*"Action packed days with hundreds of fellow local elected officials who are eager to learn from each other. This combines to make a richly rewarding experience."*

**Bob Overstreet**  
Councilmember  
Everett, Washington



## PRELIMINARY CONFERENCE SCHEDULE

### MONDAY

NOVEMBER 29

Registration Opens  
3:00 p.m. – 5:00 p.m.

### TUESDAY

NOVEMBER 30

Registration  
7:30 a.m. – 5:00 p.m.

Leadership Training  
Institute Seminars  
9:00 a.m. – 5:00 p.m.

### WEDNESDAY

DECEMBER 1

Registration  
7:30 a.m. – 8:00 p.m.

Board of Directors Meeting  
Advisory Council Meeting  
Policy and Advocacy  
Committee Meetings  
9:00 a.m. – 5:00 p.m.

Mobile Workshops  
9:00 a.m. – 5:00 p.m.

Leadership Training Institute  
Seminars  
9:00 a.m. – 5:00 p.m.

NLC Member Services  
Noon – 6:00 p.m.

Orientation Session for First  
Time Attendees  
5:45 p.m. – 6:45 p.m.

Opening Reception with  
Exhibitors  
6:30 p.m. – 8:00 p.m.

### THURSDAY

DECEMBER 2

Registration  
7:30 a.m. – 5:00 p.m.

Opening General Session  
9:00 a.m. – 11:00 a.m.

Welcoming Lunch in Exhibit Hall  
11:00 a.m. – 1:00 p.m.

Exposition  
11:00 a.m. – 5:00 p.m.

Conference Workshops  
1:00 p.m. – 2:30 p.m.

Resolutions Committee Meeting  
1:00 p.m.

Mobile Workshops  
1:30 p.m. – 5:00 p.m.

Break  
2:30 p.m. – 3:00 p.m.

Conference Workshops  
3:00 p.m. – 4:30 p.m.

Nominating Committee Hearing  
4:30 p.m. – 6:00 p.m.

State Municipal League and  
Constituency Group Receptions/  
Events  
5:00 p.m. – 8:00 p.m.

### FRIDAY

DECEMBER 3

Registration  
7:30 a.m. – 5:00 p.m.

General Session  
9:00 a.m. – 10:30 a.m.

Exposition  
10:30 a.m. – 3:00 p.m.

Break  
10:30 a.m. – 11:00 a.m.

Conference Workshops  
11:00 a.m. – 12:30 p.m.

Exhibit Hall Lunch  
12:30 p.m. – 2:00 p.m.

Mobile Workshops  
1:30 p.m. – 5:00 p.m.

Conference Workshops  
2:00 p.m. – 3:30 p.m.

Conference Workshops  
3:45 p.m. – 5:15 p.m.

State Municipal League and  
Constituency Group  
Receptions/Events  
6:00 p.m. – 8:00 p.m.

Youth Delegates Event  
7:00 p.m. – 10:00 p.m.

### SATURDAY

DECEMBER 4

Registration  
7:00 a.m. – 2:00 p.m.

Ecumenical Prayer Breakfast  
7:30 a.m. – 9:00 a.m.

General Session  
9:15 a.m. – 10:45 a.m.

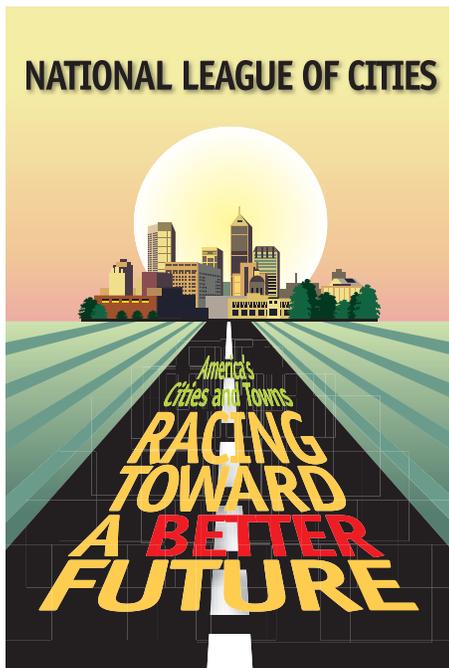
Conference Workshops  
11:00 a.m. – 12:30 p.m.

Delegates Luncheon  
12:45 p.m. – 2:15 p.m.

Annual Business Meeting  
2:30 p.m.

Host City Closing Event  
7:00 p.m.

Visit the  
NLC website at  
[www.nlc.org](http://www.nlc.org)  
for updates, changes,  
and conference  
details.



**T**he Congress of Cities will offer a range of learning opportunities to help local officials from cities of all sizes examine the issues and challenges facing America's Cities and Towns. From economic development to water issues, from affordable housing to infrastructure issues, today's city officials are working toward a better future for all their residents. The 2004 Congress of Cities and Exposition will offer several unique learning opportunities for city officials over a five-day period

*For more detailed and up-to-date information about general session speakers, conference workshops, and other conference activities, visit the NLC web site at*

[www.nlc.org](http://www.nlc.org)

**General Sessions and Conference Workshops** featuring nationally recognized speakers, seasoned subject matter experts, and experienced city officials who will share successful programs and new approaches to local governance will begin on Thursday morning, December 2, and continue through Saturday, December 4.

**Host City Mobile Workshops** will feature topics such as Indianapolis' Unigov, the economic impact of auto racing on the city, Indiana's Life Sciences Initiative, and Indianapolis' Greenways. Mobile workshops will begin on Wednesday, December 1, and continue through Friday, December 3. **Space is limited so you are encouraged to pre-register in advance for these programs at [www.nlc.org](http://www.nlc.org).** Registration will be on a first-come first-served basis.

**Leadership Training Institute Seminars** provide **in-depth skill building learning experiences** for a separate fee and **credit toward the Certificate of Achievement in Leadership program.** These special seminars will be offered on Tuesday, November 30, and Wednesday, December 1.

**Networking Sessions and Resources** offer delegates the opportunity to share ideas, compare notes, and learn from each other. There will be both structured networking sessions during the conference including a Networking Room, as well as opportunities to exchange ideas informally between workshop sessions and during lunches and at various meetings. Networking sessions and the City Showcase will be open Thursday, December 2, and Friday, December 3. The Networking Room will be open Thursday, December 2, through Saturday, December 4.

**An Exposition** with more than 300 booths provides delegates the chance to make connections with the leading vendors serving municipal government. The exposition will be open to all conference delegates and their guests starting Wednesday evening, December 1, for a Welcome Reception and will be open during the day Thursday, December 2, and Friday, December 3.

**Special Programs** that respond to special interests and needs will include sessions for newcomers to the Congress of Cities, programs for youth delegates interested in learning more about local government, opportunities for city officials from small communities to deal with their unique challenges, and programs offered by NLC's six constituency groups on key local issues.

**Conference Workshops** Here's a tentative list of just some of the over 40 workshop topics that will be covered at this year's Congress of Cities and Exposition.

- Rescuing Federal-State-Local Partnerships
- Growth and Development Challenges in America's Cities
- Creating and Sustaining Diverse Leadership
- City Halls without Walls: E-Government Programs Beyond the Basics
- Community ID: Cities Growing Their Retail Sector
- Innovative Approaches to Affordable Housing
- Red Light-Green Light: Transportation and Infrastructure
- Paying for It: Water/Sewage Rates – Options for Municipalities
- City Planning By the People, For the People
- High-Yield Investments for Local Economies
- Telehealth: Expanding Quality Care to Rural & Remote Areas
- Enhancing Public Safety through Interoperable Communication Systems
- Avoid Baby-Boom Doom: How to Support an Aging Population
- Media 101 ... Working with Your Local Media
- GIS as a Development Tool for Your City and Business Community
- Taxing Choices: Spending and Revenue Options in Times of Fiscal Stress
- Homeland Security and Public Safety
- The American Jobs Crises: An Overview of the Outsourcing Controversy and the Need to Retrain America's Workforce
- Strengthening Democratic Governance
- America Downtown: Best Practices & Approaches to Downtown Revitalization
- Turning Trash into Treasures: Benefits of Developing Your Brownfields
- The New Medicare Bill: What Effect Will It Have on Quality Healthcare and Prescription Drug Prices in Your Community?
- Immigration Reform and the Impact on Municipalities
- Trends and Changes in America's Cities
- Legal Developments 2004: Rulings and Trends Affecting Cities

# LEADERSHIP TRAINING INSTITUTE SEMINARS

## FULL-DAY SEMINARS

### TUESDAY

NOVEMBER 30, 2004

#### L01. Tools for Conflict Resolution, Communication and Comedy

9:00 am – 5:00 pm

Registration Fee: \$150

**Core Competency: Collaborator**

Effective leaders must use the indispensable tools of knowing how to resolve conflict and employ useful communication skills. Learn how to deal with staff, citizens, and fellow elected officials when facing a myriad of situations. Learn how to find humor in dealing with difficult situations, how to create 'win-win' situations, how to 'read' people, and how to deescalate confrontations.

*Instructors:* Terri Williams, Trainer, MC Productions, Webster Groves, Missouri  
Craig Hawksley, Speaker, MC Productions, Webster Groves, Missouri

#### L02. Balancing Governance and Representation on City Councils

9:00 am – 5:00 pm

Registration Fee: \$150

**Core Competency: Competent Practitioner**

The ultimate success of council members depends upon your effectiveness as 'governors' of your community. Broaden your understanding of the nature of council roles and the potential conflict between them. Learn to develop better skills for goal setting, policy making, evaluation and oversight. Learn to promote visionary leadership while at the same time being true to your responsibilities to your constituents.

*Instructor:* James H. Svava, Professor and Head, Department of Political Science & Public Administration, North Carolina State University, Raleigh, North Carolina

#### L03. A Strategic Plan That Works: Producing Results for Your City

9:00 am – 5:00 pm

Registration Fee: \$150

**Core Competency: Catalyst**

Every city has visions, but not every city has a vision that is used to help create the future. Every city has plans, but not every city has a plan that defines goals and sets forth an annual work program. Wondering if you are really making a difference? Develop a strategic plan for your city that will focus your city's vision with outcome based goals and important policy targets for short-term decisions and actions.

*Instructor:* Lyle Sumek, President, Lyle Sumek Associates, Inc., Heathrow, Florida

## MORNING SEMINARS

### TUESDAY

NOVEMBER 30, 2004

#### L04. A Common Focus: Developing an Effective Communication Strategy

9:00 am – Noon

Registration Fee: \$95

**Core Competency: Communicator**

In today's uncertain climate, one vital issue remains constant, the critical need for good and meaningful communication. It is often the most challenging organizational issue regardless of city size or type. Ineffective communication creates barriers and inhibits efficient operations. Learn how to design and develop an effective communication strategy for your city along with the critical processes that support its utilization.

*Instructor:* Anna VerSteege, Trainer, Competitive Solutions, Inc., Alpharetta, Georgia

#### L05. Hello Winners, Goodbye Losers: Citizen Engagement for Creating Winning Cities

9:00 am – Noon

Registration Fee: \$95

**Core Competency: Catalyst**

Understand the vital link between fostering a 'sense of place' and creating community sustainability. Discover how to build upon the key components of the winning 'new city' that includes citizen leadership, citizen participation and civic morality. Explore ways to identify, develop and implement strategies that will result in turning your city into a 'winner' with greater citizen involvement and visionary leadership.

*Instructor:* Sylvia Lovely, President, New Cities Foundation, Lexington, Kentucky

#### L06. Excellence in Government: Building Communities through Accountability, Honesty and Integrity

9:00 am – Noon

Registration Fee: \$95

**Core Competency: Cornerstone**

Leadership is the foundation of excellence in government. Solid, well-rounded leadership is critical in public service. Learn to articulate and develop a principle-based leadership plan as a local city leader. Acquire a greater appreciation and understanding of practicing core values of ethical, courageous and moral leadership; as well as social responsibility in the areas of public service. Build a personal and professional detailed strategy for ongoing leadership growth that will serve as a set of guiding principles in local governance and building trust within your community.

*Instructor:* Dr. Willie D. Larkin, Leadership and Organizational Development Specialist, Auburn University, Alabama

## AFTERNOON SEMINARS

### TUESDAY

NOVEMBER 30, 2004

#### L07. Municipal Leadership for Your City's Families: Skills for Creating and Maintaining Community Teams

1:30 pm – 5:00 pm

Registration Fee: \$95

**Core Competency: Collaborator**

Review the elements and principles necessary for mobilizing and maintaining successful community teams to support children, youth, and families. Learn why some teams work and others don't. Assess personal and group team participation skills, knowledge, and capacity; discuss characteristics and behaviors of team member types; share challenges and successes; and explore skills and techniques to enhance team effectiveness.

*Instructors:* Valerie Coachman-Moore, Principal, Coachman-Moore Associates, Pasadena, California

Jerry DeGriek, City/Schools Liaison, City of Seattle Department of Neighborhoods/ Office for Education, Seattle, Washington

#### L08. Effective Parliamentary Procedure for Dynamic Council Meetings

1:30 pm – 5:00 pm

Registration Fee: \$95

**Core Competency: Cornerstone**

Broaden your understanding of parliamentary procedure as you examine presiding qualities, presiding skills, and presiding techniques. Review the steps in processing a motion and the concept of precedence of motions. You will not only have a better understanding of parliamentary procedure, but will also have the knowledge and skills to run and actively participate in an effective meeting.

*Instructor:* Nancy Sylvester, Author and Trainer, Loves Park, Illinois

#### L09. Competent Leadership through Crucial Conversations for Conflict Resolution

1:30 pm – 5:00 pm

Registration Fee: \$95

**Core Competency: Collaborator**

Learn to express difficult ideas in new ways that will reduce defensiveness. Examine the habitual ways of thinking that you bring to conversations and learn how to develop new perspectives and approaches capable of shifting the way these exchanges unfold. Learn to successfully collaborate and reduce conflict between individuals, as you execute priorities with greater group buy-in and ownership.

*Instructor:* Lisa Kealer-Carver, President, Moxie Consulting, Little Rock, Arkansas

## FULL-DAY SEMINARS

### WEDNESDAY

DECEMBER 1, 2004

#### L10. Public Problems, Democratic Decisions: The Role of Mayors and Council Members

9:00 am – 5:00 pm

Registration Fee: \$150

**Core Competency: Competent Practitioner**

It's been said that a solution is a problem everybody understands! But the complexity and time pressures of public office don't leave local officials much time to think about public problems or their role in leading and governing their cities and towns. Learn how to use public problems to discuss what kind of community you want to build and how to ensure that your choices and decisions preserve our 228-year-old democratic experiment.

*Instructor:* Phillip Boyle, Associate Professor of Public Management & Government, University of North Carolina at Chapel Hill, North Carolina

#### L11. Speak So They Will Listen

9:00 am – 5:00 pm

Registration Fee: \$150

**Core Competency: Communicator**

Learn how preparation, presentation and persuasion can expand your leadership and help you set positive change in motion within your community. Learn and practice presenting from an audience viewpoint. Enhance your ability to influence and persuade others. Your success depends on how well you present your information.

*Instructor:* Lindsay Strand, President, Lindsay Strand Associates, Minnetonka, Minnesota

#### L12. Crisis Management: Exercising Leadership in Extraordinary Times

9:00 am – 5:00 pm

Registration Fee: \$150

**Core Competency: Cornerstone**

A crisis challenges policy makers and responders alike, whether it is a natural disaster, an ethics controversy, an industrial accident, a terrorist attack, or any other form of crisis. Do you have the skills needed to manage rapidly evolving events? How do you set a course of action, rally support, and mobilize resources when the facts are unclear and the circumstances are changing? Prepare yourself for the intense decision-making and leadership that are critical in crisis situations. Experience and learn from a unique snapshot of Harvard University's Kennedy School of Government Crisis Management program.

*Instructor:* Arnold M. Howitt, Adjunct Lecturer in Public Policy, Executive Director, Kennedy School of Government Taubman Center for State and Local Government, Harvard University, Cambridge, Massachusetts

## MORNING SEMINARS

### WEDNESDAY

DECEMBER 1, 2004

#### L13. Guarding the Public Checkbook

9:00 am – Noon

Registration Fee: \$120

**Core Competency: Competent Practitioner**

Learn strategies and techniques to increase your proficiency and comfort in dealing with financial oversight responsibilities. Gain knowledge of budget management, financial crisis warning signs, the perils of micro-management and establishing an adequate fund balance. Participants will also receive the book "Local Government Dollars & Sense: 225 Financial Tips for Guarding the Public Checkbook."

*Instructor:* Len Wood, President, The Training Shoppe, Rancho Palos Verdes, California

#### L14. Leadership in a Diverse Community

9:00 am – Noon

Registration Fee: \$95

**Core Competency: Collaborator**

Expand your awareness of the factors that influence human perceptions and examine how those perceptions influence behavior and actions when interacting with people who are different – ethnic, gender, age, culture, race, religion, abilities and disabilities. Develop your leadership awareness and the skills necessary for growing win-win interdependent relationships in a diverse community.

*Instructor:* Claude Hurst, President, C. H. Hurst Associates, Inc., Miami, Florida

#### L15. Building Democratic Capacity: Mobilizing Citizens for Community Problem-Solving

9:00 am – Noon

Registration Fee: \$95

**Core Competency: Catalyst**

Learn how communities have used action forums and study circles to engage groups of diverse citizens in productive dialogue, sound decision-making, and collaborative efforts to solve community problems. These projects have often been launching pads for citizen action on a wide range of issues, including crime, education, race & diversity, and growth & sprawl. Participate in a sample study circle and extract lessons to understand democratic organizing and gain the ability to apply its principles in your work as a leader.

*Instructors:* Matt Leighninger, Study Circles Resource Center, Ontario, Canada and Pomfret, Connecticut  
Gwen Wright, Research and Municipal Programs, National League of Cities, Washington, DC

#### L16. Working Effectively with the Media to Build Public Trust

9:00 am – Noon

Registration Fee: \$95

**Core Competency: Communicator**

Citizens expect elected officials to be effective spokespersons for their community. Do you dread the thought of a reporter's phone call or of having to speak before a television camera? Are you frustrated when your actions or visions for your community are misunderstood or depicted negatively by the media? Learn how to work proactively with print, television and radio media to project clear, positive messages about your values and priorities.

*Instructor:* Susan Thornton, President, Susan Thornton Associates, Littleton, Colorado

## AFTERNOON SEMINARS

### WEDNESDAY

DECEMBER 1, 2004

#### L17. Evaluating the City Manager

1:30 pm – 5:00 pm

Registration Fee: \$95

Competency: **Competent Practitioner**

Hiring and evaluating your city manager is probably the most important role that an elected official must serve. How should a performance evaluation process work and what should you expect from it? Learn effective practices that make for successful hires along with practical techniques for supervising performance.

Instructor: Julia Novak, Vice-President, Management Partners, Inc., Cincinnati, Ohio

#### L18. Mr. Jefferson Speaks to the 'Public' in Public Policy

1:30 pm – 5:00 pm

Registration Fee: \$95

Competency: **Cornerstone**

Thomas Jefferson appears in person to speak on his ideas of leadership, citizenship and the public good. Engage in a unique learning experience as historical interpreter Bill Barker presents Thomas Jefferson in a dialogue with participants. Mr. Jefferson reminds us

that the people are the foundation of public policy. As today's local leaders, participants will be reminded of their obligations to the public as administrators and public servants in public policy.

Instructor: Bill Barker, Interpreter - Thomas Jefferson, Williamsburg, VA

#### L19. Politics Unusual: The Dollars & Sense of Humor in Government

1:30 – 5:00 pm

Registration Fee: \$95

Core Competency: **Communicator**

We need to take our work seriously, but take ourselves lightly and remember "when we bring humor into our lives we lose not seriousness, but only solemnity." A truly enlightening seminar that will provide participants with skills that enable them to use humor to enhance creativity and problem solving, improve team building, relieve stress, and increase communication skills.

Instructor: Joey Novick, President, Humor Me!, Flemington, New Jersey

#### L20. The Power to Lead: A Personal Blueprint for Leadership

1:30 pm – 5:00 pm

Registration Fee: \$95

Competency: **Cornerstone**

To lead a city takes power; to produce results for your community takes power;

to make courageous decisions takes power; and to work with your community takes power. Understand the four critical power sources: simple, future, relationships, and results. Explore actions that city leaders can take to tap these four critical power sources and identify specific actions that city leaders can take to turn a 'power drain' into a 'power source'.

Instructor: Lyle Sumeck, President, Lyle Sumeck Associates, Inc., Heathrow, Florida

## LEADERSHIP LUNCHEON

### WEDNESDAY

DECEMBER 1, 2004

#### L21. Leadership Luncheon

Noon – 1:30 pm

Registration Fee: \$35

Platinum, Gold, Silver and Bronze Certificate level recipients will be recognized. An excellent opportunity to network and support your colleague's leadership work and training.

Facilitator: James E. Mitchell, Jr., Chair, Leadership Training Council, Councilmember, Charlotte, North Carolina

## CERTIFICATE OF ACHIEVEMENT IN LEADERSHIP PROGRAM...

allows local elected officials to organize their professional development around critical skills necessary for effective leadership. The program is built around five core leadership competencies for local elected officials, with each Leadership Training Institute Seminar addressing one of the following competency areas...

- (1) **Cornerstone;**
- (2) **Competent Practitioner;**
- (3) **Communicator;**
- (4) **Collaborator;**
- (5) **Catalyst.**

To obtain more information or enroll in the Certificate of Achievement in Leadership program, contact the Leadership Training Institute hotline at (202) 626-3170.

## INDIANAPOLIS – IT REVOLVES AROUND YOU!

The City of Indianapolis and the Local Organizing Committee for the 2004 Congress of Cities, plus the many outstanding hotels, restaurants and attractions throughout the city are ready to exceed your expectations. In fact, preparations to host NLC's Congress of Cities actually began 20 years ago – right after NLC's 1984 Congress of Cities concluded. Since then, city leaders have remained committed to the deliberate development of Indianapolis' world-class convention district. Indianapolis' big-city variety, coupled with its ease and convenience has transformed it into one of the United States' most thriving cities.

Experience Indianapolis by:

- Attending the Congress of Cities at the recently expanded Indiana Convention Center (connected by skywalk to seven full-service hotels)
- Shopping at Circle Centre Mall, which includes four stories of shopping, dining and entertainment
- Walking through White River State Park
- Touring the NCAA Hall of Champions
- Visiting the Indiana State Museum
- Exploring the Eiteljorg Museum of American Indians and Western Art
- Being dazzled at the beauty of White River Gardens

The residents of Indianapolis are confident that you will enjoy your visit to their city and look forward to seeing you very soon.

### INDY PRESENTS!

Together with the Arts Council of Indianapolis, the 2004 Local Organizing Committee invites NLC delegates and their guests to sample two of Indianapolis' premier cultural offerings through Indy Presents! Complimentary theatre tickets will be distributed on a first-come, first-serve basis at the Host City registration booth. Shows include:

- The exclusive dress rehearsal of the Indianapolis Symphony Orchestra's annual "Yuletide Celebration"
- The Indiana Repertory Theatre's holiday classic "A Christmas Carol" or
- The Indiana Repertory Theatre's musical comedy, "I Do, I Do"

### CLOSING EVENT:

#### Imagine Indiana...The Closing Celebration

Imagine the Indiana of today, yesterday and tomorrow and discover the state's rich heritage at the new Indiana State Museum. Located in the heart of White River State Park, the museum is the crossroads of everything interesting, educational and unique about the city and state. For one magical night, this showplace for Indiana's natural and cultural history will be transformed into an energized gathering place and inspired learning center. NLC delegates will enjoy fine food, refreshing beverages and diverse entertainment on three floors in this unique architectural treasure.

### MOBILE WORKSHOPS:

Learn about Indianapolis' model programs and initiatives by participating in the following Host City Mobile Workshops:

- **BioCrossroads: Central Indiana's Life Sciences Initiative**
- **Diversity Management: A Community Perspective**
- **The Economics of Auto Racing**
- **Exploring Indianapolis Cultural Districts**
- **Greenways: Improving Quality of Life**
- **Indianapolis' Amateur Sports Initiative**
- **New Ideas in Urban Housing**
- **Water: A Private-Public Management Model**
- **Unigov: Expanding Boundaries**



### SPOUSE & GUEST TOURS:

NLC guests can treat themselves to Indy's tour treasures including:

- **Christmas Homes & Country Club**
- **Circle Centre Shopping Tour**
- **Gardens & Galleries in White River State Park**
- **The Indianapolis Motor Speedway**
- **Lights, Legends & Lions in White River State Park**
- **Lockerbie Historic Home Tour**
- **Mass Ave Shopping Tour**

### AND NEW IN 2004

Improve your Health IQ by attending Clarian Health Sessions in the Indiana Convention Center. Sessions will include: "Be Healthier in Ten Minutes or Less" and "Do You have Peace of Mind?"

## CONFERENCE REGISTRATION

Whether you are registering online, downloading your registration form from the web, or sending it to NLC Meeting Services with a check, you can find up-to-date and detailed information about the conference program and Indianapolis on the NLC website – [www.nlc.org](http://www.nlc.org).

If paying by MasterCard, VISA or American Express, you can **REGISTER ONLINE (at a discounted rate)** for immediate registration confirmation and hotel assignment. Visit the NLC website at [www.nlc.org](http://www.nlc.org) and select Congress of Cities and Exposition.

**First-time attendee? NLC offers a \$345 special incentive for newly-elected first-time attendees and for cities who register their entire councils.** Payment must be included for the entire council and all registration forms must accompany the check or credit card payment. A cover letter listing the names of the councilmembers should be included in the package. If more than one councilmember cancels, the entire council will be billed for the actual fee category difference.

No mailed registrations will be accepted with a postmark later than Friday, November 12, 2004, and no faxed or on-line registrations will be accepted after Friday, November 12, 2004. After these dates, you must register onsite.

### Registration Categories:

**NLC Direct Member** City Officials and staff from cities that pay dues directly to NLC and to their state municipal leagues.

**Associate Member** For-profit corporations and non-profit organizations (including universities, libraries, non-municipal governments, and regional councils) that pay dues directly to NLC.

**State Municipal League Member** Officials and staff from cities that pay dues only to their state municipal leagues and not directly to NLC.

**Non-Member/Other**—Anyone (officials, staff, individuals) or any organization that does not pay dues to NLC or state municipal leagues.

### Constituency Group Dues and Fees for Events

Network with colleagues with similar interests with NLC's constituency groups during the conference and join an NLC constituency group by paying membership dues combined with activity fees through the registration process. As you pay your registration fee, you may check off dues and fees for any of the groups to begin or renew your membership. Several special opportunities will occur among the various groups who invite their members and new colleagues to collaborate in their caucuses. Most of their meetings and events will be open to anyone registered at the Congress of Cities, while others will only be open to those who have purchased tickets for events. The majority of members renew their membership dues through the conference registration process along with related fees. Constituency group dues or fees can only be paid by fully registered delegates. Spouse, guest and youth registration categories are not eligible for payment of constituency group dues and fees.

The six Constituency and member groups are:

- Asian, Pacific American Municipal Officials (APAMO)
- Gay, Lesbian and Bisexual Local Officials (GLBLO)
- Hispanic Elected Local Officials (HELO)
- National Black Caucus of Local Elected Officials (NBC-LEO)
- University Communities Caucus (UCC)
- Women in Municipal Government (WIMG)

### Constituency Group 2005 Combined Dues and Special Event Fees

(Dues and activities fees are combined and are not paid separately.)

| Code | Amount | Activity  |
|------|--------|---|
| A1   | \$70   | APAMO Dues/Activities (elected/member city)         |
| A2   | \$85   | APAMO Dues/Activities (elected/nonmember city)      |
| A3   | \$135  | APAMO Dues/Activities (supporting/corporate member) |
| G1   | \$35   | GLBLO Activity Fee                                  |
| H1   | \$90   | HELO Dues/Activities (elected/member city)          |
| H2   | \$100  | HELO Dues/Activities (elected/nonmember city)       |
| H3   | \$110  | HELO Dues/Activities (supporting/corporate member)  |
| H4   | \$60   | HELO Activity Fee (nonmember only)                  |
| N1   | \$200  | NBC-LEO Dues/Activities (elected/member city)       |
| N2   | \$225  | NBC-LEO Dues/Activities (elected/nonmember city)    |
| N3   | \$300  | NBC-LEO Dues/Activities (supporting member)         |
| N4   | \$75   | NBC-LEO Membership Luncheon Event (nonmember only)  |
| W1   | \$100  | WIMG Dues/Luncheon (elected/member city)            |
| W2   | \$110  | WIMG Dues/Luncheon (elected/nonmember city)         |
| W3   | \$125  | WIMG Dues/Luncheon (supporting member)              |
| W4   | \$55   | WIMG Taste of Indy Luncheon (nonmember only)        |
| W5   | \$30   | WIMG Welcome Reception (members and nonmembers)     |

If you have questions concerning your membership status, please call **Constituency Group Services at 202-626-3169**

## WHAT'S INCLUDED IN YOUR CONFERENCE REGISTRATION FEE

- Four General Sessions with Nationally Recognized Speakers
- Over 40 Concurrent Workshops Addressing Critical Issues Facing Today's Local Leaders
- Mobile Workshops
- Opening Reception
- Two Exhibit Hall Lunches
- Delegates Lunch
- Host City Closing Event
- An Exhibit Hall with over 300 Exhibit Booths
- City Showcase and Vendor Presentations
- Conference Bag
- Printed Conference Program

## SPECIAL TRAVEL DISCOUNTS TO INDIANAPOLIS

US Airways and ATA Airlines are the official carriers for the 2004 Congress of Cities and Exposition in Indianapolis. You or your travel agent may contact the airlines directly to make reservations. Simply give the file number or convention code listed below when making your reservation and indicate your travel is for the National League of Cities Congress of Cities. Specially negotiated five percent and 10 percent discounted airfares will be applied when you book your travel through one of the following numbers:

**US Airways**  
Toll Free: 877-874-7687  
Gold File Number: 37633144

**ATA Airlines**  
Toll Free: 1-877-282-4322  
Convention Code: MC50203

For your convenience, all flights should be scheduled in and out of the Indianapolis Airport. Remember, in order to take advantage of the lower airfare you must give the National League of Cities Congress of Cities File Number or Convention Code as noted above when contacting the airlines.

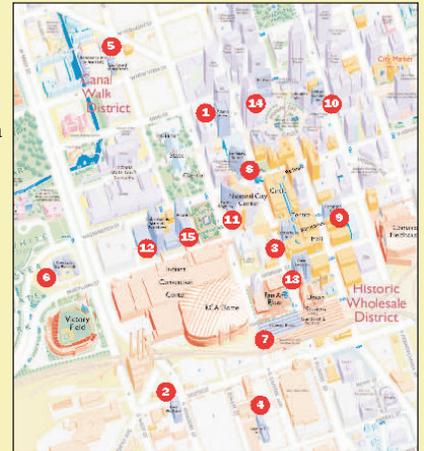
## ACCOMMODATIONS

All general sessions and workshop sessions as well as the exposition will be held at the Indiana Convention Center. The Indianapolis Marriott Downtown and the Westin are Co-Headquarters Hotels.

1. Adam's Mark Downtown
2. Best Western
3. Canterbury
4. Comfort Inn
5. Courtyard by Marriott/Capitol
6. Courtyard by Marriott/Downtown
7. Crowne Plaza
8. Embassy Suites
9. Hampton Inn
10. Hilton Garden
11. Hyatt
12. Indianapolis Marriott Downtown\*\*
13. Omni Severin
14. Raidisson
15. Westin\*\*

\*\* co-headquarters hotel.

For descriptions of hotels please visit the NLC website at [www.nlc.org](http://www.nlc.org)



## REGISTRATION DATES AND DEADLINES

- October 4, 2004:** Early registration postmark deadline.  
**November 12, 2004:** Cancellation postmark deadline.  
**November 12, 2004:** Advance registration by mail postmark deadline.  
**November 12, 2004:** Requested changes to existing hotel accommodations deadline.  
**November 12, 2004:** Advanced registration by fax or on-line deadline.  
 After this date, only on-site registration will be accepted.

### Conference Registration and Hotel Cancellation Policies

All requests for cancellation must be in writing, postmarked by November 12, 2004, and are subject to a \$50 processing fee. No partial refunds will be made if you decide not to attend particular functions. No refunds will be accepted after the cancellation deadline.

To guarantee your room, all hotels require a one night deposit plus tax, per room 14 days before arrival. This is required even if you plan to arrive before 6:00 p.m. All unguaranteed reservations 14 days before arrival will be canceled.

**FOR QUESTIONS, CALL 1-888-319-3864 or 703-449-6418 or Email: [nlccoregistration@jspargo.com](mailto:nlccoregistration@jspargo.com)**

*Please make a copy of the registration/housing form and the NLC policy and procedures for your records.*

**Savings on conference fees** are just one of the benefits of NLC membership. To find out if your community is a direct member city or to receive membership information, please call the **NLC Membership Office at (202) 626-3190** or visit the NLC website at [www.nlc.org](http://www.nlc.org).

# NLC CONGRESS OF CITIES CONFERENCE REGISTRATION AND HOUSING FORM

Indiana Convention Center, Indianapolis, Indiana, November 30 – December 4, 2004

For Faster Registration and Housing Reservation, Register Online at <http://www.nlc.org>

No housing or registration will be processed without accompanying payment in full.

Are you a newly elected official? \_\_\_\_\_ Size of city? \_\_\_\_\_

Name \_\_\_\_\_ Gender \_\_\_\_\_

Title \_\_\_\_\_

City/Organization \_\_\_\_\_

Mailing Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

Email \_\_\_\_\_

Alternate Email \_\_\_\_\_

Spouse/Guest Name\* (\$60 fee) \_\_\_\_\_

\*Spouse/Guest not eligible for a separate hotel room and fee is **NONREFUNDABLE**.

Child Name (14 and under, no fee) \_\_\_\_\_ Age \_\_\_\_\_

Youth Delegate\*\* (15-18, \$75 fee) \_\_\_\_\_ Age \_\_\_\_\_

\*\*Local officials are encouraged to register youth as active participants in this conference to contribute to NLC's youth agenda. If the youth delegate requires hotel accommodations separate from yours, attach their registration form with your completed form.

Youth Chaperone Name (\$75 fee) \_\_\_\_\_

(Local Elected City Officials are not eligible for this rate.)

## SPECIAL CONFERENCE RATES

|    |       |   |          |
|----|-------|---|----------|
| 5  | \$345 | First-Time Attendee                                       | \$ _____ |
| 6  | \$345 | Delegate with Entire Council (all forms must be attached) | \$ _____ |
| SG | \$60  | Spouse/Guest (non-refundable)                             | \$ _____ |
| 7  | \$75  | Youth Delegate  | \$ _____ |
| 8  | \$75  | Youth Chaperone (not applicable to elected officials)     | \$ _____ |

## REGISTRATION FEES: Early/Online Advance/Online On-site

|   |                  |             |             |       |          |
|---|------------------|-------------|-------------|-------|----------|
| 1 | NLC Member City  | \$445/\$430 | \$485/\$465 | \$520 | \$ _____ |
| 2 | Associate Member | \$445/\$430 | \$485/\$465 | \$520 | \$ _____ |
| 3 | SML Member City  | \$560/\$545 | \$605/\$590 | \$650 | \$ _____ |
| 4 | Non-Member/Other | \$680/\$665 | \$720/\$705 | \$775 | \$ _____ |

Eligible for Early Fee if Postmarked by October 4, 2004. Eligible for Advance Fee if Postmarked by November 12, 2004. Visit [www.nlc.org](http://www.nlc.org) and register Online for discounted online rate. Onsite rate is effective after November 12, 2004

## REGISTRATION FOR LEADERSHIP TRAINING INSTITUTE SEMINARS (November 30 & December 1, 2004)

To REGISTER, codes and fees are listed beside the Leadership Training Institute title in this brochure. You must be registered for the conference in order to attend.

|  |             |          |
|--|-------------|----------|
| Tuesday, November 30 – Full-Day Seminar      | Code: _____ | \$ _____ |
| Tuesday, November 30 – Morning Seminar       | Code: _____ | \$ _____ |
| Tuesday, November 30 – Afternoon Seminar     | Code: _____ | \$ _____ |
| Wednesday, December 1 – Full-Day Seminar     | Code: _____ | \$ _____ |
| Wednesday, December 1 – Morning Seminar      | Code: _____ | \$ _____ |
| Wednesday, December 1 – Afternoon Seminar    | Code: _____ | \$ _____ |
| LTI Participant & Recognition Luncheon- \$35 | Code: _____ | \$ _____ |

## SPECIAL EVENTS

|                                     |             |          |
|-------------------------------------|-------------|----------|
| P1 \$35 Ecumenical Prayer Breakfast | Code: _____ | \$ _____ |
|-------------------------------------|-------------|----------|

## CONSTITUENCY GROUP DUES AND EVENTS

To REGISTER, codes and fees are listed under the Constituency Group section of the brochure. You must be registered for the conference in order to attend.

|  |             |          |
|--|-------------|----------|
| APAMO Dues/Activities                              | Code: _____ | \$ _____ |
| GLBLO Activity Fee                                 | Code: _____ | \$ _____ |
| HELO Dues/Activities                               | Code: _____ | \$ _____ |
| HELO Activity Fee (nonmember only)                 | Code: _____ | \$ _____ |
| NBC-LEO Dues/Activities                            | Code: _____ | \$ _____ |
| NBC-LEO Membership Luncheon Event (nonmember only) | Code: _____ | \$ _____ |
| WIMG Dues/Luncheon                                 | Code: _____ | \$ _____ |
| WIMG Taste of Indy Luncheon (nonmember only)       | Code: _____ | \$ _____ |
| WIMG Welcome Reception (members & nonmembers)      | Code: _____ | \$ _____ |

**TOTAL REGISTRATION FEE: \$ \_\_\_\_\_**

## Office Use Only

|               |              |              |           |              |            |            |
|---------------|--------------|--------------|-----------|--------------|------------|------------|
| Payment _____ | Check# _____ | Amount _____ | Htl _____ | Subblk _____ | Cate _____ | Rate _____ |
|---------------|--------------|--------------|-----------|--------------|------------|------------|

## HOTEL RESERVATIONS:

You must be registered for the conference to reserve a hotel room. To guarantee your room, all hotels require one night's deposit plus tax, per room 14 days prior to your arrival. This is required even if you plan to arrive before 6:00 p.m. If accommodations are not guaranteed 14 days in advance, the reservation will be canceled.

- Please make my hotel reservation as indicated below.
- I do not require hotel accommodations at any of the hotels listed below.
- Please contact me regarding suite information.

**Room Dates:** Arrival Date: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_  
Departure Date: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

**Room Type:**  Single (1 person/1 bed)  Smoking  
 Double (2 people/1 bed)  Non-Smoking  
 Double/Double (2 people/2 beds)

Sharing My Room With: \_\_\_\_\_

## SPECIAL HOUSING REQUEST (e.g., wheelchair accessible rooms, etc.):

If you have special housing or transportation needs, please contact NLC Meeting Services.

## HOTEL CHOICES:

Indicate your first-choice hotel with the number "1". Number the other hotels from "2" to "15" in order of preference. The hotel listing appears in the order of the hotel map numbers.

|  | Sgl/Dbt |                            | Sgl/Dbt |
|--|---------|----------------------------|---------|
| ___ Adam's Mark Downtown                 | \$129   | ___ Embassy Suites         | \$155   |
| ___ Best Western City Centre             | \$ 99   | ___ Hampton Inn            | \$119   |
| ___ Canterbury Hotel                     | \$145   | ___ Hilton-Garden Inn      | \$139   |
| ___ Comfort Inn & Suites                 | \$ 99   | ___ Hyatt Regency          | \$142   |
| ___ Courtyard by Marriott at the Capitol | \$115   | ___ Indy Marriott Downtown | \$145   |
| ___ Courtyard by Marriott Downtown       | \$125   | ___ Omni Severin           | \$139   |
| ___ Crowne Plaza                         | \$132   | ___ Radisson               | \$135   |
|  |         | ___ Westin                 | \$145   |

## HOTEL DEPOSIT INFORMATION:

All major credit cards with expiration date of 12/04 or later are accepted at the conference hotels. All checks, government purchase orders, vouchers or claims must be submitted to the hotel with your Reg ID number at least 4 WEEKS (October 29, 2004) prior to arrival, and are subject to hotel approval.

## REGISTRATION FEE PAYMENT INFORMATION

- Charge my REGISTRATION FEES to VISA, MasterCard or AmEx listed below
- Check for REGISTRATION FEES made payable to National League of Cities
- Purchase Order for REGISTRATION FEES - copy must be enclosed & payment must be received by November 12, 2004.

## HOTEL DEPOSIT PAYMENT INFORMATION

- Charge my HOTEL DEPOSIT to the credit card listed below.
- Check for HOTEL DEPOSIT. Please submit to hotel address noted on NLC Meeting Services' confirmation 4 WEEKS prior to arrival - subject to hotel approval.
- Purchase Order for HOTEL DEPOSIT. Please submit to hotel address noted on NLC Meeting Services' confirmation 4 WEEKS prior to arrival - subject to hotel approval.

## CREDIT CARD AUTHORIZATION:

NLC Meeting Services is authorized to use the card below to pay all applicable registration fees and guarantee my hotel reservation. I understand that one night's room charge will be billed through this card if I fail to show up for my assigned housing on the confirmed date unless I have canceled my reservation with the hotel at least 72 hours in advance.

Visa/MasterCard/AmEx Number \_\_\_\_\_ Exp. Date \_\_\_\_\_

Card Holder Name \_\_\_\_\_

Card Holder Signature \_\_\_\_\_

## ADDITIONAL CREDIT CARD AUTHORIZATION:

For hotel deposit only if different from the credit card number listed above. (Expiration date must be 12/04 or later, per hotel requirement.)

Credit Card Number \_\_\_\_\_ Exp. Date \_\_\_\_\_

Card Holder Name \_\_\_\_\_

Card Holder Signature \_\_\_\_\_

## RETURN CONFERENCE REGISTRATION AND HOUSING FORM TO:

Fax: 703-631-6288 (Credit Card and Purchase Orders Only – No Checks)  
Mail: NLC Meeting Services, c/o J. Spargo & Associates, Inc.  
11212 Waples Mill Road, Suite 104, Fairfax, VA 22030

## FOR MORE INFORMATION:

Phone: 888-319-3864 or 703-449-6418  
Email: [nlccocregandhousing@jspargo.com](mailto:nlccocregandhousing@jspargo.com)

## Why attend NLC's Congress of Cities?

*"The NLC Congress of Cities is an excellent source for information and a way to learn solutions to city problems from other cities. Information gained saves time and money without the need to re-invent the wheel."*

**Helen Kawagoe**  
City Clerk  
Carson City, California

*"My city of 37,000 has saved several million dollars as a result of attending NLC's Congress of Cities and learning what other cities have been doing."*

**Bill Gillespie**  
Councilmember  
Northglenn, Colorado

*"The contacts I have made through NLC Congress of Cities will benefit my city for years to come."*

**Greg Pettis**  
Mayor Pro Tem  
Cathedral City, California

*"Listening to peers' personal solutions to common issues – what works, what doesn't – has saved our community millions of dollars."*

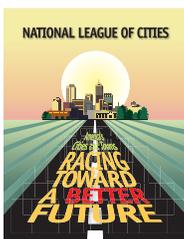
**Beulah Coughenour**  
Former Council Member  
Indianapolis, Indiana



## 10 Reasons to Attend the 2004 Congress of Cities

1. Discover new approaches to leadership, governance, and problem solving by attending general sessions, conference workshops, and networking sessions.
2. Learn creative approaches to working in the current economy.
3. Hear from high profile national speakers who will offer their perspectives on issues and challenges facing the leaders of the nation's cities and towns.
4. Gain access to a broad network of information and resources – experts, vendors, city leaders, youth delegates, NLC staff, colleagues, and friends – all gathered in one place for five days.
5. Visit and learn about successful programs in Indianapolis that might work in your community.
6. Observe and participate in setting National Municipal Policy for the nation's cities and towns.
7. Hone your leadership skills by attending special Leadership Training Institute seminars that will increase the value of your trip to Indianapolis.
8. Share experiences and network with local leaders from throughout the country.
9. See old friends and make new ones.
10. Help your city/town prepare for a better future by sharing with colleagues issues you are facing in your city/town.

*You can't afford to miss this conference!*



**81th Congress of Cities and Exposition**  
November 30 through December 4, 2004  
Indiana Convention Center & RCA Dome  
Indianapolis, Indiana

**NATIONAL LEAGUE OF CITIES INSTITUTE**  
1301 Pennsylvania Avenue, N.W.  
Washington, D.C. 20004

NONPROFIT ORG.  
**PAID**  
PERMIT NO.  
4815  
WASHINGTON, D.C.

**ONLINE CONFERENCE  
REGISTRATION AT**  
[www.nlc.org](http://www.nlc.org)



Use your credit card to register instantly!

**EARLY REGISTRATION**  
CUTOFF DATE OCTOBER 4, 2004

**ADVANCE REGISTRATION**  
CUTOFF DATE NOVEMBER 12, 2004