



GENERAL MOTORS BALANCES
RISK & REWARD. page 104



JEFF DANIELS' FAVORITE
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ANN ARBOR. page 110

PROFILE:

Detroit

An aerial photograph of Detroit, Michigan, showing the city skyline along the waterfront. The prominent blue glass skyscrapers of the Renaissance Center are visible. In the foreground, there is a large, modern park with green lawns, winding paths, and a small white tent. The Detroit River is on the left, and a large parking lot is in the middle ground.

MOTOR CITY MOMENTUM

From Motown roots to automotive expertise, Metro Detroit has helped drive America forward for over a century.

A REGION REDEFINED



The city synonymous with automotive is producing its greatest invention yet—a diversified economic engine that's virtually unstoppable.

By Myatt Murphy

There's a renaissance happening in Metro Detroit—a strategy to diversify its economy by developing alternative industries that play upon the region's many strengths.

With its ideal geographic location and unrivaled labor pool (the region has the highest concentration of engineers in the United States and remains the country's premier precision-manufacturing base), Detroit is ready to lead the way once again. Only this time, Motor City is looking beyond its automotive underpinnings and building out new industries that will flourish with the region's ambitious nature, unchallenged work ethic and uncanny ability to conceive practically anything imaginable.

"We have the right industries in our cross

hairs and not just the latest flavor of the month," says George W. Jackson Jr., president and CEO of Detroit Economic Growth Corporation. "Many of the industries we're focused on are ones that Metro Detroit is the best fit for—ones we can easily accommodate the needs of by retraining and transferring the skills of our work force."

SECTORS THAT SPELL SUCCESS

The new industries ready to prosper from Detroit's already-established R & D, supplier base and manpower include: information technology and financial services, advanced manufacturing, the life sciences and alternative energy. "There are already more than 100 companies in the Detroit region involved in development of alterna-

tive energy technology," says Jackson.

Another area Metro Detroit hopes to grow is its partnership with the military. Detroit is already home to TACOM (one of the U.S. Army's largest weapon-systems research-and-development organizations), as well as TARDEC (the nation's laboratory for advanced military automotive technology), making the region an important player in the defense and homeland security industries.

But one of Metro Detroit's smartest strategies is to finally capitalize on its advantageous locale. "We are perfectly positioned when it comes to reaching the marketplace, both domestically and internationally," says Jackson. Detroit already shares the busiest interna-

PHOTOS: (PREVIOUS PAGE) VITO PALMISANO; (COLLAGE) RANDALL NELSON



MAYOR DAVE BING

Sports fans worship retired Detroit Pistons star Dave Bing for being "one of the 50 greatest players in NBA history." Corporate leaders revere him for his 29-year success as founder and president of The Bing Group, an automotive supply corporation. Now, this former basketball player and boardroom executive is helping to spearhead Detroit's revival and proving that nothing is impossible in Motor City. —M. M.

What drove you to switch from businessman to being Detroit's mayor?

BING: Lack of leadership. I've been here all of my adult life—and made a good life here for myself and my family—and I didn't want to see Detroit fail. Not that I thought I can save it as an individual, but I thought with my background in sports and business I could make a difference—and starting with leadership, I think we've done that.

Do you think being an NBA star helped prepare you for the job of mayor?

BING: I think having played professional sports probably helped me prepare more than anything else. I understand what it takes from a team perspective to win. You can be an outstanding individual talent, but that doesn't necessarily mean you're going to win. You have to figure out how to use your God-given talents and combine them with the talents of your teammates to achieve success. That's what Detroit is ready to do.



What project are you excited about right now?

BING: I would say our biggest challenge—and opportunity—is to redefine the landscape of the city. We have a lot of people scattered all over the city of Detroit, and we've got to get as many people as we can together, then figure out what to do with the available land. It's not something that will happen overnight, but I think we're on the right track for the long term.



What do you enjoy most about the region?

BING: It's the people. I've been very fortunate in my years here to connect with a lot of good folks. Everyday, I get to meet people that I've never met before, and I'm always impressed with their tenacity to work hard, their willingness to never give up and their anxiousness to do whatever it takes to bring this city back. There's no quit in the people here, which is why this city will come back.

What word would you like people to use when describing Detroit one day?

BING: *Rebirth.* The whole concept of the "flight of the phoenix" is a lesson that we're going to teach a lot of people. Detroit is going to rise again and continue to be a city that not just those that live here but the entire nation can be proud of.



Q+A: CYNTHIA J. PASKY

Founder, president and CEO of Detroit-based Strategic Staffing Solutions; chair of the board of directors of the Detroit Downtown Partnership; co-chair of the urban strategies committee of Business Leaders for Michigan; named CEO of the Year by Automation Alley and one of Detroit's "Most Influential Women" by Crain's Detroit Business

What makes Detroit unique?

We're a good-sized city with the feel of a small town and we're very comfortable being ourselves. We have everything here—culture, sports and green markets—and we're a little gritty, but that's OK.

What do you enjoy most about Detroit?

One of my favorite things is the Detroit River and the RiverWalk. I can see the river from my office, and I'm fortunate enough where I live that I can also see it from home. I'm on the RiverWalk all year long. It's particularly lovely in the winter when the ice is breaking up and you can hear it crunch.

What is Detroit's future?

I see it as a vibrant city with a unique mix of individuals that will always be the home of an industry that will never go away [automotive] and will also be equally known for technology, health care and music.

What message do you have for companies thinking about Detroit?

You need to come here and give us a chance to share our city and, from a business standpoint, show you just how good we can be at removing the barriers and sharpening the pencils. —M. M.



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tional trade corridor in the world with Windsor, Canada. Add its rail capacity, strong roadway system and location on the banks of the Detroit River—an international waterway that unites the Midwest with the Atlantic Ocean—and it's easy to see why the region is a world-class transportation, logistics and distribution hub ideal for companies that need to move goods and services (or even just their employees) anywhere in the world.

People look at our vacant land and industrial space and assume that's a negative, but smart companies are seeing it as the right time to invest," says Detroit Mayor Dave Bing. Add the incentives offered to incoming industries—in-

cluding ample federal and state tax credits—and the bottom line is, "it's very easy for any business to come here and take advantage of the remarkably affordable talent and space we have," adds Jackson.

It's a plan that isn't simply expected to work—it has worked, which is something Detroit-based W Industries, one of the first companies to diversify in Detroit, can attest to.

Five years ago, the supplier company's entire business model centered on welding custom containers to help automakers move parts from facility to facility. "Today, the automotive business is only 10 percent of our overall market," says its president and CEO, Edward Walker, who had the foresight to build relationships in areas with the best growth potential for what the company could accommodate and develop. Now, W Industries also specializes in fabricating vehicle parts for the defense industry and creating molds for the aerospace industry, and it has recently launched production of a revolutionary new type of wind turbine.

It was a move that catapulted the company's typical auto-dependent \$15 million in annual sales to a whopping \$150 million in 2010—with an expected continual growth of 25 percent annually and the need to double its work force by 2011.

"We were fortunate enough to have started diversifying a lot sooner than most," says Walker, "but we're proof of what is possible here when it comes to Detroit's future and moving the city forward."

DETROIT: OPEN FOR BUSINESS

Metro Detroit is ready to turn ideas into economy-enriching investments in a variety of ways through its many business incubators, including NextEnergy (an alternative energy incubator and laboratory) and Wayne State University's TechTown, one of the largest business incubators in the country.

In less than two years, TechTown has trained more than 1,000 prospective entrepreneurs, offering them a full range of business services and university resources in the hope of spinning off

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CREDITS: (RIVER WALK) BILL BOWEN

MY IDEAL CITY THINKS GLOBALLY

A PLACE WHERE INNOVATORS AND NEW INDUSTRIES GROW together with uncommon support, guidance and financial incentives from business development experts. A place that connects me to an entire network of talent, an educated work force and 859 unique, foreign-owned businesses from 37 different countries. A place where opportunity goes by names like Automation Alley and Medical Main Street. A place where I can conveniently depart for my international offices and come home to acres of pristine pines and clear waters that are nothing short of breathtaking. A place that gives me the chance to think bigger and catch dreams. Come discover a new name for opportunity in a city that's not just ideal, but real – in Oakland County, Michigan.



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Photo: Oakland County International Airport

Lori Blaker
President and CEO
TTi Global
Rochester Hills, Mich.



Quicken Loans' colorful office space in downtown Detroit's Compuware Building combines technology, creative design and a touch of graffiti art.



companies that can create new jobs for Detroit.

"It's not just about the space—we're offering a menu of support services that let small companies act like big companies right from day one," says Randal Charlton, executive director of TechTown. "We also realize how a global market is crucial to the future of Detroit, so one of our initiatives is introducing our tenants to international trade and exporting early on so that the next generation of Detroit entrepreneurs is globally competitive."

It's a strategy that works: just a few of the start-ups include Visca (a company that provides real-time detection of contaminants and pathogens in air, blood and water for the Department of Defense) and Angott Medical Products (which has devised a breast cancer test with double the accuracy—minus the pain—of a clinical breast exam). The incubator even has the nation's first stem cell commercialization center, which assists in getting companies FDA approval and commercializing their products.

Another institution fueling new business opportunities for Detroit is Bizdom U, a nonprofit corporation that teaches aspiring entrepreneurs the skills they need to start and operate a successful business—from training and mentoring to even offering start-up funding up to \$100,000. What makes it great for the region is that Bizdom U will fund a business' initial start-up capital, but it must be located within the city of Detroit.

"We're hoping to see 10 to 15 growth-oriented, Detroit-based businesses come out next year," says Bizdom U founder Dan Gilbert, who also serves as chairman of Quicken Loans Inc., the nation's largest online home lender. Gilbert's

belief in Detroit becoming a hotbed of new economy was so strong that he chose to move the company's headquarters, its 1,700 employees and some of Quicken Loans' sister companies downtown to One Campus Martius at Woodward Avenue—a spot companies are now calling "Webward Avenue."

"When we started the process of deciding where we were going to consolidate ourselves, it became apparent that the talent coming from our universities really wants to be in the urban 'work-play' environment that only downtown Detroit can offer," says Gilbert. It's an address change that's turning the area into a technology hub, as many new software and technology businesses are following suit, but that doesn't surprise Gilbert.

"It really is a 'buy low and sell high' situation that's happening here—we're on the cusp of everything taking off in a big way, and downtown Detroit is an investment for businesses that's too good to pass up."

DID YOU KNOW?
Outsiders often call the city DEE-troit, whereas residents say De-TROIT. Really, with its name rooted in French, it would be more apt to say De-TWAH.

AUTO AUTONOMY

For those who doubt Metro Detroit's ability to benefit businesses of every size, shape and sector, there are plenty of success stories to choose from, such as Strategic Staffing Solutions—a global information technology and business services company that's been based in

Detroit for two decades.

"Many people assume that you need to work with the auto industry in order to grow your business here," says Cynthia J. Pasky, president and CEO of S3. "But in 20 years, we've never sold to an automotive company—or even a supplier—and yet we've grown and been profitable every single year."



"Downtown Detroit is an investment for businesses that's too good to pass up."

—DAN GILBERT, FOUNDER, BIZDOM U; CHAIRMAN, QUICKEN LOANS INC.

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Q+A JUDGE GREG MATHIS

Detroit native and host of the hit TV show *Judge Mathis*; author of *Street Judge*; University of Detroit Mercy graduate; retired judge, 36th District Court of the State of Michigan—the youngest person in the state ever to hold the post

What do you enjoy most about Detroit?
The riverfront. Not only does it contribute to a significant amount of commerce, but it offers a variety of recreational opportunities. It's all about the water for me and the vibrancy of downtown, particularly because of all of the sports. Between the two stadiums, three casinos and all of the restaurants, it makes downtown a pretty vibrant place to be.

What is Detroit's future?
I see the economy diversifying and expanding in the areas of new technology [in the automotive industry], the medical industry—the expansion of hospitals and specialized care—and in higher education, with Wayne State University being a focal point.

What's your favorite place to visit?
I've been going to one place for 25 years and that's Flood's Bar and Grille [in downtown Detroit]. It's where a lot of the professionals and political types gather after work—and they have pretty good food and live entertainment.

Describe the people of Detroit.
They have a determined spirit, a "never give up" attitude and a heightened sense of ownership of the city. Personal ownership, meaning, "This is my town, and I hope that things get better—and I'll stick around until they do." —M. M.



1

lion (beating its previous 2009 earnings of \$170 million).

"When growing a business, you have to be able to be where your customers need you to be in order to compete with larger companies," says Pasky. "If you think about Detroit—with its airport, waterways and international border with Canada—you immediately have mobility and instant access to your customers worldwide at reasonable price points, making the cost of doing business anywhere you wish much cheaper and far more convenient."

That luxury is a profitable perk that most businesses headquartered in Metro Detroit appreciate, including the world leader in pizza delivery, Domino's Pizza. Founded in 1960, the Ann Arbor-based pizza chain now operates a network of 9,000 stores in the United States and 60 international markets.

"As we become increasingly global, Detroit continues to work out very well for us as a transportation hub," says the company's president and CEO, J. Patrick Doyle. That freedom to travel anywhere with ease is one reason behind the company's international growth—international sales made up more than \$2.4 billion of the company's \$5.5 billion global retail sales in 2008.

"We choose to stay here because it's given us the ability to attract great talent and access the work force that's already in the region," says Doyle.

Yet another corporation that's capitalized on Detroit's aptitude to entice talent is Compuware, the largest high-tech company in the state of Michigan. With 4,500 employees in 85

(Continued on page 103)

Since its inception, S3 has branched out into 23 offices worldwide, has 1,800 employees and looks to celebrate its 22nd year of consecutive growth, with revenues of more than \$200 mil-

BY THE NUMBERS

69

Percentage of Michigan's merchandise exports (in 2008) that Metro Detroit alone accounted for.



Rank in export volume (in 2008) among metro areas in the nation (sales totaled \$44.5 billion—only New York, Houston, Los Angeles and Seattle could beat Motor City).

727 feet

Height of the 73-story **Marriott at the Renaissance Center**—the tallest hotel in North America (and once, when it was built in 1977, the world).



60,000: Number of registered bowlers from Metro Detroit, "the bowling capital of the United States," with more than 100 bowling centers.

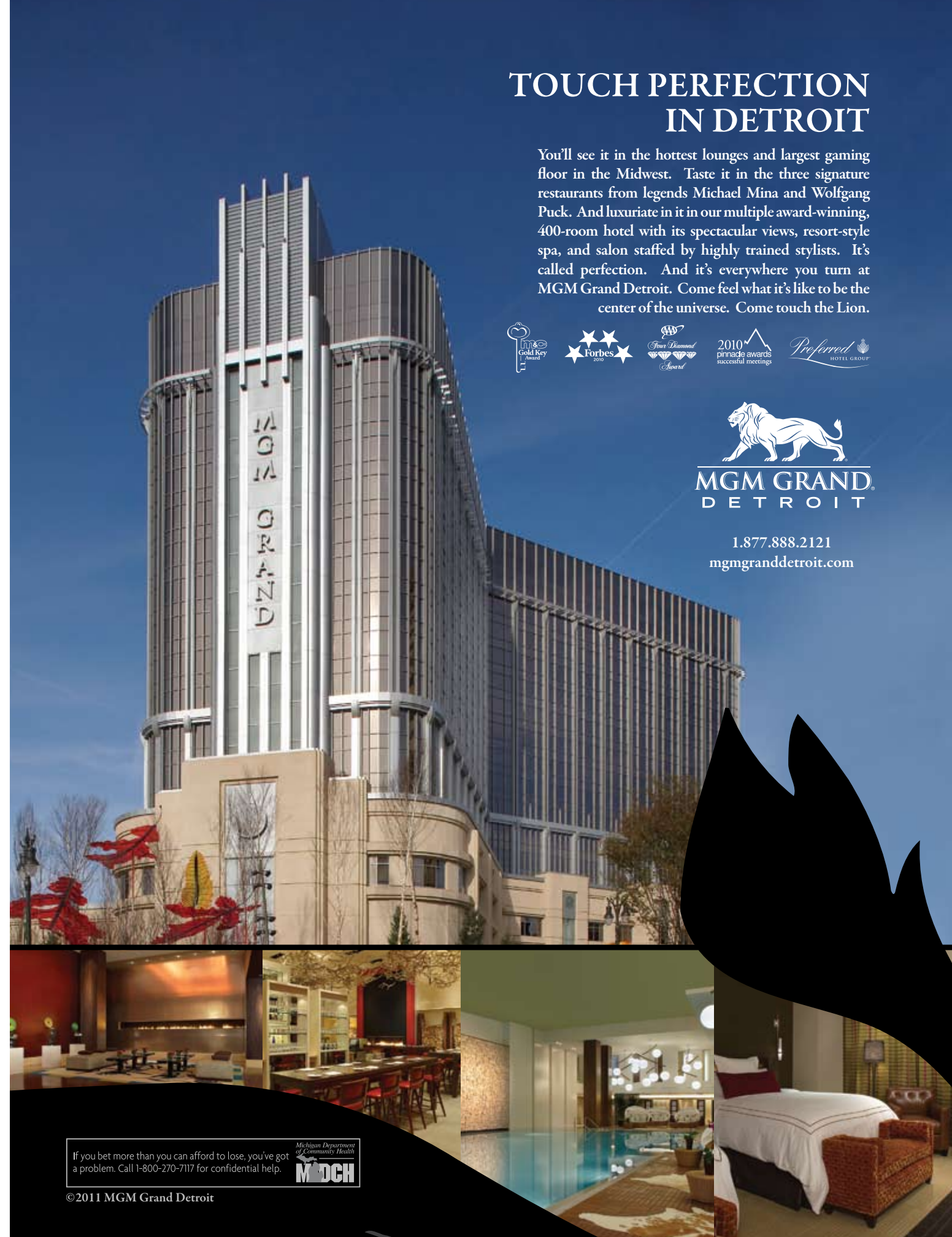


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NATIVE & NEWCOMER



THE NATIVE:
General Motors
(gm.com)

LOCATION: Detroit

WHAT IT DOES: As the nation's first and largest—and the world's second-largest—automotive company, GM operates in approximately 140 countries. Although 70 percent of its vehicles are sold abroad, it's known in the states for its four U.S. brands: Chevrolet, Buick, GMC and Cadillac.



1

HOW IT'S GROWN: Proving that Detroit is driving forward once again, GM's annual sales as of November 2010 were up 21 percent from the previous year, with some individual brands—such as the Buick line—up a whopping 54 percent. The company has also already announced that it will add 1,000 electric vehicle engineering and development jobs in the state over the next two years.

WHY IT STAYS: Besides the obvious automotive and work force advantages that the region has always maintained, it's the city's spirit and experience with leadership that keep GM a proud part of Detroit. "Our industry was probably the first to feel the effects of the global financial crisis, but we're going to lead the country back out of it," says Mark Reuss, president of GM North America.

WHAT IT'S LEARNED FROM THE NEWCOMERS: "I think how to frame risk is a very important lesson," says Reuss. "As a company, you may fail at a couple of little things, but the overall picture of what you're trying to do is what's most important." For GM, that's how it views its commitment to battery development, electrification and other factors associated with the electric vehicle industry. "The industry may produce some ancillary things that may or may not pan out as we go along, but ultimately, the framework of that risk—and what we all have to gain from it—is a fairly sound one that's well worth it."



THE NEWCOMER:
GalaxE.Solutions
(galaxesolutions.com)

LOCATION: Detroit

WHAT IT DOES: The information technology company specializes in the design and implementation of custom software solutions, particularly for the health care industry. "Simply put, we help large corporations direct their information—such as prescription, patient and therapeutic data—exactly where it needs to go," says chairman and CEO Tim Bryan.

HOW IT'S GROWN: In April 2010, GalaxE.Solutions planned to hire at least 500 people within five years. The company immediately surpassed its first-year goal of 70 to 100 employees, hiring 60 in its first five months alone. As of December 2010, the company had an additional 150 new jobs it plans to fill immediately.

WHY IT STAYS: "What brought us to Detroit is its blend of talent [trainable individuals with IT experience and that Midwestern work ethic], a cost-effective infrastructure and an alignment of government incentives that were attractive to us," says Bryan. "What keeps us here is the outstanding opportunity to establish downtown Detroit as a new national IT hub." He believes Detroit's cost-effectiveness will eventually pull jobs sent overseas back into the United States. "Brazil has a \$17 billion IT outsourcing marketplace, yet Detroit is only 5 to 10 percent more."

WHAT IT'S LEARNED FROM THE NATIVES: "The importance of alignment, especially between business and government," says Bryan. "Solid steps have to be taken to revitalize Detroit and diversify its economic base, and what we see and appreciate is what can be accomplished when everyone shares the same vision and comes together to make the types of investments (whether that's capital, time, support or council) necessary to make that vision a reality."



2

DID YOU KNOW?

Currently, GalaxE.Solutions handles around 11 Fortune 500 clients and 18 Fortune 500 clients. According to the newcomer, the vast majority of all U.S. residents receiving health care have at least some of their personal information run on systems built specifically by the company.



(Continued from page 100)
offices around the world, the company moved its headquarters to downtown Detroit's Woodward Avenue in 2003.

"I think because of some of the economic troubles we've recently gone through in Michigan, many people aren't aware of how many companies are doing extremely well here," says CEO and chairman Peter Karmanos Jr. "When you have some of the largest manufacturing companies all headquartered in the Detroit area—including GM, Ford and Chrysler—the sheer amount of technology requirements these companies have provides businesses a great number of technical people to draw on. It's what has allowed us to very quietly build a nice cadre of growing, vibrant technology companies—a cadre that's only going to grow even larger moving forward."

THE CHANGE THAT BRINGS DOLLARS

Businesses coming to Metro Detroit are getting the added benefit of watching the city bloom as it undergoes billions of dollars worth of urban redevelopment.

On the agenda are projects that include large-scale demolition of thousands of vacant struc-

tures, a possible second bridge linking Detroit and Windsor, Canada, and a curbside light rail transit system along Detroit's major corridor, Woodward Avenue. Other initiatives include the collaboration between Detroit's three largest employers—Detroit Medical Center, Wayne State University and Henry Ford Health System—to develop both residential and commercial opportunities within the region to attract 15,000 young professionals to live and work here by the year 2015.

In addition, Vanguard Health Systems agreed to invest \$850 million in the Detroit Medical Center—the single largest private investment in Detroit's history—a move that will pour millions into upgrading and expanding DMC's facilities.

With a track record of entrepreneurial spirit and economic leadership, it's only a matter of time before the repositioning of Metro Detroit yields the results it expects. "We don't go halfway here," says Jackson. "When we put our minds to anything, we're best in class in whatever we do, whether it's business, industry or entertainment—and that's a fact."

In other words, there are really only two choices to make: You can step in and grow or you can sit back and wish you had. *



"Many people aren't aware of how many companies are doing extremely well here."

—PETER KARMANOS JR., CEO, CHAIR, COMPUWARE

PHOTOS: (KARMANOS) JOE VAUGHN

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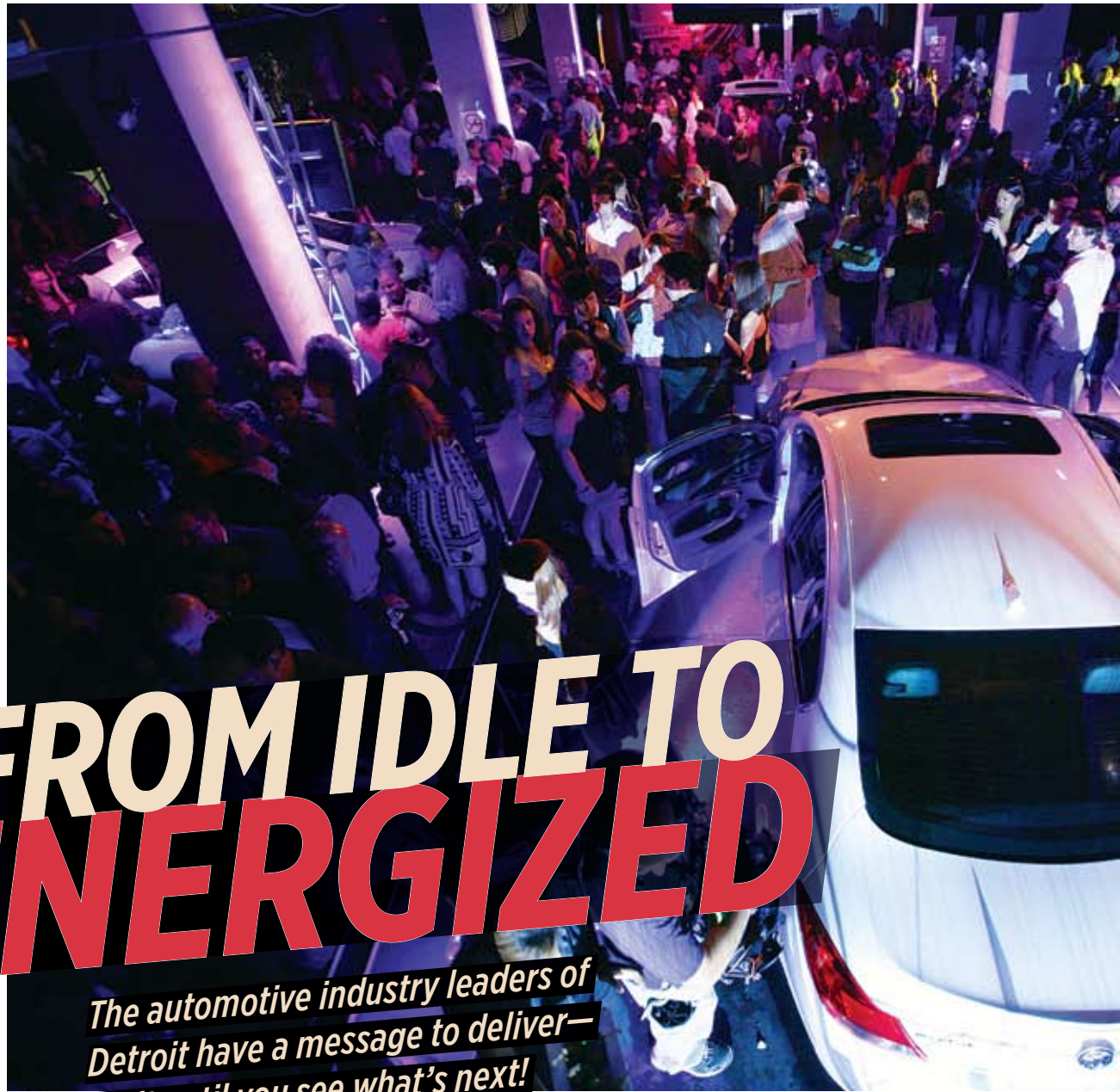
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PHOTOS: (GM) STEVE FECHT/GENERAL MOTORS



FROM IDLE TO ENERGIZED

*The automotive industry leaders of Detroit have a message to deliver—
Wait until you see what's next!*

By Myatt Murphy

An economic evolution is taking shape in Detroit, but the city will always be known for pioneering the automobile industry—a natural association when you have the world headquarters of General Motors Company, Ford Motor Company and Chrysler Group LLC all located right in your backyard.

After overcoming the challenges of the last few years, the Big Three are back on top, forging high-tech, world-changing innovations that will solidify Metro Detroit's place as the global center in automotive R & D, manufacturing and trade.

Take Chrysler, for example, which recently

formed a global strategic alliance with Fiat Group in order to add an expanded product line of environmentally friendly vehicles to its stable. Headquartered in Auburn Hills, the company is conceiving new breakthroughs to repaint the automotive landscape. "The Achilles' heel of the automotive industry is that today the electronics inside [the vehicles] can be dated within six months," says Ralph V. Gilles, president and CEO of Dodge Car Brand and senior vice president of product design for Chrysler Group LLC. "So the future lies in having open platforms that can be updated every year, every six months—or

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Prostate cancer led me to Henry Ford

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Q+A: EDSEL B. FORD II

Great-grandson of Henry Ford; godfather of Ford Racing; owner of Pentastar Aviation; civic philanthropist; member of the board of directors of Ford Motor Company

What makes Detroit unique?

I was born in Detroit in 1948, so I've seen 62 years of its history and think it's a combination of things. Detroiters are very proud of their heritage and their legacies. In addition, Detroit has a unique ability to reinvent itself when it has to, and I've watched that rebirth happen on many, many occasions.

What do you enjoy most about Detroit?

I like a lot of things, but it depends on what hat I'm wearing on any given day. I enjoy Campus Martius Park because I can ice-skate outdoors in the wintertime. I can head through the tunnel and go to Windsor, Canada, in 15 minutes and experience another country, which is unique compared to most states. And, if you're into sports, what can I say?



What is Detroit's future?

We are an incredibly culturally diverse city and my hope for Detroit is that we can all see the benefits that can happen when we share a common vision for the future and allow all of our different backgrounds and cultures to come together as one. —M. M.

even instantly.”

One of Chrysler's most recent examples of eco-friendly ingenuity is its new Fiat Multiair Engine System, recognized as one of the top automotive technologies for 2010 by *Popular Science* magazine. The 1.4-liter engine reduces emissions by 10 percent (up to 40 percent for hydrocarbons and carbon dioxide and up to 60 percent for nitrous oxides) while simultaneously improving fuel efficiency. Set to enter the North American market in 2012 inside the new Fiat 500, the engine could be the first step toward revolutionizing how green the cars of tomorrow become.

Equally influential in devising the technologies that will redefine transportation is Ford Motor Company, which formed an alliance



Ford Focus

Students learned firsthand about the electrification of cars during Student Day at the Plugging-In Conference, sponsored by General Motors in October of 2009.



with University of Detroit Mercy to develop an advanced electric vehicle certificate program to teach engineers everything from power electronics to batteries. It is a step designed to retrain engineers to understand—and build—the energy-efficient vehicles you'll see on the streets of tomorrow, but it's not the only proof of Ford's promise to Metro Detroit that the region will always initiate outstanding automotive inventions.

Ford's commitment to electrification goes beyond R & D. The company is behind an estimated \$1 billion investment to turn its Michigan assembly plant in Wayne into a facility that will produce its all-new line of electrified vehicles, including an electric Focus compact in 2011 and a plug-in hybrid electric vehicle and next-generation hybrid vehicle in 2012.

“When it comes to electrification, it's not a side project for Ford—it's part of our overall strategy,” says John Viera, director of sustainability and environmental policy for Ford Motor Company. “We're busy thinking about how we want to provide transportation five, 10, 50 years from now—and how Detroit can be at the center of advancing transportation.”

Ford is also working on the new EcoBoost engine (which offers the performance of a 6- or 8-cylinder engine with the fuel economy of a smaller 4- or 6-cylinder engine). But the company's forward-thinking approach doesn't stop there. Realizing that, for many consumers, it's not what's under the hood that matters but what's on the dashboard, Ford is also proud of its MyFord Touch, a driver-interface system that replaces the traditional vehicle buttons, knobs and gauges with LCD screens, five-way directional buttons (similar to a TV remote control and MP3 player) and a voice recognition system that instantly works with any media device or phone, regardless of the service plan you have.

When designing the system, “we looked at three things: what can be beamed in, brought in and built in,” says Jim Buczkowski, director of electronics research and advanced engineering for Ford. “What we've created is a seamless human-machine interface that's making tomorrow's vehicles—and the accessories in them—not only easier to use, but a lot safer.”

Recently, the most celebrated of the Big Three has been General Motors Company. In the first half of 2010 alone, the nation's automotive leader invested \$3.28 billion in research and development that has led to perhaps the most acclaimed about-face auto innovation ever: the Chevrolet Volt.

Powered by an electric motor, the Volt also



A Chevrolet Volt at General Motors' Detroit-Hamtramck Assembly Center.

drive those 40 miles on pure electrical energy with no anxiety, then seamlessly switches to another engine that will give you another 330 miles of range.”

The Volt may be one of Metro Detroit's greatest examples of the region's growth in green tech, but it's just one vehicle to emerge from GM's advanced propulsion technology strategy that focuses on two key factors: energy diversity and energy efficiency. “Today, we're 96 percent

dependent on oil for fuel, which isn't a sustainable model for us, our customers or the entire automotive industry,” says Stephens.

Soon, GM's determination to push toward oil independence will create a portfolio of vehicles that run on every possible energy source, from electricity and biodiesel to ethanol and hydrogen. It's a strategy that will not only

strengthen the company's place in its field, but also Metro Detroit's dominance in continuing to rethink the way the world drives. ✱



“We've created a seamless human-machine interface”

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From city center to 'burbs, historic sites to natural settings, the Tri-County area covers it all.

INSIDE METRO DETROIT

By Ellen Piligian

MIDTOWN

Detroit's Midtown is the city's cultural hub, a vibrant neighborhood district that's home to Wayne County's major museums and art galleries, restaurants, shopping, theaters and nightlife. There is a thriving student population thanks to **Wayne State University** and the **College**



Magic Stick

for **Creative Studies**, considered one of the nation's top design schools. For culture, you'll find five main museums within two blocks, including the **Detroit Institute of Arts**. Visit the many art galleries for local art, including the edgy **Detroit Artists Market** and **Re:View Contemporary Gallery**.

Shop the independent stores, such as **Leopold's Books**, the **Bureau of Urban Living** for home goods, **City Bird** for all things Detroit, **Sole Sisters** for shoes and **The Black Dress** for great fashions. For some true rocking attire, be sure to check out Kid Rock's Made in Detroit clothing line at **Showtime Clothing** and the **Barnes and Noble Bookstore** on the WSU campus, among other locations throughout the city.

When it comes to nightlife, music is a must. Start at the **Majestic Entertainment Center**, which includes the **Magic Stick** for up-and-coming bands (the White Stripes got their start here), the larger **Majestic Theatre** venue and the rocking **Garden Bowl**, the nation's oldest bowling alley.

Fans of classical music and jazz have



Bureau of Urban Living

the **Max M. Fisher Music Center**, while film buffs should check out the funky independent **Burton Theatre**, located in a former schoolhouse.

Grab a quick bite at **Avalon International Breads**, an organic bakery, or for something more leisurely, eat where you can also try the local brews at **Motor City Brewing Works**. For a bit more luxury, opt for **The Whitney**, where you can dine inside a mansion that's more than 100 years old.



DOWNTOWN

South of Midtown to the Detroit River is the heart of the city, home to the financial and entertainment districts, three of the city's sports teams and most of the city's major skyscrapers, as well as a mix of condo and loft developments.

Among the public spaces is **Detroit RiverWalk**, where you can bike or ride a carousel while looking south to Canada. There's also **Hart Plaza**, **Grand Circus Park** and **Campus Martius**, which has an outdoor ice rink in the winter, free concerts in the summer and is the point of origin for the city. **Eight Mile Road**—yes, that Eight Mile, made famous by the 2002 film starring Detroit's hip-hop king Eminem—is eight miles from the center of the park.

For sports fans, **Comerica Park**, **Ford Field** and **Joe Louis Arena** are all just minutes from each other, and theater buffs will appreciate the magnificent **Fox** and **Michigan Opera** Theatres and perhaps **PuppetART Theater**, whose puppetry masters were trained in the former Soviet Union.

For dining, there's a spectrum of options, from the **American** and **Lafayette Coney Islands**, each of which claim to have invented Detroit's



American Coney Island

Coney, to restaurants in historic **Greektown**, also home to one of the city's major casinos. Find Cuban fare and salsa dancing at **Vincente's**, German food and beer steins at **Jacoby's**, 15 Michigan brews on tap at **Foran's Grand Funk Pub**, and sweeping cityscapes at **Coach Insignia** atop the GM Renaissance Center. After hours, head to **Centaur**, a martini bar inside a former toothpaste factory, or **Cliff Bell's**,

a marvelously restored jazz club with live music nightly. If you're bent on rock and alternative music, head to **St. Andrew's Hall**, which over the years has hosted then up-and-coming groups such as New Order, R.E.M. and The Red Hot Chili Peppers.

CORKTOWN

Located west of Downtown, this is Detroit's oldest surviving neighborhood, dating back to the 1850s. The area got its name from its Irish settlers, most of whom were from County Cork. Today the largely residential neighborhood is a hot bed of revitalization efforts and home to an ethnically diverse population that ranges from students and professors to urban professionals. It's one of Detroit's



From left: Slow's Bar BQ; Detroit RiverWalk; Soap from City Bird.



most walkable communities and Corktown shopping includes the inimitable **John K. King Books**, a mecca for book lovers with more than a million used and rare books in

stock. For fun and funky styles, check out **Rachel's Place**, a resale shop. Diners should be prepared to wait at **Slow's Bar BQ**, which *Bon Appetit* called one of the country's best barbecue restaurants. Later, head to **PJ's Lager House** for up-and-coming bands. Annual events include a **St. Patrick's Day** parade and the **Tour de Troit**, a bike ride exploring the city's historic areas that starts and ends here.



Q+A: JEFF DANIELS

Actor; playwright; founder and executive director of the Purple Rose Theatre Company in Chelsea, Michigan; accomplished musician (all proceeds of Daniel's CDs—including his latest release, *Keep It Right Here*—benefit his theater company)

What makes Detroit unique?

Right now, what makes Detroit unique is what it could be. It's almost as if we had to hit bottom in order to bounce back up. This is the beginning of that bounce, and I'm fascinated about what it could eventually become—and what it could be again.

What's your favorite place to visit?

Going downtown to Lafayette Coney Island. I love the fact that [the restaurant] hasn't changed in 40 years, and their Coney Island hot dogs are just—well, if you had two of them, you'll know you've eaten!

What's your take on the entertainment industry finally discovering Detroit?

I was thrilled because I've spent the last 25 years shooting movies everywhere, and I always noticed that everyone—from the prop guy to the hair stylist—was mostly a local hire. But it's not just about the extra jobs, it's also about the money that comes in, stays here and trickles through the community. As one production leaves, another one comes in. The people may leave—but the money stays here. —M. M.



1



WOODWARD CORRIDOR NORTH

You'll find plenty to see and do heading north into Oakland County along Woodward Avenue, one of the city's main arteries. Just past Detroit's Eight Mile Road border is **Ferndale**, with a walkable downtown that offers a hint of bigger city grit. A haven for hipsters, young professionals and a strong LGBT community, Ferndale has many inde-

pendent shops, galleries, restaurants and bars, such as the popular **Woodward Avenue Brewery** and the **Magic Bag**, an independent movie theater with Brew 'n' View nights.

North of Ferndale is **Royal Oak**, home to the acclaimed **Detroit Zoo** with North America's largest polar bear exhibit. **Royal Oak** has a thriving downtown that boasts nearly non-stop nightlife. Shopping has a bit of an edge with stores such as **Noir Leather**, while eateries run the gamut from sushi to tapas to one of the area's few raw-food restaurants. Continue north a few miles along Woodward to swanky downtown **Birmingham**, home to some of Detroit's most upscale housing and shopping, such as **Linda Dresner**. Here the good life includes countless eateries, street fairs and concerts in the park.



Detroit Zoo

ALONG LAKE ST. CLAIR

Lake St. Clair, located between the Great Lakes of Erie and Huron, forms Macomb County's eastern border. With some 30 miles of shoreline and about 100 marinas, it's a mecca for boaters, fishermen, sailors and anyone who's not a landlubber. From downtown Detroit, head east along scenic Jefferson Avenue, past some of the area's most magnificent mansions, including the **Edsel and Eleanor Ford House** with nearly 90 acres of lakefront grounds. Continue north to St. Clair Shores to find the bustling **Nautical Mile**, home to the largest concentration of boats in the Midwest.



Edsel and Eleanor Ford House

DAYTRIPPING: ANN ARBOR

When it comes to Best Of lists, **Ann Arbor** is no stranger. In 2010, the city was named one of the ten best cities for families by *Parenting* magazine; the third best Midwest food town in *Midwest Living's* 2010 Best of the Midwest Issue; the best college sports town by *Forbes* in both 2009 and 2010 and one of America's 50 greenest cities in 2008 by *Popular Science*. The list goes on.

Located 45 miles west of Detroit and 35 miles north of Ohio, Ann Arbor, known as AA or A2, was founded in 1824. Today it's home to about 115,000 residents, including the 40,000-plus students who attend the **University of Michigan**, one of the most prestigious public universities in the U.S. with the largest university hospital in the world.

Virtually synonymous with the U-M, Ann Arbor lays claim to the country's



largest college-owned football stadium—"The Big House"—which holds about 110,000 Wolverine fans yelling "Go Blue!" each fall. The city of Ann Arbor is also the corporate base for **Border's** bookstores and **Domino's Pizza**.

Ann Arbor's highly walkable downtown is dense with restaurants, bars and art galleries. Any visit should include a stop at the "Quad," an area of the downtown U-M campus known for its gothic-style architecture and grassy open space. Film buffs will appreciate the **Michigan Theater**, a restored 1928 cinema, and the **State Theater**, a 1942 art deco cinema, both sites for the annual

Ann Arbor Film Festival each March.

Among the city's 200-plus downtown restaurants is the famed **Zingerman's Deli** in historic Kerrytown, a foodie paradise with a gourmet market *Food and Wine* magazine dubbed one of the top 25 in the world.

For music, **the Ark** is hard to beat. Its 400-seat venue is considered one of the top music clubs in the world for its acoustic quality and wide-ranging concerts.

Other highlights include the **Matthei Botanical Gardens**, a 300-acre site with a 10,000-square-foot conservatory, the annual **Ann Arbor Art Fair**, which draws more than half a million visitors each July and the **Ann Arbor Hands-On Museum**, with nine unique galleries and more than 250 interactive exhibits for all ages. ✨



Zingerman's Deli

PHOTOS: (ZOO, ZINGERMAN'S) BILL BOWEN; (FORD ESTATE) DETROIT METRO CONVENTION & VISITORS BUREAU; (MAP) RANDALL NELSON

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Whether you're an art snob or history lover, you'll find plenty to pique your cultural interests.

DETROIT'S GREATEST HITS



Above: Detroit Institute of Arts. Right: Heidelberg Project

In Detroit's Midtown you won't want to miss the Detroit Institute of Arts. Home to 100 galleries and 60,000 works from ancient to modern times, it's the nation's fifth-largest museum. You'll see Auguste Rodin's "The Thinker," Vincent van Gogh's "Self Portrait" and Diego Rivera's magnificent "Detroit Industry" murals.

For something edgier, there's the nearby Museum of Contemporary Art Detroit, housed in a raw, gritty structure that was once an auto dealership. You'll find thought-provoking exhibits as well as informative lectures, family activities, live music and a gift shop worth a look.

On East Jefferson is Pewabic Pottery, founded in 1903 during the Arts and Crafts Movement and world famous for its tile and pottery in unique glazes. You can even make your own tiles here.

You'll find a completely different experience at the Heidelberg Project, a neighborhood art project spanning two square blocks on Detroit's east side. Created by artist Tyree Guyton to call attention to urban blight, it features abandoned homes painted with polka dots and discarded objects, such as stuffed animals and old tires that hang from trees or find new life as sculptures. The project continues with the goal of inspiring action and bringing communities together.

In the northern suburbs, you'll find the Bloomfield Hills campus of Cranbrook, one of the world's leading centers for education, science and art. Its celebrated contemporary Art Museum is home to works by Charles and Ray Eames and Andy Warhol.

For performing arts, Detroit has the second-largest theater district in the country, next to New York City, with 13,000 seats alone in a two-block radius. One of the most impressive venues is the 1928 Fox Theatre, one of the largest theaters in the nation with more than 5,000 seats. You can see contemporary performances at Wayne State University's repertory theaters and catch more intimate shows at the Gem Theatre and Century Club. For classical music, there's Orchestra Hall, home to the Detroit Symphony Orchestra, but also host to a jazz series. Famous for its acoustics, the hall is part of the larger Max M. Fisher Music Center, a performing arts complex that includes the 450-seat Music Box recital hall. For Puccini fans, there's the 1922 Detroit Opera House and Music Hall, a 1928 theater that hosts diverse programs, from music and theater to dance. Of course, this is also Detroit Rock City, which gave rise to the likes of Kid Rock and The



Wayne State University Orchestra; (right) Re:View Contemporary Gallery

White Stripes. Music fans—including rock, punk and even a touch of country—should check out the Majestic Entertainment Center, home to the Magic Stick for up-and-coming bands and the larger Majestic Theatre. Four



PHOTOS: (TOP) AFP/GETTY IMAGES; (HEIDELBERG PROJECT) GERONIMO PATTON



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Crowning Glories: Status, Style and Self-Expression Exhibit, Charles H. Wright Museum of African American History

local up-and-coming bands to watch for (you can say you heard them here) include Doop and the Inside Outlaws, Whitey Morgan, the 78's and the slightly more punk rock

groups The Sugarcoats and Gardens.

The Detroit Historical Museum in Midtown takes visitors through 300 years of the region's history and includes the old cobblestone streets of Detroit, where you can visit 19th-century stores and see an auto assembly line in action.

Midtown is also home to the Charles H. Wright Museum of African American History, "the world's largest institution dedicated to the African-American experience."

About 20 minutes west of Detroit in Dear-

born, is the largest concentration of Arab Americans in the country and the Arab American National Museum—the only museum of its kind in the United States dedicated to documenting, preserving and presenting Arab-American history and culture.

BRAGGING RIGHTS Eastern Market, established in the 1890s, is the largest historic public market district in the country, drawing some 40,000 people to the 43-acre Saturday market with hundreds of open-air stalls on Detroit's near east side.

A must-see for music fans is the Motown Historical Museum, a.k.a. Hitsville U.S.A., in the New Center area. Housed in two of the original houses owned by Motown Records, the museum has rare photographs, gold records, costumes and other memorabilia.

You could easily spend a day at The Henry Ford in Dearborn, home to five attractions that celebrate 300 years of American traditions and innovations, including such exhibits as the car in which John F. Kennedy was assassinated and the Wright Brothers' cycle shop. You can also watch the assembly of the Ford F-150 or the occasional live baseball game played with rules from 1867.

Science geeks will find endless fun at the Detroit Science Center in Midtown, one of the 10 largest hands-on science museums in the country, while architecture buffs will find fascination among Detroit's many buildings. Architects drawn to the city include Albert Kahn, whose landmark Fisher Building in Detroit's New Center area is often considered his greatest achievement. The 30-story art deco structure is breathtaking for its three-story, barrel-vaulted lobby made with 40 different kinds of marble. In the 1950s, Mies van der Rohe also came to Detroit where he designed the Lafayette Park residential district downtown, exemplar of his clean, simple style. A must-see on any list is the glorious Guardian Building, designed in 1929 as headquarters for the Union Trust Company. The 40-story national historic landmark takes up an entire square block and features one of the most spectacular art deco interiors in the United States.



Guardian Building

Design buffs will also enjoy Belle Isle, the nation's largest city-owned island park, designed by Frederick Law Olmstead, who designed New York's Central Park. Among the attractions are fishing, biking and bird-watching as well as the Anna Scripps Whitcomb Conservatory, the elegant Scott Fountain and the Dossin Great Lakes Museum. *—E. P.



Q+A: MITCH ALBOM

Best-selling author (including *Tuesdays with Morrie* and *The Five People You Meet in Heaven*); journalist; screenwriter; broadcaster; founder of four Detroit-based charities, including the Dream Fund, S.A.Y. Detroit, A Time To Help and A Hole in the Roof Foundation

What makes Detroit unique?

It's a blue-collar, family-orientated place that has been looked down upon for so long that it's adopted an underdog role. And so there's a great camaraderie amongst the people here. If you do stay and pitch in, they really throw their arms around you and say, "We're in this together." There's no "me" here—it's a lot of "us," "our" and "we."

What do you enjoy most about Detroit?

I can walk into a coffee shop and see people reading my work or clipping columns to mail away, to give their loved ones a piece of home. As a newspaper columnist, there's a real sense of the community embracing you as one of their own wordsmiths—and that's one of the reasons I've never left.

What's your favorite place to visit?

Joe Lewis Arena—home of the 11-time Stanley Cup champion Detroit Red Wings—because it looks, sounds and smells like history. It's also the noisiest arena in Michigan, and no one loves hockey like we love hockey, so it really screams Detroit—and I mean screams.

What is Detroit's future?

We're still one of the last places where people use their hands and know how to get dirt under our fingernails. We're used to working long, hard hours, and as we invite new businesses to the area, I think those traits will be valuable as our economy changes. You just can't keep Detroit down. —M.M.



1

Tony Kinsey, Leukemia Survivor

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PHOTOS: (ALBOM HEAD SHOT) GLENN TRISTE; (ALBOM OTHER) DETROIT RESCUE MISSION MINISTRIES.

Thanks to its incomparable incentives and limitless locations, Detroit's film and television production has the green light to go big!

CELLULOID SUCCESS



(Clockwise from top) Up in the Air; Flipped; Scream 4

By Myatt Murphy

The next time you watch a hit movie or your favorite TV show, look closely at the credits. Odds are, it was shot and produced somewhere in the Metro Detroit area—Hollywood's hottest Midwest locale.

What draws film and TV producers in droves to D-Town isn't just its easy-access international airport, 4.5 million extras (representing every ethnic group on Earth), a four-season climate and endless environments to choose as a backdrop (from cityscapes and art deco office buildings to casinos and fertile farmland). It's how serious Detroit is about investing in the entertainment industry in order to save producers time and money, which in turn is creating thousands of jobs and bringing in major box-office bucks.

Financially, Detroit is even more enticing with its 40 percent, refundable cash rebate for shooting in the city (plus an additional 2 percent if producers film in one of 136 selected "core communities" in the area).

"We may have come late to the game," says veteran actor and Michigan native Jeff Daniels, "but we came in with the most aggressive film and TV production incentive in the country—and those in the industry have taken notice."

In addition to the rebate, there's also a quick four-week review process to help get productions up and running faster and a 24/7 assistance service run by Film Detroit (which helps studios find ideal locations and facilities throughout metropolitan Detroit—at no cost to the production).

"But best of all, the state offers tax credits for hiring and training current Michigan crew members," says Wayne County executive Robert Ficano. "A certain percentage of Detroit's work-

ers who once manufactured cars are now taking their talents and applying them toward building movie sets. It's a change that's spurring the economy by creating new opportunities for our talented work force, as well as allowing our local services and businesses—from hotels and restaurants to goods and services—to be utilized by the production companies that come here."

Combined, it's a production package that's lured more than 100 film and television projects in the last two years—projects that have created more than 7,000 production jobs in the state (with an additional 4,000 extra and day player jobs). Metro Detroit's Wayne County alone was home to 35 to 40 projects in 2010, including *Transformers 3*, *The Double*, *Real Steel* and *Machine Gun Preacher*. Thanks to grand-scale projects like these, it's estimated that producers will have spent approximately \$300 million within Michigan in 2010. Since about 80 percent of all projects are shot in and around Detroit, it's easy to see why Michigan relies on the iconic region to play the starring role in its economic growth.

But as much as the entertainment field has given Detroit, the city is even more grateful for what the industry has allowed it to keep.

"There are a number of young, talented people who may have left for Chicago or New York but are now choosing to stay in Detroit because

of the film activity happening here," says Ficano. "It's helping us keep our homegrown creativity here—creativity that may someday take Detroit to the next stage of success." ✨



Transformers



Real Steel

D-TOWN'S A-LISTERS

Here's just a sample of what's been filmed in or around Metro Detroit.

- Scream 4
- Salvation Boulevard
- LOL: Laughing Out Loud
- Vamps
- Stone
- Flipped
- Master Class
- Highland Park
- The Irishman
- Hopeful Notes
- Caught in the Crossfire
- Conviction
- Detroit 1-8-7
- TV's Garage Wars
- TV's Parking Wars
- Up in the Air
- Transformers
- Four Brothers
- Grosse Pointe Blank
- True Romance
- Hoffa
- Roger & Me

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SPORTS TOWN U.S.A.

Detroit fans are nothing if not loyal, and their teams give them plenty of reason to cheer.



DETROIT TIGERS

A charter member of the American League in 1901, the Detroit Tigers have won four World Series championships and last played in the World Series in 2006. Their storied past includes such Hall of Fame players (inducted as Tigers) as Ty Cobb, Mickey Cochrane, Sam Crawford, Charlie Gehringer, Al Kaline, George Kell and Hal Newhouser. Since 2000, the team has played at Comerica Park, where there's not a

bad seat in the house. Fans can also ride a Ferris wheel and Tiger-themed carousel, watch a water fountain feature in center field and enjoy sweeping views of the city skyline. The Tigers lost two important people in the team's history when they passed away last year: Sparky Anderson, who managed the team from 1979 to 1995, and longtime broadcaster Ernie Harwell. The current roster includes Miguel Cabrera, regarded by some as the best player in the American League. Team owner Mike Ilitch, who owns Little Caesars Pizza, also owns the Detroit Red Wings.



Q+A:

NDAMUKONG SUH

Defensive tackle for the Detroit Lions; No. 2 overall pick of the 2010 NFL Draft; Heisman Trophy finalist; Lombardi Award recipient; donor of \$2.6 million to the University of Nebraska—the largest single charitable contribution ever given by a former athlete

What makes Detroit unique?

Between Motown and having a team in every single professional sport based here, it's unlike any other place I know. It's a city that really embraces its athletes and itself and its surroundings. There's a real sense of pride and that's something I've definitely enjoyed since coming here.

What's different about the fans in D-Town?

To be honest, I find them to be very similar to the ones I

experienced playing college football in Nebraska. They're die-hards that are true to their team—no matter if you're playing good, bad or indifferently, they will support you no matter what.

What's your favorite place to visit?

Recently I've found myself at The Palace of Auburn Hills quite a bit to watch the Pistons play. I also like heading to Troy for the mall [the Somerset Collection] and all the great restaurants that they have around that area.



What is Detroit's future?

Some people don't see it as a city that's bouncing back from the recession, but as someone who works and lives here now, I see it as a city that's growing rapidly. There are a lot of things coming up that are going to reshape the city. —M.M.



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PHOTOS (SUH, BOTTOM) GETTY IMAGES; (DETROIT TIGERS) STEVEN KOVICH

DETROIT'S TIMELINE

1701 Detroit is founded by French explorer Antoine de la Mothe Cadillac.

1815 Detroit is incorporated as a city.

1896 Henry Ford builds his first car in Detroit, and the world's first convention and visitors bureau — the Detroit Metro Convention & Visitors Bureau — is founded.

1913 Henry Ford introduces the assembly line, revolutionizing the auto industry.

1928 Tunnel and bridge access to Canada commences with the opening of the Detroit-Windsor Tunnel and the Ambassador Bridge.

1974 Coleman Young takes office as Detroit's first African-American mayor.

1977 The Renaissance Center, the largest privately financed project in the world at the time, opens.

1980 Detroit hosts the 32nd Republican National Convention at the new Joe Louis Arena.

1995 Barry Gordy launches Motown Records.

2006 The Tigers become the American League champs, Detroit hosts Super Bowl XL.



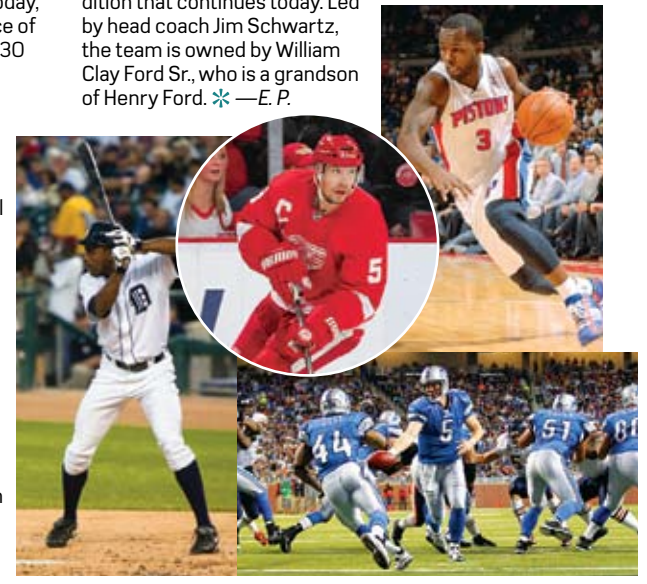
DETROIT PISTONS
Originally established in 1941 in Fort Wayne, Indiana, as the Fort Wayne Pistons, the team joined the NBA in 1948 and by 1957 came to Detroit and took the name it uses today. In the 1960s, the Detroit Pistons drafted Dave Bing, Detroit's current mayor, who played nine seasons with the team. During the 1980s, the team got its bad boy image thanks to such players as Bill Laimbeer, Vinnie Johnson, Dennis Rodman and Isiah Thomas. The Pistons won back-to-back championships in 1989 and 1990, defeating the LA Lakers and Portland Trailblazers, respectively. The 1989 win marked their first NBA championship title. They have won five league championships and five conference titles over the years. Today, led by head coach John Kuester, they play at the Palace of Auburn Hills, one of the nation's largest arenas, about 30 miles north of the city.



DETROIT LIONS
OK, so they aren't the top team in the NFL. Detroiters still stick by their Lions. The team was at its peak in the 1950s when they won three championships, in 1952, 1953 and 1957. They haven't won a championship since and have never played in a Super Bowl—but that hardly deters fans. Games at Ford Field, an indoor stadium in Downtown Detroit with plenty of architectural charm, are almost always sold out. The team, originally based in Portsmouth, Ohio, and called the Portsmouth Spartans, joined the NFL in 1930 and, following the Great Depression, moved to Detroit in 1934, taking the Lions name. The franchise started the tradition of playing football on Thanksgiving Day, a tradition that continues today. Led by head coach Jim Schwartz, the team is owned by William Clay Ford Sr., who is a grandson of Henry Ford. *—E. P.



DETROIT RED WINGS
Founded in 1920, the Detroit Red Wings are one of the original six teams of the NHL. They have won the most Stanley Cup championships—11 as of 2010—of any U.S.-based NHL franchise and rank third overall in total NHL championships behind the Montreal Canadiens and the Toronto Maple Leafs. The Red Wings play their home games at Joe Louis Arena in Detroit. They were first established as the Detroit Cougars before being named the Detroit Falcons in 1930. By 1932 they took the name they use today. Their heyday was the 1950s when Gordie Howe, one of the greatest hockey players of all time, played for the team. Today, led by team captain Nicklas Lidstrom and coached by Mike Babcock, the Red Wings are owned by Little Caesars Pizza founder Mike Ilitch, who also owns the Detroit Tigers.



Row Your Boat
With more than 11,000 inland lakes and more than 36,000 miles of streams throughout the state, it's little wonder Detroit is home to the oldest continuous rowing club in the world. The Detroit Boat Club was established in 1893 on the Detroit River, just as Detroit was developing as a city.



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WHAT'S COOKING IN DETROIT

When it comes to dining in this land of opportunity, it's as much about entrepreneurship as it is about food.

By Ellen Piligian

Never ran a restaurant? No problem. Don't have business experience? A minor detail. Got a great idea and some gusto? Now we're talking.

That's pretty much what Torya Blanchard found when she decided to start a downtown creperie in 2008.

Then age 30, she quit her job as a French teacher and cashed in her 401K to pursue her dream, opening Good Girls Go to Paris Crepes in a 40-square-foot stand near the local YMCA.

A year later she moved into a 1,000-square-foot location just steps from the Detroit Institute of Arts and within another year had doubled that space. Now she has seating for 60 and 50

crepes on the menu, made primarily with local ingredients.

"In the last five to 10 years Detroit has been a place where you can start a business like this. It's like Ground Zero," says the lifelong Detroiter, who turns 33 in March.

Blanchard isn't alone. For entrepreneurs who see a need and are willing to roll up their sleeves, Detroit is a place where rents are low and the competition is downright friendly.

"You can rent a space in Detroit for [practically] nothing," says Blanchard of her Midtown location. She also credits the business community for helping her to succeed. "They want to help you out," she says. "We're friends, we support each other."

Among her friends are Dave Mancini and Jim Geary, who also opened restaurants in 2008. Mancini was a physical therapist when he decided to make a go of the thin-crust pizzas he'd mastered at home. Despite pressures to open Supino Pizzeria in a suburb, he says he opted for Detroit because "the idea of doing it anywhere else bummed me out."

Today the award-winning pizzeria in Eastern Market features mostly local ingredients on seasonal pizzas. Now working on a liquor license, Mancini, 37, has also been impressed with the community support. "It's been mind-boggling," he says, adding that local restaurant owners routinely send customers his way.

Woodbridge Pub owner Jim Geary has a similar tale. A handyman who moved to the city's historic Woodbridge neighborhood a decade ago, Geary, 32, decided to open a local pub with a healthy twist. By 2005, he was restoring the 1926 building himself with mostly salvaged materials. Today the pub is more than a local restaurant. It's a way to give back to the community that supported him in the first place by providing jobs, says Geary. "[Detroit] is a land of opportunity for sure. Just a little person like me with a crazy idea can make a big difference." *

WHERE TO EAT

Good Girls Go to Paris Crepes

Torya Blanchard named her 50 sweet and savory crepes after friends. Among them: Leanne, with peanut butter and jelly, and Pascale, with chèvre and fig jam.

House favorite: Constantly changing, but currently the Claire, made with chicken, broccoli and Cotswold cheese. goodgirlsgotopariscrepes.com

Supino Pizzeria

Dave Mancini keeps his menu simple with about nine thin-crust pizzas made with ingredients such as roasted garlic, Kalamata olives, ricotta cheese, celery root and sweet potatoes.

House favorite: The Bismarck, with fresh mozzarella, prosciutto and a whole egg baked on top. supinopizza.com

Woodbridge Pub

At Jim Geary's neighborhood pub, you'll find plenty of vegetarian plates along with the popular burgers, black bean burgers and roasted yams.

House favorite: The Hipster, an Angus beef burger with goat cheese, portabella mushroom cap and herb mayo. "It tastes like a really expensive steak." woodbridgepub.com



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HOSPITALITY HOTBED



MGM Grand Bourbon Steak Restaurant

Metro Detroit says welcome with more than 42,000 rooms—5,000 of which are right in Downtown Detroit and 2,500 of which came to be in the last couple of years. Take your pick from luxuriously restored historic properties to stylish casino digs to neighborhood boutique hotels. Here are three to start.
-E. P.



Westin Book Cadillac

Westin Book Cadillac

The Vibe: A \$200 million renovation brought this historic 1924 hotel to modern glory in 2008.

The Crowd: Historically, guests have included U.S. presidents, Frank Sinatra, Babe Ruth and Martin Luther King Jr. More recently, you'll find everyone from business patrons to celebrities such as Christopher Walken and Martha Stewart.

The Perks: Opulent ballrooms restored to their original glory. Plus, a full-service spa offering massage therapy, skin treatments, manicures and more, all next to a grille that's home to Michigan's only champagne bar.

Hot Spot: Celebrity chef Michael Symon's award-winning restaurant Roast boasts one city's best happy hours with \$3 burgers.

MGM Grand

The Vibe: Luxury meets 24-hour fun at this four-star hotel, which is part of a billion-dollar entertainment venue.

The Crowd: Gamblers, business execs and night owls who come for gaming, world-class dining and extras, including a tequila bar and ballroom dancing lessons.

The Perks: More than 90 table games and 4,000 slots and video poker machines; 30,000 square feet of meeting space; opulent 1,000-square-foot corner suites with



90-degree cityscape views and nine rooftop VIP suites.
Hot Spot: Indulge at the Immerse Spa, the region's only resort like spa, then feast at renowned chef Michael Mina's Bourbon Steak restaurant or opt for in-room dining by chef Wolfgang Puck.

Townsend Hotel

The Vibe: It's all European luxury at this boutique hotel in the swanky suburb of Birmingham, a regular on *Conde Nast's* "World's Best Places to Stay."

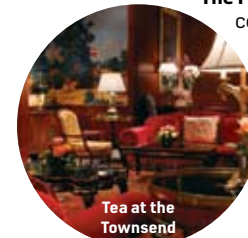
The Crowd: Celebrities, heads of state and international executives have stayed here. The Rolling Stones stayed here for Super Bowl XL in 2006. Clint Eastwood, Madonna and others have also been spied here.

The Perks: Rooms and suites with Egyptian cotton sheets, custom Italian-made duvets and marble baths, including deep-soaking tubs and spa products.

Hot Spot: Afternoon tea (with real clotted cream) in the lobby and contemporary cuisine at the Rugby Grille, recognized by Zagat's Restaurant Guide as one of the top 10 restaurants in the United States. *



PHOTOS: (COMERCA) STEVE KOVICH; (CITY) VITO PALISANO.



Tea at the Townsend

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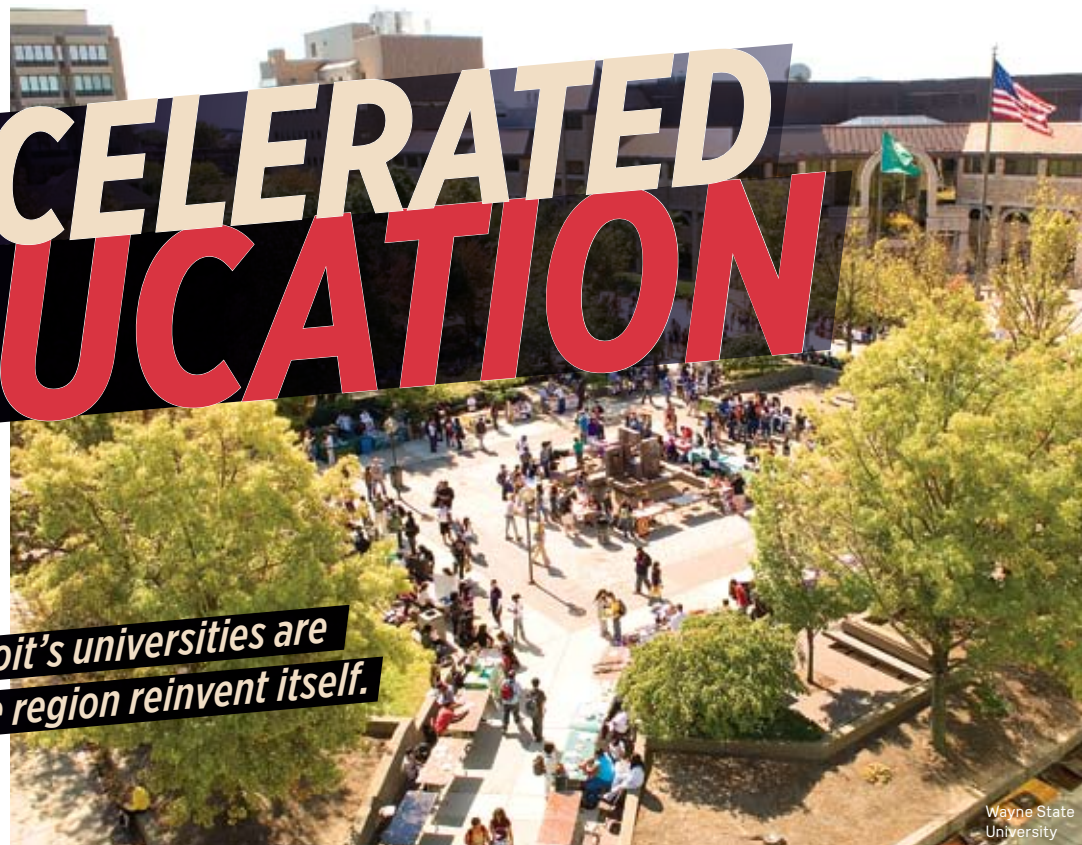
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ACCELERATED EDUCATION

Metro Detroit's universities are helping the region reinvent itself.



Wayne State University

By Myatt Murphy

As Metro Detroit's economy begins its rebirth, it will take a work force skilled in the latest technologies—from bioscience and energy to the latest advancements in auto engineering and robotic surgery—to meet its immediate needs. Shaping the thinkers who will transform tomorrow's industries is something Detroit is already on top of today.

Metro Detroit offers world-class higher education through a dozen-plus established colleges and universities, but where the region really shows its smarts is its effort to forge the state's three public research universities—Wayne State University, the University of Michigan and Michigan State University—into the University Research Corridor. Collectively, the three academic institutions draw more than \$1.3 billion in research funding each year, an economic edge that's allowed Metro Detroit to lead in innovation, transfer tech to market more effectively and create new jobs that are helping to diversify the state's economy at a rapid pace.

One of those educational underpinnings, WSU, is located right in the center of Detroit's Midtown cultural district. WSU offers 400 degree and certificate programs, which is why

nearly 32,000 students from every state in the nation and more than 70 countries—the most diverse university student body in Michigan—choose the university to learn the skills they need to succeed.

Only 3.6 percent of all U.S. universities attain the Carnegie Foundation classification of RU/VH (Research University/Very High research activity) and WSU is among the chosen few. Its School of Medicine—with more than 1,000 students—is the largest single-campus medical school in the nation, graduating around 300 doctors each year. As a proven pioneer in many areas of study (from helping to develop smart-sensor technology used in robotic surgery to enhancing neonatal and pediatric training for its nursing students), WSU owes its scholarly success in part to the professionals who work there.

“With faculty, we always look for the ideal—that combination of teaching and research, as well as offering service to the university and the community,” says Allan Gilmour, president of WSU. “We look for individuals who can move knowledge ahead promptly, especially on the clinical application of research, and who are also genuinely excited about being

BRAGGING RIGHTS: University of Detroit Mercy has been teaching engineering for nearly a century. Its grads are employed (or formerly employed) at about 3,000 U.S. companies—including the Air Force, NASA, IBM and General Dynamics—and about 28 percent of all engineering grads work or have worked for Ford, Chrysler and GM.

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Detroit's Only Factory Tour





here in the region.”

Although respected worldwide for its cutting-edge R & D, WSU is becoming equally recognized for its role in helping to revitalize Detroit—the university’s push to attract 15,000 young professionals to the area by 2015 is just one example of its vision.

“Our role first and foremost is to educate students and conduct research, but we’re also an institution of place,” says Gilmour. “Beyond doing everything we can for our students and for knowledge, we’re focused on rebuilding the midtown of the city and working on initiatives to bring even more people back into the area.”

It’s a commitment that WSU expects to see pay off big—and fast.

“Over the last hundred years, metropolitan Detroit has always been a center of opportunity and a place where people can work hard, succeed in their professions and develop new enterprises,” says Gilmour. “We are internationalists, and we can’t see any reason why we’re not going to be successful leaders in this world once again.”

More proof that Metro Detroit is where great minds gravitate is University of Detroit Mercy, Michigan’s largest and most comprehensive private Catholic university, with close to 5,600 students. UDM has more than 100 academic degrees and programs of study in areas as diverse as architecture and psychology, business and nursing, teacher education and engineering, producing recognized leaders who are empowered to change Metro Detroit, the nation and the world.



For 10 straight years, UDM has had the distinction of being chosen one of the top 30 mid-west regional universities in the nation (out of 1,400 accredited four-year schools) by *U.S. News & World Report’s* “America’s Best Colleges.” (UDM was also the highest-ranking Michigan university on that list.)

“We are a comprehensive university with a law school and dental school, plus engineering and architecture—and a Division I athletic program,” says Michael Joseph, interim president for UDM. “You don’t see a lot of institutions with the range and depth of programs that we have in the same intimate environment—that’s something reserved typically for larger research universities.”

Although many higher education institutions look years ahead to predict the future work force needs of the nation, UDM is praised for also predicting today’s needs, then swiftly creating curriculums to tackle those demands immediately. The most recent example is the new Advanced Electric Vehicle Certificate Program, developed in collaboration with Ford Motor Company.

As the auto industry begins to shift toward producing a greater percentage of electric vehicles, “reeducating already-employed engineers in areas they haven’t been traditionally taught—such as power electronics, electric drive motors and batteries—has become a crucial step for American auto companies to retain the technological leadership position that they have traditionally held,” says Leo E. Hanifin, dean of the College of Engineering and Science at UDM.

“We launched the certificate program rapidly to help quickly infuse these new skills throughout Ford—and throughout other companies in the area—to enable incumbent workers to refocus their abilities on the emerging technical areas essential to keep Detroit on top, where it belongs.”

It’s that kind of intuitive decision-making that turns the revitalization of Metro Detroit from a gamble into a sure bet.

“Being quick to the draw speaks to the nimbleness of UDM to serve the region, but in many ways, we’re just another example of what’s happening throughout Metro Detroit,” says Joseph. “There’s a real commitment here to help the community, and I think we’re all together now in finally keying in at what’s necessary—and getting it done quickly.” *

“[We’re] reeducating already-employed engineers in areas they haven’t been traditionally taught.”

—LEO E. HANIFIN, DEAN, COLLEGE OF ENGINEERING AND SCIENCE, UNIVERSITY OF DETROIT MERCY

U-M PAYS IT FORWARD

Making a monumental impact on Detroit’s economy is the University of Michigan (U-M). With its main campus based in Ann Arbor and 40,000 plus students, the school attracts more than \$1 billion in research expenditures annually. The payoff of all that R & D has resulted in 2,102 invention disclosures and 66 new start-up companies since 2003. (U-M is one of the top enterprise generators in the country among universities.)

“It used to be thought that economic development was never a university’s core mission, but I would argue that it’s intrinsic to educating our students and creating a good environment for them and our faculty to work and live in,” says Steve Forrest, vice president for research for the University of Michigan. “That’s why we’ve been aggressive at not just spinning off companies, but we also forge partnerships with the businesses based here [such as Ford, GM and the health industries] to help them acquire and exploit new technologies, so we can create exactly the type of trained work force needed to carry that research onward.”



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MOTOWN MEDICINE



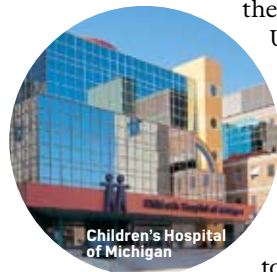
Surrounded by world-class medical care, Metro Detroit's health is always in good hands.

Detroit Receiving Hospital

By Myatt Murphy

There are more than 11,000 physicians (in 80 specialty and subspecialty areas) working in Metro Detroit, and with 64 hospitals to choose from—including those affiliated with top institutions such as Beaumont Hospitals, the University of Michigan Health System and St. Joseph Mercy Health System—residents have instant access to some of the best primary, specialty and emergency health care available nationwide.

One of the area's most notable health care institutions is the Detroit Medical Center, which operates 10 hospitals and institutes, including Children's Hospital of Michigan (ranked among the nation's top 30 children's hospitals), Detroit Receiving Hospital (the first verified Level I trauma center in Michigan and one of the first in the country), Harper University Hospital and Huron Valley-Sinai Hospital. However, it's not DMC's sheer numbers that make it valuable to Detroit, but its superior standards and excellence in research and education—key qualities that have allowed DMC's hospitals to earn many of the health care industry's top honors.



Children's Hospital of Michigan

DMC has received the American Nurses Credentialing Center Magnet recognition for nursing excellence (one of the highest distinctions a hospital can receive), and several of its hospitals have been chosen as "top hospitals for quality and safety" by The Leapfrog Group, a health care safety and quality coalition supported by many of the nation's largest corporations and Fortune 500 companies. Of the more than 1,200 hospitals nationwide, "only 65 were awarded this recognition," says Michael Duggan, president and CEO of the Detroit Medical Center. "Four of those hospitals were in the state of Michigan—three of them were DMC."

DMC's hospitals score better than most health care systems in the nation because of the same secret that's about to spur the area's economy—it's all about diversification.

"One major factor that makes us unique is that we have several specialty hospitals, ranging from rehabilitation to children's," says Duggan. "We don't just have one large hospital with everything mixed in—we have a series of specialty institutions, all heavily involved in teaching and research, and when a hospital is allowed to focus on just one area of expertise, it tends to treat it exceptionally well."



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In terms of innovation, DMC is the only Michigan hospital system to use a system-wide electronic medical records program—fewer than 3 percent of all U.S. hospitals have this level of electronic patient record-keeping. “Every one of our orders is handled electronically, and every medication is triple-scanned before being given to patients to ensure that the right drug and dosage is always given to the right patient at the right time,” says Duggan.

Other convenient qualities unique to DMC include a “29-Minute ER Guarantee,” which promises patients they’ll see a doctor within 29 minutes of arriving at any emergency department, and Cardio Team One, the most innovative cardiac response program in the nation.

“Our physicians are on-site 24-7 instead of being on call, allowing us to save more lives by cutting our heart attack response time to half of the national average of 90 to 120 minutes,” says Duggan.

“If you’re in Metro Detroit, you have access to several prominent nationally ranked health care systems, and there are very few places in the country where you have as many choices of first-class health care as you do here.”

One is Henry Ford Health System. One of the country’s largest health care organizations (HFHS is ranked as one of the top 10 health systems in the United States), it is also one of Michigan’s largest employers and main economic drivers, responsible for generating more than \$1.7 billion of economic activity annually.

Founded 95 years ago by auto pioneer Henry Ford, HFHS comprises the 1,200-member Henry Ford Medical Group, six hospitals, the Health Alliance Plan, 32 primary care centers and many other health-related entities located throughout southeastern Michigan.

“We’re one of the largest academic health systems in the country and offer a full continuum of

care,” says Nancy Schlichting, president and CEO for HFHS. “As the CEO of our medical group describes it, ‘we cut toenails and we transplant hearts’—and do everything in between when it comes to managing your health.”

More than 3 million patients visit HFHS annually, many from around the globe, seeking the unsurpassed advancements in medicine that only it can deliver. One of those “only in Detroit” procedures is found at its Henry Ford Vattikuti Urology Institute, led by Dr. Mani Menon, a leading expert in robotic surgery. In 2000, Menon developed a technique for prostate cancer treatment that has since become a standard technique in robotic prostatectomy worldwide, and patients flock to Detroit to be treated by the best.

“We’ve had individuals from more than 100 countries and all 50 states come here for this type of surgery,” says Schlichting.

To date, HFHS still holds the record for performing the most robotic prostate surgeries in the world, and for the longest time—nearly 10 years and more than 6,000 total operations.

Another standout facility is the Henry Ford Transplant Institute, one of the busiest, most highly regarded, comprehensive multi-organ transplant centers in the United States and a leader in developing new procedures for living-donor organ operations.

HFHS’s flagship institution, the Henry Ford Hospital, was also recently ranked one of the top 50 hospitals in the nation in a total of four separate medical specialties: gastroenterology, neurology and neurosurgery, pulmonology and urology. The strive for perfection is why patients appreciate this high-caliber health care system.

“Right now, we’re working on a lot of R & D activities with universities in the state to bring new types of cutting-edge medical technology into the region and out into the marketplace,” says Schlichting. “We can’t up and move like other companies can, which is why we continue to work hard not just to help Metro Detroit prosper and exceed its expectations—but to exceed the world’s expectations as well.” ✱



“We continue to work hard . . . to exceed the world’s expectations.”

—NANCY SCHLICHTING, PRESIDENT AND CEO, HENRY FORD HEALTH SYSTEM

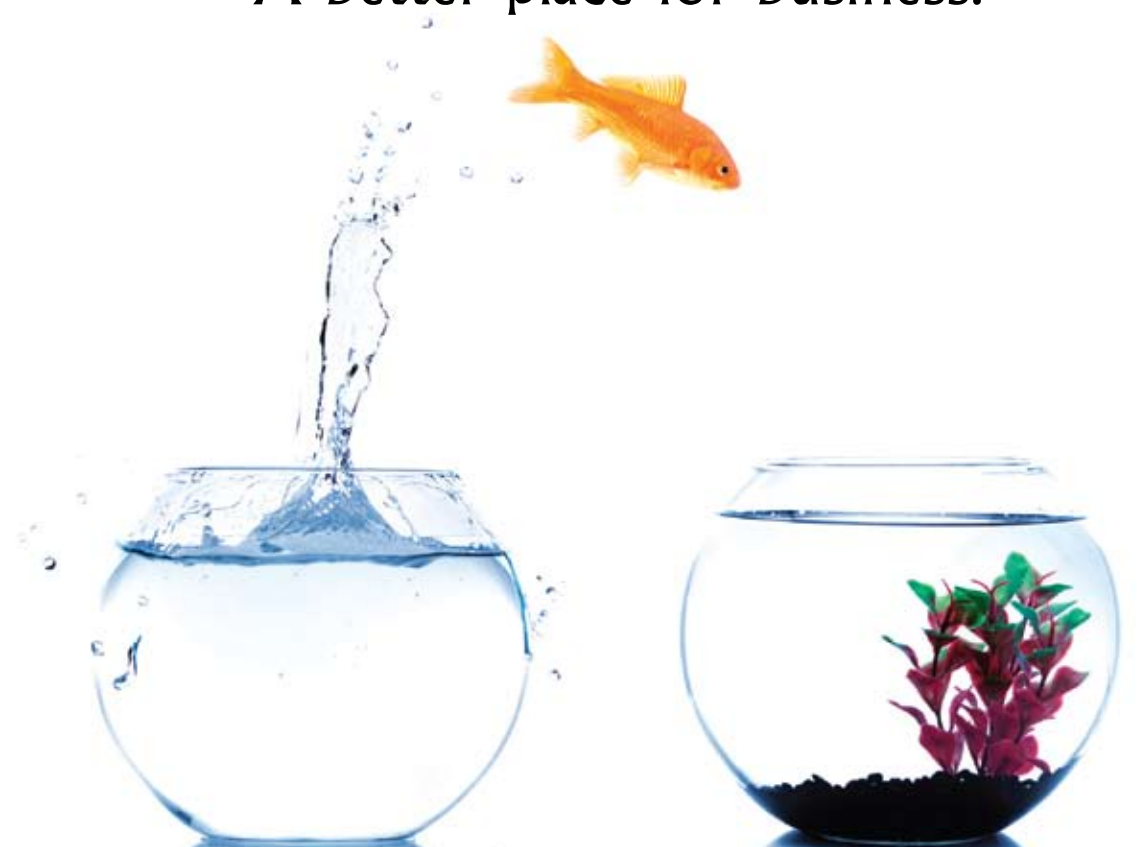
HEALING HANDS

One of Midtown Detroit’s most renowned institutions is the **Karmanos Cancer Center**. Treating more than 6,000 new

patients annually (in addition to conducting more than 700 cancer-specific programs and clinical trials), the center is the only hospital in Michigan that focuses solely on the disease and is recognized by the National Cancer Institute as one of the best cancer centers in the United States. It’s also one of the few institutions capable of tackling every single form of cancer (all 200-plus).



PHOTOS: (KARMANOS CANCER CENTER) COURTESY OF THE BARBARA ANNI KARMANOS CANCER INSTITUTE



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FLYING FORWARD

Metro Detroit's airports connect companies—and commerce—with the rest of the world.



By Myatt Murphy

Take a flight into Motown and you'll find yourself in the middle of the region's most ambitious project yet—the Detroit Region Aerotropolis.

Through an \$11 billion investment and attractive incentives the area hopes to lure in clusters of businesses that can benefit by being located close to an airport. That hot spot is the 60,000-plus acres between and around Detroit Metropolitan Airport—the 16th-busiest airport in North America in terms of passengers—and Willow Run Airport (DTW's reliever airport located seven miles away). Once in full play, the Aerotropolis will transform Detroit into a world-class airport city, making it one of the nation's most valuable hubs of commerce and logistics.

"In the United States, airports are primarily seen as passenger facilities, but what's equally critical is realizing that they're also capable of becoming economic engines," says Wayne County executive Robert Ficano. He believes the same industrial, commercial and residential growth experienced by other international airports in Dubai, Frankfurt, Amsterdam, Hong Kong and Singapore will happen in Detroit.

"Our edge is that we're building the Aerotropolis around what is unquestionably one

of the most modern airports in the world. But more important, we have the available land, a strong manufacturing base and a highway and rail system that let companies reach 60 percent of the U.S. population overnight [90 minutes by air]."

Helping to hook big businesses is a series of incentives—including establishing tax-free renaissance zones and speeding up zoning and permits for interested developers to a mere 60 days wait time. Just some of the corporations already enjoying the perks are General Electric (which chose to set its North American research and development center at the very center of the Aerotropolis) and automotive giant GM.

"Although the batteries for their new Chevy Volt are being manufactured elsewhere, the battery packs themselves are being assembled right in the Aerotropolis region of Brownstown," says Ficano.

To say that the "airport city" will have a significant fiscal impact on Metro Detroit—as well as the entire state of Michigan—is an understatement. Once built, it will bring an estimated 64,000 jobs to the region—with total wages of \$3.8 billion per year and more than \$10 billion of additional annual economic activity.

"We're continuing to work hard at creating a business climate that will engage and excite people," says Detroit Mayor Dave Bing. "The automotive industry became what it was in part because of the opportunities Detroit offered entrepreneurs from all over the world to come here and grow."

Thanks to the Aerotropolis, companies won't simply find it easier to return to Detroit to grow—they'll find it easier to reach anywhere in the world that their business needs to be. ✨

The underground walkway between McNamara Terminal concourse A and concourses B and C features a stunning light and sound experience, including an artistic glass installation by Fox Fire Glass.



PHOTOS: WAYNE COUNTY AIRPORT AUTHORITY/ITO PALMISANO