



**TRANSFORMING INDUSTRIAL HEARTLAND  
REGIONS OF NORTH AMERICA & EUROPE**

# **US-MIDWEST LEARNING EXCHANGE AND STUDY TOUR**

**NOVEMBER 6-16, 2022**

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# GOAL OF THE LEARNING EXCHANGE

Continue transatlantic, collaborative exploration of the “how-to’s” of effective, place-focused strategies for renewal of heartland industrial regions and to address one of the root causes of the polarizing politics undermining Western democracies and the transatlantic alliance.

## ACTIVITIES

Midwest Study Trip: Leaders, economic development practitioners, and small cross-sector teams from 5-7 industrial heartland regions/communities in UK, Germany, France, and other EU nations interested in catalyzing and managing effective economic transition participate in a 10 day-long visit to the US Midwest region.

November 11th Hybrid Transatlantic Convening: As part of the study trip, a one-day hybrid convening inviting broader networks of North American Midwest, UK, and European local and regional officials, economic development and structural change practitioners, and policy shapers interested in learning about effective structural change initiatives. The event is hosted by the International Policy Center & Weiser Diplomacy Center at the Gerald R. Ford School of Public Policy, University of Michigan.

Midwest Host Communities: Hosted by leaders, practitioners, experts in several US Midwest industrial heartland communities who can share experience and illustrate approaches to effective economic and social transition.

- **Pittsburgh/Southwestern Pennsylvania:** Carnegie Mellon University (Don Carter, Ray Gastil, Rick Stafford); Allegheny Conference on Community Development, Bill Flanagan; and Augie Carlino, Rivers of Steel National Heritage Area
- **Erie, Pennsylvania:** Jefferson Educational Society, Ferki Ferati, President
- **Cleveland, Ohio:** Cleveland Partnership, Baiju Shah, CEO
- **Ann Arbor, Michigan:** International Policy Center & Weiser Diplomacy Center at the Gerald R. Ford School of Public Policy, University of Michigan, John Ciorciari, Director; Michigan Economic Center, John Austin, Director
- **Chicago, Illinois:** Chicago Council on Global Affairs, Brian Hanson, Vice President of Programs; Sam Kling, Global Cities Initiative Coordinator
- **Milwaukee, Wisconsin:** Greater Milwaukee Committee & Milwaukee 7, Joel Brennan, CEO

# STUDY TOUR PARTICIPANT BIOS



## JOHN C. AUSTIN



Michigan Economic Center  
Director, Chicago Council on  
Global Affairs and Brookings  
Institution Senior Fellow,  
Coordinator Transforming  
Industrial Heartlands Initiative

Email: [Jcaustin@umich.edu](mailto:Jcaustin@umich.edu)  
Phone: (734) 474 3110

John Austin is the former President of the Michigan State Board of Education. Austin directs the Michigan Economic Center, a center for ideas and network-building to advance Michigan's economic transformation. He also serves as a Non-Resident Senior Fellow with the Brookings Institution, the Chicago Council on Global Affairs, and the Upjohn Institute where he leads these organizations efforts to support economic transformation in the American Midwest. Mr. Austin also Lectures on the Economy at the University of Michigan.

In recent years he has taken this work to an international arena. In 2020 he organized the Transforming Industrial Heartland Regions Initiative—pulling together the Chicago Council on Global Affairs, Georgetown University's BMW Center for German and European Studies, Michigan Economic Center, Policy@Manchester at the University of Manchester, the Ruhr-Konferenz, the Consulate General of the Federal Republic of Germany in Chicago, and the European Commission's Directorate of Regional and Urban Policy in a transatlantic alliance to advance policies, practices, and strategies that foster economic and community development in industrial regions.

## TIZIANA DELL'OLMO



Head of the Unit for Integration,  
Multidisciplinary and Cross-Sector  
Measures for Companies,  
Directorate for Regional  
Competitiveness, Piemonte Region

Email:  
[tiziana.dellolmo@regione.piemonte.it](mailto:tiziana.dellolmo@regione.piemonte.it)  
Phone: +39 335 712 7078

In her current role, Tiziana is responsible for promoting integrated and cross-sector measures to support innovation. Prior, she worked as a policy officer in the Research and Innovation Unit, designing and implementing research and development schemes.

# JÖRG KEMNA



Head of Structural Politics &  
Subsidies, Growth Markets,  
Business Metropole Ruhr

Email: kemna@business.ruhr  
Phone: +49 (0)177 748 599 0

Jörg Kemna has been working at the Business Metropole Ruhr, which develops and markets the Ruhr metropolitan business area for almost nine years. He took over as general manager in November 2021. During his time there, he led their accounting and policy departments, among others. Before joining BMR, he was a project manager at hannoverimpuls, another economic development organization.

# MICHAEL SCHWARZE-RODRIAN



Former EU Representative of the  
Ruhr Regional Association

Email: schwarze-rodrian@gmx.de  
Phone: +49 163 138 136 0

Michael Schwarze-Rodrian moved to the Ruhr region in the 1980s, where he became involved in economic development, creating the interagency and inter-municipal “Masterplan Emscher Landscape Park 2010”. He also worked for the regional Business Development Agency Metropole Ruhr GmbH on sustainable development through inter-municipal working groups. He was the EU Representative of the Ruhr Regional Association (RVR), integrating environmental and economic strategies to form the “Green Infrastructure Ruhr” plan.

Michael Schwarze-Rodrian studied Landscape Planning at the Technical University Berlin, and is a member of the German Academy for Urbanism and Spatial Planning (DASL).

## ANDY WESTWOOD



Professor, Government Practice,  
Policy Manchester at the  
University of Manchester

Email: [andy.westwood@gmail.com](mailto:andy.westwood@gmail.com)  
Phone: +44 (0) 7970007142

Andy Westwood is Professor of Government Practice and Vice Dean for Social Responsibility in the Faculty of Humanities at the University of Manchester. He is a Visiting Professor of Further and Higher Education at the University of Wolverhampton and a Governor at the National Institute of Economic and Social Research. He is also an expert adviser to the EU and has worked regularly for the Organisation for Economic Co-operation and Development (OECD) and the International Monetary Fund (IMF).

He has recently worked as a specialist adviser to the Select Committees on Economic Affairs and Digital Skills in the House of Lords. He has also been a special adviser to ministers on education, skills and science policy at the Department for Innovation, Universities and Skills, and a senior adviser at HM Treasury and in the Departments for Education and Communities and Local Government. He writes regularly for Wonkhe, the Times Education Supplement, the Times Higher Education magazine and The Guardian.

## BENOÎT NADLER



Deputy Head of the Policy  
Development and Economic  
Analysis Unit, Directorate-General  
for Regional and Urban Policy,  
European Commission

Email: [Benoit.NADLER@ec.europa.eu](mailto:Benoit.NADLER@ec.europa.eu)  
Phone: +32 460 75 24 30

Civil engineer graduated from Ecole Nationale des Ponts et Chaussées, Benoît Nadler is a former senior civil servant of the French administration, ministry of civil works. He joined the European Commission in 2003, at the Directorate-General for Regional and Urban Policy and has since held different positions, alternating conceptual and operational functions, notably in charge of implementing cohesion policy programmes in Romania, Poland and Hungary. He's currently deputy head of the policy development and economic analysis unit.

# FLORENCE HENNART



EU Directorate of Regional and Urban Policy - Economist,  
Department of Economic Policy,  
Region of Wallonia

Email: [florence.hennart@spw.wallonie.be](mailto:florence.hennart@spw.wallonie.be)  
Phone: +00 32 474 43 00 86

As an economist Attaché in the Department of Economic Policy in the Region of Wallonia, Florence Hennart provides economic analysis, development, and evaluation of public policies, the forecasting, evaluation, and implementation of European policies in Wallonia, such as the 2020 European Strategy and National Reform Programme, business and industrial policies, innovation policy and smart specialization strategy, EU multiannual budget, among others. She also supports cabinet ministries in preparing materials for the European Councils, creating economic policies, and represents Wallonia at European forums and networks. Prior to joining the Public Service of Wallonie in 2001, she worked as a researcher at the Université Libre de Bruxelles.

# WOLFGANG MÖSSINGER



German Consul General,  
German Consulate, Chicago

Email: [l@chic.auswaertiges-amt.de](mailto:l@chic.auswaertiges-amt.de)  
Phone: (312) 687 0670

Wolfgang Mössinger is Consul General of the Federal Republic of Germany for the Midwest, based in Chicago. After school and military service he studied German, French and History at the Albert-Ludwigs-University in Freiburg. He joined the Federal Foreign Office in 1987. His first postings abroad were Dakar, Helsinki and Moscow. From 2008 to 2012 he was Consul General in Edinburgh, from 2012 to 2015 Deputy Ambassador in Baku, from 2015 to 2019 Consul General in Dnipro (Eastern Ukraine). On July 1, 2019 he joined the Consulate General in Chicago.

Since taking office in Chicago, he has focused on deepening business links, scientific, and academic exchanges, joint cultural projects, and most importantly, long-standing personal ties.

# HÉLÈNE LAUERIERE



Policy Analyst, Policy Development  
and Economic Analysis unit,  
Directorate-General for Regional  
and Urban Policy, European  
Commission

Email: [Helene.Laueriere@ec.europa.eu](mailto:Helene.Laueriere@ec.europa.eu)  
Phone: +32.486.97.30.10

Hélène Lauerière has been working for the European Commission, Directorate-General for Regional and Urban Policy, since 1994. She held various positions, negotiating and implementing cohesion policy programmes in France, Belgium and Luxembourg, dealing with the Commission's/DG REGIO's interinstitutional relations with the European Parliament and other European bodies, assisting the Director in charge of the Policy Directorate, before joining the policy development and economic analysis unit. She graduated from the Political Sciences Institute of Paris.

# JOHN MORGAN



Deputy News Editor,  
Times Higher Education

Email:  
[John.Morgan@timeshighereducation.com](mailto:John.Morgan@timeshighereducation.com)  
Phone: + 44 020 3963 4655

John Morgan is the deputy news editor. He reports on politics and government policy, higher education funding, university governance and private provision in the sector.

He completed a PhD in English literature at the University of Leeds before spending three years as a reporter at the Cambridge News, where he was health correspondent.

John was winner of the outstanding higher education journalism category at the 2018 CIPR Education Journalism Awards.

# MIDWEST STUDY TOUR AGENDA



# DAY 1 AND DAY 2 AGENDAS

## DAY 1: SUNDAY, NOVEMBER 6, 2022

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All Day	Travel to Pittsburgh, PA Participants arrive per individual itineraries and transfer to the hotel
	<b>Hotel Check-In</b> Mansions on Fifth 5105 Fifth Ave, Pittsburgh, PA 15232
	Dinner on your own

## DAY 2: MONDAY, NOVEMBER 7, 2022

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8:30am-9:15am	Bus tour of Oakland and Hazelwood Green, Arrive at Mill 19
9:30am-10:30am	Story of Pittsburgh Presentation
10:30am-11:30am	Carnegie Mellon University Presentation on Advanced Manufacturing, Robotics, and AI
11:30am-12:00pm	Mill 19 Tour
12:00pm-12:45pm	Bus Tour of South Side Works and Historic South Side
12:45pm-1:45pm	Lunch in Downtown Pittsburgh
1:45pm-2:30pm	Walking tour of Downtown
2:45pm-3:45pm	Regional Economic Strategy Presentation at Allegheny Conference
3:45pm-4:45pm	Small Towns and Communities Left Behind Project Presentation
4:45pm-5:15pm	Board Bus and Return to Mansions on Fifth hotel
7:00pm	Dinner on your own (Mt. Washington recommended)
Overnight in Pittsburgh - Mansions on Fifth	

DAY 2: NOVEMBER 7, 2022

## STORY OF PITTSBURGH

9:30am-10:30am

### Location: Mill 19, Hazelwood Green

Hazelwood Green is the site of a former steel mill. During World War 2, the amount of steel produced at Hazelwood made it one of the most heavily guarded pieces of infrastructure in the United States, such was its importance. At its peak in the postwar period, roughly 12,000 people worked at the mill, giving life to the surrounding neighborhoods. From the 1960's onward, production and employment steadily declined, to the mill's ultimate closing in 1997. The site was incorporated into the area's urban riverfront plan in the early 2000s, with environmental remediation taking place until 2015. Since 2018, the site has been publicly accessible for the first time in 100 years. It has bike and pedestrian paths, an advanced robotics lab operated by the local university, and recreational infrastructure is being added over time. Mill 19 at Hazelwood Green is ushering in a new era of manufacturing, research and development, with a focus on A.I., automation, robotics and other innovations.

### Discussants

#### Don Carter



Don Carter, FAIA, FAICP, LEED AP, was appointed the David Lewis Director of Urban Design and Regional Engagement of the Remaking Cities Institute, Carnegie Mellon University (CMU), in July 2009. He also teaches in the Master of Urban Design program in the School of Architecture. Prior to joining Carnegie Mellon University, Don was President of Urban Design Associates (UDA) where he led many of UDA's most complex projects, drawing upon his broad international experience as an architect, urban designer, and developer.

#### Ray Gastil



Ray Gastil holds the David Lewis/Heinz Endowments Directorship of Urban Design and Regional Engagement. In this role, he directs the Remaking Cities Institute (RCI) and teaches architecture, urban design, policy, and planning. Research, talks, publications, and program focus areas include mobility and urban design, adaptive reuse and resilient regionalism, the impact of changing patterns of work on cities, towns, and regional centers, community engagement, and health, planning and equity.

DAY 2: NOVEMBER 7, 2022

## CARNEGIE MELLON RESEARCH PANEL

10:30am-11:30am

Location: Mill 19, Hazelwood Green

### Discussants

#### Matthew Johnson-Roberson



Matthew Johnson-Roberson is the Director of the Robotics Institute at Carnegie Mellon University. His research focuses on developing robotic systems capable of operating in complex dynamic environments, and he expands and improves the perceptual capabilities of autonomous systems.

#### Gary Fedder



Gary Fedder is the Faculty director of Carnegie Mellon University's Manufacturing Futures Institute (MFI) and the Howard M. Wilkoff Professor of Electrical and Computer Engineering (EECS).

#### Ira Moskowitz



Ira Moskowitz is the Chief Executive Officer of the Advanced Robotics for Manufacturing (ARM) Institute, a national, government-funded consortium of over 360 organizations representing the U.S. robotics industry.

DAY 2: NOVEMBER 7, 2022

## **SOUTH SIDE WORKS, HISTORIC SOUTH SIDE, AND LUNCH IN DOWNTOWN PITTSBURGH**

12:00pm-1:45pm

Locations: South Side Works, Historic South Side Neighborhood, and Alihan's

**Discussant**

**Bill Peduto**



Bill Peduto is the former Mayor of Pittsburgh (2014 to 2022). Prior to his election as Mayor, he served on the Pittsburgh City Council for 12 years. Previously, he ran a political consulting firm that supported democratic candidates. He also served as the chief of staff to former councilman and congressional candidate Dan Cohen. After leaving office in January 2022, he joined Carnegie Mellon University's Heinz College of Information Systems and Public Policy as a Distinguished Executive in Residence.

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## **DOWNTOWN PITTSBURGH WALKING TOUR**

1:45pm-2:30pm

Location: Downtown Pittsburgh

**Discussant**

**James Hill**



James Hill is the Director of Constituent Services of the Pittsburgh Downtown Partnership (PDP). His focus is leading the PDP's business outreach and membership efforts to create a stronger, more resilient business community in Downtown Pittsburgh. Before coming to the PDP, Mr. Hill began his career with the City of Pittsburgh in the Administration of former Mayor Bill Peduto where he served for two terms as the Executive Assistant to the Mayor. In that role, he managed public events, coordination of mayoral ceremonies and correspondence, special projects, and City social media and press. He is a graduate of Point Park University.

DAY 2: NOVEMBER 7, 2022

## PITTSBURGH REGION ECONOMIC DEVELOPMENT STRATEGY

2:45pm-3:45pm

### Location: Allegheny Conference Offices

The Allegheny Conference on Community Development is the sole organization committed to improving the Pittsburgh region's economic future and quality of life. They bring together public and private sector leaders across Pittsburgh to define and communicate a regional vision, build partnerships and mobilize action to advance a shared vision for the future. Launched in 2020, their current 10-year plan, *Next Is Now: A 10-Year Vision of Vitality for the Pittsburgh Region*, is an inspiring, comprehensive and audacious vision for the future of the Pittsburgh region. View their 2021 work that will continue to advance this vision.

### Discussants

#### Bill Flanagan



Bill Flanagan serves as Chief Corporate Relations Officer for the Allegheny Conference on Community Development and its affiliated regional development organizations: The Greater Pittsburgh Chamber of Commerce, the Pennsylvania Economy League of Greater Pittsburgh LLC and the Pittsburgh Regional Alliance. In this role, Bill supports institutional advancement, investor relations and membership programming across the organization, and works with public and private sector partners to improve the economy and quality of place across the ten-county Pittsburgh region.

#### Vera Krekanova



Vera Krekanova is the Chief Strategy and Research Officer for the Allegheny Conference on Community Development. She serves as a member of the leadership team, playing a key role in the development of economic development strategies and interventions. Vera is directly responsible for developing, monitoring and evaluating regional economic development agendas. She leads the organization's think tank, the PA Economy League of Greater Pittsburgh, which generates robust evidence and strategic insights for the board and internal C-level decision-makers and provides thought leadership on regional economic development issues.

#### Oliver Beasley



Oliver Beasley is Director of Community Development at the Allegheny Conference on Community Development. Prior to that he worked in the Office of Pittsburgh Mayor Bill Peduto as a policy analyst and community affairs liaison. Oliver has Master of Public Administration from Villanova University and a Bachelor of Business Administration from Slippery Rock University of Pennsylvania.

DAY 2: NOVEMBER 7, 2022

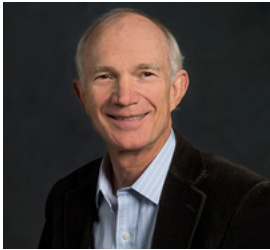
## SMALL TOWNS AND COMMUNITIES LEFT BEHIND PROJECT

3:45pm-4:45pm

Location: Allegheny Conference Offices

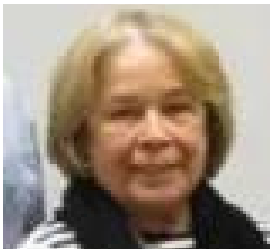
### Discussants

#### Rick Stafford



Rick Stafford has been a Heinz College Distinguished Service Professor of Public Policy since 2006. Prior to his Heinz appointment, Stafford was Chief Executive Officer of the Allegheny Conference on Community Development. Prior to his Conference tenure, he served as Secretary of Legislative Affairs and Chief of Staff in the cabinet of Pennsylvania Governor Dick Thornburgh. Previously to his service in state government, he served as Special Assistant to the Executive Director of the Port Authority of Allegheny County (the public transportation system), a Research Associate in the Urban Systems Institute at Carnegie Mellon, and a System Analyst at Westinghouse Research Labs.

#### Rita Resick



Rita Resick is a partner in Laurel Vista, Inc., a 400+ acre farm in the rural highlands of Somerset County, Pa. Until its sale in 2000, Rita was owner and President of Farr Communications, Inc., owner and operator of an AM and FM radio station combination licensed and serving the Pa. communities of the Mid Mon Valley. Prior to that, she was Vice President of Finance and Administration and Chief Financial Officer of Medrad, Inc., a medical device manufacturer headquartered in Warrendale PA, now a part of Bayer HealthCare.

#### Sara Maillacheruvu



Sara Maillacheruvu is a master's student in public policy and data analytics at Carnegie Mellon University. Sara is a key member of a CMU research team developing an online and mobile asset mapping application called AssetMappr. The app builds a data base of input direct from citizens and enables regular updating of community input over time. The input gathered will help community leaders make decisions on investments and policies. Version 1 of the AssetMappr tool (web and mobile) are ready and are currently being piloted in Monongahela, PA, and Uniontown, PA.

# DAY 3: TUESDAY, NOVEMBER 8, 2022

## AGENDA

### DAY 3: TUESDAY, NOVEMBER 8, 2022

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9:00am-9:15am	Hotel Check Out, Board Van
9:15am-10:00am	Travel to Carrie Blast Furnaces National Historic Landmark
10:00am-12:00pm	Tour Rivers of Steel - Carrie Blast Furnaces, Industrial Site Redevelopment Presentation – Discussion of Former Steel Town Challenges
12:00pm	Lunch and Travel to Erie, Pennsylvania
3:00pm-5:00pm	Erie County Economic History and "Moving Erie Forward: Infinite Erie" Economic Development Strategy Presentation and Discussion
5:00pm-7:00pm	Lavery Brew Pub "The Bunker" Meet and Greet with Jefferson Civic Leadership Academy 2022 Cohort

Overnight in Erie, PA  
Sheraton Erie Bayfront Hotel  
55 W Bay Rd  
Erie, PA

DAY 3: NOVEMBER 8, 2022

## RIVERS OF STEEL TOUR

10:00am-12:00pm

### Location: Carrie Blast Furnaces National Historic Landmark

A remnant of the once massive, legendary U.S. Steel Homestead Steel Works, the Carrie Blast Furnaces are a vestige of Pittsburgh's 20th-century domination of the steel industry. Towering 92 feet over the Monongahela River, constructed of 2.5" thick steel plate and lined with refractory brick, Carrie Furnaces #6 and #7 are extremely rare examples of pre-World War II iron-making technology. Since the collapse of the region's steel industry in the 1970s and 1980s, these are the only non-operative blast furnaces in the region that remain.

### Discussants

#### Augie Carlino



August R. Carlino is the president and chief executive officer of the Rivers of Steel Heritage Corporation, based in Homestead, Pennsylvania. Mr. Carlino graduated from the University of Pittsburgh with dual majors in political science and rhetoric and communications, with minor concentrations in history and mathematics. He worked as a Legislative Director to Pittsburgh's former Congressman William J. Coyne, and lobbied for Jones Day, where he led several government relations initiatives for the firm's clients in the fields of taxation, banking, environment, urban affairs, and foreign affairs. He has worked with President Bill Clinton and President George W. Bush on conservation and historic preservation initiatives.

#### Lance Chimka



Lance Chimka is Director of Allegheny County Economic Development. He leads the county agency responsible for business expansion, community development, planning, real estate development and affordable housing projects for the county. Previously, he was Regional Director of the Governor's Action Team within the Pennsylvania Department of Community and Economic Development. Prior, he worked at Allegheny County Economic Development. Lance holds a BS in business administration and finance from The Catholic University of America and an MS in public policy and management from Carnegie Mellon University in Pittsburgh.

#### Timothy White



Timothy White is Senior Vice President, Development, at the non-profit Regional Industrial Development Corporation (RIDC). RIDC is a major force in economic development in Southwestern Pennsylvania, transforming properties that were a part of the region's past into homes for companies that are driving the economy of the future, ranging from robotics to manufacturing, from home-grown start-ups to large multi-national corporations.

DAY 3: NOVEMBER 8, 2022

## MOVING ERIE FORWARD: INFINITE ERIE

3:00pm

### Location: Jefferson Educational Society

As a nonprofit think tank, the Jefferson Educational Society of Erie was founded in 2008 to promote civic enlightenment and drive community progress for the Erie Region through the study, research, and discussion of ideas and events that have influenced the human condition. The Jefferson ensures the preservation of the past for study and examines key lessons to better build the future of our region, and through the exploration of contemporary issues facing our region and nation, the Jefferson serves as a platform of discussion and a vehicle for progress to enhance the civic future of the Erie Region.

### Discussants

#### Ferki Ferati



Dr. Ferki Ferati has been with The Jefferson Educational Society since its founding in 2008. Dr. Ferati began his work at the Jefferson serving first as the think tank's Director of Research and Operations but was quickly promoted to Executive Director in 2009 and then to Vice President in 2013. In February 2017, the Jefferson Board of Trustees unanimously confirmed his appointment to become the organization's President, and the presidential transition was finalized in June 2017.

#### Judy Lynch



Dr. Judith Lynch has been a board member of the Jefferson Educational Society since its inception and served as its first chair. From 2004 to 2017, Dr. Lynch served as Associate Professor of Political Science and History at Mercyhurst University. From 2002 to 2004 Lynch taught at Allegheny College and was part of the Civic Engagement Institute.

# DAY 4: WEDNESDAY, NOVEMBER 9, 2022

## AGENDA

### DAY 4: WEDNESDAY, NOVEMBER 9, 2022

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9:30am-10:00am	Travel to Penn State Behrend Campus
10:00am-11:30am	Northwest PA Innovation Beehive Network: Innovation Commons
11:30am-12:30pm	Tour of Parade Street, Stop at Donjon Shipbuilding and Repair LLC
12:30pm-1:30pm	Lunch Stop - Erie County Redevelopment Authority: Ironworks Square Project
1:30pm-2:30pm	Institute for Health and Cyber Knowledge (I-HACK) at Gannon University
2:30pm-3:15pm	Coffee Stop at Flagship City Food Hall, Discussion with Erie Downtown Development Corporation
3:15pm-5:15pm	Return to Hotel / Rest / Get Ready for Evening
5:15pm-5:30pm	Travel to Evening Reception
5:30pm-7:30pm	Dinner Reception at Erie Club with Erie Chamber and Growth Partnership and Erie Forwards Investors
7:30pm-9:00pm	Global Summit Event at Gannon University's Yehl Room Waldron Campus Center 124 West 7th Street, Erie, PA

Overnight in Erie - Sheraton Erie Bayfront Hotel

DAY 4: NOVEMBER 9, 2022

## NORTHWEST PA INNOVATION BEEHIVE NETWORK

10:00am-11:30am

### Location: Penn State Behrend

Since its inception in 2014, the Northwest Pennsylvania Innovation Beehive Network has enhanced the business expansion and development in the Erie Area. The Beehive is made up of five grant-funded centers that collaborate to encourage small business growth. The centers work together to form the hive network, while location operates in its own specialized area of expertise.

By exercising the individual talents of Erie County Public Library, Penn State Behrend, Edinboro University, Gannon University, and Mercyhurst University, the Innovation Beehive can offer assistance in all areas of business development. Originally launched by the Ignite Erie Grant at Penn State Behrend, the NWPA Innovation Beehive has expanded to other regional universities. The network has acquired more than three million dollars in funding and matched commitment to support the Beehive's continued enhancement of small business growth—crucial to both increased employment opportunities and economic progress throughout Northwest Pennsylvania.

### Discussants

#### Jake Marsh



Jacob Marsh is the Industrial Relations Coordinator at Penn State Behrend. In this role, he manages the Ignite Erie Industry and University Business Acceleration Collaborative, as well as the Penn State Behrend Innovation Commons, Planning and Oversight of the NWPA Innovation Beehive Network. He develops and implements the strategies for growing and tracking relationships with industry and other external organizations, as well as identifies and pursues funding opportunities. Previously, he was the Grant Coordinator for the Ignite Erie Industry+University Collaborative, where he tracked funding and metrics.

#### Ralph Ford



Dr. Ralph Ford, chancellor of Penn State Behrend, has more than 25 years of leadership experience in higher education and industry. As Behrend's chief academic and administrative officer, Dr. Ford has responsibility for all teaching, research, and outreach activities of the college as well as overall campus operations, including planning, human resources, enrollment management, strategic communications, development and alumni relations, and intercollegiate athletics.

DAY 4: NOVEMBER 9, 2022

## ERIE REDEVELOPMENT AUTHORITY IRONWORKS SQUARE PROJECT

12:30pm-1:30pm

Location: Ironworks Square

Erie Redevelopment Authority facilitates retention and creation of jobs and increases prosperity in the Erie region while building the economic development infrastructure through the acquisition, development and redevelopment of real estate in Erie County and through grant and lending opportunities to businesses and municipalities.

### Tina Mengine



Tina Mengine has been CEO of the Erie County Redevelopment Authority since 2019 and is leading the authority's transition into an innovative, progressive and robust organization focused on meeting the needs of businesses, workers and the community. Her notable career in the public sector has been focused on creating a stronger, more vibrant community and includes serving as regional director of the Governor's Action Team through the Department of Community and Economic Development; vice president for University Advancement for Edinboro University of Pennsylvania and chief of staff for both a U.S. Representative and former City of Erie mayor.

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## INSTITUTE FOR HEALTH AND CYBER KNOWLEDGE (I-HACK)

1:30pm-2:30pm

Location: Gannon University

Gannon University's Institute for Health and Cyber Knowledge, or I-HACK, is a six-story, 100,000-square-foot facility that serves as the global headquarters for academia and industry to design, integrate and protect cybernetic intelligence and data systems worldwide.

### Brad Gleason



Brad Gleason is the Director of Entrepreneurial Operations at Gannon University. Brad's role in Erie Technology Incubator (ETI) is to identify critical next steps for ETI businesses and facilitate the success of key milestones. He sees the rich ETI tapestry of space, programming, 1-on-1 strategic planning, mentor teams of local and national experts laying a framework for local companies to thrive and his role is to optimize the offerings to propel jobs, business growth and new collaborations.

DAY 4: NOVEMBER 9, 2022

## GLOBAL SUMMIT 2022

### REJUVENATING INDUSTRIAL HEARTLANDS: KEY TO HEAL POLARIZED POLITICS AND STRENGTHENING WESTERN DEMOCRACY

7:30pm - 9:00pm

**Location:** Gannon University Yehl Room  
Waldron Campus Center  
124 West 7th Street  
Erie, Pennsylvania

Jefferson Educational Society invites speakers from around the world to speak on a broad range of globally important issues each year as part of our Global Summit Speaker Series. Study tour members will join John Austin in sharing industrial heartland transformation strategies at the [Global Summit 2022](#).

**Speakers:** John C. Austin and Study Tour Panelists:

- Andy Westwood
- Florence Hennart
- Benoît Nadler
- Tiziana Dell'Olmo
- Michael Schwarze-Rodrian

# DAY 5: THURSDAY, NOVEMBER 10, 2022

## AGENDA

### DAY 5: THURSDAY, NOVEMBER 10, 2022

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7:30am	Hotel Check Out, Depart for Cleveland, Ohio
9:30am	Arrive at Nottingham Spirk for Breakfast
9:45am-10:30am	Cleveland's Economic Development History
10:30am-11:30am	Tour of Nottingham Spirk
11:30am-12:00pm	Travel to MAGNET
12:00pm-1:00pm	Working Lunch with TeamNEO Discussion on Electric Vehicles
1:00pm-1:45pm	Tour of MAGNET Facilities
1:45pm-2:15pm	Travel to Greater Cleveland Partnership
2:15pm-2:45pm	Overview of All-In plan led by Greater Cleveland Partnership
2:45pm-3:30pm	Tour of Playhouse Square, Theatre
3:30pm-6:30pm	Travel to Dearborn, Group Dinner / Dinner Stop at Tony Packo's

Overnight in Dearborn, Michigan

Dearborn Inn

2301 Oakwood Blvd

Dearborn, MI

DAY 5: NOVEMBER 10, 2022

## CLEVELAND'S ECONOMIC DEVELOPMENT HISTORY AND NOTTINGHAM SPIRK TOUR

10:00am-11:30am

Location: Nottingham Spirk

Nottingham Spirk is an established leader in disruptive innovation, partnering with companies to create thriving new business innovations that propel economic growth. Since 1972, they have served as a beacon of innovation for organizations pursuing uncharted territory to accelerate growth and improve life experiences.

### Discussants

Baiju Shah



Baiju R. Shah is the President & CEO of Greater Cleveland Partnership, the region's leading economic development organization and with over 12,000 members, the largest metropolitan chamber of commerce in the nation.

Prior to GCP, Shah served as the Senior Fellow for Innovation at The Cleveland Foundation, the world's first community foundation with assets of \$2.8 billion, where he catalyzed economic growth initiatives including leading the Cleveland Innovation Project. Previously, Shah was the CEO of BioMotiv and co-leader of The Harrington Project for Discovery & Development, a national drug development initiative. Prior to that, he was CEO and co-founder of BioEnterprise, an accelerator and industry growth initiative formed with Cleveland Clinic, Case Western Reserve University, and University Hospitals of Cleveland.

Jeff Epstein



Jeff Epstein is the Director of MidTown Cleveland, a 501(c)(3) economic and community development organization that serves the area between downtown Cleveland and University Circle. Jeff also serves as director of the Cleveland Health-Tech Corridor, an umbrella effort to attract innovative health-tech and high-tech businesses to the area. In his roles with MidTown and the Health-Tech Corridor, he is responsible for marketing, strengthening and redeveloping the neighborhood, attracting and assisting business growth and connecting the business and residential community.

DAY 5: NOVEMBER 10, 2022

## TEAMNEO DISCUSSION AND MAGNET TOUR

12:00pm-1:45pm

### Location: Manufacturing Advocacy Growth Network (MAGNET)

MAGNET is a manufacturing consulting firm. Their industry-specific engineering, strategic growth, and go-to-market expertise help manufacturers achieve excellence in products and processes. From market research and product introductions to lean operations and sales management, our Growth Advisors work hand-in-hand with your organization to achieve growth goals.

### Discussants

Leah Epstein



Leah Epstein is the Vice President of Engagement at MAGNET: Manufacturing Advocacy and Growth Network in Cleveland, Ohio. She came there from the University of Cleveland Hospital, where she worked for six years as a Development and Campaign Communications Manager and as Senior Development Communications Specialist.

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## CLEVELAND REGIONAL ALL-IN PLAN FOR ECONOMIC AND PHYSICAL DEVELOPMENT

2:15pm-2:45pm

### Location: Greater Cleveland Partnership

Greater Cleveland Partnership (GCP) is the region's leading economic development organization and with over 12,000 members, the largest metropolitan chamber of commerce in the nation. Guided by a board of corporate and entrepreneurial CEOs, the organization focuses on strategic initiatives, business services, and advocacy to build a vibrant business environment and region for small businesses, middle-market companies and global corporations.

Baiju Shah



Baiju R. Shah is the President & CEO of Greater Cleveland Partnership, the region's leading economic development organization and with over 12,000 members, the largest metropolitan chamber of commerce in the nation.

# DAY 6: FRIDAY, NOVEMBER 11, 2022

## AGENDA

### DAY 6: FRIDAY, NOVEMBER 11, 2022

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7:15am	Leave Hotel, Travel to Ann Arbor, MI
8:30am-9:00am	Breakfast at Pendleton Room, Michigan Union, University of Michigan 530 S State St, Ann Arbor, MI 48109
9:00am-9:10am	Welcome Remarks for Engaging Heartland Residents: Rebuilding Pride, Ownership & A Brighter Future
9:10am-10:30am	Session 1: What Do We Know About the Attitudes, Needs & Priorities of Heartland Residents? How Do Leaders Meet Them?
10:35am-12:25pm	Session 2: Perspectives on Effectively Catalyzing and Supporting Community Economic Change - Transatlantic Perspectives
12:25pm-12:40pm	Remarks & Reflections: Congressman Ro Khanna
12:40pm-1:25pm	Lunch and Panel: US, German East and West Reflections on Economic Structural Change & People
1:25pm	Closing Remarks
1:30pm-2:00pm	Transition to Kuenzel Room (First Floor, Michigan Union)
2:00pm-4:00pm	In-Person Facilitated Work Session
4:30pm-5:00pm	Walking Tour - University of Michigan Central Campus Highlights
5:00pm - 7:00pm	Dinner Reception at Casa Dominicks
7:00pm	Return to Dearborn Inn
Overnight in Dearborn - Dearborn Inn	

DAY 6: NOVEMBER 11, 2022

## WELCOME AND OPENING REMARKS

9:00am-9:10am

Location: Pendleton Room, Michigan Union, University of Michigan

### Discussants

John Ciorciari



John D. Ciorciari is a professor of public policy and director of the International Policy Center and Weiser Diplomacy Center at the Gerald R. Ford School of Public Policy, University of Michigan. His research focuses on international law and politics in the Global South. He is the author of *Sovereignty Sharing in Fragile States* (forthcoming from Stanford University Press 2021) and co-editor with Kiyoteru Tsutsui of *The Courteous Power: Japan and Southeast Asia in the Indo-Pacific Era* (forthcoming from the University of Michigan Press). He is also the author of *The Limits of Alignment: Southeast Asia and the Great Powers since 1975* (Georgetown University Press 2010) and co-author with Anne Heindel of *Hybrid Justice: The Extraordinary Chambers in the Courts of Cambodia* (University of Michigan Press 2014). Ciorciari has been an Andrew Carnegie Fellow, an Asia Society Fellow, a postdoctoral fellow at Stanford, a policy official in the U.S. Treasury Department's Office of International Affairs, and an associate at the international law firm of Davis Polk & Wardwell. He holds a BA and JD from Harvard and an MPhil and DPhil from Oxford, where he was a Fulbright Scholar.

John C. Austin



John Austin is the former President of the Michigan State Board of Education. Austin directs the Michigan Economic Center a center for ideas and network-building to advance Michigan's economic transformation. He also serves as a Non-Resident Senior Fellow with the Brookings Institution, the Chicago Council on Global Affairs, and the Upjohn Institute where he leads these organizations efforts to support economic transformation in the American Midwest. Mr. Austin also Lectures on the Economy at the University of Michigan.

DAY 6: NOVEMBER 11, 2022

## SESSION 1: HOW LEADERS CAN MEET THE ATTITUDES, NEEDS, AND PRIORITIES OF HEARTLAND RESIDENTS

9:10am-10:30am

Location: Pendleton Room, Michigan Union, University of Michigan

### Discussants

Facilitator: John C. Austin

Remarks by Fiona Hill



Fiona Hill is a senior fellow in the Center on the United States and Europe in the Foreign Policy Program at Brookings Institution. She recently served as deputy assistant to the president and senior director for European and Russian affairs on the National Security Council from 2017 to 2019. From 2006 to 2009, she served as national intelligence officer for Russia and Eurasia at The National Intelligence Council. She is the Author of “There is Nothing for You Here: Finding Opportunity in the 21st Century” and coauthor of “Mr. Putin: Operative in the Kremlin” (Brookings Institution Press, 2015).

Florian Ranft



Florian Ranft is Member of the Management Board and Head of Green New Deal and focuses on inclusive growth and the future of work at Das Progressive Zentrum. In previous capacities, he was Head of Policy and International at Policy Network, and a former Senior Research Analyst at the Centre for Progressive Policy, both think tanks based in London. Previously, he was a researcher and lecturer in political sociology and international relations at the Universities of Frankfurt and Greifswald.

Rachel Wolf



Rachel Wolf is a Founding Partner at Public First, leading the agency’s policy work. Rachel co-authored the Conservative Party’s Election Manifesto in 2019. Previously she was education and innovation adviser to the Prime Minister at 10 Downing Street, and Senior Vice President for technology company Amplify in New York City. She founded and ran the New Schools Network – the charity that helped develop and implement the Government’s free schools programme. Rachel has written for national think tanks and most major news outlets. Rachel began her career as an adviser to the Conservative Party and to Boris Johnson on his early campaigns.

## Robin Johnson



Robin Johnson has been a part-time faculty member at Monmouth College, Illinois since 2000 and works as a political, governmental relations and public policy consultant. He chose to work in government and politics because he still believes in the power of government to make a positive impact on people's lives. Robin also hosts a radio show and podcast on several public radio stations in the Midwest, Heartland Politics.

## Robert Leonard



Bob Leonard is Special News Editor for KNIA KRLS radio in Knoxville, Pella, and Indianola, where he coordinates news and hosts special programming. He is the author of "Deep Midwest," (2019), a collection of poetry and essays. He has contributions in the volumes "Letters to a Young Iowan," and "Iowa, the Definitive History: Classics and Contemporary Readings by Iowans About Iowa." He has also written for the New York Times, TIME, USA Today, Civil Eats, the Des Moines Register, the Wapsipinicon Almanac, Edible Iowa, Salon.com, the Hill, and many more.

## Tracie Potts



Tracie Potts is the Eisenhower Institute's Executive Director, having spent three decades as an award-winning broadcast journalist, most recently as senior Washington Correspondent for NBC News Channel, the affiliate service of NBC News. Based on Capitol Hill, she covered four Presidential administrations, Congress and the federal government for 200+ local morning news programs, MSNBC, CNBC and foreign news organizations. She joined Gettysburg College with a wealth of media experience focused on public policy, along with years of educational advocacy for and with students.

## Kat Manchester



Kat Manchester is a freshman at Gettysburg College, double majoring in Public Policy and Sociology. Kat has engaged in competitive programs facilitated by St. John's College, The Bill of Rights Institute, and The Heritage Foundation. She found her love of policy by competing in Speech and Policy Debates, ranking regionally and nationally. She co-founded a club to teach other students about public policy. Her interests lie in the fields of education policy and family units.

Mason Clark



Mason Clark is a Junior at Gettysburg College. He is double majoring in International Relations and Political Science, with a Minor in East Asian Studies (Chinese track). Academically, he is most interested in studying emerging economies and conflict affected regions. He has been drawn to China because of the country's modern history and impact on global geopolitics. He hopes to contribute to American foreign policy as a foreign service member.

Nick Silvis



Nicholas Silvis is a senior at Gettysburg College double majoring in Mathematical Economics and Public Policy with a minor in Environmental Studies. His research focuses on environmental economics and the role of the environment in shaping the development of societies. Using applied econometric techniques, and methods from climate science, remote sensing, and political science, he studies the impact of climate change and the development of green infrastructure on both the development of countries and the revitalization of communities.

Tom Cassara



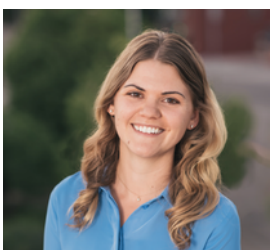
Tom Cassara is a senior at Gettysburg College studying both Philosophy and Public Policy, with Minors in both Sociology and Peace & Justice Studies. Tom's fields of study are primarily centered around poverty, nutrition, ethics, extremism, and genocide. He hopes to find ways to improve America's education and social welfare programs to stop extremism before it starts. In his free time Tom enjoys singing on stage and running Dungeons & Dragons games for his friends.

Lukas Hagen



Lukas will graduate with a Masters in Public Policy from the University of Michigan in May 2023. His focus has been in internationally comparative local politics and policies. Before contributing to the Transforming Industrial Heartlands Initiative, he interned with the German Marshall Fund on their Cities Fortifying Democracy project. Before returning to academia in 2021, he worked for Habitat for Humanity of Metro Denver, after graduating from Michigan State University with a degree in urban and regional planning.

Chelsea Gaylord



Chelsea Gaylord is an intern for the Transforming Industrial Heartlands Initiative and a Master in Public Policy candidate at the University of Michigan with a focus on community and economic development policy and comparative international models. Prior to this role, she served as Senior Economic Development Specialist for the City of Colorado Springs where she led COVID-19 response and recovery, entrepreneurship support, equitable redevelopment, and other community investment initiatives. She has also worked with various stage startups across the U.S. and served as a Peace Corps Volunteer in Uganda where she founded a nation-wide program to support young Ugandan entrepreneurs.

DAY 6: NOVEMBER 11, 2022

## SESSION 2: PERSPECTIVES ON EFFECTIVELY CATALYZING AND SUPPORTING COMMUNITY ECONOMIC CHANGE

10:35am-12:25pm

Location: Pendleton Room, Michigan Union, University of Michigan

### Discussants

Facilitator: Andy Westwood



Andy Westwood is Professor of Government Practice and Vice Dean for Social Responsibility in the Faculty of Humanities at the University of Manchester. He is a Visiting Professor of Further and Higher Education at the University of Wolverhampton and a Governor at the National Institute of Economic and Social Research. He is also an expert adviser to the EU and has worked regularly for the Organisation for Economic Co-operation and Development (OECD) and the International Monetary Fund (IMF).

Randy Thelen



Randy Thelen is the President and CEO of the Right Place, where he leads economic development strategy through collaboration with local, State, and national organizations and stakeholder. His role is central to the organizations core work of business retention, expansion and attraction within the community, where aligning with the Right Place's mission of driving sustainable economic growth and shared prosperity fall for all in the Greater Grand Rapids Region.

Tiziana Dell'Olmo



Tiziana is the Head of the Unit for Integration for the Directorate for Regional Competitiveness, Piemonte Region. She is responsible for promoting integrated and cross-sector measures to support innovation. Prior to her current role, she worked as a policy officer in the Research and Innovation Unit, designing and implementing R&D schemes.

Florence Hennart



As an economist Attaché in the Department of Economic Policy in the Region of Wallonia, Florence Hennart provides economic analysis, development, and evaluation of public policies, the forecasting, evaluation, and implementation of European policies in Wallonia, such as the 2020 European Strategy and National Reform Programme, business and industrial policies, innovation policy and smart specialization strategy, EU multiannual budget, among others. She also supports cabinet ministries in preparing materials for the European Councils, creating economic policies, and represents Wallonia at European forums and networks.

Sandra Hannig



Sandra Hannig is a Policy Analyst and Project Manager with the OECD Center for Entrepreneurship, SMEs, Regions and Cities (CFE). She manages an OECD initiative on Regions in Industrial Transition and generally works at the intersection of governance, strategic planning and innovation for local and regional development.

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## SESSION 3: REMARKS & REFLECTIONS BY CONGRESSMAN RO KHANNA

12:25pm-12:40pm

Location: Pendleton Room, Michigan Union, University of Michigan



Representative Ro Khanna is a leading progressive voice in the US House of Representatives working to democratize the digital economy, bring advanced manufacturing jobs to factory towns, and advance U.S. leadership on climate, human rights, and diplomacy around the world. Khanna is in his third term representing California's 17th Congressional District, located in Silicon Valley. Among other appointments, he chairs the Environmental Subcommittee. He is the author of two books, "Dignity in the Digital Age: Making Tech Work for All of Us" and "Entrepreneurial Nation: Why Manufacturing is Still Key to America's Future".

DAY 6: NOVEMBER 11, 2022

## SESSION 4: GERMAN EAST & WEST REFLECTIONS ON ECONOMIC STRUCTURAL CHANGE & PEOPLE

12:40pm-1:25pm

Location: Pendleton Room, Michigan Union, University of Michigan

### Discussants

Facilitator: Wolfgang Mössinger



Wolfgang Mössinger is Consul General of the Federal Republic of Germany for the Midwest, based in Chicago. After school and military service he studied German, French and History at the Albert-Ludwigs-University in Freiburg. He joined the Federal Foreign Office in 1987. His first postings abroad were Dakar, Helsinki and Moscow. From 2008 to 2012 he was Consul General in Edinburgh, from 2012 to 2015 Deputy Ambassador in Baku, from 2015 to 2019 Consul General in Dnipro (Eastern Ukraine). On July 1, 2019 he joined the Consulate General in Chicago.

Bob King



Bob King is one of the most thoughtful U.S. labor leaders of his generation. King hired into the River Rouge plant (UAW Local 600) in 1970 and was elected to ever higher positions in the UAW until he became International President (2010-2014). He was Vice-President for Ford when the 2008 global financial crisis hit, pushing GM and Chrysler to the brink of bankruptcy. In 2012, he was appointed by the German metalworker's union IG Metall, as the labor representative on German automaker and General Motors subsidiary Opel's supervisory board.

Jörg Kemna



Jörg Kemna has been working at the Business Metropole Ruhr, which develops and markets the Ruhr metropolitan business area for almost nine years. He took over as general manager in November 2021. During his time there, he led their accounting and policy departments, among others. Before joining BMR, he was a project manager at hannoverimpuls, another economic development organization.

Thomas Kralinski



Thomas Kralinski is the State Secretary of Brandenburg in former East Germany. He has held several positions within the Social Democratic Party since 2004. In addition to his position as Secretary of State, he is also responsible for international relations at the state level and the authorized representative at the federal level.

**DAY 6: NOVEMBER 11, 2022**

## **SESSION 5: CLOSING REMARKS BY JEFFREY ANDERSON**

**1:25pm - 1:30pm**

**Location: Pendleton Room, Michigan Union, University of Michigan**



Jeffrey Anderson is a full professor, holding joint appointments in the Edmund A. Walsh School of Foreign Service and Department of Government. From 2002 to 2018, he served as Graf Goltz Professor & Director of the BMW Center for German and European Studies in the Walsh School. Anderson received a BA from Pomona College in 1981, and a PhD in Political Science from Yale University in 1988. He has taught previously at Emory University and Brown University. Anderson works at the intersection of comparative political economy and European integration. He is the recipient of the 2000 DAAD Prize for Distinguished Scholarship in German Studies. In July 2016, he was awarded the Officer's Cross of the Order of Merit of the Federal Republic of Germany in recognition of his outstanding contributions to German-American and transatlantic exchange in academe and education.

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## **FACILITATED WORK SESSION**

**2:00-4:00pm**

**Location: Kuenzel Room, Michigan Union, University of Michigan**

Facilitated Work Session for in-person participants, study trip members, joined by 15-20 invited structural change practitioners and policy experts to discuss:

- What were some new themes or insights for catalyzing and supporting effective structural change in key geographies that either popped out from discussion today, emerged from the last few days study trip, or that you are burning to share from your own work and experience?
- What are the implications of this discussion for leaders/policy makers at local, regional and national level? What do they need to do better, differently, more of? And how do we help?
- What are specific recommendations around either messaging, or policy and programs for national/supranational leaders and policy makers around how to catalyze and support effective locally-owned and operated economic change?
- What are important next steps for our transatlantic partnerships?

## FACILITATED WORK SESSION INVITED PARTICIPANTS

- **Britany Affolter-Caine**, Executive Director, Michigan's University Research Corridor
- **Dr. Emmanuel Alexandrakis**, Health Economy Global Strategist, WifOR Institute
- **Jeffrey Anderson**, Graf Goltz Professor and Director, BMW Center for German and European Studies, Georgetown University
- **Maureen Donohue Krauss**, CEO, Greater Detroit Partnership
- **Dan Casey**, CEO Economic Development Alliance of St. Clair County
- **Gretchen Driskell**, Former State Representative & Mayor of Saline, Michigan
- **Doerte Eisenhauer**, Director of Government Affairs for Eurasia and the Americas, State Chancellery of North Rhine-Westphalia
- **Luke Forrest**, CEO, Community Economic Development Association of Michigan
- **Birgit Hassig**, Chief of Staff, Visible Hands Collective
- **Jürgen Hein**, Managing Director, Research Alliance, University Alliance Ruhr
- **Florence Hennart**, Economic Attaché, Department of Economic Policy, Region of Wallonia, EU Directorate of Regional and Urban Policy
- **Jim Jacobs**, Former President, Macomb Community College
- **Bob King**, Former President, United Auto Workers
- **Sam Kling**, Director of Global Cities Research, Chicago Council on Global Affairs
- **Randy Maiers**, President and CEO, St Clair Community Foundation
- **Wolfgang Mössinger**, German Consul General, German Consulate Chicago
- **Mike Moffat**, Senior Director, Smart Prosperity Institute, Assistant Professor, Richard Ivey School of Business
- **George Moroz**, Special Assistant to the President, The Henry Ford
- **Diana Paez**, Senior Director for Energy and Mobility, William Davidson Institute, University of Michigan College of Engineering
- **Jerry Paytas**, Vice President of Research and Analytics, 4th Economy
- **Tracie Potts**, Executive Director, Eisenhower Institute at Gettysburg College & Students
- **Phil Roos**, Founder and CEO, Upland
- **Eric Schertzing**, Executive Director Michigan Association of Land Banks
- **Paul Schickler**, Former President, DuPont Pier
- **Keith Summerville**, Associate Dean, College of Arts and Sciences, Associate Professor of Environmental Science and Policy, Drake University, Adjunct Associate Professor of Biology, Ball State University
- **Brian Tell**, Founder and COO, Solartonic
- **Carrie Walling**, Professor of Political Science and Faculty Director of the Ford Institute
- **Arnold Weinfeld**, Director, Workforce and Economic Development Partnerships, Office for Public Engagement and Scholarship, Michigan State University
- **Andy Westwood**, Professor of Government Practice and Policy, University of Manchester
- **Apostolos Xirafis**, European Union Executive Committee of Economic and Social Council of Greece
- **Kseniya Yurateva**, Visiting Scholar, Kharkiv State University, Ukraine
- **Genevieve Zubrzycki**, Professor of Sociology, Director, Weiser Center for Europe and Eurasia, Copernicus Center for Polish Studies, Center for European Studies, University of Michigan

# DAY 7: SATURDAY, NOVEMBER 12, 2022

## AGENDA

### DAY 7: SATURDAY, NOVEMBER 12, 2022

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|--------------------------------------|--|
| 9:45am                               | Walk to The Henry Ford Museum of American Innovation   |
| 10:00am-11:30am                      | Tour of Henry Ford Museum  |
| 12:30pm-1:30pm                       | Lunch and Tour at Detroit Eastern Market - Briefing on Neighborhood Redevelopment              |
| 2:00pm-3:30pm                        | Cullen Plaza – Detroit Riverfront – Tour of Detroit Riverfront Restoration and Great Lakes Way |
| 4:00pm                               | Michigan Historic Central Rail Station – Ford Motor Company’s Emerging E-Mobility R&D Center   |
| Return to Dearborn Inn, Dinner       |  |
| Overnight in Dearborn - Dearborn Inn |  |

DAY 7: NOVEMBER 12, 2022

## GUIDED TOUR OF THE HENRY FORD MUSEUM

10:00am - 11:30am

**Location:** Greenfield Village, The Henry Ford Museum

The Henry Ford in Dearborn, Michigan, is an internationally recognized cultural destination that brings the past forward by immersing visitors in the stories of ingenuity, resourcefulness and innovation that helped shape America. A National Historic Landmark with an unparalleled collection of artifacts from 300 years of American history, The Henry Ford is a force for sparking curiosity and inspiring tomorrow's innovators.

### Discussants

George Moroz



George Moroz has been the Special Assistant to the President of the Henry Ford for 26 years. In this role, he counsels the President, and acts as Senior Director for External relations, dealing with organizations of all types and sizes in both the public and private sectors. He is in charge of all government relations, including local, state, and federal. He is a member of Senior Management, the Experience Review, and the Institutional Advancement teams.

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## LUNCH AT DETROIT EASTERN MARKET

12:30pm - 1:30pm

**Location:** Eastern Market

Since it began in the 1800s, Eastern Market has gradually become a cornerstone, nourishing its residents by providing fresh and nutritious food throughout Southeastern Michigan. In more recent years, Eastern Market Partnership has built an infrastructure around the market to support our unwavering mission to enrich Detroit—nutritionally, culturally and economically.

Dan Carmody



Since 2007, Carmody has served as president of Detroit's Eastern Market Corporation (EMC) where he leads the nonprofit charged with converting one of Detroit's most venerable institutions into one of the nation's most comprehensive healthy metropolitan food hubs. EMC seeks to leverage its long history of retail and wholesale markets, an adjacent cluster of local food businesses, and crop diversity from Michigan, Ontario and Ohio to radically fortify regional food systems.

DAY 7: NOVEMBER 12, 2022

## DETROIT RIVERFRONT AND GREAT LAKES WAY

2:00pm - 3:30pm

Location: Detroit Riverfront

The **Detroit Riverfront Redevelopment** is one of the largest reclamations and repurposing of a formerly industrial waterfront in the United States. Led by the Detroit Riverfront Conservancy, a public-private partnership, over 5 miles of damaged industrial waterfront is being reclaimed for public access and multiple uses.

**Great Lakes Way** trail network along Detroit's Riverfront has many components, including the RiverWalk, Dequindre Cut, Mayor Dennis W. Archer Greenway and Southwest Greenway and extensive bike lanes that are in various stages of planning, construction, and expansion. The Community Foundation and partners developed a vision map for the Great Lakes Way as an interconnected set of 156 miles of blueways or water trails and 160 miles of greenways stretching from southern Lake Huron through western Lake Erie.

### Discussant

John Hartig



Dr. John Hartig is currently a Visiting Scholar at the Great Lakes Institute for Environmental Research at the University of Windsor. The focus of his Fulbright is multi-disciplinary research on cleanup of the Great Lakes. During 2017-2018, Dr. Hartig was a Fulbright Scholar at the Balsillie School of International Affairs in Waterloo, Ontario. For 14 years he served as Refuge Manager for the Detroit River International Wildlife Refuge. John also serves on the Board of Directors of the Detroit Riverfront Conservancy.

# DAY 8: SUNDAY, NOVEMBER 13, 2022

## AGENDA

### DAY 8: SUNDAY, NOVEMBER 13, 2022

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9:00am Check out of Hotel, Depart for Dearborn Train Station

9:53am Train Departure for Chicago

2:19pm Arrive at Chicago Union Station

Check In at Hotel, Leisure Rest of Day

Overnight in Chicago  
The River Hotel  
75 E Wacker Dr.  
Chicago, IL 60601

# DAY 9: MONDAY, NOVEMBER 14, 2022

## AGENDA

### DAY 9: MONDAY, NOVEMBER 14, 2022

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9:00am	Meet at Chicago Council on Global Affairs
9:00am-9:30am	Chicago Council of Global Affairs Overview
9:30am-10:30am	World Business Chicago Briefing
11:15am-12:15pm	Building a Clean Energy, Green Economy in the Midwest with Environmental Law and Policy Center
12:15pm-1:00pm	Lunch/Break
1:00pm-2:00pm	Chicago Economic Development Strategy with City of Chicago
2:15pm-2:45pm	Travel for Community Visit
2:45pm-4:15pm	Community Site Visit with Black Chicago Tomorrow
5:30pm	Cocktail Reception at The River Hotel. Joined by Paul Kendrick and John Gearan of Rust Belt Rising for a Discussion of Midwest Politics
Overnight in Chicago - The River Hotel	

DAY 9: NOVEMBER 14, 2022

## CHICAGO COUNCIL ON GLOBAL AFFAIRS OVERVIEW

9:00am-9:30am

**Location: Chicago Council on Global Affairs, Boardroom, Two Prudential Plaza**

Founded in 1922, the Chicago Council on Global Affairs is a nonpartisan, nonprofit organization dedicated to increasing knowledge and engagement in global affairs. Our in-depth analysis and expert-led research influence policy conversations and inform the insights we share with our growing community. Through accessible content and open dialogue of diverse, fact-based perspectives, we empower more people to help shape our global future.

### Discussants

**Sam Kling**



Samuel Kling is a fellow and director of global cities research at the Chicago Council on Global Affairs. His research focuses on mobility and urban planning policies for a more environmentally sustainable, equitable, and humane city life, and how history can inform these efforts. His work has appeared in CityLab, the Journal of Urban History, Chicago Tribune, WNYC's On the Media, and elsewhere. He holds a PhD in urban history from Northwestern University and a BA in history from Kenyon College. Prior to joining the Council, he was visiting lecturer in history at the University of Illinois at Chicago.

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## WORLD BUSINESS CHICAGO

9:30-10:30am

**Location: Chicago Council on Global Affairs**

The mission of World Business Chicago is to drive inclusive economic growth and job creation, support businesses, and promote Chicago as the leading global city to help our existing companies expand as well as attract new companies.

**Kyle Schulz**



Kyle Schulz is the Executive Vice President of Business Development and Global Strategy for World Business Chicago (WBC) a public-private, non-profit partnership that drives inclusive economic growth and job creation, supports business, and promotes Chicago as a leading global city. Schulz works to increase Chicago's profile internationally through multiple channels, establishing creative and unique partnerships around the globe to drive further economic collaboration between Chicago and its global partners.

DAY 9: NOVEMBER 14, 2022

## BUILDING A CLEAN ENERGY, GREEN ECONOMY IN THE MIDWEST

11:15am-12:15pm

Location: Chicago Council on Global Affairs

### Discussants

Brad Klein



Brad is a Senior Attorney at the Environmental Law & Policy Center, where he works to accelerate renewable energy development, protect clean water, and promote sustainable development throughout the Midwest. Brad previously served as a federal judicial law clerk in Washington, D.C., a law fellow at the Environmental Law Institute, and an environmental engineer at CH2M Hill, Inc. Brad received his law degree with honors from New York University School of Law and a bachelor's degree in chemical engineering from Washington University in St. Louis.

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## CHICAGO'S ECONOMIC DEVELOPMENT STRATEGY

1:00pm-2:00pm

Location: Chicago Council on Global Affairs

Samir Mayekar



Samir Mayekar fills a newly created role designed to further develop and support Chicago's neighborhoods. He provides oversight of several city departments and sister agencies on behalf of Mayor Lightfoot that span housing, planning & development, arts & cultural affairs, business licensing & support, economic development, tourism, and conventions. Samir has been a driving force for programs such as INVEST South/West and the COVID Recovery Task Force – the first comprehensive pandemic recovery plan published by an American city. Prior to joining City Hall, Samir served in the Obama administration in the White House and at a federal infrastructure finance agency.

DAY 9: NOVEMBER 14, 2022

## BLACK CHICAGO TOMORROW

2:00pm-4:15pm

Location: Southside Chicago Community Site Visit

Black Chicago Tomorrow (BCT) envisions a vibrant African American community that benefits from and contributes to the region's economy and society. BCT was founded in 2016 to address the interconnected and complex issues that African American communities face in Chicago. Scott called on Chicago's business community to come together in a coordinated way to support and provide resources to address neighborhood-level challenges and community-wide barriers for African Americans.

Danielle Harbison



Danielle Harbison serves as the executive director of Black Chicago Tomorrow creating a vibrant African American community that benefits from and contributes to the region's economy and society. Most recently, Harbison was an associate principal with Civic Consulting Alliance; prior, she served as the Chicago executive director for Peer Health Exchange. Harbison is a graduate of The Ross School of Business at the University of Michigan.

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## RUST BELT RISING

5:30pm

Location: The River Hotel

Rust Belt Rising reconnects the Democratic Party to its base of working families by training candidates to lead on economic issues. We work with Democratic candidates in the six states bordering the Great Lakes to transform their values into persuasive economic messages. Through down-ballot work in six states, we build a pipeline of candidates and strengthen Democratic infrastructure in the Rust Belt.

Paul Kendrick



Paul Kendrick is the Executive Director of Rust Belt Rising. Previously, he worked on Governor JB Pritzker's 2018 campaign as a regional Get Out the Vote Director. He has been active in national democratic campaigns in Wisconsin. He was the Director of Coalition and Grassroots Engagement at Opportunity Nation. He served in the Executive Office of the President Obama White House for a year in 2016. He is the co-author of one book, Douglass and Lincoln.

John Gearen



John Gearen is a transactional and corporate lawyer focused on real estate matters. John represents commercial banks, national insurance companies and pension funds engaged in negotiating acquisitions, construction and permanent financing for real estate projects and in workout negotiations.

# DAY 10: TUESDAY, NOVEMBER 15, 2022

## AGENDA

### DAY 10: TUESDAY, NOVEMBER 15, 2022

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7:30am	Leave hotel, travel to train station
8:24am	Train Departs, Travel to Milwaukee, Wisconsin
9:55am-10:25am	Arrive in Milwaukee, Travel to Global Water Center/GMC
10:25am-10:55am	Orientation, Welcome, and Introductions
10:55am-11:30am	Load Bus, Harbor District Tour
11:30am-12:00pm	Menomonee Valley Partners
12:00pm-12:30pm	Palermo's Pizza Making Facility Tour
12:30pm-1:30pm	Lunch at Palermo's Pizza with Elected Officials
1:30pm-2:00pm	Load Bus, Driving Tour of Near West Side
2:00pm-2:45pm	Arrive and Tour Community within the Corridor
2:45pm-3:00pm	Load Bus, Travel to Century City Business Park
3:00pm-4:00pm	Century City Business Park
4:00pm-4:45pm	Good City Brewing Facility - Cheers to Revitalization!
4:45pm-5:15pm	Load Bus, Travel to Intermodal Station
5:45pm	Train Departs, Travel to Chicago, Return to Hotel
8:00 pm	Farewell Dinner
Overnight in Chicago - The River Hotel	

DAY 10: NOVEMBER 15, 2022

## MILWAUKEE HISTORY AND INNOVATIONS

10:25am - 10:55am

### Location: Milwaukee Global Water Center

The Global Water Center is the world headquarters of The Water Council and the heart of Milwaukee's world-class water technology hub. This state-of-the-art water business and research facility is home to more than 30 water-centric businesses, startups and academic and research organizations.

### Discussants

Dean Amhaus



Dean Amhaus has served as the first President & CEO of The Water Council since March 2010. The Council's express purpose is to grow the Milwaukee region into a world hub for water research, education and economic development. The only organization of its kind in the United States, The Council is coalescing these attributes into a powerful force that is garnering international recognition. Mr. Amhaus has served as the President of the Spirit of Milwaukee, which is dedicated to enhancing Milwaukee's image; President of Forward Wisconsin, the state's economic development organization; and Executive Director of the Wisconsin Sesquicentennial Commission.

Joel Brennan



Joel Brennan has been the president of the Greater Milwaukee Committee since December 2021. Previously, he served as the Secretary of the Department of Administration in Governor Tony Evers' administration, beginning in January 2019. He was confirmed for that position by a unanimous vote of the Wisconsin State Senate in October 2019. In addition to developing the State of Wisconsin's biennial budget, the Department also manages the relationships with the 11 federally recognized Native American Tribes in Wisconsin and regulates tribal gaming across the state. He and his department also handled the billions of dollars in COVID relief funds and from the CARES Act and American Rescue Plan Act.

Laura Bolger



As Director of Resource Development with the Greater Milwaukee Committee, Laura Bolger develops and manages philanthropic relationships with key community stakeholders to fund the mission. Before joining the GMC, Laura worked at Alverno College as the Director of Corporation and Foundations Relations. Laura has also worked in fundraising at Marquette University, American Heart Association, and Crohn's and Colitis Foundation.

Tia Torhorst



Torhorst brings more than 20 years of public service leadership experience in and around Milwaukee, having served in key roles at the State of Wisconsin Department of Administration, Governor Evers' gubernatorial transition team, the Boys & Girls Clubs of Greater Milwaukee, and with County Executive Chris Abele. She also served on the boards of the Wisconsin Housing & Economic Development Authority and Planned Parenthood of Wisconsin and is the founder and former board president of the Shorewood Farmers Market.

Corey Zetts



Corey Zetts is the Executive Director of MVP. She gets to work with dynamic staff and partners from the public and private sectors who are dedicated to strengthening the Valley and the City of Milwaukee. In practice, her primary job is bringing people together to creatively solve challenges. It's the greatest job she could imagine. Corey manages MVP's planning and redevelopment work, and is currently working on redevelopment plans for 40 acres of riverfront land and plans for developing Riverwalk throughout the Valley. Before coming to MVP she was working on her PhD in Philosophy, but found her heart was less in theories of justice than how they play out in the built environment.

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## DRIVING TOUR OF HARBOR DISTRICT ON MINING, AUTOMATION, AND BLUE ECONOMY

10:55am - 11:30am

**Location: Harbor District - Komatsu Mining Corp headquarters, Rockwell Automation industrial automation and information facility, University of Wisconsin-Milwaukee School of Freshwater Sciences**

Harbor District, Inc. and BID 51 bring together businesses, property owners, residents, and other community stakeholders around a shared mission: to lead the revitalization of Milwaukee's Harbor District by connecting people to place, supporting a healthy business community, and improving the quality of our natural environment.

DAY 10: NOVEMBER 15, 2022

## TOUR MENOMINEE VALLEY INDUSTRIAL CORRIDOR REDEVELOPMENT

11:30am - 12pm

**Location: Menominee Valley Industrial Corridor - Harley Museum, Marquette Interchange, Potawatomi Casino, 3 Bridges Park, Urban Ecology Center**

Once widely known as “Wisconsin’s biggest eyesore,” the site of the former Milwaukee Road Shops just west of downtown Milwaukee is now one of the largest brownfield redevelopment successes in Wisconsin history. The Menomonee Valley Industrial Center (MVIC) is now home to fourteen businesses that have created more than 1,400 jobs, a renowned stormwater treatment system, trails, and park. The development successfully balances environmental, economic, and redevelopment interests.

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## PALERMO'S VILLA TOUR & LUNCH DISCUSSION

12:00pm - 1:30pm

**Location: Palermo's Villa**

Palermo’s founders, Gaspare (Jack) Fallucca and his wife, Zina, immigrated to Milwaukee, Wisconsin, bringing with them cherished family recipes and the Italian tradition of connecting food and family. In 1979 Palermo’s began selling frozen pizzas, converting from a restaurant to a manufacturing facility, moving to the current location in 2006.

### Discussants

Giacomo Fallucca



Giacomo took over the leadership of Palermo’s from his father – the one and only “Papa Palermo” – after literally growing up in the business. He believes in surrounding himself with great people and is fond of saying that Palermo’s is as much in the people business as in the Pizza business. One of Giacomo’s greatest sources of satisfaction is mentoring and inspiring the next generation of leaders.

Walter Lanier



Walter Lanier is a husband, father, lawyer, pastor, teacher, educator, and social entrepreneur with a deep commitment to being a liberating force in Milwaukee, Wisconsin. Lanier, an inaugural CBMA fellow, is the Senior Pastor of Progressive Baptist Church of Milwaukee, which has a 30-year track record of innovation and service to community Milwaukee. Pastor Lanier also serves as the Director of Student Resources at Milwaukee Area Technical College where he also founded the college’s Men of Color Initiative and lead the first-ever Counseling and Psychological Services department.

DAY 10: NOVEMBER 15, 2022

## BUS TOUR OF NEAR WEST SIDE COMMUNITY

1:30pm - 2:00pm

### Location: Near West Side Neighborhood

Milwaukee's Near West Side is where high-performing schools, hardworking business and healthcare institutions, generous nonprofits, amazing restaurants and unique entertainment opportunities are plentiful and distinct. Once known for being one of the wealthier areas in Milwaukee, the neighborhoods of the Near West Side are now known for affordable housing, plentiful businesses and a diverse demographic of residents.

Keith Stanley



Keith Stanley is Executive Director of Near West Side Partners, Inc., where he's charged with spearheading the organization's efforts to revitalize Milwaukee's Near West Side. Since the organization's formal launch in 2015, Stanley has played a critical role in the success of numerous achievements for the Near West Side, including the launch of PARC, a three-year, \$2+ million, anchor-funded initiative designed to support NWSP.

Lindsey St. Arnold Bell



Lindsey St. Arnold Bell is the associate director of Near West Side Partners. She assists NWSP Executive Director Keith Stanley in implementing programs that benefit the seven Near West Side neighborhoods in the area of housing, safety, commercial corridor development and overall neighborhood perception.

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## TOUR COMMUNITY WITHIN THE CORRIDOR

2:00pm - 2:45pm

### Location: Community within the Corridor

Housed in the former Briggs & Stratton industrial complex, CWC (Community Within the Corridor) is a bold new property that will consist of 197 apartments, ranging from studios to 4-bedroom units, and more than 60,000 square feet of commercial and community space. This property will transform two city blocks of long-vacant historic industrial buildings into a vibrant community of apartments and businesses. In addition to offering affordable homes, CWC will offer courtyard and gym space, a daycare, a laundromat, youth and adult development programs, and more.

DAY 10: NOVEMBER 15, 2022

## CENTURY CITY BUSINESS PARK

2:45pm - 4:00pm

**Location: Century City Business Park**

The Century City Business Park offers one of Milwaukee's premiere locations to grow your manufacturing business. Located near West Capitol Drive (WI Hwy 190) and North 31st Street, it provides access to a diverse workforce and an established transportation network.

Tory Kress



Tory Kress has been the Senior Environmental Project Engineer at Redevelopment Authority of the City of Milwaukee. Previously, she was an environmental engineer and transportation planner at Strand Associates. She holds a Masters in Urban and Regional Planning from University of Wisconsin-Madison, and a Bachelor's degree in civil and environmental engineering from Iowa State University.

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## GOOD CITY BREWING - CHEERS TO REVITALIZATION!

4:00pm - 4:45pm

**Location: Good City Brewing Packaging & Distribution Facility**

Founders Dan and David had become close friends during David's final year in grad school, sharing a love for craft beer and the untapped potential of Milwaukee. Dan came over one fateful summer evening in 2009 with a challenge: let's commit to Milwaukee. David – having just finished grad school with a wife and newborn and job prospects elsewhere - scrapped the search for a perfect career and committed to putting down roots.

Over the next 6 years Dan and David followed through on their commitments to each other and their city. After several beer trips to similar size cities, Dan and David couldn't shake the itch to build something that contributed to Milwaukee's rich beer heritage. In late 2015 the founders knew it was time to stop talking and actually start taking a risk on opening a business together that showcased Milwaukee. And so Good City was born in June of 2016.

Dan Katt



Dan Katt is the co-founder and CEO of Good City Brewing Company, and owner of Craft Development, a commercial real estate development and consulting firm focused on urban redevelopment and adaptive reuse projects. Previously, he was a board member of several community organizations in Milwaukee, after spending ten years in the construction and development industry.

# DAY 11: WEDNESDAY, NOVEMBER 16, 2022

## AGENDA

### DAY 11: WEDNESDAY, NOVEMBER 16, 2022

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All Day

Hotel Check Out

Travel from Chicago to Europe/UK

The background image is a high-contrast, black and white photograph of an industrial facility, possibly an oil refinery or chemical plant. The silhouettes of various structures, including distillation columns, storage tanks, and complex piping systems, are visible against a bright sky. The sun is positioned centrally, creating a strong lens flare and illuminating the scene from behind. Two large, semi-transparent geometric shapes are overlaid on the image: a white triangle in the top right corner and a yellow triangle in the bottom left corner. The text 'CITY PROFILES' is printed in a bold, sans-serif font across the center of the image, partially overlapping the yellow triangle.

# **CITY PROFILES**

# PITTSBURGH PROFILE



The city of Pittsburgh has a long history of innovation and was an important industrial region and economic engine even prior to the founding of the United States. What became known as Pittsburgh was formed around 1710 when Europeans identified the area as an ideal trading post at the confluence of the Allegheny, Monongahela, and Ohio rivers. The rivers were the quickest way to transport goods from eastern cities to midwest areas, and trappers, farmers, and whiskey-makers were drawn to the area for trade. From 1790 to 1810, boat building became one of the city's most important industries.

The discovery of one of the largest coalfields in the U.S. at the start of the 19th century propelled the city to become a major player in iron and steel production as the railroads expanded, leading to a “golden age” of growth. From 1870 to 1910, Pittsburgh experienced a rapid increase in population from 86,000 to 534,000 as entrepreneurs, immigrants, and others sought jobs and opportunity in the growing industry. Scottish immigrant Andrew Carnegie started Carnegie Steel Co., and by 1911, Pittsburgh was producing 24% of the nation's pig iron, 24% of its steel rails, and 53% of its crucible steel. The industry brought immense wealth to Pittsburgh businesses, and Carnegie became one of the wealthiest and most powerful industrialists in the world.

The growth of steel and iron production also brought demand for labor rights, and Pittsburgh is well known as the cradle of the labor rights movement in the 20th century. The American Federation of Labor was created in the city in the 1880s and United Steelworkers, one of the largest trade unions in the US, is still headquartered in the city. Two of the most violent strikes in U.S. history occurred during this time, including the Homestead Strike of 1892, when striking steelworkers were violently surprised by Carnegie Steel Company leadership. While the strikes catalyzed adoption of some state labor laws, the Homestead Strike ended unionizing among steelworkers until the end of World War II, 26 years later.

## PITTSBURGH PROFILE

Steel and heavy industry dominated Pittsburgh's economy and resulted in an overspecialization of these businesses with devastating pollution. Smog from factories blackened the sky and blocked out the midday sun. In the hopes of cleaning up the city and diversifying its industries, Mayor David Lawrence and Richard King Mellon, chairman of the Mellon National Bank, utilized the Allegheny Conference on Community Development to lead the "Pittsburgh Renaissance." Smoke-control legislation cleared the skies and industrial buildings where the three rivers met ("The Point") were replaced with a park and new office buildings, beginning to change the face of the city.

However, a 116-day, industry-wide steel strike in 1959, ruptured Pittsburgh's ability to maintain an industrial future. The strike opened the door to imported steel, and global trade began to slowly dissolve the industry. Pittsburgh-based steel companies were expanding in areas outside of Pittsburgh, manufacturing light sheet steel for appliances and automobiles in the Midwest. The combination of these factors meant that by the 1980's, the steel industry had collapsed with 75% of the steel-making capacity closed and the city grappled with a declining population as people left to seek economic opportunity elsewhere. In 2003, Pittsburgh was designated as financially distressed and Pennsylvania state law provided broad fiscal management oversight and technical assistance.

Today, Pittsburgh's economy has greatly diversified and entered a new era of innovation driven by regional collaboration and the area's higher education institutions. Advanced manufacturing, health care, education, and information technology now represent the city's key industries. Carnegie Mellon University, University of Pittsburgh, and University of Pittsburgh Medical Center are driving a knowledge-based future in computer and health sciences. They are also a major force in commercializing new technologies, catalyzing new startup companies, and attracting global technology companies. The Robotics Institution of Carnegie Mellon University is at the forefront of the artificial intelligence (AI) movement and is changing the fields of agriculture, medicine, mining, transportation, space exploration, and national security. Now attracting companies like Google, Uber, and Apple, Pittsburgh is considered on the cutting-edge of the global innovation economy.

## ERIE PROFILE



Photo source: VisitPA

Erie, located on the shore of the eponymous lake in Pennsylvania, was a major industrial hub until the middle of the 20th century. The city established itself as a center of the Great Lakes shipbuilding and railway industries. The economy pivoted to manufacturing as the industrial revolution changed the American economy in the late 19th century. While shipbuilding is no longer a mainstay in the Erie economy, the railway industry still is. Today, GE owns and operates the WabTec Company, which manufactures locomotives. Additionally, plastics manufacturing has continued in the present day, with a significant portion of plastics consumed in the United States originating in Erie. Consistently in the largest 100 American cities during the 20th century, the era of Midwestern deindustrialization that began in the 1960's left Erie struggling to sustain its economy and population.

Erie has been leveraging its human capital to reinvent itself. It has thriving healthcare and retail sectors, and is establishing itself as a regional tourist destination. As the COVID-19 pandemic changes the way we live and work, Erie is billing itself as a destination for professionals with remote jobs, boasting a lower cost of living than major American cities, but with similar amenities and an amiable climate.

Building on its history as a stop on the Underground Railroad, Erie has been a destination for new immigrants and refugees, as its native population declines. Immigrants have been offsetting native-born population decline across the Midwest, including Erie. Lately, Erie has been looking inward to foster economic growth through equity. Having long struggled with racial inequality, the Jefferson Educational Society, a local think tank, wrote extensively on ways in which Erie can improve the quality of life for its Black citizens. These methods include targeted investments in its historically neglected neighborhoods, ending police violence, and working with economics and funding experts such as Bruce Katz to make the most of available federal funding.

## ERIE PROFILE

The COVID-19 pandemic sparked period of introspection beyond race in Erie. As businesses struggled to cope with loss of cash flow and in-person transactions, the strength of the business community's relationships allowed small businesses to negotiate rents and debts. Local thinkers saw the pandemic as an opportunity to build on the city's 2016 comprehensive plan through targeted neighborhood investments. These plans would restoratively redevelop areas that had historically been neglected, as well as invest in populations that had historically been left out of such efforts. Thus, the Erie County Redevelopment Authority has made a commitment to racially diverse hiring practices, creating a Diversity Loan Fund to support women and minority-owned businesses, which is capitalized at more than a million dollars, and by investing in its blighted industrial neighborhoods.

# CLEVELAND PROFILE



Photo source: CNN

The city of Cleveland sits on the southern shore of Lake Erie and the mouth of the Cuyahoga River, which allowed it to become a major center for trade for the Great Lakes and northern Ohio in the early 19th century. The city started as an agricultural village where manufactured items like farming tools, barrels for shipping food products, and household furnishings were made by craftsmen in small shops.

Development of shipping on the Great Lakes, completion of the Ohio and Erie Canal in 1832, and later construction of the railroads allowed for large flows of raw materials and finished products in and out of Cleveland, expanding the city's market into iron and heavy industry. By the 1830's the city had four iron furnaces and foundries had been established and produced a variety of products representing Cleveland's flourishing iron trade such as steam engines, locomotives, stoves, and iron for building construction. Similar to other Great Lakes cities, Cleveland also had a large flour and gristling industry, which served midwest farms.

While its roots were in agriculture, the period of Cleveland's history from 1860-1930 was primarily centered on heavy industrialization that spanned several different industries. After the first U.S. oil well was drilled in Titusville, two hours away, Cleveland businessman, John D. Rockefeller became the leading organizer of the oil market and brought oil to the city by railroad. Rockefeller built or purchased nearly all of Cleveland's refining capacity in the 1870s and positioned the city as the epicenter of the nation's refining industry.

Cleveland's chemical industry also rose during this time, and companies established themselves to meet refiners' needs for sulfuric acid. Relying on petroleum products for raw materials, paint and varnish companies, like well-known company Sherwin-Williams, were founded.

## CLEVELAND PROFILE

Electrical equipment and the automotive industry also emerged in Cleveland. While the city would eventually lose the leadership of the auto industry to Detroit in the early 1900s, Cleveland remained one of the most important auto assembly and parts-manufacturing centers in the country.

Similar to Pittsburgh, the city also acquired a reputation for strong trade and craft unions. The unions and consistent educational training of the city's industrial workers made Cleveland an attractive opportunity for both companies and job seekers and the city drew heavily on immigration and migration, especially from Europe.

For most of the 20th century, Cleveland was one of the nation's largest cities, but suffered from deindustrialization and suburbanization after World War II. Local steelworkers found themselves competing with foreign steel producers, and Cleveland's economy entered a period of painful stagnation. Federal environmental protection laws forced the area to clean up heavily polluted land and waterways, and the cost of cleanup was so high, industrial cluster sites were passed over for redevelopment. Firms failed to adjust to challenge and change, and as employment in older industrial areas declined, residential neighborhoods shrank, and many companies went bankrupt or downsized.

In the 1980s, Cleveland Tomorrow, a coalition of business and political leaders worked to utilize the city's existing assets and opportunities. Reorganized, labor-efficient heavy industry remained and there were large investments made in many of the region's surviving steel, auto, and manufacturing facilities. To build new industries, leaders also established new research center and factory automation and reinforced long-standing strengths in biomedical and aerospace at Case Western University, the Cleveland Clinic, University of Akron, and NASA. New venture capital funds were also created to turn new products and processes in the laboratories into new companies. A significant tourism economy was also developed through major renewal projects such as Playhouse Square, the Rock and Roll Hall of Fame, and Great Lakes Science Center.

Today, the city's key sectors include healthcare and life sciences, advanced materials and manufacturing, food, info technology, and financial services. The City has implemented an Economic Development Plan for Economic Inclusion which is designed to promote entrepreneurs, cooperatives, emerging and existing small businesses, and minority owned businesses. The plan focuses on business retention, new business creation, investment attraction, procurement, and workforce training.

# GRAND RAPIDS PROFILE

(Grand Rapids will be the featured case study during the November 11th Transatlantic discussion in Ann Arbor)



Photo source: Experience Grand Rapids

Grand Rapids is the second largest city in Michigan, with roughly 190,000 inhabitants. It was founded in 1838, and quickly established itself as a manufacturing hub for American furniture, a legacy that is continued today by its office furniture manufacturing sector. As the industrial revolution rolled on, its manufacturing sectors expanded to include auto parts, which sustained its economy through the 20th century.

Like the rest of the Midwest, Grand Rapids' economy declined toward the end of the 20th century, as the population moved to the suburbs in the 1950's and 60's, and the American auto industry reduced its workforce. This led some to write the city off as dying, which turned out not to be the case, in fact far from it. Beginning in the 1980's clever investments and strategic economic planning saw Grand Rapids maintain its manufacturing sector by evolving beyond the auto industry. By diversifying the manufacturing sector to include industries like aerospace, medical devices, and food.

While most of Michigan's economy struggled to recover from the recession of the early 2000's, Grand Rapids bucked the trend by growing its economy not only by adding manufacturing jobs, but also by fostering the public arts and humanities, the medical sector, and allowing a lively network of microbreweries to flourish.

What resulted was the development of a thriving tech industry, supplied with workers from Michigan's higher education institutions. Grand Rapids is home of Grand Valley State University, and Michigan State University has opened the Grand Rapids Innovation Park.

Grand Rapids developed a cultural scene that has garnered attention around the world. The city has multiple museums, the Frederik Meijer Gardens and Sculpture Park, opera and ballet companies, an annual art and music festival, and perhaps most importantly of all, ArtPrize. 1,348 artists submitted works in 2017 hoping to win \$500,000 in prize money. The competition, held across 179 venues, drew 400,000 people to the city.

## GRAND RAPIDS PROFILE

The city also redeveloped its riverfront, capitalizing on the asset that gives the city its name. By recreating this central feature of the city, downtown Grand Rapids has become a destination for people to spend their leisure time.

Grand Rapids revival also included its transformation from a Midwestern industrial city to leader in carbon footprint reduction. After being the first American City recognized by the United Nations as a Regional Centre for Sustainable Development in 2009, the city has continued to develop energy efficient buildings through energy consumption, waste recycling, and developing solar energy sources.

As tech companies migrate out of Silicon Valley, to places like Austin, Texas, and Denver, Colorado, Grand Rapids is readying itself as the next destination. Grand Valley State University moved its campus to Grand Rapids from a nearby town, and Michigan State University's Grand Rapids Innovation Park opened in the city center as well, putting the city in a good position to foster and retain local talent in these industries. With vacancy of downtown retail space at the lowest in decades, and thousands of apartments sprouting up around the city center, Grand Rapids has built on its industrial heritage to establish itself as a leader in the modern economy.

# CHICAGO PROFILE



Chicago's location on the western shore of Lake Michigan naturally made it a hub for trade and transportation, in addition to a mixed industrial hub. Like Erie, the railways played a major role in the development of the city over the 19th century, connecting western farmers and natural resources with the markets in the east of the country. With its access to rail lines, shipping via the Great Lakes, and eventually interstate expressways, the transportation of goods has been a constant in Chicago's economy. Chicago was also the point of origin of the first railroad track west into the Great Plains. This would link it to the fertile farmlands that developed in that region, the products of which were processed in the city itself.

Rather than being dependent on the auto industry, Chicago's early economy relied much more on the trade of bulk goods, and the industries that processed them. This diversified economy perpetually left Chicago exposed to downturns in a variety of sectors, but not overexposed to fluctuations in a specific industry.

Sustained and rapid population growth in the half century before the Great Depression strained the city. It tested its transportation and health infrastructure, resulting in regular epidemics, poor air and water quality, and regular fires. The best known is the Great Chicago Fire of 1871, in which a third of the city's buildings were destroyed, 100,000 people became homeless, and 300 people died. This resulted in updated building codes and more rigorously planned urban development.

The industrial revolution brought high productivity to Chicago, and with it a variety of labor movements. Labor unrest was common from the late 19th into the 20th century. Factory workers frequently went on strike to protest the hard, monotonous, poorly paid work in the factories. Chicago was a main destination for Black southerners during the Great Migration, however economic opportunity was limited for migrants of color due to racist hiring practices by industry titans and factory owners. Assembly line work was generally out of reach for African-Americans, except as strikebreakers.

## CHICAGO PROFILE

The postwar era was marked by the flight of industry and white Chicagoans to the suburbs, leaving a largely impoverished and deindustrialized downtown core to the city. This spread industry to the surrounding towns, creating a wider industrialized metro area. In the meantime, the city's economy shifted away from manufacturing to a service industry, while maintaining its economic position as a major shipping hub for goods moving across the country.

Chicago consistently shrunk in population until the end of the 20th century, when then-Mayor Richard M. Daley oversaw reorientation in the city's economy from industry toward tourism, conferences, and corporate headquarters. The city also oriented itself toward hosting international mega events such as FIFA World Cup matches (1994), political conventions (1996), and bidding on the 2016 Summer Olympics. These efforts involved beautifying the city's streetscapes, and by leveraging assets like museums and the lakefront.

Racial segregation has long dogged Chicago. This is apparent in its public schools, residential areas, and beaches. The system of redlining that served as the primary mechanism behind residential segregation in the 20th century was invented in Chicago as a response to the Great Migration. This system proved so effective in maintaining segregation that it was exported to cities across the country.

Segregation did not end with the practice of redlining being outlawed. Urban Renewal, and the construction of high-rise public housing developments maintained patterns of segregation rather than alleviate them. Chicago was also the scene for several instances of housing related racial violence throughout the 20th century.

Today, segregation costs the city an estimated \$4.4 billion in lost income, not to mention the unquantifiable cost of the lives lost to murder, and the loss of quality of life due to the inability of residents to attend college, complete high school degrees, or live up to the life expectancy of the United States.

Today, Mayor Lightfoot, the first gay mayor, and the first female mayor of color, has placed a heavy emphasis on homeownership opportunities for the city's nonwhite residents, and by building new affordable housing into neighborhoods that had been hostile to it on racial grounds, the results of which are yet to be seen.

# MILWAUKEE PROFILE



Photo source: Milwaukee Downtown

Milwaukee was founded in the 1830s on the western banks of Lake Michigan. At the time, the city sat in the outermost territories of the US and development occurred slowly, concentrating around the two major rivers, the Menomonee and the Milwaukee, that flowed into Lake Michigan.

Milwaukee rose to prominence as a trader of grain and the city was the largest shipper of wheat in the world in the 1860s. The region has a deep history of brewing, and Milwaukee's first lager brewery was established in 1841. In addition to shipping, other processing industries including flour-milling, meat-packing, leather-tanning, and brewing turned the area's agricultural goods into useful products. A wave of German immigrants brought expert industrial skills and culture to the area, and in the late 1800s, manufacturing, metal working, brewing, and heavy industry became central industries to the city.

With the immigration of European families came an importation of European politics, and the ideal of Social Democrats took root in Milwaukee. During the first half of the 20th century, it became known for its "sewer socialism" as city leaders tried to clean up neighborhoods and factories with new sanitation systems, municipally-owned water and power systems, community parks, and improved education.

The years of the Great Depression and World War II dramatically impacted life for Milwaukee residents. A significant number of manufacturing jobs were lost during the Depression, over 100 labor union strikes took place over this time, and deep splinters occurred along political divisions between Social Democrats and the wealthier, conservative segments of the community. A temporary halt to the clashes and economic decline came from the industrial demands of WWII, which put people back to work. As veterans returned from the war, suburbs began to appear around Milwaukee and an exodus of white, wealthier residents from the city to its outer regions began.

## MILWAUKEE PROFILE

Global competition in the 1960s brought a return to the decline of manufacturing production and jobs across the city. Housing discrimination and white flight to suburban regions resulted in racially segregated schools and neighborhoods and led to protests and legal challenges to school segregation. Today, Milwaukee is still one of the most segregated cities in the country.

As heavy industry jobs declined and wealth exited the city, higher education institutions became important assets for rebuilding opportunity. The new University of Wisconsin Milwaukee School of Freshwater Sciences water technology and research center and Global Water Center are tapping into Milwaukee's natural resources and leading efforts that have launched Milwaukee into a new era of economic opportunity around water technology and freshwater research. The downtown Harbor District is the epicenter of these efforts, and the area is currently undergoing revitalization as public and private funds produce new developments such as Global Water Center, Reed Street Yards, Freshwater Plaza, and a new waterfront park.

