

ADDENDUM

Best Practices Trip to Detroit Report

What follows are excerpted comments from (1) Debrief meeting held at Metro, and (2) Comments submitted by several delegates who participated in the Detroit Best Practices Trip.

Notes from Best Practices Debrief Meeting, December 6th, 2010

Observations about the trip

General

- This trip had the most impact than other trips...trying to learn from failures in Detroit
- Even with 60 years of steady decline, the city still goes on—slow deterioration from 1950 to 2010.
- Requires constant vigilance for our own region to avoid the same thing.

Key points/triggers for decline in Detroit

- Confidence that the economy would never falter
- Detroit didn't worry about economic downturns because GM could spur the economy by creating a new car.
- The expansive highway system that the city was so proud of accelerated flight to the suburbs.
- Racism, school decline, tax base erosion, which results in no funding for schools or other services
- Lack of focus on higher education (because of high salaries in auto industry earned without undergraduate and graduate degrees)
- **Too much geography to adequately service** (140 square miles of city) and decaying infrastructure
- **A metropolitan region that has no concern for the central city**

Opportunities shown in Detroit

- There is a huge talent pool in the region and suburbs surrounding Detroit.
- There is available land (40% of city is vacant).
- Existing transportation advantages for truck and air and a huge water supply in great lakes
- Strong institutions (Wayne State University, Art Institute of Detroit, Tech Town) and philanthropic engagement

- Due to a political leadership that is not plagued by corruption, there is confidence in the Mayor and City Council for the first time in a while.
- There is a successful charter school program
- An auto industry that is now engaged and interested in cooperating with city.

Strategies employed by Detroit

- 1515 plan—create 15,000 jobs by 2015
- Leverage a manufacturing capacity that is the largest in world
- Tech Town
- Grant and loan program for small businesses and fostering of a lot of women entrepreneurs
- Suburbs finally realize how important city is
- The resurgence of auto industry
- Understanding the city's current situation through the Data Driven Detroit project
- Develop an asset strategy for economic development as opposed to finding the next new industry (i.e. focusing water, transportation etc...)

Discussion about opportunities and challenges in Detroit

Lack of citizen involvement

- Revitalize Detroit seems like a top-down effort. Is it important to foster the involvement of citizens like how things are in Portland? Is there just a difference between the culture of the two cities?
- Portland's culture of neighborhood involvement was fostered by the creation of neighborhood associations, Senate Bill 100 and Mt. Hood Freeway. On the other hand, everybody in Detroit always waited for GM to tell them what to do. Not having a corporate dominated leadership allows for more bottom up involvement.
- Detroit has an anti-metro political structure. **McCall forced the political structures together at the metro-level.** There is no equivalent in Detroit and their MPO, SEMCOG, is seen as inefficient.
- Many residents and workers figuring how to get out of Detroit. People who work there don't want to live there, which could undermine the level of involvement people want to have in their city.
- The city has a paternalistic legacy (i.e, Henry Ford). There has always been one person doing big things and everyone else doesn't have to worry about it.
- In some cases, residents were not asked to make these types of decisions or be involved. This legacy might facilitate the top down model. It is a challenge to change this type of thinking of residents.

Importance of economic success

- If Detroit can develop jobs, nothing else matters. If not, then people will be angry. Achieving jobs and economic results builds trust on the part of citizens.
- It is still unclear about who is going to create all those jobs and private investment?
- The work the city is doing with Tech town isn't sustainable

Building community in Detroit

- Cabrini-Green housing project in Chicago is similar to what downtown Detroit looks like. The City of Chicago took one block and made a mixed-use project and that had positive consequences for surrounding blocks. Demonstration projects that highlight a community's aspirations help build confidence that something positive can happen.
- No real retail in the whole city.
- There is a developer rehabbing old houses in Detroit and making them more sustainable. There is demand for these houses, which are a mix of section 8 and market-rate homes.
- Detroit suburbs are walkable and livable with jobs and retail nearby, so why are people going to move into the city from the suburbs? The growth in the suburbs facilitated a decline Detroit. The investment and interest in Detroit will have to come in from out of town.

Implications for Portland region

- In the Portland metro region, we have a **good sense of the value of different communities**. For example, Beaverton has the broadest range of diversity in the region as well as Portland. But we still need to be aware of **what signals to look for** to measure whether we are falling below where we need to be. We are trying to address the needs of all communities, but we don't know how to do that. Hopefully we can avoid decisions that negatively impact minority communities and learn from some of the bad decisions Detroit made.
- Is the Portland region already in the danger zone, but at a smaller volume? How are we **engaging disadvantaged communities** in this region?

Next steps for Portland metro region

Regional Partners/Greenlight Greater Portland merger

- **Context**
 - This effort came from examining the region's economic assets. The region has learned that quality of life isn't a sufficient asset to build a robust economy and there needs to be hard assets underneath.

- There are not enough resources in our region to support two organizations doing business recruitment and retention and economic development. The region needs one message, clear roles and responsibilities and consensus in terms of economic development goals.
- **Purpose**
 - Integrate the region's private sector, marketing organizations and regional partners guided by a single strategy and leadership council. This will allow for more efficient utilization of resources and assets.
 - Serve a high level coordinating function to make sure that everyone is moving in the same direction. Will never have the capacity of all the municipalities and private sector, but can enlist and engage community.
- **Next steps/action items**
 - Two groups are going to vote on the merger on Thursday, Dec. 9
 - If vote is positive, there will be a launch team to figure out next steps.
- **Opportunities**
 - The Portland region has a clean government for the private sector to work with
 - How do we focus on wealth creation, so that people want to invest in the region? There isn't a compelling story to keep companies and attract companies to the region.
 - The merger could help promote more efficient decisions.
 - Demographic trends indicate that in the next 25 years 75% of the population will live in an urban environment. Importance of community as an attractor for residents and employees.
 - **Minneapolis is a great example to emulate in terms of economic development** and quality of life and provides a good vision of where this region can go. Minneapolis continues to grow in terms of income and has strong business growth with socially progressive community. **Portland has a rap of not being a business-friendly place and that is a problem.** **Minneapolis puts equity in each decision** they make and created legislation to reduce competition between cities. A good example of how a region can make economic decisions together.
 - **In Minneapolis, the companies made a commitment to higher education** as a key component of an economic development strategy and have continued to adapt educational system to demographic changes. For example, now there is a focus on **linking school districts with education departments** in higher learning institutions to train teachers better.
 - Even after the merger occurs, the new agency can only do so much on its own. Local jurisdictions are partners in all economic development endeavors and that will not change.

Community Investment Initiative

- **Context**

- This region has developed many great plans, but hasn't been able to implement them and build the strong economy and communities that we have planned for.
- Looking at how other regions have been successful in stimulating the economy and building stronger communities (i.e. Minneapolis and Oklahoma City), there are lessons this region can learn. All successful efforts involved strong collaboration between public and private sector and careful targeting of resources to achieve multiple outcomes.
- Need for more collaboration between public, private and non-profit as well as more of a coordinated investment strategy for the region to set the stage for private investment.
- In an era of scarce resources, a targeted regional approach to investing in our communities is essential to ensure the region's competitiveness and quality of life for all residents.

- **Purpose**

- To that end, a partnership of community, private and public leaders is forming to provide direction on this critical regional issue.
- An independent "leadership council" comprised of citizens from diverse backgrounds including business, the public sector and community advocacy will lead the partnership. The council's knowledge, experience and results-based performance guidelines will inform funding strategies and identify and prioritize the regional projects that provide the greatest benefit to communities. A larger group drawn from various sectors and interests will advise the council and work to implement the policies, goals and strategies the council adopts.
- This partnership will discuss these challenges and make a recommendation to the region on an efficient, focused and integrated regional investment strategy.

- **Next steps/ action items**

- Launch Leadership Council in January/February 2011
- There will be opportunities to get involved in this effort as it moves forward.
- Effort will play a complementary role with the Greenlight Greater Portland/Regional Partners merger in that it is more focused on making strategic investments to support economic development as opposed to doing the marketing, recruiting and attracting. There will be multiple opportunities for coordination between these efforts.

- Metro and its partners in the development of the Leadership Council want to collaborate on this effort with many of the participant of the Detroit trip, especially as the Leadership Council begins its work of developing recommendations.

Oregon Business Plan and Summit

- **Context**

- Oregon Business Council has done extensive research on trends economically and fiscally and outreach around the state to key traded sector industries to figure out a new economic development strategy for the state.
- The big problem is long term decline of per capita income at the state and regional level. Portland is not driving its state economy.
- The region has totally disinvested in higher education system and will continue to do so.
- Having low per capita wealth results in less money for public services, which residents care about. There is a connection between healthy private sector and public services.

- **Purpose**

- The Oregon Business Council Leadership Summit (December 13th) is a chance for a variety of economic organizations, elected officials and business and community leaders to develop a statewide economic agenda for Oregon.

- **Next steps/action items:** the Summit will focus on three key topics

- Redesigning the way we budget for and delivery public services in order to provide high quality education, health and human services and public safety in of large deficits.
- Improving the conditions for robust private sector job growth (i.e. land availability and development and other business incentives) in order to increase for public services.
- Adjusting the state's current tax system (highest income and personal gains tax), to create more stability and stronger incentives for economic growth.

-END-

Comments submitted by Delegates

»**From the beginning presentation by John Ferchill** on the development of an abandoned building into the showplace that the Westin Book Cadillac Hotel is today was extremely interesting from a financial

standpoint. Utilizing the most recent facelift on the Pearl District as a comparison, this type of project is something that Portland and the developers know fairly well. **Also, one thing Portland does extremely well is the collaboration with the metro as we do urban developments to insure that light rail and public transportation is a part of the overall master plan.**

»**The presentation by George Jackson of the Economic Growth**

Corporation was particularly interesting. The position George holds is one of the most unique ways of getting projects done to benefit the economy of Detroit; both a government entity and private entity doing work as a 5013c depending on need. Would be interesting to understand mechanics of how this works – the concept could be benefit Portland and help cut through a lot of bureaucratic red tape.

»**Kurt Metzger's presentation on Data Driven Detroit** was enlightening for the outsiders trying to see what Detroit has done from the beginning of the 1900's to present day. Very helpful to have a tool in place to look back in history, see what transpired, and what ultimately led to the state Detroit is in today. Portland has good information – not sure how it compares – but if we put it up on the table and looked at it, it could help us see trends and assist in communicating what we need to do in the greater Portland area to drive growth potential for the right kinds of jobs we wish to have in our community.

»**The presentation by Mark Denson** was strong. Given the challenge the Detroit Economic Growth Corporation has to move Detroit forward, it's **important they have strong backing by state government from a funding standpoint and there is good collaboration.** This is definitely an area we should focus on in Portland. Strengthening **our state economic development efforts, local efforts at PDC, connected with the Portland Business Alliance (and others)** could result in a much stronger model than we have today. We just don't seem to have that cohesion of everyone singing the same song and trying to recruit the same targets. The strongest example from recent Best Practices trips was in **Chicago: everyone we heard from (state, county, city, private sector) was on same page with the same targets and the same message...one voice!**

»**The College of Creative Studies sessions** were absolutely inspirational – creating a foundation/environment to advance programs and opportunities for our youth (pre-school thru College). **Portland has good academia in place, but an outside look at how we could be more creative would be a good question to explore.** **Also, the panel discussion by the young leaders** about why they believe in the urban city and how they individually are engaged in rebuilding it was extremely well done – an area we could capitalize on: one initiative might be to put together a panel of our young and talented that

could speak to visitors in the same fashion, almost like a testimony to why Portland is a great place to live and work.

»**The presentations made by both Ford and General Motors** were really well showcased. They are truly focused on where they are going in terms of the industry. Although I don't believe the US is leading the electric vehicle initiative, the presentations done were really well received. I believe the electric vehicle is a game changer in technology and our transportation in the US. From an economic development standpoint I would spend considerable effort on this. What jobs can we create here in Portland that would best fit our community? **What parts of this industry can we attract could be one of the areas that both the state and PDC could focus on. Portland is not going to get automobile manufacturing to come to Oregon, however the smart part of this vehicle such as the electronics, connectivity to the grid, development of integrated circuits and controls, R&D, batteries, etc.,** would be a good fit. I believe Portland would be well suited to tell a good story and provide a good environment for those type companies and suppliers that go along with the smart part of the vehicle as part of our recruitment initiative.

»**In summary:** All in all I thought the trip was very worthwhile and very successful. I am truly amazed at what people can get done when they are faced with crisis. One area that I was unable to get addressed both in our initial visit as well as the delegation visit was **organized labor**. No one wanted to speak about it. I do know from a site selection standpoint it is a stigmatism for businesses looking for places to do business. Nine times out of ten they seem to go to states that are Right to Work states and this conversation probably should not be totally overlooked in Oregon.

»**Detroit has complex civic environment:** There is strong public yearning and desire to contribute something productive and constructive...**there is a deep disbelief that public input matters or will be adopted (history suggests this could be true).**

Some believe Detroit has hit bottom...and is on the way up. There is a nexus of opportunities to be seized, but it needs to be locally driven...**some believe that change and opportunity is being driven by outsiders and sleazy capitalists (Detroit may be a city in trouble, but it is our city, hands off!)**

»**The trip provided clear lessons in what could go wrong in a region's economic development** with a **unabated push to the suburbs, individual communities harshly competing with the central city and each other for jobs (raiding each other's community for business relocations), and allowing the tax base to completely deteriorate.** It also provided a glimpse into the bold leadership during a key crisis moment that acted decisively to re-position the regional economy to capitalize on existing talents and resources to reposition the Detroit (and Michigan economy).

»**A collaborative among 5 very large and wealthy foundations has committed to invest more than \$100 million in the Detroit "New Economy Initiative"** as part of what must be assumed as the latest attempt to revitalize Detroit. The foundation leaders claimed there will be much better coordinated effort than in previous efforts. Whether they will be successful will depend on their ability to leverage money into substantive citizen engagement is uncertain with a poor history and tradition of community involvement in decision-making. DTE Energy (the utility) indicated they played a key role in bringing the foundations together, and then the larger businesses that ran their own corporate sponsorship programs.

»**One of Detroit's core revitalization strategies is their "15x15" strategy which aims to attract 15,000 young, educated people into the inner neighborhoods by 2015** – an effort to mimic what has worked organically in Portland over the same decades that Detroit was declining. We were introduced to a panel of bright young activists who are working at the neighborhood level through volunteerism and small investments. **Portland's strong neighborhood involvement and community development orientation, while often frustrating, has built a foundation of vested, durable, and growing community wealth.** It seems inconceivable that Portland communities would tolerate anything close to the crime and chaos that ruined Detroit.

»**Detroit is pursuing an "asset" strategy as opposed to industry cluster strategy** – ("do not want to pick winners"); though on close examination there is not a great difference. Among other things they cite a huge fresh water supply (20% of world's fresh water in the Great Lakes), proximity to the largest US trading partner (Canada) and an enormous logistical infrastructure for trade and the northern polar routes making Detroit surprisingly close to Europe and Asia.

»**The role of race in Detroit's demise and its probability for resurgence cannot be minimized**, nor is it well understood by Portlanders. It does strongly suggest the importance of constant vigilance in promoting and understanding diversity as our city evolves.

»**Public education-- K-12 is completely broken in Detroit**, and the consequences are devastating. The city has approximately 60,000 students. Graduation rate is 28%. Only 2% of 8th graders are at grade level in math; only 11% at grade level for reading. One presenter noted that it is very difficult to do civic involvement with such a low literacy level.

»**Wayne State University, located within 5 minutes driving of downtown, is an excellent model of what's possible with a combined PSU/OHSU**. It is Detroit's strongest asset, and is well-funded. Its graduate schools are top-quality, though undergraduate graduation rates are poor.

»**Detroit leaders claimed that the city has the highest per capita number of engineers in the United States** (presumably that means greater Detroit area), and hope to foster an entrepreneurial renaissance based on that talent level. **Reliance on a single industry atrophied entrepreneurship that made Detroit the wealthiest city in the U.S. in the 1920's.**

»**One of the centerpieces of the Detroit New Economy Initiative is a business and design incubator called TechTown, based out of Wayne State**. Business incubators have a poor track record, including in Portland, but the comprehensive programs and level of investment in **TechTown** is worth following for application in the Portland region.

»**The City of Detroit has the space and infrastructure for a 2 million+ population**, but has only 750,000 residents today. Many are poor (average income \$10,000), poorly educated (cannot effectively function in today's society). By comparison, the Detroit suburbs have the opposite - affluent neighborhoods of well-educated individuals. There is virtually no retail stores within the city - all shopping must be done in the suburbs. Parts of the city are vacant blocks; with a home here and there. Other blocks have abandoned (and often burned out homes) alongside homes still with residents. It was amazing to have our large tour bus make several U-turns in large boulevards during our tour in the middle of the day - there was no traffic. DTE Energy Executive Chairman Tony Earley commented that they are capping gas mains in many neighborhoods, and will provide propane tanks to those homes that will no longer get gas service.

»**This "hollowing out" of the central city happened over five decades.** The population data clearly shows it, but the community leadership either chose to ignore it, or do nothing about it. Instead, it hoped the Big 3 auto manufacturers would create the next "best-selling model", which never happened, but yet they were unwilling and unable to change course until the entire regional economy collapsed.

»**Two questions appear in our minds** as we relate this experience back to Portland and Oregon: **Are there any comparable signs that we are ignoring (yes), and do we have the ability to act boldly, decisively and quickly (probably not).**

»**The Portland region has elements of Detroit:** **Communities of concentrated poverty and low educational attainments (30-40% of students graduating from high school). Our overall numbers mask this reality; because we import our talent (people in-migrating into our region are typically well educated). We are also seeing a similar flight of jobs into the suburbs, and out of Multnomah County.**

»**Detroit's fiscal problems are so profound that providing basic services is all consuming.** Sustainability is only an idea to the leadership at all levels. As in many aspects, they are at least two decades behind Oregon and Portland in embracing and understanding the potential for sustainability as a core competitive advantage.

Detroit is a mixed bag. The once great city is attempting to be a phoenix and rise from the ashes of its former greatness. It has assets and challenges:

»**Assets:** there is still lot of money in Detroit metro area; long-standing community relationships between business, government and philanthropies; port/logistics – biggest rail trade corridor to Canada; close access to world class university (UM); highly skilled workforce; inexpensive land, empty structures with good bones; active investments – TechTown, Design Institute, waterfront developments show regional economic development commitment

»**Challenges:** city is broke; overextended and decaying infrastructure; failed k-12 school system; Wayne State University failing to graduate majority of minority students; crime and drug problems virtually unchecked in some areas (protect your block); still strong fixation on automotive centric solutions as the silver bullet; pending city cutbacks will push more education bureaucrats onto job market; talking to 'feet on the street' rank and file folks (drivers, minority professionals) looking to leave; racial/social/economic barrier is going to be a

big hurdle to city's recovery; no talk on how to mend relations.

»**Problems:** since 1940 Detroit has lost population and spread out geographically; building vacancy rate is 21%; vacancies and inadequate provision of police services has led to private security systems and formation of neighborhood self-defense groups; even best neighborhoods/suburbs have high vacancy rates – Rosedale has more than 600 vacant homes; poverty is chronic, widespread, high-illiteracy; land use in Detroit sometimes a race issue; core city lacks the tax base or education levels to help itself.

»**Solutions:** large philanthropic foundations, working together, can play catalytic role in economic development and redevelopment; demographers vision in the 1950s of a suburban arc and a core city with 10 million people in the region did not come to pass; economic development needs to be regional strategy; region has evaluated its assets and is building from there – people, land, local food, transportation and infrastructure; the road to a renaissance is diversifying the economy, looking to land inside the city and on the city edges ripe for development, building investment like the 'creative corridor' and creating density through attraction of talent, development and education; Detroit needs to create a brand; don't take assets for granted – look to core business clusters and find ways to promote and retain those cultures and communities.

»**Applications for Portland/Region/State:** City, state, and national foundations have played role in Detroit – Portland lacks the depth in the philanthropic community that Detroit has; even when we talk or plan for a new economy, whether it be alternative energy development or batteries or clean tech, we still are seeing industries default to looking for a 30 acre or more green field site (e.g. the battery company that presented to us on Wednesday); look to **Oregon's assets to attract new manufacturing.**

Made several new friends, heard smart folks from home and abroad, and learned a lot. Here are **three key (potentially actionable) takeaways:**

»**Economic Gardening:** The New Economy Initiative and the local Detroit Development/Chamber group discussed their focus on **'economic gardening' (EG)** efforts and suggesting some success. Essentially, EG focuses economic development on early and second

stage companies with growth potential – and helping them find and reach new customers and markets.

Relevance back at home: Generally, of course, everyone on our trip agrees that we need to be smart about economic development and jobs. More specifically, a State Task Force is exploring recommendations to boost an economic gardening program in Oregon. Beaverton has had some good results with their program. There might be a valuable Portland/Metro strategy to amplify existing good efforts. (note: Tim, Jeremy, Sandra, Erin and others could be/have been helpful here.

»**Segregating urban poverty merely worsens problems:** In Detroit, what we saw was large-scale ghetto-ization. It's not merely a matter of poverty, but also having poverty next to poverty next to almost nothing else. Detroit offers a stark example of a lesson Malcolm Gladwell offered in Tipping Point: if between 5% and 40% of a neighborhood are working professionals, there is very little difference in teen pregnancy and juvenile crime. As soon as a neighborhood dips below 5% – aka a ghetto, aka a severely depressed area like Detroit – there are huge spikes in teen pregnancy and juvenile crime. Local cultures get built or destroyed, and those cultures impact behavior. Segregating poverty, informally or otherwise, solves no problems and worsens many.

Relevance back at home: Right now, East Portland/Mid-County – the area roughly East of 82nd/East of 205 – is the largest concentration of poverty in our state...and growing. According to recent estimates, over 28% of the Portland population, and as many as 44% of Portland's schoolchildren live East of 82nd. David Douglas and Parkrose High Schools have 75% on free or reduced price lunch and house over 70 languages. The challenge is not merely poverty; the challenge is also concentrated poverty, which worsens problems. The point here is that not only do we need to build services and amenities to serve the new population, we also need to interrupt the concentration of poverty...in a real way. The City (had a good chat with Sam), Metro, The Foundation community, the development community (Brad, Jonathan, Spencer, David and more), and all of the good folks on the trip, frankly, might be helpful on this front.

»**Unleash youthful creativity and innovation:** Several times Detroit leaders offered that their hope for salvation of their city rests largely with the creative youngsters infusing hope, energy, commitment, and innovation into their community. When Detroit lost their innovative spirit, they lost their mojo (if those things are indeed different). Now, with the help of experienced mentors, they have a growing crew of young, inspired leaders.

Relevance back at home: As Joe Cortright wrote, we have had one of the cities most attractive to young creatives. How can we focus, unlock, and unleash that potentially priceless asset? I want to think about it some more. There are links with both points above: (1) support and mentoring for creative entrepreneurial endeavors (organized efforts might include StarveUps, OEN, new Economic Gardening efforts, incubator space, higher ed etc). (There are obvious thoughts about tax policy too, but I am reminded of the NEI executive director's admonition that 'taxes don't really matter' which I translate more humbly as 'the relevance of local tax policy can be overstated'. (2) There might also be overlap with East Portland/Mid-County, a place with lower cost housing, which might offer a place to house some young creatives, also potentially offering some future economic diversity to the area.

»**Acting Regionally:** It's highly significant that in the Detroit region, the political boundaries of the city of Detroit correspond almost exactly to the impoverished area. The city has almost no resources at its disposal and has become a sink for all of the problems in the region. The rich surrounding counties don't have to deal with it because they are politically (and, increasingly, economically) insulated.

A failure to think regionally in the metro area will create winners and losers, all to the detriment of the region as a whole. To succeed and to direct scarce resources in a rational manner, the political, transportation, education and tax structures here must correspond to the reality of one urban area.

»**Connecting Oregon to Detroit:** Introduced Matt Clayson (Detroit Creative Corridor Center director) to Matt Nees who is head of the Software Association of Oregon. Too early to tell if anything will come of it, but there's obviously an opportunity to the extent that we have job openings here, that are hard to fill with experienced technical and IT people, and they have such people looking for work or under-employed there.

»**Place Marketing/Young Talenteds:** Portland should have a business recruiting video that captures the beauty of our state and the advantages for a business to settle here; we need to take an accounting of its major assets just as Detroit has done (Data Driven Detroit) and use this information for recruiting and for internal development; we need to increase development of

younger generation, our future leaders; and more effectively utilize university system as an effective resource.

» **First impressions and more:** It was kind of scary flying into a city that was dead. Upon arrival to the hotel it felt like looking onto the set of a movie of some futuristic city in ruins after the humans had just used the last straw and wrecked everything for everybody.

After our first session, meeting with city organizers and a mix of public officials, it was clear to me, there were plenty of people that wanted to help this city; **it seemed like there too many chiefs, too many separate interests.**

We need to have a very strong mayor with a modern global perspective; think of our city as part of a region not a city; allow elected leaders to have the power to make decisions and not be tangled up by too many city government organizations with different agendas (too many chiefs). Support major league sports initiatives.

There were many references from the people we met with that their most prized resource was their people; thought that interesting – it was their people that had caused this Armageddon. These people saw this coming and yet like a frozen man in the middle of a busy street they watched as the speeding vehicle pressed towards them and wiped them off the face of the earth.

I was moved by the youth, maybe we always are: the promise, the dream, the look in their eyes, the naivete, the hope that only an unspoiled young adventurer has. It will come down to an influx of untainted young adventurers with passion instead of experience. It needs to be a new Detroit void of lingering auto ghosts. Someone needs to perform an auto-exorcism.

Portland can learn from the Detroit region's complacency and while we currently enjoy a city of innovation and wonder, we need to understand the cost of fueling and sustaining this cultural bounty. We have the obligation to be good stewards of our city. Having seen what we have, there will never be a good excuse for us to let our Portland fall into despair. It's up to us.

» **My take on the trip was one of being completely overwhelmed** by where Detroit is today and by how they got there (hubris always gets you no where!!). I was very impressed by the cooperation between

private industry and Wayne State there is no reason why the same cooperation cannot happen with PSU, UO and OSU. We do it with OHSU right?

Cooperation between public and private entities was another point that impressed me. Granted they have nothing left to lose (and Portland should never get to where Detroit is) but it was refreshing to see both entities working together and moving in the same direction. Portland needs to do much more – there needs to be a **concrete plan of action**. I'm ready to help.
