

PORTLAND AMBASSADORS BEST PRACTICES TRIP TO PHILADELPHIA April 23-25, 2006

Meeting and Debrief Notes

Introduction:

Philadelphia has a long rich history. Today, the Philadelphia story is no longer just about its proud past, but more and more it's about the present and the future. The public and private sectors have committed to regaining Philadelphia's prominence as a Great City -- the results to date are impressive: claiming the resources of the rivers for jobs, housing and amenities; leveraging resources to undertake signature development projects; conducting private sector-led fundraising campaigns to embark on major global marketing and economic development campaigns; working in regional collaboration. This city is not without its challenges...but it is determined to become the city of choice for new and expanding businesses, families, students and workers. While the contrasts between the two cities are numerous, there are many comparisons. Portland will learn a great deal from Philadelphia on this trip.

Key program elements:

- regional collaboration – business, ports, governments, higher education, economic development organizations how
- Philadelphia is moving its way back up the 'attractive cities for business' ladder
- significance of strong business leadership in achieving economic development goals
- government's role in providing a good place to do business – policies, infrastructure, incentives, taxes
- innovation and entrepreneurship as stimulus for economic growth
- reclaiming natural resources (e.g. waterfronts) for jobs, housing, quality of life
- development projects luring workers, families back to the center city
- sports, tourism and cultural impacts on local economy

Best Practices Visits Encourage Exchange:

The visit to Philadelphia is the latest in a series of Portland study missions to top rated, forward thinking cities – cities that have mobilized to grow and prosper while maintaining/improving their quality of life. Past trips have included Austin, Baltimore, Charlotte, Boston, Washington DC, New York City, and Vancouver, BC. The Portland delegates represent a cross section of business and industry, tourism, education and government (under the banner of the Portland Ambassadors).

During the April 23-25, delegates will meet with key Philadelphia leaders to examine the issues, challenges and opportunities facing Philadelphia and to learn of the innovative actions that city-region has/and is taking to be the best it can be. This study mission is not a recruitment trip but rather an excellent opportunity to learn from each other AND to build new relationships which will last for years.

Meeting Notes:

Sunday – April 23, 2006

3:00-5:00 p.m.

Oregon CoreNet Global Summit Hospitality Event

Location: Marriott Downtown Philadelphia (Liberty Ballroom B&C)

A 30+ member Oregon team participated in an afternoon of marketing Oregon as a prime business location to CoreNet delegates at the Oregon hospitality event. For two hours, guests were treated to Oregon wines (a selection of Anna Maria wines from the Valley View Winery in Jacksonville OR), delicious dessert buffet complete with white and dark chocolate fondues, long-sleeve Oregon tees and drawings for Oregon products including a chance at winning an Oregon adventure getaway grand prize (Canon Beach, Central Oregon or Rogue River). It was an afternoon well spent with a target audience of over 500 site selection decision makers and influencers.

6:30-8:00 p.m.

Best Practices "Welcome to Philly" Hospitality Suite

Location: Park Hyatt Philadelphia (State Drawing Room – 1st floor)

The first night was capped by an 'end-of-the-day' hospitality event -- providing much needed r&r for the bulk of the group that had spent the afternoon selling the advantages of Oregon as a superior business location at the Oregon CoreNet Hospitality Event at the Marriott Hotel. Good teambuilding.

Monday – April 24, 2006

7-8:00 a.m.

Continental Breakfast

Location: Park Hyatt (Conservatory – 12th floor)

Kick-off for the day's events were held conveniently just a few floors away from the Greater Philadelphia Chamber of Commerce -- perfect location.

8:30 a.m.

Welcome and Program Introduction

Speaker: Randy Miller, Portland Ambassadors chairman

Location: Greater Philadelphia Chamber of Commerce (7th floor/same bldg as Park Hyatt)

The Greater Philadelphia Chamber of Commerce provided the space and services of their IT staff for the Monday morning meetings. Chairman Miller set the stage for the Best Practices sessions by recapping previous study tours, rationale for visiting Philadelphia, and key elements to be covered by speakers. He encouraged dialogue between delegates and presenters.

9:00-10:15a.m.

Marketing Philadelphia...at home and around the globe

Speaker: Thomas Morr, President/CEO, Select Greater Philadelphia

Location: Greater Philadelphia Chamber of Commerce

Chairman Miller recognized Tom Morr as being President/CEO of Select Greater Philadelphia, a not-for-profit business marketing organization dedicated to building the economy of the tri-state (11 county) greater Philadelphia region. Mr. Morr, hired May of 2005, came to Philadelphia after serving six years as Managing Partner of the Greater Washington D.C. Initiative, one of the country's foremost regional economic development and business marketing organizations. Mr. Morr is an acknowledged national leader in economic development marketing and recruitment.

Mr. Morr began his presentation by first telling how he came to work in Philadelphia...a headhunter invited him to visit Philadelphia and interview for this new position heading up this new organization. He said yes to the visit, never expecting to leave his fulfilling job in Washington, but rather, not wanting to leave a lasting bad impression with the headhunter who could be helpful to him sometime down the line. He came to Philadelphia, interviewed, was incredibly impressed with the energy and commitment of the business leadership and the possibilities for the future...and the rest is history.

Select Greater Philadelphia, an affiliate of the Greater Philadelphia Chamber of Commerce, is dedicated to attracting, growing and retaining companies to the region. It has a \$16 million budget (\$4 million per year for 4 years) raised primarily by the business community. Select Greater Philadelphia is governed by a 60-member CEO Council. The CEOs drive the agenda not the Chamber. Select Greater Philadelphia follows a model other regions have employed to build their economies; in the increasingly competitive global economy, progressive regions are aggressively marketing themselves to businesses.

- * Greater Philadelphia region is great place to do business -- the strongest economic region in the nation
- * Strategically located within 2 hour drive of New York City and Washington DC
- * 2 hours by air to 50% of the US population and 6 hours non-stop to California, Great Britain, Europe and Latin America
- * Greater Philadelphia has at least 50% lower cost of living than San Francisco, NY and Boston
- * Office rental rates in region are half those of NY, and lower than Boston, Chicago and Washington DC
- * Greater Philadelphia region is home to second largest concentration of health resources in the country (5 med schools/120 hospitals)
- * More than 80 colleges and universities in the region

The goal of Select Greater Philadelphia: Philadelphia will be a top tier business location by 2010. Short term plan includes:

- * Conduct research/studies and bolster research-driven content
- * Encourage economic developer collaboration and develop site selector relationships

- * Organize cluster-focused proactive missions (e.g. San Diego and Palo Alto, Boston, London and Cambridge, Munich and Cologne)
- * Increase media exposure
- * Arrange advertising that focuses on industry cluster and/or specific companies

Observations and Comments:

- * Current Governor and most recent past Mayor of Philadelphia, Ed Rendell, brought an energy and commitment to the post (including arts and culture) which brought people back to the center city...with new programs and new people came new restaurants, retail, condo conversions etc. Today center city is vital, growing and safe
- * How was regional compact accomplished? Straight forward protocols, meet with regional council 6 times per year
- * Importance of Business leadership? Absolutely critical; business is not sitting back waiting for government to move forward; committed to being stewards; city's best days ahead -- that being said, there must be a public-private partnership
- * Turf 'issues' between Select and Chamber? No; roles are very well defined (Chamber president serves on Select's board)
- * Marketing external or internal? First focus for Select is to market Philadelphia externally -- then within

10:30-11:30a.m.

Innovative Programs Write Next Chapter in Philadelphia Story

Speaker: Peter Longstreth, President/CEO, Philadelphia Industrial Development Corp.

Location: Greater Philadelphia Chamber of Commerce

Peter Longstreth, President/CEO, Philadelphia Industrial Development Corporation, is a private, not-for-profit Pennsylvania corporation, established in 1958 by the City of Philadelphia and the Greater Philadelphia Chamber of Commerce to promote economic development throughout the city. Prior to joining the PIDC, Mr. Longstreth was managing partner and founding partner of real estate company AEGIS Property Group (Philadelphia).

In introducing his presentation, Mr. Longstreth commented that he was the first to hold his position with PIDC with a business-only background -- a big plus (his opinion) at this time in Philadelphia's history.

PIDC's central strategy is to leverage financing and real estate resources to retain and to grow employment in the city of Philadelphia. PIDC coordinates tax incentive and work force development programs offered by the city and the Commonwealth. Clients range from traditional base of commercial and industrial businesses to the developers of large (Navy Yard), public purpose (the Sports Complex) facilities.

PIDC:

- * Organized in 1958 - exclusive to city
- * 30 member board 1/2 appointed by Chamber and 1/2 appointed by Mayor
- * 15 member executive committee which meets every 2 weeks
- * \$8 million annual budget -- largely from service fees generated by PIDC business activities
- * 55 member staff
- * No reliance on city for financing
- * Throughout history, PIDC has closed 4600 individual transactions with combined project costs of \$10 billion, which have contributed to retaining and creating over 385,000 jobs in the city

Observations and Comments:

- * Rendell/Street administrations invested heavily (several billion\$) in tourist industry, arts & culture infrastructure
- * 50% minorities in population
- * Economy has undergone a long-term transformation from industrial to service/knowledge based economy
- * Renaissance of downtown -- good for city, good for region
- * Comcast tower controversy? NO. Comcast is building a \$500 million new tower growing its workforce to 4000
- * Zoning and loss of industrial land? Difficult situation - vibrant residential/retail forcing out industrial inventory (particularly warehouse/dstrbtn)
- * The Navy Yard will replace some lost industrial land
- * Interface with Select Greater Philadelphia? Good relationship -- Select works regionally, PIDC works city specific

11:45-3:30 p.m.

Tour Citizens Bank Park and The Navy Yard (lunch @ stadium)

Guide: John Grady Sr VP, Philadelphia Industrial Development Corp.

Leaving Greater Philadelphia Chamber the Portland group boarded motor coach for 20 minute trip to Citizens Bank Stadium (Phillies ballpark). John Grady, Sr VP of the Philadelphia Industrial Development Corporation acted providing tour guide services –headed south on Broad Street via the Avenue of the Arts (out of Center City) through South Philly to the Sports Complex. (Note much discussion about the parking in South Philly!!)

Citizens Bank Park is a beautiful, new (2004) \$450+ million baseball-only ballpark (43,500 seats) – Citizens Bank pays \$95 million over 25 years for the naming rights (\$57 million for naming rights and \$37.5 million for the Phillies broadcast media package). The tour (2 groups) included history, private view of club's private suite (71 total suites), standing on the field (not on the grass!), sitting in the dugouts, visiting the media room, viewing the locker/workout rooms (players were on site so some privacy issues were observed)...and then it was on to a sports buffet complete with philly steaks.

Back on the bus...Tour continued to The Navy Yard ...

During the past decade the US Dept of Defense has downsized significantly in Philadelphia area resulting in excess real estate in the city. PIDC is responsible for converting the former military properties to civilian use. Located on the Delaware River at the south end of Broad Street, the Navy Yard is the largest former Defense Dept asset with over 1,000 acres and 6.5 million square feet of existing industrial and office space. PIDC is responsible for the planning, operations and development of this massive property (tour guide John Grady is Sr VP in charge of this undertaking):

The Navy Yard:

- * \$2 billion dollar, dynamic, mixed use development (including waterfront acreage)
- * Rebirth of the Navy Yard is a key element of the city's renaissance
- * Recapture use of signature assets
- * The Plan - 500 acres and 2.5 miles of waterfront (East of existing shipyard)
- * Builds on Yard's history as an industrial site and defines an existing mix of office, research, commercial and residential development
- * Includes new marina district
- * 4 distinct development zones:
 - * The Historic Core -- 167 acre includes over 1 million sf of existing office, R&D and related activity space (including historic buildings) plus opportunities for renovation of existing buildings and infill new construction for the creation of an additional 2 million sf of commercial space. The conversion of older loft industrial space to residential use offers potential for dynamic, mixed-use waterfront community.
 - * The Corporate Center -- 72 acre, 1.4 million sf office campus and mid-rise buildings -- to feature build-to-suit office space, sustainable architecture, landscaped parks within a pedestrian-oriented environment.
 - * The Research Park -- 81 acre site, 935,000 sf capacity, planned for the development of office, lab, R&D, and production facilities.
 - * Future Development -- an additional 200 acres, including 1.5 miles of frontage along the Delaware River, is available to support growth of the Shipyard and Corporate Center.

Observations and Comments:

- * City and waterfront divided by highway -- Navy Yard and complimentary development that is (will) occurring will close that divide
- * Condo conversion occurring throughout city center – good for revitalization of downtown; loss of industrial properties

5:00-6:30 p.m.

End of Day Hospitality

Speaker: Larry Needle, Exec Director, Philadelphia Sports Congress

Location: Park Hyatt (Conservatory – 12th floor)

The 'end-of-day' Hospitality event was highlighted by a presentation from Larry Needle, Executive Director of the Philadelphia Sports Congress. Drew Mahalic, Oregon Sports Authority Executive Director, introduced Mr. Needle -- in contrast to Portland, Philadelphia has 8 professional sports teams and 60 intercollegiate athletic programs, and a full calendar of annual sporting events.

- * Established in 1987 the PSC is a division of the Philadelphia Convention & Visitors Bureau
- * Seeks to attract major sporting events and conventions to the region
- * Working with the area's professional teams, universities and corporate community acts as resource/ facilitator for mtg/event planners
- * Assists with site visits, media contacts and special event planning

Observations and Comments:

- * Philadelphia is a premier sports town -- stature never stronger
- * Nation's 4th largest media market
- * PSC works with convention bureau to attract events but doesn't put on events (Army Navy game is an exception)
- * Philadelphia is one of only two cities in the USA with Chicago that has four major sports franchises located within the city limits
- * One of the largest sports events each year in Philadelphia is the Army-Navy Game that is equivalent to a Bowl Game for the city
- * Philadelphia, along with Portland, will host the Lance Armstrong Livestrong Challenge event in 2006
- * The Philadelphia Spectrum Arena hosts a minor league hockey team while the Wachovia Center across the street houses the NHL Flyers
- * The Spectrum is privately owned in contrast to our Memorial Coliseum--owner of the Spectrum invests approximately \$2 million/year to keep the Spectrum modern (note: investments in our Memorial Coliseum are mostly for repairs to broken or hazardous conditions)
- * Sports is an integral part of Philadelphia and its economy --a substantial proportion of sports tourism originates in South New Jersey and Delaware each day for events and games
- * Philadelphia's CVB has the luxury of a 1,400 room convention center hotel to market its conventions
- * The new Phillies Ballpark was originally planned to be sited in downtown Philadelphia, but \$millions were saved by building the stadium in south Philadelphia where the Broad Street subway line terminates

Evening open

Group options include: Phillies Baseball Game and Group Dinner at Plough and the Stars

Tuesday – April 25, 2006

7-8:00 a.m.

Continental Breakfast

Location: Park Hyatt (Conservatory – 12th floor)

Portland group reconvened for breakfast and then moved to the Greater Philadelphia Chamber of Commerce meeting room for the final day's program.

8:30 a.m.

Welcome and Program Introduction

Speaker: Randy Miller, Portland Ambassadors Chairman

Location: Greater Philadelphia Chamber of Commerce (7th Floor same bldg as Park Hyatt)

8:35-9:15 a.m.

Stimulating Economic Growth Through Innovation and Entrepreneurship

Speaker: RoseAnn Rosenthal, President/CEO, Ben Franklin Technology Partners

Location: Greater Philadelphia Chamber of Commerce

Kickoff speaker for the final day was RoseAnn Rosenthal, President/CEO of Ben Franklin Technology Partners of Southeastern Pennsylvania -- an independent not-for-profit economic development organization, established to stimulate economic growth through science, technology and entrepreneurship. Previous to joining the Ben Franklin Tech Partners, RoseAnn worked for the Philadelphia Industrial Development Corporation. All total she has over 30 years of economic development experience.

- * The PFT/SEP as established in 1982 – in 2005 assisted over 260 companies
- * Goal to build new economic base by advancing the development of new technologies
- * Governed by statewide board
- * Part of a statewide network supported by the Pennsylvania Dept of Community and Economic Dev. (4 rgnl headquarters)
- * Provides capital and expertise in technology, finance and business to help entrepreneurs and existing businesses
- * Through its network of resources, the organization fosters dynamic relationships among companies, institutional and private investors, research institutions and the university community
- * Bottom up approach -- field offices in various counties (urban and rural)
- * Identifies unifying issues
- * \$14.9 million budget (public and foundation)
- * Invest in companies that are believed can get to the next stage and succeed
- * Investment portfolio companies raised over \$100 million in follow-on financing (increase over prior annual averages of \$40 mil)

Observations and Comments:

- * Flexibility of the Partnership provides ability to innovate and develop new approaches to meet needs of changing region
- * Builds on regional strengths - capitalizes on new opportunities
- * Addresses specific needs of diverse communities
- * Focuses on entrepreneurs as ultimate engine of growth
- * Since inception has bolstered state economy by \$8 billion
- * Only 25% of companies coming in the door make it through the program
- * 85% success rate

9:30-10:15 a.m.

Impact of Travel Industry on Local Economy

Speakers: Jack Ferguson, VP, Philadelphia Convention & Visitors Bureau

Location: Greater Philadelphia Chamber of Commerce

Chairman Miller introduced Jack Ferguson, Sr VP with the Philadelphia Convention and Visitors Bureau, to speak to the issue of Convention Centers and Headquarters Hotels and their stimulus for the local tourism/convention industry.

- * Philadelphia (today) has a strong tourism/convention business
- * PCVB has 1100 member companies
- * Board of 95 - 35 member executive committee
- * PCVB sees itself as channel of distribution

Travel and tourism in Philadelphia:

- * Hospitality and tourism and convention industry are vital components of region's economy
- * \$4 billion economic impact
- * 50,278 jobs with a \$1.6 billion payroll (directly, indirectly or induced)
- * \$757 million to federal, state and local taxes

Observations and Comments:

- * Meeting planners book based on rotations (e.g. fall in the West; spring in the East)
- * Prior to Pennsylvania Convention Center being built - no conventions came to Philadelphia
- * Convention Center was built to accommodate 2000 GOP convention
- * 4000 hotel rooms came on line for the 2000 GOP convention
- * Convention Center is the economic engine for the region
- * Remember: Conventions bring people to your city that otherwise would never visit
- * Convention Center is going to be expanded to capture bigger slice of the convention business pie
- * Convention Center expansion (est 6 years) will be largest contiguous space on East Coast and 7th largest nationwide
- * New gaming (2 in Philadelphia) casinos will provide financing for expansion
- * 3500 hotel rooms within block of Convention Center
- * Importance of connected headquarters hotel? YES, you don't want weather to be a concern to meeting planners
- * Subsidy for headquarters hotel? If needed, go for it! Headquarters hotel brings more people to city for everyone (was 60% now 70-75% occupancy)
- * When big hotels are full -- everyone wins!

10:30-12:00 p.m.

Creating a Competitive 21st Century City

Speaker: Paul Levy, President/CEO, Center City District

Location: Greater Philadelphia Chamber of Commerce

Chairman Miller introduced closing speaker Paul Levy, President and CEO of Center City District, who has had the charge of achieving the Center City Dream and is highly regarded in every circle and noted for Philadelphia's urban renaissance. Just recently, Mr. Levy was named the winner (to be awarded in May) of the 2005 Philadelphia Award -- presented annually to a citizen of the region who has done the most to advance the best and largest interest of the community.

The Center City District, a private-sector organization dedicated to making Center City clean, safe and attractive, is committed to maintaining Center City's competitive edge as a regional employment center, a quality place to live, and a premier regional destination for dining, shopping and cultural attractions.

* Founded in 1990 by property owners and City of Philadelphia – in midst of recession and municipal financial crisis; public environment perceived as dirty and dangerous, streets were dark and empty at night, city suffered from a loss of confidence and a diminished self image

* CCD encompasses 120 blocks and more than 2,100 properties -- 3 sq miles

* \$14 million budget

Observations and Comments:

* Since 1991, CCD has been clean and graffiti free; serious crime has been cut in half, quality of life crimes by 75%, and perception dramatically enhanced

- * Center City comprises just 3% of city's land area; accounts for 47% of all private-sector wages paid citywide – generating \$6 billion in annual salaries to residents of Philadelphia's neighborhoods and another \$7.9 billion in salaries to households in surrounding counties –another 10% of the city's wages are paid by University City employers. OVERALL 57% of all wages in the city are generated in the area between the Delaware River and 40th Street, Spring Garden to South streets.
- * 219% increase in fine dining since 1993
- * in 1994 there were no outdoor cafes - today there are 167
- * Over 2000 new light fixtures installed by CCD since 1997, sidewalk illumination has more than doubled -- setting stage for evening economy
- * Signature buildings on the Parkway glow at night, City Hall is illuminated, and many property owners are lighting facades of their buildings
- * There are 88,000 residents downtown today - by 2010 there will be between 95,000 and 110,000
- * Investments in new visitor attractions have been reinforced with promo campaigns by PCVB and Greater Phil Tourism Mktg Corp
- * To make downtown more friendly and understandable to visitors - CCD installed hundreds of new pedestrian signs and maps and over a 1000 new trees and planters
- * Greatest driver of prosperity and city income growth = College graduates, 35-44 year old professionals, Professional & business service jobs (plus education and medical)
- * Robert Weissbour - Changing Dynamics of Urban America (important reading)
- * Programs to attract and retain children downtown
- * State took over school district - new reform, breaking old rules
- * New Center City Academia Region (residents can apply to enroll in any school in center city)
- * Poverty in Philadelphia? 23% of population is at or below poverty level – still big job ahead!

Debriefing Notes:

12-1:30 p.m.

Lunch and Debrief Group Session

Location: Greater Philadelphia Chamber of Commerce

Chairman Miller opened up discussion to reflect on information gleaned from visit.

Dynamism of leadership (Miller)

Political leadership (e.g. Rendell vs. Street) changes; collaborate and move forward (Vosmek)

Portland needs to create same kind of a-political group (don't allow political personalities/agendas to be only determining factor of city's future – again, Rendell vs. Street); Tap into civic/business leadership to keep moving (Malsin)

Retention efforts of Center City -- specifically having building owners notify Center City of upcoming lease expirations so that Center City can meet with companies for purpose of retaining them (Miller)

Strong public/private partnerships – good models (Downen)

Attraction/retention of echo-boomers in Center City (Downen)

Impressive, aggressive programs to improve public school system – Portland should (if it's not) look outside its own borders (Emmons)

Quality of civic leadership/involvement doesn't compare between two cities – need to expand involvement (Emmons)

Bring Paul Levy to Portland – get him in front of large audience(s) to educate Portlanders (Emmons)

Need a stand-alone CEO Forum in Portland (Steinfeld)

Convention Center/connected headquarters hotel will revitalize area (Steinfeld)

Ambassador Program began as a private sector driven program and political agendas turned it into public sector driven (housed at PDC) – work is underway to get private sector driven and independent with partnerships -- back to its roots (Miller)

The new Ambassador Program plan –hire 3 staff/Exec Director, Program Manager and Support staff; enter into partnerships throughout region to execute, retention/recruitment/marketing (Miller)

Key to new entity will be relationships and partnerships (e.g. public-private) – great opportunity (Malsin)

Entities all collaborate; run their non-profits as businesses – that's how they get such high CEO involvement (CEOs lose interest when organizations plod along and get bogged down (public processes etc); longevity of leadership is impressive (MacRitchie)

THANK YOU! This community is innovated, informed, inspired to make Philadelphia the best it can be – this was a great program and very valuable to all of us and look forward to participating in future fly-outs (Malsin)

Ben Franklin Partnership is one of the first tech-based organizations in the country; they began with belief that technology would raise productivity – basic mission is improving the economy (Martin)

The Oregon Business Plan is a model for states/communities throughout country – longterm strategy, buy-in from public and private sector leadership; this local work is better known outside our borders (Miller)

All the groups we heard from work together – memberships on each others boards (Jubitz)

Crisis brought the Portland Ambassador Program to be established (1982) but over the years, changes in leadership/administrations (City Council, PDC) program has become diluted (Miller)

Why doesn't Mayor/Council participate in these trips?

Mayor/Council members have traditionally participated in the Best Practices trips – in fact, this was the first time there hasn't been participation by one or more Council members and that (I believe) was matter of timing (Miller)

We should draft a letter with overview of what we've learned in Philadelphia and send to Mayor (Malsin)

Face to face would be better (Emmons)

Maybe a work session with City Council etc is a good idea (Miller)

We should bring Jack Ferguson to Portland re headquarters hotel etc (Jubitz)

Not certain that would be effective – there have been 2 experts brought in to talk about it already (MacRitchie)

RFP has gone out; doing research now which will provide new/current #s (e.g. 400 room vs. 800 room), what does it need to be to be successful etc (Steinfeld)

Extremely educational program; great to see what can be accomplished when people work together (Jones)

Philadelphia vs. Portland budgets – seems Philadelphia is doing more with less (Jones)

Loved Jack Ferguson's enthusiasm (Porter)

Underprivileged neighborhoods? Center City (thru Paul Levy) has been successful in making impressive strides – he's been strategic, targeted and kept his eye on the ball; wonder if Portland is hampered by diluting (Porter)

Portland gets compliments...past work (Porter)

Great information (from program and from intros to Portland delegation); interested in bringing RoseAnn Rosenthal to Oregon to address key audiences; just as Portland can learn from Philadelphia – Salem and Eugene can learn from Portland (Repine)

Where Next? People have already suggested Pittsburgh (land redevelopment) Minneapolis (robust economy) Toronto (urban rebirth/land use management) (Miller)

Chicago fixed its schools, tried to preserve business/industry; and major transportation initiatives (Kingsley)

Denver and Rockies! (Steinfeld) (Vosmek)

Pittsburgh about same size as Portland – rebounded from loss of steel and we lost timber (Vosmek)

Toronto – waterfront projects currently underway and on the horizon are world-class...we would want to meet w/Mr. Fung (Hall)

Thank you everybody – we'll get this information typed up and distributed (Miller)

-end-