Index

Adams, Thomas 274–9
African-American economic/community development
Black Capitalism 533–4
CDOs pursuing black capitalist strategies 534
RFK’s (or LBJ’s) industry to ghetto initiative 533
SBA’s MBE program, MESBIC 533
support for black-owned businesses 533
Community Economic Development 534–7
compatibility with post Great Society black ghetto 534–5
description/characteristics/examples of CDC 536–7
reliance on the community development corporation CDC 535
W.E.B. Du Bois, communalism, separatism, colonialism 165–6
Atlanta Compromise (1895) 205
Washington contrasted with Du Bois 166–7
Second Ghetto 314–15
Agricultural Adjustment Act
effects on the South 357
effects on West (Taylor Land Grazing Act) 386–7
Alabama
and George Wallace’s attraction 380
Albuquerque postwar policy system 413–14;
see also Tingley, Clyde
Alinsky, Saul 313–14
and Industrial Areas Foundation 591
Allen, Ivan Jr. 481
Amarillo, TX, Board of Trade (1916)
and economic development tax 206
American Industrial (Economic) Development Council
formation and early years 257–8
annexation
Gilded Age Big City annexation 105–6
southern post-Civil War annexation 202
postwar western ED policy system strategy 406
western postwar annexation 403
Appalachian Regional Commission
and 1965 Appalachian Regional Development Act 513–15
and Hays–Bailey Act (1945) 420
Public Works and Development Act (EDA) 515–16
Arizona Industrial Development Financing Act 1956 402–3
Arkansas “Little Rock lesson” 378–9
Atlanta, GA
abrupt 1956 end of public housing 479
and Atlanta chamber’s growth 205–7
CBD urban renewal 479–82
Central Atlanta Improvement Association (1941) 479
and civil rights/school desegregation 379
Forward Atlanta 205–6
and O’Grady, Henry 205
Teckwood Homes (1936) 327
Atlantic City, NJ 125
attraction strategy
Area Development Act of 1961 496–8
infrastructure as business attraction 497
targeting: depressed and rural areas 497
Atlanta 205–7
attraction and selling of the South in Civil Rights era 377
Arkansas “Little Rock lesson” 378–9
Atlanta mayors Hartsfield and Ivan Allen Jr. 379
ED attraction affects southern education, political reform and civic improvements 381–2
Norfolk, VA 379
George Wallace and Alabama’s “prospecting” attraction 380
Balance Agriculture with Industry (BAWI) 354–6
BAWI and initial IDB diffusion 372–4
Business Improvement Districts 577–8
CBD refunctons 585
convention centers and tourism 586–8
sports and stadiums 585–6
Charleston, SC 203–4
city elites create chamber (1888) to promote
LA 242
Denny Tag 118
ED strategy people attraction supported by
infrastructure 241
EDZ (economic development zone) 571–2, 579–81
Exposition Fever 122–3
Fort Worth attraction program 216–17
Forward Atlanta 205–6
Gilded Age attraction and promotion 123–4
IDB’s (industrial revenue bonds) 572
Illinois Central Railroad (ICRR) 75–6
industrial bureau 134–5
Industrial Development Bond (IDB)—Shadow War begins 372–7
industrial park 135–7
LA created rather than developed “ED pyramid scheme” 241
Lehigh Valley 1880–1930 attraction/diversification strategy 265–6
Lilienthal, David, TVA chair, southern
industrialization 358
Main Street 576–7
new “auto alley” forms with FDI 558–61
Oregon State creates new-style Progressive
port authority 239
right to work 371–2
Rouse, festival marketing and waterfront 584
selling of the South 368–72
Tax Increment Financing Districts 579–81
Washington State responds by creating its
own network 239–40
Frank Wiggins takes the helm 242–3
Williamsport Plan 139
see also chambers of commerce; Lehigh
Valley; mainstream (classic) economic
development; tourism
auto agglomeration (auto alley)
and Big City suburbs war production 319–20
early history and diffusion 263–4
Fordism 264
and industrial decentralization 318–19
introduction 263
new “auto alley” forms with FDI 558–61
oligarchy 1930, winners and losers 264
post-1930 Ford struggle with unions 264–5
unions and labor unrest during the 1930s 293
Bacon, Edmund 467–73
Balance Agriculture with Industry (BAWI) 354–6
BAWI and initial IDB diffusion 372–4
Baltimore MD
and competitive railroad-building with
Philadelphia 73–4
Sandtown comprehensive
community-building 593–6
urban renewal model 338–9
Bauer, Catherine, new towns and multiple
nuclei 309–11, 328, 331, 351
bifurcation 5–6, 8–9
Big Cities, see hegemonic Big Cities
Big Sort
associated with generational cohort
migrations 633–7
impacts western neighborhoods changes
policy systems 655–7
link with “creative class” 627
linked to Romer/Solow’s knowledge-based
innovation 628
overview/introduction to Transition Era
population mobility 625–6
produces inequality among cities 627–8
redefines “growth” and changes ED 634–5
resulted in Patchwork Nation jurisdictional
economic bases and income/lifestyle
“segregated” neighborhoods 629–30
role in Transition Era 687–8
sorted people by lifestyle, values, religion,
affluence 629
see also generational cohort migration;
population mobility
Birmingham, AL 200–201
and Bechtel Corporation 366
Boomburbs 597–8
Boston, MA
Boston as an urban renewal case study
460–66
disaster: Logue moves back to
neighborhoods 465–6
fiscal default threat unites private
sector—the Vault 464
success: Government Center and
Prudential 465
West End (Gruen’s project) shocks Boston
464
codfish aristocracy to Boston Brahmin 39–41
Dudley Street (Boston) 592
Great Subway Race 96–8

Ronald W. Coan - 9781785366369
Downloaded from Elgar Online at 04/01/2019 07:39:36PM
via free access
Josiah Quincy III and Josiah Quincy IV 41
Noble Experiment 180–85
streetcar Big City subdivisions (Boston) 103
Kevin White elected (1966) on pro-neighborhood agenda 466
see also Noble Experiment
Bowron, Fletcher 408–9
Bracero Program (1942) 394
Buffett, Warren
Berkshire Hathaway and textile war 441
Burnham, Daniel 168
Chicago Plan (1909) 174–6
Cleveland City Beautiful consultant 172
Executive director of Columbian Exposition 170
“make no little plans” 176
promoter, designer and consultant for City Beautiful diffusion 171
San Francisco City Beautiful plan 236–7
see also City Beautiful; Columbian Exposition
business climate strategy
definition 260–61
Delaware 260
manufacturer’s tax exemption 260
Massachusetts Technology Park Corporation/Prop 2½ 620
Nevada 260–61
new “auto alley” forms with FDI 558–61
New Jersey 260
rise of technology 561–5
Second War Between the States 552–7
southern business climate introduction 261
unions and labor unrest during the 1930s 293
business improvement districts 577–8

casino gambling 641–3
central business district (CBD)
Business Improvement Districts 577–8
CBD decline enlarges private sector coalition to combat blight 333–6
CDBG 568
Columbian Exposition as new image for CBD 169–71
Cleveland City Beautiful CBD 173
department stores and skyscrapers 102
EDZ 571–2, 578–9
fiscal crisis 550–51
former Big Cities Push Back the Shadows 582
Central city stabilization 588–9
convention centers and tourism 586–8
refunction by rebuilding 583–5
Rouse, festival marketing and waterfront 584
sports and stadiums 585–6
functions and refunctions as ED strategies 550
Gilded City central business district forms 101–2
highways as CBD refocusing strategy 427
diffusion on Gruen’s plan across the nation 430–31
Victor Gruen’s approach and Fort Worth Plan 428–9
Jane Jacobs supports Gruen’s approach 429–30
Negro removal 431–2
slum clearance a not-unintended aspect 431
Le Corbusier and Moses 307–8
Main Street 576–7
municipal defaults 551–2
sandbox, Indian reservation, or cemetery 549–50
selling the suburbs as ED strategy 435
southern post WWI CBD growth 189
Tax Increment Financing Districts 579–81
Tugwell/Bauer: new towns and multiple nuclei 309–11
UDAG 568, 574
Frank Lloyd Wright 308–9
see also Chicago 1909 Plan; City Beautiful; City Practical; civic center; urban renewal
chambers of commerce
chamber opposition to unions/FDR 297–8
chamber-style ED 118
City Beautiful leadership Cleveland 172
Boston’s Noble Experiment (Boston 1909–15) 180–85
Chicago Plan (1909) 174–6
Committee for Economic Development (CED) 298–300
Dallas chamber recruitment of war production 366
Denny Tag 118–19
Gilded Age Big City “businessmen mayors” and chambers 110–11
Gilded Age blurs into the Progressive Era 130
Big City “First Wave” chambers 137–40
chamber professionalization goes national 133–5
chambers home rule, municipal charter
reform, National Municipal League
143
industrial bureau 134–5
municipal research bureaus 146–7
NYC COC as case study for chamber
professionalization 130–31
Progressive Era socialist/social reform
mayors, policy agenda, and chambers
161–4
Ryerson Ritchie penultimate chamber
secretary 132–3
Williamsport Plan 139
Gilded Age chamber leadership, world view,
policy agenda 120–31
chamber opposition to railroads 120
chambers as Gilded Age Big City
jurisdictional lead agency 121
deal-making, tax abatement 126
Gilded Age municipal business
organizations 121–2
Milwaukee chamber case study 122
Exposition Fever 122–3
tourism and convention recruitment
124–5
LA city elites create chamber (1888) to
promote LA 242
Frank Wiggins takes the helm 242–3
New England chambers in second phase
Textile War 269
old style vs new style Gilded Age chambers
119
southern post-Civil War/pre-Depression
chamber ED
Atlanta 205–7
Charleston SC 202–4
tourism and early “fortress” strategy
(1898) 204
unions and labor unrest during the 1930s 293
urban renewal “hinge” from classical
chamber-led ED to post-1960 public-led
mainstream ED 456
western chamber-led-western city-building
model 225–6, 228–33
see also Boston; Draper, Stanley; Forward
Atlanta; Houston, TX; Los Angeles;
mainstream (classic) economic
development; Mead, Christy; Privatist;
Ritchie, Ryerson; waves of economic
development; Wiggins, Frank
Chapter 1 model 3–31
Charleston, SC
and chamber 202–4
early “fortress” strategy (1898) 204
tourism as initial chamber strategy 203–4
Trenholm, William 202
Chicago, IL
Back of the Yards and Reveille for Radicals
313–14
Chicago Area Project 312–13
city-building 58, 76–7
Samuel Eberly Gross, real estate subdivisions
115
Loop, the 102
Pullman and Harvey planned cities 127
Second Ghetto 414–15
see also Chicago Plan; Columbian Exposition
City Beautiful movement
Cleveland, “city on a hill” 172–4
Dallas City Beautiful 218–19
Kansas City Bipolar City Beautiful 176–80
J.C. Nichols’s suburban City Beautiful 284
origins 167
Paris 168
San Francisco stumbles 235–8
see also Burnham, Daniel; Chicago 1909
Plan City Practical; Columbian
Exposition; parks movement; Robinson,
Charles Mumford
city-building
Chicago and Ogden 58, 76–7
company towns 127
federal government as western wartime
city-builder
Henderson, NV 390
Los Alamos, NM 391
Richland, WA 390–91
garden city movement 128
Forest Hills 129
Frederic Howe 128–9
growth and western city-building 232–3
ICRR railroad as pioneer in railroad
city-building 75
LA hydra-headed city-builders 242
master-planned communities (MPC) 599
common interest/condo/homeowner
association 600–601
Privatopia 600–601
Woodlands 599–600
Midwestern city-building 47–9
National Road as federal facilitation of
Midwest city-building 61
Penn’s/colonial Pennsylvania city-building
34–5
Puritan town-building 38–9
Radburn, NJ and 1920s’ garden cities 278–9
railroads in Big City city-building and
economic growth 89–91
southern post-Civil War/pre-Depression
city-building 200–203
Annexation 202
Birmingham 200–201
Miami 201
suburban city-building 598–9
Texan regional competitive hierarchy 213–14
Dallas city-builders 214
Dallas–Fort Worth urban competition
216–17
economic development political cultures
214–15
Houston’s Allen brothers as city-builder
214
San Antonio early city-building 214
Tugwell/Bauer: federally built new towns
309–11
western chamber-led-western city-building
model 225–6, 228–33
Denver’s Larimer, Gilpin and the railroad
226
Kansas—urban competitive hierarchy
railroad-style 227
Oklahoma—the “instant” state and city
227–8
Salt Lake City and Brigham Young 22
San Francisco 233–5
Tulsa’s creative use of railroad to promote
228
“wagon’s ho” city-building 233
Wichita—the most promoted city in the
West 226
Yankee town/city-building upper New York
45–6
see also chambers of commerce; New
Urbanism
City Efficient 147–8
City Practical 168, 172
Cleveland’s later City Beautiful period 173
Dallas City Beautiful 218–19
San Francisco 237–8
second phase Kansas City’s City Beautiful
179–80
Civil Rights Era, school desegregation and
southern ED
Arkansas “Little Rock lesson” 378–9
Atlanta and Mayors Hartsfield and Allen Jr.
379
ED attraction affects southern education,
political reform and southern civic
improvements 381–2
Norfolk, VA 379
and selling of the South 377–8
George Wallace and Alabama’s
“prospecting” attraction
civic center
Chicago Plan (1909) 174–6
Cleveland City Beautiful 173
Dallas City Beautiful 218–19
Kansas City’s failure 180
San Francisco civic center 237
see also City Beautiful; City Practical
Clark, Joseph 466–9
Clay, Henry 60–61
Cleveland, OH
city “on a hill” Beautiful 172–4
initial settlement 47
Tom Johnson, social reform mayor 163–4
Shaker Heights and van Sweringen 281
Collins, John 465–6
Colorado Springs, fortress strategy 398
community development
community development as the Depression
hits 279
community development during Depression
and war years 311–15
community development in the Twenties 270
community development separates from
mainstream 152–3
community development wings and
movements: Matryoshka doll 153
definition 153
Gilded Age ethnic machines as community
development 109–10
Postwar community development to the
Seventies 530–47
Reagan-era community development 589–96
restatement of key community development
concepts 502
Transition Era federal government strategy:
people or place 637–40
urban renewal transformed the gap between
mainstream ED and community
development enters the war 454
see also African-American community
development; Alinsky, Saul; Bauer,
Catherine; City Beautiful movement;
community development,
housing-planning centered; community
development mobilization/organizing;
community development, neighborhood-level, economic/social-based; community development social welfare, deindustrialization; Du Bois, W.E.B.; Dukakis, Michael; federal government; Great Society, housing acts; Howard, Ebenezer; Howe, Frederick; La Guardia, Fiorello; parks movement, political machines; Progressivism; Roosevelt, Franklin D. and New Deal; War on Poverty; urban renewal

community development, housing-planning centered
1970s’ shifts to neighborhood revitalization 543–7
1974 Housing and Community Development Act 524
Big City growth—or decline? Decentralize or not? 307–11
CDBG 568
Clinton 1993 Empowerment Zone 638–9
Clinton-era Hope VI strengthen Section 8, funded demolition of urban renewal public housing 638
Clinton New Markets 639–40
first ghetto transitions into second ghetto 271–3
Housing and Urban Development (HUD) 512
HUD and Model Cities 517–19
National Historic Preservation Act of 1976 525
National Industrial Recovery Act (1933) federal slum clearance 303
Nehemiah Project (New York City) 591
Clarence Perry, father of neighborhood ED/planning 273–4
Reagan/Bush pivot to people-redistribution away from distressed place (EIC, LIHTC) 637–8
Riis, TR, tenement housing Progressive Era first paradigm 156–7
saving Big City neighborhoods vs planned suburban projects 274–5
Wood, Edith E.: a second paradigm: build/repair existing housing 157
see also Adams, Thomas; Bauer, Catherine; City Beautiful movement; federal government; Great Society, housing acts; Howard, Ebenezer; Howe, Frederick; Mumford, Lewis; parks movement; Perry, Clarence; regional plan of New York; Riis, Jacob; Roosevelt, Franklin D. and New Deal; urban renewal; Wood, Edith

community development, mobilization/organizing
Back of the Yards and Reveille for Radicals—Sol Alinsky 313–14
Chicago Area Project 312–13
community Development during the seventies 537
Alinsky-style community organizing 539–41
Baroni and National People’s Action/ NITC 540
diffusion of Alinsky-inspired CDOs in SW and West 541
Metropolitan Area Housing Alliance and Home Mortgage Disclosure Act of 1975 540
Shel Trapp and Gayle Cincotta, Chicago West Side 539
Neo-Alinsky ACORN 538–9
Mobilization for Youth 505–6
President’s Commission on Juvenile Delinquency 506–8
Second Ghetto 414–15
War on Poverty 508–9
community action agencies (CAA) 508
implications and consequences 508–9
“maximum feasible participation” 508
Woodlawn (Chicago) 503–4
see also African-American community development; community development, housing-planning centered; community development, neighborhood-level, economic/social-based; community development social welfare, deindustrialization; Du Bois, W.E.B.; federal government; Great Society, housing acts; War on Poverty

community development, neighborhood-level, economic/social-based
1974 Housing and Community Development Act 524
formally ended federal public housing/urban renewal 524
pivoted from public housing to Section 8 subsidies 524
CDBG 568, 574
City Beautiful and school/playground/recreation work together 188
community development in the Twenties 270–74
Economic Development Zone 578–9
Gilded City neighborhoods 102–4
housing act of 1964 510–11
integrate Baltimore’s neighborhood model 511
reform but preserve urban renewal 511
Housing and Urban Development (HUD) 512
housing/slum removal to neighborhood revitalization 543–7
community development financial institution (CDFI) 546–7
Community Land Trust 545
defensive mobilization—core initiative housing 544
Neighborhood Housing Services 544–5
South Shore Bank (Chicago) 545–7
Southeast Baltimore Community Organization 543–4
HUD and Model Cities 517–19
Main Street 576–7
National Historic Preservation Act of 1966 519
National Historic Preservation Act of 1976 525
National Industrial Recovery Act federal slum clearance 303
playground/school/recreation CD movement 157–8
Privatist neighborhood improvement associations 159–60
Chicago Woodlawn Improvement Association (1882) 160
UDAG 568
urban 1960s’ riots 520

see also African-American community development; community development, housing-planning centered; community development, mobilization/organizing; community development social welfare; deindustrialization; Du Bois, W.E.B.; federal government; Great Society; housing acts; War on Poverty

Columbian Exposition (1893 World’s Fair, Great White City) 169–71; see also Burnham, Daniel
Committee for Economic Development 298–300
and CED chapters in western postwar policy systems 404–5
company towns 127–8
and southern city-building 200–203

see also African-American community development; community development, housing-planning centered; community development, mobilization/organizing; community development social welfare; deindustrialization; Du Bois, W.E.B.; federal government; Great Society; housing acts; War on Poverty

Columbian Exposition (1893 World’s Fair, Great White City) 169–71; see also Burnham, Daniel
Committee for Economic Development 298–300
and CED chapters in western postwar policy systems 404–5
company towns 127–8
and southern city-building 200–203

see also African-American community development; community development, housing-planning centered; community development, mobilization/organizing; community development social welfare; deindustrialization; Du Bois, W.E.B.; federal government; Great Society; housing acts; War on Poverty

Columbian Exposition (1893 World’s Fair, Great White City) 169–71; see also Burnham, Daniel
Committee for Economic Development 298–300
and CED chapters in western postwar policy systems 404–5
company towns 127–8
and southern city-building 200–203

corporate charter as hybrid EDO
charters jump-start manufacturing 70–71
colonial and Early Republic background 67
phase I, mid-19th-century North/South/
Midwest gift and loan 78–82
southern post-Civil War turn to empowering railroads 196–7
transportation infrastructure 68–71

settlement house movement 155–6
CDBG 568, 574
National Congress Community Economy Development NCCED 542–3
overwhelmed during Depression 294
Privatist Gilded Age 1873 non-place-based social welfare 153–4
Buffalo Charity
Organization-Community
Chest-United Way 153–4
Gilded Age “faith-based” social welfare:
Salvation Army 154
New York City Society Improving Condition of the Poor 153
YMCA 153
Reagan-era community development 589–96
comprehensive community-building initiatives 593–4
Dudley Street (Boston) 592
Sandtown (Baltimore) 594–6
restatement of key community development concepts 502
settlement houses struggle to survive 272
Woodlawn (Chicago), Gray Areas, Ford Foundation 503–5
Ylvisaker, Paul 502, 503–5, 506

see also African-American community development; community development, housing-planning centered; community development, mobilization/organizing; community development, neighborhood-level, economic/social-based; deindustrialization; Du Bois, W.E.B.; federal government; Great Society; housing acts; War on Poverty

Columbian Exposition (1893 World’s Fair, Great White City) 169–71; see also Burnham, Daniel
Committee for Economic Development 298–300
and CED chapters in western postwar policy systems 404–5
company towns 127–8
and southern city-building 200–203

corporate charter as hybrid EDO
charters jump-start manufacturing 70–71
colonial and Early Republic background 67
phase I, mid-19th-century North/South/
Midwest gift and loan 78–82
southern post-Civil War turn to empowering railroads 196–7
transportation infrastructure 68–71

settlement house movement 155–6
CDBG 568, 574
National Congress Community Economy Development NCCED 542–3
overwhelmed during Depression 294
Privatist Gilded Age 1873 non-place-based social welfare 153–4
Buffalo Charity
Organization-Community
Chest-United Way 153–4
Gilded Age “faith-based” social welfare:
Salvation Army 154
New York City Society Improving Condition of the Poor 153
YMCA 153
Reagan-era community development 589–96
comprehensive community-building initiatives 593–4
Dudley Street (Boston) 592
Sandtown (Baltimore) 594–6
restatement of key community development concepts 502
settlement houses struggle to survive 272
Woodlawn (Chicago), Gray Areas, Ford Foundation 503–5
Ylvisaker, Paul 502, 503–5, 506

see also African-American community development; community development, housing-planning centered; community development, mobilization/organizing; community development, neighborhood-level, economic/social-based; deindustrialization; Du Bois, W.E.B.; federal government; Great Society; housing acts; War on Poverty
Council of Urban Economic Development (CUED)
formation and initial development 516–17
Curley, James Michael 460–62

Dallas TX
City Beautiful 218–19
city-builders 214
Dallas chamber recruitment of war
production 366
Dallas-Fort Worth urban competition 216–17
initial growth strategy 217
deindustrialization
Bluestone and Harrison 608–10
counter-strategies, programs and values 610
Schumpeter and deindustrialization 611–12
Schumpeter’s creative destruction, disinvestment, reinvestment 609
retrospective view 612–14
see also Great Reindustrialization Debate

Denver, CO
Newton, James Quigg (Denver) 412
postwar policy system 411–13
Stapleton, Ben (Denver) 411–12
versus suburbs over water/annexation 413

Detroit, MI
adopt the “fortress” strategy 316–17
fiscal collapse/default/bankruptcies during the Depression 294–5
and industrial decentralization 318–19
opposition to local transportation/utility monopolies 161
and war production Big City suburbs 319–20
see also hegemonic Big Cities; Pingree, Hazen
Dilllon’s Law 82–3
selling frozen water 149–50
Dilworth, Richardson 466–9
Draper, Stanley (Oklahoma City) 411–12
chamber conducts urban renewal 484–5
drivers of economic development policy 10–24;
see also global free trade competitive hierarchy; industry/sector profit life cycle;
metropolitan competitive hierarchy; population mobility; urban competitiveness hierarchy
Du Bois, W.E.B. 165–6
Dukakis, Michael 617
earned income credit (EIC) 637–8
economic development zone 578–9
economic gardening 640–41
eminent domain tool
degradation to private corporations/natural monopolies 64
Dilllon’s Law 82–3
regulated by states 64
tax abatement and eminent domain as “fault line” 61
empowerment zone (Enterprise Communities, 1993) 638–9
environmentalism
and transition era impact on economic development 686–7
entrepreneurial states 614–24
Erie Canal 72
export and foreign investment strategy
auto alley 1980s’ FDI 558–61
Boston Port movement 183–4
foreign trade zones 569–70

Fantas, Felix 383
federal government and state/sub-state economic development
Carter’s administration 568–70
Clinton’s administration 637–40
Depression-era cities lobby for federal assistance during Depression, United States Conference of Mayors, Frank Murphy 295
Early Republic federal involvement 59–61
Eisenhower’s administration 420–32
federal government and urban renewal 325–48
federal government as western wartime city-builder 390–92
federal government builds municipal airport network 391–2
Hoover’s initiatives to deal with Depression 300–301
Johnson’s administration 508–19
Kennedy administration 496–500
National Industrial Recovery Act (1933), federal slum clearance 302–3
Nixon’s administration 521–6
Our Cities (National Resources Planning Board) 303–5
pre-Depression federal government role in western ED 244–7
Reagan administration 570–76
role and context for the American West 222
role of federal government in Big Cities between 1945–60 418
Index

Truman’s Presidency 419–20

see also Clay, Henry; community development; fortress ED strategy; Great Society; housing acts; industrial decentralization; industrial development bond; Intercoastal Waterway; Interstate Highway Act; mainstream (classic) economic development; National Road; Roosevelt and New Deal; SBA; urban renewal; War on Poverty workforce strategy

first settlers 16

Florida, Richard 16, 627–8, 684

Fort Worth, TX

Board of trade attraction program 216–17

fortress ED strategy

Big Cities adopt the “fortress” strategy 316–17

Dallas chamber recruitment of war production 366

Fortress strategy adopted by postwar western cities/states 388–90

industrial decentralization and war production 318–20

Los Angeles Plan 389

Pacific Coast cities adopt strategy and compete 250–51

San Antonio early city-building 214

San Diego’s fortress strategy 247–9

Forward Atlanta (1928) 205–6

Foundations of the Contemporary (Economic Development) System 491–4

review of foundation-related themes 606–8

gambling and casinos 641–3

Las Vegas chamber pushes state gambling legislation (1931) 260–61

Gary, IN, planned city 127

generational cohort migration

introduction 16

suburban diversity and poverty 602–3

Transition Era generational cohort migrations 633–7

gift and loan clauses

New England third phase 444–6

phase I, mid-19th-century North/Midwest 78–82

Reconstruction era 194–5

 Redeemers and goal-complexity in southern ED 197–8

selling frozen water 149–50

southern post-Civil War turn to empowering railroads 196–7

southern second gift and loan phase 195–7

global free trade competitive hierarchy

Committee for Economic Development 298–300

entrepreneurial states, new role of American states in ED 614–16

five Strands of Great Reindustrialization Debate 610–11

introduction 17–19

new “auto alley” forms with FDI 558–61

post-1918 export prices and boll weevil 211

rise of technology 561–5

rise of the states 624–5

Schumpeter and deindustrialization 611–12

South as a colony 192–3

southern immigration 190

southern textile industry 207–10

southern urbanization and industrialization 188–9

see also deindustrialization; Early Republic tariff; Great Reindustrialization Debate; Second War Between the States; Textile War; Transition Era

Great Migration

1919 “red summer riots” in northern Big Cities 212

Back of the Yards and Reveille for Radicals—Sol Alinsky 313–14

Chicago Area Project 312–13

community development during Depression and war years 311–12

and “cotton-belt” 210–12

effect on pre-Depression southern ED 212

phases of southern diaspora 210

post-1918 export prices and boll weevil 211

southern diaspora compared to Great Migration 210

war production and Big City suburbs 319–20

see also population mobility; second ghetto; southern diaspora

Great Reindustrialization Debate

deindustrialization: a retrospective view 612–14

five strands of debate 610–11

Schumpeter and Deindustrialization 610–12

see also deindustrialization; Foundations of Contemporary Policy System

Great Subway Race: Boston and New York 96–8

Greater Philadelphia Movement 466–8

Gruen, Victor

CBD refunctions 585
diffusion on Gruen’s plan across the nation 430–31
Victor Gruen’s approach and Fort Worth Plan 428–9
highways as CBD refunciencing strategy 427
Jane Jacobs supports Gruen’s approach 429–30
Hartsfield, William 480
hegemonic Big Cities
Big City agglomerations 87–9
Big City hegemony moves into the West 228–30
Beyond Boosterism, grow or die chambers, city-builders, elites 230–33
“mercantile model” meets Jackson’s “Frontier Thesis” 229
Big Cities adopt the “fortress” strategy 316–17
implosion of hegemonic central city 547–52
fiscal crisis 550–51
functions and refunciencing as ED strategies 550
municipal defaults 551–2
Myrdal’s vicious circle: race 548–9
overview and statistics 547–8
sandbox, Indian reservation, or cemetery 549–50
industrial decentralization 318–19
industrial, population growth, hegemonic urban competitiveness 2–3
introduction 11–12, 85–7
messiah mayors 583–9
North installs southern industrial infrastructure 198–200
northern branch industry occupies southern commanding heights 196–9
Pittsburgh pricing 199
polycentrism and post suburbia 596–604
post-Civil War/pre-Depression southern background/context 187
railroads as catalysts to Big City development 89–92
Second War Between the States 552–7
blame game and the “last entrepreneurs” 553–5
Nixon southern strategy 552–3
Second War spawns increases in municipal/state economic development organizations/strategies 556–8
state-level bidding war for mobile firms 553
South as a colony 192–3
southern city-building 200–203
southern textile industry 207–10
southern urbanization, industrialization, immigration 188–90
Transition Era 489–94
war production and Big City suburbs 319–20
see also annexation; auto agglomeration;
city-building; deindustrialization;
federal government; immigration;
industrial decentralization; industry/sector life cycle; jurisdictional economic base; jurisdictional policy system;
metropolitan competitive hierarchy;
population mobility; suburbanization;
war years and war production; Yankee diaspora
Henderson, NV 390
Herter, Christian 440–41
Higgins, Andrew Jackson 365–6
Homestead Act (1862) and ICRR model 225
Honolulu postwar policy system 415–16
Hope VI 638
housing acts
1937 Housing Act 329–31
1949 Housing Act 345–8
1954 Housing Act 348–9
1959 Housing Act 349
1965 Housing and Urban Development (HUD) 512
CDBG 568, 574
Housing Act of 1964 510–11
HUD and Model Cities 517–19
National Historic Preservation Act of 1966 519
Houston, TX
Allen brothers as city-builder 214
Houston Port Authority and Canal 215–16
Jesse Jones (Exxon, Shell, Goodyear, Sinclair) 366–7
Howard, Ebenezer 128
garden cities in the 1920s 278
Howe, Frederic 128–9
hybrid EDOs
19th-century examples of hybrid EDOs with eminent domain powers 64
case study of mid-19th-century transportation infrastructure, need for hybrid EDO 66–7
Chicago Plan Commission 175
Index

Dillon’s Law 82–3
Early Republic infrastructure need required public–private structure 59
FDR prods states to empower municipal housing authorities 328–9
franchise as hybrid EDO 98–100
Gilded Age infrastructure (water, sewer, parks) creates hybrid boards/commissions 93–5
Houston Port Authority 215–16
Kansas City’s Parks Board 177
local formation of the municipal redevelopment agency 336–8
New Orleans Port Authority 207
Oregon State creates new-style Progressive port authority 239
San Joaquin and King’s River Canal and Irrigation Company (1871) 246
Texas economic development tax 206
Washington State responds by creating its own network 239–40
Williamsport Plan 139
see also corporate charters; gift and loan; infrastructure; railroad as hybrid EDO; service district
Hynes, John (Mayor, Boston, 1952–60) 462–6
ICRR people attraction and city-building 75–6
immigration
Bracero Program (1942) 394
economic development driver 15
Gilded Age immigration expands workforce and city boundaries 92
Irish German immigrant impact on existing political culture 52–5
Los Angeles in migration/immigration demographics 244
New Orleans chamber people-attraction 190
southern immigration 190
Transition Era immigration 630
Indianapolis, IN
Indianapolis convention recruitment 125
industrial bureau (chamber) 134–5
industrial decentralization
Colorado Springs fortress strategy 398
context and background 315–19
federal government builds municipal airport network 391–2
Korean War industrial decentralization 420
postwar industrial decentralization 394–8
war production and Big City suburbs 319–20
wartime federal investment statistics in West 387–8
wartime industrial decentralization 387–94
wartime industrial decentralization in the South 363–4
western wartime population growth, relocated workers/families 392–3
Portland, OR case study population growth/worker housing 393–4
industrial development bond (IDB)
BAWI and initial IDB diffusion 372–4
IDB/Massachusetts responds to third phase of textile war 442–4
pushback against IDBs 376–7
Shadow War begins 372–7
specific IDB state models 374–6
varieties of IDBs and diffusion 374
industrial park
Chicago Clearing Industrial District (1899) 136
definition 136
Alexander Hamilton 135
Lowell Heritage Park 619
Progressive Era 135–7
Trafford Park Estate Manchester England (1800) 136
Williamsport Plan 139
see also chambers of commerce; Lehigh Valley
industry/sector profit life cycle, see drivers of economic development policy; jurisdictional economic base; Markusen, Ann
infrastructure
Appalachian Regional Development Act 1965 513–15
Area Development Act of 1961 496–8
infrastructure as business attraction 497
predecessor of OEDP 497
targeting: depressed and rural areas 497
case study of Early Republic transportation infrastructure 66–8
CDBG 568, 574
CERCLA, superfund, brownfields 570
City Beautiful infrastructure expressed in Chicago 1909 Plan 175
Early American roads, steamboats, canals, railroads 71–3
Early Republic infrastructure need required public–private structure 59
“ earmark” 569
EDA: to be or not to be—permanent funding 525–6
EDZ (economic development zone) 571–2, 578–9
Gilded Age Big City infrastructure 93–5
impact of competitive urban hierarchy, infrastructure strategy, development of ED tools 65
intra-municipal transportation innovation transforms Big Cities, spurs new forms of ED 95–100
LA infrastructure (water, streetcars, highways) people-attraction 243–4
North installs southern industrial infrastructure 198–200
pre-Depression federal government role in western ED 244–7
Public Works and Development Act (EDA) 515–16
Tax Increment Financing Districts 579–81
UDAG 568
see also central business district;
city-building; corporate charters; federal government; gift and loans; hybrid EDOs; industrial park; Intercoastal Waterway; Interstate Highway Act;
jurisdictional economic base;
mainstream (classic) economic development; metropolitan competitive hierarchy; national road; parks movement; port authority; railroads as hybrid EDOs; Tennessee Valley Authority; urban competitive hierarchy
Intercoastal Waterway 448
Interstate Highway Act of 1956 424–5
background and politics 425–6
diffusion on Gruen’s plan across the nation 430–31
Gruen’s approach and Fort Worth Plan 428–9
highways as CBD refunctioning strategy 427
legislative approval 426
as Negro removal 431–2
slum clearance a not-unintended aspect 431
slum removal incorporated in federal/state/local planning 426–7
Jacksonian small town, weak mayor, limited government 44
Jacobs, Jane
and Gruen’s approach 429–30
see also urban renewal
Johnson, Lyndon B.
creation of SBA SBIC program 424
see also federal government; Great Society;
War on Poverty
jurisdictional economic base
Big Cities adopt the “fortress” strategy 316–17
Big Cities refraction by rebuilding 583–5
Big City agglomerations 87–9
central city stabilization 588–9
Great Reindustrialization Debate; 21st century ED strategies 10–12
introduction and intertwined with jurisdictional profit life cycle 11–14
New Deal’s Second Reconstruction 356–67
post-Civil War/Pre-Depression South 187–219
railroads pioneer elite and corporate organization change 89–91
shifting sectors—turmoil in jurisdictional economic base 558–65
southern manufacturing inn moves north, king cotton rules the South New England textiles mills 49–51
suburban manufacturing decentralization during the 1930s 293
unions and labor unrest during the 1930s 293
wartime industrial decentralization 387–94
see also attraction; auto agglomeration;
business climate; chamber of commerce;
city-building; central business district;
diendustrialization; drivers of ED policy;
hegemonic Big Cities; industrial decentralization; industrial development bond; industrial park; industry/sector profit cycle; infrastructure; Lehigh Valley; mainstream ED; Privatist; regional plan of New York; right to work; suburbanization; Textile War; Tiebout, Charles; war years and war production; workforce strategies
jurisdictional policy system
Boston’s Noble Experiment 180–85
City Efficient 147–8
Dillon’s Law 82–3
forms of government and jurisdictional policy systems 143–4
Gilded Age Big City policy system “worst in Christendom” 106–7
Big City Gilded Age machines/ward-based city councils 108–9
Gilded Age Big City “businessmen mayors” 110–11
Index

Gilded Age Big City municipal bureaucracies 112–14
Gilded Age Big City policy actors 106–15
“home rule,” charter reform, National Municipal League 142–3
hybrid CD/ED socialist/social reform policy systems 160–64
implosion of hegemonic central city 547–52
introduction 24–31
municipal fiscal collapse/default during the Depression 294–5
outputs 26–30
Pendergast participation in Kansas City’s City Beautiful 176–80
policy actors and closed 30–31
Progressive Era socialist mayors and policy agenda 161–2
southern post-Civil War/pre-Depression policy system 188–98, 202–7
suburban autonomy gathers momentum 283
unions and labor unrest during the 1930s 293
western postwar policy systems 404–16
see also Chapter 1 model
Kaiser, Henry 409–10; see also Portland
Kansas City, MO
Kansas City Bipolar City Beautiful 176–80
see also City Beautiful; City Practical; Nichols, J.C.
Kennedy, John F.
attack on South third phase of textile war 443–4
see also federal government
King, Edward (Massachusetts, Governor 1978) 620–22
La Guardia, Fiorello 296–7
Las Vegas 414–15
Le Corbusier 307–8
Lehigh Valley, PA
anthracite coal agglomeration (Scranton, Hazleton, Wilkes-Barre) 265
establish boards of trades 265
Scranton Plan (aka Williamsport Plan) 265–6
Lehigh Valley strategy 265–6
Logue, Edward 465
Los Alamos, NM 391
Los Angeles, CA
Bowron, Fletcher (Los Angeles) 408–9
city elites create chamber (1888) to promote LA 242
created rather than developed “ED pyramid scheme” 241
hydra-headed city-builders/pioneering role by chamber 242
infrastructure (water, streetcars, highways) 243–4
jurisdictional economic base 241
LA ED strategy people attraction supported by infrastructure 241
Los Angeles postwar policy system 407–9
Los Angeles wartime industrial decentralization Plan 389
“multi-headed beast with no center” 240–41
political culture of sprawl and limited decentralized government 244
population in migration/immigration demographics 244
railroad land speculation flimflam (1887) started it off 242
Frank Wiggins 242–3
see also attraction; chamber of commerce; fortress ED strategy; industrial decentralization; infrastructure; West low-income housing tax credit (LIHTC) 637–8
mainstream (classic) economic development
19th-century examples of hybrid EDOs with eminent domain powers 64
Big City “First Wave” chambers 137–40
Business Improvement Districts 577–8
CBD decline enlarges coalition to combat blight/business slum 333–6
charters jump-start manufacturing 70–71
Committee for Economic Development (CEC) 298–300
Depression years and Chamber opposition to unions/FDR 297–8
Dillon’s Law 82–3
Early Republic use of tax abatement 62–3
Economic Development Zone 578–9
eminent domain is regulated by states 64
franchise as hybrid EDO 98–100
Gilded Age Big City infrastructure prompts hybrid EDOs 93–5
Gilded Age Boards of Trade and municipal ED 122
Milwaukee chamber case study 122
Gilded Age tax abatement 126
Gilded Age tourism 124–5
golden year charters and transportation infrastructure 68–71
ICRR homesteading, city-building and people-attraction 75–6
industrial bureau-style economic development 134–5
mid-19th-century transportation infrastructure and hybrid EDO 66–7
J.C. Nichols: Country Club mall and suburban subdivision 284–5
NYC COC as case study for chamber professionalization 130–31
phase I, mid-19th-century North/South/Midwest gift and loan 78–82
Port of Boston movement 183–4
Progressive Era industrial park 135–7
railroads pioneer business elite changes and prompt EDO creation 91
Second War spawns increase in municipal/state EDOs 556–8
southern-fried post-Civil War/pre-Depression mainstream 190–210
Tax Increment Financing Districts 579–81
Texan economic development political cultures 214–19
unions and labor unrest during the 1930s 293
see also African-American economic development; attraction; business climate; central business district; chamber of commerce; City Beautiful; city-building; City Efficient; City Practical; corporate charter; deindustrialization; Denny Tag; federal government; fortress ED strategy; Great Reindustrialization Debate; industry/sector profit life cycle; Privatist; Privatopia; railroads as hybrid EDOs; SBA; Second War Between the States; Textile War; waves of economic development
Main Street 576–7
Markusen Ann
Chapter 1 model 12
see also Colorado Springs; industry/sector profit life cycle; Silicon Valley
Massachusetts
blame game and the "last entrepreneurs" 553–5
entrepreneurial states 614–15
formation of Massachusetts Industrial Commission (1929) 270
Noble Experiment 180–85
post-18th-century state-led Progressivism 38–9
response to third phase textile war/IDB 439–41
rise of the states 624–5
role of American states in Transition Era ED 616–25
Second War Between the States 552–7
see also Herter, Christian; Industrial Development Bond; Textile War
master-planned communities (MPC) 599–600
McClellan, George B. 114
Mead, S. Cristy 131
messiah mayors 583–9
CBD refunctsions 585
central city stabilization 588–9
convention centers and tourism 586–8
refuncion by rebuilding 583–5
Rouse, festival marketing and waterfront 584
sports and stadiums 585–6
stabilizing tax base 583
metropolitan competitive hierarchy (second level)
Big City growth—or decline? Decentralize or not? 307–11
Boston 1915 Plan (1909) 181–2
central city stabilization 588–9
competitive metro hierarchy, simultaneous suburb, domeism 474–6
decentralization: the crisis acknowledged in the 1920s 280
decentralization transforms post-1940 slum clearance/public housing into Big city anti-suburban strategy 333
Dillon’s Law and suburbs during the 1920s 281–2
effects of simultaneous suburbanization 402–3
implosion of hegemonic central city 547–52
industrial decentralization 318–19
introduction 17–18
municipal fiscal collapse/default/bankruptcies during Depression 294–5
J.C. Nichols: Country Club mall and suburban subdivision 284–5
polycentrism and post suburbia 596–604
suburban manufacturing decentralization during the 1930s 293
urban 1960s’ riots 520
war production and Big City suburbs 319–20
war production/public housing and western suburbanization 400
western postwar suburbs, early boom suburbs 399
see also annexation; central business district; Chicago 1909 Plan; City Beautiful; drivers of ED policy; Interstate Highway Act; regional plan of New York; suburbanization; urban renewal
Miami, FL
city-building 201–2
Flagler, Henry 201–2
Miami—southern Florida wartime population mobility 365
Morse, True D. 421–2
Moses, Robert
formation of the municipal redevelopment agency 336–8
and La Guardia 297
Le Corbusier and Moses 307–8
Moses and United Nations 343–5
Moses's Norfolk plan 483
Moses’s Portland Plan (1943) 410
New York City urban renewal 339–41
NYC Municipal Research Bureau 147
Pittsburgh’s Moses Plan guides urban renewal 341–3
Mugwumps 141–2
Mumford, Lewis
Culture of Cities 306–7
dinosaur city 278
RPNY debate, Radford 274–9
see also community development; community development, housing-planning centered; urban renewal
municipal research bureaus 146–7
Muskie, Edmund, Maine, IDB and response to third phase textile war 442
National Industrial Recovery Act (1933) 302–3
NIRA effects on the South 357–8
National Municipal League 142–3
National Organization of Commercial Organization Secretaries 134
National Resources Planning Board’s demise creates state EDOs 367–8
National Road 61
New England Council (1926) 269–70
New England township 48
New Orleans, LA
Chamber of commerce immigration initiative 190
Port Authority 207
Newton, James Quigg (Denver) 412
New Urbanism 644–5
New York City, NY
Great Subway Race: Boston and New York 96–8
La Guardia Depression era social reform and socialist mayor 295–6
Merchants’ Association (1897) 130–31
Moses and United Nations 343–5
Nehemiah Project (New York City) 591
New York City and Moses 339–41
NYC Municipal Research Bureau 147
NYC Tenement Act (1895, 1901, 1914) 157
Nichols, J.C. 284–5
Noble Experiment (Boston 1909–15) 180–85
Boston 1915 Plan (1909) 181–2
Chamber advances a community development agenda 184–5
collapse of the Boston 15 movement 185
Honey Fitz, Irish charismatic mayor as structural reformer 182
Port of Boston movement 183–4
Progressive business elites/chamber in Progressive Era 180–81
Norfolk, VA
chamber/business pursue CBD urban renewal 483–4
chamber and civic leaders and school desegregation initiative 379
Robert Moses plan 483
war housing meets school desegregation 482–3
Oak Ridge, TN and Atomic Energy Commission 367
Ogden, William 58, 76–7
O’Grady, Henry 205
Oklahoma City, OK
chamber conduct urban renewal 484–5
Draper, Stanley (Oklahoma City) 411–12
postwar policy system 410–11
Olmsted Sr., Frederick Law
19th-century parks movement 113
predecessor of city beautiful 168
onionization
assessment 255–6
description and explanation 6–7
introduction 5–6
onionization renders policy system more complex 419
siloization and onionization of port authorities 450–51
Our Cities (National Resources Planning Board) 303–5
Park, Robert (Chicago School) 271
Hoover administration report: The Metropolitan Community (1933) 301
parks movement
Dallas City Beautiful 218–19
predecessor of city beautiful 168–9
see also City Beautiful; Howard, Ebenezer; Howe, Frederic; Olmsted Sr., Frederick Law; Radford, NJ
Pennsylvania
Penn’s Privatism 34–5
Pennsylvania–Maryland railroad competition 73–4
Second War Between the States 552–7
Williamsport Plan 139
see also Lehigh Valley; Philadelphia; Pittsburgh
Pingree, Hazen
Cleveland’s Tom Johnson 163–4
Detroit’s Hazen Pingree 162–3
opposition to local transportation/utility monopolies 161
Progressive Era social reform mayors 162
Progressive Era socialist mayors and policy agenda 161
people attraction
CBD refunctions 585
convention centers and tourism 586–8
ICRR people attraction 75
LA ED strategy people attraction supported by infrastructure 241
New Orleans chamber initiative 190
Rouse, festival marketing and waterfront 584
southern immigration 190
sports and stadiums 585–6
Perry, Clarence A. 273–4
Philadelphia, PA
1876 Centennial International Exposition 122–3
early 19th-century Privatism 35–7
Philadelphia and Boston (1820s) compared 42–3
Philadelphia as urban renewal case study 466–73
Phoenix, AZ
growth during Depression 386
postwar growth approach 390
Pittsburgh
Pittsburgh Survey 158–9
Pittsburgh urban renewal 341–3
political culture
19th-century hybrid EDOs as fault line 67–8
Deep South political culture 51
hybrid CD/ED socialist/social reform policy systems 160–64
introduction 24–6
Irish German immigrant impact on existing political culture 52–5
Noble Experiment (Boston 1909–15) 180–85
Pennsylvania’s Midlands 37
Philadelphia and Boston (1820s) compared 42–3
post-Civil War/pre-Depression background context 187
Progressive business elites/chamber in the Progressive Era 180–81
Scots-Irish Greater Appalachia 44–5
southern post-Civil War/pre-Depression ED-related culture
Texan economic development political cultures 214–15
two paths ED diverge: community and mainstream 152
varieties of pre-Civil War Privatism and Progressivism 55–6
“Yankee” culture 42
political machines
Big City Gilded Age ethnic machines and ED/CD 108–10
effects of New Deal programs on political machines 295–6
Honey Fitz, Irish charismatic mayor as structural reformer 182
Irish political machines early community development 54
La Guardia Depression era social reform and socialist mayor 295–6
Mugwump anti-Tweed/machine, civil service reform 142
Pendergast participation in Kansas City’s City Beautiful 176–80
San Francisco Ruef machine’s City Beautiful non-cooperation 237–8
suburban autonomy gathers momentum 283
Tingley, Clyde (“Boss”), Albuquerque 413–14

Ronald W. Coan - 9781785366369
Downloaded from Elgar Online at 04/01/2019 07:39:36PM
via free access
unions and labor unrest during the 1930s 293
see also Curley, James Michael; Fitzgerald, Honey Fitz; Kansas City polycentrism and post suburbia edge cities and boomburbs 597–8
Scots-Irish ED-relevant structures 44 southern chamber-style mainstream ED 203–7 southern-fried economic development 193–4 southern post-Civil War/pre-Depression Privatism 232–3, 256 structural reformers and the City Efficient 147–8 Warner’s Philadelphia 34–7 see also chambers of commerce; mainstream (classic) economic development; political culture; population mobility Privatopia 600–601 common interest development/condos/homeowner association 600–601 programs as output of policy system 29–30 Progressivist economic development culture introduction and definition 24–6 Josiah Quincy III 41 Josiah Quincy IV 41 Unitarianism reshapes Massachusetts’s Progressivism 40–41 Winthrop’s city on a hill 37–8 Yankee Diaspora ED structures 48–9 see also community development; political culture; population mobility Radford, NJ 278 Rafsky, William 471–3
“gray areas” “community renewal program” (1959) 471
railroads as hybrid EDOs
Denver’s Larimer, Gilpin and the railroad 226
ICRR homesteading, city-building and people-attraction 75–6
Kansas—urban competitive hierarchy railroad-style 227
Lincoln’s homesteading and transcontinental railroad 75
northern railroads built the infrastructure for post-Civil War South 196–7, 198–200, 202–7
railroads as partner in Gilded Age chamber attraction/promotion 124
railroads and tourism, Atlantic City 125
Tulsa’s creative use of railroad to promote 228
Western railroad city-building: land spec/bribery/access/promotion/infrastructure 225–6, 228–33
Wichita—the most promoted city in the West 226
Reagan devolution principles and philosophy 570–71
Reagan-era community development 589–96
Reagan’s impact on sub-state ED 575–6
real estate exchange
Gilded Age real estate exchanges 111–12
see also urban renewal
Regional Plan of New York (RPNY, 1929) 274–9
report on economic conditions in the South 359
Richland, WA federal government as city-builder 390–91
Right to Work national minimum manufacturing wage and unions post-WWII Right to Work 371–2
sets stage for “right to work” state legislation 360–61
Riis, Jacob (and Teddy Roosevelt) 156
Ritchie, Ryerson 132–4
Robinson, Charles Mulford 169, 171–2
Rogers, “Will”, as economic developer 228
Roosevelt, Franklin D. and New Deal AAA–Taylor Land Grazing Act 386–7
Committee for Economic Development 298–300
Depression-era federal investment 385–6
Depression years and Chamber opposition to unions/FDR 297–8
FDR prods states to empower municipal housing authorities 328–9
National Industrial Recovery Act (1933) federal slum clearance 303
Patron helped people, not cities, launching rural revolution and suburban “new towns” resettlement program 301–3
reaction to lobbying by mayors and USCOM 295
relationship with La Guardia 296
report on economic conditions in the South 359
Roosevelt’s New Deal rural revolution
Rural Electrification Act (1935), CCC, WPA 386
South Second Reconstruction “Nation’s Number One Problem” 56–61
Wagner–Peyser Act 306
Rouse, James comments on 1956 Interstate low income slums destruction 431
comprehensive Community-Building Initiatives 593–4
festival marketing and waterfront 584
Sandtown (Baltimore) 594–6
Route 128
Bay State Skills Corporation (1981) 621
centers of excellence (knowledge-based, university-led) 623–4
development of 561–4
Massachusetts High Technology Council (1977) 620
Massachusetts Technology Park Corporation (1982) 621
rural economic development
Area Development Act of 1961 496–8
dam construction on federal land/Dinosaur National Monument, Glen Canyon decision 422
True D. Morse 421–2
Report on Problems of Low Income Farmers (1955) 421
Rural Intermediary Relending Program 422
tourism in rural areas 421
national Park Service Mission 66 422
Public Works Acceleration Act (1962) 498–9
Rural Electrification Act (1935) 386
Tennessee Valley Authority 358
Sacramento: domeism, urban renewal, TIF 478–9
Index

San Antonio, TX
San Antonio early city-building 214
San Diego, CA
assessment of fortress strategy 250–51
background to Fortress California strategy 247–8
CBD urban renewal that couldn’t—new policy system evolves 486–8
Pacific Coast cities adopt strategy and compete 250
San Diego’s fortress strategy 248–9
San Francisco
1915 World’s Fair 238
adopts Fortress California strategy and competes 250–51
“baby” Big City—mirrors the progressive hegemonic East 235
commercial, not industrial business elites 234
damn the earthquake/fire and Ruef machine, rebuild it our way 237
population diversity—immigration and ethnics 235
Port Authority (1853) engine of commercial growth 234
William Ralston, banker, city-builder-gold helps 233–4
stumbles on City Beautiful walkway 235–7
San Francisco Port Authority 234
scientific management 146–7
Seattle, WA
evolution of Seattle/Portland regional competitive hierarchy 239–40
Second Ghetto 414–15
Second War Between the States
blame game and the “last entrepreneurs” 553–5
new “auto alley” forms with FDI 558–61
Nixon southern strategy 552–3
Northeast–Midwest Congressional Coalition 555
Second War spawns increase in municipal and state EDOs 556–8
shifting sectors—turmoil in jurisdictional economic base 558
Southern Growth Policies Board 1971 556
state-level bidding war for mobile firms 553
selling of the South
effects of attraction and selling of the South 377–8
Lilienthal, David, TVA chair, southern industrialization 358
selling of the South paradigm 368–72
Tennessee Valley Authority phosphate strategy 358
service district emerges 282
service districts in postwar west 404
Silicon Valley 564–5
silozation
assessment as of 1920s 255–6
description and explanation 7–8
introduction 5–6
silozation and onionization of port authorities 450–51
simultaneous suburban–central city growth, not sequential 399
effects of simultaneous suburbanization 402–3
Vanport (Portland), OR 400
war production/public housing and western suburbanization 400
western postwar suburbs, early boomburbs 399
Small Business Administration 422
background and formation in 1953 422–3
Democratic leadership passes SBIC (1958) 424
original programs and growth to 1960 423
SBA and War on Poverty 510
minority business enterprise loans (MBE) 510
Nixon’s SBA initiatives 526
revamped SBICs 510
SBA, Reagan-era 573
SBA’s MBE program, MESBIC 533
SCORE 510
section 8a—minority contractor program 510
small business development centers 510
small business a fault line between Privatist/Progressivist ED 423–4
small business investment corporation 424
Southern Diaspora
compared to Great Migration 210
defined 210
effect on pre-Depression southern ED 212
phases of southern diaspora 210
post-1918 export prices and boll weevil 211
white phase 1 migration to West 212
Southern Economic Development Council (1946) 368
Stapleton, Ben (Denver) 411–12
Submerged Lands Act of 1953 (offshore oil drilling) 422
suburban autonomy 106, 283
suburban planned “garden city” community development 274–5, 277
Big City growth—or decline? Decentralize or not? 307–11
Le Corbusier and Moses 307–8
regional plan of New York (RPNY) exposes the rift 275
Thomas Adams’s approach 276–7
Lewis Mumford’s approach 275–6
SAGE/Mumford/Perry satellite suburbs: Radford 277–8
saving Big City neighborhoods vs planned suburbia 274–5
suburban city-building 598–9
master-planned communities (MPC) 599
common interest development/condos/homeowner associations 600–601
Privatopia 600–601
Woodlands, TX 599–600
Tugwell/Bauer: new towns and multiple nuclei 309–11
Frank Lloyd Wright 308–9
suburbanization
19th-century suburbanization patterns 106
Big City growth—or decline? Decentralize or not? 307–11
Big City suburbs were suburban-building, polycentric metro area 418
Boston Noble Experiment 180–85
Chicago Plan (1909) 174–6
demographics/planning for western population in-migration 401–2
effects of simultaneous suburbanization 402–3
implosion of hegemonic central city 547–52
mid-20th-century Big City suburbs 432–8
suburb types and styles of ED 438
polycentrism and post suburbia 596–604
downtowns and boomorphubs 597–8
master-planned communities (MPC) 599
suburban diversity/poverty 602–3
wrapping up post-suburbia 603–4
simultaneous suburban–central city growth, not sequential 399
Vanport (Portland), OR 400
southern annexation 20
suburban manufacturing decentralization during the 1930s 293
suburban/planning/housing community development 274–8
suburbs in the 1920s 280–84
J.C. Nichols: Country Club mall and suburban subdivision 284–5
urban 1960s riots 520
war production and Big City suburbs 319–20
western postwar annexation—examples 403
Denver vs. suburbs over water/annexation 413
western postwar suburbanization 398–400
see also annexation; Big Sort; central business district; federal government; Gruen, Victor; hegemonic Big Cities; metropolitan competitive hierarchy; polycentrism; population mobility; second ghetto; simultaneous suburbanization; suburban autonomy; suburban planned garden city; urban renewal
tariff, Early Republic 61
tax abatement tool
Business Improvement Districts 577–8
Denny Tag 118
Gilded Age chamber “deal-making” 126
Gilded Age tax abatement 126
Early Republic use of tax abatement 62–3
Economic Development Zone 578–9
New York vs Pennsylvania competition 126
post-Civil War/pre-Depression southern ED 193–4
state/local tax abatement by 1900 is national not regional 63
tax abatement and eminent domain as “fault line” 61
Tax Increment Financing Districts 579–81
tax increment financing (TIF)
Dillon’s Law 82–3
Sacramento Plan and TIF evolution 478–9
tax increment financing districts 579–81
Tennessee Valley Authority
Lilienthal, David, TVA chair, southern industrialization 358
phosphate strategy 358
Texas
Amarillo Texas economic development tax 206
city-building, 212–13
Dallas City Beautiful 218–19
Dallas-Fort Worth urban competition 216–17
economic development political cultures 214–15
Houston Port Authority 215–16
regional competitive hierarchy 213–14
Table of Contents

Introduction 17-23
Mid-19th-century urban competitive hierarchy 65-6
Portland and Seattle: regional competitive hierarchy evolves 239-40
Railroads and competitive urban hierarchy 72-5
Second War Between the States 552-7
South as a colony 192-3
Southern jurisdictional landscape: cotton and mill towns 190-92
State business climate strategy 259-61
see also attraction; Big Sort; business climate; City Beautiful; drivers of ED policy; population mobility; right to work; simultaneous suburbanization; urban renewal
Urban renewal, age of
1949 Housing Act 345-8
1954 Housing Act 348-9
1974 Housing and Community Development Act 524
big city growth—or decline? Decentralize or not? 307-11
Blight and the business slum 334-5
Boston as case study 460-66
CBD decline enlarges private sector coalition to combat blight 333-6
CD public housers 1937-1945 332-3
Decentralization transforms post-1940 slum clearance/public housing into Big City anti-subsurban strategy led by private sector 333
Federal government gets involved during Depression 325
Battleground is slum clearance funds for affordable housing 325
FDR prods states to empower municipal housing authorities 328-9
Hoover administration discovers blight, tilts to private sector 326
Housing Act of 1937 329-31
Ickes (1934) Public Works Administration and slum clearance 327
National professional associations duke it out 325

New Deal and NIRA (1933)
Limited-divided housing/jobs 326-7
United States v. Certain Lands in the City of Louisville (1935)
compel hybrid CDO slum clearance
low-income public housing 328
war production worker housing (1940)
replaces municipal public housing
(Defense Housing Act 1940) 331–2
Housing Act of 1964 510–11
Interstate Highway Act of 1956 424–31
local development of municipal
redevelopment agency 336–8
municipal variety in slum clearance/public
housing/urban renewal 338
Baltimore’s Model 338–9
Moses and United Nations 343–5
New York City and Moses 339–41
Pittsburgh 341–3
municipalities lead urban renewal/
neighborhood slum clearance/
revitalization 337–8
NIRA (1933) federal slum clearance begins
303
Philadelphia as case study 466–73
ED splits from planning: Bacon to Rafsky
471–2
eds and meds appear; manufacturing
industrial park/business lending
EDOs created 472–3
planners lead neighborhood/housing
community development projects
under Bacon 473
policy stasis in Washington DC 336
saga begins with affordable housing in the
1920s 322–4
foundations/business build
limited-dividend housing 324–5
limited-dividend housing 323–4
planners enter the picture 324
the smush of urban renewal 321–2
UDAG 568, 574
urban renewal as “hinge” from classical
chamber-led ED to post-1960 public-led
mainstream ED 456–9
urban renewal displaces CD slum clearance
and public housing 349–51
urban renewal in the Sunbelt 473
characteristics of Sunbelt urban renewal
473–4
competitive metro hierarchy,
simultaneous suburb, domeism 474–6
policy system/urban renewal vignettes
477–86
regional and municipal variation in
Sunbelt urban renewal 476–7
time lag and different “space and place”
475–7
urban renewal triggered mainstream ED and
CD into a war 454
see also Boston; central business district;
community development,
housing-planning centered; Interstate
Highway Act; metropolitan competitive
hierarchy; Moses, Robert; Le Corbusier;
New York City; Philadelphia; Pittsburgh;
Roosevelt, Franklin D. and the New
Deal; second ghetto; suburbanization;
war years and war production
urban riots (1960s) 520
US Chamber of Commerce (1912) 134

War on Poverty 508–9
associated legislation 508
community action agencies (CAA) 508
creative federalism 509
Housing Act of 1964 510–11
integrate features of Baltimore’s
neighborhood model 511
reform but preserve urban renewal 511
implications and consequences 508–9
“maximum feasible participation” 508
Office of Equal Opportunity 508
SBA and War on Poverty 510
Minority Business Enterprise loans
(MBE) 510
revamped SBICs 510
SCORE 510
Section 8a—minority contractor program
510
small business development centers 510
spin-offs (street level bureaucrats, advocacy
planning, mad mayors) 511

war years and war production (World War II)
Big Cities adopt the “fortress” strategy
316–17
context and background 315–16
industrial decentralization 318–19
war production and Big City suburbs 319–20
war production, western/southern context and
time log 362–3
war production worker housing (Defense
Housing Act 1940) 331–2
wartime industrial decentralization in the
South 363–4
Warner, Sam Bass 25
Washington, Booker T. 165
Atlanta Compromise/Cotton States International Exposition (1895) 205
Washington, George and canal investment 69
Waves of Economic Development
Big City “First Wave” chambers 137–40
Depression years and Chamber opposition to unions/FDR 297–8
introduction and initial position 117
Noble Experiment (Boston 1909–15) 180–85
redeemers and goal-complexity in southern ED 197–8
southern “first-wave” chambers 203–7
southern “first-wave” economic development 193–4
Wichita, KS
industrial decentralization and aircraft industry 390
Wiggins, Frank 242–3
Winthrop, John 37–8
Wood, Edith E. 157, 327
Woodard, Colin 33–4
Woodlands, TX 599–600

workforce strategies
background state employment services, unemployment relief, labor exchanges 305
Comprehensive Employment and Training Act (CETA) 522–4
evolution of key federal/state/private training programs 500
Hoover’s Davis–Bacon Act of 1931, prevailing wages 301
Housing and Urban Development (HUD) 512
JTPA (jobs training partnership act) 573
Manpower Development and Training Act (1962) 500–501
New Deal (1933) Wagner–Peyser Act: national employment system 306
Nixon’s workforce initiatives 523–4
public training programs—background and New Deal 306
Wright, Frank Lloyd 308–9

Yankee Diaspora 45–9