

**Brooklyn**  
**Best Practices delegation from Portland, Oregon**  
**October 1-4, 2017**

Brooklyn, like Portland, is booming economically:

- a popular residence for middle class urbanites;
- a “foodie” destination;
- home to growing numbers of artisan and small businesses,
- renaissance of strong neighborhoods
- attractive to young “Creatives”

with some of the same problems:

- insufficient affordable housing,
- concerns about gentrification
- related NIMBYism
- Homelessness: large and growing (although law requires NYC to house anyone who asks for housing – which impressed many BP participants – see notes)
- need for workforce development to counteract the disappearance of jobs that provided wages and opportunities that provided a path to the middle class

**PRE-REQUISITE FOR BROOKLYN’S REVIVAL: CRIME CONTROL**  
**Ending the 1970s’s-80s Crime Wave Allowed for Middle Class Families to**  
**Think About Moving to Brooklyn**

Elements of Brooklyn’s revival – lower crime rates, public planning and investment, extensive existing transit system, existing housing stock proximity to the jobs and wealth of Manhattan – are unique to the area, but familiar variations on stories of urban revival in many other cities including Portland.

- Brooklyn has recovered from the 1970s and 1980s – when crime was high, industrial areas lost businesses and jobs, and middle class families departed for the suburbs – and now has less crime, growing numbers of jobs (in light manufacturing, food service, and services).
- Brooklyn neighborhoods close to Manhattan, once deserted by the middle class, now are among the most prosperous, expensive and desirable in the city
- Key elements in revival of neighborhoods such as Park Slope:
  - Lower crime rates

- Existing housing stock – brownstones, industrial spaces that could be renovated into residential housing
- Existing transit (subways, buses)
  - Although the subway system suffers from low investment and management in the hands of the state (instead of the city),<sup>1</sup> it remains one of the most important transportation options for getting to and from anywhere, for any reason
  - Newly revived neighborhoods (Industry City, Red Hook) under-served by public transit are being considered for new transit solutions (e.g. streetcar)
  - New transit options are being considered in part because commuting patterns are shifting from Brooklyn-to-Manhattan (east-west) to more inter-borough commuting (north-south)<sup>2</sup>
- Other Brooklyn neighborhoods, further from Manhattan, are being targeted for public investment and hoped-for revival, and are subject to NYC planning system, which takes in local input before city decisions<sup>3</sup>
  - Williamsburg
  - East New York,

**CLOSED INDUSTRIAL SITES ARE BEING REVIVED, REPURPOSED  
In place of the old shipyards: Movie Studios  
Not just new jobs, but new kinds of jobs  
(BNY will never have the 70K jobs in mid-WWII shipbuilding days)**

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<sup>1</sup> “How Politics and Bad Decisions Starved New York’s Subways.” Nov. 18, 2017  
(<https://www.nytimes.com/2017/11/18/nyregion/new-york-subway-system-failure-delays.html>)

<sup>2</sup> A streetcar has been suggested (with help from veterans of the Portland Trolley) to create a north-south link through Brooklyn, to provide transit for inter-borough travel – a new and growing pattern (previously, Brooklyn’s main commuter flow had been to and from Manhattan) and to help connect public transit to redeveloped industrial sites (Navy Yards, Industry City). If the subway system is a mess, what entity could plan, build and operate a streetcar system in NYC?

Portland Streetcar was founded as an independent entity in part because of opposition to the concept from the then-existing transit bureaucracy.

- <https://portlandstreetcar.org/about-us/history>
- “As with the heavier-duty MAX Light Rail network which serves the broader Portland metropolitan area, *Portland Streetcars* are operated and maintained by *TriMet*. But unlike MAX, the streetcar system is owned by the city of Portland and managed by *Portland Streetcar* Incorporated, a non-profit public benefit corporation” [https://en.wikipedia.org/wiki/Portland\\_Streetcar](https://en.wikipedia.org/wiki/Portland_Streetcar)
- <http://www.shielsobletzjohnsen.com/projects/portland-streetcar>

<sup>3</sup> NYC Planning page for Brooklyn: <https://www1.nyc.gov/site/planning/plans/brooklyn.page>

Redeveloped industrial sites (Brooklyn Navy Yard (BNY), Industry City, Barclay's Center; etc.; the once-industrial waterfront which is now the Brooklyn Bridge Park)<sup>4</sup> have been major engines of economic revival.

- Governance of the sites varies
  - Brooklyn Navy Yard: owned by NYCity, and managed by the non-profit Brooklyn Navy Yard Development Corporation (BNYDC)
  - Industry City: private
  - Domino Sugar Refinery: project developer is Two Trees, which also redeveloped a former Pfizer factory near the base of the Brooklyn Bridge; TT had acquired property in the area thinking it would be revived as back-office space for Manhattan, was surprised (and pleased) when the market demanded residential and light industry uses in that neighborhood

Redeveloped industrial sites are looking to combine many needs: affordable housing (Domino Sugar site); parkland & open space (Domino, base of Brooklyn Bridge)

Timelines for transformation of old industrial sites has been decades long, involved rethinking some familiar ideas about the suitability of old industrial sites for jobs; also, new thinking about using some old industrial land for new (and at least some affordable) housing

- BNY: founded 1806, decommissioned 1966, last dry dock ship repair 1987;
- although an "industrial park" since 1971, a long period of stagnation without new redevelopment;
- breakthrough was decision to site movie studio there (beginning in 2007, Steiner Studios has expanded to become the largest US film and television production studio complex outside of Hollywood);
- thinking had been that only heavy industry shipbuilding-type jobs would provide wages that would lead to the middle class, but many industrial jobs are involved in building and operating a movie studio
- BNY now houses ~300 businesses, employing ~7000<sup>5</sup>

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<sup>4</sup> 2015 review of mega projects (not including all the BP delegation visited):

<https://ny.curbed.com/maps/a-guide-to-all-the-megaprojects-transforming-new-york-city>

The Barclay's Center, home arena of the Brooklyn Nets, opened in 2012:

<http://www.nytimes.com/2012/09/23/nyregion/with-barclays-center-arena-set-to-open-brooklyn-braces-for-the-storm.html>

<sup>5</sup> Mayor de Blasio Appoints Henry Gutman as Chair of Brooklyn Navy Yard, June 23, 2014,

<http://www1.nyc.gov/office-of-the-mayor/news/305-14/mayor-de-blasio-appoints-henry-gutman>

- For 15 years, BNY has operated an Employment Center

## **REVIVED NEIGHBORHOODS HAVE LED TO GENTRIFICATION**

### **Homelessness is growing, but the city is legally obligated to house anyone who asks for shelter**

Housing problems are the flip-side of Brooklyn’s revival:” gentrification” – the upgrading of existing housing, building of new housing, and subsequent rising in property values, and rents – have led to insufficient affordable housing, individuals and families priced out of low-income housing; some of them have become part of New York City’s homeless population (approx. 61,000).

- One major difference in NYC’s response to the un-housed: The City is legally obligated to house anyone who asks for shelter on a given night.

*“There are at least 61,000 people whose shelter is provided, on any given day, by New York’s Department of Homeless Services. The 661 buildings in the municipal shelter system are filled to capacity nightly, and Mayor Bill de Blasio recently announced plans to open ninety new sites, many of which are already being ferociously resisted by neighborhood residents....*

*“Last year more than 127,000 different men, women, and children slept in the shelters. And in 2015, though the city managed to move 38,000 people from shelters to more permanent housing, the number of homeless increased....*

*“New York is the only city in the United States to have taken on the legal obligation of providing a bed for anybody who asks for one and has nowhere else to sleep. This came about after advocates for the homeless argued, in a series of lawsuits in the 1970s, that shelter was a fundamental right, not just a social service....*

*“The Callahan decree is the reason that the vast majority of New York’s homeless are out of sight, more of a news story than a daily reality that might jolt us into a pressing awareness of the human suffering the crisis entails. The number of identifiably homeless who live on the street—in train tunnels, under expressways, in basements and crawl spaces, and on tenement roofs—is fairly stable. No one claims to know how many of them there actually are, but for years a variety of estimates have put the number at about 3,000 to 4,400 in winter and 5,000 to 7,000 during the summer.*

*“In fact, 75 percent of New York’s homeless are families with children, and at least a third of the adults in these families have jobs....”<sup>6</sup>*

Note: Several BP participants said that NYC’s obligation to house anyone who asks for shelter was their biggest takeaway from the trip:

- NYC’s homeless, although numerous, were less visible, seemed to be in less misery
- Flip side of the city’s legal obligation to house: No excuses for sleeping in the streets, or establishing tent cities<sup>7</sup>

**DIFFERENCES IN SCALE, BUT SIMILARITY IN NEW BRAND POPULARITY**  
**Brooklyn is much larger, and part of a larger metro region, but through its economic and cultural revival, has created a newly popular “brand” of its own**

Brooklyn and the Portland metro region have similar size populations, although Brooklyn is part of a much larger, richer metro region

- Brooklyn is the most-populated borough of New York City (2.6+m; compare to NYC total 8.5m and Chicago’s ~2.7m in 2016)
  - NYC metro region (4 states, multiple cities and other jurisdictions)
- Brooklyn’s large share of immigrants in the borough’s population (37.5% of borough residents in 2016 were born outside the U.S.) are, by reputation, highly entrepreneurial Ethnic and racial diversity, mostly peaceable – with notable exceptions<sup>8</sup>
  - 
  - Portland-Vancouver-Hillsboro MSA (pop. 2.4+m)
    - Portland (pop. 636K), Multnomah County (799K)
    - Clark County, WA (467K)
    - Washington County, OR (582K)
  - Portland-Vancouver-Hillsboro metro region (5 counties in OR, 2 counties in WA)

Revival required significant planning changes, especially in the downtown area, where an emphasis was placed on bringing housing back to the downtown, and creating a cultural center

<sup>6</sup> “Tenants Under Siege: Inside New York City’s Housing Crisis,” by Michael Greenberg , The New York Review of Books, August 17, 2017 Issue

<sup>7</sup> NYC’s emergency housing system is imperfect. See “Trans, Teen, and Homeless: America’s Most Vulnerable Population,” <http://www.rollingstone.com/culture/news/trans-teen-homeless-americas-most-vulnerable-population-w504834>

<sup>8</sup> 3 days of rioting between Orthodox Jews and African Americans in 1991  
[https://en.wikipedia.org/wiki/Crown\\_Heights\\_riot](https://en.wikipedia.org/wiki/Crown_Heights_riot)

“Brooklyn” is now a brand for beer, chocolates, office space

- which was inconceivable in the 1980s, even early 1990s – as inconceivable as “Portland” being a sexy brand to anyone living through the Gore-Texed 1970s...

## **GOVERNANCE DIFFERENCES MAY PLAY A BIG ROLE IN HOW THINGS GET DONE IN NYC V. PDX**

**Mentioned in passing: Strong v. Weak mayor; perhaps other differences**

Brooklyn and Portland have significantly different city governance

- NYC “strong” mayor of 5 boroughs (51 council members)
- Portland “weak” mayor + 4 commissioners (and elected auditor)
  - Brooklyn was an independent city until becoming a NYC borough in 1898.

Downtown revival beginning in the 1990s included a revival of the square in front of the Brooklyn Borough Hall (Greek Revival style, built in 1851)

- Downtown Brooklyn was revived with a mixture of zoning changes, investment incentives and subsidies, attraction of cultural institutions and amenities, and market and cultural changes that revived interest in downtown living.

Brooklyn/ NY City and Portland planning structures include similar neighborhood input – and (significantly) a time-bound process of discussion and approval

Similar neighborhood structure for citizen input into city planning and policy

- NY’s Community Boards (which arose in a backlash against Robert Moses’s dictatorial urban renewal actions and plans) play a role in land use and zoning; as well as advising the city on neighborhood needs.<sup>9</sup> (compare to Prosper Portland structure, governance)

***Regional governance: NYC is part of a metro region that has had a regional plan since 1929, and whose port is part of a regional government  
Contrast to: Metro (which, however, does not include the Vancouver, WA area)***

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<sup>9</sup> <http://www.nyc.gov/html/cau/html/cb/about.shtml#responsibilities>

## Regional governance:

- Since the 1920s, Regional Plan Association -- an “urban research and advocacy organization” for the NY-NJ-Connecticut region (<http://www.rpa.org/>) – has issued regional plans.
- Its Fourth Regional Plan was released Nov. 30, 2017 (<http://fourthplan.org/>). Recommendations include more affordable housing and ADUS, near transit hubs, and:
  - Create a Subway Reconstruction Public Benefit Corp. to fix subways
  - And integrated, expanded regional rail system
  - Tolls for driving downtown (compare to other congestion pricing schemes, which previously NYC has rejected)
- Regional operating agency: Port Authority of NY and NJ (encompasses regions w/in about 25-mile radius of Statue of Liberty)<sup>10</sup> with an appointed board -- deals with port issues and trains – both important for Brooklyn’s waterfront and commuters

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<sup>10</sup> For details, see:

[https://en.wikipedia.org/wiki/Port\\_Authority\\_of\\_New\\_York\\_and\\_New\\_Jersey](https://en.wikipedia.org/wiki/Port_Authority_of_New_York_and_New_Jersey)

## **IDEAS FOR PORTLAND AND PORTLAND METRO AREA**

### **From several BP trips (in no order)**

*HOMELESSNESS: Maybe a legal obligation to house would help?*

- Homelessness: NYC's legal obligation to house anyone who asks for shelter impressed many participants as a good thing, compared to Portland's (varied) efforts to deal with homeless/un-housed people

*CITY ORDERLINESS helps attract business, middle-class residents*

- Prerequisite to Brooklyn's revival was crime reduction (for which there's no single formula)
- Sidewalk ordinance: NYC sidewalks are the responsibility of adjacent property owners, and so are cared for frequently, and appear relatively clean

*PHILANTHROPY CAN HELP by providing money for alternative solutions, bureaucracies*

- Cleveland's redevelopment is heavily dependent on injections of private philanthropy – of which it has a relative abundance because of its past wealth
- Detroit central city is being revived with help from private philanthropy
- Pittsburgh's revival also helped by philanthropic investment (although major portions of the city are still suffering)

*ACTING AS A REGION: Do government structures support regional activity?*

- Governance: Metro (Portland metro area); NYC Port Authority + regional planning since 1920s; SFBay Area, regional structures are most powerful when have money to spend, least powerful if no money
- Marketing: GPI (which evolved in part from insights gained through BP trips)
- Get mayors to talk with each other (including the mayor of the largest city, Portland) (this was a strength in Denver area)
- Commuting patterns show regional reality, but Portland/Vancouver (Brookings study) has the most different tax structures, which complicate regional action
- Insight from SFBay Area: local politicians won't think in metro region terms unless it pays to do so

*HOW TO DELIVER IDEAL URBAN VALUES TO THE MARKET?*

Recognize (as ULI does) that the built environment affects human health – and can promote human health; Promote sustainability and resilience, Equity and social cohesion:

- How to deliver that to the market? By being intentional as a developer  
Clearly the economics have to work, always something ULI tries to balance. If the economics don't work, it won't get built
- Business for a Better Portland was founded by (a) tech leader(s) to try to avoid replicating the problems of cities which Portland's new residents have left behind



- Dig into what are those partnership that go beyond sticks and bricks approach,

*PROFESSIONAL SPORTS can be a unifier, economic engine*

- Professional sports teams (especially when they win!) can be unifiers
- Professional sports venues downtown (e.g. Denver, San Francisco, Portland Providence Park) can be economic engines, spur urban development
- Does Portland need a pro hockey team? (With Randy's help it will!)

*INCORPORATING PORTLAND-LEVEL ENVIRONMENTAL CONCERNS*

- Portland has a lot of opportunity for brownfield development.
- But in other cities – e.g. NY and Pittsburgh – redevelopment of industrial lands and polluted properties (or resources, such as a river) has been allowed before achieving the level of environmental clean up that would be required (and that some BP participants strongly prefer) in Portland

*REDEVELOPING BIG INDUSTRIAL PROPERTIES AND THE WATERFRONT: combine many strategies*

- Industry City and Navy Yard, are examples we can take back to Portland, in terms of how to support entrepreneurs, small businesses, mix in the maker space.
- Portland, like Brooklyn and Manhattan, is a waterfront community, and so should enough space and opportunities for people to enjoy the waterfront.
- How it is done, is really important: -- redevelopment may require long-term plans that move slowly, be inclusive of community concerns

*TRANSIT/TRANSPORTATION: a mix of options should be considered*

- long-trip rail, to airport (Toronto)
- short-trip trolleys – in Portland, to overcome resistance from existing transit structure, and therefore created new hybrid public-private funding/operating system
- congestion pricing

*CHANGE PORTLAND CITY GOVERNMENT AWAY FROM THE COMMISSIONER SYSTEM*

- NYC and many other cities have a “strong” mayor system

*LESSON FROM DETROIT: DON'T LET THE DOWNTOWN OR CENTRAL CITY DIE*

- The overall lesson from Detroit was: Don't let the downtown or central city die!  
HUBRIS. To me, that attitude allowed their central city to decay, as they were in denial about the trends, and always felt Detroit will come back as soon as a car company invented a hot new model. Little by little, decay ate away at the city, for a number of reasons, but leadership did not react to the trends. Many were intractable there, but here, particularly with METRO and our civic engagement ethos, it doesn't happen, if we are alert.

## **OTHER BP-Brooklyn PARTICIPANT COMMENTS**

### Positives:

- A great strength of BP trips: Participants enjoy meeting and getting to new people outside of usual work-related circles, while thinking deeply about issues and challenges faced by urban areas
- Cities are living laboratories of social process and change, and several BP trip participants said they have come on BP trips specifically for that reason
- Repeat BP participants have enjoyed experiences allowing them to see and feel and touch, such as a ride on a new trolley in Toronto, baseball games

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- Tremendous interest was expressed by BP participants in the financing of each aspect of Brooklyn's revival (e.g. redevelopment of downtown, and of industrial properties; housing; etc.)
  - Can cities and counties – e.g. Vancouver/Clark County – benefit by putting in place a community investment fund, which would allow local government leaders to act quickly to acquire development rights to a piece of property, and thereby guide its development?
- Insights:
  - Strong support for development of parks in Brooklyn, despite NIMBYism
  - Rent control or stabilization: Does NYC offer any models to emulate? Discussed only in passing
  - City planning preference, and mayor leadership in support of, increased density -- especially to provide affordable, workforce housing -- is discussed via a very specific time-bound planning process. The process may take years but NYC has a “unified land use review” process, with a time clock, which allows for significant community input up front. As a result, once a development is approved, there is rarely continuing opposition. (Does Portland's design review system lead to mediocre designs?)
  - How can the public be assured of extracting the public good out of a public-private partnership?
  - Link sustainability to workforce resilience?

### Specifics about the program:

- Need more diversity (age, skin color, economic background) among speakers and BP participants (scholarships might help)
- Please have tour guides on buses (This was not done in Brooklyn, but is the usual practice on BP trips), less time needed for transition from program to program (admittedly difficult in Brooklyn, where traffic unpredictable)
- Need to hear more from workforce development and social services; is an extra day needed? (Randy: No, people will only stay for 1-2 days max.)

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- Could other issues be explored back in Portland, in small gatherings?

- Ahsley: should exp the authentic pple, contrast bet what seeing, v. hearing.
- Oppty's for committees to plan the trip, so diverse Portlanders

RM: how assemble trip,

What can we learn from what htye've odne.

We don't look at everything a-z, but what is applicable, so we had focus on Broolyn done worst to first in RE

Eddie, first one. Industry City, a highlight for me, to see the way they did that  
The non-porogram side, walk back from arts place, walking Brooklyn, Hasidic Jewish neighborhoods,

RM: out of industry city, in redeve.

Timing.

Location, facilities.

What a comm is.

In other cities: derelict buildngs, not so many place need to be reinvented. In INd. City, timing was perfect for them. B going through renaissance. Investors willing.

Kim Brannan – Terminal 2 – maybe ripe for redev?

Diane: you2nd one. Always think they ar einteesting.

College sports,

Really value all of the insights. From my place in the community, how can be part --- how can contribute to everything here. Our place in the bigger community.

Realy enjoyed hearing baobut: how much higher education was involved, integral programs in Ind City,

How could get profs from Corvallis involves here.

RM: this was hardest trip to assemble.

NYers were the least cooperative. Even w/ Portlanders making introduction.

Typically there were pple on the bus. Couldn't find anyone to do that.

On the roof, transportation lady.

Down below, couldn't hear. They just sort of threw us there.

Hymowitz. But unless in first 3 rows. Couldn't hear.

Cara:The Chamber said: we should be going to visit you next time.

David Gold: from RE perspective, was great. Son said INd City has a bad rap.

Reminded that federal guy who gave presentation, then gave his honest view of things.

In Portland, if displaced a bunch of ple, we would hear more about it.

Dean: get official pple, and then the pple who relaly know things.

The guy in Toronto,

He talked about T overplaying their hand, washed out the good neighbors, by building up too much.

DG: where invited all of our presenters, sawa

RM: in Austin, too. Dan Rather's daughter Robin, running for mayor, We had Chamber pitch. Then she said: cut to the chase, here are our problems.

DG: housing situation, we didn't go into that a lot. (Hymowitz did go into it)

RM: NYC spends \$1.7B a year for housing someone every night.

DG: we have chosen a diff way, decided to spend \$200K apartment, that pvt sector could prob provide

RoyRogers: would have appreciated nexus govt-prvt-sector-other pple there, Think there's a lot to be gained by solving problems collaboratively. Wash Co different issues, atmosphere. I'm sorry we can't go this year. In WA Co we have more jobs than pple.

RM: ev city has diff structure, so that makes it possible

RR: debated w/ Earl Blu;menauer at L&C Law School. Talkeda bout commission govt. Was fascinated to talk w/ business guy.

RM: in terms of biz dev and attraction

20 years ago, went ot Bay aRea, talked to companies w. operations in Pdx, wanted to get them to expand.

Was a PDC thing.

Everywhere we went that had Portland operatison whined. Everyone w/ Hillsboro, was happy.

RM: Wash Co has a can-do attitude. V. WA, frienlty.

Jonathan:

Diff regulations.

They talked about their cleanup..

Their cleanup doesn't get to the starting point of a cleanup here.

RE folks talked about; Why couldn't we take some of our old bldgs. And do what they did? Seismic Retrofitting! Would add such a high cost.

Jerry Hillsboro: keep in mind that the mayor of NY is a v. short step from governor in power. When you have a mayor w/ ability to tax all the boroughs. The boroughs don't have the final say. Then you have a revenue stream that allows you to do ind. Redeve.

We don't have all the taxation infrastructure that NYC does.

We don't have sales tax.

Here: have to go through so many steps to get a bond approved. Inhibits, what they have.

Son now live in NY> I do his taxes. You are driving me crazy. But there are many levels of taxation that they pay to live in Manhattan.

Have to live w/ what we've got.

RM: have to do what you can do. Build around what we can.

We have TIF. We squandered it and now it's gone.)

Angela:

On a square mile basis

The customs house was proxy for INd. City.

I work on industry incubation side.

A lot of people looked at customs house, w/o

DG: they haven't done a full seismic. They haven't change the case.

Art didn't turn

That's how how clay worked it.

We Work has a \$4 valuation. They are global.

My take is: I think we have too much commercial co-work space. I have to say it, at least someone w/ deep pockets so...

DG: that guy rolled the dice. It's so cheap, I have to

I spent my whole career not doing seismic retrofits, by not changing the use

We are in bad

Now, the customs is on the URM list, so if there is required.

Sarah:

City to city learning.

Executive leadership.

Cities that know how to learn are better at economic development.

What does it mean to use to be a truly smart city.

We know how to go in and take what we want. What does it mean for us to be even more intentional? Should we use our money in another way? Bring someone to

Portland.

For people who have been on this trip,

I think we need to spend more time kicking the tires on projects

Are we in a 2-way dialogue – so we don't just get the Chamber view

What do we do w/ information

The groups that go out w/ a mission, want to find out an innovation, and bring it back.

**Linda. From Non-profit lady:**

Lack of connection

We are missing cross-sector opportunity.

There's a lot of entrepreneurial going on in not for profit oppy

Connect w/ what is happening

What is implementation structure.

Complex sector

Doesn't come naturally to us.

Businesses get funded differently from nonprofits,

Our customers can't pay for services

Nonprofits more concerned about giving services....

Funders don't support collaboration, outcomes as much as should

RM: Houston went there to look at social services. Went to model. Brought it back and

In (brentwood) you are doing that

RM: Bogota first how did it all happen? Medellin, model of urbanization now, was the murder capital of the world. Sept. 26-Oct. 3

SFBA. So much that happens here happens there first.

But in discussion w/ several ppl. There's SF, East Bay, and Silicon Valley San Jose area.

We have been thinking through having separate tracts.

All go to different places. FS, social services. SV,

Going to talk smaller group in spring

Then do larger trip in 2019.

RM: Brooklyn was different. Was a shothole.

Iannarone

1. have the trips be more "intentional" – aim to see something specific about the city being visited that Portland should learn from
2. get more specific people to come on them (Portland Streetcar; Jim Carroll?? Saw something in Scandinavia that sold him on the PS)
3. get more different people to come
4. break out of Portland's provincialism
5. use the "pedagogy" about how cities learn to accomplish specific
6. Jerry Hillsboro: at leadership conference, no one took leadership on homelessness
7. Dean Funk: it IS getting done. business conference, laid out how housing gets established (must be from pvt sector), now....who is going to take action...?
8. GPI: has a 2020 plan that "covers all that"
- 9.