



1620 EYE STREET NW 4TH FLOOR  
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JUNE 16, 2023

The Honorable Helen Tran  
Mayor  
City of San Bernardino  
290 North D Street  
San Bernardino, CA 92401

Dear Mayor Tran,

On behalf of the National Endowment for the Arts and the United States Conference of Mayors, we are delighted to join Boston Mayor Michelle Wu in inviting you to attend the **78<sup>th</sup> National Session of the Mayors' Institute on City Design in Boston, MA from October 11-13, 2023**. As the host, Mayor Wu is looking forward to your participation.

The [Mayors' Institute on City Design \(MICD\)](https://micd.org) is the nation's preeminent forum for mayors to address pressing issues through the lens of city design and development. As our cities move forward with a renewed focus on equity, safety, and opportunity for all, this session will provide actionable ideas for city leaders rising to meet this moment of opportunity. Since 1986, the Mayors' Institute has helped transform communities by preparing mayors to be the chief urban designers of their cities. MICD sessions bring together experts in the allied city design fields – architecture, landscape architecture, equitable development, real estate, and more – to help mayors put their ideals into action in the built environment.

Participation is limited to seven mayors, seven design and development experts, and MICD leadership partners. In order to encourage an open dialogue among participants, there will be no media or city staff present during the event. The meeting will begin with a tour of Boston in the afternoon on Wednesday, October 11, followed by the opening reception and dinner. The working sessions that take place over the next two days will conclude in the late afternoon on Friday, October 13, followed by a closing dinner.

If you agree to attend MICD, we will work with you to develop a “case study,” that is, a pressing city development challenge in your community that might be explored from the perspective of urban design. The design and development experts will also give presentations on topics carefully chosen to address the case studies that mayors bring to the session. The roundtable discussion that follows each presentation will offer a rare opportunity for you, fellow mayors, and the design experts to discuss these issues candidly and explore solutions that can improve the built environment of your city. Mayors often indicate that they return to their communities with concrete ideas for their case study project, and with substantially increased confidence in their ability to tackle these complex issues and design solutions.

Mayors' Institute on City Design

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The Mayors' Institute on City Design is a leadership initiative of the National Endowment for the Arts in partnership with the United States Conference of Mayors. Founded in 1986 by former Charleston, SC Mayor Joseph P. Riley, Jr., over 1,200 mayors have participated in the program, including eight governors, six members of the United States Congress, and the majority of the United States Conference of Mayors' Executive Committee.

Please visit our website at [micd.org](http://micd.org) for a complete list of alumni mayors and read their success stories and testimonials. We encourage you to contact your colleagues who have attended MICD and ask about their experiences.

We sincerely hope that you can take advantage of this unique opportunity. MICD Events and Communications Coordinator Ethan Mazzio will contact your office in the next few days to follow up on the invitation. Ethan can be reached at [ethan@micd.org](mailto:ethan@micd.org) or 202.463.1392.

Sincerely,

**JENNIFER HUGHES**

Senior Advisor to the Chair on Partnerships,  
Expansion, & Innovation  
National Endowment for the Arts

**TOM COCHRAN**

CEO & Executive Director  
The United States Conference of Mayors

**TRINITY SIMONS WAGNER**

Executive Director  
Mayors' Institute on City Design

**GRACE ORAN**

Program Director  
Mayors' Institute on City Design

**ETHAN MAZZIO**

Events and Communications Coordinator  
Mayors' Institute on City Design

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