

# BEST PRACTICES TRIP TO DETROIT – OCT. 24-27, 2010

*Hosted by **Greenlight Greater Portland***

An extraordinary look at Detroit's reinvention plan...  
considered one of the most complex and ambitious urban  
makeovers in American history.



# BEST PRACTICES TRIP TO DETROIT – OCT. 24-27, 2010

*Hosted by Greenlight Greater Portland*

On October 24th, a 50+ person delegation from the Portland region traveled to Detroit for its annual Best Practices trip. Detroit is engaged in a multi-faceted, complex plan to reinvent itself. During the trip, delegates examined the challenges, issues, and opportunities facing Detroit.

Detroit Mayor Dave Bing has a strategy intended to attract new residents, stabilize neighborhoods and encourage development, all while reshaping the city's economic and physical footprint.

The future Detroit will look dramatically different: smaller, smarter, greener, more mobile, with an innovative and prosperous economy. Achieving these goals will mean changing everything from the city's budget to its business climate to the way land is used.

The philanthropic community has joined forces with the Mayor's core agenda and together they see a new and successful Detroit.

There's a new and heightened buzz in

\* Current population is estimated at 790,000 residents, down from 951,000 people in 2000 and a high of almost 2 million in 1950.

\* Experts estimate that perhaps 40 square miles of Detroit are vacant

\* With enough abandoned lots to fill the city of San Francisco, Detroit is 138 square miles divided between expanses of decay and emptiness and tracts of functioning communities/ commercial areas.

\* Residential vacancy rate in Detroit is 27.8%.

\* After decades of population decline, the city government earlier this year began using federal money to demolish 10,000 empty residential units.

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*"We have an opportunity to reinvent Detroit like never before... Now is the time for Detroit to recapture the spirit that made our city great."*

*Mayor Dave Bing  
State of the Union Address*

Detroit. Can it be a newly re-imagined city is on the horizon?

## **Program Overview/Speakers**

### **Sunday – Oct. 24, 2010**

**Welcome to Detroit: Hospitality Event at Westin Book Cadillac**

### **Monday – Oct. 25, 2010**

**The Westin Book Cadillac: an award winning example of a mega-restoration project becoming a magnet for urban renewal**

John Ferchill, CEO, The Ferchill Group

### **Mayor's Vision for Detroit**

George Jackson, CEO Detroit Economic Growth Corporation

### **Data Driven Detroit – how the numbers are key to shaping Detroit's future**

Kurt Metzger, Director, Data Driven Detroit

### **Detroit Immersion Tour – bus tour and windshield introduction to city's challenges and opportunities**

Mark Denson, Mgr. Business Attraction, Detroit Economic Growth Corporation

### **The Role of Culture, Creativity and Education in reshaping Detroit's future**

Rick Rogers (moderator), President, College for Creative Studies; Laura Trudeau, Sr. Program Director, Kresge Foundation; Matt Clayson, Director, Detroit Creative Corridor Center; Wendy Jackson, Sr. Program Officer, Kresge Foundation

### **Detroit's Young Leaders – panel discussion on activities panel members are engaged in showing promise and progress in Detroit**

David Egnor (moderator), President, Hudson-Webber Foundation and Exec Director, The New Economy Initiative; Phil Cooley, Owner, Slo's BBQ; Austin Black, Owner, City Living Detroit; Sandra Yu, Program Manager, Detroiters Working for Environmental Justice; Sean Mann, Program Coordinator, Michigan Municipal League

### **Tour of Taubman Center at College for Creative Studies**

Rick Rogers, President, College for Creative Studies

## **Program Overview/Speakers – continued**

### **TechTown and The New Economy Initiative**

Randal Charlton, Executive Director, TechTown; David Egner, President, Hudson-Webber Foundation and Exec. Director, New Economy Initiative

### **Hospitality Event at TechTown**

#### **Tuesday – Oct. 26, 2010**

#### **Detroit's Past, Present, Future**

Robin Boyle, Chair, Department of Urban Studies and Planning, Wayne State University

#### **DTE Energy – commitment and leadership toward strong, sustainable future**

Tony Earley, Executive Chairman of the Board, DTE Energy

#### **Ford Motor Company – an introduction to work in the region to advance plug-in hybrid electric vehicles**

Susan Cischke, Group VP, Sustainability, Environment & Safety Engineering, Ford Motor Company

#### **Big Projects and Strategies for Detroit**

Matt Cullen, President, Rock Ventures and Vice Chair Downtown Detroit Partnership

#### **Local Leaders Perspective on Detroit's Future**

Dan Piepszowski (moderator), Director, Detroit Regional Chamber, Herman Gray, President, Children's Hospital of Michigan; Stephen Henderson, Editorial Page Editor, Detroit Free Press

#### **The Detroit Regional Aerotropolis/Detroit Emerging As Logistics Hub**

Bryce Kelly, Wayne County Development Officer; Melissa Roy, Director of Government Relations, Detroit Regional Chamber

#### **Ford Field Tour/Impact of colossal events on communities**

Kelly Urquhart, Vice President Events at Detroit Lions

## Program Overview/Speakers – continued

### Hospitality Event Hosted at Detroit Regional Chamber

Michael Shapiro, Director, Regional Business Development, Detroit Regional Chamber

### Wednesday – Oct. 27, 2010

#### Electrification – The View From Detroit

##### Introduction/Welcome

Sandy Baruah, CEO, Detroit Regional Chamber  
Ronald Gardhouse, President & CEO, NextEnergy

##### #1 – Vehicle OEM Perspective

Kristin Zimmerman, GM, R&D, Volt Infrastructure Team  
Jim Trask, VP Business Development, Azure Dynamics  
Lizabeth Ardisana, CEO, ASG Renaissance

##### #2 – Economic Impact

Erik Tungate, Project Manager National Business, The MEDC  
Jeff Bryant, Program Manager, Wayne County EDGE

##### #3 – Automotive Suppliers

Gary Riedel, Sales Manager, LG Chem Power (Compact Power)  
Dean Massab, VP Business Development Roush

“When government leaders in a region collaborate well together, those regions are significantly more successful.” *Sandy Baruah, former head of the US Economic Development Administration and current CEO of the Detroit Regional Chamber*

## Detroit's Challenges, Issues, Opportunities... as seen through the eyes of the Portland Delegation

The study mission to Detroit was an extraordinary experience for the Best Practices delegation. What did we find: empty streets, vacant buildings, abandoned homes...and hope, passion, energy! The rebirth of Detroit is about as overwhelming a challenge as this country's urban policy has faced...**recalibrating regional economies, repurposing of land, radically reforming education.** If Detroit can design a path to hope and promise ...similar pathways can be identified for cities across America. We wait anxiously for the re-emergence of this once storied urban center.

### *General*

- \* Trip had more impact on delegates than any previous trip
- \* Even with 60 years of steady decline, Detroiters have hope for future
- \* City has become a laboratory for **urban reinvention**
- \* **All cities must follow constant vigilance to avoid similar destiny**

### *Key triggers for decline in Detroit*

- \* Decades of **political corruption and/or instability**
- \* **Leaders/residents had blind confidence** that economy would never falter
- \* No worry about economic downturns... *GM could always create a new car*
- \* **Lack of focus on higher education**; history of high paying auto industry jobs
- \* Expansive **highway system (leaders touted) accelerated flight to suburbs**
- \* **Racism and segregation** divides region; suburbs no concern for the city
- \* Plunging **population, tax base erosion** devastating to schools, public services
- \* Too much geography (140 square miles) for population

### *Current Challenges*

- \* City budget deficit over \$300m
- \* America's worst big city race relations
- \* Population is ½ what it was in 1950 (i.e. 2 million vs. 900,000)
- \* City boundaries larger than Manhattan, San Francisco, Boston (combined)
- \* Forty Square miles of Detroit vacant (+/- 1/3 of the city)
- \* **Management, labor culture/economy** rooted in an era that no longer exists
- \* **Tax, regulatory and political system toxic to business**

## Detroit's Challenges, Issues, Opportunities... as seen through the eyes of the Portland Delegation

### *Current Opportunities*

- \* Huge talent pool; young and talented attracted to being part of city's rebirth
- \* Available land at affordable price (40% of city is vacant)
- \* Largest border city with Canada
- \* Existing transportation advantages – truck, air and water
- \* New Mayor (w/o corruption) has strong public confidence
- \* Successful charter school program
- \* Largest manufacturing capacity in the world
- \* Sixth largest creative class in North America
- \* 20% of world's fresh water supply
- \* Innovative community-building underway
- \* Strong institutions, philanthropic foundations, civic engagement

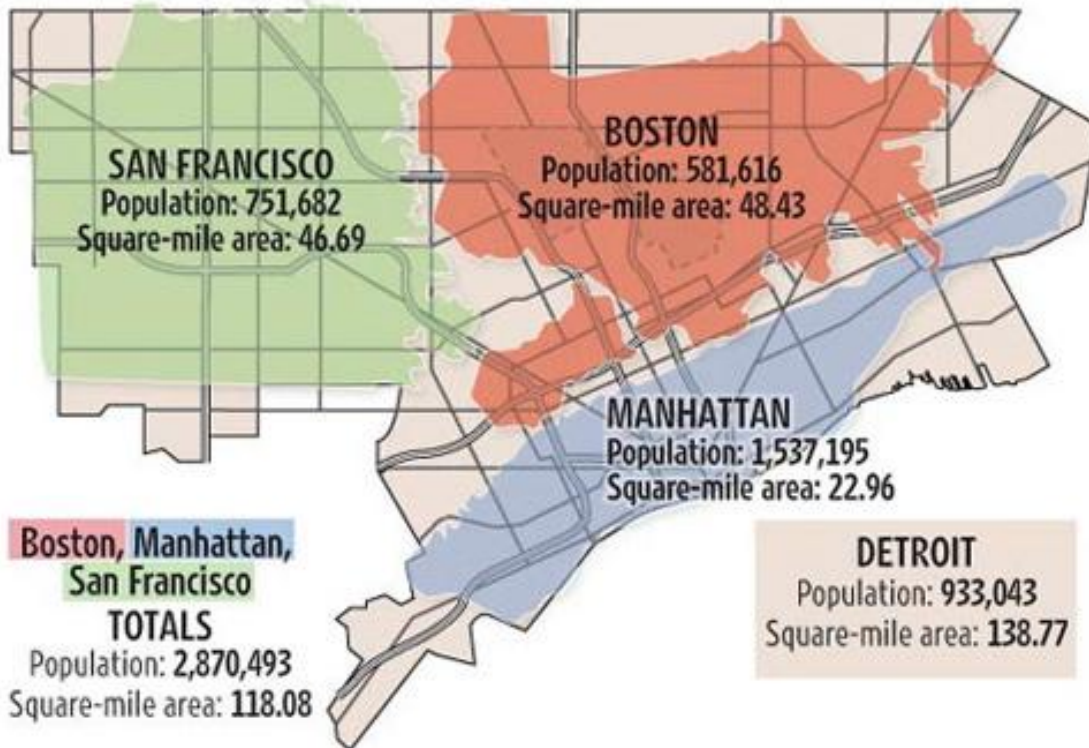
### *Steps Underway to Right-Size Detroit:*

#### *Investing in place...focusing on assets...creating new entrepreneurs*

- \* Shoring up viable neighborhoods vs. repopulating the worst
- \* Closing schools, demolishing vacant homes, shrinking government
- \* Repairing race relations – an absolute to city/region's success
- \* Returning to leadership role as innovative city
- \* Renewing 'brand Detroit'
- \* Attracting the young, energetic and talented wanting to make a difference
- \* Regional collaboration (including governance and infrastructure)



## Comparing Detroit to three other major cities



Source: University of Detroit Mercy

Detroit Free Press



## DELEGATION

**Sam Adams**

Mayor, City of Portland

**Charlie Allcock**

Dir, Econ Dev, Portland General Electric

**Hank Ashforth**

Chairman, Ashforth Pacific

**Susan Bladholm**

Manager, Corp Marketing, Port of Portland

**Ginny Burdick**

Senator, Oregon Legislature

**John Calhoun**

Entrepreneur; CEO, Inside Valuation Partners

**Patricia Chase**

Principal, I-Sustain

**Carlotta Collette**

Councilor, Metro

**Lora Cuykendall**

Communications Director  
Oregon Health & Sciences University

**Jim Desmond**

Director – Sustainability Center, Metro

**Dennis (Denny) Doyle**

Mayor, City of Beaverton

**Jonathan Fink**

VP, Research & Strategic Partnerships  
Portland State University

**Gillian Floren**

CEO, Greenlight Greater Portland

**Erin Flynn**

Urban Development Director  
Portland Development Commission

**Ann Freiwald**

Project Mgr., Alta Planning + Design

**Mark Frohnmayer**

President, Arcimoto

**Deane Funk**

Govt. Affairs Mgr, Portland General Electric

**David Gold**

Developer, Gold Properties

**Greg Hall**

President, Century 3 Inc.

**Kathryn Harrington**

Councilor, Metro

**Tom Imeson**

Director of Public Affairs, Port of Portland

**Dwayne Johnson**

President, PDXO

**Jorah LaFleur**

Arcimoto

**Charlotte Lehan**

Commissioner, Clackamas County

**Dave Lezak**

CEO, Movilix Financial Services

**Lisa Libby**

Planning/Sustainability Dir to Portland Mayor

**Peter Livingston**

Attorney, Schwabe Williamson & Wyatt

**Drew Mahalic**

CEO, Oregon Sports Authority

**Brad Malsin**

Managing Member, Beam Development

**Jonathan Malsin**

General Counsel, Beam Development

**Jim Mark**

President, Melvin Mark Companies

**Andrew Mason**

Exec Director, Open Meadow School

**Tim McCabe**

Director, Business Oregon

**Spencer McCormick**

Broker, HSM Pacific Realty

**Sandi McDonough**

CEO, Portland Business Alliance

**Norm Miller**

Former Deputy Mayor of Detroit

**Randy Miller**

Chairman, Best Practices Trip

**Tom Miller**

Chief of Staff, Portland Mayor's Office

**Jason Miner**

Executive Director, 1000 Friends of Oregon

**Lindsay Murphy**

Broker, Apex Real Estate Partners

**Mark New**

Co-owner, New & Neville Real Estate Services

**Brian Owendoff**

Managing Director, CB  
Richard Ellis

**John Porter**

CEO, AAA Oregon-Idaho

**Keeley Porter**

AAA Oregon-Idaho

**Jeremy Rogers**

Project Coordinator, Oregon Business Council

**Paul Rosenbaum**

Chair, Rentrak Corp.

**Greg Schrock**

Assist. Professor of Urban Studies  
Portland State University

**Andy Shaw**

Policy Advisor, Metro

**Jefferson Smith**

St. Representative, Oregon Legislature

**Scott Taylor**

CEO, Taow Marketing