

P R O C E E D I N G S

URBAN VISION

S U M M I T

by the
Michigan State University Center for Urban Affairs
Community and Economic Development Program
for the
Bipartisan Urban Caucus
of the Michigan House of Representatives

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A c k n o w l e d g e m e n t s

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C o n c e p t i o n a n d P l a n n i n g o f t h e U r b a n V i s i o n S u m m i t

The mission of the House Bipartisan Urban Caucus focuses on policy, research, education, and leadership development. The Caucus Steering Committee—recognizing the need to bring a diverse group of stakeholders from around the state into the process of developing a comprehensive agenda for Michigan's cities—determined that a summit would be an effective focal point for raising the profile of urban issues in the eyes of Michigan's leadership and help to develop an agenda for the Caucus in the years ahead.

T h a n k s t o S p o n s o r s

The House Bipartisan Urban Caucus is indebted to the Charles Stewart Mott Foundation for their support and encouragement of the Urban Vision Summit and the mission of the Caucus. Our optimism for the future of our urban centers is fueled by the Mott Foundation's unwavering commitment to playing a positive role in the development of a comprehensive agenda for Michigan's cities. The Mott Foundation's long-term dedication to the well being of Michigan's communities and citizens has been integral to the success of the Urban Vision Summit. The generosity of their assistance is exceeded only by the Urban Caucus' gratitude to them and our sincere desire to continue working together for the benefit of Michigan's cities.

The House Bipartisan Urban Caucus also extends its thanks to Consumers Energy and Detroit Edison, who sponsored the Summit's opening reception.

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Introduction

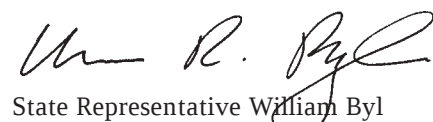
Michigan's urban centers lie at the core of regional prosperity. The Urban Vision Summit was an extremely successful beginning to the hard work of learning about the barriers and challenges our cities face and realizing opportunities for development of our urban centers. We also recognize the interdependence of our cities with the suburban and rural communities that surround them. We are profoundly encouraged by the diverse and enthusiastic participation in the summit and we are grateful for the assistance of so many in helping us make progress toward an agenda for the future of Michigan's cities.



The House Bipartisan Urban Caucus extends its sincere thanks for their assistance and support to the Michigan State University Center for Urban Affairs; the Urban Core Mayors Group; Bill Rustem, Senior Vice President and Senior Consultant, Public Sector Consultants; H. Lynn Jondahl, Executive Director, The Michigan Prospect for Renewed Citizenship; and the C. S. Mott Foundation. We would also like to thank the Kellogg Center at Michigan State University and, most importantly, all who attended the summit. It is only through your participation and continued willingness to engage, communicate and look toward the future that we will achieve a comprehensive agenda for the future of Michigan's cities.

Even as we write this statement we are acting on what was learned at this year's summit and planning for next year with a sense of optimism and eager anticipation. We look forward to your continued participation and goodwill as we work together to achieve our common vision of safe, thriving, livable cities as centers of regional prosperity.


State Representative Michael Hanley
Co-Chair, House Bipartisan Urban Caucus


State Representative William Byl
Co-Chair, House Bipartisan Urban Caucus



Opening Remarks

I think it is a significant coincidence that we are gathered here this evening, on the birthday of Dr. Martin Luther King Jr., to engage in the process of working toward a common vision, an action plan for Michigan cities.

This summit is a symbol of the progress that Dr. King fought so passionately for, and spoke so eloquently of. So—in commemoration of Dr. King’s birthday—I thought it would be appropriate to draw upon his convictions, so that we could remember the man on his birthday and find some encouragement and perspective in his words.

We *have* made great progress since those turbulent days of the sixties. The fact that we are all gathered here, in one room, working toward a common vision, does fulfill Dr. King’s hope that one day we would all be able to “sit down together at the table of brother (and sister) hood” as he said when he spoke of his dream from the steps of the Lincoln Memorial on that hot August day in 1963.

And when he accepted the Nobel Peace Prize in 1964, Dr. King spoke of the need to “create alliances to overcome . . . common problems.” And that *is* what we are doing at this summit. There is progress in our being here and there is progress in the fact that we find our diversity to be quite normal.

Most of us know each other, we like each other, and we are used to working together and solving problems in a way that allows us to move forward, together, for the greater good of our society. In that sense we *are* living out that creed—with each and every one of us playing an important role in fulfilling Dr. King’s dream.

But at the same time that we celebrate our mutual progress, our growth as a society, we must not take that progress for granted. In another speech in 1963 Dr. King said words that still ring true today. He said that “all progress is precarious, and the solution of one problem brings us face-to-face with another problem.”

So it is important that we do not become discouraged, because we still face obstacles. And—just as in Dr. King’s time—there are still communities, neighborhoods, and people that are very much in need of the strategies, solutions, and progress that bring all of us—as a bipartisan caucus—to this Summit.

Dr. King said that “social progress never rolls on the wheels of inevitability . . . men and women all over the nation must continue to *work* for it.” And that is our obligation to the communities we represent. We must continue working and always remember that progress is not inevitable, it is a product of a shared vision, of mutual cooperation, and sustained hard work.

And so in the spirit of Dr. King and his dream I welcome all of you and thank each of you for your commitment to work towards the uplifting of our communities—block by block, business by business, job by job, person by person. Thank you, and I look forward to our continued progress.



The Urban Vision Summit opened Thursday evening, January 15, with remarks by Representative Hubert Price, Jr., commemorating the birthday of Dr. Martin Luther King, Jr.



Keynote Address

The Thursday evening program continued with a welcome from Michigan State University President Peter McPherson. Urban Caucus Co-Chairs, Representatives William Byl and Michael Hanley, made introductory statements. After remarks on behalf of the Urban Core Mayors group by Mayors David Hollister of Lansing and John Logie of Grand Rapids, syndicated columnist Neal Peirce gave the following address.

Neal Peirce

Neal Peirce, lead author of the book *Citistates*, is a co-founder and current chairman of the Citistates Group, a network of journalists, speakers, and consultants who believe that successful metropolitan regions are today's key to economic competitiveness and sustainable communities.

In 1975, Peirce began—and continues today—the United States' first national column focused on state and local government themes, syndicated by the Washington Post Writers Group. With Curtis Johnson, he has co-authored the *Peirce Reports* on compelling issues of metropolitan futures for leading newspapers in 14 regions across the nation. His ten-book series on America's states and regions culminated in *The Book of America: Inside 50 States Today*.

Peirce was one of the founders and then a contributing editor of *National Journal*, and served in the '60s as political editor of *Congressional Quarterly*. He was a member of the National Civic League's executive committee from the early 1970s to 1995, and is one of the founders and current co-chair of the National Academy of Public Administration's Alliance for Redesigning Government.



Urban Policies for Our Times

■ *Good evening.* Once in a long while, the stars and the moon line up correctly for some kind of a breakthrough, a way to make progress on issues long frozen in stalemate, indifference, inaction. I can't *prove* that's the case in urban policy in our country today. Some people would just scoff—after all, we have almost zero in the way of national urban policy, even with a Democratic administration. The gap between America's rich and poor has widened alarmingly, and a lion's share of the poor live in our cities. A conservative Republican Congress doesn't seem to care much. So why even *think* of being optimistic?

My brief reply is that there's no rational, conceivable way we can prepare for the competitive demands of the 21st century without stronger, healthier, more resilient cities. In a globalized economy, we'll have no choice—correct our glaring inefficiencies, use our assets to the fullest—or we'll be in grave peril.

Last spring, in Austria, I heard a man named Olin Robison, head of the Salzburg Seminar, espouse a very interesting theory of centuries. We think of them as evenly 100 years long, he noted, but in political reality, they aren't. The 18th century, for example, was short: it began with the European peace treaties of 1713–1714 and ended with the French revolution in 1789. The 19th century, by contrast, was long, beginning in 1789 with the French Revolution and not ending until 1914 and the outbreak of World War I.

The 20th century was again a short one: by Robison's theory it began in 1914, with the first of the great and terrifying world wars, and it ended on November 9, 1989, with fall of the Berlin Wall, the end of the Cold War, the death knell for the totalitarian empires of our time.

By this theory, the 21st century is eight years old already. And already, we see its hallmark—globalization. The power of nation states declines as the power of global markets rises. Military power becomes less relevant as economic power dominates.

The reasons for this shift are clear: Trade has moved to a virtually no-barriers world. Measured electronically, the globe is now about a half-second wide. The Internet, e-mail, faxes, satellite hook-ups have cancelled out barriers to communication. Money transfers between citistate financial centers speed without limit. Corporations function globally, not just in goods, but more and more in services. And two trillion dollars move through global currency exchanges each day, with minimal government control. Globalization opens the door to new technologies, markets, opportunities. But it also tears away the protective envelope of time and space that used to protect inefficient industries and workers with limited skills. Any nation, any community that fails to respond to globalization's competitive pressures is on a slippery slope.

As my colleague Ted Hershberg of the University of Pennsylvania puts it, "The global economy is like a great train coming though every part of the world. If a you don't build a station, you get left behind."

Globalization also means a very new paradigm in how we see and work with government. We used to have a comforting way of looking at the world—that whatever the



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private sector couldn't take of, government would, and that we had three neat levels to deal with—federal, state, and local. But the old paradigm doesn't work any more. Federal, state, local governments won't disappear, of course. But they have to see themselves more as supporting actors. Because instead of federal-state-local, the paradigm for these times is quite different. It is global-regional-neighborhood:

- *Global* because critical impacts are worldwide—global warming, for example, but also worldwide economic restructuring, the dawning of the Information Age, ending the age of massive industrial employment.
- *Regional*, because metropolitan areas are clearly the true cities of our time—the real environmental basins, the real labor markets, the functioning economic communities.
- And *neighborhood*, because local community is the arena in which social problems must ultimately, on a person-to-person, neighbor-to-neighbor basis, be dealt with—and all the more so as our national safety nets for the poor disintegrate.

Let's look closely for a moment at regions, or what Minnesota colleague Curtis Johnson and I call *citistates*. This is not a theory we reached by some logical deduction. Rather we came to it through practice. In the last eleven years the leading newspapers in 14 American cities, from Phoenix to Seattle to Dallas to Philadelphia to St. Louis, have asked us to form an interview team, analyze the dynamics of their area, and write a series of articles on the present and future strategic issues. As we began those projects, it was quickly and glaringly obvious to us: we had to deal with cities and suburbs together—the entire region. And second, that these regions were faced with massive challenges requiring strategic response.

In 1993, we paused to write a book about it all. We decided to call it *Citistates*—spelled a new way as one word, with an “i” in the middle—like Citibank, if you will. And we came up with a definition we would like to get Random House or Webster's one day to accept. It would read this way:

Citi-state *n.* A region consisting of an historic central city, surrounded by cities and towns which have a shared identification, function as a single zone for trade, commerce and communication, and are characterized by social, economic and environmental interdependence.

You might note that definition says nothing about boundaries. That's because a citistate isn't a political entity. It's organic. It's a labor market, the reach of leading newspapers and television stations, a medical marketplace, a commuteshed. The citistate is what the economy does.

I argue that regionalism flows naturally from globalization, from our reoriented thinking in the post-Cold War world. Optimizing a region's prospects *requires* that we reinvent government, sharpen economic development planning, face up to shared social and environmental problems. And that we systematically tap the resources the region has, from corporations to universities to aspiring ethnic groups, just as any intelligent business uses its assets to progress and prosper. Our friend, the famed writer and former Cabinet Secretary John Gardner notes, “There's sufficient leadership talent in any moderate sized American city to run a small nation.” Our real challenge is to tap that talent to make the region hum with efficiency, responsiveness.

Even when that's done in modest measure, the reputation of a citistate starts to rise. Look at what your friend Dennis Archer has been able to achieve in four years, in his

outreach to the suburbs, the broad business-academic-financial community networks he tapped for his empowerment zone proposal. Plus his central role in the “City of Detroit/Wayne County Roundtable on Sustainable Development,” engaged as it is on every area from brownfields development to efficient condemnation of land parcels for development to marketing the region to streamlining government and bringing citizens into decision-making that impacts their neighborhoods. I am sure Dennis will tell you he and his administration have a long ways to go, that Detroit carries deep scars from its deprivation, and its alienation from its region, stretching over so many years. But in the eyes of the wielders of capital, Detroit is a substantially more investable place than it was four years past.

Nowhere in America, let me add, do I hear people calling for single metropolitan governments. That was a solution much talked of—but rarely acted on—in the ’60s and ’70s. Today it’s not even talked of. What we have is a searching for ways to make local governments more accountable—not just to local voters, but to the region as a whole. Regional leaders nationwide would like to find ways to share taxes on new development, to equalize resources some, to cut back on vicious infighting among jurisdictions. There is increasingly impatience with politically compromised or bureaucratically ossified local government. People recognize how slow government’s been in adapting to the snappier performance of our smarter private corporations.

No Urban Caucus today could start with any credibility if it began with suppositions of ’60s style liberalism—that simply because the cities’ needs are greater, the public treasury should be opened to subsidize them. The entire formula has to be: how do we make the city function more efficiently, with more self-sufficiency and independence, within its region and state?

Mayor John Norquist of Milwaukee is writing a book due out this spring called *The Wealth of Cities*. Its whole point is that cities need to maximize their incredible resources, build on their strengths, rather than wait for aid from outside. He reminds us about the incredible economic, cultural, recreational pluses of cities. And their great universities, just the right attraction for a dawning information age. All very positive, until you come to K–12 education—the place where, Norquist argues, the cities’ excellence suddenly disappears, “smothered by the government education monopoly that has destroyed the connection between the customers (the parents) and the schools.”

Indeed, look at it strategically and you can see the two most massive burdens on cities’ shoulders in the last decades have been crime and schools.

Crime is now starting to subside in severity with such advances as computerized targeting of crimes and community policing. There are miles to go—such dilemmas as huge numbers of young people, especially African-Americans, behind bars, continued family dissolution, bleak prospects for young *unskilled* people. But the crime decline has been dramatic enough, prolonged enough, to start making people more comfortable about city life. Not all people, but enough to give cities hope of fresh residents and investment.

Note how the crime issue shows the new paradigm at work. We learned over recent years how crime spills across boundaries, across a region—so it is a real citistate problem. So it’s the whole region which gains when one takes truly advanced crime tracking systems like Comstat, the computerized approach first perfected in New York, and use it to target the criminal “hot spots,” and deploy your resources more effectively. And when better region-wide coordination of police forces is introduced.

But there’s another critical piece to the new crime formula—the one based on neighborhoods. Community policing, close collaboration of the cops and probation officers, safe

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hangouts for kids with too much time on their hands, outreach work with schools, churches and community organizations—all of these work at the neighborhood level, and indeed only work if the neighborhoods themselves are engaged and participating. Smart state investments in these areas will return hundreds times better returns than just constructing more prison cells. And a clear goal of an Urban Caucus, I'd think, should be to help more of the same happen by reviewing and then trying to provide more of what we *absolutely know does work* in crime suppression.

Let's turn for a moment to the schools. Assuring our childrens' education is more critical than ever in this high-tech age. Like crime, our urban school systems have been a leading contender for the cause of flight to the suburbs and beyond. Mayor Norquist argues that our K–12 system has been “smothered by the government education monopoly that has destroyed the connection between the customers (the parents) and the schools.” His beguilingly simple answer to this problem: “remove that wet blanket, allow competition, and you unlock the value of cities.”

Norquist, as a pragmatic politician, argued that it's the *cities* of America—not the suburbs, not the rural areas—that have the most to gain from school vouchers and widespread charter schools. Most suburbanites and rural folks are fairly well satisfied with their schools. The real disasters, for kids, are in the center cities. Not in the magnet or special schools, which are as fine as any. But in the run-of-the-mill schools, especially in poor areas. Studies show that in many of these kids start out close enough to national verbal or math skill averages but decline in achievement each grade afterwards—until so many, as we know, just drop out. That is the system we simply *must* break.

For me, as I'm sure for many of you, vouchers have long seemed a real peril to democratic education in America. But we all need to readjust our thinking, regard vouchers and charters not as something we're going to force on suburban and rural communities that don't want them. Nor to dislodge public and parochial schools of excellence now operating in the cities. But as a vital *alternative* for cities, to save kids now sentenced to those schools which are mired in horrific conditions and not improving. As an alternative for teachers penned up in the dysfunctional school systems that have proven so persistent in so many cities. And as a way to draw, finally, a reasonable flow of middle class people back into the city.

Stirring up a lot of controversy in African-American ranks, former Democratic Congressman Floyd Flake of New York, longtime pastor of the Allen African Methodist Episcopal Church in Queens, has been asserting that vouchers are “the next wave of the civil rights movement.” For 15 years, Flake and his wife have run a church-affiliated school with 480 kindergarten through eighth grade students. The pupils wear uniforms, receive religious instruction, use computers and browse the Internet. And achieve. That's the kind of alternative necessary, Flake argues, to liberate African-American children from public schools hobbled by low expectations, teacher union interference, and the dead hand of the large school bureaucracies.

Of course critics claim Flake's just playing into the hands of conservative Republicans and their pro-voucher campaigns. But I view him, and his position, more as a harbinger of a new urban politics, looking for new connections and possibilities, less tied to unions and municipal workers.

Let me cite another example of new, free-form thinking about positive connections for urban communities. Any region is likely to have high-flying regional economic strategists, often people in business-government alliances. Their game is to figure out how a citistate can develop its niches and make its way in the highly competitive

global economy. Their newest game is cultivating promising economic clusters, from computer chips to autos to pharmaceuticals.

And then there's the grassroots bunch—community-based economic development groups like CDCs, churches and others, all looking for ways to create stability and coax jobs into neighborhoods that have long been plagued by deep and persistent poverty.

The regional strategists have traditionally figured: “The poor are someone else's business, certainly not ours.”

Just as unthinkingly, the community-based organizations have reasoned: “Our hands are full trying to create housing and fight poverty in our own neighborhoods. Leave the regional game to those powerful big guys; they don't give a hoot about our people anyway.”

But in a report done at University of California Santa Cruz last summer, a multi-racial Los Angeles-based academic team led by my friend Manuel Pastor argued that both attitudes are dangerous cop-outs. Across the U.S., the team's research showed, reductions in center-city poverty lead to more rapid income increases for all a region's people. It turns out we *are* all interdependent.

The Boston region, for example, tried hard, especially in the booming '80s, to “link” the poor, through such strategies as giving poor neighborhood residents the first shot at jobs on major projects. That's paying off now in a strong regional economy. Charlotte has a model “City Within a City” program to focus municipal efforts on poor areas.

But it's not just one-sided. CDCs and their allies will do better if they pay attention to the new economic game in America. Indeed, the fact is city poor people actually live cheek-by-jowl with job-rich areas. But they don't get jobs there. Why? One answer is there's still plenty of discrimination. But that shouldn't, Pastor and his colleagues argued, let CDCs and other neighborhood-building organizations off the hook in being a lot more proactive *regionally*—scoping out job opportunities, helping their residents hook into the personal job-referral networks, no matter where the jobs may be in the larger region. That job has become all the more compelling with the need to find job slots *anywhere* in a region for folks coming off welfare.

What we're hearing, in short, is a new urban progressivism that demands hard work, making new connections, accountability from everybody. It matches the high accountability standards being developed in reinvented governments, emulating the best industries. If I were forming an Urban Caucus agenda, I'd put major focus on strengthening these kinds of outreaches, and creating more. Indeed, given the proven potential of global and regional economic shifts to ravage inner city neighborhoods, it's more vital than ever that their leaders be informed, at the regional decision-making tables, and thus prepared to find new alliances and take action. There ought to be incentives in state law to encourage that.

I would try to sell a pretty radical new idea in the legislative halls: that the metropolitan regions are—as all the statistics indicate—the wealth generators, the cash cows of states. It's therefore to the direct interest of legislators, even those from rural areas, the Upper Peninsula included, to have successful, prospering citistates. And that doesn't



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simply mean sending lots of cash to the metro areas, though I'm sure you'd find that a grand idea. Think also, and alternatively, of creating incentives for your regions to function efficiently, productively, reducing poverty, creating more wealth. Modern corporations are saying that the way to get results from their divisions and subsidiaries is to set goals, give them lots of operating freedom, and then hold the managers responsible for results. For legislatures, with the political bonus points that come from micromanagement serving special constituencies, that may sound like an unnatural act.

Still, I think the opportunities could be very exciting. Why not, for example, set up state incentives as rewards for the counties and municipalities in regions that can show in any given area—human services, transportation, environmental protection, what have you—that they are cooperating, aligning services for economy, aiming for real performance objectives? Or perhaps showing how they are enlisting the support of the corporate and non-profit communities? We need those kinds of new approaches if we are to have states and regions ready to compete effectively in the new global economy.

An ultimate goal, of course, would be tax-base sharing in our metropolitan regions—at least the Minnesota model of sharing the revenue from all *new* commercial and industrial properties. In a quarter century, that legislation has reduced inequities in tax base among Twin Cities municipalities, giving a real boost to the inner cities, and in recent years, struggling older suburbs too. It's politically tough for a legislature to impose tax-base sharing. But why not make it optional for regions, and then offer some incentives to those which actually make the step? The logical argument is that big tax-base inequities feed poverty, cause economic decline, which the state has to pay for in the long run. And that no locality should start out so far behind the eight ball that it has no chance of competing for jobs, homes and economic development.

Closely related, of course, is the whole issue of sprawl and land use—a clear priority for any Urban Coalition these days. The difference is that the issue has a new, sexy name: *Smart Growth*. Indeed I was at the first national meeting, in Baltimore a few weeks ago, of the new Smart Growth Network, an outfit that's attracted support all the way from the EPA to the Urban Land Institute, the organization of the nation's top developers, from the National Trust for Historic Preservation to the Bank of America.

Smart Growth says we *have* made an horrendous error in America, growing and growing outward in helter-skelter form, devouring incredible amounts of prime farmland, leaving first inner cities and now older suburbs in economic devastation behind. The smart growth movement has lots of ties to the President's Council on Sustainable Development. Its goals include restoring community and vitality to inner cities and their neighborhoods, recovering industrial brownfields, transit-oriented development, and metropolitan-wide cooperation to reduce fiscal disparities between rich and poor areas.

The reigning star among governors, for people concerned about these issues, is Maryland's Parris Glendening. He persuaded his legislature to pass a "Smart Growth" law rife with ideas for other states. This isn't growth management legislation like Oregon's, based on regulations banning development outside of approved growth boundaries. Indeed, the Maryland statute simply tells local government—"Go ahead and build out and into the countryside if you will. But don't expect any state subsidy for roads or sewers or schools if you do."

What's intriguing here is that growth management, traditionally regarded as a "liberal" cause of environmentalists and other soft-hearted people, suddenly turns into a measure of conservative cost-cutting. Yet there's true passion in Glendening's position:

Maryland, he says, has paved over thousands of acres for development, suburban populations soaring, even while the state's jewel, the Chesapeake Bay is threatened by development runoff and cities great and small have been left with "boarded-up storefronts, the jobless poor, higher welfare caseloads and increased crime." State money, he says, should undergird existing communities, not destroy them.

I believe that in smart growth we have an issue that grabs a lot of peoples' emotions, including hope to save or reclaim the kind of places they knew in their youth. Of course the highway lobby and its builder friends haven't disappeared. But I think there's a tremendously powerful argument to rewrite America's regulations and zoning laws, the sterile, anonymous form of development we've had since World War II. We built millions of housing units but we forgot about building *community*. We took the very essence of America—the intimate, walkable, get-to-know-your-neighbor town—and not just threw it away—sort of tossed it into the trash bin of history. We even wrote building and zoning codes, all approved by state and or local governments, that made the replication of pre-World War II cities and suburbs *illegal*. One result is suburban tracts totally dependent on automobiles for even the smallest errands. Places that have deprived children of any feeling of belonging to the whole village, the civilizing effect of the *civitas*—the city, or town.

The big margins by which Maryland's smart growth law passed suggests to me there's growing American aversion to the ugliness of sprawl. But for enterprising urbanists, there's a rich area to explore for legislative change, covering in the entire area of subsidies, inducements, land use regulations, natural area protections.

And in bringing the allied interests together. Take the Livable Communities Act, which my colleague Curtis Johnson helped get passed, and is now administering as board chair of the Metropolitan Council in the Twin Cities. The legislation builds on Minnesota's quarter-century old taxbase sharing by creating fiscal incentives for suburbs. First, to allow for affordable housing—to welcome into suburbia more of the clerks and bank tellers, the child care workers, the school bus drivers, the cooks or nursing aids or child care workers whose services are in such demand out there today. Second, targeted grants for cleaning up brownfield sites with job-creating potential in the inner cities. And third, inducements to build more dense, New Urbanism-style housing, making better use of our land supplies and aiming for more balanced communities.

The funds in that act aren't huge—somewhere around \$30 million a year—but they're a beginning, and certainly more than other regions are doing.

What's the bottom line in all of this? Urban policy for these times? To me it's fairly simple. Pursue the critical issues of crime, education and sprawl. Redefine them in a regional context, fight for inner city neighborhoods' place in the regional sun, look for inventive new alliances.

None of it will be easy. But the potential for some real breakthroughs is present.

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Invited Testimony

The Summit continued Friday morning with testimony from interest groups representing key stakeholders in developing an overall urban strategy. These groups were identified and invited to participate by the Urban Caucus steering committee. Each group was asked to provide a brief statement in response to the question, "What principles and specific strategies should underlie an urban agenda for Michigan?" Strict time limits were enforced for all speakers.

EDITORIAL NOTE: Following the Summit, each group that provided testimony during the Friday morning session was invited to submit written summaries of their remarks for inclusion in this document. Summaries not conforming to submission guidelines were edited to meet space limitations.



Michigan Education Association

Ken MacGregor
Campaign Consultant

HOW CAN WE EFFECTIVELY REINVEST IN URBAN EDUCATION?

One-third of all students in the United States are enrolled in urban school districts that serve 25,000 children or more. Disproportionate numbers of urban students are served in schools that are struggling to meet the demand for qualified teachers, to repair or replace crumbling facilities, to make schools safe, increase high school completion rates, and assure that students have access to affordable health and child care. It's clear that piecemeal solutions to the plight of urban education won't work. How can state and local governments best target resources to address the needs of urban schools? What strategies can urban communities use to prepare children for jobs of the future? Most urban schools and communities are experimenting with various solutions that are based on a single premise. But to achieve real change, a more comprehensive view encompassing communities, parents, schools, and government is needed. Change is essential if full economic and political opportunity is to be available to all Americans.

HOW CAN WE ADDRESS THE COMPLEX CHALLENGES FACING URBAN SCHOOLS?

Successful urban education programs involve a coordinated network of services designed to maintain high academic standards while focusing efforts on students who need help most. Urban schools have the highest percentage of students who are living in poverty, children of teenage parents, and children of one-parent families. Many urban children are less likely to have access to health care or to have support for high academic achievement at home. And they are less likely to be strongly motivated to learn if they cannot see a relationship between academic and economic success. These barriers are not insurmountable, as long as there is a comprehensive strategy that involves schools, families, businesses, community-based organizations, and all levels of government.

THE NEXT STEPS

Meeting the challenges of urban education will require better links with home and community. And many of the needs will require substantial resources from the state and federal levels. Many American cities are caught in an upward financial spiral: As population and businesses move out of the cities, the tax base declines and the per capita costs of city services increase. Education must be an essential element of urban revitalization efforts—both to attract and retain middle class families and to help students gain the skills that make the urban labor force attractive to new and expanding businesses. Ultimately what is at stake is not just the vitality of our cities. Investing in the health and education of children in urban areas is central to our nation's growth and survival.



Michigan Association of School Administrators

Raymond S. Telman
Associate Executive Director

SCHOOL INFRASTRUCTURE PROBLEMS

Issues of urban improvement directly relate to the strength of urban school districts. In turn, good public schools rely on an equitable and adequate funding system for both operations and infrastructure. Michigan's recently enacted school finance system, Proposal A, has begun to address the *operations* of Michigan's public schools. However, Michigan's public school facilities are in great need of improvement and this need has yet to be addressed.

A 1997 survey of public school facilities, completed by the School Equity Caucus, revealed that a substantial number of Michigan's school buildings were in "high need of repair."

The ability of school districts to address their infrastructure needs is based on their property values. Some districts produce an annual taxable yield per mill (to pay infrastructure bonds) of millions of dollars. Other less endowed districts, however, have yields as low as \$15,000 or \$20,000 per year.

The state's assistance in this area is a School Bond *Loan* Program. However, a district with low taxable yield could find itself *never* able to pay off bonded indebtedness for a substantial bond issue. The interest payments simply "run away" from the district's ability to make annual payments.

In a 1995 U. S. General Accounting Office (GAO) *School Facilities Study*, Michigan was identified as one of only ten states that "maintain no information or only extremely limited information" on the extent of school facilities needs. The GAO also reported common features between many states' distribution of infrastructure assistance. Most states reported:

- Prioritizing funding toward districts with less ability to pay;
- Providing aid as grants rather than loans;
- Providing facilities funding through state budget appropriation; and
- Providing no assistance for preventative or routine maintenance through their construction funding programs.

In summary and conclusion, it appears Michigan has a real need to address the infrastructure of its public school system. It should complete a thorough study of this issue and examine models available in other states to help public schools address infrastructure needs.



Middle Cities Educational Association

Michael A. Boulus, Ph.D.
Executive Director

The problems confronting urban school districts are bigger, costlier, more numerous and tougher to overcome than those facing most rural and suburban systems. The fundamental change required to bring the vast majority of urban students up to high standards will require long-term, concerted efforts from many people.

Too many of our city school districts are overwhelmed by invasive politics, a rapid turnover in administrators, inadequate and ill-spent resources, a shortage of good principals and teachers, conflicts with teacher unions, disengaged or angry parents, and apathy if not outright antagonism from state lawmakers.

We cannot allow poverty to be the barrier to achievement in urban school districts—the “curse of low expectations.” While poverty is consistently related to lower performance on every educational outcome measured, the greatest predictor of failure and success remains: *Was the student exposed to the material being measured?*

PATHWAY TO PROGRESS

- 1 *Raise the bar.* Set clear, high expectations for all students. Decide precisely what information should be taught in each grade, and make sure every child is exposed to and learns it.
- 2 *Make performance count.* Devise an accountability system based on good information. Each child’s progress should be monitored in detail so that extra help can be provided when needed.
- 3 *Recruit for success.* Hire and retain teachers who can enable students to reach high standards. Children with the most urgent needs often wind up with teachers who are least prepared to meet them. In high poverty schools, teachers are far more likely than in other schools to lack training in the subjects they teach.
- 4 *Support your local teacher.* Build capacity at the school level to improve teaching and learning with a strong focus on better curriculum and instruction. Urban school districts are only as strong as their individual schools and the educators who work in them.
- 5 *Go the extra mile.* Give students the extra time and attention they need to succeed. Good after-school and summer programs can engage the interests of students and bring dazzling results.
- 6 *Reach out.* We need to improve the relationship of parents and communities with schools and educators. Schools need to be supported with lots of parental involvement.
- 7 *Think small.* Size isn’t everything, especially in big city schools. Over the past decades, scores of small schools or schools within schools have sprung up among many of the larger urban districts. It’s the small size of the charter schools that attracts many of our urban parents and children to public school academies. Think about this: in 1930, we had 25,000 high school buildings; in 1998 we have approximately 25,000 high school buildings but four times as many students.
- 8 *Fix the roof.* We need to provide safe and adequate school buildings to give children an environment that is conducive to learning.



Michigan Municipal League

Daniel P. Gilmartin
Manager of State and Federal Affairs

I want to focus on state policies and legislative matters that don't always show up on typical "urban agendas," but that have significant impact on our state's cities and developed areas.

LAND USE

- Urban sprawl is strangling inner cities, and negatively affecting farmland and rural Michigan as well. Sprawl is correlated to a corresponding disinvestment in inner cities and developed areas.
- Vibrant cities are needed for retention of green spaces.
- Additional tools that help urban areas retain a quality of life and assist rural communities in managing growth are needed. The City of Grand Rapids and some of the surrounding areas in the region have been proactive in this area suggesting urban growth boundaries and providing regional cooperation models.

TRANSPORTATION PLANNING AND ROAD FUNDING

- The lack of coordinated land use planning and transportation planning is costing the state millions of dollars annually.
- Does it make sense to build new roads in rural areas when the streets in our developed areas are literally crumbling?
- This is *not* a city vs. township issue—that's too easy. It is more of a developed vs. undeveloped issue. It is reinvestment vs. disinvestment in our developed areas.
- As it stands, cities and villages in the state spend 50 cents for every dollar they receive from the state under Act 51, or about \$115 million annually. With Act 51 expiring later this year, emphasis needs to be placed on fixing what we have rather than building new roads that promote more sprawl and lead to additional disinvestment in our inner cities.
- Incidentally, the extension of Act 51 does not need to be tied to any changes in road jurisdiction in the state.

LOCAL GOVERNMENT FINANCES

- A major legislative issue that will be dealt with this year is state shared revenue.
- The Revenue Sharing Task Force is researching the issue at this time, and some believe that we should get away from a needs based formula and distribute all funds on a per capita basis. It is thought of as "fair" but a closer look tells us otherwise.
- What does this mean? Fifty cities in the state, including most represented by the Urban Core Mayors, will lose \$206 million annually and much of the money will go to undeveloped areas. This would hurt inner cities, promote sprawl, reduce farmland, and create new infrastructure needs in what were once rural areas.

For the League's part, we will attempt to do a better job of red flagging these issues—the ones that do not typically make it on to the "urban agenda"—for legislators in the future. We thank the House Urban Caucus for this opportunity.



Michigan Townships Association

John LaRose
Executive Director

Everything outside of a city is a township. This makes up about 45% of the state's population.

Townships in Michigan are supportive of efforts to create and maintain vibrant, livable economically sound urban areas. Cities with strong commercial/industrial bases and yet providing pleasant and safe residential communities serve to attract amenities that are beneficial to an entire region and even the state.

It is in everyone's best interest to promote strategies that will focus our energies to that end. Strategies that townships would recommend are:

- 1 Give suburban and rural areas stronger laws to control growth. Communities should be allowed by statute to impose concurrency of infrastructure availability, including roads, school capacity, water and sewer on developers. Reduce the ability of expansion and more emphasis would be placed on inner urban solutions.
- 2 Communities should have the statutory authority to impose impact fees so those current residents are not subsidizing the public costs resulting from new development. Increasing the number of users of existing infrastructure would obviously have the opposite effect.
- 3 Communities should have statutory authority to designate agricultural protection zones in which non-agricultural use could be prohibited. The potential use of land for agricultural uses should be a controlling factor in annexation requests.
- 4 Land trust funds should be eligible to at least partially offset the clean up of contaminated brownfield areas.
- 5 Enhanced grant funding and public monies should be used for purchasing development rights, especially those adjacent to urban areas. Peninsula Township has led the way in Michigan by passing millage to purchase development rights.



Michigan Association of Counties

Tom Hickner
Bay County Executive

SOLID WASTE

In order to maintain a clean and safe quality of life for its citizens, the county must be the lead authority in planning to ensure a comprehensive yet community based solid waste plan. Counties must also be allowed to recover their investments in urban areas which have bonded indebtedness used in the construction of existing facilities.

The Michigan Association of Counties agrees with the policy of utilizing excess capacity in Michigan before siting any additional landfills. For example, Jackson County uses the existing facility to assist with Municipal Solid Waste (MSW) from the City of Jackson. The Jackson Resource Recovery Facility reduces city waste substantially.

CRIME/JAILSPACE

The recent proposal in the truth-in-sentencing guidelines for criminals in Michigan will effectively increase the number of prisoners by increasing minimum mandatory sentencing for detention facilities. Due to older county jail infrastructures in some counties, the increase in number of prisoners compromises the jails' ability to effectively control the prison population.

Unfunded mandates The fact that the State of Michigan has continued to shift these prisoners from state to federal and local county facilities creates two problems if funding does not accompany these changes:

- Bed space (no more room and no money to build more room)
- Staffing (no money to maintain a safe prisoner-to-guard ratio)

To protect the citizens in their communities local county governments need an assurance from the state that continued revenue for county jails will be forthcoming. Without this assurance, other public services in urban areas will suffer due to the fact that county budgets will be mainly focused on incarceration.



Southeast Michigan Council of Governments

Paul Tait
Deputy Executive Director

In December of 1996, SEMCOG published *Michigan's Urban Strategy: A Discussion Paper*. The key principle underlying this strategy is to provide Michigan's older urban areas with the tools they need to capture a fair share of our state's population and employment growth. A comprehensive approach to redevelopment barriers should focus on increasing the feasibility of private-sector redevelopment projects. Four areas for specific action have been identified in southeast Michigan, but at least the first three also have the acceptance of a statewide group with common urban concerns.

Through the facilitation and active participation in the Partnership for Redevelopment in Michigan, SEMCOG has begun to build consensus around the components necessary for a comprehensive, statewide redevelopment strategy. The Partnership represents stakeholders in urban areas around the state. Specific strategies include:

- 1 *Amending Michigan's tax reversion laws.* Of critical importance is accelerating the overall process for dealing with tax delinquent properties and removing the existing incentives for speculators to purchase property tax liens, which can drive up redevelopment costs.
- 2 *Reusing older buildings.* A more narrowly focused version of Michigan's former Commercial Tax Abatement program is under consideration.
- 3 *Financing for existing infrastructure.* Two strategies are being discussed. The first is a state-level commitment to encouraging and supporting multi-jurisdictional cooperation for planning and implementing infrastructure maintenance projects. The second strategy is to coordinate state-level policies and decision-making processes related to infrastructure projects.
- 4 *Addressing transportation needs.* Finally, a separate but related issue is connecting inner city residents with opportunities created by urban redevelopment. Too many times, one-dimensional transportation programs and solutions are developed to meet a variety of transportation needs. The Metropolitan Affairs Coalition (MAC) recommends that transportation be addressed in a comprehensive fashion.



Michigan Neighborhood Partnership

Charlene Johnson
Executive Director

RECOMMENDATIONS FOR THE URBAN CAUCUS:

- 1 The State of Michigan should join and support the national campaign to further the important work of neighborhood-based development.
- 2 Local governments should reorient their programs and operating style to make partnerships with neighborhood based developers central to their agendas.
- 3 A high priority should be given to establishing or strengthening non-governmental locally based intermediaries to support neighborhood based community building and community interests in all metropolitan areas.
- 4 National supporters should work to substantially strengthen training and technical assistance capacity for neighborhood based community building, and build public awareness of its importance.
- 5 Federal and state governments should play a strong role as supporting partners in this initiative.
- 6 All supporters should find ways to nurture neighborhood based community building in individuals, families, and neighborhoods.



Neighborhood Association of Michigan

Andre Reddick
President

The Neighborhood Association of Michigan advocates the following as specific strategies for local implementation of a statewide agenda for improving the quality of life in Michigan communities.

- 1 Direct more local, county, and state resources, training and technical assistance, and access to information to build the capacity of community-based organizations to develop the environment and citizen engagement conducive to support and sustain community development projects.
- 2 Create state and local legislation/regulation that provides additional resources for community-based organizations to address the negative effects of drug abuse and drug dealing in neighborhoods (e.g., education, youth programming, rehabilitation programs, job training, self-esteem development, effective sentencing of dealers vs. treatment of users).
- 3 Create and develop programs that give enrichment and recreational opportunities to youth and encourage them to become stakeholders in their communities (e.g., youth centers, after-school programs, community service, mentoring and counseling, mental health services, crisis intervention, and conflict resolution).
- 4 Streamline state and local regulations regarding health care delivery and disbursements in order to support the work of public/private coalitions that develop small neighborhood based health centers that provide high quality, affordable, and accessible care and support services.
- 5 Increase locally developed, proactive crime prevention measures that address education, economic development, effective sentencing, formal community participation (e.g., neighborhood watch programs), and informal community participation (e.g., social interaction and kinship building).
- 6 Develop public/private partnerships to increase economic development and revitalization of the infrastructure of inner city neighborhoods, specifically home ownership and small business development.

The Neighborhood Association of Michigan advocates for state level resources, training and technical assistance delivered through an agency or program in order to leverage local public and private collaborations to support and build the capacity of community based organizations.

The Neighborhood Association of Michigan advocates for state legislation/regulation to increase the community share of resources that state, county, and/or local law enforcement receives from the forfeiture by criminals of assets gained through criminal activity, specifically the manufacture and sale of drugs, from 15 percent as suggested by federal regulations, to 50 percent.



Michigan Catholic Conference

Paul Long
Vice President for Public Policy

PRINCIPLES FOR THE FUTURE OF MICHIGAN CITIES

Three principles must undergird any urban strategy for the future of Michigan's cities: *solidarity, social justice, and education.*

All organizations and groups must come together understanding that, as social creatures, our lives are interdependent. The business community is incomplete without the moral vision of the religious community. The religious and business communities need the structures of government and the articulated visions of neighborhood organizations. In solidarity, then, groups can come together and forge ahead and plan for redevelopment of our downtowns and our neighborhoods.

Because of social justice, we focus on governmental policies and practices that strongly favor outmigration over moving inward or simply staying in one's community. The key is to balance policies to allow redevelopment so that we are not destroying farms in the name of a new subdivision while allowing urban areas to go to waste.

In solidarity and because of social justice, education reform is essential. Parents need to be allowed to exercise their God-given rights to make decisions that are in the best interests of their children's education. We must stop sacrificing the lives of our children in the name of the present system.

Building a stronger education system—public, private, and religious—will ensure that the other policies and goals outlined by the Urban Caucus can be achieved.



Michigan Environmental Council

Lana Pollack
Executive Director

The Michigan Environmental Council, representing 50 environmental organizations, knows that patterns of new development in suburbs and countrysides have a profound influence on the vitality of our cities. An urban agenda has to be linked to a rural and suburban agenda, and there must be a shift in priorities for state investment. Urban initiatives such as empowerment and renaissance zones and brownfield development are promising. But piecemeal approaches will fall short if we continue to subsidize the outward migration of people and the costly duplication of infrastructure and schools. And if taxpayer-supported development continues with a predominate pattern of sprawl—low density, land and energy consumptive, automobile dependent, and requiring a high ratio of road surface to development served—we subsidize the decline of cities and the further loss of important farm and forest lands.

The defining principles are:

- Maintain existing infrastructure before building new.
- Identify and eliminate state policies that subsidize or inadvertently create incentives for sprawl.
- Internalize costs of new development that are now externalized. Make polluters pay.
- Encourage cooperation and coordination instead of competition between local governments, particularly between cities and their suburbs.
- Provide voluntary tools and techniques to local communities—urban and rural—for planning, infrastructure maintenance, growth management and other land use needs.
- Endorse planning and land use policies that benefit all of Michigan.
- Emphasize mobility for people and goods, not our automobile infrastructure.

This ambitious agenda requires a significant shift in priorities, but by doing so we redirect much-needed resources to our developed communities and in turn resolve some of our most difficult environmental, social and economic challenges.



Michigan United Conservation Clubs

Rick Jameson
Executive Director

It is important to realize that our conservation agenda is inextricably tied to the urban agenda facing this state today. Michigan United Conservation Clubs (MUCC) is one of the key partners for action on this issue. As conservationists, we are concerned about the waste of natural resources and the loss of future options occurring today. As citizens residing in all Michigan, we are concerned with the deterioration of our major cities. As leaders, we must educate the general public on the relationship of these two major problems. Revitalizing our urban areas is the answer to preserving our natural resources base.

In the planning of our future, we must preserve our natural heritage and the economic benefits that have evolved from our richness in natural resources. To do this, we must adopt strategies buttressed by a statewide commitment to diminish sprawl and revitalize our urban areas. These strategies include:

- Protection of our agricultural land base and its essential contributions to our economic well being,
- Protection of our forests and silvicultural base and its dependent forest products industry,
- Protection of wildlife habitats and the vast economic and recreational benefits they generate,
- Protection of unique natural features and resources such as sand dunes, wetlands, wild areas, and scenic vistas for the tourist industry so dependent on their preservation,
- Protection of water resources, both surface and ground,
- The revitalization of our urban centers to livable and productive communities, with recreational facilities and public access to water, parks, and open space, and
- Termination of current governmental practices that subsidize sprawl and subvert the strategies just mentioned.

We the people (government) have five principal powers at our disposal to reduce sprawl and revitalize our urban areas: education, spending, proprietary, police powers, and taxation. We must be creative in the use of these powers. Failure will mean loss of the unique outdoor activities that Michigan residents love like no other place in the United States. We must look beyond the past and be innovative in developing new tools to achieve our objectives. We can unite our citizens in this effort but to do so we must carefully explain the inescapable tie between urban revitalization and natural resources protection. Our future depends on it. MUCC is committed to a better Michigan for all.



Michigan Association of Home Builders

Edward Barry Stulberg
Chair of Environmental and
Land Development Committee

TAKE THE POLITICS OUT OF PLANNING

The following requires us to think “outside the box,” but the conclusion makes sense. When a community’s professional planner recommends approval of an appropriate rezoning or site plan, often the audience is packed with residents in opposition. Local elected officials have worked hard to be elected, and may find themselves coerced into voting against the developer because they don’t want to lose the next election over this issue. We need to insulate the local officials from abuse by the audience by finding a way to take the decision out of their hands and let it be made by professionals. I don’t have an easy solution to this problem and it will take new legislation to effectuate it, but wiser heads in the professional land-planning field, if directed to do so, could come up with solutions.

“URBAN SPRAWL” ARE NOT PEJORATIVE WORDS

Portland, Oregon is a good example of why creating Urban Growth Boundaries around cities and suburbs to force in-fill development doesn’t work. Lack of new land to develop led to skyrocketing prices of available land, and Portland went from having one of the most affordable housing metropolitan areas to one of the most expensive. Industries decided not to locate there because of that. Portland residents became unhappy with high-density housing, the inability to have large yards, and traffic congestion. Suburbs within the ring balked when it came their turn to zone for high density. However, there are pro-development tools to permit positive development into the outer suburbs, such as growth corridors of commercial, office, industrial and high density residential along highway spines with green wedges in between, and also open space planning, clustering and Planned Unit Developments which create large open spaces and preserve wetlands and woodlands.



Michigan Association of Realtors

Dennis R. Koons
Chief Executive Officer

LAND USE ISSUES ARE HERE TO STAY

The challenges facing our cities are real and complex. These include declining populations and weakened economic bases, aging infrastructure, educational quality, unemployment, racial division and environmental risks.

Among the issues confronting our cities today, those that most frequently involve our members and our core beliefs are related to development. Citizens demand housing, restaurants, offices, factories, schools, roads and government buildings.

For these people, development means a job, a home, new tax base and a better life. For others, it is regarded as added congestion, traffic and an abandonment of previous sites—thus losses in jobs, schools and economic and tax bases.

At least two critical principles must be considered in addressing development and “urban sprawl”:

- 1 Any solution must be market oriented to succeed.
- 2 The constitutionally guaranteed rights of private property owners must be protected.

It is impossible to amend the laws of supply and demand. To those who would erect legal and regulatory walls around our cities and allow development *only* within those walls—this will fail. If a city can not or will not offer or allow what the market demands, investments will go elsewhere—to greenfields, to other cities, to other states or nations. Therefore, market-based solutions must be sought.

These market-based solutions must not ask a few private property owners to make sacrifices to benefit the public at-large. The Michigan Association of Realtors does not oppose wetlands preservation, nature preserves or other low-intensity uses of property. The issue is not whether the public may value and thus preserve open spaces—the issue is who pays for it.

To summarize, the Michigan Association of Realtors is deeply concerned with the future of our cities. We feel any solutions to encourage reinvestment in our cities must be market-based to succeed, and must respect the right of private citizens to own and use private property to be constitutional and fundamentally fair.



Council of Michigan Foundations

Susan Howbert
Director of Family Foundation
Services

With recognition of the interdependence of nonprofits, grantmakers and government, and in the spirit of that partnership, the Council of Michigan Foundations would like to suggest six strategies to improve our cities by supporting the role that urban nonprofits play in changing urban life for the better.

First, invest in the strengthening of urban nonprofit organizations' infrastructures to ensure that they are strong and well-managed, so that they can meet the demands of the future. Developing technical assistance programs would be one way to build organizational capacity.

Second, encourage cities to accelerate movement toward better support for neighborhoods and community-based development. Neighborhood-based organizations typically are small and tend to be flexible in a way that government agencies ordinarily cannot be and therefore, can respond with more creativity and sensitivity to the needs of their constituents.

Third, create forums and channels for communication and relationship-building between suburbs and cities; develop an active outreach and communication effort on behalf of the values of collaboration and regional re-investment and renewal.

Fourth, develop a plan to involve young people in addressing the important urban issues and helping to lay out the futures of Michigan cities. While participating in directing the future course of our cities, the next generation of citizens will discover the power of caring, relationship-building, good leadership and generosity.

Fifth, provide, to individuals and organizations, better access to the information and resources which are available to public officials, thereby giving them a greater ability to plan and work together on the initiatives impacting their communities.

Finally, a sixth point: Think of ways to simplify the reporting requirements for nonprofit organizations delivering services pursuant to state contracts, and how to speed up the payment of amounts owed by the state under those contracts.



Focus: HOPE

Elanor M. Josaitis
Executive Director

Urban Development is not just about land and buildings—it's also about restoring economic strength to individual families—rebuilding our cities one family, one home, one business, one community at a time.

It requires a lofty vision. But good intentions are not enough. It's going to take “practical and intelligent action” on the part of the private and public sectors to rebuild our urban areas.

I firmly believe that a businesslike approach is behind the success of Focus: HOPE to date—and I firmly believe it will lead to our *future* success.

Examples of “intelligent and practical action”:

- First Step
- Fast Track
- Manufacturing Training Institute
- Center for Children—while parents get training to become independent, their children are getting the kind of education which will prepare them for academic achievement.

At Focus: HOPE we have found that:

- Training which leads to a good paying, stable job leads to new investments in the community—grocery stores, services establishments, investments in other job producing enterprises—and better schools to support these enterprises.
- This builds a critical mass for further investments in the community, leading to the creation of a culturally diverse, vital community with a sense of pride and belonging.

Our strategies need to encompass a concept of urban development which supports individual efforts to move into the economic mainstream as well as large scale efforts to renovate the urban landscape. Focus: HOPE wants to be a full partner in education and training that will make this possible:

- We need a comprehensive commitment to intelligent and practical education policy from our government leadership.
- We need education policy which combines traditional academics with real world training initiatives and school-to-work programs.
- We also need your help in removing blight, and in rebuilding existing infrastructure, in preparation for new community growth.

I believe these are the key building blocks to rebuilding our urban communities—and Focus: HOPE is ready to work with the public and private sectors to make it happen.



Michigan Credit Union League

David Adams
President and CEO

THE CRITICAL NEED FOR ACCESS TO CREDIT UNIONS

The Michigan Credit Union League appreciates the opportunity to participate in the 1998 Urban Vision Summit. Access to financial intermediaries of all types is vitally important for any community. Access to competitively priced financial services is even more important.

Credit unions differ from other types of financial institutions in that they are not-for-profit, tax-exempt cooperatives. The depositors are the members and it is they who elect the volunteer board of directors from the credit union's field of membership. Credit unions are organized with fields of memberships that serve specific occupational groups, associations or communities. In many cases, credit unions do serve multiple employee groups or a combination of employee and association groups. This diversity is important both for diversifying credit unions' risk and for assuring access for employees of business and association groups that would be too small to have its own credit union.

Unfortunately the public's access to credit unions is being threatened due to lawsuits filed by the banking industry. On February 25, 1998, the Supreme Court ruled in support of the banking industry's claim that the current federal law does not technically allow federally chartered credit unions to serve more than a single group or community. In response to the Court's action, the credit union movement has initiated the Credit Union Campaign for Consumer Choice. High-profile legislation has been introduced in Congress to clarify the Federal Credit Union Act to allow for continuing service of these small businesses, association and communities across America. H.R. 1151, The Credit Union Membership Access Act, now has 189 co-sponsors including 12 of 16 from Michigan's Congressional delegation. Fortunately, Michigan State law clearly allows state-chartered credit unions to serve multiple groups, but this could potentially be challenged by the banking industry as well.

Preserving access to credit unions is vitally important for communities that rely on small businesses for employment. Over 57 percent of the workforce in Michigan are employed by companies with fewer than 500 employees. Most associations, including ethnic groups and church groups, are too small to offer access to credit unions. As a result of the recent Court injunction, there are numerous specific examples of service disruptions for lower income groups who need competitively priced, basic financial services.

Sound public policy should dictate that access to credit unions for all American is vitally important for a strong vibrant economy and for the development of our communities.



Michigan District Judges Association

Hon. Jeanette O'Banner-Owens
Immediate Past President

I would like to personally thank State Representatives Hanley and Byl for the opportunity to present information about the Michigan District Judges Association. The Michigan District Judges Association is the largest judges association in Michigan, consisting of 266 members.

The concern of all judges in the state is the merger of the courts in a most efficient manner as a "national model court." We wish to computerize the courts of the 21st century. We wish to have video arraignment and hearings to eliminate the transport of prisoners and the appearance of attorneys in limited cases. We wish conference calls with interpreters for court efficiency in *civil matters*, along with faxed filings. We will explore the concept of alternative dispute resolution to resolve a portion of the caseload with the traditional judiciary, in addition to the courts' alternative dispute resolution such as in other jurisdictions (California) where corporations hire *private judges* to hear corporate matters and agree to be bound by the verdict.

It is the position of the district court judges that we would like to develop a partnership with the state to bring resources to the urban areas to make Michigan's a model district court system in the United States and the world. The procedure would be as follows:

- 1 To consolidate the current system of trial courts by merging the circuit and probate courts with the district courts.
- 2 To continue the exchange of information by judges of the circuit, probate, and district courts.
- 3 To continue the education of the judges, administrations, and support staff through the Michigan Judicial Institute and the National Judicial College.
- 4 State intervention in problems that are unique to urban areas of the state, such as homelessness, drug addiction, and high-volume court filings.
- 5 To continue to be mindful of the need to restore our urban areas through economic development.



American Civil Liberties Union of Michigan

Wendy Wagenheim
Legislative Affairs Director

I would like to focus my remarks on juvenile justice. We at the ACLU are as concerned about crime as everyone else. We also care deeply about the freedoms which are guaranteed by the Bill of Rights. A lot of “tough talk” on juvenile crime today focuses on reducing or eliminating these rights in order to facilitate arrest, prosecution and incarceration. That is the unfortunate way in which politicians use the fear of crime as a political issue. But not everything done in the name of reform is an improvement. Just last year, Michigan’s laws were overhauled to ignore rehabilitation and focus solely on punishing children as a solution to increased crime and violence.

Proponents claim that prosecuting and incarcerating juveniles as adults will deter and reduce juvenile crime. But tough-sounding initiatives have little corresponding impact on crime reduction or increased public safety and indeed studies have shown that prosecuting juveniles as adults has had no impact on the rate of juvenile crime.

Also disturbing is the disproportionate application of juvenile transfer to minority youth. This is true at all stages of the juvenile court system—arrest, intake, and sentencing or disposition. Additionally, minority youth are more likely to be transferred to adult court under prosecutorial or judicial wavier systems.

Mostly as a result of these same policies, the juvenile incarceration rate has far exceeded the juvenile and adult system’s capacity to house and provide even minimal standards of care for the children who are incarcerated. Governor Engler has just called for the building of five new prisons. But besides massive overcrowding, many juvenile facilities lack adequate schooling programs, substance abuse treatment, medical and psychological care. The failure to provide basic services unique to the needs of the juvenile offender is indefensible. The statistics should force us to entirely reject the idea of housing children with adults.

The real challenge is to demand long-term and often times difficult solutions that actually work. The first step is to accurately define the source of the problem. It is not that we have a nation of “superpredator” children; rather, we have too many children who are poor, under-educated and with little hope for the future.

Crime prevention programs work *and* they are cost-effective. We must shift our emphasis from punishment to prevention and early intervention initiatives. We must reinvest in schools, recreational programs, job training, and provide meaningful economic opportunity.

Efforts to improve our state’s juvenile justice system cannot ignore the fundamental principle that children can and should be rehabilitated. A rational and sound solution must involve a comprehensive approach that includes early intervention programs, proven prevention measures and increased economic opportunity for our youth. We all deserve no less.



State Bar of Michigan

Reginald M. Turner, Jr.
Attorney

The State Bar of Michigan congratulates Representatives William Byl and Michael Hanley and Michigan State University for their leadership in presenting the Michigan House of Representatives Bipartisan Urban Caucus Summit. This is a historic effort to focus attention on the needs of Michigan cities.

We wish to make three brief points regarding urban policy. First, as lawyers, we share your goal of rebuilding Michigan's urban landscape to meet the challenges of the new millennium. Lawyers work in large and small law firms; we sit as judges in courtrooms; we own and manage businesses; we teach in schools; and we protect the public as prosecutors and law enforcement officers in cities throughout Michigan. The economic, social, and cultural strengths of our urban business centers and neighborhoods directly affect our ability to share in the American dream, and directly affect our opportunities to contribute to the achievement of that dream for our fellow citizens. Accordingly, we encourage broad-based economic development strategies to strengthen the economies of our cities to create more meaningful opportunities for all of Michigan's citizens to contribute and receive as much as their talents and hard work will allow.

Second, the State Bar of Michigan believes that a major part of the American dream is for all of our citizens to have access to our justice system. The goal of access to justice transcends economic, ethnic, gender and racial bounds. Legal aid to the poor is not a luxury; the services primarily involve family, housing and economic issues. At present funding levels, however, we are able to meet less than 20 percent of the needs for civil legal aid. By improving legal access to the poorest of our citizens, we will improve access at all levels of society. The State Bar is stepping forward to meet this challenge through a major campaign to raise funds from lawyers and the general public, and through efforts to motivate our colleagues in the bar to donate even more time to *pro bono* work for the poor. The State Bar urges the Michigan Legislature to help make the dream of access to justice a reality, by increasing the resources devoted to legal services for those citizens who cannot otherwise afford legal assistance.

Third, we know of your strong work in promoting alternative dispute resolution, particularly with respect to neighborhood dispute resolution. Residents of Michigan's cities will benefit greatly from your efforts to help them resolve disputes without resort to the courts—or worse, resort to self-help or even violence. We encourage you to continue on this path to peace and justice and we will work with you to ensure that simpler, less expensive, and more efficient methods of resolving disputes are available in every corner of the state.



Michigan Chamber of Commerce

Jim Barrett
President

The Michigan Chamber supports a comprehensive policy agenda emphasizing what can be done to make our urban areas more attractive places to live and work. However, we recognize that all of the challenges in urban areas cannot and should not be addressed by state legislation. There are a number of initiatives that must be undertaken by local government. These include reducing onerous tax burdens, improving the quality of municipal services, removal of burdensome regulations that hinder business investment and job growth, controlling crime, and improving education services and student performance.

The Michigan Chamber supports a balanced approach to land use and urban policy. Advocates of an anti-development policy designed to end suburban sprawl need to focus on the reasons many have chosen to leave urban areas. High taxes, poor delivery of government services, crime, lack of quality schools, and burdensome regulations on business are consistently given as reasons why people choose to live outside some urban areas. The better approach is a comprehensive strategy of both urban investment and land use policy that protects Michigan's beautiful natural resources.

The Michigan Chamber is encouraged by the recent announcement of Detroit Mayor Dennis Archer to create a task force for reviewing city finances and operations and recommend ways to trim tax bills in the city. Other cities should do the same.

The Michigan Chamber recommends the following be considered to improve the quality of urban education:

- The state cap on charter schools should be lifted in districts with unaccredited schools;
- A parent, legal guardian, or person *in loco parentis* of a child who attends the school may send his or her child to any accredited public school with an appropriate grade level in *any* Michigan school district;
- Unaccredited schools, with the approval of the superintendent of public instruction, shall align themselves with an existing research-based school improvement model or establish an affiliation for providing assistance to the school with a college or university located in this state;
- Local school leaders should place the alignment of local curriculum frameworks with the state content standards as a top priority for their districts;
- The Michigan Department of Education and intermediate school districts should support administrators and teachers in their efforts to align local curriculum frameworks with the state content standards;
- Businesses should be encouraged to use the High School Proficiency Test (HSPT) results as criteria in hiring employees; colleges and universities should use HSPT results as a criteria in admitting students;
- Local communities should place a priority on guaranteeing safe schools and the safety of students traveling to and from schools;
- The State of Michigan should increase and target funding for grades pre-kindergarten through second in schools serving concentrations of low-achieving students;
- The business community should be encouraged to provide release time and training to employees for volunteer school mentoring programs; and
- Local school boards and superintendents should shift significant decision-making authority to the school building level, allowing schools to make their own decisions on financial, personnel, and instructional issues within budget parameters.



Michigan Manufacturers Association

Matthew Hare
Regulatory Affairs Director

What principles and specific strategies should underlie an urban agenda for Michigan? Michigan manufacturers have been asking themselves that very question for years. As Michigan moved closer to the 21st century, and as our economy expanded globally, it became apparent that more space was required. Expansion would require additional space for manufacturing facilities, for additional workers, in order to produce more of what the country wanted. However, urban facilities found it difficult to expand onto adjacent properties or properties in the neighborhood.

Restrictive laws and prohibitive regulations have made development of suburban green space easy, affordable and very attractive during the time of economic expansion. But it never diminished the Call for Urban Redevelopment. The call went out many years ago as abandoned urban properties multiplied.

That call was answered with new progressive ideas—ideas such as Brownfield Redevelopment and Environmental Audit. Therefore, as a cornerstone to any policy aimed to revitalize urban areas, these two programs must remain intact and available to municipalities, employers, and residents.



Michigan AFL-CIO

Peter Eckstein
Research Director

REVENUE SHARING

I lived in Boston for a while, where a famous cartoonist and talk-show host wanted to show how gullible people can be. He posted a few people with bells and buckets outside a subway station, carrying signs saying, “Help the Corpulent Children of Grosse Pointe.” Then he showed videos of the Bostonians generously donating to this supposedly worthy cause.

I thought of this when Senator Willis Bullard introduced—and the State Senate passed—Senate Bill 760. It would amend the state-local revenue sharing formula to make a special addition to the provisions for areas with high population growth. It turns out that only one municipality in the state would benefit from this, and that would be West Bloomfield township, which just happens to be in Senator Bullard’s district.

Under the leadership of Governor William Milliken the statutory formula for revenue sharing was based on the tax burden of the municipality. Now there is a big drive on that says that the only fair thing to do is to allocate state aid on a per capita basis, and the debate seems to be just over how fast you phase in this change. Let me ask a simple question: What is fair about that?

It’s not at all what we do with respect to revenue sharing with the K-12 schools. Our formula there is far from perfect, because it takes no account of differences among districts in costs and needs, and because it doesn’t really cover capital outlays. But the basic idea of “equal dollars per child” isn’t equal *state* dollars per child—it aims at equal *state and local* dollars for a given level of millage effort. In 1995–96 the Bridgman school district, where the Donald Cook nuclear plant happens to be located, had a State Equalized Valuation per pupil of \$754,000. This meant that it could have realized the average per-pupil revenue in the state (\$6,494) on its own by levying less than nine mills. By contrast, Muskegon could have realized that same revenue level on its own by levying 203 mills, and Detroit could have gotten there by levying 208 mills! In other words, a mill gets 24 times as much bang for the buck in Bridgman as in Muskegon or Detroit. Now would it really be fair to say that we are going to give each district equal dollars per child in state aid?

The disparities among municipalities in tax base per person must be at least as great as the disparities among school districts in tax base per pupil. So why is it fair to propose shifting revenue-sharing to a per capita basis? We would be providing as many tax dollars per person to the Bridgman area as to the Muskegon area—and forcing taxpayers in Muskegon to bleed themselves even drier to support even a basic level of services. It would drive away residents and it would drive away business and make our urban problems even worse.

I don’t want to talk about “corpulent children,” but we can talk about “corpulent governments,” where the tax rolls are so rich that very little effort can provide first-class services. The bad news is that the bell ringers are out in the streets even now, making their plea—Help the Corpulent Governments of Grosse Pointe . . . and West Bloomfield . . . and Bridgman. We could all laugh at the effort, but if it succeeds it will be at the expense of some cities, towns and townships that desperately need the money that will be lost.



The following organizations also provided valuable testimony at the Urban Vision Summit, but did not submit written summaries for inclusion in the *Proceedings*.

- Michigan Association of School Boards
- Metropolitan Organizing Strategy Enabling Strength (M.O.S.E.S.)
- Michigan Farm Bureau
- Michigan Bankers Association
- Michigan League of Savings Institutions
- National Federation of Community Development Credit Unions
- Michigan Prosecutors Association

Information on how to contact the groups who testified at the Summit is available in the Appendix.



Breakout Sessions

After testimony from stakeholders, Summit participants divided into six groups to evaluate and clarify principles and strategies presented during the morning session. A bipartisan pair of state legislators moderated each breakout group discussion, and faculty and graduate students from MSU recorded session content.

EDITORIAL NOTE: We have organized the following section of the Summit Proceedings into a simple format that reflects and capitalizes upon common features of the dialogues.

Upon careful review of the summaries and working notes prepared by recorder teams for the breakout groups, we noticed a clear and unifying pattern emerge from each discussion. First, in all six dialogue sessions, participants formulated important *questions* about key issues that surfaced during discussion. Second, fundamental *principles* underlying the issues were discussed and debated. Finally, *recommendations* and proposals were offered to help guide strategies for effective legislative and policy action.

Our goals throughout this section have been to (1) unify a broad range of discussions into a consistent and coherent presentation, (2) condense redundant or overlapping material, (3) create a reader-friendly synopsis of complex information, and (4) observe rigorous reporting accuracy.

Statements included in the following six summaries reflect views of individual attendees and do not necessarily represent breakout group consensus, the positions of the session facilitators, or viewpoints endorsed by Michigan State University or the Bipartisan Urban Caucus.



Education

Successful urban policy ranks education as economic and social priority #1.

School/Community Partnerships

- PRINCIPLES**
- Effective learning requires the involvement of the whole community.
 - High quality schools help build healthy communities.
- QUESTIONS**
- What barriers exist to effective collaboration in urban education?
 - How can we better involve different parts of the community—schools, parents, government, and business—in effective community and school collaboration?
- RECOMMENDATIONS**
- Legislation must provide for early intervention and cultivation of parental involvement.
 - Business interests must be brought into educational policy making.
 - Businesses must be encouraged to accept more responsibility for financing educational improvements.

Infrastructure Needs

- PRINCIPLE**
- Effective education takes place in clean, well-equipped, well-maintained facilities.
- QUESTION**
- Is upgrading facilities the only infrastructure need for promoting better learning?
- RECOMMENDATIONS**
- More resources must be directed to educational infrastructure needs.
 - Legislative appropriation must be forward-looking as opposed to reactive or deferred in the maintenance of school facilities and the application of new technologies.

School Safety

- PRINCIPLE**
- School safety demands “Zero Tolerance” in all areas that endanger students and teachers.
- QUESTION**
- What is to be done with those students expelled from school under “Zero Tolerance” policies?
- RECOMMENDATIONS**
- Latchkey programs must be made more available.
 - More legislative attention must be directed toward urban school safety.
 - Legislation action must address the problem and the special needs of students expelled under Zero Tolerance policies.

Educational Quality

PRINCIPLES

- Effective learning programs that work well in suburban and rural school districts—including smaller classes, teacher training inservices, early intervention programs, and cultivation of parental involvement—work equally well in urban districts.
- Technology complements but does not usurp fundamental teacher-to-student instruction.
- Two forms of school choice—private and charter schools—in some settings provide superior alternatives to public schools.



*Education breakout group facilitators
Representatives Pan Godchaux (left) and Deborah Cherry (right)*

QUESTIONS

- What barriers exist to urban school districts implementing educational tools demonstrated to be effective in other districts?
- How can schools build on the unique experiences of the urban student?
- How can teachers be better served when facing time constraints, excessive demands on time, and potential burnout?
- How can school be effective when faced with high student mobility and the consequences of chronic absenteeism?
- Is upgrading technology the only infrastructure need for promoting better learning?

RECOMMENDATIONS

- Effective learning programs that work well in suburban and rural school districts should be promoted in urban districts.
- Model programs that recognize the unique experience of the urban student should be developed.
- Policymakers must explore ways to minimize and reduce the educational problems that arise from high student mobility within urban districts—better transportation systems, affordable community housing, neighborhood stabilization, etc.
- Standardized curriculum should be investigated as a means of ensuring that students who move from school to school will be learning the same subjects and mastering the same skills.
- Teacher training programs at Michigan universities must be enhanced to address unique problems that challenge Michigan's urban schools, including addiction, single-parent households, poverty, and diversity.
- Policy decisions in the legislature should apply lessons gleaned from school choice alternatives to the successful operation of *all* Michigan urban schools.
- Arts education and lifelong education must be available.



Criminal Justice

Criminal justice policy should be designed to protect people and reduce crime.

Social Conditions and Crime Rates

PRINCIPLES

- Adverse social conditions are conducive to high crime rates.
- Until social justice concerns are addressed, criminal justice problems will worsen.

QUESTIONS

- Is criminal justice policy sufficiently focused on addressing the underlying causes of crime?
- Does public panic over the growth of crime in neighborhoods overshadow the realization that some young people are trapped in a cycle of social conditions and crime?
- How can we expect urban children filled with rage as a result of adverse conditions in homes and neighborhoods to function as normal students in schools?
- How does lack of job opportunity contribute to escalating crime rates?

RECOMMENDATION

- Financial and social resources must be invested in early youth intervention programs before children are exposed to and become involved in the criminal justice system.

Community Prevention and Intervention Programs

PRINCIPLES

- Collaboration at the local level between community-based organizations and government (including law enforcement agencies) is effective in reducing crime.
- Prevention does work and costs less money than incarceration.
- Job programs for youth are effective in preventing crime.
- Some urban police chiefs support funding for crime prevention, including community policing and recreation programs.

QUESTION

- Why are certain types of programs (boys' and girls' clubs, junior achievement, etc.) much less prevalent in urban areas than in the past?

RECOMMENDATIONS

- Assets seized from criminal activity should be shared with neighborhood associations and community-based organizations so that they can develop and implement prevention and intervention programs.
- Legislation should provide incentives for collaboration between community-based organizations and government at the local level.
- Society must support other options for youth to channel them away from gangs and crime.
- Increased spending for prevention and early intervention programs must be considered.

Holding Offenders Accountable

- PRINCIPLES**
- The need to protect the public is paramount.
 - There is an expectation that violent criminals will be incarcerated.
 - The public accepts a range of intermediate sanctions.
- QUESTIONS**
- Is the trend of treating juveniles as adults a serious concern?
 - How does prison contribute to the potential for further criminal activity?
- RECOMMENDATIONS**
- The consequences for engaging in criminal behavior should be clear and enforced.
 - Alternatives to incarceration should be explored for some offenders.

Disparities in the Criminal Justice System

- PRINCIPLE**
- Sentencing and incarceration rates should not be disproportionate or unfairly applied across regions and populations.
- QUESTIONS**
- Are African-American juveniles more likely to be tried as adults than their white counterparts?
 - Why do African-Americans comprise such a high percentage of the prison population?
- RECOMMENDATION**
- Legislation should ensure fairness in incarceration rates and sentencing across regions and populations (age, gender, and race).

Rehabilitation

- PRINCIPLE**
- Most inmates are going to return to their community, so rehabilitation is imperative.
- QUESTIONS**
- How can policy incorporate victims' views on crime and rehabilitation?
 - Are some criminals beyond rehabilitation (e.g., life offenders)?
- RECOMMENDATIONS**
- Criminal justice rehabilitation policy should promote a proper balance between prevention, intervention, incarceration, and rehabilitation.
 - Effective rehabilitation program models should be identified and replicated where feasible.
 - Community corrections programs have proven to be successful; they should be expanded and enhanced.
 - Legislation should reflect the importance of rehabilitation and provide increased financial support for rehabilitation programs.



*Criminal Justice breakout group facilitators
Representatives Andrew Richner and Mark Schauer*



Land Use and Environment

Protection and preservation of the state's agricultural sector and natural resource base go hand in hand with increased efforts to maintain and encourage urban development.

Urban Development without Urban Sprawl

PRINCIPLES

- Urban land development policy must avoid subsidizing sprawl.
- Localities need flexibility and tools to plan land-use and infrastructure needs.
- Preservation and reuse of existing urban structures supports urban communities, maintains quality of life, and stimulates urban growth in the community interest.
- Consistent development standards provide increased predictability in land-use patterns.
- Urban sprawl leads to the deterioration of a metropolitan region's natural resource base.
- Proven tools for effective land-use include the assessment of impact fees, concurrency (the coordination of infrastructure and development), regional revenue sharing, and tax abatement.
- Effective land use management employs multi-jurisdictional cooperation when impacts extend beyond the boundaries of more than one governmental unit.

QUESTIONS

- To what extent do existing fiscal policies encourage urban sprawl?
- How does inter-jurisdictional competition contribute to uneven development?
- How will the updating of future school district boundaries impact urban land use?
- How do wider issues concerning socio-economic diversity affect land-use policy and decisions?

RECOMMENDATIONS

- Michigan's planning and zoning enabling legislation should be immediately recodified to provide for uniform land-use policies, powers, and procedures across local units of government.
- Land-use policy should foster incentives that support sound development strategies such as clustering and flexibility in site plans, performance zoning, comprehensive planning, the alleviation of a backlog in registry of deeds, and the conversion of land in central cities to uses that meet current community needs.

Environmental Protection and Preservation

PRINCIPLES

- Nonconsumptive uses of land have societal value.
- Green space, open space, and agricultural land are precious resources that deserve protection and preservation.
- Proven tools for effective environmental policy include:
 - traffic and transportation impact studies and access control
 - infrastructure (sewer and water) planning and mapping
 - permitting
 - the use of land trusts
 - agricultural conservation easements, and
 - transferable development right options.

QUESTIONS

- In what ways can consumers' housing preferences be shaped to encourage development patterns that do not damage the built or natural environment?
- How can information and educational materials about land-use issues be disseminated to citizens and decision-makers?

RECOMMENDATIONS

- Legislation must provide incentives to:
 - protect and preserve agricultural lands
 - redevelop brownfields in urban industrial cores
 - establish urban growth boundaries
 - encourage flexible zoning that promotes environmentally sensitive development
 - maintain the diversity of communities, and
 - level the playing field regarding authority to levy taxes.



*Land Use and Environment breakout group facilitators
Representatives Ed LaForge and Bill Bobier*



City-State Partnerships

The health and well-being of local communities of all sizes are mutually dependent.

Local Government Coordination and Cooperation

PRINCIPLES

- Many city-state issues (e.g., roads, revenue sharing, schools) are interrelated and require a coordinated policy approach.
- Strong communities are founded on improved relations between cities and suburbs.
- Public policy goals that stabilize local communities and governments shift decision-making from crisis mode to development mode.

QUESTIONS

- What are the roles of not-for-profit organizations in solving urban problems?
- How can the state help to facilitate local consensus building about specific regional issues?
- What effects do home rule have on the regions of our state?
- How can we break out of the old mindset that focuses on a single community and ignores impacts on other communities or the region?

RECOMMENDATIONS

- County and local officials should be empowered to tailor policy goals and objectives for their particular communities.
- The state should provide incentives that encourage greater partnerships between community governments.
- Terminology should be carefully defined (e.g., “urban sprawl”) to prevent misunderstandings in urban policy development.

State and Local Government Relations

PRINCIPLES

- Since sixty percent of state revenues are returned to local governments, the State has considerable leverage in the formation of an urban agenda and the implementation of city-state policy.
- Sound policy serves to fireproof communities rather than merely putting out fires as they occur.
- New ideas in urban planning arise at the local level, with the state as a secondary facilitator.
- State and local government policies should give priority to preservation over new development.
- Effective policy goals and objectives rely upon clear communication between state and local officials.
- Enlightened urban policy supports and facilitates racial, ethnic, and economic diversity.

QUESTIONS

- What vision do we have of what our cities should look like as the result of our new urban policies?
- Is the existing structure of our government appropriate for the current state of our economy and society?
- How will the newly term-limited State Legislature affect the role and responsibility of the Legislature and the citizenry in regard to urban issues?
- Is an institution with representation from both the state and local levels needed to facilitate a statewide dialogue about city-state relations?

RECOMMENDATIONS

- Policymakers should distinguish between developed and undeveloped, rather than urban vs. suburban vs. rural.
- State policy should ensure the viability of not-for-profit organizations that work to strengthen local communities.
- State legislators should discuss ways to improve existing policies.
- State government should commence and facilitate a concrete discussion of urban policy with local leaders and officials.
- Along with recognizing varying levels of need (e.g., poverty, infrastructure), state policy should take into account differing abilities of local governments to raise their own revenues.
- A vision for our cities should be developed to define our efforts to renew urban communities.
- Policymakers must include those who are actually impacted by changes in the process of policy formulation.
- Policymakers must consider the potential unintended consequences of proposed solutions to existing problems.
- The state must do nothing to promote disinvestment in urban areas.
- State government must understand the realities of local issues before instituting policies to address them.



*City-State Partnerships breakout group facilitators
Representatives Lynne Martinez and Patricia Birkholz*



Neighborhood Development

Effective urban neighborhood development strategies depend upon strong, holistic, and citizen-friendly partnerships between social and capital resources drawn from both the public and private sectors.

Holistic Community-Based Development

PRINCIPLES

- Effective community-building strategies go beyond fragmented programs and recognize the interdependency of intervention policies as a means of achieving targeted goals.
- Positive changes in the inner-city's social and physical environment—e.g., beautification, quality environmental and architectural design, reinvestment in education, resource accountability—attracts new investment.
- Strong regional partnerships bring outside resources into urban neighborhoods.
- A broad base of inner-city home ownership is the foundation of neighborhood development.
- Improved communication—e.g., e-mail listserves and the sharing of successful neighborhood stories—supports neighborhood development, community-building, and better race relations.

QUESTIONS

- Why are some potential home owners steered outside the city core?
- How can the uneven playing field of home owner competition between cities and suburbs be leveled?
- What homebuyer markets (e.g., “empty nesters”) can be targeted for potential inner-city housing?
- What regulatory barriers, building codes, and federal mandates prevent inner-city homes from coming back on the market?
- Do current appraisal policies discourage urban home and land reinvestment?
- How can the problem of land assembly best be addressed?

RECOMMENDATIONS

- Effective partnership-building policy must encompass local neighborhood action groups, educational, financial, private and public sector institutions (including health care facilities and faith-based organizations), and enable one-on-one linkages between stakeholders.
- Neighborhood development programs must promote inner-city economic development and provide ongoing technical assistance to build capacity and partnerships.
- Legislators and policy makers should work to change attitudes toward the inner-city neighborhood so it becomes more attractive for outside investment through reducing crime, improving education, creating more parks, etc.
- Past programs that succeeded in building strong urban networks should be revisited and reactivated.
- Development initiatives should build on existing neighborhood assets, expand resources, and promote microenterprises that will help neighborhoods.
- Abandoned urban housing should conform to a “zero degree of tolerance” maintenance standard.
- Improved incentives, including a review of restrictive building codes, will accelerate the land title clearance process that makes it essentially illegal to live in half of the older homes in Michigan.

Resources Necessary for Urban Neighborhood Development

- PRINCIPLES**
- Greater financing resources are necessary for renovation of urban housing stock.
 - Historic renovation and restoration of urban buildings, coupled with tax credits and tax incentives, attract new markets to inner-city neighborhoods.

- QUESTIONS**
- Do state investment policies promote capital-building in urban-based financial institutions?
 - How can public university resources be matched with state funds to create incentives for neighborhood rehab and development?

- RECOMMENDATIONS**
- New resources must target specific incentives for the rebuilding of neighborhoods, build the capacity of urban neighborhoods, provide incentives for effective collaborations, and change mandates to support quality team building.
 - Policy and funding initiatives should be designed as outcome-based programs directed at indigenous organizations that are competent and accountable for implementation.
 - Current regulatory burdens must be reduced in order to promote flexibility necessary to support development.
 - State, local, and federal officials must collaborate effectively in order to make resource allocations accountable.
 - Regional resources must be mobilized and pooled to become more accessible to local action groups.



*Neighborhood Development breakout group facilitators
Representatives Nancy Cassis and Samuel Buzz Thomas*

Creating User-Friendly Bureaucracies

- PRINCIPLES**
- Friendlier public bureaucracies foster important attitude changes about inner cities and urban neighborhood development.
 - In an age of “migrating resources,” effective administration of neighborhood development policy facilitates partnerships.

- QUESTION**
- What are the bureaucratic barriers that impede development?

- RECOMMENDATIONS**
- Neighborhood services are best delivered through a common community based organization.
 - Effective, comprehensive neighborhood development policy welcomes and depends upon active, informed citizen participation.



Jobs and Economic Development

Effective regional development strategies target jobs creation and the removal of barriers to central city redevelopment.

Barriers to Urban Redevelopment

PRINCIPLES

- Critical barriers to regional development include taxation, land use planning, and regulations governing site assembly and property acquisition.
- Planning and development are better facilitated through local control rather than federal and/or state agencies.

QUESTION

- In what ways can incentives granted to land developers and contractors foster redevelopment?

RECOMMENDATIONS

- Relocation services should be provided to residents whose dwellings have been targeted for redevelopment.
- Incentives should be extended to residents and businesses located within central cities rather than recruiting industries from surrounding areas.

Jobs Creation

PRINCIPLES

- A comprehensive social agenda for job creation includes support of community-based initiatives in local business and financial services startup.
- Urban mass transit systems play a key role in the creation of jobs.
- Effective transportation policy requires coordinated planning.

QUESTIONS

- What steps can be taken to make central cities attractive to large industries that compete in the global market?
- Why haven't there been attempts to harness the buying power of consumers who reside in the central cities as a means to promote development in the local economy?

RECOMMENDATIONS

- Steps should be taken to encourage job creation via entrepreneurial ventures and small business development.
- Training opportunities, supported by public and private funding, should be extended to both potential entrepreneurs and employers.



*Jobs and Economic Development breakout group facilitators
Representatives Charles Perricone and Hubert Price, Jr.*



Panelist Remarks

The Urban Vision Summit concluded Friday afternoon with a moderated panel discussion, in which five individuals known for their expertise in urban policy and related areas discussed issues raised in earlier sessions. Lynn Jondahl, Executive Director of the Michigan Prospect for Renewed Citizenship, and Bill Rustem, Senior Vice President and Senior Consultant, Public Sector Consultants, served as panel moderators.

EDITORIAL NOTE: The following section includes selected remarks made by panelists during the two-hour session. A videotape of the Summit, containing the full panel discussion, is available from Michigan Government Television.

MODERATORS' NOTE

Our aims in facilitating the summit panel discussion were to identify themes that emerged from prior sessions, clarify questions requiring further investigation, and address issues that had not been adequately covered earlier in the day.



Panel moderators Lynn Jondahl and Bill Rustem

One theme recognized by all the panelists was the relative agreement among people from diverse backgrounds around the state about the importance of cities and the need to address urban needs through more thoughtful public policy. Discovering this common ground encouraged panelists and participants about the prospect of continued dialogue. Panelists and conferees alike emphasized the need for this dialogue to be broadly inclusive.

In the discussion, helpful resources were identified and elaborated. These resources provide Michigan leaders with some models for effective urban policy development which have been initiated in other states. Examples of intergovernmental agreements from Indianapolis and the Twin Cities are two innovative examples. The state of Maryland's Smart Growth initiative, discussed by Neal Peirce in his keynote speech, is another. Montgomery County, Maryland, provides an example of how affordable housing issues might be addressed. The Portland, Oregon, growth boundary legislation, although not unanimously favored by participants, offers a track record that can also be studied in addressing Michigan's land use issues.

The panel identified the question of race as a crucial topic for further discussion. The role played by race relations in the historical development of urban problems needs to be understood by public leaders intent on improving urban policy.

The insightful interaction between conference participants and panelists took the day's deliberations to another level. Out of this experience the group began to prioritize a number of the themes needing further attention if the summit is to facilitate building the base for urban policy initiatives.

It was said it would be nice to take the politics out of planning. . . . The question really is, are we going to have win-lose, zero-sum conflicts as a political process or are we going to try and develop win-win consensus?

* * *

Land use planning and regional cooperation . . . is a hard sell in southeast Michigan today because you have a lot of suburbanites who are concerned about sharing tax base but you also have a lot of urban residents who are concerned about losing economic and political control over their destiny in the city of Detroit.

* * *

Just as the movement really got under way [in Detroit] to eliminate legal sanctioning of racial discrimination—the civil rights movement—was about the same time incredible economic disinvestment started to occur. So you can't remove race from the equation. Increasingly though, it's a class issue, and often race and class go hand in hand.

* * *

It's not enough to worry about the spatial considerations of land use, but are cities going to be more than places that we visit for entertainment or work in office buildings? Rather are cities going to be places where we live together, across lines of economics as well as race?

* * *

Probably the most important thing we have to work on is educational opportunity in urban areas, because you're not going to rebuild neighborhoods without schools that promise better opportunity for kids. I don't care what the class or race of the parent is. They want better opportunities for kids.

* * *

We cannot give up on public schools. . . . Having said that, I believe that public schools will change faster with competitive models of innovation and competition that forces change faster. I think there's room for charter schools. I think there's room for the experiments of a Cleveland and Milwaukee, giving support to low-income parents to make choices at the same time that we work on public education. I just don't think it can be an either-or, if we're going to solve this problem today.

* * *

The importance of revenue sharing to a city like Detroit is astounding. Detroit receives about \$330 million in revenue sharing; that is about 27% of its operational budget. If you went to a strictly per capita formula, they would lose \$190 million. That would devastate any effort at revitalization of the city, and there are many other examples out there.

* * *

We ought to be rewarding communities that reduce the cost of delivering services by doing tax base sharing, in some way. We really ought to be thinking out of the traditional relative tax effort-per capita fight, to see if there aren't better ways to encourage the kind of cooperation we've been talking about today.

* * *

Why this summit is so promising is that it is a conversation that goes across traditional lines but it's more than that. At least in our working group, there was really an effort to try and create some principles from which potential policies can be viewed.

* * *

One reason you're seeing more interest in regional planning, in reinvestment in the city, is the recognition that our future is diversity, and we can't afford to have a two-class society.

Paul Hillegonds

President, Detroit Renaissance, Inc.



Patricia Newby

Superintendent, Grand Rapids Public Schools



Education is the number one issue to address. . . . If the education of our young people . . . is topnotch, the crime that we're talking about here would be reduced and the sprawl would certainly diminish because people would continue to live in the city.

* * *

[Nearly] every speaker . . . mentioned schooling, education, the quality of schools. [If we have] education with high standards, students coming out of our educational system with the ability to be productive members of the society, the other issues will be addressed.

* * *

We have these other issues with us now [and we should implement policies] to begin to work with those issues and then continue to build, to make sure that we have a sound educational system in each one of our urban settings.

* * *

Everyone kept talking about the importance of education. Even in farm use, environmental issues, land use, every area touched upon education, so it is the overarching one, and then . . . our crime would go down, our sprawl, those other issues.

* * *

Local is a broader concept. As I look at Grand Rapids, what happens in Grand Rapids is going to affect all of the jurisdictions around Grand Rapids. So the discussion between my colleagues in those other jurisdictions and I must continue, so that we are moving beyond those artificial boundaries. Because they understand, and I understand, that what we do within what is called the urban part of Kent County will affect what they do. Most of the employers are out there, and they will be dealing with those employers and they provide programs, but we also have to be able to supply those qualified employees to those districts.

* * *

In most of the state . . . the superintendents get together frequently to talk about those issues that go beyond the boundaries because we must address them in similar fashion so that we can be consistent and get the kind of product we want for the general area.

* * *

I did not hear enough discussion about health services, because when you say students come to school with a variety of needs, health care issues are a major issue. . . . I was in a district where the level of immunization was only at 63% of the students. In a joint partnership [with the Baltimore Commissioner of Health] we addressed the issue of immunization. . . . We were able to go, in less than a year, to 99.7%. . . . It took constant discussions, planning, implementation, and a lot of work. . . . There are many opportunities for that interaction between the school system and other agencies, and that's just one example.

* * *

If a student has an adult to connect with, it makes their educational experience much more enriched and they will begin to respond. So there are ways and there are models where schools are turning themselves around. . . . We are going to build on those models and make sure they work for all of the students.

Keith Charters

Chair, Michigan Natural Resources
Commission

I think it is a de facto scenario that if you have crime and [poor] education, sprawl is always going to exist—or the exodus out of the core city, which is sprawl, which none of us can afford.

* * *

Several things impressed me about this conference. One, the diversity [of participants]. . . . The other thing that impressed me was the narrow, narrow scope of our differences.

* * *

This morning, we should have taken votes of the legislators because they all seemed to be in agreement. However, all of a sudden we're going to fix it and correct the situation. Then . . . our fangs come out and we go back into our individual shells. The Republicans become Republicans, the Democrats become Democrats, the liberals become liberals, the conservatives become conservatives, and we forgot what our common mission is.

* * *

The concern we have [about reducing sprawl] in Traverse City, the roots of it are in the urban areas. . . . We have a vital interest in what happens in the core cities, more so than you would ever believe. . . . We're aware of it.

* * *

What happens after this? Do we go back to our special interest groups, become narrow focused—number one focus becomes trying to protect our own turf—or do we walk out of here . . . and accept the challenge and deal with the common problem and forget all the turf and the politics and just do what's right, and we all know what that is.

* * *

It's obvious that sprawl is polarizing, racially. This exodus out of the core cities, it's predominantly white, if you will. But I'm encouraged because I see a trend backwards.

* * *

We have a world class fisheries in Detroit, so it benefits us as a DNR to be involved in that. . . . The Trust Fund . . . recognizes the importance of southeast Michigan and other urban areas . . . we also recognize the economic benefits of [working together on] revitalizing the green waterfront of Detroit.

* * *

I think we all recognize there needs to be more incentives to putting the revenue sharing where it's needed. Or, to put it another way, we need to stop funding sprawl.

* * *

What I hope in this debate is first of all it's entered into at the state level . . . and then I hope the end results are what the original intent was. . . . We have to reopen revenue sharing and incentives, but let's make sure that the end result looks like what the original intent was, from this cross-section of people.



June Thomas

Director, Michigan State University
Urban and Regional Planning
Program



I think basically we are talking about the same set of interests. And that's encouraging because if we can begin to see this as a common task rather than an oppositional task—and that is to create healthy metropolitan communities—then I think we can begin to see some solutions taking place.

* * *

[Race] is very much an issue. . . . Those of you who are thinking about developing some solutions need to be very well educated about how we got in this place in the first place. So there needs to be a self-education process. . . . we didn't just end up like this in 1998 . . . this took a long time to develop.

* * *

You can't just apply solutions without understanding the importance of equal access, the importance of making sure that history does not continue to affect certain citizens more than other citizens, and develop creative solutions that essentially recognize the conditions of the past but build on that.

* * *

People don't talk about it [race] because they're embarrassed. They don't know what to do about it. They'd like for it to go away. It's not going to go away. I think the way to deal with it is to recognize it, to use it as part of our understanding of how we got to this position, to ensure that it does not continue to stymie progress.

* * *

Although poverty as a whole in the United States may be dropping it's being more concentrated and its being concentrated in the central cities. We have to understand that fact: it's getting worse, it's not getting better.

* * *

However, central cities are not amorphous masses of low-income people. Central cities are becoming organized. There are community-based organizations that are alive and well. They cannot carry the burden of everything. I was a little concerned this morning because there's a tendency to think, 'they can do it, let them do it.' They still need resources and they still need assistance. . . . There's a cadre of community based activity that's very important to note and build on.

* * *

I find it hard to understand how we could move to [a revenue sharing formula] based on population when we know the social equity needs are so great.

* * *

There are some other states where there is some leadership [in land use and growth management], and this is an opportunity for Michigan to do something, basically, to show that we do get the message, that there is some desire . . . to do something to improve growth management.

* * *

The state really can support community-based initiatives. That's so fundamental. It's very, very important within core city areas for the state to really step up to the plate and offer support. And there's several ways they can do that. . . . Some speakers have talked about community development financial institutions. We also talked . . . in terms of helping to make sure there's some financial support, resources for community-based organizations, encouraging partnerships, rewarding partnerships, rewarding city-suburban cooperation—all these things can be done.

Milt Rohwer

President, Grand Rapids Area
Chamber of Commerce

To me, this whole issue [urban policy] is a little like a three-legged stool and sometimes we tend to view it in separate parts. One critical issue is the issue of urban equity. . . . Another equally critical issue is, in order to save our farmland we have to save our cities. But our view is that the urban equity, the environmental concern, is all related to what we would like the capstone to be, which is successful economic development—that it is a three-legged stool, if it works right.

* * *

I think that in order to have an optimistic future, we have to find a way to look at the metropolitan area as a total . . . to address the urban equity issues at the same time you address the issues of environmental conditions, open space, and some of those quality of life factors. You have to do both. Otherwise it will just Balkanize and divide and get more separated, and suffer in an economic development sense.

* * *

I'm increasingly of the opinion, as I listen to the discussion, that that which might pull us together is the issue of incentives. What kind of future do we want, and what kind of incentives could we offer to get there? . . . The future we want needs a push, and maybe the push is incentives, and maybe revenue sharing is one of those devices that state policy can help with.

* * *

I find increasingly that business people understand that if the urban educational system isn't turning out a good product, they're going to have a problem. That's the advantage of full employment, and the reason that I get some optimism about education reform.

* * *

Some may be surprised to learn that the Grand Rapids Area Chamber of Commerce Board of Directors endorsed the idea of a growth boundary. . . . We recognize that what goes on outside affects what's on the inside, and vice versa.

* * *

I bridled a little bit when I heard the statement that Portland's growth boundary had failed, even though I wouldn't say that we were an advocate of exactly a Portland experience in west Michigan. The data seems to suggest that property values have gone up in the city and that there is less abandonment, and I think that to a degree that's what people were attempting to accomplish.

* * *

[A Portland homebuilder] made the point that the real advantage to the industry had been some predictability, because there weren't as many opportunities for citizen initiative or the second-guessing of local officials within the growth boundary. So the developer could be assured, theoretically . . . of greater speed and more certainty.

* * *

I agree that the state can't solve all the problems but I do believe that the state can play an extremely catalytic role in finding ways that neighborhoods and small areas can come up with solutions.

* * *

The state has a role in incentives and in getting us to look at the whole area and not just in little pieces. . . . We really need to find more and more ways to look at what we're doing on a regional basis—it's everything from transportation policy to education finance, and on and on.



Appendix





Urban Caucus Members

William Byl, <i>Co-Chair</i>	R	Grand Rapids	Kent County
Michael Hanley, <i>Co-Chair</i>	D	Saginaw	Saginaw County
Bill Bobier, <i>Steering Committee</i>	R	Hesperia	Benzie, Manistee, Mason, and Oceana Counties
Jon Jellema, <i>Steering Committee</i>	R	Grand Haven	Ottawa County
Lynne Martinez, <i>Steering Committee</i>	D	Lansing	Ingham County
Hubert Price, Jr., <i>Steering Committee</i>	D	Pontiac	Oakland County
Mark Schauer, <i>Steering Committee</i>	D	Battle Creek Metro Area	Calhoun County
David Anthony	D	Escanaba	Delta County
Paul Baade	D	Muskegon	Muskegon County
Lyn Banks	R	Livonia	Wayne County
Patricia Birkholz	R	Holland	Allegan County
Rose Bogardus	D	Davison	Genesee County
Robert Brackenridge	R	St. Joseph	Berrien County
Liz Brater	D	Ann Arbor	Washtenaw County
Lingg Brewer	D	Holt	Ingham County
Nancy Cassis	R	Milford	Oakland County
Deborah Cherry	D	Burton	Genesee County
Nick Ciaramitaro	D	Roseville	Macomb County
Penny Crissman	R	Rochester	Oakland County
Don Gilmer	R	Augusta	Calhoun County
Sharon Gire	D	Clinton Township	Macomb County
Patricia Godchaux	R	Birmingham	Oakland County
Mike Goschka	R	Brant	Saginaw County
David Gubow	D	Huntington Woods	Oakland County
Derrick Hale	D	Detroit	Wayne County
Beverly Hammerstrom	R	Temperance	Monroe and Washtenaw Counties
Mark Jansen	R	Grand Rapids	Kent County
Thomas Kelly	D	Wayne	Wayne County
Edward LaForge	D	Kalamazoo	Kalamazoo County
Gerald Law	R	Plymouth	Wayne County
Burton Leland	D	Detroit	Wayne County
George Mans	D	Trenton	Wayne County
Mary Lou Parks	D	Detroit	Wayne County
Andrew Raczkowski	R	Farmington Hills	Oakland County
Andrew Richner	R	Grosse Pointe Park	Wayne County
Martha Scott	D	Highland Park	Wayne County
Paul Tesanovich	D	L'Anse	Western Upper Peninsula
Samuel Buzz Thomas, III	D	Detroit	Wayne County
Harold Voorhees	R	Wyoming	Kent County
Karen Willard	D	Algonac	St. Clair and Lapeer Counties
Paul Wojno	D	Warren	Macomb County



Urban Core Mayors

The Urban Core Mayors began meeting in 1992 as a forum for central city mayors from across Michigan to work together on issues of mutual concern. The group is co-chaired by Mayors Dennis Archer of Detroit and John Logie of Grand Rapids. The House Urban Caucus and the Urban Core Mayors have begun working together to address state urban policy in Michigan. Immediately following the Summit, members of these two groups met to discuss ways in which they might build on this historic event.

Dennis Archer, <i>Co-Chair</i>	Detroit
John Logie, <i>Co-Chair</i>	Grand Rapids
Ted Dearing	Battle Creek
Martin Griffin	Jackson
David Hollister	Lansing
Robert Jones, Sr.	Kalamazoo
Gary Loster	Saginaw
Walter Moore	Pontiac
Kathleen Newsham	Bay City
Fred Nielsen, Sr.	Muskegon
Ingrid Sheldon	Ann Arbor
Woodrow Stanley	Flint



*Urban Caucus and Core Mayors Co-chairs (left to right)
Michael Hanley, John Logie, Dennis Archer, and William Byl*



Summit Participants

The following individuals
registered in advance to attend
the Summit. Some of those in
attendance may not be listed.

David Adams	Michigan Credit Union League	Julie Gales	Legislative Service Bureau-Science and Technology
Doug Adams	Michigan Jobs Commission	Terry Geiger	House of Representatives
Henry Allen	MSU Extension-Southeast Region	Dan Gilmartin	Michigan Municipal League
Patrick Anderson	Hudson Institute	Don Gilmer	House of Representatives
Carol Aranjó	National Federation of Community Development Credit Unions	Pat Giovanni	City of Kalamazoo
Dennis Archer	City of Detroit	Lou Glazer	Michigan Future
Lisa Babcock	Michigan Senate	Pan Godchaux	House of Representatives
Patrick Babcock	W. K. Kellogg Foundation	Dorothy Gonzales	MSU Board of Trustees
Jim Barrett	Michigan Chamber of Commerce	Barbara Gordon	City of Kalamazoo
Kelly Bartlett	Office of Representative Ken Sikkema	Ed Gordon	City of Kalamazoo
Marianne Bartlett	Saginaw Valley State University	Michael Goschka	House of Representatives
Jon W. Bayless	City of Garden City	Martin Griffin	City of Jackson
Rick Belloni	Warren/Conner Development Coalition	James J. Haag	House Fiscal Agency
Ken Bensen	Michigan Habitat for Humanity	Chuck Hadden	Michigan Manufacturers Association
John Binion	Wayne County Commission	Jackie Hadden	Consumers Energy
Patty Birkholz	House of Representatives	Robert Hagerty	Grand Valley State University
Rochelle A. Black	Oakland University	Derrick Hale	House of Representatives
Dave Blaszkiewicz	Detroit Renaissance	Gene Hamilton	Saginaw Valley State University
Bill Bobier	House of Representatives	Bev Hammerstrom	House of Representatives
John Bollman	Legislative Services Bureau	Michael Hanley	House of Representatives
Mike Boulus	Middle Cities Education Association	Stacey Hanyasak	Michigan Townships Association
Liz Brater	House of Representatives	Matthew Hare	Michigan Manufacturers Association
Lingg Brewer	House of Representatives	Kris Hasenfratz	House Fiscal Agency
Melanie Brock	Consumers Energy	Mary Hedberg	Saginaw Valley State University
Bettie Buss	Detroit Renaissance	Gary Heidel	M.S.H.D.A.
William R. Byl	House of Representatives	Howard Heideman	Michigan Department of Treasury
Dianne Byrum	State Senate	Don Heikkinen	Michigan Bankers Associations
Robert M. Campau	Michigan Association of Realtors	Tom Hickner	Bay County
Nancy Cassis	House of Representatives	Paul Hillemonds	Detroit Renaissance
Brenda Causey-Mitchell	Pontiac Schools	David Hollister	City of Lansing
Joe Cazeno Jr.	Detroit Edison	Woody Holman	Ann Arbor Area Chamber of Commerce
Rick Chapla	Grand Rapids Area Chamber of Commerce	Jeff Horner	Citizens Research Council of Michigan
Keith Charters	Michigan Natural Resources Commission	Karl Horsford	MUCC
Deborah Cherry	House of Representatives	Susan Howbert	Council of Michigan Foundations
Joe Chisholm	Central Michigan University	John Howell	Detroit Edison
Nick Ciaramitaro	House of Representatives	Robert Howell	Michigan League of Savings Institutions
Kristi Clemens	Grand Rapids Area Chamber of Commerce	Sarah Hubbard	Detroit Regional Chamber
Jim Connelly	Detroit Edison	Darnell Jackson	Office of Drug Control Policy Department of Community Health
Penny Crissman	House of Representatives	Joyce Jackson	National Credit Union Administration
John Czarnecki	Michigan Jobs Commission	Maxie C. Jackson	Michigan State University
Jessie Dalman	House of Representatives	Robert E. James	M.S.H.D.A.
Marc Danemon	Danemon & Associates	Rick Jameson	MUCC
Sam Danou	Danou Enterprises	Mark Jansen	House of Representatives
Earlean Davis	Pontiac Schools	Jon Jellema	House of Representatives
Lillian Dean	Planning Consultant	Charlene Johnson	Michigan Neighborhood Partnership
Ron DeCook	County Road Association	H. Lynn Jondahl	The Michigan Prospect for Renewed Citizenship
Eric DeLong	City of Grand Rapids	Edna C. Jones-Webb	Saginaw Neighborhood Council
Tony Derezinski	Michigan Association of School Boards	Eleanor Josaitis	Focus: HOPE
Larry DeVuyst	House of Representatives	Judith M. Keely	Michigan Office of Urban Programs
Margaret Dewar	University of Michigan	Tom Kelly	House of Representatives
Tania Dobrowolski	Office of Representative Thomas Kelly	James E. Keyes	St. Mary's Medical Center Foundation
Randolph Doby Jr.	Focus: HOPE	Kurt Kimball	City of Grand Rapids
Peter Eckstein	Michigan AFL/CIO	Jim Knack	City of Grand Rapids
Bob Emerson	House of Representatives	Mark Knudsen	Ottawa County Planning
Scott Everett	Michigan Farm Bureau	John K. Koches	Water Resource Institute
Ben Fedewa	M.S.H.D.A.	Dennis R. Koons	Michigan Association of Realtors
Jeff Fisher	Wayne State University	Kevin Korpi	Michigan Chamber of Commerce
Dana Foster	City of Brighton	Nell Kuhnmuensch	G.C.S.I.
Myron Freeman	House Fiscal Agency	Gabe Labovitz	M.S.D.H.A.



Robert Lacinski	Michigan Association of Counties	Gloria Rodegher	M.O.S.E.S
Michael LaFaive	Mackinac Center For Public Policy	Milt Rohwer	Grand Rapids Area Chamber of Commerce
Ed LaForge	House of Representatives	Kimberley Ross	Dykema Gossett
Rex L. LaMore	Michigan State University	Bill Rustem	Public Sector Consultants Inc.
Anita S. Lane	Michigan Neighborhood Partnership	Ernie Sakraska	Consumers Energy
John LaRose	Michigan Townships Association	Gary Sands	Wayne State University
Ric Lawson	Public Policy Associates	Mark Schauer	House of Representatives
Arlen Leholm	MSU Extension	Stephenie Schlinker	Michigan Association of Realtors
Burton Leland	House of Representatives	Scott Schrager	Michigan Municipal League
Wynn Lewis	Michigan State University	Del Schrems	Saginaw Valley State University
John Logie	City of Grand Rapids	Lee Schwartz	Michigan Association of Homebuilders
James Logue	M.S.H.D.A.	Martha G. Scott	House of Representatives
Terry London	House of Representatives	Judie Scranton	House of Representatives
Paul Long	Michigan Catholic Conference	Ingrid Sheldon	City of Ann Arbor
Molly Luempert-Coy	Detroit Edison	Eirther Shelmonson-Bay	Pontiac Schools
Ken MacGregor	Michigan Education Association	Allen Short	Michigan Education Association
Holly Madiill	MUCC	Lisa Siegrist	Michigan Credit Union League
Marge Malarney	City of Detroit	Ken Sikkema	House of Representatives
Amy Malmer	SEMCOG	Genise Smith-Watkins	Michigan Chemical Council
Steve Marasco	House Fiscal Agency	Rick Smoke	Kent County Commission
Victor Marsh	Wayne County Commission	Tim Sowton	Governor's Office Legislative Affairs
Judy Martel	Peace & Partners	Mark Stadt	Detroit Edison
Lynn Martinez	House of Representatives	Woodrow Stanley	City of Flint
Anne Masterson	Detroit Renaissance	K.C. Steckelberg	Prosecuting Attorneys of Michigan
Byron Mazade	City of Muskegon	Deborah Steketee	WMEAC
Mark McDaniel	Michigan Capital Fund for Housing	Julie Stoneman	Michigan Environmental Council
Bill McDermott	Central Michigan University	Barry Stulburg	Michigan Association of Homebuilders
Hannah McKinney	City of Kalamazoo	Faron Supanich-Goldner	Michigan State University
Robert McMahon	SEMCOG	Paul Tait	SEMCOG
Judy McNeeley	City of Detroit	Ray Telman	Michigan Association of School Administrators
Peter McPherson	Michigan State University	Craig Thiel	House Fiscal Agency
John Melcher	Michigan State University	Craig A. Thomas	Citistates Group
John Metzger	Michigan State University	June Thomas	Michigan State University
Jack Minore	City of Flint	Michael Thomas	Michigan Prosecutors Association
Nancy J. Moody	Detroit Edison	Samuel Buzz Thomas	House of Representatives
Walter Moore	City of Pontiac	Thomas Thorburn	W. K. Kellogg Foundation
Bob Morris	Wayne County	James E. Tischer	City of Monroe
William Myers	National Federation of Community Development Credit Unions	Dennis Toffolo	Central Michigan University
Patricia Newby	Grand Rapids Public Schools	Joan Turner	Michigan Office of Urban Programs
Fred Nielsen	City of Muskegon	Reginald Turner Jr.	State Bar of Michigan
Jeanette O'Banner-Owens	District Judges Association	David Tyler	Wayne County
Bill O'Brien	Metropolitan Organizing Strategy	Ed Vaughn	House of Representatives
Robert Ortwein	Enabling Strength	Harold J. Voorhees	House of Representatives
Keith Overly	Ferris State University	Wendy Wagenheim	ACLU
Jeff Padden	City of Kalamazoo	Tony Walker	City of Battle Creek
Mike Palchesko	Public Policy Associates	Mary Washington	Office of Senator Carl Levin
Neal Peirce	Detroit Edison	Steve Webster	Michigan State University
Rick Pennings	The Citistates Group	John Weicher	Hudson Institute
Charles Perricone	M.S.H.D.A.	Stephanie Whitbeck	Lansing Historical District Commission
Marilyn Peterson	House of Representatives	William Whitbeck	Michigan Court of Appeals
Ronnie Peterson	House Fiscal Agency	Gilbert M. White	Michigan Association of Realtors
Thom Peterson	Danou Enterprises	Elizabeth Wojotowycz	Brightmoor Community Center
Lana Pollack	WMEAC	Mark A. Wycoff	Planning & Zoning Center
Laura Potts	Michigan Environmental Council	John Wynbeck	Alternative Directions
David Poulson	MIRS Newsletter	George Young	Kalamazoo Department of Public Safety-Neighborhood Association of Michigan
Hubert Price, Jr.	Booth Newspapers	Rosemary Young	House Legislative Analysis Section
Hubert Price, Jr.	House of Representatives	John Zech	City of Wayne
Tony Rascano	Detroit Edison		
Bruce Rasher	Consumers Renaissance Development Corporation		
Andre Reddick	Neighborhood Association of Michigan		
Jeff Reno	Hudson Institute		
Andrew Richner	House of Representatives		

To Contact Friday Morning Presenters

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Michigan Association of School Administrators
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Middle Cities Education Association
202 Erickson Hall
Michigan State University
East Lansing, MI 48824-1034
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Michigan Municipal League
301 N. Washington Square, Suite 110
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Michigan Townships Association
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Lansing, MI 48908-0078
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Michigan Association of Counties
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Southeast Michigan Council of Governments
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Michigan Neighborhood Partnership
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Neighborhood Association of Michigan
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Michigan Catholic Conference
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M.O.S.E.S.—Metropolitan Organizing Strategy Enabling Strength
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Michigan Environmental Council
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Michigan Farm Bureau
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Michigan United Conservation Clubs
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Michigan Association of Homebuilders
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Michigan League of Savings Institutions
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National Federation of Community Development Credit Unions
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Michigan Prosecutors Association
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Michigan District Judges Association
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American Civil Liberties Union
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Michigan Manufacturers Association
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Mission and Principles of the Bipartisan Urban Caucus

The House Bipartisan Caucus was formed in 1995 with the support of Democratic and Republican House leadership in an effort to focus attention on the needs of Michigan cities. The mission of the Caucus is to work toward a comprehensive and cohesive urban policy and to focus on leadership development, research on urban issues, and educating government officials, interest groups, and the public about Michigan's urban policy issues.

The members of the House Bipartisan Urban Caucus believe that an appropriate urban policy for the State of Michigan is one evidenced in public laws and rules that recognize the benefits of core cities and their positive relationship with suburbs and rural areas. Michigan decision makers and the public need to recognize the interrelationship of urban, suburban, and rural areas of the state, since the relative health of urban areas affects entire regions and all the residents of this state.

Benefits of new development should be weighed against the cost of these developments in infrastructure and natural resources consumed. Long-term public costs of private sector development decisions should be more systematically weighed in public sector decision making. Costs of the geographic mobility of business and residents should be accurately attributed to such development.

Michigan's urban residents should not be forced to deal with problems in urban communities by escaping to other areas of the state. Hence, our state government needs to play a positive, supportive role in the maintenance and revitalization of Michigan cities.

For Further Information

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For videotapes of the Urban Vision Summit:

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