



# Marshall Plan

## *Land/Place-Based Strategies for Detroit*

Presented to  
Mayor Dave Bing  
City of Detroit  
July 14, 2010



**Soji Adelaja, Ph.D.**

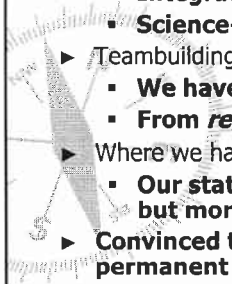
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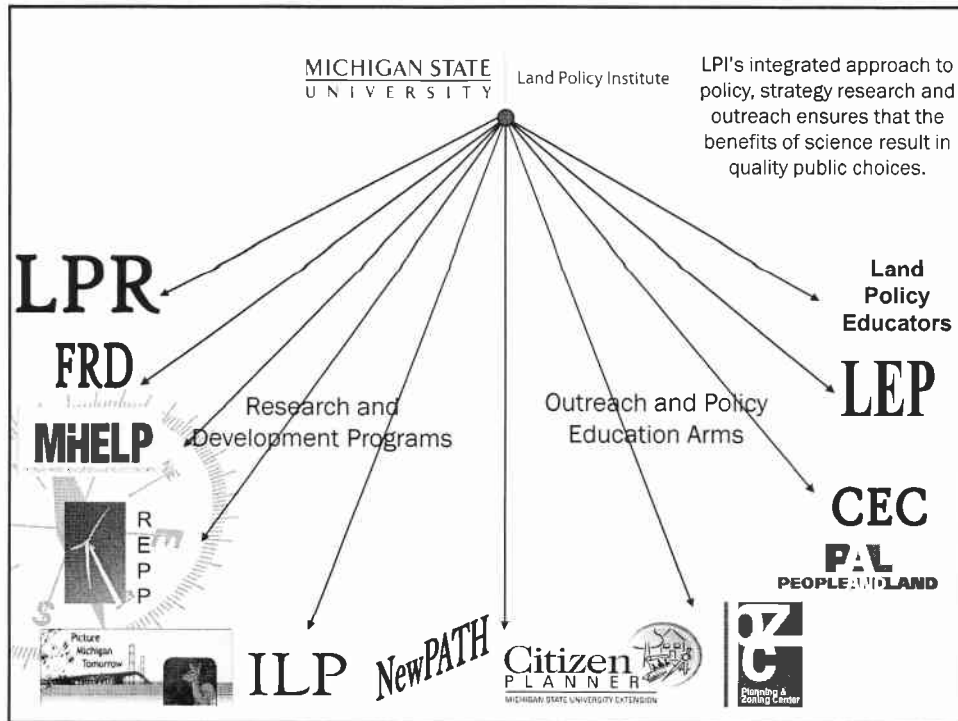
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New Economy Growth Strategies  
Place Science  
Renewable Energy Policy  
New Institutional/Legal Structures

Land Use Planning & Policy  
Placemaking Strategies  
Attraction Policies  
Mindset for Prosperity

- ▶ 2006 creation by MSU and the W.K. Kellogg Foundation to serve as the:
  - **"Brainbox" for Land, Place & Prosperity Science.**
  - **"Knowledge center for Michigan's Transformation".**
- ▶ Mission:
  - **Integrated research, outreach & engagement.**
  - **Science-based strategies for Michigan's repositioning.**
- ▶ Teambuilding to solve policy problems at the state and local levels.
  - **We have to do forward looking work.**
  - **From *reactive land use strategies to proactive place policies.***
- ▶ Where we have acted, progress is being made.
  - **Our state and regions are being anticipatory of a better future, but more work has to be done.**
- ▶ **Convinced that public mindset change is a necessary condition for permanent change in Michigan.**





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## LPI/Detroit City Collaboration

▶ June 15, 2005 to December 30<sup>th</sup>, 2007:

- ▶ LPI Director working with various land use, renewable energy and New Economy stakeholders in Detroit about Asset Based Economic Development and strategies for the global placemaking of Detroit, and to anticipate the future potential for a special federal initiative to revitalize Detroit.
- ▶ Participants:
  - ▶ Warm Training Center
  - ▶ Henry Ford Health System
  - ▶ American Institute of Architects, Detroit
  - ▶ Sustainable Design Assessment Team (SDAT)
  - ▶ Bridging Communities, Inc.
  - ▶ City of Detroit Planning Commission
  - ▶ Detroit ULI group
  - ▶ Detroiters Working for Environmental Justice
  - ▶ Greater Corktown Development Corporation
  - ▶ Great Lakes Capital Fund
  - ▶ Greening of Detroit
  - ▶ Hamilton Anderson Associates
  - ▶ Zachary and Associates
  - ▶ Next Energy
  - ▶ Detroit Agricultural Network
  - ▶ Detroit Eastern Market Corporation
  - ▶ Representatives of the Museum and Arts District
  - ▶ University Cultural Center Neighborhood
  - ▶ Local entrepreneurs
  - ▶ Developers in Detroit interested in the green infrastructure and renewable energy pathway to placemaking



## What is the Marshall Plan

- ▶ A futuristic forward-looking framework for Detroit's global repositioning based on:
  - Anticipated national policy directions
  - Future themes of federal spending
  - Emerging trends in the New Economy, Green Economy, entrepreneurship and land/place-based economic development strategies
- ▶ Efforts started 5 years ago to build partnerships toward Detroit's capacity to leverage its current status against federal support.
- ▶ Worked with:
  - Stakeholders
  - City Council
  - Planning Commission
  - Mayor's office
  - And others.
- ▶ Standstill resulting from difficulty in anticipating the direction of federal policy and the huge rain of federal stimulus dollars.
- ▶ We had the opportunity to capture the imagination of the feds, and they have expressed interest in a strategic Detroit initiative.

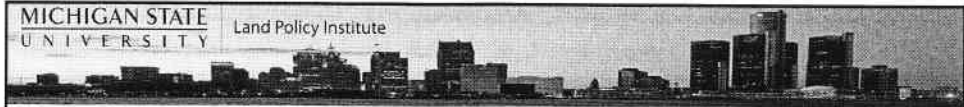
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## LPI/Detroit City Collaboration

- ▶ January 31 (2008):
  - "New Economy (NE)" presentation to the Neighborhood and Community Services (NCS) Committee of Detroit's City Council.
  - Resolutions by City Council for Dr. Adelaja to work with 3 City Council units.
- ▶ February – June (2008):
  - Worked with City Planning Commission (CPC), the Fiscal Analysis Division (FA), and the Research & Analysis Division (RA) to research NE initiatives in Detroit, examine the role of government, and conceptualize a NE framework to move Detroit forward (per-resolution of NCS Committee).
- ▶ June 18:
  - Brainstorming & framework setting session with CPC, FA, and RA.
- ▶ November 5:
  - Recognizance meeting with team from CPC, FA, RA & LPI.
- ▶ November 12:
  - Marshall Plan Think-Tank Committee at LPI.
- ▶ November 20:
  - Joint presentation to Council Committee.
- ▶ December 1:
  - Joint presentation to full Council.
- ▶ December 2-15:
  - Brief Marshall Plan Document for Council
  - Draft a position document and letter for council and mayor.
- ▶ December 18:
  - Presentation of Marshall Plan to Governor Granholm and Obama Administration.
- ▶ February 5 (2009):
  - Presentation of Marshall Plan to City Planning Committee
- ▶ June 15:
  - Presentation to White House staff in Urban Affairs and In Intergovernmental Affairs

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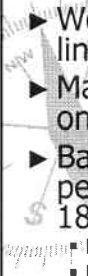
## Economic Development Challenges in Michigan Today

- ▶ Toughest U.S. state today for economic development:
  - Key historical economic anchors in rapid decline.
  - About 400,000+ manufacturing jobs in last 8 years (1/3).
  - Service jobs not filling the void.
  - Highest unemployment rate two years in a row.
  - Only state with declining average median income & rising poverty in 2007.
  - Only state, save RI, that lost population in 2006-2007.
  - Among the highest foreclosure rates in the nation.
  - Housing sales are down over 60% from this time last year.
  - Low property values stressing state, county, and local budgets.
- ▶ Detroit is the epicenter of this problem.
- ▶ Projections suggest that it will get worse for a while.
- ▶ State and City resources can't power needed transformation.
- ▶ Rules of economic development have changed due to globalization.
- ▶ New growth paradigm needed.



## Detroit Then

- ▶ One of America's most successful cities.
- ▶ Leader of the industrial era (history of innovation & change):
  - Trading post (early 1800), Flour Mills (1820s) & Flour Export (1820s).
  - Shipyards and Steamships (1840s) & Steam engine exports (1860s).
  - Copper and Copper Alloys (1870s) & Associated Exports (1880s).
  - Machine Industry (1890s), Internal Combustion Engines for Boats (1900s), & engine exports (1900s).
  - Automobiles (1900s).
- ▶ Birthplace of auto industry & America's labor movement.
- ▶ World capital of capital/skilled labor combination & assembly line technology.
- ▶ Major industrial, cultural, economic, social & artistic hub and one of the nation's most diverse cities.
- ▶ Bastion of prosperity and people attraction when its population peaked at 1.85 million in 1950 (from only 38,000 in early 1800s)
  - Economic Prosperity = People x Average Income.
  - Population grows when prosperity exists.





## Detroit Today

- ▶ Population = 808,327 (1/2 of peak level) (ACS, USCB, 2007).
- ▶ Per Capita Income = \$15,284 (1/2 of peak) (ACS, 2007).
  - U.S. Per capita income = \$26,688 (ACS, 2007).
- ▶ 1/4 of the peak level of economic activity.
- ▶ Epitome of nation's financial and economic problem.
  - Unemployment rate perhaps the highest in the nation.
  - Highest foreclosure rate in the nation in 2007 with nearly 5% of the housing in some stage of foreclosure in (Forbes, 2008).
  - Poster-child for abandoned residential, commercial, & industrial properties.
  - ~38,000 tax-reverted properties (U of M, 2004) – Much more today.
  - High mortgage loan delinquency rate – More foreclosure to come.
- ▶ Poster-child for urban concentration of poverty and displaced workers.
  - > 1/3 of Detroit's population below poverty line past 12 months (ACS 2007).
- ▶ Chronic cases of food deserts.

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## Detroit Today

- ▶ Epitome of a shrinking city.
  - 2000 population = 950,270 (USCB, 2000).
  - 2006 population = 834,116 (ACS, 2006).
  - 2007 population = 808,327 (ACS, 2007).
    - ▶ More than 140,000 people estimated to have left the city over 7 years.
- ▶ Schools "next generation" suffering & nothing happening.
- ▶ From TOP city to Bottom of Milken's large 200 MSA's ranking.
- ▶ County (Wayne) with the highest population loss in the country (27,000 in 2006-2007 alone).
- ▶ Now facing national credit crunch.
- ▶ Big 3 automakers and their suppliers on verge of collapse.
- ▶ Downward Spiral?
- ▶ The Main battleground in the "globalization war".

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## Epitome of the Old Economy

- ▶ Detroit has had a manufacturing dominated economy, with old economy entrenchment and insufficient connection to the "New Economy" and to global market demand.
- ▶ Detroit has huge grey infrastructure, but insufficient new economy infrastructure.
- ▶ Detroit is a window to what is rapidly becoming of most parts of Michigan and the US that are built on the old model.
- ▶ We recognize that there are no successful states without successful cities.
- ▶ The nation or state of Michigan cannot afford to ignore Detroit if serious about an economic turnaround.
- ▶ Detroit may well be the nation's laboratory for much needed massive economic turnaround.


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## Growth Paradigm for the Future

- ▶ In the new economy, growth is contestable:
  - US growth is no longer a foregone conclusion (Growth shifting to emerging economies).
  - Domestically, places entrenched in "old economy" will decline as places steeped in the "New Economy" will thrive.
  - Whole regions will empty out (not just cities), especially in the rust belt.
  - Michigan is only an early warning signal of what will increasingly going to become a larger national problem.
  - Detroit's resurgence is not just a local issue --the solution must be part of a state strategy, even national.
  - Michigan and Detroit are perhaps the national laboratory for how to deal with shrinking economies.
- ▶ For Michigan to move forward, its Flagship city must move forward.

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## Comparing the Old and New Economy

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## New Economy Paradigm

**Old Economy**

- Old Industrial Complexes are people magnets.
- Strategies focused on attracting industry.
- Strategies focused on cheap land, willing workers, raw materials, low taxes, etc

**New Economy**

- Great places are talent magnets.
- Talented create jobs.
- Strategies focused on attracting talented people.
- Strategies focused on attractive tolerant places with great social, natural, entrepreneurial, creative and intellectual capital.
- Global connectivity.

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**• Knowledge and global connectivity are the currency of the "New Economy".**




## Growth in the US New Economy

- ▶ Most US growth attributable to the service and knowledge sub-economy.
- ▶ Firms with the highest quality of knowledge tend to be the fastest-growing and most profitable.
- ▶ Best industries in 2007:
  - Information-communications-technology industries.
    - ▶ Grew by 13.2%, 4<sup>th</sup> consecutive year of double digit growth (BEA, 2007)  
 (<http://www.bea.gov/newsreleases/industry/gdpindustry/2008/pdf/gdpind07.pdf>)
- ▶ Service industries most integrated with global demand accounted for 75% of last year's job gains, many of which were created by exports (Business Week, 2007)  
 ([http://www.businessweek.com/magazine/content/07\\_45/b4057032.htm](http://www.businessweek.com/magazine/content/07_45/b4057032.htm))
- ▶ A transition from manufacturing to service has occurred.
- ▶ More manufacturing firms close down or leave the U.S.




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## Energy and the Future

- ▶ The rest of the world will now compete with us for energy.
  - China, India and other emerging countries will gain access to energy.
  - Both countries are strategically positioning themselves smartly for the future, especially in places we are still shy to engage in meaningful ways.
  - Russia and Brazil are self-sufficient or almost so.
  - Oil producing nations will gain economic power from energy prices (inelastic demand).
- ▶ At home and abroad, energy will compete for land with our food and other land-dependent lifestyle items, challenging most things we take for granted.
- ▶ Rising food, housing, production, transportation and other costs.
- ▶ Renewables must become a major source of energy or we must cut down drastically to accommodate China, India and the rest of the world through huge efficiency gains.
- ▶ Lack of energy access may well unravel our economy and way of life if we do not tackle this head on.



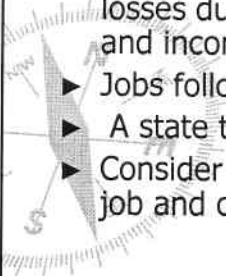
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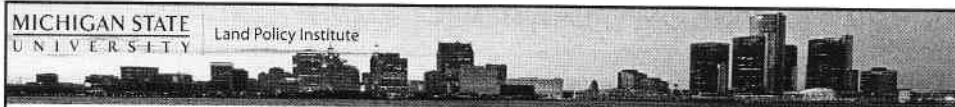


## People Count

- ▶ In the New Economy, population counts.
- ▶ With services being the bulk of what residents consume, when they move, they move a big chunk of the economy with them.
- ▶ An LPI study shows that half of the total economic losses due to population loss are related to service jobs and income.
- ▶ Jobs follow people.
- ▶ A state that is shrinking in population cannot grow.
- ▶ Consider population attraction strategies, in addition to job and company attraction strategies.

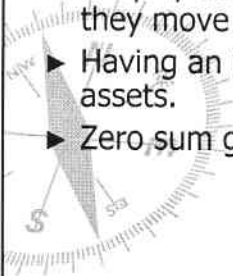


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## Effective Strategies Require Regional Partnership

- ▶ Relevant assets in the New Economy have strong regional dimension.
- ▶ People, companies, and talent do not move to towns – they move to regions.
- ▶ Having an impact requires pooling regional resources and assets.
- ▶ Zero sum growth doesn't work in the New Economy.



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## What Are Talented People Looking For?

- ▶ Active/dynamic living environment with lots of fun:
  - Recreation, cultural amenities, social interaction, diverse choices.
- ▶ Amenities driven: parks, outdoors, thriving farms, sports, hunting, fishing, waterways, greenery, etc.
- ▶ Diverse lifestyle choices:
  - Multi-modal transportation, housing type and price, density.
- ▶ Business and entrepreneurial opportunities:
  - Creativity, risk taking, good market for innovation, high wage jobs.
- ▶ *Talent seeks out real assets.*



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## Pathways to the New Economy

<ul style="list-style-type: none"> <li>▶ Green infrastructure.           <ul style="list-style-type: none"> <li>▪ Natural Amenities</li> <li>▪ Urban agriculture.</li> <li>▪ Parks and Outdoor recreation.</li> <li>▪ Urban Forestry.</li> <li>▪ Waterways access.</li> <li>▪ Food access.</li> </ul> </li> <li>▶ Energy Efficient City.           <ul style="list-style-type: none"> <li>▪ Renewable energy.</li> <li>▪ Green jobs.</li> <li>▪ Efficient Transportation.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ Arts/culture/fun.           <ul style="list-style-type: none"> <li>▪ Nightlife.</li> <li>▪ Entertainment</li> <li>▪ Music.</li> <li>▪ Safe neighborhoods.</li> <li>▪ 20-somethings.</li> </ul> </li> <li>▶ Social networks.</li> <li>▶ E-infrastructure/Talent.           <ul style="list-style-type: none"> <li>▪ City-wide Wi-Fi.</li> <li>▪ E-nurturing.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ Entrepreneurship.           <ul style="list-style-type: none"> <li>▪ Economic gardening.</li> <li>▪ Tolerance.</li> <li>▪ Open-community.</li> </ul> </li> <li>▶ Higher education.           <ul style="list-style-type: none"> <li>▪ Quality education.</li> <li>▪ Engaged university.</li> </ul> </li> <li>▶ Immigration/Diversity.</li> <li>▶ Regional collaboration.</li> <li>▶ Transit.</li> </ul>
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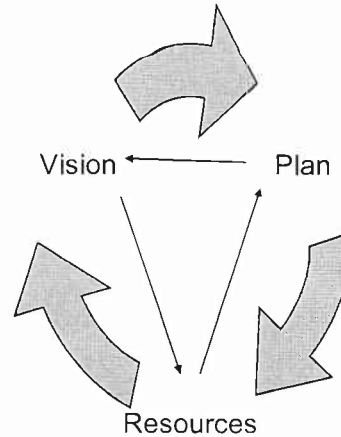
*Becoming "America's Green New Economy City" requires critical federal government investments which Detroit and Michigan can not afford.*



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## Vision – Resource Dilemma

- ▶ Discontent (1<sup>st</sup> stage in revitalization).
- ▶ Preferred place (dream).
- ▶ Achievable place (vision) and ability to make things happen.
- ▶ Commitment and resources needed to implement a “plan”.
- ▶ But need a plan to attract resources.
- ▶ National context creates opportunity for new investments:
  - Wall street bailouts;
  - Housing market interventions;
  - Auto industry bailout;
  - New climate emerging in Washington; and
  - New understanding of the role of cities.
- ▶ Europe’s \$13 billion Marshall Plan example from 1947.
- ▶ Need “Marshall” investment plan to capitalize on assets.
  - Asset Based Economic Development Strategies tied to New Economy Principles.



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## Detroit Assets

- ▶ International border city.
- ▶ International transportation hub.
- ▶ Cargo Gateway to the Northeast.
- ▶ Midwest Megapolis.
- ▶ Major International Airport.
- ▶ First class medical facilities
- ▶ Leading university & several colleges.
- ▶ Vibrant downtown & cultural amenities.
- ▶ Existing infrastructure in place.
- ▶ Historic music heritage & cutting edge music industry.
- ▶ Destination for immigrants (region).
- ▶ Emerging film industry hotspot.
- ▶ Major sport franchises.
- ▶ Coastline/Waterfront/Water Access for Recreation.
- ▶ Abundant supply of fresh water.
- ▶ Open space and great parks.
- ▶ Underutilized affordable urban land.
- ▶ Strong urban agriculture movement.
- ▶ Affordable Housing – Affordable City.
- ▶ Readily available labor force.
- ▶ Ramping up green initiatives.
- ▶ Diverse neighborhoods & community.
- ▶ Emerging national interest in urban revitalization.
- ▶ Numerous NGO initiatives.

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## Why Detroit – Why Now?

- ▶ The nation faces an economic crisis which Detroit has been facing for over 30 years.
- ▶ The region's economic structure is on the verge of ruin.
- ▶ After 30+ years of "shrinking city syndrome", resources are depleted and a freefall may be imminent.
- ▶ A bold and visionary city strategy that leverages existing assets and builds new unique and synergistic ones is needed.
- ▶ *Transforming city's dream into reality requires a concentration of resources.*
- ▶ *City government must not be left out of Detroit's transformation, but that is beginning to happen.*
- ▶ *Non-governmental groups will not achieve much until government is a progressive and transformational key player.*
- ▶ *With the current economic crisis, new lines are being drawn and the nation's "local laissez faire" stance is not holding up.*



## Initiatives "Outside" of Government

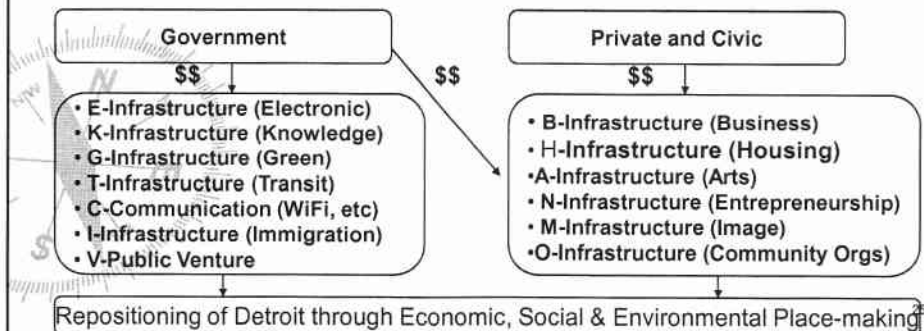
- ▶ Sustainable Design Assessment Team (SDAT).
- ▶ One Detroit (1D).
- ▶ Model D (Issue Media Group).
- ▶ Detroit Renaissance "Road to Renaissance".
- ▶ Detroit Renaissance Creative Corridor.
- ▶ New Economy Initiative for SE MI.
- ▶ NextEnergy Initiatives.
- ▶ Community Foundation for SE MI Green-Ways Initiative.
- ▶ Regional Sustainability Partnership.
- ▶ Woodward Light Rail Transit Line.
- ▶ Detroit Metro Convention & Visitors Bureau.
- ▶ Green Entrepreneurs Group.
- ▶ Detroit Eastern Mkt. & other farmers markets.
- ▶ Focus Hope.
- ▶ InsideDetroit.org.
- ▶ Detroit Black Community Food Security Network.
- ▶ Key foundations.
- ▶ etc., etc. . . .



## Government Role in the New Economy:

Must be an Enabling Partner

- ▶ Support and invest in great non-governmental initiative.
- ▶ Make necessary "new economy" infrastructure investments.
- ▶ Transition service provision to increase efficiency and performance.
- ▶ Reposition itself for the New Economy.
- ▶ Eliminate policy induced hindrances.



## Elements of a "Marshall" Plan (4 Areas to Make a Difference)

1. Jobs Today -- Jobs Tomorrow Initiative
2. Green Detroit Initiative
3. Detroit Community/Neighborhoods Development Initiative
4. Detroit on the Move Initiative

Detroit needs \$10-15 Billion over 5 years to totally reposition Detroit --- amount consistent with the notion of a massive intervention strategy similar to the European "Marshall Plan."

# 1. Jobs Today -- Jobs Tomorrow

Goals:

- ▶ Grow, retain, attract:
  - New Economy jobs.
  - Green Economy jobs.
  - Neighborhood jobs.
  - Povernomics jobs (Anderson).
    - ▶ (small enterprises which produce food, goods, & services for the local market & emphasize the preservation of local skills & craftsmanship).
  - Young professionals.
  - Talented people.
- ▶ Develop quality K-12 education and promote secondary education for all Detroit youth
- ▶ Position Higher Education to be a better long-term partner in economic development.
- ▶ Support programs for job changers & non-employed adults .

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# 1. Jobs Today Jobs Tomorrow

Actions (\$430m/yr for 7 years) = \$3.0b.

- ▶ New Economy Jobs:
  - Talent attraction strategies.
  - Place-making investment in conducive places.
  - Revamp entertainment corridors.
  - Implement Povernomics Initiative.
  - Investment fund for New Economy businesses;
  - Micro - Innovation Centers;
  - Entrepreneurial gardening & Networks.
- ▶ Education.
  - Detroit Promise -- TIFA (education) \$30m per year.
  - Abbot School model.
- ▶ Business Attraction.
  - International focus of business attraction.
  - International image campaign as a green new-American city.
  - Leverage affordability, space and low cost properties.
  - Emerging Country analogy.
  - Foreign investment stimulus program (Feds).
- ▶ University jobs program.
  - Reposition WSU as a first class research university.
  - Increase WSU graduation rates to >90%.
  - Fund university-community Youth Corp program.
  - Tuition remission for Detroit residency.
  - WSU Campus Expansion Fund.
  - Tuition Differential and TIFs.
- ▶ Office of New Americans
  - EB-5 Visa for high net worth immigrants.
  - Training and adjustment training for immigrants (ESL).
  - Leverage foreign student in targeting immigrants.
  - Immigrant network program.
  - Venture funds for Immigrants.
  - Entrepreneurial development program for educated immigrants.
- ▶ Unemployment Transition.
  - Jobs program tied to community service.

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## 2. Green Detroit “America’s Green City Project”

### Goals

- ▶ Grow, retain, and attract Green Economy jobs.
- ▶ Make Green Infrastructure investments
- ▶ Focus on renewable energy resources and opportunities (SDAT).
- ▶ Create new economic sector around food and agriculture (SDAT).
- ▶ Preserve, improve, & connect green spaces.
- ▶ Enhance water resources, including water quality, water based technologies, & coastline.

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## 2. Green Detroit “America’s Green City Project”

Actions (\$500m/yr for 7 years) = \$3.5b.

- ▶ **Renewable Energy**
  - City RPS and renewables initiative.
  - Grants for renewable energy & energy efficiency on homes.
  - Renewable energy on brownfield sites.
- ▶ **Sustainable Agriculture & Food System.**
  - Investment in Sustainable Eastern Market.
  - Create “The Fund for Urban Agriculture”
  - Create Urban Agriculture Entrepreneurial Program.
  - Loan/Grants Urban Food Stores.
  - Promote local food system.
- ▶ **Green City.**
  - Green and Energy Czars for Detroit.
  - City bikelane & greenways expansion initiative.
  - Special fuel tax district – keep tax high & capture for green infrastructure.
  - Revamp park system.
  - Grants to Green Developers and Entrepreneurs.
  - Green Marketing of Detroit.
  - Neighborhood beautification fund.
- ▶ **Water.**
  - Boating access.
  - Riverfront (Redevelopment funding).

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### 3. Detroit Community/Neighborhood Goals

- ▶ Integrate land use & economic development initiatives.
- ▶ Preserve & strengthen Detroit's urban vitality (SDAT).
- ▶ Implement Sustainable Development (projects need to serve the triple bottom line).
- ▶ Implement Smart Growth Tenets & Placemaking Initiatives
- ▶ Explore asset based neighborhood redevelopment (Alan Mallach).
- ▶ Improve quality of life (schools, city services, representative government, cultural amenities, etc.).

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### 3. Detroit Community/Neighborhood Actions (\$250m/yr for 7 years) = \$1.75b.

- ▶ Image of "Green, diverse, entrepreneurial and tolerant city";
  - Immediate Visual Change (Blight)
  - Placemaking (chance to rebuild Detroit).
    - ▶ Stadium District Revamp (national RFP).
    - ▶ University Cultural Center (national RFP).
    - ▶ Downtown & Waterfront.
  - Uniform message/marketing at community, city & regional levels.
- ▶ New Economy Planning Capacity.
  - Revamp property record system (cleaned up);
  - Retool planning units for the New Economy.
- ▶ Land consolidation/banking for green persona.
  - Regional vacant land aggregation plan ( use HUD neighborhood stabilization \$\$\$):
    - ▶ Detroit = \$47m, Wayne C = \$26m;
    - ▶ Detroit Metro = ~\$60m;
  - Clean up and Package Vacant Properties.
  - Invest resources vacant land transformation.
- ▶ Community Revitalization Fund.
  - Fund NGOs to implement job creating greening and rebuilding projects.
- ▶ Affordable housing now new opportunities.
  - Target abandoned property for revamping.
  - Eliminate tax abatement on new property.
  - Package vacant home and grant to recent college graduates.
- ▶ Population attraction strategies.
  - Placemake where young people live.
  - Sell Detroit's affordability.
  - Implement recruitment team (domestic).
  - Implement recruitment team (international).
- ▶ Entrepreneurship in the Community.
  - Urban supermarkets recruitment;
  - E-infrastructure development;
  - Social lending network (micro-lending – local entrepreneurship).
- ▶ Schools and Communities
  - K-12 System (Abbot Schools).
- ▶ Safe & healthy communities.

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## 4. Detroit on the Move

### Goals

- ▶ Implement a comprehensive, reliable, integrated regional transportation/Transit system.
- ▶ Implement Non-motorized Urban Transportation Master Plan.
- ▶ Preserve and improve existing infrastructure.
- ▶ Achieve transit oriented development.
- ▶ Improve Pedestrian experience.

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## 4. Detroit on the Move

Actions (\$250m/yr for 7 years) = \$1.75b.

### Actions

- ▶ Design and implement a comprehensive, reliable, integrated regional transportation system.
- ▶ Secure federal \$ to support a regional transit system.
- ▶ Secure federal \$ to implement private sector transit if public partners are elusive.
- ▶ Implement Non-motorized Urban Transportation Master Plan.
- ▶ Preserve and improve existing road, bike, boating and other transportation infrastructure.
- ▶ Revisit revenues from Toll Roads.

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## Public Private Partnership Model

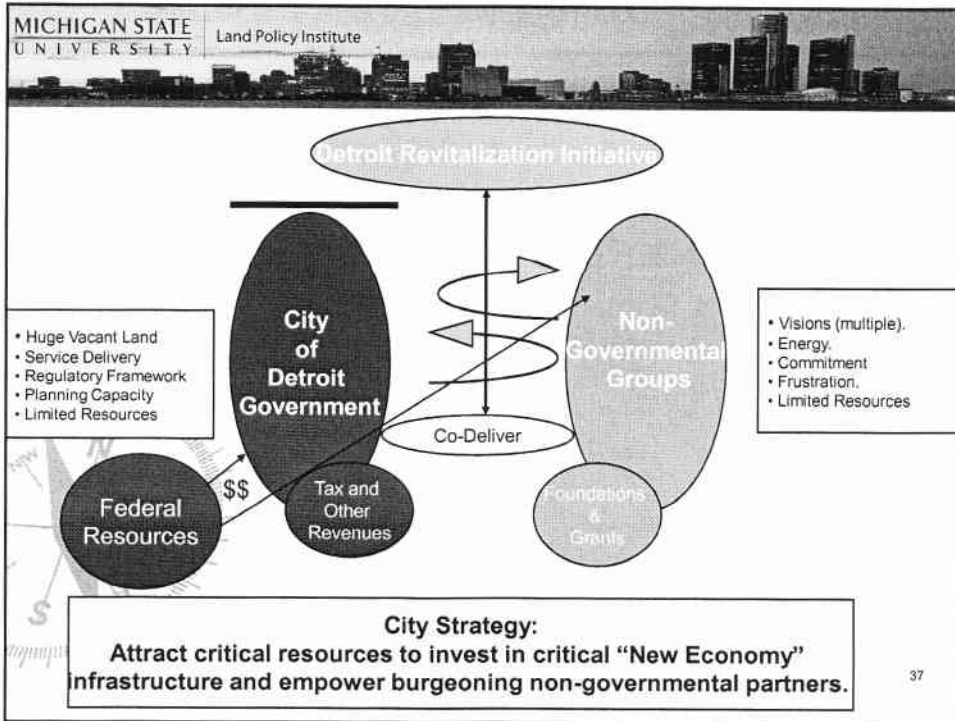
- ▶ Government must partner with citizens, businesses, universities, developers, non-profits, and foundations.
- ▶ Plans, visions and strategies already exist that mostly point in positive directions but not always in the same direction.
- ▶ Need one vision that has consensus.
- ▶ Bold government leadership needed, which requires external resources.

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## Management Model

- ▶ As our planning continues, we will finalize whether or not we use a Marshall Plan type of Management Model or a Tennessee Valley Authority (TVA) type of Model?
  - Marshall Plan Model:
    - ▶ Funding to European governments to rebuild and reconfigure Europe after World War II.
  - TVA Model:
    - ▶ Federally owned corporation in the US created by congressional charter in May 1933 to provide navigation, flood control, electricity generation, fertilizer manufacturing, and economic development in the Tennessee Valley, a region particularly impacted by the Great Depression.

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- MICHIGAN STATE UNIVERSITY Land Policy Institute
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## Next Steps

- ▶ Brief Marshall Plan Document for City Council.
- ▶ Work with City Council to craft a position document.
- ▶ Fully document New Economy initiatives and partners, and assess their needs and potential.
- ▶ Explore, through national case studies, models that will work for Detroit.
- ▶ Develop more precise budgets for specific initiatives.
- ▶ Investigate an optional organizational structure for initiative.
- ▶ Design a management framework for Marshall Plan funds and resources.
- ▶ Engage a think tank to help flesh out ideas.
- ▶ Analysis of alternative funding options.
- ▶ Feasibility analysis of targeted initiatives.
- ▶ Present detailed Marshall Plan and Report for City Council.

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- Detroit is a great City.
- There is an opportunity to leverage the assets of Detroit and the aspirations of the Feds to reposition America.
- A focus on our most battered cities could create an economic paradigm shift for our great city.
- By being forward looking we can drive the future.



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