

Visually, we are informed by the Regional Plan Association, that we are a "special place"—the only authentic river town on the lower Hudson.

Yet our problems match our assets and to date have sharply limited our ability to realize our potential. At present our population of approximately 48,000 persons makes us the second most densely populated city in the United States. Between 1910, when the population was 70,000 and 1940 we ranked first in population density. The railroads, whose early development is largely due to Colonel Stevens' pioneering work in Hoboken, were responsible for our growth and still provide 10 percent of our annual income. Yet they have declined in importance as freight carriers and are in financial trouble. Not only does this threaten our tax base, but it has contributed to a sharp decline in industrial rates and employment. Our water and sewer systems require an estimated \$25 million worth of repairs, and an anticipated new State directive requiring additional sewage treatment will add another \$5 million to our obligations. The percentage of our housing rated as sound, with all facilities, by the 1960 census is fourth lowest in the Nation for cities of 10,000 or over. The median income of Hoboken families is sixth lowest in the State, and our per capita expenditures for welfare are second highest. Against this, our effective tax rate is the highest in New Jersey.

My administration has accepted the fact that there is no choice but to make a major renewal effort. Over the past 15 years, the city has built approximately 1,000 units of low-income public housing and is proceeding with plans for 250 additional units of low-income housing for the aged. The total will approach 8 percent of our total housing supply. Construction is underway on our first urban renewal project which will supply 400 units of new moderate-income housing. A second urban renewal project, aimed at providing middle-income housing, is approaching the acquisition phase.

Our early experience with renewal and various other federally aided programs convinced me that our limited resources could be effective only if all public actions were carefully coordinated and programmed on a communitywide basis. As a result, I was responsible for initiating a community renewal program and served as its unpaid director during the 2 years prior to my election as mayor. One of the advantages of being a smaller city is that it is possible to consider the entire city in such a study. Since my election, I have created the post of coordinator in my office. As a result the code enforcement program, public works planning, urban beautification plans and the renewal projects designated by our CRP are being scheduled to reinforce each other rather than to dissipate our capacity in random fashion.

In undertaking our antipoverty program, we again chose to enter through a program development phase. As a result, a community action programs are being designed to mesh with both our renewal and education programs. We hope to use OEO funds not only to combat poverty, but to strengthen our social resources by creating new leadership at the grassroots level.

Nor have we overlooked the private sector. It was our advisory council, composed of a broad cross section of our community, that