

## CITIES FACE THE FUTURE

Thank you for taking the time to answer this questionnaire about your city, economic development, and the environment. As noted in our cover letter, your answers will be held in the strictest confidence.

If you would prefer to answer these questions online, please go to  
**<Live URL Here>**

### Part I *We start by asking some basic background questions about your career.*

1. As no personal identifying information will be connected to this questionnaire, it would be helpful to have just a little bit of background information about you. Since you began working, what occupational sector have you spent the *most* years in? *Please check.*

- |                                     |                                    |
|-------------------------------------|------------------------------------|
| <input type="checkbox"/> Business   | <input type="checkbox"/> Nonprofit |
| <input type="checkbox"/> Government | <input type="checkbox"/> Education |
| <input type="checkbox"/> At home    | <input type="checkbox"/> Other     |

2. In what city are you an administrator? \_\_\_\_\_

3. And how many total years have you worked as an administrator in this city? \_\_\_\_\_

### Part II *These questions concern policies and attitudes toward economic development and environmental protection.*

4. In every city there's always a lot of discussion about its economic climate. We know that cities differ considerably in the degree to which the city government tries to actively promote the growth and prosperity of the private sector.

*On a scale of 1 to 5, with 5 indicating a strong commitment to promoting the private sector, and 1 indicating virtually no commitment to promoting the private sector, how would you rate your own city government? Please circle:*

*Level of commitment to promoting the private sector*

- |      |     |          |      |           |
|------|-----|----------|------|-----------|
| None | Low | Moderate | High | Very High |
| 1    | 2   | 3        | 4    | 5         |

5. One means that urban governments use to try to stimulate economic activity is to offer tax incentives to real estate developers or companies considering a move to or expansion within the city. Do you think your own city should rely more or less on this approach?

- We should increase the level of tax incentives for development
- We currently offer the right level of tax incentives for development
- We already offer too much in the way of tax incentives for development

6. Cities also vary considerably in their commitment to environmental protection. In your own estimation, how would you evaluate your local government's commitment to improving the natural environment of the city?

*Level of commitment to environmental protection*

None	Low	Moderate	High	Very High
1	2	3	4	5

7. We want to turn to another question about the environment, specifically *sustainability* and your city's level of commitment to balancing environmental degradation with environmental protection and improvement. Advocates of sustainability argue that we should meet the development needs of today's cities without compromising the needs of future generations. Thinking about all of the policies, programs, and initiatives of city government, how committed would you say your city is to this idea of sustainability?

*Level of commitment to sustainability*

None	Low	Moderate	High	Very High
1	2	3	4	5

8. It's sometimes the case that economic development and environmental protection come into conflict. Although each issue is unique in its own way, if you were to make a generalization about how city officials choose between competing visions of what is best for the city, how would you rate your local government?

*Please check the statement that comes closest to describing your city:*

- Strongly favors economic development
- Economic development somewhat more a priority
- Equal balance between economic development and environmental protection
- Environmental protection somewhat more a priority
- Strongly favors environmental protection

9. In recent years cities have been changing rapidly in terms of their local economies. Although new businesses emerge while older ones leave the city, they're not necessarily the same kinds of businesses. Today, what role do businesses play in city policymaking?

*Please check the statement that comes closest to describing your city:*

- Leaders from the business sector are highly involved in city policymaking
- Business is involved selectively on matters of importance to it
- Business is occasionally involved in city policymaking but its leadership role is clearly diminishing over time
- The business sector is generally not involved in city policymaking

10. To your knowledge, does your local government have a proposal or plan concerning how it will spend any economic stimulus funds received by the city from either the state or federal government?

- Yes       No       Don't know

10a. If you answered "yes" above, who was involved in formulating this plan? Please check any parts of city government and any nongovernmental organizations that were closely involved.

- Mayor       City council/commission       You or other city administrators
- Business associations       Specific corporations or businesses
- Church or faith-based groups       Neighborhood associations
- Environmental groups       Labor unions
- Nonprofit groups other than environmental
- Other organizations: (please specify one that was most closely involved) \_\_\_\_\_

10b. If you answered "yes" above, please specify the three highest budget projects or budget areas that would be funded according to the plan.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

11. For each of these environmental problems, please indicate if you personally worry about it a great deal, a fair amount, only a little, or not at all.

	<i>Great Deal</i>	<i>Fair Amount</i>	<i>Only A little</i>	<i>Not At all</i>
Pollution of drinking water	—	—	—	—
Pollution of rivers, lakes and reservoirs	—	—	—	—
Contamination of soil and water by toxic waste	—	—	—	—
Air pollution	—	—	—	—
The “greenhouse effect” or global warming	—	—	—	—

12. To what extent do the various departments in your city coordinate activities with one another on the following issues?

	<i>Coordination Across City Departments</i>					
	Very Low	Low	Moderate	High	Very High	Don’t Know
Economic development	—	—	—	—	—	—
Land use and permitting	—	—	—	—	—	—
Environmental protection	—	—	—	—	—	—
Energy and climate change	—	—	—	—	—	—

**Part III** We focus here on organizations that may approach city government on issues of importance to them.

13. In the course of doing your job, you come into contact with representatives of many different kinds of governmental and nongovernmental organizations. Thinking back over the past year or so, how frequently have you had contact with each? By “contact” we mean telephone calls, meetings in your office, and meetings out in the community or in workplaces.

	Weekly	Monthly	Annually	Never
Business associations	—	—	—	—
Environmental groups	—	—	—	—
Nonprofit other than environmental	—	—	—	—
Specific corporations/businesses	—	—	—	—
Neighborhood associations	—	—	—	—
Church or faith-based	—	—	—	—
Labor unions	—	—	—	—
County agencies	—	—	—	—
Other city governments in the region	—	—	—	—
Council of Government or Metropolitan Planning Organization	—	—	—	—
Regional development organization	—	—	—	—

14. Thinking about each of the sectors listed in the question above, how would you evaluate the quality of information they bring to your attention? For example, when they make a pitch for their position or hand you a memo or a study, just how reliable is their information? Please circle the appropriate number (or check don't know).

	Reliability of Information					
	Very Low	Low	Moderate	High	Very High	Don't Know
Business associations	1	2	3	4	5	—
Environmental groups	1	2	3	4	5	—
Nonprofit other than environmental	1	2	3	4	5	—
Church or faith-based	1	2	3	4	5	—
Specific corporations/businesses	1	2	3	4	5	—
Labor unions	1	2	3	4	5	—
Neighborhood associations	1	2	3	4	5	—
County agencies	1	2	3	4	5	—
Other city governments	1	2	3	4	5	—
Council of Government or Metropolitan Planning Organization	1	2	3	4	5	—
Regional development organization	1	2	3	4	5	—

15. Considering all the nongovernmental organizations in your city who sometimes interact with government, which do you believe have the greatest influence with city policymakers? Please give us the specific names of up to three nongovernmental organizations.

*No need to rank, any order is fine.*

Name \_\_\_\_\_

Name \_\_\_\_\_

Name \_\_\_\_\_

**Part IV** This set of questions concerns the policymaking process in city government.

16. How would you describe the political views of those who work for city government? Are they predominantly liberal? Conservative? Moderate? On a scale where 1 indicates very liberal political views, 4 represents a middle point or moderate position, and 7 represents very conservative political views, where would you place the following:

	Please Circle						
	Very Liberal			Moderate			Very Conservative
Most administrators	1	2	3	4	5	6	7
Most city councilors/ commissioners	1	2	3	4	5	6	7
The Mayor	1	2	3	4	5	6	7
Yourself	1	2	3	4	5	6	7

17. Which of these sectors are most likely to be included in informal bargaining and negotiation with city officials? On issues involving both economic development and environmental concerns, what is the likelihood that you and your colleagues would include these sectors in your policymaking deliberations?

	<i>Very Likely To Include</i>	<i>Maybe/ Maybe Not</i>	<i>Not Very Likely To Include</i>	<i>Don't Know</i>
Business associations	___	___	___	___
Environmental groups	___	___	___	___
Nonprofit other than environmental	___	___	___	___
Church or faith-based	___	___	___	___
Specific corporations/businesses	___	___	___	___
Labor unions	___	___	___	___
Neighborhood associations	___	___	___	___
Other city governments	___	___	___	___
Council of Governments or Metropolitan Planning Organization	___	___	___	___
Regional development organization	___	___	___	___

18. Cities often mandate procedures designed to facilitate public involvement or citizen participation for economic development proposals, planning processes, or regulatory actions. Such programs vary greatly from agency to agency. Which of the following would you say generally characterizes such processes in your agency? *Check all that apply.*  
Check here if there is no such process in your agency \_\_\_

- |   |  |
|---|--|
| <input type="checkbox"/> Slows everything down<br><input type="checkbox"/> New information comes to light<br><input type="checkbox"/> Privileges narrow interests over citywide interests<br><input type="checkbox"/> Promotes compromise | <input type="checkbox"/> Favors the loudest, not the wisest<br><input type="checkbox"/> Creates conflict<br><input type="checkbox"/> Leads to thoughtful discussion/deliberation<br><input type="checkbox"/> Creates learning process for participants |
|---|--|

19. Over the last two years, has the number of full-time employees in your current agency grown or declined or stayed about the same?

- Grown in number     
  Declined in number     
  Stayed about the same

**Thank you!**

Please return this questionnaire to:  
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