

Exhibit A
Executive Summary

City of Detroit

ExhibitA_ExecutiveSummary.pdf

Exhibit A: Executive Summary

The Greater Corktown Transformation Plan will ensure that as Detroit's oldest established neighborhood experiences unprecedented growth, it remains one that is vibrant, diverse, provides opportunity for all residents, and continues to be a *Corktown for Everyone*. Like much of Detroit, Greater Corktown has weathered population loss, widespread demolition, and disinvestment. The neighborhood's revitalization has already begun, thanks largely to small businesses and the Ford Motor Company's \$740 million redevelopment of the long vacant 650,000-square-foot Michigan Central Train Station into a global mobility hub. The Transformation Plan seeks to ensure that existing residents of Greater Corktown, and specifically the residents of the distressed publicly-assisted Clement Kern Gardens Apartments ("CKG"), are not left behind or displaced by the unparalleled investments within the neighborhood. Instead, residents will enjoy the benefits of this revitalization through new sustainable and accessible housing options, community amenities, and supportive services.

Greater Corktown lies west of Detroit's Downtown and is bounded by State Highway 10 ("M-10"), West Fort Street, Eighth Street, the Detroit River, Rosa Parks Boulevard, West Lafayette Boulevard, 16th Street, the former Canada Pacific Railway, Interstate-75 ("I-75"), Martin Luther King Jr. Boulevard, and Grand River Avenue (*see Attachment 10*). This area includes both the Historic Corktown and North Corktown neighborhoods. Prior to the building of highways, the entire area was known as Old Corktown, historically an enclave of Irish immigrants. The boundaries of the Transformation Plan align with the boundaries of the City's Greater Corktown Neighborhood Framework Plan study area that was completed in August 2020, and include an addition of the industrial and riverfront areas consistent with Old Corktown's historical boundaries. During the 1950s, an era of urban renewal and highway expansion, 75 acres of homes within Greater Corktown were cleared for industrial development, and the neighborhood was interrupted by multiple highways. Decades of disinvestment followed, leading to substantial blight, vacancy and crime throughout the neighborhood.

CKG is an 87-unit, Section 8-assisted housing development in Historic Corktown, built in 1985 on

8.9 acres in the southern portion of Corktown that had been cleared as part of the earlier urban renewal. CKG serves both families and seniors, and provides 71 two- and three-bedroom townhomes, as well as 16 one-bedroom apartments. The site is isolated from its surroundings by its configuration, landscaping and fencing, and the units suffer from physical distress and significant design deficiencies. Through a series of strategically located neighborhood improvement projects and mixed-income housing developments, the Transformation Plan aims to reunify Historic and North Corktown, address blight and vacancy, and unite residents of CKG with the Greater Corktown community.

The City of Detroit (“The City”) is the Lead Applicant and will oversee implementation of the Transformation Plan in close partnership with its Principal Team Members. The City’s Planning and Development Department (“PDD”) will serve as the Neighborhood Implementation Entity. The Housing Implementation Entity is a joint venture between The Community Builders (“TCB”) and American Community Developers (“ACD”), a team that brings together numerous respective strengths and will operate with clearly established roles and responsibilities to execute the Housing Plan. TCB will also serve as the People Implementation Entity via Community Life (“CL”), TCB’s resident services division. ACD, TCB and CL will coordinate case management and service delivery to ensure seamless alignment between the Housing and People strategies. Detroit Public Schools Community District (“DPCSD”), the Wayne State University College of Education’s Detroit Education Research Partnership, Hope Starts Here, and the Community Education Commission will form the Principal Education Partnership, which will coordinate with CL on educational services for CKG residents and support the team in developing a robust evaluation plan to track education outcomes.

The origins of the Transformation Plan began to take shape during community discussions in 2018 that centered on the announcement of Ford Motor Company’s committed investment within the neighborhood and its plans for the rehabilitation of Michigan Central Station, which had sat abandoned since 1988. Residents voiced concerns around long-term housing affordability, equitable access to economic opportunities, and long-term neighborhood stability. Understanding the need for a comprehensive and

participatory planning process, PDD formally launched the Greater Corktown Neighborhood Framework Planning process in March 2019. Over the next 18 months, PDD staff directly engaged over 500 residents at approximately 40 in-person and virtual events, and used other engagement tools (such as newsletters, surveys and web-based platforms) to develop consensus and sponsor a co-creation planning effort. In fall 2019, PDD began targeted engagement with residents of the affordable housing developments within the neighborhood, including CKG, through meetings and door-to-door canvassing. Due to its isolation and physical distress, CKG was identified as the target housing for the Choice Neighborhoods Initiative (“CNI”). Despite significant limitations caused by the COVID-19 pandemic in 2020, City staff continued to actively and safely engage CKG residents, hosting three additional in-person, socially-distanced meetings, and numerous phone and virtual engagements and surveys since the onset of the pandemic. In these meetings, CKG residents met directly with Principal Team Members and helped shape the Transformation Plan to meet their needs. Over two years’ worth of extensive community dialogue has resulted in an ambitious, but achievable, Transformation Plan that was presented to the Greater Corktown community during a series of virtual meetings in October 2020.

To create an inclusive Greater Corktown, the City developed a Neighborhood Strategy to address physical distress in the neighborhood by creating safe and healthy streets, improving pedestrian connectivity, increasing access to community amenities and services, developing and improving public spaces, and strengthening neighborhood environmental resiliency. A central component of this strategy is the development of a Community Empowerment Center in North Corktown, which will house critical People Strategy supportive services and serve as a non-residential community anchor. Several major corridors, such as Michigan Avenue and Bagley and 14th Streets, will be improved with safer intersections, better circulation, and landscaping to ensure safe pathways for pedestrians. Among the neighborhood improvements, Roosevelt and Wilson Centennial Parks will be redeveloped as part of a network of green spaces and greenways that connect families to destinations within the neighborhood and the City. To reduce environmental challenges such as runoff and flooding, green infrastructure and active landscapes will be

integrated across the neighborhood and within proposed housing developments. Finally, the Neighborhood Strategy will address safety concerns at CKG and throughout the neighborhood through community policing strategies, crime prevention through environmental design, and mental health support.

The Housing Strategy aims to build an inclusive, accessible mixed-income neighborhood with diverse, high-quality housing options for CKG residents, replacing the severely distressed existing development. Core goals of this strategy are to protect CKG and Corktown residents from displacement through the preservation and expansion of affordable housing, to repair economic and racial segregation caused by decades of disinvestment, and to connect the North Corktown area to the economic activity stemming from Ford's investment at Michigan Central Station. The Housing Strategy was developed through an inclusive resident engagement process at CKG and market analysis, and includes a balanced mix of affordability to meet current and projected housing needs for residents of all incomes. The strategy calls for the demolition of CKG's 87 units (86 assisted) and construction of 841 new mixed-income units, including 86 replacement units; 65 Section 8 project-based voucher (PBV) units; 331 affordable units up to 80% AMI; 158 affordable units between 80%-120% AMI; 161 market rate units; and 40 for-sale homeownership units. The 86 original assisted units and 65 PBVs achieve a greater than one-for-one replacement of assisted units in order to provide maximum choice for CKG residents and ensure sufficient options for extremely low-income residents in the neighborhood. Each housing phase will meet high standards for design that elevate safety, accessibility and sustainability, and will include on-site amenities based on residents' needs. All CKG residents will have the right to replacement units and a right to return to the redeveloped CKG site.

While CKG is the target housing to be addressed through CNI, another focus housing site within the Transformation Plan is the 29-unit Victor Attar Apartments in Historic Corktown that provides affordable units for low-income households through Low Income Housing Tax Credits ("LIHTC"). However, after a foreclosure in 2018, a market-rate developer bought the property and is likely to displace current residents. The City seeks to prevent displacement and to provide new affordable housing options in the neighborhood to accommodate them. The needs of both CKG and Victor Attar residents have been incorporated into the

Housing Strategy to create a sustainable, mixed-income neighborhood that is affordable to all families by increasing quality affordable housing options in Greater Corktown.

It is critical to the Transformation Plan that existing residents are supported so they can remain in the neighborhood and participate in its economic recovery. The People Strategy works to fulfill this vision through improving the health, economic, and education outcomes of CKG residents that will empower them to be active participants in that revitalization. Strategies are rooted in needs identified through the Resident Needs Assessment and other relevant data, which revealed that many residents are dealing with financial distress, health issues and low educational attainment. CL Case Managers will work closely with each household to connect residents with targeted supportive services and programs. Committed health partners will work with residents to retain health insurance and improve use of primary health care services. Partners will train designated Resident Champions to facilitate connections to healthy lifestyle supports and help their peers manage chronic health conditions, create low-cost and nutritional meals, and increase access to physical activity in the neighborhood. A dedicated Job Development Specialist will connect residents with a pipeline of training and employment opportunities through workforce partners to ensure residents can secure and maintain employment and advance their careers. Additional supports around workforce readiness, entrepreneurship training, youth employment, and financial and homeownership counseling will be provided based on needs expressed by residents. The Principal Education Partnership will coordinate cradle-to-career support for CKG youth. Quality, affordable, and accessible early learning opportunities for children ages 0-5 will be encouraged through the establishment of a new Early Childhood Education (ECE) center within the Community Empowerment Center that will serve families of all incomes. In addition, the early learning strategy will provide comprehensive parent education and programming led by dedicated Resident Champions to support at-home literacy instruction and kindergarten-readiness, as well as training and guidance to help informal caregivers start their own business and become formalized home-based providers. Youth in grades K-12 will be connected with tutoring, academic enrichment, literacy programming, arts programming, and recreation opportunities that will help them excel in math and English Language Arts and

stay motivated to graduate high school as college- and career-ready. Academic Success Navigators will work with families throughout their children's educational career, tracking and supporting each child and connecting them with programs from early education to college workshops. To ensure families can access services virtually, the City has designed a digital equity strategy that will provide households with devices, training and technical support.

The Transformation Plan is strengthened by the fact that its strategies complement and build on one another to provide a cohesive vision and deeper impact. A new ECE center will promote early learning, while CKG residents will receive ECE provider training to support employment outcomes. Designated fitness spaces are included within each planned housing development phase, and the Community Empowerment Center within the Neighborhood Strategy will house programming identified through the People Strategy. A Crime Prevention Through Environmental Design ("CPTED") approach will address public safety concerns within the housing and neighborhood designs. Resident Champions will receive training from health and education partners that will strengthen their long-term employment prospects while supporting outcomes on early learning and management of health conditions within the CKG community.

The City is requesting \$30 million in Choice Neighborhood funds, complemented by a total of \$1,005,927,352 in leverage, for a leverage ratio of 33:1 to support the implementation of the Greater Corktown Transformation Plan and address critical needs within the neighborhood. The City is also requesting 86 Tenant Protection Vouchers in order to provide all CKG households maximum choice in their relocation options. The Transformation Plan provides housing options, amenities and services to Greater Corktown based on needs identified through the planning process. The goals of the Transformation Plan are aligned with the CNI goals for Housing, People, and Neighborhood and the City's vision of a *Corktown for Everyone*. These goals are: 1) Ensure that residents of all incomes are able to experience and participate in the neighborhood's economic growth; 2) Create a mixed-income neighborhood where residents of all incomes have access to safe, affordable, well-designed housing options with amenities to meet their needs; 3) Redevelop the CKG site into a safe, mixed-income development with diverse housing types that is

reintegrated with the surrounding neighborhood while providing a smooth relocation for residents during construction; 4) Improve neighborhood connectivity through safe, healthy streets and improved pedestrian connectivity; 5) Create new and improved amenities and inclusive public spaces for all residents to come together; 6) Make Greater Corktown a model for neighborhood resilience; 7) Increase neighborhood safety through community- building policing practices, environmental design, and mental health programs to support crime prevention; 8) Support CKG residents to increase their earned income and enhance their health through job training, education, and targeted health services; 9) Prepare CKG children to become future leaders in their community through holistic early learning programming, academic and enrichment activities proven to drive outcomes, one-on-one guidance, and wraparound services for children and families.

The Transformation Plan is positioned to succeed based on a proven record of success by the City and its partners; a strong, financially viable housing plan with a first phase breaking ground in 2021; and a substantial commitment by the City of \$24.85 million over the life of the grant (*see Attachments 38 and 39*). This work will have a lasting impact on Greater Corktown by creating a stable housing market that serves residents of all incomes and protects them from displacement, repairing the connectivity between North and Historic Corktown, and leveraging the work of local partners to bring needed services to current and future residents. Greater Corktown will be a community where residents feel safe, included, stable and empowered to be a part of their neighborhood's future: a *Corktown for Everyone*.

Exhibit B
Threshold Requirements

City of Detroit

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Exhibit B: Threshold Requirements

B.1 Partnership narrative

The City of Detroit is the Lead Applicant and will be responsible for the implementation of the Transformation Plan and coordination between all Principal Partners. The City’s Planning and Development Department (“PDD”) is the Neighborhood Implementation Entity. The Housing Implementation Entity is a joint venture between American Community Developers, Inc. (“ACD”) and The Community Builders (“TCB”). The People Implementation Entity is Community Life (“CL”), which is the resident services arm of TCB. The Partnership Certifications and Joint Venture Agreement (*see Attachment 8*) certify the commitments to specific duties and responsibilities of each party to implement the Transformation Plan.

B.2 Separability

Not applicable. All 87 units of the target housing site, Clement Kern Gardens (“CKG”) will be demolished and replaced onsite and in the Greater Corktown neighborhood.

Exhibit C
Capacity

City of Detroit

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Exhibit C: Capacity

C.1 Overall Project Leadership Capacity of the Lead Applicant

The City of Detroit (“City”) is well-positioned to lead the implementation of the Greater Corktown Transformation Plan as Lead Applicant. Following its recovery from the largest municipal bankruptcy in modern U.S. history, the City now successfully and efficiently offers services and improves quality of life for its residents through programs such as the Strategic Neighborhood Fund (see example below). Detroiters overwhelmingly feel confident in the City’s ability to deliver these services and programs; this is perhaps no more evident than in the recent passage of a \$250 million neighborhood blight-elimination bond proposal in November 2020, which more than 71% of city voters supported.

Bringing Detroit from bankruptcy to its trusted role today required the marshalling of all City departments toward the shared goal of improving quality of life for residents. Since 2014, over 4,400 units of housing have been constructed, 28% of them being rent-restricted; 4,781 units of affordable housing were preserved; 155 parks have been renovated; 21,410 unsafe structures have been demolished to stabilize neighborhoods; 11,316 houses formerly in public ownership have been sold to private buyers; 23,361 jobs have been created; 163 small businesses have been established, with 81% of them owned by minorities; and more than \$439.7 million has been raised in philanthropic support. This transformation across Detroit’s neighborhoods has taken place through innovative City-led partnerships with public partners at all levels as well as private philanthropic and corporate partners. The following example demonstrates how the City is primed to lead transformational change, such as that proposed for Greater Corktown.

Example - Strategic Neighborhood Fund Neighborhood Initiative Phase I: Detroit’s Strategic Neighborhood Fund (“SNF”) was initiated in 2016 to promote inclusive economic development by catalyzing improvements in neighborhoods through coordinated planning, financing, and development activities. “SNF Phase 1” focused on 3 neighborhoods primed for recovery following the Great Recession and the City’s bankruptcy: Islandview-Greater Villages, Vernor-Southwest, and Livernois- McNichols. These neighborhoods had relatively high residential occupancy rates but struggling commercial corridors.

Through the SNF initiative, the City led neighborhood planning studies to engage residents and solicit input of business and property owners, community partners, and other stakeholders to develop a comprehensive vision for the community. These planning processes centered community engagement, targeting outreach to key stakeholders, deploying multiple modes of communication, and developing recommendations that incorporated resident feedback. For each neighborhood, the City designed and implemented streetscapes that increased safety and walkability; planned the redevelopment of parks to offer attractive and active public spaces; invested in single-family housing rehabilitation and affordable housing preservation to stabilize residential communities; solicited development proposals and worked with developers to permit projects; and strengthened commercial corridors by investing in small businesses and mixed-use and mixed-income residential development. Implementation of the plans has included major service delivery programs that focus on workforce development, educational attainment, and small-business development. In all, SNF Phase 1 leveraged a City investment of \$26 million and \$16 million from philanthropic partners like JPMorgan Chase, Reimagining the Civic Commons, the John S and James L Knight Foundation, and Ford Foundation, into an overall investment to date of \$101 million across the three neighborhoods.

Surveys demonstrate that residents believe SNF Phase 1 has improved their neighborhoods. According to a recent University of Michigan report, 59% of residents surveyed in those neighborhoods said the quality of life is improving in their neighborhood, compared with 38% of respondents in non-SNF neighborhoods. Meanwhile, 69% of residents surveyed in the SNF Phase 1 neighborhoods agree the City is working to improve neighborhood conditions, compared to 52% in non-SNF neighborhoods. The success and impact of SNF Phase 1 led to the expansion of the program in 2018 to serve seven additional neighborhoods, where planning and implementation work is currently ongoing. The complexity and structure of the SNF program mirrors that required to implement CNI and demonstrates that the City is positioned for success. Below is additional detail on neighborhood improvements, housing development and preservation, and investment in people and services led by the City in SNF Phase 1 neighborhoods.

Neighborhood Improvements. Within the SNF Phase 1 neighborhoods, the City led the revitalization of streetscapes, parks and public spaces, and coordinated \$36 million in City and private philanthropic funds to support these projects.

In the Livernois-McNichols neighborhood, the City led the transformation of a 1.3-mile stretch of Livernois, the main neighborhood commercial corridor, into a walkable, attractive streetscape that is safer for motorists, bicyclists and pedestrians, and encourages more shopping, dining and pedestrian use of the street. It invested \$17 million in bond funds to accomplish this transformation. Completed in 2020, the new streetscape includes reconfigured travel lanes to reduce speeds, wider sidewalks to allow for café seating, dedicated bike lanes, and new landscaping and lighting. In 2018, the City created the new Ella Fitzgerald Park, which transformed an area of blighted, abandoned homes and vacant lots into a neighborhood playground, basketball courts, picnic area, and new pedestrian greenway. The new public space improved connectivity for residents to access two neighborhood anchors, the University of Detroit Mercy and Marygrove College.

In Vernor-Southwest, the City invested \$5.5 million in bond funds to improve two commercial corridors. The work was completed in 2020. Several blocks on Bagley Street are now a “shared street” that transforms into a plaza, providing more flexibility for community events, festivals and street markets. The City installed a flush street condition without a traditional raised sidewalk, and implemented significant landscape improvements, upgraded street lighting, decorative festoon lights, banners, and public art. On Vernor Highway, the City made lighting and sidewalk improvements to support small businesses and improve safety and walkability. Serving this neighborhood is Riverside Park, where the City has led a multi-year revitalization effort and coordinated nearly \$20 million of investment. A 15,000-square-foot skatepark, basketball courts, softball field, picnic pavilion, soccer fields, and a dog park have been completed to date, and final phases, including a sledding hill, boat launch and splash pad, will be completed in 2021.

In the Islandview-Greater Villages neighborhood, the City has invested \$1.43 million in SNF funds to revitalize Butzel Playfield, an 8-acre park with an adjacent community center with improved landscaping,

recreation areas, and expanded outdoor activities and playscapes for all ages. The City is adding bikeways and widening sidewalks on the road adjacent to the playfield to attract residents to the main street business district and create multimodal transit options that are connected to the new neighborhood amenities.

Construction on the playfield and streetscape started in 2020 and will be completed in early 2021.

Housing Development & Preservation. In each SNF neighborhood the City identifies opportunities to create and preserve housing to ensure that residents of all incomes can find and maintain housing that meets their needs. The City coordinates with residents and property owners to understand threats to displacement and then develops a preservation plan for any at-risk developments. To create new housing, the City solicits proposals for key parcels it owns within a neighborhood, prioritizing affordable, mixed-income, and mixed-use projects when selecting a developer. It then provides technical assistance to developers through the permitting and legislative approval process. The City provides favorable financing and incentives to developers providing affordable housing. The City's Multifamily Affordable Housing Strategy, released in 2018, called for the preservation of 10,000 existing affordable units. To date, over 4,000 have been preserved, including 479 affordable units within SNF Phase 1 neighborhoods.

In Livernois-McNichols, the City has led an effort since 2016 to rehabilitate the Fitzgerald neighborhood. Hosting over 90 public meetings to date, the City has coordinated the rehabilitation of 24 vacant houses and the demolition of 38 vacant houses that could not be repaired, and coordinated over \$20 million of investment into neighborhood stabilization efforts, including \$2.9 million in City and federal funds (CDBG, HOME, Hardest Hit Fund, and City General Fund). Once rehabilitated, 25% of the homes were sold to low-income buyers. Residents of rehabilitated homes are within easy walking distance of Ella Fitzgerald Park. This work has been completed by a combination of a local developer and two City government agencies, Bridging Neighborhoods and the Detroit Land Bank Authority.

In the Vernor-Southwest neighborhood, the City coordinated a HOME loan modification with a 4% Low Income Housing Tax Credit ("LIHTC") transaction to preserve 40 affordable units across two properties on West Grand Boulevard (The Savannah and The Wilshire) at 50%-60% AMI for 50 years. The

City also funded preservation of 80 senior units at Pablo Davis Elder Living Center on West Vernor from 30%-60% AMI, with rehab completed in 2020, and worked with American Community Developers to preserve 232 units at the Central Towers development, with rehab completed in 2019. Also within the Vernor-Southwest area, the City is investing \$5.3 million to perform repairs on 150 single-family houses to alleviate environmental concerns in advance of the construction of a new international bridge. The City is leading a \$9.7 million program to remediate lead within 455 households in this neighborhood over the next four years through the HUD High Impact Neighborhood Lead Hazard Reduction Program.

In Islandview-Greater Villages, The Coe Apartments opened in 2017 to provide a new modern housing option. The City helped secure tax abatements and Historic District Commission approval for this 12-unit mixed-income, mixed-use project, which represented the first new construction in the neighborhood in over 30 years and demonstrated the viability of new development in the neighborhood. The City was instrumental in the development of the 92-apartment Parker Durand, a \$22.5 million mixed-use, mixed-income project with units from 50%-120% AMI at a key neighborhood intersection. The City assembled 11 parcels, selected a Detroit-based developer through a competitive request for proposals process, and leveraged HOME Partnership funds. To reduce displacement fears caused by this new development, the City conducted several community meetings to address residents' concerns and worked with the developer to create opportunities for local small businesses to have retail space in the development. The project broke ground in 2020.

Investments in People and Services. To ensure that the development and infrastructure activity in the SNF neighborhoods leads to long-term stability, the City has also implemented programs with service providers who provide workforce training, educational enrichment programs for youth, and increased access to housing service resources.

In Livernois-McNichols, the City worked with the Community Education Commission, an education partner for this grant, to deliver a program that transports children from schools in the neighborhood to an after-school activity center. The program, known as the Get On And Learn Line (“GOAL Line”), provides

students homework assistance, educational enrichment activities, and social emotional learning activities. In the 2019-20 school year alone, 651 Detroit youth took advantage of the program. In addition, one of the rehabilitated houses in the Fitzgerald area is now home to a Brilliant Detroit neighborhood hub, which offers programming and academic support to children and families.

Residents of the Vernor-Southwest area, an area with a relatively large Spanish-speaking population, can access bilingual workforce development services provided through the City's Detroit At Work program. At three locations in Vernor-Southwest, Detroiters can receive workforce development training and career coaching. In 2019, 945 adult Detroiters were enrolled in occupational training across the Detroit At Work system. All training leads to industry-recognized credentials.

In the Islandview-Greater Villages neighborhood, residents voiced concerns about displacement during the neighborhood planning process. The City has worked with local organizations to provide annual housing resource fairs to distribute information about housing repair, utility assistance, and tax savings programs available to homeowners, as well as information about housing rights to renters. This program has helped calm displacement fears. According to the University of Michigan survey on the SNF Initiative, residents in SNF Phase 1 neighborhoods did not report feeling at greater risk of displacement than residents living elsewhere in Detroit, despite the concentrated investment happening in their neighborhoods.

C.2 Capacity of Neighborhood Implementation Entity

The City of Detroit's Planning and Development Department ("PDD") will serve as the Neighborhood Implementation Entity and will lead the coordination, planning, development, and implementation of the Greater Corktown neighborhood revitalization efforts. Over the last seven years, PDD has created and implemented extensive project management systems while building invaluable experience and generating the capacity necessary to oversee successful implementation of the Neighborhood Plan. During this time, PDD has led neighborhood planning efforts in 15 Detroit neighborhoods while engaging over 5,000 residents. Over the last few years, PDD has continued to lead city-wide planning while

overseeing implementation efforts in partnership with neighborhood residents and other stakeholders. The department regularly convenes eight city departments that meet monthly to coordinate planning, engineering and design, and construction schedules. These departments are convened by the City's Group Executive for Planning, Housing, and Development. This same team of departments and organizational structure will coordinate implementation of the Greater Corktown Transformation Plan.

Example - Livernois-McNichols Neighborhood Plan: PDD coordinated the planning process for the Livernois-McNichols neighborhood, oversaw its implementation, and led the execution of a number of components within the plan. Through these processes, PDD engaged hundreds of residents, community leaders, and neighborhood stakeholders holding and participating in over 40 meetings, including pop-up installations to test ideas at scale with residents. The Plan focused on activating community assets through investment and development to create a more vibrant public life on the Livernois corridor and within adjacent neighborhoods. It guided economic redevelopment in a way that uplifted local entrepreneurs and cultivated unique and place-based businesses that form the core of a new "Main Street," and empowered African-American property owners, business owners and residents who remained through tough times to shape and benefit from the redevelopment of their community. In implementing each component of the Plan, PDD coordinated investments and capital priorities between City departments and agencies to most efficiently leverage resources and minimize construction impacts on residents and businesses. PDD's work in the neighborhood resulted in the creation of a neighborhood park and greenway, the rehabilitation of deteriorated housing stock, and sustainable, low-maintenance landscaping. Specifics on these efforts include:

- *Livernois Streetscape Improvements (completed 2020)*: PDD coordinated with Detroit's Department of Public Works ("DPW") on the installation of 1.3 miles of complete streets with bike lanes and expanded sidewalks to improve pedestrian and bike safety and support commercial economic development, funded with a \$17 million bond. As of 2020, 15 new businesses have opened in this area, and 14 of them are African-American owned.
- *Ella Fitzgerald Park (completed 2018)*: PDD oversaw creation of the 2.5-acre Ella Fitzgerald Park in

Livernois-McNichols, which repurposed blighted land into an important civic asset in the Fitzgerald neighborhood. The project was supported through the nationally competitive Reimagining the Civic Commons initiative, through which PDD secured \$4 million of funding for the park, park programming, and other neighborhood public space improvements. The park is heavily used by neighborhood residents and has provided an anchor for other development.

- *Ella Fitzgerald Greenway (Phase I completed 2020)*: Based on input from residents and stakeholders that the neighborhood be more walkable and bikeable, PDD coordinated multiple City departments to create a greenway that stretches from Livernois Avenue to Greenlawn Street, providing a walking and biking connection through the Fitzgerald neighborhood. The City invested \$750,000 in CDBG and utilized \$220,000 from private philanthropy to build the greenway. As of June 2020, the first phase of construction is complete, with the path and traffic calming components installed.
- *Fitz Forward Revitalization Project (Phase I completed 2020)*: The project addresses every public-owned vacant lot and house in the Fitzgerald neighborhood to create a sustainable model for transforming and maintaining over 300 land parcels. PDD coordinated with the Housing and Revitalization Department on the first phase of this initiative, which rehabilitated 24 vacant homes and demolished 38 unsalvageable ones. The removal of blight, beautification of vacant lots, and creation of new homes has helped to stabilize the neighborhood, increase property values, and improve the quality of life for residents. Average sales prices have increased from just under \$11,000 to over \$50,000 since the project was announced in 2017, according to Michigan real estate sales data.
- *West McNichols Streetscape (completed Spring 2021)*: PDD led design and community engagement for this project to calm traffic, improve walkability and stimulate economic development, and has worked with DPW on implementation. The City funded the project with \$4.2 million in road bond funding. As of December 2020, construction is 70% complete.

As a result of PDD's work in Livernois-McNichols, vacant lots have been turned into green space,

neighborhood hubs for community gardens and smaller recreation spaces now exist, commercial corridors have stabilized and are reactivated with retail, and the Neighborhood HomeBase on the redesigned commercial corridor to offer public programming and “drop-in” space for staff from the local community development organization, collaborating partners and nearby entities. Leading the development of a comprehensive neighborhood transformation plan, while also implementing catalytic projects such as streetscapes, housing and public spaces, speaks to PDD’s capacity to successfully lead the Neighborhood Strategy in Greater Corktown.

C.3 Capacity of Housing Implementation Entity

The Housing Implementation Entity (“HIE”) is a joint venture between The Community Builders Inc. (“TCB”) and American Community Developers Inc. (“ACD”) (*see Attachment 8*). TCB and ACD are highly qualified in the implementation of large-scale affordable and mixed-income redevelopment projects, and have complementary areas of expertise. TCB brings comprehensive experience in mixed-finance, mixed-use, mixed-income, multi-phase redevelopment with an integrated resident services component, including CNI experience. ACD is the largest affordable housing provider in Michigan and ranks #22 nationally in the Top 50 Affordable Housing Owners list published by Affordable Housing Finance. ACD has worked closely with the Michigan State Housing Development Authority and the Detroit HUD Field Office for more than 30 years on complex redevelopments of federally-assisted affordable housing, including Section 8 transfers and phased preservation plans. TCB will lead the development of 371 total units over four phases, including both rental and homeownership units. ACD will lead the development of 470 total units over three phases, including the Clement Kern Gardens site and the Left Field housing development, which represents the first phase of the Housing Strategy (*see Exhibit G*). The two developers have closely collaborated throughout the CNI planning process and are prepared to lead the housing plan in Greater Corktown as a unified team.

The Community Builders: TCB was selected by the City of Detroit through a competitive request for qualifications process because of its impressive track record as a developer, property manager, and asset

manager of mixed-finance, mixed-income and mixed-use communities, including a recently completed CNI in Cincinnati. TCB is a 501(c)(3) nonprofit with a mission to build and sustain strong communities where all can thrive. Since 1964, TCB has constructed or preserved over 385 affordable or mixed-income housing developments, secured over \$3.5 billion in project financing from public and private sources, and currently owns or operates more than 13,500 affordable and mixed-income housing units in 14 states and the District of Columbia. TCB has completed 71 mixed-income developments totaling 6,816 units, with an additional 775 units under construction. TCB specializes in partnering with HUD and local entities in leading comprehensive, mixed-finance, multi-phase redevelopments that are catalysts for larger neighborhood revitalization. TCB will control the development, property management and asset management of three designated phases of the Housing plan.

Example - Avondale (2013-19): TCB was the grantee and HIE for a FY2012 CNI grant in Cincinnati's Avondale community and was the developer, property manager and asset manager for all four phases, which were completed and occupied as of July 2019. In that CNI effort, TCB led a broad-based initiative in collaboration with local partners Avondale Community Council ("ACC") and Avondale Development Corporation ("ADC"). The partnerships were multifaceted: ACC chaired a Steering Committee composed of community leaders, target housing residents, broader community residents, business owners, clergy, police, educators, health care providers, and municipal agency staff. ADC was TCB's partner in community engagement, overcoming decades of resident isolation through canvassing, co-sponsored community events, social media, and convening conversations around issues such as safety, affordability, relocation, and commercial leasing for the latter phases. TCB spearheaded day-to-day development responsibilities, including securing financing and providing completion and long-term operating guarantees. Like the Greater Corktown plan, the Avondale strategy redeveloped distressed target housing where 100% of households received HUD project-based rental assistance into vibrant, mixed-income buildings in scattered redevelopment phases. The redevelopment was spread along Avondale's primary commercial corridor, and included the substantial rehabilitation of four historic apartment buildings, gut rehab of four vacant

apartment buildings, and three new infill, multifamily elevator apartment buildings. In total, TCB developed 319 units and 75,000 square feet of commercial space in four phases totaling \$93 million in development costs, leveraging CNI grant funds more than 3:1. Five preserved buildings were restored and added to the National Register of Historic Places. The development accommodates families across a range of incomes and includes 140 replacement units, 90 LIHTC units at up to 60% AMI, 14 units up to 80% AMI, and 75 units up to 120% AMI.

Phases I and II incorporated nine apartment buildings on scattered infill sites, including 140 replacement units and 60 new units. To improve health outcomes and reduce the need for acute care of chronic conditions such as asthma, the redevelopment replaced dust-mite-filled carpets with hardwood floors and added HVAC systems, which introduced central air-conditioning. These improvements contributed to a 27% decrease in ER utilization among target housing residents from 2015 to 2019. Twenty units (10%) are accessible to people with mobility impairments (where no accessible units previously existed), of which four units are designed for the sight- and hearing-impaired. The buildings meet Enterprise Green Communities Certification standards.

Phases III and IV replaced an obsolete retail strip mall in the center of the neighborhood. The two concurrent development phases are physically intertwined, providing retail amenities, needed services, and market rate, moderate and affordable residential units. The design of the two new buildings utilizes contextually appropriate massing and incorporates materials that complement and update the community's historic aesthetic. The project was awarded the national Mixed-Use Development of the Year by Affordable Housing Finance in 2020. In addition to 119 new units of mixed-income housing and 75,000 square feet of commercial space, the project creates a new public realm experience and features public art designed by a resident artist and implemented by community youth artists that reflects the history of the neighborhood. The North building is certified LEED Gold, and the South building is certified LEED Silver. Twelve units are designated for residents with mobility impairments. The economic inclusion results across all phases exceeded 34% minority-owned business enterprises, 9% women-owned business enterprises, and 21%

Section 3 business interests.

Financing Leveraged: The four development phases leveraged over \$70 million of additional investment from KeyBank, Ohio Housing Finance Agency, National Affordable Housing Trust, US Bank, LISC, JPMorgan Chase and the City of Cincinnati. The largest leverage funding sources were: 1) \$45.6 million of equity, including \$28 million of federal LIHTC equity, \$6.6 million of federal and state historic tax credit equity, and \$11 million of New Markets Tax Credit equity; 2) \$11.8 million of private permanent debt, including \$7 million on Avondale Town Center, \$2.9 million on Avondale I, and \$1.9 million on Avondale II; 3) \$12.7 million of Round Two Neighborhood Stabilization Program (NSP2) Funds; and 4) \$3 million of City Capital funds.

Effective Property Management: TCB manages 119 properties and 9,320 units. More than 40 of those properties are mixed-income and include units over 80% AMI and/or unrestricted market-rate units. In Avondale, TCB assumed property management of the five Target Housing buildings (140 units, with over 450 residents) in 2013 prior to redevelopment, and inherited significant resident distrust along with severely deferred or ignored building distress – REAC scores in 2011 had ranged from 20c* to 41c*. Over the course of the transformation, TCB worked with ADC and other partners to achieve a housing stability goal of resolving 75% of rent payment and housekeeping lease violations without eviction filings. TCB keeps up the physical appearance of the buildings and grounds through diligent maintenance protocols, improving perceptions of the property among residents and the community and enabling the buildings to attract market-rate residents. The mixed-income initial phases completed in 2015 and 2017 remain fully occupied (98%). The summer 2019 lease-up of the latter phases indicated success in transforming the housing market, successfully achieving 100% occupancy in a few months, including 55 CNI units for households between 80% and 120% AMI. This transformation contributed to a 58% rise in Avondale average home sale prices since 2014. TCB’s Project Management (PM) staff are well-trained to serve residents dealing with trauma and collaborate frequently with TCB’s CL team, resulting in increasingly positive TCB resident experiences. Through PM/CL integration efforts, community perception ratings of “good” or “excellent” improved by 15

percentage points (2016-18) and feelings of safety while in the buildings improved by 30% (2013-18).

American Community Developers, Inc: The owner of the Clement Kern Gardens target housing site, ACD is a Michigan corporation that was founded in 1980 with the mission of creating and preserving affordable housing. ACD has developed affordable, market-rate, and mixed income housing, as well as commercial/retail properties. Since its founding, ACD has invested more than \$1.1 billion in affordable housing across the country, with developments under construction exceeding \$100 million. . Through its wholly-owned general contracting firm, St. Clair Construction Company (“SCC”), ACD has completed \$315 million in redevelopment construction across its nearly 13,000 multifamily units in 11 states. Independent Management Services (“IMS”) operates as the property management agent for ACD’s portfolio. Together with IMS, ACD has maintained portfolio occupancy above 97% through 2020, despite ongoing housing challenges related to the COVID-19 pandemic. The current average portfolio REAC score is 88 across 100 properties.

ACD is highly experienced in the acquisition and rehabilitation of older, HUD-assisted properties; development of new affordable and mixed-income housing properties; and carrying out multi-phased development plans in strategic partnerships with cities and. These plans require 3-5 years to execute and often include multiple LIHTC awards (4% and 9%) and financing structures. ACD has extensive experience with complex financing programs and has secured financing from LIHTC equity (approx. 9,000 units), tax-exempt bond financing (approx. 1,350 units), Michigan State Housing Development Authority (“MSHDA”) Preservation Loans (approx. 2,150 units), HOME Loans, Section 241 Rehab Loans, Federal Home Loan Bank Grants/Loans, HUD Drug Elimination Grants, Weatherization Grants, 1602 Funds, TCAP Funds and other state agency trust funds. ACD has demonstrated an ability to learn, adapt and effectively compete for financing to create and preserve affordable housing at a time when it has become increasingly difficult to obtain. ACD also has experience with Davis Bacon, Section 3, the Uniform Relocation Act, NEPA, and other federal cross-cutting requirements, as well as local hiring goals. ACD has a proven track record of meeting and exceeding workforce hiring goals. On three recent Detroit developments, ACD exceeded Equal

Opportunity employee targets by as much as 20% and targeted Equal Opportunity contract goals by 57%.

In Detroit, ACD currently has three awards of 9% LIHTC from MSHDA, along with a 4% LIHTC application paired with short-term tax-exempt bonds. In total, these projects represent more than 400 units of new construction, mixed-income housing under construction in Detroit, totaling an investment of more than \$80 million. ACD recently completed the multi-phased redevelopment of Spring Hill in Akron, Ohio, which contains 351 federally-assisted units. The property was split into three phases, took just over 4 years to complete, and was financed in part by three separate 9% LIHTC awards. In addition, ACD is currently working on affordable housing developments in Ohio, California and South Carolina, with more than 550 units currently under renovation.

Example - Ryan Court Apartments (2017-18): In 2019, ACD completed the redevelopment of Ryan Court Apartments in Detroit (“RCA”), a complex project involving demolition, new construction, substantial rehabilitation, transfer of project-based assistance, and resident relocation.

RCA is located in northwest Detroit’s Oakman Boulevard neighborhood, which primarily consists of 1-4 unit single family structures and 20-40 unit apartment buildings that were built in the early 1900s. While decades of disinvestment have resulted in areas of significant vacancy, the neighborhood remains popular for the colonial revival, early English, and Tudor architectural characteristics of its houses and its proximity to several popular commercial areas in Detroit. RCA initially contained 214 units spread across 5 blocks. Approximately two-thirds of the development (144 units) were designated affordable at up to 60% AMI and subsidized by a Project-Based Rental Assistance (PBRA) contract with HUD. The remaining 70 units were market rate. The property had been in disrepair and in need of recapitalization and a long-term preservation plan for the affordable units.

ACD met with residents to create a redevelopment plan that aligned with the needs of the neighborhood and extended affordability for 45 years. For the 144 affordable units, 72 were replaced with newly constructed units and 74 units were renovated. The remaining units continued to operate as market rate. ACD reconstructed the public alleys behind the property and installed new water lines and fire hydrants

as part of the redevelopment. ACD worked closely with the HUD-Detroit field office and the City of Detroit to implement the plan, and developed a comprehensive relocation strategy to accommodate residents. The HUD-approved plan included engaging a third-party company specializing in relocation to help move residents during construction. Qualified residents living at the property before redevelopment were invited to return upon completion. ACD and its management company, IMS, worked together to appropriately time the demolition of old units with the completion of new units to minimize temporary relocation.

Placemaking through design: ACD gained the support of the Oakman Boulevard Association and Historic District Commission to redevelop this property so that it is seamlessly integrated with the historic character of the neighborhood and activated the street by increasing the number of front doors on neighborhood blocks. In the first phase, 72 new townhomes were constructed, with 1 and 2-bedroom units with attached garages, including eight new barrier free units. In the second phase, 74 units were renovated with new kitchens, bathrooms, flooring, windows, appliances and roofs. All residents now benefit from new and updated quality housing with modernized layouts and enhanced security and lighting. New construction units are LEED Silver-certified, and renovated units are certified by Enterprise Green Communities.

Financing Leveraged: The total development cost was \$26.5 million and was funded by two 9% LIHTC awards from MSHDA, totaling \$1.84 million in annual credits, a 221(d)4 first mortgage loan of \$4.7 million for the first phase, and a new Fannie Mae first mortgage loan of \$1.8 million for the second.

Effective Property Management: Prior to ACD's acquisition of the property in 2013, its REAC inspection score was 27c. During REAC inspections conducted prior to the completion of renovations in 2019, the score increased to 78c. A REAC inspection has not been conducted in 2020. The property is stabilized at 100% occupancy and has met the investor-required debt service coverage ratio. The waitlist is 151 families, and since lease-up, only two households have moved out.

C.4 Capacity of People Implementation Entity

The Community Builders, Inc. ("TCB") will lead implementation of the People Strategy. TCB's

Community Life (“CL”) supports residents’ ability to maintain housing stability by working closely with the Property Management team. CL uses healthy and stable housing as a platform to tackle the complex issues faced by low-income families and communities. CL enhances equity by connecting families, seniors and households with disabilities to resources and opportunities in their communities, thereby helping them overcome barriers that make it difficult to pay rent or maintain tenancy. CL’s work is data-driven and has a demonstrated positive impact on early education, youth engagement, voter registration, civic engagement and resident leadership in communities. When resources and opportunities are limited or not available, CL works with committed partners to bring services to the community.

CL uses a resident-centered framework in which resident experience, agency and opportunity is at the core of each project. CL’s Case Managers (“CMs”) are trained in family-centered coaching to increase each family’s sense of agency and control over their lives. This model empowers families, leading to increased economic mobility, community engagement, and housing stability. TCB invests CL in 45 apartment communities, with projected expansion to 20 additional TCB housing communities in the next four years. The Vice President of CL and seven Regional Directors currently manage 35 staff and oversee the implementation of 35 grants totaling \$2.7 million. Since 2014, TCB CL has managed \$2.8 million in federal and public funds to support resident services and programming, including youth development programming in Boston, arts and vocational programming in Boston, and COVID-19 resource and education initiatives in Yonkers and Cincinnati.

Community Life Model: CL considers the unique characteristics, strengths, needs, culture, opportunities, and systemic barriers in a community, and responds accordingly with specific programming. CL works with community organizations and partners, including health care systems, health departments, public school systems, social service organizations, local development corporations, philanthropic entities, churches, the business community and others to realize objectives in housing stability, civic engagement, early education, youth development, health and wellness, financial self-sufficiency, and resident leadership. CL has set metrics in each of these areas across its national portfolio. TCB strives to have: 100% of residents

referred to CL with lease compliance issues get housing stabilization coaching, support and resources; 75% of residents ages 3-5 enrolled in quality early education program; 90% of eligible residents registered to vote; and 70% of the youth and young adults ages 16-25 enrolled in high school, post-secondary education, vocational training or employed. Additionally, CL is implementing the HUD Family Self-Sufficiency program in Plumley Village in Worcester, Mass., and Oakley Square Apartments in Chicago with a 97% retention rate and with 58% of the participants escrowing at six months and 71% after one year. At elderly and non-elderly disabled (NED) sites, CL works to ensure that 90% of residents have had a routine checkup within the past 12 months; 80% of seniors who need help with daily living or chronic conditions receive home and community-based services; 100% of eligible seniors and NEDs enrolled in Medicaid/Medicare, SNAP, and other entitlement programs; and 80% of NED residents have a service plan updated annually.

Data Driven Strategies: TCB has an internal evaluation team that provides technical assistance, training, and program evaluation support to site staff at properties. The CL site team conducts a resident assessment to understand needs and to analyze trends across the property. The site team then develops a Community Success Plan (“CSP”), a yearly work plan that outlines CL outcome areas, objectives for the year, strategies, programs and activities, partners and budget. At the end of each quarter, CL Case Managers adjust their CSPs to ensure they are meeting the needs of residents. CL staff and Case Managers then review monthly reports from Efforts to Outcomes (“ETO”) that show the coaching, referrals and programs provided during the month. If there are differences between the monthly reports and the CSPs, CL adjusts program and service delivery to ensure the needs of residents are met. The evaluation team also receives annual assessment data from about 80% of residents in family sites and 60% in senior sites across the CL portfolio.

Example - New Franklin Park (2018-20): TCB’s New Franklin Park (“NFP”) property consists of 11 buildings over a 5-mile area, home to 219 apartments and 433 residents. Within the community, the largest represented groups are residents who identify racially and ethnically as Hispanic (65%) and as Black (33%). As of July 2020, 44% of residents are unemployed, and the average household income is \$18,325. In addition, 25% of households are formerly homeless and 10% are disabled. TCB has received multiple

financial awards to enhance programming and services for NFP residents. TCB was awarded \$360,000 for a three-year initiative from the Boston Medical Center (“BMC”) to operate CL at NFP. Further amplifying the investment from health care organizations, the Boston Children’s Hospital Collaboration for Community Health awarded TCB \$525,000 for three years to implement the Healthy, Wealthy and Wise (“HWW”) program in NFP and other TCB communities. HWW is a two-generation initiative with the goal of connecting children ages 0-5 to quality education and care while supporting their parents in reaching financial and educational goals.

Role: BMC’s investment supported CL to hire an additional full-time staff person to operate CL resident services from January 2018 through December 2020. BCH’s investment includes a full-time Project Coordinator who leads the program through a family-centered coaching approach. An intake interview is conducted with parents of 0- to 5-year-olds to assess goals, interests, and strengths, focusing on early education for children and career development for parents. HWW then connects families to quality early-education programs around Boston, including partners at ABCD Head Start and Nurtury. In coaching sessions, CL provides information on obtaining vouchers, understanding voucher eligibility, and making payments. Through the grant, CL has provided \$31,645 to subsidize childcare costs so that families could successfully maintain employment. The HWW-funded staff member provides one-on-one coaching and connections to local employment partners, college and other adult education and workforce resources to help residents achieve personal and professional goals. CL staff refer residents to workforce training programs including Project Hope and MassHire. Early-education partnerships with quality childcare providers (Head Start, Nurtury, etc.) have streamlined the enrollment process and made it easier for busy parents to find care they trust. For those who prefer to stay home with their children, partnerships with a school-readiness organization (Smart from the Start), as well as parenting programs (Families First’s The Power of Parenting and Boston Basics), provide alternative opportunities to support children’s development. Working with a nationally recognized economic mobility organization (EMPath) has helped CL ensure that staff has access to state-of-the-art tools and resources for coaching economic mobility. Partnerships with financial and

technology workshop providers have also supported this goal.

Outcomes: CL Case Managers use the Community Life Questionnaire (“CLQ”) to collect annual self-reported survey data from residents. In just one year (2018-19), the NFP CL team supported residents to achieve success in a variety of areas. In 2019, 91% of NFP residents reported housing stability, exceeding TCB’s goal of 75%. In workforce development, more heads of households with children were earning wages in 2019 (70%) than in 2018 (57%). This is a direct result of CL Case Managers following up with each resident who reported not working but wanted help finding a job. In areas of youth development and education, outcomes include early-education enrollment increasing dramatically from 2018 to 2019 in several age brackets, including an increase of 11% in 2018 to 50% in 2019 for children ages 0-2. This occurred in conjunction with the inception of the HWW program, which included robust workforce development case management and early-education navigation. In the area of health, from 2018 to 2019, there was an overall increase in the number of residents reporting “excellent” or “very good” health from 36% in 2018 to 68% in 2019. Since September 2018, in collaboration with the BMC, CL Case Managers have been working with every resident who reported fair/poor health in the previous CLQ to assess and respond to residents’ needs to improve health and well-being. This coordinated approach between housing and health care has resulted in an increase in overall well-being and a decrease in social isolation.

Exhibit D

Need

City of Detroit

ExhibitD_Need.pdf

Exhibit D: Need

D.1 Structural Deficiencies

Clement Kern Gardens (“CKG”) has a number of structural deficiencies, detailed in Attachment 27. The Physical Needs Assessment cites the need for replacement of roofs, plumbing and sanitary systems, interior and exterior HVAC split system components, sprinkler systems, electrical wiring and switches, interior lighting systems, and adding exterior insulation, which requires exposing wall cavities and replacing aluminum siding. There also are site deficiencies: parking lots and driveways have substantial disintegration, surface cracking and weathering; concrete sidewalks are deteriorated and uneven; site lighting is insufficient and inefficient; the vehicle control gate is inoperable, creating safety issues; and poor drainage is creating weather-related hazards and pest issues. Exterior brick veneers of foundation walls have structural issues, including spalling brick and failed joints. The estimated rehabilitation costs for all units according to the Physical Needs Assessment is \$9.28 million. CKG meets the threshold for severe distress (*see Attachment 5*).

D.2 Design Deficiencies

CKG was isolated and disconnected from the neighborhood by design. Originally a single-family residential neighborhood, the site was part of the Westside Industrial initiative that saw much of Historic Corktown cleared in the 1950s (*Attachment 29 shows the residential character of the neighborhood prior to this initiative*). This Urban Renewal project was intended to clear most of Corktown, which the City had designated as a “slum.” Only the area from Bagley Street to the riverfront was ever demolished and reconfigured to create superblocks for light-industrial use. In 1985, CKG was constructed on one of these superblocks and acts as a buffer between the residential area of the neighborhood and the light-industrial area to the west. CKG has only two points of entry across the nearly 9-acre area that was once three separate city blocks, which makes accessing the site difficult for emergency vehicles.

The building configuration within the site reflects a suburban layout. When compared to the surrounding urban neighborhood to the north and the highly walkable area to the east, the design of CKG is

inappropriate for the neighborhood. Only 28% of units front a street and the remaining 72% are inward facing. The site is surrounded by iron fencing and substantial landscape berms to the east, south, and west that hide much of CKG from the street. This design, combined with the site layout, ensures the segregation and disconnection of low-income residents from the rest of the neighborhood, a feeling residents report experiencing. Large, open common areas are “indefensible,” site lighting is insufficient at night, and several residents report safety concerns associated with late-night loitering on the site. The Detroit Police Department has noted the layout does not facilitate “eyes on the street,” allowing for increased crime in the community. The poor design and condition of the site have contributed to vacancy surrounding CKG, including directly across the street, on Bagley. (*See Attachment 20 for site photographs.*)

Outdated systems and energy inefficiencies have a negative environmental impact and place added burdens on residents. CKG received an Energy Star score of 25/100 in August 2020, a 19% decrease from 2018 (*see Attachment 29*). Annual per unit utility costs including owner- and tenant-paid utilities are \$2,726 at CKG; this is 60% higher than at Oakman Townhomes, a comparable affordable housing development of one- to three-bedroom townhome units where the annual per unit utility cost is \$1,705. Because CKG does not have a strong stormwater management system, the property is also subject to a \$30,000 annual drainage fee. A redesigned site with appropriate stormwater management could result in savings of up to 80%.

CKG’s design also has negative health impacts on residents. Carpets in living spaces are linked to high rates of allergies and asthma, and a likely trigger for high asthma rates at CKG (30% for adults and 40% for children, 1.8 times and 2.7 times higher than citywide rates, respectively) (*Source: Asthma Initiative of Michigan*). Only four ADA barrier-free units (less than 5% of 87 units) are visitable, and these are limited to one-bedroom units, which does not meet visitability standards. No units are served by an elevator. CKG’s current design does not meet the needs of residents with physically disabling conditions (*see Exhibit H.1*). Residents expressed a need for more housing options accessible for seniors and disabled residents.

Exhibit E
Neighborhood Narrative

City of Detroit

ExhibitE_NeighborhoodNarrative.pdf

Exhibit E: Neighborhood Narrative

Clement Kern Gardens (“CKG”) is located within Greater Corktown, a neighborhood directly to the west of Downtown’s Central Business District. Michigan Avenue is a major commercial corridor that connects the neighborhood to downtown and serves as the “main street” of Greater Corktown. Within the past decade, Greater Corktown has become one of Detroit’s more desirable neighborhoods, reflecting a national trend toward walkable neighborhoods where residents can live, work, and play. Innovative entrepreneurs have reused formerly vacant storefronts to create a thriving ecosystem of small shops and restaurants. Along with other catalytic rehabilitations, these developments have allowed pockets of Greater Corktown to flourish. Ford Motor Company’s global mobility hub centered around redevelopment of Michigan Central Station will bring \$740 million of new investment into the neighborhood.

Despite these recent trends, Greater Corktown has experienced widespread demolition, population loss, and industrial disinvestment over the past seven decades, similar to many neighborhoods across Detroit. These trends are felt most acutely within CKG and the section of the neighborhood north of I-75 commonly referred to as “North Corktown.” In contrast, Historic Corktown has higher incomes with a strong neighborhood fabric featuring several intact blocks of historically significant single-family houses. New investment brings great excitement and economic opportunity to the neighborhood, but also fears of displacement as land and housing costs rapidly increase above citywide averages. While the few private homeowners in the area have benefited from rising property values in the neighborhood, lower-income renters are facing the burden of higher rents without access to opportunities to increase their wages. These effects have the potential to exacerbate inequities and dramatically reshape the culture of Greater Corktown, a historically working-class community. Scarred by past urban renewal efforts, working-class residents of the neighborhood have shared deep concern that they will not see the benefits of revitalization and future prosperity of the neighborhood. The Transformation Plan was developed to ensure that the public and private investment coming to Greater Corktown creates equity for existing residents of all socioeconomic levels, rather than displace or further economically marginalize and geographically segregate existing residents.

Neighborhood Data

Demographics. Greater Corktown is a diverse community, a part of the larger area of Southwest Detroit, which has served as a gateway for many immigrants seeking employment within Detroit’s manufacturing sector. It has a population of around 4,000 residents, with representation across racial and socioeconomic groups. The racial demographics within the neighborhood are 58% Black, 24% white and 13% Hispanic. This is a higher share of white and Hispanic residents than in Detroit at-large, but with a greater non-white population than Wayne County (see table E.1). The age distribution is roughly consistent with that of the City and County. The median household income in Greater Corktown is \$28,910, slightly lower than the city average and much lower than the county’s (see Table E.1). Greater Corktown’s high rate of extremely low-income residents (40.88%) is higher than both the City’s and County’s. Unemployment is high in the neighborhood, in part due to COVID-19, reaching nearly 25% in 2020. The Resident Needs Assessment reveals even lower incomes and higher rates of unemployment at CKG (see Exhibit H.1), and in Census Tract 5215 (which includes the majority of North Corktown), the median household income is only \$24,000. Eighty-four percent of residents at CKG and 75% of residents in 5215 identified as Black.

Table E.1: Demographic Data for Greater Corktown, Detroit & Wayne County			
	Greater Corktown	Detroit	Wayne County
Population	3,916	660,628	1,782,235
Children (under 18)	20%	24%	23%
Seniors 65 and older	14%	13%	14%
White	24%	8%	49%
Black	58%	81%	38%
Hispanic	13%	8%	6%
Median income (households)	\$28,910	\$29,841	\$47,747

Unemployment rate	25%	31%	25%
Extremely low income*	41%	36%	22%

Source: Esri 2020 estimates (based on ACS 2018 five-year data). *Source: CHAS 2012-2016

Crime Rates. Greater Corktown is located in Detroit’s Third Police Precinct. From 2017 to 2019, the precinct saw an average Part I Violent Crime rate that was higher than the citywide average and more than twice as large as the rate for the county -- 24.43 violent crimes per 1,000 people compared with 20.39 for the city and 10.04 for the county (See Attachment 30) (Sources: Detroit Police Department, Michigan State Police). From 2017 to 2019, Part I Violent Crime increased by 15% in Greater Corktown, with robberies and sexual assaults increasing by 90% and 67%, respectively. Aggravated assault accounted for 67% of the total Part I Violent Crimes over the three years.

At CKG, residents spoke consistently during meetings of being concerned about safety due to the lack of site lighting, loitering in the parking lot, limited egress/ingress paths, and domestic violence or intimate partner violence-related incidents that spill over into the larger complex. From 2018 to late 2020, 16% of Part I Violent Crimes in Greater Corktown were related to intimate partner violence. At CKG, this is true for 23% of Part I Violent Crimes and 30% of all reported criminal cases (Source: Wayne State University Center for Urban Studies).

Schools. There are three schools in Greater Corktown, inclusive of public, charter and private options, however, there is not an early-childhood education center in the neighborhood. Burton International Academy, a pre-K- 8 school operated by the Detroit Public Schools Community District (“DPSCD”), enrolls 602 students. Detroit Public Safety Academy (“DPSA”) is a tuition-free, grades 6-12 public charter school that enrolls 229 students. Most Holy Trinity is a tuition-based, pre-K-8 Catholic school. Because Detroit has a large number of charter districts, and DPSCD offers school choice within the public school district, many children attend schools outside of their immediate neighborhood. In fact, the schools with the largest number of CKG children in attendance are Voyager College Prep High School and Earhart Elementary-Middle, both

of which are outside of the target neighborhood.

Detroit schools struggle with low academic proficiency and chronic absenteeism. In 2018-19, only 4.6% of students in grades 3-8 met proficiency in math and English language arts (ELA) standards in DPSCD, compared with 30.7% statewide. In DPSCD, 62.1% of students were considered chronically absent, compared with 19.7% statewide. These trends are mirrored at DPSA (less than 1% proficiency, 76.4% chronically absent). Though Burton experiences the same issues, it is among the higher performing schools in DPSCD: 10.2% of students met proficiency in math and ELA for grades 3-8, and 39.9% of students are chronically absent. Burton scored 70.29/100 on the Michigan Department of Education’s 2018-19 School Quality and Student Success Index, compared with 30.26 for DPSA. *(Source: Michigan Department of Education, MI School Data.)* Data for Most Holy Trinity are not reported.

Housing Stock. Greater Corktown’s housing stock is characterized by three types: single-family houses (52%), new higher-end rental housing (12%), and aging concentrated affordable housing developments (29%). The majority of this housing stock was built before 1990 (80%), though new construction and vacant building rehabilitation has brought over 250 new units online since 2018. The vacancy rate across all housing units is 24%; across Detroit, high vacancy rates are due to substandard abandoned homes, rather than low demand. The long-term vacancy rate within the neighborhood is 16.84%.

	Greater Corktown	Detroit	Wayne County
Number of housing units	2,533	348,640	821,899
Median value, owner-occupied units	\$179,583	\$54,212	\$137,899
% of units built in 1979 or earlier*	68%	91%	83%
Tenure	Rental: 77% Homeowner: 23%	Rental: 54% Homeowner: 46%	Renter: 39% Homeowner: 61%

Median gross rent*	\$697	\$798	\$850
Vacancy rate	24%	27%	15%

Source: 2020 Esri estimates (based on ACS 2018 five-year data). *Source: ACS 2018 five-year estimates.

The majority of Greater Corktown households are renters (77%). These renters are dealing with major changes in the neighborhood’s rental market brought about by economic development. The current median rent in Greater Corktown is \$697, while the average rent for new units in the neighborhood that have come online within the past two years is \$1,497. Since 2009, rents have risen by 103%. The success of the recent investments indicates the potential for growth and demand for new units (see Attachments 19, 31). The relatively low rents combined with new market pressures create a risk of rent increases and displacement of lower-income renters, a concern expressed by longtime residents during community engagement.

The affordable housing stock in Greater Corktown is geographically isolated. In the northwest corner of the target area is Fountain Court Cooperative, a townhome-style complex of 351 total units, half of which are Section 8-assisted. Other affordable housing includes two LIHTC developments, Roberts III Apartments (197 units) and Riverside Estates (67 units), both north of Martin Luther King Jr. Boulevard. CKG is a HUD-assisted community developed adjacent to industrial uses, and Victor Attar (29 units) is a former LIHTC-assisted apartment building surrounded by market-rate single-family homes.

Median values of owner-occupied homes are higher than the city average, at \$179,583, which is due to both a relatively strong market for the few homes in Historic Corktown and a large inventory of substandard, abandoned homes throughout the city. In Census Tract 5215, the median value is much lower, at \$68,400. However, the median sales price in North Corktown of \$235,000 in 2017-19 reflects increasing demand and scarcity of supply in the homeownership market.

Vacant Land. Within the Greater Corktown study area, 35% of total land parcels are vacant, with the largest concentration located in North Corktown. The high concentration of vacancy is attributed to several factors, such as aging housing stock, long-term disinvestment, and demolition to remove blight. Over 82% of

parcels, or an area of 37.7 acres, in North Corktown are identified as vacant, including the former Owen School site. In addition, numerous property owners in Historic Corktown razed deteriorated housing stock and replaced them with surface parking lots to serve fans for the Detroit Tigers' former baseball stadium. When the team left the neighborhood in 1999, the parking lots became less utilized and functionally vacant.

Foreclosure rates. Significant holdings by the Detroit Land Bank Authority are indicative of a history of tax foreclosures, though there haven't been any in the neighborhood since 2018. According to RealtyTrac, only two mortgage foreclosure filings were documented in the 48216 ZIP code since late 2019.

Neighborhood Description

Greater Corktown lies west of Detroit's Downtown and is bounded by State Highway 10 ("M-10"), West Fort Street, Eighth Street, the Detroit River, Rosa Parks Boulevard, West Lafayette Boulevard, 16th Street, the former Canada Pacific Railway, Interstate-75 ("I-75"), Martin Luther King Jr. Boulevard, and Grand River Avenue (*see Attachment 10*). In the early 1800s, the area now known as Corktown developed its identity due to the area serving as a gateway for an immigrant Irish population. The Corktown community began to diversify, attracting immigrants from Germany, Mexico and Malta, along with African Americans traveling north during the Great Migration. With the construction of Michigan Central Station in 1913, Corktown became the "front door" of the Detroit region for generations of Americans. The widening of Michigan Avenue in the 1930s, the construction of freeways and the West Side Industrial Development Area project of the 1950s resulted in the demolition of hundreds of houses and businesses. The construction of the last leg of I-75, also known as the Fisher Freeway, severed Greater Corktown, which helped concentrate economic distress in North Corktown and eventually led to the evolution of two distinct housing markets.

Over time, economic disinvestment changed the landscape of all of Greater Corktown, eroding the architectural and cultural fabric of the neighborhood. Today, as evidenced by the data above, much of the neighborhood is experiencing extremely low incomes, high unemployment, significant violent crime, and low academic achievement. Schools are under-resourced and lacking in enrichment opportunities outside of

core subjects, including the arts. Patterns of concentration of poverty and housing market data reveal that North Corktown continues to experience more pronounced economic distress, while demographics show that this area is home to higher concentrations of Black residents than Historic Corktown.

Assets: Despite these challenges, Greater Corktown has remained resilient and boasts numerous strengths as a neighborhood. A key asset is its adjacency to major local and regional employment hubs, including the downtown Central Business District and numerous industrial firms in Southwest Detroit. These areas are connected by Michigan Avenue, a historic commercial corridor with significant recent retail activity. Still, resident desire for neighborhood-oriented retail is currently greater than the existing supply, suggesting the potential for new retail. Greater Corktown is served by seven Detroit Department of Transportation (DDOT) bus routes that operate on major corridors, though service is limited. Other transportation assets include a Southeast Michigan Area Regional Transit (“SMART”) high frequency service along Michigan Avenue that offers expedited service from Corktown to Detroit Metro Airport, and the Detroit Multi-Modal Transit Station which is serviced by Greyhound Bus Lines. Looking toward the future, a cohort of public agencies, nonprofit institutions, and private enterprises, including Ford Motor Company, are committed to transit innovation for Michigan Avenue. A feasibility study has recently been launched led by Google subsidiary, Cavnue, that would create a first-of-its kind automated vehicle corridor, running from the City of Ann Arbor through Corktown and into Downtown Detroit. The privately funded two-year study will design a “future-proofed” roadway that meets evolving transportation needs of connected buses and shared mobility vehicles. In North Corktown, vacant land is considered a valuable asset; market analysis confirms that North Corktown can accommodate new mixed-income housing that preserves affordability and still have space for other current and future uses. There are numerous Neighborhood Enterprise Zones established on both sides of I-75, which encourage rehab and new construction activity through reduced property tax burdens, and nearly the entirety of Greater Corktown sits within designated Opportunity Zone census tracts.

Greater Corktown benefits from many cultural assets, including religious institutions, community

organizations and regional anchors. Churches such as St. Peter’s Episcopal Church, Most Holy Trinity Catholic Church, and Spirit of Hope Church serve the neighborhood. There is an abundance of block clubs (East End, Central, and Train Station block clubs), neighborhood associations (North Corktown Neighborhood Association, Fountain Court Residents Association, and Corktown Historical Society), and business associations (Southwest Detroit Business Association and Corktown Business Association). Due to its central location, the neighborhood hosts numerous regional-serving institutions and social service organizations, detailed in the People Narrative below. Wayne County Community College District and Detroit Mercy School of Dentistry have campuses adjacent to the neighborhood; Wayne State University, an anchor institution for this grant, is within a 10-minute drive and is active in Greater Corktown (*see Exhibit I.3*). Recreational assets include a variety of parks and open space; the most notable being Roosevelt Park and Wilson Centennial Park. In addition, Greater Corktown is served by the Roberto Clemente Recreation Center and the Detroit Public Library Douglass Branch. Though both facilities are used by Greater Corktown residents, they are located just outside of the study area’s borders. As a result, residents desire a community hub that can more efficiently serve their social, mental, and physical needs.

These neighborhood assets, along with Greater Corktown’s proximity to the Downtown Central Business District, have attracted significant private and public investment to the area in recent years. In addition to Ford Motor Company’s catalytic Michigan Central Station project, much of the former Tiger Stadium site on Michigan Avenue has been redeveloped and is now home to the Detroit Police Athletic League’s headquarters and The Corner Ballpark development, which includes mixed-income apartments and townhomes with ground-floor retail. Additional new developments include Elton Park, The Assembly, My Locker Expansion, The Ford Factory Building, Pine Street Townhomes, and a host of newly constructed single-family infill development within North Corktown. The City has invested significant resources to update Nagel Park in North Corktown and Dean Savage Memorial Park on Trumbull Avenue. The Detroit Riverfront Conservancy (“DRC”) has secured \$50 million from the Ralph C. Wilson Jr. Foundation to improve and enhance Wilson Centennial Park. The DRC is also a champion of the May Creek Greenway,

which will serve as a connector between Wilson Centennial Park and the City's Joe Louis Greenway.

Challenges: Greater Corktown faces a number of challenges that the City aims to address through the Transformation Plan. North Corktown remains disconnected from Historic Corktown due to the legacy of I-75's construction. The West Side Industrial Development Area also serves as a formidable barrier preventing safe and convenient access to the Detroit Riverfront. New investment and construction of market-rate rental and for-sale housing units, while a positive indicator of economic health, have put pressure on housing affordability, and many longtime residents have expressed concern that they will be excluded from the benefits of new development. The pending loss of affordability at Victor Attar Apartments is indicative of this market pressure. Previously regulated affordable housing, this apartment building was sold at auction to a market-rate developer following a foreclosure that removed long-term affordability restrictions. The remaining existing regulated affordable housing stock is limited and generally isolated from the rest of the community. As a result of this physical and social isolation, low-income residents are not proportionately represented in neighborhood organizations and do not always visualize a place for themselves within a neighborhood that is rapidly changing. As investment in Greater Corktown increases, residents of Clement Kern Gardens identify barriers related to education, job skills, transportation, and childcare that prevent them from accessing opportunities and amenities.

Housing Description and Relationship to Neighborhood

CKG is an affordable housing development located on Bagley Street, between Rosa Parks Boulevard and Trumbull Avenue in Greater Corktown. The site originally consisted of three city blocks, prior to consolidation into a single superblock as part of the West Side Industrial Urban Renewal project in the 1950s. CKG was completed in 1985 and dedicated to the late Father Clement Kern of Most Holy Trinity Catholic Church, an advocate for affordable housing in the area. Other areas of the neighborhood that were cleared in the 1950s are used for light-industrial purposes. CKG is the barrier between the primarily residential streets of Historic Corktown and the light-industrial uses to the west. CKG includes 87 units, 86

of which are Section 8 assisted, over 8.93 acres. The units include 71 two- and three- bedroom townhomes and 16 one- and two-bedroom apartments distributed across 10 two-story townhome structures.

CKG is cut off from the surrounding neighborhood, a result of the interior-facing site layout. Residents of CKG feel this isolation inherently, communicating throughout the planning process that they feel segregated within the neighborhood, and that the new development arriving in Greater Corktown feels unwelcoming. CKG's utilitarian design, consistent with affordable housing design standards of the 1980s, is out of character with the neighborhood, which includes a mix of Federalist-style and late Victorian-era houses, often adorned with Italianate, Gothic, and Queen Anne details (*source: Detroit Historical Society*). In an attempt to address safety concerns, a wrought-iron fence was added to the exterior of the site to deter intruders from trespassing. Consequently, the exterior fence had the effect of increasing the isolation of the site, and did not address the expansive areas of indefensible space. In addition to poor design, CKG now suffers from numerous structural issues, outdated systems, and poor site conditions, meeting the standard of severe physical distress (*see Exhibit D*). CKG's history, poor condition and physical disconnection from the wider neighborhood contribute to concentrated distress on and around the site. Residents of the surrounding neighborhood view the CKG development as a negative influence on safety to the area. In addition, the block of Bagley Street directly across from CKG is one of the few blocks within the historic neighborhood with numerous vacant parcels, which speaks to the way CKG's design and condition have impeded development.

North Corktown was also impacted by Urban Renewal and highway construction. Over 75 acres of buildings, homes and businesses were demolished and many residents were displaced in the 1950s due to failed plans of railway and factory investment. The area was disconnected from Historic Corktown with the construction of M-10 and I-75 in the 1950s and '60s, compounding disruption to the neighborhood fabric as occurred in low-income urban communities across the country. Today, much of the area consists of vacant land and blighted properties with few existing structures and residents. The housing stock is primarily single-family rental homes, with few multifamily options. However, new development has occurred here as well, with several townhomes and single-family homes completing construction in 2019 and 2020. The market

analysis notes two smaller-scale projects upcoming in North Corktown: a 14-unit townhome project under construction and a 47-unit single-family and multifamily development in the pipeline.

In addition to vacancy and blighted homes, limited quality affordable housing is a critical challenge throughout Greater Corktown. Based on market analysis, there is demand for increased housing for households of extremely low, very low, low, and moderate-income households in Greater Corktown, in addition to market-rate rental and for-sale options. With the increased economic development happening in Greater Corktown, there is an urgent need to improve and expand housing options in the neighborhood at a range of affordability. The City's Transformation Plan, with the support of a Choice Neighborhood Implementation grant, aims to bring new affordable and mixed-income housing to meet demand, restore the neighborhood fabric on both sides of the interstate, reconnect and reintegrate CKG into the community, and bring quality, contextually-sensitive design to the site and throughout the neighborhood.

People narrative

CKG is home to 230 individuals across 84 occupied units. Over 40% of residents are children under 18, and about 30% of all children are 5 years or younger. Ten percent of residents are 60 years or older. Based on the Resident Needs Assessment, the majority of residents are Black (84.3%) with 3.9% identifying as white. Twelve percent of survey respondents identified as Hispanic. At CKG, residents reported low rates of employment and extremely low incomes. Only eight adults ages 18-64 in the household reported wage-based income (translating to an unemployment rate of 93%), with average earnings of \$9,585. Across the 84 occupied households, the average income is \$2,631, excluding those unable to work due to age or disabling condition. Barriers to employment include disabilities, lack of available jobs, transportation, and childcare.

The City also conducted a survey of residents at Victor Attar Apartments who may be displaced when post-foreclosure affordability protections expire, so that their housing, education, health, and workforce development-related needs could be included within the Transformation Plan. At Victor Attar, there are 22 occupied units. Based on the survey, 16% are children under 18 and 16% are over 60. Of

reporting households, 100% are Black. Unemployment among adults 18-64 is lower than at CKG at 67%; however, this survey was administered after March 2020, and nearly half of those respondents cited COVID-19 as the reason for their unemployment. The age composition, income, race, and employment status within Greater Corktown differ significantly from the demographics at CKG and Victor Attar, highlighting the concentration of Black residents, lower incomes and higher unemployment in both communities and the high percentage of children at CKG (*see Table E.1*).

There are a number of existing social service providers operating in the target neighborhood, as well as health care providers, including the St. Frances Cabrini Clinic, which provides health services for the uninsured, and Corktown Health Center, which provides targeted health care services for the LGBTQ community and those with HIV/AIDS. The International Brotherhood of Electrical Workers Local 58 provides seven pathways for metro Detroiters to learn the skilled trades and connect to sustainable earning opportunities. The Build Institute supports aspiring entrepreneurs through targeted training programs. In the K-12 space, the Mercy Education Project, Living Arts, and the Detroit Hispanic Development Corporation provide academic support through after-school programming, tutoring and STEM programs. Detroit PAL offers organized sports leagues, as well as youth enrichment and workforce development programs. Southwest Solutions is a nonprofit that serves the entire Southwest Detroit region, including Corktown, through numerous human and economic development programs; among these, Southwest Counseling Solutions is a Coordinated Entry Access Point for those experiencing homelessness located adjacent to CKG. Heritage Works offers cultural enrichment opportunities and employment programs for school-aged youth and facilitates creative opportunities for youth to earn as they learn about their cultural heritage.

Residents of Clement Kern, Victor Attar and the Greater Corktown neighborhood have identified the need for additional services, including art, music, dance and theater programs and summer employment opportunities for youth; more affordable healthy food options; and play areas for children. Improved access to local recreation and fitness opportunities for residents of all ages was requested, along with support to promote healthy lifestyles, including nutrition classes. Residents also reported an interest in assistance for

seniors and persons with disabilities with grocery shopping and homemaker services, although many households are already receiving these services. A number of retail needs, including affordable grocery options, were flagged as important and missing. Residents requested more community gathering space, support for small-business development, and inquired about pathways to homeownership.

Vision

The Greater Corktown Transformation Plan will create a neighborhood of equitable growth, where all residents are prepared and empowered to participate in the neighborhood's economic revitalization. Greater Corktown will be a stable mixed-income neighborhood that is both racially and socioeconomically diverse. As the area sees increased investment and greater housing demand, housing affordability will be preserved so that all residents can find safe, affordable housing that meets their needs. Residents of all incomes will have access to building wealth through homeownership. The neighborhood will be safe for children, families and individuals, with a well-connected, accessible layout that includes safe, walkable routes and ample green space. It will provide amenities, services and actively-programmed public spaces that serve residents of all incomes and bring people together across lines of difference. Greater Corktown will serve as a model for environmental resiliency in housing and neighborhood design.

Residents will have the tools and access to participate in economic opportunities in Greater Corktown, with sustainable, fulfilling careers that provide both financial stability and economic mobility. Residents who are unable to participate in the workforce due to age or disabling conditions will have access to the services they need and will have meaningful opportunities to engage with their community. Residents will be in control of their health and connected to health care and related resources they need. Greater Corktown will provide quality, experiential education for all children, starting with early childhood. Every child will be provided with support from cradle to career and will be engaged in extracurricular programming that connects them to college or career pathways. Residents will have a voice in their community and feel empowered to shape its future.

Exhibit F
Neighborhood Strategy

City of Detroit

ExhibitF_NeighborhoodStrategy.pdf

Exhibit F: Neighborhood Strategy

The Neighborhood Strategy ensures that as Greater Corktown grows, it grows to include everyone. The strategy responds to priorities identified by the public through the Greater Corktown Neighborhood Planning Framework process, including community concerns about the potential impacts of the Michigan Central Station redevelopment, as well as CKG residents' input on safety needs and desired amenities. When implemented, the Strategy will yield a neighborhood that is safer, intra-connected, and provides diverse amenities for generations of Detroit families to enjoy. The City's Planning and Development Department ("PDD"), with its expertise in coordinating neighborhood transformation plans, will lead implementation.

F1. Overall Neighborhood Transformation Strategy

To support the vision for Greater Corktown, the City has identified Critical Community Improvements ("CCIs") and additional projects that will enhance public spaces, create safer and more accessible streets, increase resident access to services and community supports, and position Corktown to become one of the City's most sustainable and resilient neighborhoods. The strategy aligns public and private partners, residents, and community organizations to achieve equitable transformation. The level of neighborhood investment coming to this area totals more than \$866 million within the next five years. The neighborhood strategy seeks to maximize this unprecedented moment of investment by instituting improvements that are community-driven, ensuring this period of growth is inclusive of all current residents. The City has identified four key neighborhood objectives: 1) Ensure safe, healthy streets and improve pedestrian connectivity; 2) Increase access to community amenities and resident services; 3) Create new and improved public spaces; and 4) Strengthen and ensure community environmental resiliency.

Neighborhood Objective #1: Ensure safe, healthy streets and improve pedestrian connectivity.

Needs/Challenges: Currently, the neighborhood lacks safe, non-vehicular modes of transportation. Existing pathways are minimal, disconnected, and dangerous. ***Activities:*** PDD will coordinate the following activities to improve resident connectivity across the planning area and create a safer built environment: 1) PDD will develop the **Ash Street Ecological Corridor** with street tree plantings, installation of bike lanes, enhanced

pedestrian crossings, and the tactical installation of vegetative planters to create a “sense of place.” Ash Street will support the vision of a more resilient and ecologically friendly neighborhood. An east-west corridor linking the Fountain Court Co-Op Apartments, Burton Academy, Nagel Park, the 14th Street Cultural Corridor, the future Community Empowerment Center, and future housing phases in North Corktown (*see Exhibit G*), Ash Street is a vital artery for current and future residents to traverse the neighborhood and access planned amenities. 2) Improvements along the **14th Street Cultural Corridor** will beautify a key neighborhood thoroughfare, improve circulation, and provide for safe parking needs. This key north-south corridor connects North and Historic Corktown, as well as the May Creek and Joe Louis Greenways, Roosevelt Park, the future Community Empowerment Center, and the Bagley Street corridor. Special intervention will be applied to the I-75 overpass to ease the physical and mental disconnect that exists while crossing on foot or bike. 3) Improvements to key neighborhood corridors **Rosa Parks Boulevard and Bagley Street** will address residents’ desires for safe and family-friendly neighborhood streets that link community assets, promote active transportation and address safety, circulation, wayfinding, and parking. These routes provide critical connectivity between new housing north of Michigan Avenue (*see Exhibit G*), the CKG site, May Creek and Joe Louis Greenways, Michigan Central Station, and Wilson Centennial and Roosevelt Parks. 4) **Improvements to Michigan Avenue** will address pedestrian safety. Auto-oriented for many decades, Michigan Avenue is an iconic corridor serving as the key gateway into Downtown from the West. As the City looks to reinstate a sense of place within neighborhoods, Michigan Avenue is a prime candidate for pedestrian-focused improvements, especially given the planned CNI housing units that will be built adjacent to the corridor. The City’s CCI investment will be substantially leveraged through a commitment by the Michigan Department of Transportation (“MDOT”), which is completing its own planning study of the corridor and has earmarked \$21.8 million in phased implementation funding beginning in late 2021 (*Attachment 39, p.125*). 5) A series of **wayfinding and gateway interventions** are planned to create a sense of place, comfort, and safety, as well as highlight Corktown’s unique identity and culture. To respond to residents’ interest in more defined points of

connectivity and promote seamless connections between the new housing developments, initiatives to improve the over- and underpasses along the highway interstates and railroads throughout the neighborhood have been identified. These changes will help address physical and psychological divisions throughout Greater Corktown by unifying the area and increasing a sense of community ownership among all residents, including those in CKG. Ford Motor Company, through its City:One Detroit Challenge, is partnering with a local community group to implement an \$83,000 overpass (M-10) installation on the eastern gateway into the neighborhood, and PDD recently partnered with the Southeast Michigan Council of Governments (“SEMCOG”) and the Southwest Detroit Business Association (“SDBA”) on a \$40,000 grant for Corktown wayfinding and gateway planning, scheduled to commence in early 2021. 6) Multiple initiatives to **improve mobility solutions** within Corktown are currently underway. The Mercy Education Project is developing the Rock City Mobility Stations, a kiosk that will contain maps, bus schedules, parking information, and be a centralized hub for Spin Mobility scooters. AbleLink is a technology solutions provider working to implement solutions to improve transportation for those with cognitive disabilities or other special needs with its WayFinder ecosystem. Residents will be able to download a customized WayFinder app and get instructions from a cloud-based WayFinder SMART Route Library to help route them to their destination and travel independently. Lastly, NewLab is an innovation tech hub based in Brooklyn, N.Y., that has established a presence in Corktown and is collaborating with startups, researchers, investors, and entrepreneurs to shape the future of mobility in a way that benefits everyone. Its Accessible Streets Studio will focus on immediate mobility issues in the neighborhoods around Michigan Central Station and help to deliver high-impact projects to address community needs and apply emerging technology in a meaningful and impactful manner. These solutions, as well as the above-noted project, represent \$1,000,000 worth of investment across Corktown as part of the Ford City:One Challenge. 7) PDD will coordinate \$4,500,000 worth of **critical public infrastructure improvements** along many key areas within Greater Corktown, invested by the City’s Department of Public Works (“DPW”). Over a mile’s worth of sidewalk, street, and public right-of-way improvements will be completed by 2023 (*Attachment 39, p. 127*). These improvements

will address critical vehicular and pedestrian infrastructure capital repairs and result in more navigable roads and sidewalks for residents to access community amenities. Neighborhood Leverage (non-CCI funding): \$26,800,000. CCI Leverage: \$1,350,000. CCI Activities: Ecological & Cultural Corridor Developments (Ash Street Ecological Corridor, 14th Street Cultural Corridor, Bagley Street Neighborhood Corridor), Michigan Avenue improvements. Outcomes: Increased walkability throughout the neighborhood. Increased number and improved accessibility of multi-modal connections across the neighborhood. Residents are better connected to neighborhood resources and amenities. Increased safety of streets for both vehicular and pedestrian traffic. Increased patronage of businesses along Michigan Avenue. Metrics: Higher walkability scores. Increase in the number of residents who use non-vehicular travel lanes (observation and surveys). Reduction in roadway accidents (both vehicular- and pedestrian-related). Increase in sales for businesses along Michigan Avenue. Partners: SDBA, MDOT, Ford, City of Detroit DPW, Corktown Business Association.

Neighborhood Objective 2: Expand and strengthen community amenities and resident services.

Needs/Challenges: Critical community services are severely lacking. There is a strong need for a range of community amenities and resident services, including affordable grocery options, retail, pharmaceutical and medical care, early-childhood education, case management, public gathering spaces, and access to affordable high-speed Internet. Activities: PDD will oversee implementation by partners to create new public amenities that house enrichment services. Developed in partnership among the PIE, NIE, and HIE, these services will support residents at CKG and throughout Greater Corktown to take part in the neighborhood's growth by engaging with their community and accessing resources that will open doors to opportunities and economic mobility. 1) The development of a **Community Empowerment Center** at the former Owen School site will serve as a neighborhood anchor in North Corktown, creating a sense of community among the existing residents and future residents of the mixed-income units that will be built through new housing phases along 15th, Butternut, and Ash streets, and complementing the Ash Street Ecological Corridor improvements. The Center will provide vital community amenities identified by residents and stakeholders, including supportive

services outlined in the People strategy, such as early-childhood education, arts and culture programming, and health and wellness resources. This facility will also serve as an economic catalyst, creating new opportunities for investment and small-business development. A portion of the site will be developed into a mix of passive and active open space that will function as a sensory, outdoor learning lab to support users of the facility, as well as residents within the neighborhood. The City of Detroit has secured partnerships with reputable and effective organizations to implement this project, including an agreement with the Detroit Public Schools Community District (“DPSCD”) on the property (*Attachment 39, p. 135*), \$5 million of financial support from IFF (*Attachment 39, p. 132*), and Starfish Family Services (*Attachment 39, p. 137*), which will serve as the anchor tenant and ECE provider. Once developed, this 3-acre site will be positioned for indefinite community use that will meet current and anticipated needs and demands of residents. 2) **New CNI housing** development phases will include fitness centers, community meeting rooms, flex spaces for programming, and other amenities to meet the needs expressed by residents (*see Exhibit G*). 3) The redeveloped **Michigan Central Station** will offer 80,000 square feet of new, publicly accessible community amenity space, granting residents access to increased commercial, retail, and wellness opportunities, and include an additional 11 new acres of public open space to be created around the Station. This development and its amenities will bring transformative change to the neighborhood while addressing access issues identified by residents through the planning process. Ford’s commitment for this project exceeds \$740 million of investment across Greater Corktown (*Attachment 39, p. 121*). 4) Ford will install a **Fiber Optic and 5G network**, resulting in improved cellular coverage and free public Wi-Fi spaces throughout the neighborhood to provide quality, high-speed Internet for residents and businesses of Greater Corktown. In conjunction with devices, technical support, and digital literacy training provided by humanIT and Southwest Solutions (*see Exhibit H*), this service will help address the digital divide that impacts the neighborhood’s low-income households, including CKG residents. Ford is currently in the process of procuring these services, and Phase I is expected to be complete in 2022. Neighborhood Leverage (non-CCI funding): \$750,000,000. CCI Leverage: \$1,500,000. CCI Activities: Owen Community Empowerment Center.

Outcomes: Increased enrollment in early learning. Increased access to critical community services. Improved health outcomes for neighborhood residents. Improved educational performance among neighborhood youth. Increased civic engagement. Increased high-speed Internet connectivity. Metrics: Lower rates of Type II diabetes, obesity, high blood pressure, and heart disease. Higher literacy rates and improved standardized test scores. Formation of a resident tenant council and increase in resident participation in public meetings. Higher percentage of neighborhood residents having high-speed Internet. Partners: TCB, ACD, IFF, DPSCD, Ford, Starfish Family Services (ECE Operator/Anchor Tenant), The Nature Conservancy, Detroit Audubon Society, Heritage Works.

Neighborhood Objective 3: Create new and improved public spaces.

Needs/Challenges: Currently, public spaces are unsafe, unwelcoming, under-utilized, and disconnected.

Activities: By the end of 2025, Corktown will be at the center of one of the most expansive greenway and public open space networks in Michigan. Residents of CKG and future residents of the mixed-income housing developments will have ample opportunities to take advantage of high-quality spaces and multi-generational services. 1) **Roosevelt Park** will be unified and reimaged to create an 8-acre, contiguous public space that will provide needed amenities and serve as a gathering space for residents. The space will provide a seamless connection between the planned mixed-income housing developments to be located in North Corktown (via 14th Street) and the CKG site (via Bagley Street). When complete, Roosevelt Park will be a flagship city park and provide unlimited non-motorized connectivity opportunities within the region, including connections to the new resources slated for Michigan Central Station. 2) The rehabilitation of the **Wilson Centennial Park** (formerly West Riverfront Park) will be completed in late 2022. The project, spearheaded by the Detroit Riverfront Conservancy (*Attachment 39, p. 128*), will result in a 22-acre park featuring a public swimming beach, basketball courts, an expansive play garden with an array of climbing structures for kids, and a large lawn that will be used for special events. This \$80 million park investment will be located less than half a mile from CKG and will provide residents and families unrivaled free access to transformative open space amenities for generations. 3) Connecting Roosevelt and Wilson Centennial

Parks will be the **Joe Louis and May Creek Greenways**. Once complete, these two public greenways will result in 31 miles of non-motorized pathways readily available to CKG residents. Additionally, this greenway network will directly link thousands of Greater Corktown families to Downtown Detroit via the Detroit Riverwalk and terminate at Belle Isle, a 982-acre, City-owned island park in the Detroit River.

Neighborhood Leverage (non-CCI funding): \$84,450,000. CCI Leverage: \$1 million. CCI Activities:

Roosevelt Park. Outcomes: Increased amount of public space in the neighborhood. Public spaces are safer, more welcoming, and offer an array of new services and amenities for residents. Residents spend more time outside and are more active. Increased interaction between residents with different socioeconomic circumstances and racial makeup. Metrics: Increase in the miles of greenways. Increase in the frequency and number of residents who use public spaces, including new greenways. Increase in the number of neighborhood youth participating in Centennial Park programming. Lower rates of residents with preventable chronic health conditions. Partners: City of Detroit Parks & Recreation, City of Detroit DPW, Detroit Riverfront Conservancy, Ford Motor Company.

Neighborhood Objective 4: Strengthen and ensure environmental resiliency.

Needs/Challenges: Currently, initiatives focused on enhancing the neighborhoods' ecological function and improving local biodiversity are deficient. Existing grassroots efforts around green infrastructure are informal and thus insecure. Additionally, long-standing homeowners often lack resources necessary for structurally and functionally maintaining their homes and improving their neighborhoods. To ensure environmental resiliency, attention and resources must be dedicated and coordinated to both improve the ecological well-being of the neighborhood and support long-standing homeowners to create a *Corktown for Everyone*. Activities: A healthy built environment will serve residents and visitors through improved housing quality, strengthened local biodiversity and natural infrastructure, and protected green space for residents. 1)

Integrating green infrastructure and developing active landscapes within all proposed CCIs and new housing developments will ensure that Greater Corktown remains structurally and environmentally sound for generations. The HIE is committed to integrating bioswales, active landscapes, and on-site vegetative

plantings into the CNI housing developments, creating models of healthy housing that mitigate runoff and flooding issues. Additionally, PDD will oversee integration of strategic green infrastructure measures into multiple CCIs, including permeable pavement surface in Roosevelt Park, active landscapes within the Owen School site, and public right-of-way improvements to Ash, 14th, and Bagley streets. PDD will work with the Detroit Water and Sewerage Department (“DWSD”) to ensure that these projects will reduce runoff across Greater Corktown and position the neighborhood to be one of the most resilient and actively “green” areas of the city. 2) The **protection and preservation of community-managed open space** within North Corktown will ensure new housing development is responsibly balanced with green space access for current and future residents. The City will preserve 23 public-owned parcels and transfer them to a community land trust to manage as permanent green space. Many of these lots currently produce fresh fruits and vegetables and have become a staple of North Corktown. These lots will be owned and maintained by residents and will result in an additional 4.93 acres of new community open space, totaling 13.91 acres of public open space within North Corktown. These measures will improve the overall health and air quality of the neighborhood, while stabilizing and increasing property values. 3) Through an **owner-occupied housing rehabilitation** program, current, income-eligible earning neighborhood homeowners will have access to \$750,000 worth of rehabilitation grants. Awarded at \$15,000 per household, these grants will ensure existing homeowners have the ability to increase value and build equity within their home as new, higher-end housing comes into the neighborhood. The program, scheduled to launch in Q1 2021, will assist households that earn 30%-80% AMI in making critical repairs to their homes, such as porch and roof upgrades or façade improvements. This program, funded through neighborhood leverage dollars, exemplifies the vision of a *Corktown for Everyone* by ensuring that longtime homeowners are able to access resources needed to stay in their homes. It also addresses the older age of the housing stock identified in Exhibit E by providing residents with the resources to repair substandard home conditions. 4) Finally, the City is setting up a **community- managed mini-grant program** to provide grants for Greater Corktown residents to make improvements in their neighborhood. Residents have expressed interest in holding annual block parties, adding placemaking installations to

promote unity, addressing gateways with wayfinding signage, and improving park programming. The neighborhood mini-grant program will launch in 2021 and be endowed with \$750,000 worth of existing, non-CCI neighborhood leverage. PDD will work with awardees to align projects with planned CCIs.

Neighborhood Leverage (non-CCI funding): \$5,000,000 CCI Leverage: \$650,000. CCI Activities:

Distributed Green Infrastructure Installations. Outcomes: Neighborhood is more environmentally resilient.

Increase in the amount of green infrastructure (in both existing neighborhoods and new developments).

Increased neighborhood biodiversity. Improved housing conditions for long-time homeowners. Reduction in homeowner displacement. Metrics: Reduced runoff. Increased wildlife presence. Increased wildlife habitat.

Increased value of owner-occupied houses. Increased housing condition score of owner-occupied houses.

Increase in average years of homeownership tenure. Partners: City of Detroit HRD, Detroit Land Bank Authority, DWSD, Ford, TCB, ACD, North Corktown Neighborhood Association.

Total CCI Investment: \$4,500,000. **Additional Neighborhood Leverage:** \$866,250,000

Total Neighborhood Investment: \$870,750,000.

F.2 Critical Community Improvements Plan.

The \$4.5 million in CCI funds will be leveraged by more than \$866.25 million (*Attachment 39*) worth of public and private partner investments across Greater Corktown. These proposed CCIs will result in the development of essential neighborhood assets, leading to expanded opportunities for all residents of Corktown. The projects were developed in partnership by the residents, community stakeholders, and the planning team and work to address some of the most critical community needs, while ensuring maximum overall impact across the neighborhood.

1) Roosevelt Park: \$1 million worth of CCI funds will support the redevelopment of Roosevelt Park.

Unifying the park through rerouting the existing roadway that bisects the space will form a catalytic, 8-acre public park. This redesigned public space will provide a centralized neighborhood meeting space and provide a seamless connection between the new CNI housing in North Corktown and the Clement Kern Gardens housing site, while linking residents to the adjacent greenways being developed. A safer and more accessible

Roosevelt Park will also provide immediate access to the community amenities offered inside Michigan Central Station. Neighborhood investment from Ford and City CDBG funding will be leveraged for this project. *Partners:* City of Detroit, Ford, MDOT, Detroit Riverfront Conservancy. *Cost:* \$5,150,000. *CCI Funding:* \$1,000,000. *Sources:* \$1,000,000 CNI; \$1,000,000 Ford; \$3,150,000 City-CDBG.

2) Owen School Site Community Empowerment Center. \$1.5 million in CNI CCI funds will support the development of a 14,000-20,000-square-foot multi-purpose, flexibly designed Community Empowerment Center. This space will provide vital resident amenities, such as early-childhood education, resident support services, arts and culture programming, and health and wellness resources. The nearly 3-acre space will also feature an outdoor and sensory learning “lab” for local youth and neighborhood residents. The facility will provide many of the supportive services offered in the Transformation Plan and will act as a critical non-residential anchor within North Corktown. Significant funding support from City CDBG and IFF will be applied. *Partners:* City of Detroit, IFF, DPSCD, Starfish Family Services (ECE Operator /Anchor Tenant), Heritage Works, Detroit Employment Solutions Corporation, Detroit Audubon Society. *Cost:* \$10,000,000. *CCI Funding:* \$1,500,000 *Sources:* \$1,500,000 CNI; \$3,500,000 City-CDBG; \$5,000,000 IFF.

3) Neighborhood Street Calming and Pedestrian Safety Improvements. \$1,350,000 in CCI funds will support traffic calming and pedestrian improvements to Ash, 14th, and Bagley Streets, Rosa Parks Boulevard, and Michigan Avenue. These strategically located streets link all of the housing development sites across the neighborhood. Placemaking efforts will work to activate these streets and promote walkability and pedestrian circulation, while interventions at key intersections and along Michigan Avenue will be implemented to reduce safety concerns that exist for pedestrians. City general funding and MDOT implementation funds will be leveraged. *Partners:* City of Detroit, MDOT *Cost:* \$15,000,000 *CCI Funding:* \$1,350,000 *Sources:* \$1,350,000 CNI; \$9,150,000 MDOT, \$4,500,000 City-DPW.

4) Neighborhood Green Infrastructure. \$650,000 worth of CCI funds will support strategic, place-based installations of green infrastructure within each of the housing development sites and the above-mentioned CCIs. Perimeter landscape screenings, permeable pavements, bioswales, and tree plantings will be focused

across the implementation area and within public right-of-ways to strengthen neighborhood sustainability, community resiliency, and improve the ecological health of the area. Direct support from the HIE and City CDBG funds will be leveraged. *Partners:* City of Detroit, TCB, ACD, *Cost:* \$4,650,000. *CCI Funding:* \$650,000. *Sources:* \$650,000 CNI; \$3,500,000 City-CDBG; \$250,000 TCB; \$250,000 ACD.

F.3 Public Safety Strategy

From 2017 to 2019, the Part I Violent Crime rate in Detroit’s Third Precinct was 24.43, higher than the City’s and more than twice as large as Wayne County’s (*see Exhibit E*), with residents in the Third Precinct experiencing high and increasing levels of violent crime. Specifically, neighborhood residents — especially those within the target housing site — are experiencing significant rates of crime related to intimate partner violence (“IPV”), which are crimes that occur between spouses, partners who share a child, individuals in a dating relationship, and other intimate relationships. This level of violent, interpersonal crime harms quality of life for residents, the long-term physical and mental health of families, and the overall stability of the neighborhood. To address and prevent these and other violent crimes, the Public Safety Strategy aims to strengthen community engagement, build relationships between residents and police officers, enhance site safety through environmental design, and provide mental health supports to break cycles of violence.

Resident Engagement and Relationships with Police: The Public Safety Strategy will build on existing neighborhood resources, including committed Detroit Police Department Neighborhood Police Officers (“NPOs”) deployed in Greater Corktown who prevent crime, respond to emergencies, and build relationships with residents. Studies have shown community-oriented policing improves residents’ attitudes toward the police, as well as their level of cooperation in investigations. The Third Precinct will continue to deploy these officers and hold community meetings, where residents can come together to discuss crime issues and brainstorm solutions. To further boost resident engagement and build stronger relationships with police to prevent and address violent crime, residents of CKG and other CNI housing sites will be offered training and support through the City’s Department of Neighborhoods and the United Community Housing

Coalition to develop resident tenant councils. The tenant councils will serve as forums where residents can discuss public safety or neighborhood challenges and collaborate on solutions (*see Exhibit I.2*). NPOs will visit these councils on a periodic basis to build relationships with tenants, learn about public safety concerns, and share crime prevention advice. Providing more pathways for police and residents to meet outside of emergency incidents will build relationships and trust between law enforcement and community members, which will help police solve more cases and prevent future crime throughout the target neighborhood.

Crime Prevention through Environmental Design: Each proposed housing development in the Plan will be intentionally designed to reduce opportunities for criminal activity to occur, make residents feel safe, and promote neighborhood cohesion and stability. Currently, the layout of CKG creates a physical and social disconnect between CKG residents and the Greater Corktown community. The segregated nature of the housing site combined with inadequate lighting and blocked sight lines creates spaces where criminal activity can remain hidden from the view of law enforcement and the community. Through a Crime Prevention Through Environmental Design (“CPTED”) approach, the target housing site will be re-envisioned to reconnect the property to the historic street grid, improve pedestrian connections, eliminate blind spots, add new and enhanced lighting, and incorporate public recreational and meeting space (*see Exhibit G.4*). Similar CPTED practices will also be implemented in the other housing developments planned within the Housing Strategy as well as throughout the neighborhood. With support from the City’s General Services Department, PDD will launch an aggressive CPTED program within the North Corktown housing focus area. Due to significant disinvestment in North Corktown over the past several decades, blight and unstable neighborhood conditions remain, with overgrown lots, broken sidewalks, and clouded sight lines throughout the area. Cleaning and beautifying properties will stabilize the neighborhood while improving property values, attracting further investment, and creating a sense of safety in the community. These efforts will be supported by a \$250 million bond proposal approved by Detroiters in 2020 to eliminate blight and an alley clean-up program.

Mental Health and Emotional Supports for Crime Prevention: The Public Safety Strategy aims to

prevent violent crimes through proactive interventions that address interpersonal conflict in the neighborhood and curb retaliatory or repeat offenses. If left unaddressed, the significant levels of violent crime and IPV in Greater Corktown and CKG will harm the stability of the community as well as the health and long-term well-being of survivors and their families. IPV is a community-wide public safety issue for two reasons: children who witness this type of violence are more likely to be violent in the future, and these incidents can escalate into deadly incidents that can impact the greater community. Partnerships with Wayne State University's Community Advocacy Project and Ascension Southeast Michigan Community Health will provide social/emotional support to survivors of IPV as well as other violent crimes and connect them to resources to improve their mental health. Providing these resources will not only stop cycles of IPV but also help prevent residents from retaliating after being victims of other violent crimes, like aggravated assaults. It will also align with the Transformation Plan's Health Strategy, as these resources will help improve mental health and household stability for families. Due to the higher rates of violent crime in the Third Precinct, this resource will be invaluable in helping victims heal and preventing negative community and family outcomes, such as revictimization, chronic depression, and becoming perpetrators of violence.

Finally, the City has developed a partnership with the Northeast Integrated Health Co-Responder Program, which works with the Detroit Police Department to help those experiencing mental illness or substance abuse disorder issues avoid incarceration and get access to health care. The program trains officers on how to respond to those experiencing mental health disorders, and pairs social workers and police officers to work together when emergency situations arise. Social workers will then connect residents to mental health and substance use resources. This program will promote neighborhood safety and stability and build relationships between police and the most vulnerable community members.

Youth Opportunities: To steer young people in the target neighborhood away from crime and onto college and career pathways, the Public Safety plan will capitalize on mentorship opportunities through People Strategy partnerships. Through partnerships with organizations like VIP Mentoring and the Detroit Police Athletic League, young people will gain exposure to careers and hobbies, learn from positive role

models, and grow in a safe space (*See Exhibit H.3*).

Total Public Safety Leverage: \$702,640 (*counted within People leverage in Attachment 41*). Outcomes:

Residents in the target neighborhood and housing site frequently attend resident council sessions and other public safety meetings; decrease in violent crimes and cases related to domestic violence/intimate partner violence; residents report feeling safer when walking in the neighborhood, especially at night. Metrics: The number and percentage of adults and children reporting being a victim of crime and witnessing violent crime; number and percentage of residents reporting experiences with IPV; number and percentage of residents feeling safe walking in the neighborhood; number of residents participating in resident councils and frequency of attendance. Partners: Detroit Police Department; City of Detroit Department of Neighborhoods; City of Detroit General Services Department; UCHC; WSU Community Advocacy Project; Ascension Southeast Michigan Community Health; Northeast Integrated Health; Detroit PAL.

Exhibit G
Housing Strategy

City of Detroit

ExhibitG_HousingStrategy.pdf

Exhibit G. Housing Strategy

The Housing Strategy builds a neighborhood where high-quality, accessible, and diverse housing options are affordable to households of all incomes. Greater Corktown stands on the brink of major investment and a period of transition. Its lowest-income residents are segregated in affordable housing developments that are physically divided from the neighborhood, including Clement Kern Gardens (“CKG”). The strategy aims for a different future in which residents of all incomes are able to experience and participate in the neighborhood’s economic activity as part of an equitable, mixed-income neighborhood. CKG residents will have diverse housing options designed with features and amenities they have identified as priorities. Residents at CKG and other affordable housing communities will be protected from future displacement through the preservation and expansion of affordable units. New housing development at CKG and throughout Greater Corktown will be integrated with the surrounding neighborhood, repairing economic and racial segregation caused by decades of disinvestment and harmful interstate projects. The strategy leverages Ford Motor Company’s \$740 million investment in Greater Corktown to achieve the City’s desired outcomes. Every phase of the Housing Strategy is within a 10-minute walk of Ford’s new campus. Though North Corktown’s large amount of blight and vacant land has previously created barriers to revitalization, the City’s extensive public land holdings now present an opportunity to be activated for the development of mixed-income housing alongside Ford’s investment. CKG will serve as the key site in the transformation of Corktown and as a blueprint for the inclusive revival of Detroit.

G.1 Overall Housing Strategy

The Housing Strategy enables a *Corktown for Everyone*. It will build a mixed-income Greater Corktown that achieves equity through the integration of affordable housing options with quality human and social services in a neighborhood of economic opportunity. The Housing Implementation Entity (HIE) is a joint venture between The Community Builders (“TCB”) and American Community Developers, Inc (“ACD”). The HIE will develop market-rate quality, mixed-income housing that is well-managed and

financially viable. This new housing will improve quality of life and help residents achieve stability that enables them to access the neighborhood's economic opportunities. Affordable housing will serve households with incomes up to 30%, 60%, 80%, and 120% AMI, integrated with market rate apartments. The HIE will create 86 replacement units for returning CKG residents, 65 Project Based Vouchers ("PBV") replacement units for very low-income households committed by the Michigan State Housing Development Authority ("MSHDA"), 331 LIHTC affordable units, 158 CN affordable units (80%-120% AMI), and 161 market rate units, along with 40 affordable homeownership opportunities — a housing mix targeted to meet the demand of current Corktown residents and new ones drawn by Ford's investment.

The Housing Strategy responds to the findings of the Market Analysis conducted in September 2020, which shows increased demand for a mix of affordable and market rate multifamily and single-family units. Greater Corktown has seen over 200 market rate single-family and multifamily units built within the past five years. The Market Analysis shows that there is currently demand for 100-200 single-family units and 800-900 market rate and moderately affordable multifamily units in the area over the next five years due to the neighborhood's attractive location adjacent to Downtown and Ford's investment. This strategy addresses the need for economic reinvestment, placemaking, quality new housing for residents with a range of incomes and household sizes, and a mix of densities required to achieve transformation in a once blighted area. The plan includes a net increase in total affordable units compared to existing supply and ensures CKG residents have the right to return in any phase of development as units are delivered for lease-up and occupancy. The Housing Strategy also responds to Greater Corktown residents' desire to see vacant land redeveloped in a way that benefits the community as a whole, such as the inclusion of affordable housing, community-serving retail, quality parks and open space, and shared amenities.

The Housing Strategy directs investments into three major mixed-income nodes: *1) The CKG target site*: The Strategy is centered around the redevelopment of CKG from a low-density, Project-Based Rental Assistance (PBRA) housing development into a mixed-income community that fosters inclusion with a range of housing options. Responding to the needs of the existing neighborhood and residents, the HIE will

redevelop the site with residential units, retail, outdoor recreational spaces and community placemaking with new streets and sidewalk infrastructure to restore the historical street grid. Additional density and a mix of uses will bring new activity and vibrancy to the area. In addition, the HIE will develop 10 new-construction, for-sale townhomes on Bagley Street, two blocks from CKG in response to increased homeownership demand. **2) *North of Michigan:*** The Strategy's investments north of Michigan Avenue are the crucial bridge between Historic and North Corktown, building off the recent development momentum from the Corner Ballpark development and complemented by neighborhood investments along Michigan Avenue and Rosa Parks Boulevard. This mixed-income and mixed-use node will offer residents multifamily and townhome-style options with immediate access to ground-floor retail space and the popular amenities located along Michigan Avenue. **3) *North Corktown:*** The Housing Strategy reconnects North Corktown to Historic Corktown and the Ford campus, reinvests in crucial housing and neighborhood resources along 14th Street, and offers diverse housing options for CKG residents. The neighborhood fabric of North Corktown was disrupted in the 1940s and 1960s with the clearing of large swaths for failed economic development initiatives and highway construction. Today, much of the area consists of vacant land and blighted properties with few structures and residents. The Housing Strategy will utilize the assemblage of City-owned vacant parcels to activate the 14th and Ash Street corridors with well-designed buildings providing a full range of housing types, including walk-up multifamily, townhomes, duplexes, and detached single-family, as well as affordable and market rate rental, and affordable ownership opportunities.

As Corktown continues to see large investments and rapid growth, the Housing Strategy will complement the Transformation Plan's Neighborhood and People Strategies. In North Corktown, the new housing will be built at the convergence of the Ash Street Ecological Corridor and the 14th Street Cultural Corridor and encircle the new Community Empowerment Center that will provide services to residents such as early-childhood learning. As the Housing Strategy invigorates this portion of Greater Corktown, new housing options in the North of Michigan area will be near neighborhood partners providing entrepreneurship training and youth athletic and mentoring services. Residents throughout the neighborhood

will be able to safely cross Michigan Avenue using new pedestrian crossings that will create more direct access to the new Wilson Centennial Park and renovated Roosevelt Park. Finally, residents of CKG will be able to easily walk through the neighborhood along the newly reconnected street grid and Bagley Street Corridor that connects to workforce development service providers and Michigan Central Station.

A supportive services strategy centered around case management will work with CKG residents to achieve positive health, education, and economic self-sufficiency outcomes. CCI investments in the Neighborhood Strategy will work simultaneously with the Housing Strategy to improve the housing market dynamics in Corktown and create a higher quality of life for residents. TCB's Community Life ("CL"), as People Implementation Entity, will establish an on-site presence in the Corktown community to carry out case management and service programming for target housing residents shortly after an implementation award. CL will work closely with Independent Management Services, the property manager for CKG and Left Field, guided by a partnership agreement to ensure streamlined service delivery for all residents. This approach allows CL to build a rapport with Corktown residents, strengthen relationships with service provider organizations while ramping up site management ahead of the future housing phase completions.

Demolition and New Construction Rationale. The CKG housing development is functionally obsolete due to numerous design and structural deficiencies identified through the physical needs assessment. Most significant among these are inappropriate density and configuration, energy inefficiencies, lack of accessibility, outdated plumbing and HVAC systems, foundation brick spalling, and numerous site issues (*see Exhibit D*). Redevelopment through renovation was deemed too costly for the minimal added value, is less desirable than new construction, and would not meet the mixed-income housing objectives. This approach is critical to redesigning the CKG site with appropriate density, mixed-income units, safety-focused "eyes on the street" design, green infrastructure, accessibility, and streetscape improvements.

Overall Unit and Bedroom Mix. The Housing Strategy will provide greater than one-for-one replacement of assisted housing, with PBRA and PBV units in developments north of Michigan Avenue in North Corktown, and in the redeveloped CKG. The HIE will replace the existing housing and provide

additional housing options on-site and throughout the neighborhood with a variety of bedroom counts and building types. The overall housing development program consists of one- and two-story townhome units, multifamily buildings and homeownership options. Of the 841 proposed units, 91 units are studio (11%), 389 units (46%) are one-bedroom, 271 (32%) are two-bedrooms, and 90 (11%) are three-bedrooms units. Unit types within each development phase align with the needs of current residents and housing market demand.

Table G.1: Unit Mix by Bedroom Type						
Phase	Studio	1BR	2BR	3BR	Total	Total BRs
Phase 1: Left Field MF	27	47	34	12	120	151
Phase 2A: North Corktown MF	0	62	76	22	160	280
Phase 2B: North Corktown HO	0	0	18	12	30	72
Phase 3A: CKG East MF	32	82	38	18	170	212
Phase 3B: CKG Central MF	32	92	40	16	180	220
Phase 4: Ford Surface Lots MF	0	98	63	10	171	254
Phase 5: Bagley HO	0	8	2	0	10	12
Total	91	389	271	90	841	1,201

Joint Venture. The HIE is a joint venture between TCB and ACD, bringing together strong national expertise and local knowledge for the Housing Strategy. TCB is a nationally renowned mixed-income developer who specializes in working with local partners to lead comprehensive, mixed-finance, multi-phase housing developments with integrated resident services that catalyze neighborhood revitalization. TCB will develop Phases 2, 4, and 5 of the Housing Strategy and control the property management and asset management of their rental components. As the leading affordable housing provider in Michigan, ACD brings deep knowledge in the Detroit assisted housing market and experience working with the Michigan State Housing Development Authority (“MSHDA”) and the Detroit HUD Field Office. ACD will control development, property management and asset management of Phases 1 and 3. TCB and ACD have partnered

with the City through the transformation planning process and are committed to a strong, collaborative partnership that will serve CKG residents and the Greater Corktown neighborhood.

Relocation Strategy and Replacement Housing Location. The Housing Strategy includes the demolition of the existing 87 units (86 assisted) at CKG and the construction of replacement housing within the target neighborhood.

Table G.2: Unit Mix in Existing & Replacement Units by Bedroom Type					
Phase	1BR	2BR	3BR	Total Units	Total BRs
Clement Kern Gardens (existing)	16	46	25	87	183
Phase I: Left Field MF		20	10	30	70
Phase 2A: North Corktown MF	13	17	5	35	62
Phase 3A: CKG East MF	16	10	6	32	54
Phase 3B: CKG Central MF		16	8	24	56
Phase 4: Ford Surface Lots MF	19	10	1	30	42
Total in new replacement units	48	73	30	151	284

Thirty replacement units will be located in Left Field, the Phase I multifamily development with a total of 120 units located at 2610 Cochrane Street. A portion of the PBRA HAP Budget Authority for 30 units will be transferred to a New Construction PBRA HAP Contract for the Left Field site, and the remaining budget authority for 56 units will remain in the existing HAP for CKG. The relocation of CKG residents will be completed in accordance with the requirements in the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA). (See Exhibit H.2 for more information on relocation.) In addition, 65 PBVs will be provided by MSHDA as designated replacement units within the North of Michigan and North Corktown phases, increasing the total number of assisted units so that more extremely- and very-low income residents have access to housing options throughout the neighborhood.

Attachment 32 is a letter indicating this dedicated PBV allocation as replacement housing for this project.

Prior to demolition of a household's unit, a CKG resident may move to a unit of their choice within any completed CNI phase, or to another unit within or outside the target neighborhood through a Tenant Protection Voucher; however, the phasing plan is structured so that all residents will have a "move once" option to a completed unit within the target neighborhood, reducing the risk of permanent displacement and need for offsite relocation. Construction at the Left Field site will begin in Q2 2021 with expected completion in Q4 2022, creating 30 replacement units to house CKG residents. The CKG site will be redeveloped in three phases, with demolition and construction of the first phase expected to begin in 2023. This phase will include the demolition of four buildings located on the east side of the site containing 30 units. Original residents of these units will have replacement units available to them at Left Field. These residents can choose to remain permanently at Left Field or return to CKG or other replacement housing when completed. Redevelopment of the second phase at CKG includes the demolition of five buildings in the middle of the site containing 33 units (32 assisted). Prior to demolition, original residents of these units will be relocated, with units available for them within the completed Phase I of CKG. The third and final phase includes the demolition of the three remaining CKG buildings on the west side of the site containing 24 units. Prior to demolition, residents living in the third phase will be relocated, with units available for them in the completed Central Phase. Because the western edge of the development sits on a commercial corridor where there are not currently other residential uses, this block is better suited to a more commercial-centric use and will not be completed as part of the CNI Housing Plan, and residents will no longer be immediately adjacent to these uses. ACD will work with the City and the Detroit Economic Growth Corporation to identify an appropriate anchor tenant to serve the expanded CKG and neighborhood. The result will be the transformation of three blocks, from the former single superblock, that offer residential housing at a density more appropriate for the neighborhood and a commercial space that aligns with the neighborhood design. During demolition and construction, ACD will follow best practices as it relates to soil erosion, dust mitigation and construction noise to minimize the impact on residents living in the surrounding area.

Strategic Acquisitions. The Housing Strategy includes two major strategic acquisitions. The City acquired 127 parcels from the Detroit Land Bank Authority, which will be transferred along with 20 parcels owned by the City Planning and Development Department to The Community Builders (TCB). Six parcels make up the Bagley site in Phase 5, totaling 0.2 acres. In North Corktown, 141 parcels will be used for Phase 2 of the Housing Strategy, totaling 14.5 acres. TCB will build 190 units across the acquired sites. The second strategic acquisition is 26 parcels conveyed from Ford Motor Company to TCB for Phase 4. The development of Phase 4 alongside Phase 1 will create a new mix-use residential node in Greater Corktown. This conveyance of land demonstrates Ford's strong support for the Greater Corktown Framework Plan and active collaboration with the City and HIE.

Mix of Rental and Homeownership Units. The Housing Strategy includes 40 homeownership units based on demonstrated demand in the market analysis, ranging in affordability from 60%-120% AMI. The remaining 801 units in the strategy are rental units, located in mixed-income developments with a mix of multifamily and townhome-style options. Thirty of the homeownership opportunities will be based in North Corktown, mixed in with other multifamily rental options, and 10 will be located on the Bagley site near CKG. The development program complements existing homeownership development in North Corktown administered by private and nonprofit developers.

Financing Plan. The Corktown Housing Strategy developments will be funded with CNI funds, 4% and 9% Low Income Housing Tax Credits, permanent debt, City of Detroit funds, and private philanthropic dollars. The developers will also be contributing to the housing finance plan, bringing \$4.7 million of owner equity, deferring nearly \$9 million in developer fees, and providing guarantees to back up the debt pieces. Left Field, the Phase 1 housing development, has already been awarded a 9% LIHTC allocation from MSHDA through the Strategic Investment Category. The remaining Corktown Housing proposal will score well with MSHDA's LIHTC Qualified Allocation Plan ("QAP") due to the magnitude and proximity of local investment, the use of a 4/9% hybrid LIHTC funding structure, and the comprehensive mixed-income community approach of the housing program. Due to the project's location, recent economic investments and

TCB's experience, there is an opportunity to apply under multiple QAP categories, which will increase the chances of funding. Sixty-five PBVs committed through MSHDA (valued at \$4.1 million based on the value of the payment standard, less the estimated tenant contributions, over 20 years with a discount of 2% annually) will allow the HIE to serve additional extremely low-income residents (*See Attachments 18 and 40.*) The HIE will strive for all housing phases to be stabilized within six months of completion, maintain at least four months of operating reserves and at least \$300 per unit in replacement reserves, and meet debt service ratios of 1.15 within the first stabilized year.

Property Management. Both members of the HIE have established integrated property management structures that they will employ at their respective development phases. The HIE aims to achieve a minimum of 90% occupancy, satisfactory MOR ratings for stabilized developments, and REAC scores of over 90 as applicable for developments with PBRA HAP contracts. CKG and Left Field will be managed by Independent Management Services ("IMS"), the current property management company for CKG. IMS manages 13,443 total units, 12,776 of which are in partnership with ACD as owner, and specializes in providing superior management and improving the standard of operations to revitalize previously distressed properties. IMS' properties have REAC scores averaging 88 across its portfolio. IMS has extensive experience with HUD-assisted properties and in working with MSHDA, the City of Detroit and the local HUD Field Office. IMS designs individual operating strategies to address a property's specific needs and adapting to changes in economic conditions and industry technologies to ensure constant improvement. Through the partnership agreement with Community Life ("CL"), streamlined case management and services will be delivered to all units, adding a depth of services to the existing expertise of IMS.

TCB will be the designated property manager for the remaining developments. TCB has an integrated property management division and generally manages its own properties to align development, resident services and site management toward fulfilling its nonprofit mission. TCB is an Accredited Management Organization, awarded by the Institute of Real Estate Management (IREM) for fulfilling strict requirements in insurance, experience, integrity, and fiscal stability. TCB believes that the strength of its operation is at the

site level, evidenced by its commitment to a decentralized approach to property management. The on-site staff is composed of district and senior community managers, community managers, assistant community managers, resident occupancy specialists, community life specialists, service maintenance managers, assistant service managers, and service technicians. Community managers are experienced and well-trained in all aspects of day-to-day property management operations. TCB maintains in-house asset management, compliance, legal, and accounting departments to streamline reporting, ensure compliance with regulatory requirements, monitor the physical condition of properties, and focus on critical capital needs investments.

G.2 Phasing and Mixed-Income Development by Building

The phasing of the Housing Strategy has been timed to minimize disruption to CKG residents, create housing opportunities for everyone as new jobs are located in the area, and to strategically build momentum in Historic Corktown before building in North Corktown. All phases include units affordable for a range of incomes, are financially viable, and are expected to be completed by 2027. Table G.2 summarizes all phases, and detailed information on each phase is included below.

Phase	Total Units	Replacement Units	Constr. Start	Constr. End
Phase 1: Left Field MF	120	30	Q2 2021	Q4 2022
Phase 2A: North Corktown MF	160	35	Q1 2022	Q4 2023
Phase 2B: North Corktown HO	30	0	Q1 2023	Q1 2025
Phase 3A: CKG East MF	170	32	Q2 2023	Q4 2025
Phase 3B: CKG Central MF	180	24	Q2 2025	Q2 2027
Phase 4: Ford Surface Lots MF	171	30	Q1 2024	Q3 2025
Phase 5: Bagley HO	10	0	Q1 2025	Q1 2026
Total:	841	151	Q2 2021	Q2 2027

Phase 1 - Left Field: Left Field is the first step to creating a mixed-income community around the growing Michigan Avenue commercial corridor, offering residents a one-block walk to many food, entertainment, dining, and job options. The development is part of the North of Michigan focus area, located directly north of the Detroit Police Athletic League's recently constructed Corner Ballpark, a mixed-use baseball field with surrounding rental multifamily and ownership townhomes located at the former site of Tiger Stadium. Aptly named, Left Field's southern-facing units will have direct views of the ballpark's left field. Left Field is designed with a mix of multifamily and townhome-style walk-up units (120 total) with surface parking. The HIE plans to begin construction in early 2021 and complete construction by the end of 2022. This phasing is timed to accommodate residents within the first phase of CKG, with replacement units available for them to relocate, and to open concurrently with the Ford campus so that market rate units may be marketed toward newly arriving Ford employees. Left Field will include studios, one-, two-, and three-bedroom units consisting of 25% replacement units, 60% market rate and 15% affordable units for households at or below 80% AMI. Funding for this phase is firmly committed, including a 9% LIHTC award with an annual allocation of \$1.2 million. No CN funds will be required to develop Left Field. The first phase has received a conditional land use zoning approval and will begin construction in Q2 2021.

Phase 2 - North Corktown: The redevelopment of North Corktown in Phase 2 will draw on the momentum built through the catalytic Left Field development and the opening of Ford's campus. This phase will include a mix of neighborhood-scale, one- to two-story building types to provide expanded housing choice to CKG and other community residents, with a total of 160 rental units and 30 homeownership units. Phase 2A, The Preserve on Ash, will have 160 multifamily and townhome rental units, made up of 35 replacement, 109 LIHTC affordable, and 16 affordable units for 80%-120% AMI. Phase 2B will have 30 affordable homeownership units: 10 detached single-family homes and 20 attached townhomes. Located at 14th and Ash streets, this site is surrounded by community amenities, including local parks and schools. Many homes will directly front the Owen School Site Community Empowerment Center, a proposed 3-acre CCI project offering community amenities, outdoor activities and services outlined in the People Strategy.

Enhancements to 14th Street will improve pedestrian accessibility from North Corktown to Roosevelt Park and Ford's future employment opportunities. Though North Corktown's residential market is currently weaker than that of Historic Corktown, the market analysis indicates continued growth and potential, citing a number of new single-family homes built to the east of 14th Street. North Corktown's redevelopment will be financed through 9% and 4% MSHDA LIHTC transactions, along with CNI financing and TCB equity.

Phase 3 - Clement Kern Gardens: The redeveloped CKG will feature a variety of multifamily and townhome walk-up units, designed to meet the needs identified by residents and to help repair the integrity of the residential neighborhood disrupted by CKG's current low-density, superblock design. The design integrates into the fabric of Historic Corktown and helps connect residents directly to their neighborhood, as nearly all ground-floor units will have street access in addition to access to the interior parking lots. The CKG redevelopment will be complemented by ample green space and nearby Roosevelt Park improvements, as well as improved access to amenities along Michigan Avenue. Phase 3A — CKG East — will include 170 units with the following affordability range: 17% replacement, 28% LIHTC affordable, 35% CN affordable, and 20% market units. Phase 3B — CKG Central — will have 180 units with similar affordability levels: 15% replacement, 34% LIHTC affordable, 32% CN affordable, and 19% market rate. Both will have a mix of studio, one-, two-, and three-bedroom units to meet the needs of existing and new CKG residents. In total, Phase 3 provides 56 replacement units. Phases 3A and 3B will be financed through a mix of MSHDA 9% LIHTC (CKG East), MSHDA 4% LIHTC (CKG Central), CNI financing, and ACD equity.

Phase 4 - Ford Surface Lots: The Ford Surface Lot development will be the second phase in the North of Michigan catalytic focus area, and will establish a population center with easy access to Rosa Parks Boulevard. This development will help move momentum further north toward North Corktown, bridging the interstate divide that currently separates this area of the neighborhood. This phase will include 171 multifamily rental units: 95 one-bedroom, 61 two-bedroom, and 15 three-bedroom units. It will serve a range of affordability levels, with 30 replacement, 96 LIHTC affordable, 25 CN affordable, and 20 market rate units. The housing will be complemented by pedestrian enhancements to Rosa Parks Boulevard. Phase 4 will

be financed through a mix of MSHDA 9% LIHTC, MSHDA 4% LIHTC, and TCB equity.

Phase 5 - Bagley: The Bagley development will provide 10 for-sale affordable condominium units on a historic residential street two blocks east of the CKG site. The units will be grouped together in one garden-style apartment building, with protected ground level on-site parking, a private rooftop terrace, and attractive balcony spaces. Amenities also include a community room, fitness room, bike storage, and lockers. The development will have eight one-bedroom with den units and two two-bedroom units. Three units will be available at 60% AMI, two units at 80% AMI, and five units at 120% AMI.

G.3 Mixed-Income Development by Total Rental Units

The HIE will develop housing available to households with a broad range of incomes. Eighty-one percent of the new or rehabbed rental units are non-replacement housing, and 20% are unrestricted market rental units.

Unit Type	Unit Count	Unit %
Replacement	151	19%
Other Affordable (Non-Replacement)	331	41%
CN Affordable (80%-120% AMI)	158	20%
Market-Rate	161	20%
Total	801	100%

G.4 Design

Design Approach. The design responds to feedback and preferences expressed by residents of CKG and Greater Corktown. These preferences include a mix of modern, standout designs along with more traditional buildings. Each block will contain a variety of building styles and types, including garden-style apartment buildings, duplex flats, side-by-side duplexes, fourplex townhomes and single-family homes. The new buildings will celebrate Corktown’s past while also implementing contemporary architectural character. Massing and building heights are consistent with and respectful of the neighborhood. For example, the north-south streets in North Corktown are ideal for slightly taller buildings with views of the Michigan Central

Station, while the east-west streets will have lower building heights to align with the scale of existing structures. Each housing development will contribute to Greater Corktown's growth while ensuring it remains a *Corktown for Everyone* by responding to the needs of residents. (See Attachments 33-36).

Target Housing Site. CKG was selected as the target site in part because its design deficiencies segregate its residents from the surrounding Corktown neighborhood and its deteriorating physical conditions will increase over time, creating risk for displacement. The HIE will create three smaller blocks that will be more walkable and connected to the surrounding neighborhood. While currently, residents on the West portion of the site are adjacent to light industrial and commercial uses along Rosa Parks Boulevard, the new layout addresses this issue by locating the two CNI Housing phases on the East and Central portions of the site. Buildings will face the street and "fence" most of the perimeter of each block — rather than a fence or berm — to promote a feeling of security without alienating the outside community. The height, massing and scale will respond to the existing fabric of the neighborhood. The buildings will create an engaging interface with the street through elements like front yards, porches and railings, and architectural variety. To meet the needs of CKG residents, the CKG Central phase includes a community building and play area.

Accessibility. Crucial to the future development of the neighborhood is inclusion by means of accessibility. CKG has only four barrier-free units, and all are one-bedroom, fewer than the minimum 5% required by the Uniform Federal Accessibility Standard (UFAS). Especially given the number of residents with disabling conditions (*see Exhibit H.1*), accessibility is a priority for all housing development phases and related community infrastructure, such as sidewalks and curbs. All rental housing phases, including the redeveloped CKG site, will have 10% barrier-free Type A units, exceeding the UFAS requirement. All apartment units will be visitable, with features including zero-step entry and a visitable bathroom on an accessible route. Principles of universal design will be incorporated throughout the full housing program.

Amenities. Based on residents' desire for a closer grocery store option, the HIE will incorporate a virtual grocery market on site at the redeveloped CKG, where residents can order groceries online from a designated computer and delivered to a marketplace onsite. Residents will then be able to pick up their

groceries when it is most convenient. The North Corktown, Ford Surface Lots and Bagley sites will all have a centralized management office, community room/lounge, fitness room, residential storage, bike storage, 1:1 meeting space for case management, and flex space for resident programming. Multifamily apartment buildings will have retail space available for small businesses, grocery and markets, and convenience stores. In addition, site design includes outdoor placemaking and neighborhood beautification projects through outdoor furniture, planters and trees, and other exterior amenities. Recreation opportunities will be available within walking distance of all the sites at Nagel, Wilson Centennial, and Roosevelt parks.

Healthy Housing. Housing developments will be designed and constructed to promote healthy buildings and residents. Aligned with the neighborhood priority of community resiliency, all housing phases will achieve Enterprise Green Communities Certification or LEED Certification. The HIE is committed to the use of no- and low-VOC emitting materials and equipping all housing units with Energy Star-rated appliances. Carpet will be installed in only the bedrooms to help mitigate air quality issues. The HIE will strive for Home Energy Rating System (HERS) scores of 80 or above within all developments.

Landscaping and Stormwater Management. Landscape elements are appropriate for each site, including only native/adapted and salt-tolerant plants that are resilient to an urban landscape. Large canopied tree species will offer protection in areas prone to a higher urban heat index. Plants for wet soils will be used strategically in areas containing stormwater treatment facilities on site. Additionally, each development has a green infrastructure plan that will surpass requirements of the City's stormwater ordinance and reduce runoff and flooding. Stormwater will be treated close to the source, incorporating underground retention and best management practices such as bioretention, green roofs, and permeable surfaces.

Connectivity. The housing plan strategically locates developments on sites that create greater connectivity to strong housing markets in adjoining neighborhoods, including Downtown, aided by existing public transportation routes. In coordination with planned CCIs and other neighborhood projects, new mixed-use development phases will activate key arteries in the neighborhood, increasing access and connection between Michigan Avenue, Michigan Central Station, Wilson Centennial Park, Owen

Community Hub, Fountain Court Co-Op, and Burton Academy/Nagel Park, and re-connecting North Corktown to the rest of the neighborhood (*See Attachment 21*). The redeveloped CKG will include a restored street grid with ample green spaces to connect the isolated community to the surrounding neighborhood.

Pedestrian and Bicycle Safety. The Greater Corktown Transformation Plan includes a safe, protected, continuous network of bicycle facilities and shared streets with traffic-calming measures when space for protected bike lanes is not available. Through the Michigan Avenue pedestrian improvements and street-calming efforts in the CCI plan, there will be a comprehensive pedestrian network with wide and continuous sidewalks, street trees to provide shade, and mid-block crossings. Flexible use of the curb to respond to adjacent land-uses that integrate on-street parking, transit, parklets, and bus bulb-outs are incorporated throughout the design. Street reconstruction offers improved connectivity — for vehicles, pedestrians, and bicyclists — by improving roadway design and extending sidewalks. The installation of indoor and outdoor placemaking also complements the cohesive connection of residents in the community.

Security. The HIE will employ a Crime Prevention through Environmental Design (CPTED) approach to housing developments and sites to deter criminal activity through natural surveillance. Specific design elements include a comprehensive lighting and security plan across the developments, based on concerns raised by residents in the Resident Needs Assessment. Residents in multifamily buildings will have key fob access to parking areas, buildings and community spaces. Each development will also have extensive exterior lighting on all travel paths and building entries, with adjacent on-site parking and security cameras on exterior entries, elevator lobbies and parking areas. Buildings are oriented to provide clear views of the public realm, including with residential balconies and ground-floor community and retail space to create further “eyes on the street.” Defensible space is created for first-floor residential units through the use of elevation change and raised planters at key locations.

Free from discrimination. The HIE is committed to affirmatively furthering fair housing and creating an integrated community that values racial, ethnic and socioeconomic diversity.

Exhibit H
People Strategy

City of Detroit

ExhibitH_PeopleStrategy.pdf

Exhibit H: People Strategy

The vision for Greater Corktown is that, through this Transformation Plan, existing residents are supported to remain in the neighborhood and participate in its economic recovery. With the support of the CNI Grant, the City will fulfill this vision by empowering CKG households with the tools they need to engage in new opportunities coming to Greater Corktown. Case management provided by The Community Builders-Community Life (“CL”) will work with each household to design a road map tailored to their unique needs. The CL team will support all residents, identifying steps that residents and case management can work toward together to achieve their goals in areas of income and employment, health, and education. CKG households will be connected to community partners that they trust to deliver quality services.

H.1 Resident Needs Assessment.

The City formed a resident-engagement team, including Wayne State University (“WSU”) and the United Community Housing Coalition (“UCHC”), to conduct a thorough Resident Needs Assessment to determine how the strategy will support residents of CKG. This involved an in-depth Resident Needs Survey administered by WSU, supplemented by follow-up conversations with residents by the City of Detroit, UCHC and CL; demographic data from the American Community Survey; educational data from Detroit Public School Community District (“DPSCD”) and the Michigan Department of Education (“MDE”); and household income and employment data from ACD. For the Resident Needs Assessment, outreach to CKG residents began with an initial meeting on March 5, 2020 to introduce CNI and invite the 13 participating residents to participate in a survey event on March 11. At this latter event, residents were invited to complete the survey and receive a gift card, and the resident-engagement team was present to assist and administer the survey verbally, as needed. Dinner and childcare were provided. Survey packets were delivered to all households that did not attend the March 11 event, and residents were invited to participate by telephone or by mailing back the surveys. On March 23, the State of Michigan issued a stay-at-home order. An online version of the survey was developed and released to elicit further participation. In total, 55 out of 84

occupied assisted households in the apartment complex participated in the survey, culminating in a 65% response rate (64% of the total 86 assisted units). The survey covered 122 residents. In May, the resident engagement team reviewed and confirmed the results of the survey with residents through two online Zoom meetings and individual phone calls. After the initial Resident Needs Assessment, four follow-up surveys were also conducted with residents on topics ranging from challenges with obtaining employment to access to technology. WSU and UCHC also conducted a Resident Needs Assessment survey at Victor Attar Apartments in order to understand the needs of those households that could be accommodated within the Transformation Plan. Out of 22 households, 13 households responded, a response rate of 59%.

Demographics: Based on the de-identified rent roll from August 2020, there are 230 individuals across 84 occupied units at Clement Kern Gardens. Of them, 98 (43%) are children under 18 years of age; 28 (12%) are five years of age or under; and 24 (10%) residents are 60 years of age or older. Based on the Resident Needs Assessment survey, 43 (84%) survey respondents are Black, with only two respondents identifying as white (4%). Six survey respondents (12%) identify as being Hispanic. Nearly half of responding households (24) had an individual with a disabling condition (44%). Of these, 15 (63%) indicated having an adult in the household with a physical disability, 10 (42%) had an adult resident with an emotional disability, and eight (33%) reported an adult with a vision-related disability.

Economic Self-Sufficiency: At CKG, only eight adults ages 18-64 reported earned income, totaling just 7% of the population. Slightly more than a quarter (17) of all adult respondents in households have not received a high school diploma or GED (26%), and the unemployment rate for this subgroup is significantly higher, reaching 94% (16). In addition, aligning with residents' disabling conditions and health concerns, 21 respondents (38%) cited having a medical condition that prevents them from working. Among adults ages 18-64 with earned income, average annual earnings total \$9,585. Across the 84 occupied households, the average income is \$3,531. In the assessment, 14 residents cited a lack of available jobs (41%), nine residents cited lack of transportation (27%), and seven residents cited access to childcare (21%) as major barriers to employment. Only nine responding households (22%) reported having a savings account.

Education: Among responding households, five homes with children under 5 (24%) were enrolled in center-based or formal home-based early-learning settings or programs. Reflecting the high degree of school choice present in Detroit’s K-12 educational landscape, the survey revealed that school-aged children living at CKG were enrolled at 15 different schools. To support the baseline metrics, Detroit Public Schools Community District (“DPSCD”) provided data on students residing in the 48216 zip code where CKG is located. Average proficiency rates were 18.3% for English language arts and 10.7% for math among 374 students in this ZIP code. Within the resident survey, respondents indicated their children attended five different high schools. DPSCD reports that 88.5% of students graduated high school in CKG’s ZIP code. As of the 2019-20 school year, DPSCD did not collect data on kindergarten readiness.

Health: Of 142 total respondents (through the initial Resident Needs Assessment and follow-up surveys), 141 (99%) reported household members were enrolled in health insurance and 113 residents (80%) indicated they have a place where they regularly go for care other than the emergency room. The Resident Needs Assessment also revealed that many residents are living with chronic health conditions, such as asthma, hypertension, diabetes, and high cholesterol. While 16 households (30%) have members living with asthma, 23 households (42%) have members with high blood pressure. Twenty-two respondents (40%) ranked their physical health as “fair” to “very poor,” and a quarter of respondents ranked their mental health similarly. Thirty-eight percent of residents report disabling conditions that prevent them from working.

Resident Satisfaction with Quality and Accessibility of Existing Services: Nearly nine out of 10 respondents with children under 18 reported their children participated in at least one program or service. Ten families (46%) reported that their children were in after-school programs (46%), and nine (41%) in organized sports. Residents said they wanted children to have access to additional programming. While nine survey respondents (56%) want children enrolled in art, music, dance and theater programs, eight (50%) in part-time and/or summer employment opportunities, and six (38%) in academic tutoring programs. Residents cited a lack of access/awareness to programming in the neighborhood and transportation as major barriers to participation in these activities. They also identified a desire for more affordable grocery options and play

areas for children. Although 36 respondents (67%) indicated being “somewhat” or “very satisfied” with the services currently received in the neighborhood, 30 residents (58.8%) identified new businesses they would like to see in the neighborhood, such as new retail, grocery and convenience stores, health and wellness, and recreational facilities. Among the 12 responding households with seniors, 5 respondents (42%) indicated the seniors need assistance with grocery shopping and homemaker services (cleaning, laundry, meal prep). Among the 17 responding households with disabled persons, 3 (18%) expressed a need for transportation services, assistance with grocery shopping, and in-home personal care. To determine how residents currently use community resources and which should be partners in the Transformation Plan, residents were asked to share their familiarity with local supportive service providers at an August engagement event. Many of these partners that residents were familiar with were incorporated into the Transformation Plan, such as Southwest Solutions, the Mercy Education Project, and Corktown Health Center.

Digital Equity: Given the need for equitable access to technology and digital literacy during COVID-19, households were surveyed about their access to and comfort with digital technology. In the first Resident Needs Assessment, out of 25 households with children, 19 (76%) said their children had access to the Internet at home. Out of the remaining six, four (16%) said their kids have access to the Internet at school and on a smartphone or mobile device. However, supplementary surveys during the planning process show a greater disparity in technology access at CKG. In a survey provided during an Oct. 22 in-person outreach meeting, 20 respondents (77%) said they did not own a computer, 10 (43%) said they did not have Internet in their home, and eight (34%) viewed their ability to use a computer as poor or very poor.

Other Major Thematic Findings: In one phone survey, residents overwhelmingly said they would participate in fitness classes if provided on-site or with transportation. This desire was repeatedly mentioned by residents at in-person outreach events. Of those who were interested in employment or job training in one survey, 85% of respondents (six) would consider participating in small-business development or entrepreneurship programs. An interest in small-business development came up in subsequent surveys, as well. Each of these themes have been addressed by the People Strategy, as shown in Exhibits H.3-H.5.

Victor Attar Apartments: The demographics of residents at Victor Attar are similar to those at CKG in terms of age, race/ethnicity, and residents living with a disability. Unemployment among all adults in responding households (10) was similarly high (67%), but nearly half of unemployed residents indicated that this was due to COVID-19 or that this status was temporary. Nine respondents (75%) cited having a medical condition that prevents them from working. Three respondents cited a lack of education and training (38%), two indicated criminal records (25%), two indicated jobs not available (25%), one indicated transportation (13%), and one indicated childcare (13%) as major barriers to employment. Only two responding households (17%) reported having a savings account. When asked whether they regularly face challenges paying for living expenses, six respondents (75%) indicated facing challenges paying for auto insurance, and four (50%) indicated facing challenges paying rent. As at CKG, resident children attended multiple schools. Residents reported similarly high rates of chronic conditions, and five (42%) deemed their physical health as poor or fair. Victor Attar residents echoed those of CKG with general satisfaction with the neighborhood, as well as a desire for increased access to additional programming for children and more grocery options.

H.2 Case Management.

The Community Builders' Community Life (CL) team will provide case management to all CKG households for the duration of the grant. Within 60 days of award, one of two Community Life Service Coordinators ("CL Case Managers") will work with each household to ensure that they are aware of the supportive services available to them through the People Strategy. CL will facilitate connections to local health, education, and economic self-sufficiency partners that will help household members achieve the expected outcomes outlined in Exhibits H3, H4, and H5. TCB will hire a Community Life Senior Manager to oversee all aspects of the People Strategy in the CNI grant. This role will coordinate all partner meetings, ensure partners are meeting outcomes, and coordinate technical assistance for all People partners. The Supportive Services Coordinator will oversee reporting requirements for the CNI People partners and develop work plans to help track partners' progress toward goals.

Family-Centered Coaching: CL is guided by three core operating values: 1) Leveraging stable housing as a platform for opportunity, 2) Making impact through connections to resources and quality partnerships, and 3) Prioritizing resident engagement to promote a healthy, engaged community. TCB uses the Family-Centered Coaching (“FCC”) case management model to create family success plans. In the plans, families identify their goals and action items needed to achieve their aspirations, along with an established timeline for completion. Because CL’s approach to case management is family-centered, the engagement is focused on the household rather than the individual. CL will maintain a Case Manager ratio of 43:1. Each of the target household residents will meet with a TCB CL Case Manager to assess for readiness for change, and, depending on their assessment for change, be engaged appropriately. For those residents who express no interest in engaging in services, the CL Case Manager will provide information, education and continue to check in with residents at least three times a quarter. For those residents who are interested but do not know what services they may need, a deeper level of engagement will take place in the form of a family success plan. CL Case Managers work with partners to offer and coordinate ongoing support for families to provide them the resources and opportunities they need to thrive. Where individuals or households have special needs, CL Case Managers will connect residents to local human service and behavioral health providers that offer intensive case management. CL uses a software system called Efforts to Outcomes (“ETO”) to track individual and family progress toward goals and to measure impact through annual surveys.

Relocation: CL Case Managers will coordinate seamlessly with the Housing Implementation Entity (“HIE”), Independent Management Services (“IMS”) that provides property management for CKG, and United Community Housing Coalition (“UCHC”). American Community Developers, Inc (“ACD”), working in close collaboration with TCB, will be responsible for supervising the overall relocation plan, and will ensure compliance with the Uniform Relocation Act (URA), as well as all other applicable federal, state, and local guidelines. The HIE observes the Right to Return policy, and in addition to the right to return to replacement units, is committed to offer all current CKG residents the right to return to units at the redeveloped CKG if they so choose. The HIE has developed a phasing plan with the goal of minimizing

moves, so that the majority of residents will move only once, although some may move twice depending on their preferences (*see Exhibit G.2*). IMS will complete its relocation-specific assessment for each household, working closely with residents to ensure they fully understand all housing options, and will craft individual relocation plans that account for residents' needs. These plans may include extra moving and packing services for elderly residents, translation services for non-English speakers, placement in accessible units, and other services for residents with special housing needs. UCHC will provide advisory services regarding relocation, as needed, based on their experience with relocation locally and the relationships built with residents throughout the planning process. UCHC will participate in relocation planning with CL Case Managers, ACD, and IMS, and will review the final relocation plan. CL Case Managers will work with all target households and residents before, during, and after the relocation process to ensure residents are accessing the services available to them, including additional relocation support as needed. Together, this team will work to minimize physical and emotional stress during the relocation process.

Case management approach & achieving plan objectives: To ensure CKG households are working toward positive economic self-sufficiency outcomes, CL Case Managers will conduct an initial assessment with each unit in which one or more household members is between the ages of 18 and 64. The assessment will identify which household members ages 18-64 are not able to work due to a disabling condition. CL will assess the types of supports and programs to which adults living with a disabling condition are connected, and identify whether they have any concerns about meeting their basic needs. Connections to relevant programs available to support disabled adults and seniors in need of additional life or economic support will be facilitated by the CL Case Manager.

For adults ages 18-64 who are physically able to work, CL will conduct an assessment to determine the current earnings and economic needs of each resident. Over time, CL will be able to assess whether there are any barriers that have prevented eligible household members from being able to seek and/or maintain employment. Together, CL and eligible CKG residents will work to develop a plan to pursue meaningful skill development and income-earning opportunities through a trusted network of partners. For households in

which obtaining wage-based income is not the best option to increase economic self-sufficiency due to age and/or disability, CL will work with residents to maximize the benefits for which they are eligible. For households in which a child ages 14-17 is interested in connecting with employment, TCB-CL will connect youth to local youth workforce partners.

CL Case Managers will conduct an initial health assessment with each CKG household. The assessment will determine the current health insurance status of each adult and child household member. For any household members not insured, CL will work with the family to complete the state of Michigan's online application to enroll in state health care options available to low-income adults and children at no cost. The assessment will also ask where each household member currently goes to meet their health care needs. For residents not connected with a primary care provider, CL will work with families to identify barriers preventing residents from seeking care outside of the emergency room. Together, the case plan will identify ways to address concerns with co-pays, deductibles, follow-up care, transportation, childcare, and any other barrier that residents identify. When ready, TCB-CL will work with residents to identify potential primary care providers designed to meet household needs. Over the course of the grant, to track progress toward expected outcomes, CL Case Managers will monitor insurance enrollment and reported health care connections at regular intervals. CL Case managers will also identify where resident needs related to food access, physical activity, management of chronic conditions or other health-related issues can be served by programming offered by supportive service providers, and connect them to those partners.

CL Case Managers will also conduct an initial education-related assessment with each CKG unit with a child under the age of 5. The assessment will determine the current programs in which children participate. Each household will be asked to share the types of programs they would like to connect their children with if cost were not a barrier. CL will work with each family to set goals for identifying and connecting children to center-based or formal home-based early-learning providers that are highly rated by the Michigan Great Start to Readiness Program, the state's Pre-K program for children age 4 with risk factors associated with educational underperformance. CL will monitor each child's enrollment and ensure that they stay connected

with this level of care until the child enters kindergarten. Households with children between the ages of 5 and 17 will be asked to share the types of programs they would like to connect their children with if cost were not a barrier. CL will work with each family to set goals for identifying and connecting children to quality academic and extracurricular enrichment programming. CL Case Managers will monitor each child's annual performance on the English Language Arts (ELA) and math sections of the MSTEP, the State of Michigan's annual standardized test, for each school year that the State mandates children complete the assessment. For students demonstrating challenges in showing proficiency in math and ELA, connections will be made to programming offered by Detroit Public Schools Community District, Wayne State University, Mercy Education Project, VIP Mentoring, the Detroit Hispanic Development Corporation, Living Arts, Detroit PAL, and Heritage Works, who specialize in quality, engaging youth programming designed to help students strengthen their skills in these subjects and perform well on the MSTEP.

In anticipation of continued challenges related to COVID-19, many supportive service partners will be offering programming virtually. Even after COVID-19 no longer presents public safety concerns, these virtual services will continue to enhance the accessibility of these services and help meet the needs of residents with long-term mobility or transportation issues. To ensure that residents are able to connect with this service delivery model, devices will be provided to each household through the grant. HumanIT will provide technical assistance to help residents navigate using these devices and signing up for low-cost internet options. Southwest Solutions will also provide digital literacy training lessons for families so that they can take advantage of all available online programming and access community resources.

H.3 Income & Employment Strategy

Economic self-sufficiency is a critical area for improving quality of life for target residents. The Resident Needs Assessment revealed extremely low incomes, low rates of workforce participation and problems paying for basic needs, with 46% of households with children reporting that there is not always enough food to eat. A lack of available jobs, education, and training were the most cited barriers to

employment. However, residents demonstrated motivation to improve their economic circumstances, expressing interest in training programs, financial counseling, youth employment and small-business entrepreneurship. The City and its partners have developed a transformative strategy that addresses the identified barriers and builds on these strengths to increase household incomes and employment rates.

Table H.1: Income and Employment Strategies

Impact Statement and Expected Outcome: *Households are economically stable and self-sufficient.*

- 73 (31.7%) of CKG residents between ages of 18 and 64 will have wage income.
- The average annual income of target households (excluding those who cannot work due to being elderly or disabled) will exceed \$15,499, a 589% increase.
- 84 CKG residents (36.5%) have connected with financial counseling.
- 20 CKG residents (8.6%) have connected with homebuyer education.

Needs Assessment Baseline:

- Eight CKG residents (6.7%) between the ages of 18 and 64 have wage income.
- \$2,631.16 is the current average annual household income for CKG residents, excluding income earned by residents older than 64.
- Zero of 39 CKG residents (0%) are connected with financial counseling.
- 29 CKG residents (12.6%) expressed interest in exploring homeownership.

Strategies:

1) ***Job Development Specialist:*** A dedicated Job Development Specialist positioned within the Detroit Employment Solutions Corporation (“DESC”) will work with CL Case Managers to connect CKG residents with workforce development programs and job opportunities, including Section 3 opportunities created by this grant and Ford Motor Company’s local hiring hall. Unemployed and underemployed residents will be assisted to achieve stable employment outcomes with sustainable wages while currently employed residents

will be provided a pathway to achieve higher earnings and career advancement. DESC offers barrier assessments and solutions for participants and is prepared to address the concerns with childcare and transportation flagged as contributing factors to unemployment in the Resident Needs Assessment. CL Case Managers will have access to additional CN funds to address barriers as needed and can refer residents to the United Way for Southeastern Michigan's ("UWSEM") 2-1-1 for information and referral related to additional income and employment needs. **2) *Dedicated spots in training programs:*** IBEW will provide 20 slots in its pre-apprenticeship and apprenticeship programs with proven track records placing participants in skilled trades work, a leverage commitment valued at over \$3 million. Through an investment by Ford Motor Company, 15 occupational training slots will be prioritized for CKG residents via DESC, ensuring graduates receive certification for in-demand skilled trades. In addition, CN dollars will support 132 slots for CKG residents to connect with intensive occupational training in vocational-technical schools throughout Detroit. The Job Development Specialist will connect residents who complete these programs to employment opportunities, check in regularly and ensure that they maintain new employment for at least 90 days post-placement. The Community Education Commission ("CEC"), Hope Starts Here ("HSH"), the Economic Development Corporation of the City of Detroit ("EDC"), and Starfish Family Services will partner to provide training opportunities to CKG residents in early-childhood education. **3) *Youth skill-building and career development:*** Connecting youth with employment supports household income and provides a pathway for school-aged youth to explore careers, develop new interests and passions, and envision a professional career for themselves. Support from DESC and Ford will allow every CKG resident between the ages 14 and 24 to participate in Grow Detroit's Young Talent ("GDYT") during each year of the grant. GDYT is the City's flagship summer youth employment program that employed over 8,000 youth in 2019. Heritage Works has also committed to offer part-time youth employment through Work Arts-Summer, a creative workforce development program that promotes academic and career success among youth ages 14-24 through mentorship, network development, job training and work experience. **4)**

Entrepreneurship training & grants: The Build Institute will provide training and guidance to support the launch and growth of small businesses by CKG residents, reserving a total of 120 spots in its entrepreneurship classes. Build Institute will also support CKG residents who participate in its courses to apply for grants of up to \$10,000 through Kiva, a crowd-funded grant program. The City’s Economic Development Corporation (“EDC”) has committed \$400,000 to support CKG resident small businesses, including grants to entrepreneurs to fund the establishment or expansion of their businesses, as well as in-kind technical assistance and support to aid unlicensed ECE providers among CKG residents to become licensed in the city of Detroit. In addition, the HIE will offer flexible space within mixed-use developments for small retail establishments that can be available for target resident entrepreneurs. **5) *Workforce readiness support:*** To address CKG residents who flagged education as a barrier to obtaining employment, Mercy Education Project (“MEP”) has committed to serve 10 CKG residents in its Women’s Basic Education and GED Preparation courses. Additionally, all residents will have the opportunity to access GED instruction through Southwest Economic Solutions. Wayne State University (“WSU”) has also committed to providing access for up to 60 residents per year to the Warrior Wardrobe, which offers free clothing for job interviews and other professional opportunities. **6) *Resident Champion positions:*** The CL team will hire Resident Champions to serve as a peer-led support team implementing community programming in health and education for CKG residents (*detailed in Exhibits H.4 and H.5*). CL will coordinate training for Resident Champions that will be provided by the Health Alliance Plan and committed early-education partners. This health and early-childhood training will equip Resident Champions with the skills and leadership capacity to gain additional employment and career opportunities long after the grant is completed. **7) *Financial empowerment education:*** Wayne Metro Community Action Agency (“Wayne Metro CAA”) will pair CKG households with one-on-one professional counseling to help residents learn how to manage money, budget, reduce debt, establish and improve credit, connect to safe and affordable banking services, and build savings. Virtual appointments will be set up by Wayne Metro staff to

specifically work with CKG families upon referral by the CL Case Manager. When in-person services are safe to offer again, weekly visits will be offered within space developed by the CNI grant so that CKG residents can easily access services. To assist in tracking the impact of these services on the economic self-sufficiency of CKG residents. Cities for Financial Empowerment Fund (“CFE”) has committed match funds to support Wayne Metro as well an investment to cover the cost of technical assistance and custom reports.

8) Homeownership education: Wayne Metro CAA’s Housing Resource Center will support CKG residents interested in owning their own home. Participants will have an advantage to pursue affordable home ownership opportunities through the Housing Strategy. **9) Digital Literacy:** In addition to providing devices through this grant and technical assistance provided by humanIT, Southwest Solutions (“SWSOL”) will provide online and in-person digital literacy training to help residents enhance their tech skills and increase their competitiveness for jobs. These strategies will improve workforce and income-related outcomes by giving residents the tools to apply online for jobs, search for training opportunities, connect with employers, and work on essential documents such as resumes

Residents Served (% and # by service provider):

Detroit Employment Solutions Corporation: 185 (80%) CKG residents, 255 (7%) additional Greater Corktown (“GC”) residents. IBEW Local 58: 20 (9%) CKG residents. Build Institute: 120 (52%) CKG residents. Wayne Metro Community Action Agency: 114 (50%) CKG residents. Community Education Commission: 147 (64%) CKG residents. humanIT: 230 (100%) CKG residents. Mercy Education Project: 10 (4%) CKG residents. Wayne State University: 60 (26%) CKG residents. Southwest Solutions: 75 (33%) CKG residents. Heritage Works: 34 (15%) CKG residents. UWSEM 230 (100%) CKG residents; 3,916 (100%) additional GC residents. Economic Development Corporation: 30 (13%) CKG residents. CFE: 84 (50%) CKG residents.

Service Providers: *See Residents Served above for list of providers, and Strategies above for roles.*

Resource Commitment: CN Funds: \$2,194,173.90; Total Leverage: \$6,503,333. See “Strategies” for detail on how commitments build on existing high-quality services and address resident needs.

Partner	Leverage	CKG Resident Slots	Add'l GC Slots
DESC	\$1,725,000	100 (General Workforce Services); 30 (Intensive Services w/ Case Management); 40 (GDYT); 15 (Occupational Training)	230 (GDYT); 25 (Occupational Training)
IBEW Local 58	\$3,080,000	10 (pre-apprenticeship); 10 (apprenticeships)	
Build Institute	\$120,000	120 (Entrepreneurship courses)	
Wayne Metro CAA	\$184,750	84 (Financial Empowerment Center); 20 (Homebuyer education); 10 (Housing Counseling)	
CEC	\$75,000	10 (ECE Provider Professional support)	
humanIT	\$1,935	230 (Technical Assistance)	
MEP	\$275,000	10 (Women’s GED Preparation Courses)	
WSU	\$21,600	60 (Warrior Wardrobe)	
SWSOL	\$5,048	15 (Digital literacy training)	
UWSEM	\$65,000	230 (Referrals related to income/employment)	3,916 (Referrals)
EDC	\$760,000	30 (Technical Assistance)	
CFE	\$190,000		

H.4 Health Strategy

Improving health outcomes supports residents’ ability to be active participants in their community and engage in fulfilling recreation and work opportunities. Although a high percentage of target housing residents reported they have a primary care provider and access to health insurance in the Resident Needs Assessment, health is still an obstacle in this community, as a significant portion of residents struggle with

chronic health and disabling conditions and residents are concerned about food access and affordability (*See Exhibit H.1*). The Health Strategy will empower residents to effectively manage chronic health conditions, provide enhanced exercise and nutritional programming to residents, and maintain and strengthen access to primary care providers and health insurance. Aligning with the Plan’s education and economic self-sufficiency goals, the Health Strategy’s emphasis on household health management will help residents overcome barriers to employment and education that stem from health conditions. CL Case Managers will connect residents to each of the programs below and will track and monitor enrollment. Some services will be offered in dedicated community space on-site within CNI housing phases. Prior to completion of these phases, providers or other local partners will host programming with transportation provided via a dedicated shuttle (*see Exhibit H.3*), and/or CL Case Managers will coordinate virtual delivery of these services.

Table H.2: Health Strategies

Impact Statement and Expected Outcomes: *All households will be connected to primary care providers and health insurance, and residents will gain access to the tools necessary to lead healthy, active lives.*

- 219 (95%) CKG residents have a place of health care where they regularly go, other than the emergency room, when they are sick or need advice about their health.
- 230 (100%) CKG residents have health insurance.
- 12 (5%) CKG residents report needing physical activity options close to home.
- 12 (5%) CKG residents report food expenses as regularly challenging.
- 161 (70%) CKG residents self-rate their physical health as good to excellent.
- 194 (84.5%) CKG residents self-rate their mental health as good to excellent.

Needs Assessment Baseline:

- 117 of 147 (79.6%) of CKG residents have a place of health care where they regularly go, other than the emergency room, when they are sick or need advice about their health.

- 146 of 147 (99.3%) CKG residents have health insurance.
- 14 of 46 (30.4%) CKG residents need physical activity options close to home.
- 12 of 31 (38.7%) CKG residents report food expenses as regularly challenging.
- 33 of 55 (60%) CKG residents describe their physical health as good to excellent.
- 41 of 55 (74.5%) CKG residents describe their mental health as good to excellent.

Strategies:

1) Support with insurance navigation and primary care enrollment: CL Case Managers will track the number of households with health insurance, as well as those accessing primary care, and refer residents to partners as needed to achieve the stated goals. Corktown Health Center has committed to provide primary care and insurance navigation services for up to 132 CKG residents. As specialized referrals are identified related to health, referrals can also be made to the United Way for Southeastern Michigan’s (“UWSEM”) 2-1-1 program, which connects residents to local resources. **2) Resident Champions:** CL will hire and train 10 Resident Champions who will be supported via grant-funded stipends to provide peer education and lead interventions related to chronic disease self-management and primary care connections. This strategy positions Resident Champions as a trusted source to help CKG residents navigate the health care system and maintain positive preventative behaviors to facilitate healthy, active lives. Resident Champions will receive training through a commitment by Health Alliance Plan, which will build long-term capacity and skills within the community that will outlive the grant. Additionally, Resident Champions and CL Case Managers will partner with Corktown Health Center to plan and coordinate health screenings and health fairs to promote health and wellness among CKG residents. **3) Fitness space & programming:** Physical activity is key to managing chronic conditions, and residents have reported an interest in more opportunities for walking, jogging, and other forms of exercise in and around their home. Resident Champions will receive training to organize on-site fitness classes, initiate CKG running and walking clubs, and inform their peers about free physical activities and nutrition resources designed to improve cardiovascular health offered by

Corktown Health Center. HAP will provide programming around yoga and mindfulness in partnership with MoGo Bikes, the Detroit Pistons, and the Detroit Lions to encourage healthy behaviors. This approach ensures residents can continue to stay active while dedicated fitness space is constructed in new housing sites. **4) Youth fitness opportunities:** Living Arts and Detroit PAL have committed to provide organized sports, dance, karate and other performing arts opportunities for youth ages 3-19 in response to residents' desire for these programs, valued at a total of over \$1.1 million. Participation in these programs will help CKG children live healthy lifestyles, which is a proven mechanism to drive improved academic performance in school. **5) Healthy, affordable grocery options:** CKG residents expressed a lack of affordable, accessible grocery options, and nearly half of households with children reported that there is not always enough food to eat. To complement the virtual grocery store that will be incorporated in the redeveloped CKG (*see Exhibit G.4*), Gleaners Community Food Bank has provided a commitment valued at over \$500,000 to serve 100% of CKG residents through the Fresh Market Pop-Up, Mercado Food Pantry, and the nearest School Food Mobile pantry to provide healthy, fresh, frozen, and shelf-stable foods. Residents will also be connected to the Wayne State University Food Pantry as needed. **6) Nutrition education:** Gleaners has committed to host dedicated Cooking Matters courses that educate residents about healthy, affordable cooking strategies, paired with store tours for grocery shopping guidance. Through the Generation With Promise SNAP-Ed program, Henry Ford Health System will provide classes for CKG adults and children that teach about nutrition and physical activity. These courses are designed to provide SNAP-eligible adults and youth the skills to prepare healthy, delicious meals on a budget. In addition, HAP has committed to provide healthy, hands-on cooking demonstrations that can be paired with mobile food pantry distributions. **7) Mental and emotional health support:** Complementing the public safety strategy that aims to prevent recurring violent crime due to intimate partner violence ("IPV"), case workers from Wayne State University's Community Advocacy Project ("WSU-CAP") and Ascension Southeast MI Community Health's Open Arms Program ("Open Arms") will support CKG and Greater Corktown

residents who are victims of IPV or other types of violent crime. Experiencing violence can lead to physical and mental health issues for families, loss of income, and community instability. Moreover, children who witness IPV are more likely to be victims or perpetrators of abuse, trapping families in intergenerational cycles of violence and negative mental health outcomes. WSU-CAP will pair advocates with IPV survivors to provide social/emotional support and help survivors create safety plans, navigate legal processes, leave abusive relationships, and connect to community resources. Open Arms will offer peer support and counseling to children and adults who are victims of gun violence, assault, IPV or have lost a loved one to crime. Because a quarter of residents have ranked their mental health as fair to very poor, social workers from the Northeast Integrated Health Co-Responder team will also work with residents at CKG experiencing mental health or substance-use disorder issues that result in calls to police. **8) Digital Access:** Residents will receive internet-enabled devices and technical assistance from humanIT to help them connect to virtual health programs and appointments with primary care providers and specialists.

Residents Served (# and % by service provider):

Corktown Health Center: 132 (57%) CKG residents. Detroit PAL: 50 (22%) CKG residents. Living Arts: 67 (29%) CKG residents, 78 (2%) additional Greater Corktown (“GC”) residents. Gleaners Community Food Bank: 230 (100%) CKG residents, 3,916 (100%) additional GC residents. Henry Ford Health System: 230 (100%) CKG residents, 3,916 (100%) additional GC residents. Health Alliance Plan: 230 (100%) CKG residents. Wayne State University: 230 (100%) CKG residents. Ascension Southeast Michigan Community Health: 230 (100%) CKG residents, 70 (2%) additional GC residents. Wayne State University, Center for Urban Studies-Community Advocacy Project (CAP): 25 (11%) CKG residents. humanIT: 230 (100%) CKG residents. Northeast Integrated Health: 230 (100%) CKG residents, 3,916 (100%) additional GC residents. United Way for Southeastern Michigan: 230 (100%) CKG residents, 3,916 (100%) additional GC residents.

Service Providers: *See Residents Served above for list of providers, and Strategies above for roles.*

Resource Commitment: CN funds: \$802,974.30. Leverage commitments: \$2,484,425. See “Strategies” for detail on how commitments build on existing high-quality services and address resident needs.

Partner	Leverage	CKG Resident Slots	Add'l GC Slots
Corktown Health	\$172,000	16 (Insurance Navigation Assistance); 132 (Health Promotion Outreach); 132 (Primary Care Services); 132 (Cardiovascular Health Activities); 6 (Tobacco Cessation)	
Detroit PAL	\$62,500	50 (Health-Focused Sports Programs)	
Living Arts	\$502,500	67 (Activation of Clemente Center) <i>(only 67 CKG youth are eligible by age)</i>	78 (Clemente Center)
Gleaners	\$528,050	230 (FREC Fresh Market Pop-Up); 230 (FREC Mercado Food Pantry); 24 (School Food Mobile); 55 (Cooking Matters Adult); 55 (Cooking Matters Youth); 50 (Cooking Matters at the Store Tour)	3,916 (all programs)
HAP	\$100,000	230 (Nutrition and Health Education Program)	
WSU	\$604,800	230 (Food Pantry)	
Ascension SEM	\$90,000	230 (Open Arms Crime Counseling) <i>(based on 60 slots each year, could serve all residents)</i>	70 (Open Arms) <i>(add'l spots open to all in GC)</i>
WSU CUS	\$150,000	25 (Community Advocacy Project)	
humanIT	\$1,935	230 (Technical Assistance)	
UWSEM	\$65,000	230 (2-1-1 program)	3,916 (2-1-1)
NE Int. Health	\$107,640	230 (Mental Health Counseling)	3,916 (Counseling)
HFHS	\$100,000	230 (Generation With Promise)	3,916 (GWP)

H.5 Education Strategy.

The Education Strategy centers on *cradle to career* services that will prepare youth for college and fulfilling professional work of their choice, empowering them to participate in the increasing career opportunities coming to Greater Corktown. The plan builds on and creates new programming that expands the outlook and opportunity of youth at CKG, which is critical for college- and career-readiness. The City and CL have set ambitious but achievable goals around improved early-learning access, kindergarten readiness, increased academic proficiency and high school graduation rates to set youth on a path to success.

Detroit Public Schools Community District (“DPSCD”), the Community Education Commission (“CEC”), Hope Starts Here (“HSH”), the Wayne State University School of Education-Detroit Education Research Project (“WSU-DERP”) will form an innovative Principal Education Partnership that will coordinate, share information and align resources to support residents in achieving outcomes. An existing data-sharing agreement between WSU-DERP, the Michigan Department of Education, and DPSCD will be amended to monitor CKG youth enrollment in schools and early-childhood education programs. Members of the Principal Education Partnership, CL, and the City will create an additional data-sharing agreement to allow for student-level monitoring of enrollment in programs during grant implementation, performance on developmental screenings, academic performance, and attendance.

Early Learning: Preparing young children to be kindergarten-ready through robust early childhood education opportunities is critical for their future academic and career success. The Resident Needs Assessment revealed that only 23.8% of children 0-5 are enrolled in ECE programs, due to lack of information, lack of trust in providers, and financial barriers, although there are some informal home-based childcare options. The City and the PIE will work together to achieve the goal of 75% enrollment and to maximize kindergarten readiness by the end of the grant period through the strategies detailed below.

Table H.3: Early-Learning Strategies
Impact Statement and Expected Outcome: <i>Children enter kindergarten ready to learn.</i>

- 75% (16) of CKG children ages 0-5, are enrolled in center-based or formal home-based early-learning settings or programs.
- The City will set a goal for the number and % of CKG kindergarteners who will demonstrate age-appropriate functioning across multiple domains of early-learning using baseline from the state kindergarten-readiness assessment to be launched in 2021.

Needs Assessment Baseline

- 23.8% (5) of CKG residents ages 0-5 are enrolled in center-based or formal home-based early-learning settings or programs.
- WSU-DERP will provide data for CKG kindergarteners based on the kindergarten readiness assessment set to launch in School Year 2021-22.

Strategies:

1) *New Early Childhood Education Center:* The City of Detroit, the CEC, IFF, and Starfish Family Services will establish an ECE Center within the Owen School Site Community Empowerment Center (see *Attachments 41 and 39*). Because socioeconomic diversity has proven to be a catalyst for equitable academic outcomes, this center will serve children from families with a range of incomes using a blended funding model to provide free tuition for low-income families, including CKG residents. The center will use screening, assessment and curriculum approved by Great Start to Quality Program via the Michigan Department of Education's Office of Great Start and utilize the evidence-based HighScope curriculum. **2) *Brilliant Detroit neighborhood hub:*** Brilliant Detroit (“BD”) is a nonprofit that offers comprehensive family, education, health and early childhood supports, and has committed to acquire, renovate, and launch a BD neighborhood hub to serve CKG and Greater Corktown residents. This hub will connect families with over 90 partner organizations that provide evidence-based programming and resources to families with young children, with 50 slots will be committed for intensive literacy programming. BD has achieved

average reading growth of 2 grade levels for children in its programs. **3) *Dedicated Academic Success Navigators:*** Five Academic Success Navigators will provide cradle-to-career supports for children ages 0-18. These specialists will support early-learning outcomes by providing parent education around early literacy to parents of children age 0-5 and assisting them with enrollment in early learning opportunities, including dedicated slots from partners detailed below. These positions will be made available through a leverage commitment from Hope Starts Here. HSH is Detroit's Early-Childhood Initiative, funded by a \$50 million commitment by the Kresge and Kellogg Foundations, that has established a framework for improving early-learning outcomes citywide and brings significant expertise in the ECE landscape. **4) *Tracking enrollment & connecting to seats:*** CL Case Managers and Academic Success Navigators will work to increase the number of CKG youth enrolled in center-based or formal home-based early-learning settings so that they enter kindergarten ready to learn, including seats offered within the new ECE Center. They will help CKG families enroll youth in slots committed by service provider partners and track student attendance. As specialized referrals are identified related to early childhood education prior to the center's construction, referrals can also be made to UWSEM's 2-1-1, including placement in available ECE programs managed by DPSCD. Principal Education Partnership members will support by coordinating and sharing information to monitor progress toward enrollment goals. **5) *Enrollment in wraparound early-learning support:*** CL Case Managers and Academic Success Navigators will connect families with partners who provide parent training, at-home educational enrichment exercises for early learning, health screenings and more. This includes programs offered by Henry Ford Health Systems, and HSH, and BD's network of partners. **6) *Resident Champions:*** CL will partner with HSH to train and oversee Resident Champions to specialize in peer-led early-learning support in the CKG community. Resident Champions will work within their community to educate parents and families on strategies for supporting literacy at home and connect them to wraparound early-learning resources offered by partners. In cooperation with CL Case Managers and service providers, they will host early-literacy community events and distribute children's books to

build at-home libraries to provide early literacy and school readiness resources for families. **7) Support to informal providers:** CL Case Managers and Academic Success Navigators will work to identify members of CKG households who have been providing informal childcare and connect these residents with training offered by the CEC, Hope Starts Here, and Starfish Family Services as part of the Great Start to Readiness Program to ensure that the level of care they provide is comparable to what youth would receive in a center-based setting. This training will be offered by all partners as in-kind leverage. This team will help address barriers that may have prevented informal care providers from becoming licensed in the past, and work with residents to obtain their Child Development Associate (CDA) certification. This work provides a pathway for CKG residents to increase their wages and increases the number of high-quality early-childhood seats available in the Choice Neighborhood. **8) Digital Access and Literacy:** To help families access online education enrichment programming and enable broader family engagement, humanIT will provide technical assistance for families to better use the devices that will be distributed to families as part of this grant.

Residents Served (% and # by service provider): *Based on providers serving all 21 CKG residents ages 0-5, and all 243 other residents ages 0-5 in Greater Corktown, unless otherwise noted.*

HSH/ DPSCD / CEC / HFHS: 21 (9%) CKG residents, 243 (7%) additional GC residents. WSU-DERP: 21 (9%) CKG residents. Brilliant Detroit: 50 (21%) CKG residents, *based on CKG residents age 0-8*. Starfish: 16 (7%) CKG residents, *based on commitment letter*. humanIT: 87 (38%) CKG residents, *based on all CKG households with youth 0-5*. UWSEM: 87 (38%) CKG residents, *based on all CKG households with youth 0-5*; 274 (7%) additional GC residents, *based on estimated GC households with youth 0-5*.

Service Providers: *See Residents Served above for list of providers, and Strategies above for roles.*

Resource Commitment: Choice Neighborhood Funds: **\$751,425.90**. Major Leverage Commitments: **\$2,210,431.75**. (UWSEM: \$65,000. Brilliant Detroit: \$1,170,466.65. CEC: \$32,440. WSU-DERP: \$4,135. HFHS: \$31,500. humanIT: \$1,935. HSH: \$847,500. Kresge Foundation: \$40,384.62. DPSCD: \$17,070.48.)
See Strategies for detail on how commitments build on existing high-quality services/address resident needs.

School-aged Children: There are 77 school-aged children at CKG who attend at least 23 different schools, both public and charter. Although the majority attend DPSCD schools, the *school of choice* model within Detroit and Michigan means that children are dispersed across schools throughout the metro area. Given this context, the most effective way to address the educational needs of all CKG children is by investing in enrichment and academic support services that facilitate whole child development. The City will improve low academic proficiency rates and increase graduation rates through connecting school-aged youth with an Academic Success Navigator; providing academic tutoring, mentorship and enrichment programming; and reducing barriers to participation. In response to resident demand for resources like tutoring and arts education, partners will offer a suite of programs on-site at CKG, within North Corktown housing developments, and at the proposed Owen School Site Community Empowerment Center (*see Exhibit H.1*). The Principal Education Partnership will coordinate and share information across partners to ensure CKG youth demonstrate academic proficiency in math and English language arts on the MSTEP and are on track to graduate high school college- and career-ready. DPSCD will also coordinate data-sharing access for the Academic Navigators to support student attendance and academic achievement.

Table H.4: School-Aged Strategies

Impact Statement and Expected Outcome: *Children are proficient in core academic subjects. Youth, including youth with disabilities, graduate from high school college- and career-ready.*

- 30.7% of CKG children (20) are proficient in math and 52.3% (34) are proficient in ELA as measured by the MSTEP in grades 3-8, and the PSAT in Grade 11.
- 100% of CKG 12th-grade residents graduate from high school.

Needs Assessment Baseline :

- 10.7% of DPSCD students in the 48216 ZIP code are proficient in math and 18.3% in ELA on average as measured by the MSTEP in grades 3-8, and the MME in Grade 11.
- 88.5% of DPSCD students in the 48216 ZIP code graduated from high school.

Strategies

1) Individualized support from Case Managers and navigators: To help CKG youth increase their math and English language arts proficiency levels, CL Case Managers and academic success navigators will work with families to ensure that DPSCD students are successfully using online platforms to improve their skills in these foundational subjects. Families will get assistance in setting up and using Eureka Math, an interactive virtual series that helps students learn about core mathematical concepts, as well as MyOn, a platform that provides ELA lessons based on student reading level. Academic success navigators will regularly check in with families to make sure children have optimal home learning environments to achieve academically. This work will include ensuring student access to textbooks and other supplies, as well as notifying families of upcoming curriculum night workshops that are designed to support students' academic development. Navigators will also help families with older children connect to high school placement exam tutoring. For households where English is a second language, navigators will connect CKG families to bilingual education supports. As specialized referrals are identified related to school-aged education, referrals can also be made to UWSEM's 2-1-1.

2) Robust academic tutoring and mentoring resources: Both DPSCD and non-DPSCD enrolled CKG youth will be connected to comprehensive, evidence-based academic tutoring and mentorship programming through partnerships committed by Wayne State University, Mercy Education Project and VIP Mentoring. These resources will provide the additional, individualized academic support that is integral to improving school outcomes for children. Aligning with the Plan's Public Safety strategy, VIP Mentoring will provide positive mentors and healthy role models to CKG youth. Program opportunities will be posted in an online portal designed by the Community Education Commission to help Detroit youth participate in out-of-school programs.

3) Emphasizing whole child development: All CKG youth will be provided with opportunities to enroll in a wide array of enrichment programming that will take place both after school and during summer breaks. This will include social/emotional learning and science, technology, engineering, art, and math (STEAM) activities organized

by the Detroit Hispanic Development Corporation and Wayne State University, as well as 2-D and 3-D visual arts classes offered by Living Arts. Youth will also get to access literacy-focused enrichment programs through Detroit PAL and Brilliant Detroit, and dance, rhythm, and folklore activities through Heritage Works. As education research has proven, access to enrichment programming will improve CKG students' academic outcomes, boost their self-esteem, and enhance their social skills. **4) *Getting Youth College- and Career-Ready:*** To expose youth to a wide range of potential careers and help them find their passion, the Detroit Hispanic Development Corporation will offer after-school and summer opportunities for youth to explore robotics, engineering, college to career pathways, music and video production, graphic design, environmental science, and urban gardening. Mercy Education Project's college and career readiness program will give CKG 11th- and 12th-grade female students weekly lessons on life post-high school, which will cover topics like SAT preparation, career paths, life skills, self-esteem, safety, stress and time management. To support CKG students in exploring college as a pathway after high school, Wayne State University will provide financial aid nights, financial literacy education, and free college tuition for CKG youth that meet admission criteria. The Detroit College Access Network (DCAN) commits to providing education/college advising and career readiness workshops to 12th-grade CKG students to help them prepare for life after high school. These supports will help improve life outcomes for CKG students, as well as motivate them to excel in school to pursue their dreams. **5) *Family Supports:*** Recognizing that parents and caregivers are the primary educational champions for children, each CKG household with a child will be connected to networks of parent supports offered by Hope Starts Here, Brilliant Detroit, Detroit Hispanic Development Corporation. These supports include parenting classes and parent-focused literacy interventions. **6) *Reducing barriers to participation:*** All programming will be offered via virtual video connection until rates of COVID-19 transmission permit communal gathering without restrictions in shared spaces. Through CNI dollars and partnership with DPSCD and humanIT, any child without access to a device for online learning will be provided with an Internet-enabled device at no cost in addition to

technical training and support. When safe to meet in person, programming will be provided within existing program settings, on-site at CKG, on-site within North Corktown housing developments, and at the Community Empowerment Center. CL will coordinate transportation via a dedicated shuttle within the neighborhood, with the goal of hiring CKG residents as part time drivers. Additionally, the neighborhood strategy will increase walkability within Greater Corktown by creating safe routes between housing phases and the community center. **7) *Digital Access and Literacy:*** HumanIT will provide internet-enabled devices and technical assistance to support youth in accessing educational programming virtually.

Residents Served (% and # by service provider): *Based on providers serving all 77 school-aged CKG residents or 141 total residents in households with school-aged youth, unless called out otherwise within commitment letter.*

WSU-DERP: 77 (33%) CKG residents. CEC: 141 (61%) CKG residents. Hope Starts Here: 141 (61%) CKG residents. DPSCD: 141 (61%) CKG residents, 433 (12%) additional GC residents. Heritage Works: 77 (33%) CKG residents, 23 (<1%) additional Greater Corktown (“GC”) residents. DCAN: 30 (13%) CKG residents. WSU: 70 (30%) CKG residents. Detroit PAL: 50 (22%) CKG residents. MEP: 10 (4%) CKG residents. VIP Mentoring: 70 (30%) CKG residents. DHDC: 150 (65%) CKG residents. Living Arts: 67 (29%) CKG residents, 78 (2%) additional GC residents. humanIT: 230 (100%) CKG residents. UWSEM: 230 (100%) CKG residents, 3,916 (100%) additional GC residents.

Service Providers: *See Residents Served above for list of providers, and Strategies above for roles.*

Resource Commitment: Choice Neighborhood Funds: **\$751,425.90**. Major Leverage Commitments: **\$8,734,678.10**. (UWSEM: \$65,000. Detroit PAL: \$62,500. Living Arts: \$502,500. WSP-DERP: \$12,405. CEC: \$412,000. Heritage Works: \$750,000. DHDC: \$1,750,000. MEP: \$225,000. VIP Mentoring: \$595,000. WSU: \$3,086,304. DCAN: \$375,000. humanIT: \$1,935. HSH: \$847,500. DPSCD: \$49,534.10.)
See “Strategies” for detail on how commitments build on existing high-quality services and address resident needs.

Exhibit I
Soundness of Approach

City of Detroit

ExhibitI_SoundnessofApproach.pdf

Exhibit I: Soundness of Approach

I.1 Planning Process

In early 2019, the City of Detroit embarked on the Greater Corktown Neighborhood Planning Framework in response to residents' concerns about how the ongoing investment in the neighborhood might potentially harm and exclude current residents. The City recognized the potential for inclusive growth while preserving the community's unique character, cultural heritage and integrity. Led by the Planning and Development Department ("PDD") with Perkins + Will selected as a consultant firm to guide the design work, the resulting 18-month planning process engaged hundreds of residents through one-on-one meetings, mailings, phone banking, e-mail blasts, door-to-door canvassing and approximately 40 events. These events included community meetings, drop-ins pop-ups and workshops with local stakeholders such as the North Corktown Neighborhood Association, Corktown Business Association, Fountain Court Co-op Residents Association, Southwest Detroit Business Association, and Corktown Historical Society, with a host of other organizations (*see Attachment 14*). The process centered around the voices and needs of residents and deployed a variety of outreach measures to ensure participation from a range of community members, including businesses, faith-based organizations, community groups, and residents. The final Framework recommendations were centered on the underlying principle of *Corktown for Everyone*, and were organized around several key themes, including: returning vacant land into productive use; maintaining and advancing housing affordability; and improving multimodal connectivity on local streets. Through this planning process, Clement Kern Gardens ("CKG") was identified as the target housing site due to the property's poor physical condition and isolation from the greater neighborhood, as well as concerns from residents within the target housing site and throughout Greater Corktown about preserving and expanding housing affordability.

Over the span of a year, CKG residents were engaged through seven in-person outreach events, one virtual meeting, and five resident surveys. During this period, the Transformation Plan's implementation leads collaborated with current residents of CKG to develop a shared understanding of resident needs and a

collective vision for future housing, neighborhood improvements, and supportive resident services. During in-person events, CKG residents were engaged in the Greater Corktown neighborhood planning process (11/25/19), provided an overview of the Choice Neighborhoods planning and application process (January 16), introduced to the Resident Needs Assessment survey (3/5/20) and provided assistance in completing the survey (3/11/20). Dinner and child care were provided at the latter 3 events. The City subsequently conducted four smaller surveys to dig deeper and gain a better understanding of resident needs and goals around education, health and economic self-sufficiency. These assessments took place over the phone and by mail in June, July and August of 2020. Throughout the engagement process, team members used a three-pronged outreach strategy to ensure broad participation from CKG residents: making phone calls and sending mass texts, distributing flyers and newsletters, and canvassing door-to-door to build relationships with community members. During each outreach event and round of surveys, the Implementation leads received resident feedback that directly influenced the design of the Transformation Plan. After hearing about food insecurity and residents' desires for increased access to major grocery retailers in the spring Resident Needs Assessment and summer Zoom meetings and phone surveys, the team identified partnerships with the Gleaners Community Food Bank, Henry Ford Health Systems, Health Alliance Plan, and Wayne State University to provide access to affordable, healthy groceries for families throughout Greater Corktown.

Although COVID-19 presented new obstacles in community outreach midway through the planning process, the Transformation Plan implementation team strategically incorporated online engagement opportunities, socially-distanced in-person meetings, one-on-one relationship building, and print and mobile phone-based communication materials to inform residents and gather community feedback. Because CKG residents expressed a lack of familiarity with online video conferences, Implementation Leads decided to develop safe in-person and on-site meetings to make sure every resident's voice was heard and represented in the Transformation Plan. After March 2020, the City hosted three socially-distanced, outdoor, in-person meetings at CKG where residents gave further input on community needs and provided recommendations on Housing, Neighborhood and People plans. At each of these meetings, refreshments were provided to

residents as well as raffle prizes for participation. Each event was themed to increase community engagement: the 7/14/20 event was a “summer community gathering” with ice cream, the 8/25/20, “back to school” event included free school and activity supplies for CKG children, and the 10/22/20, feedback session had a Halloween theme with decorations, apple cider, and treats for children. Food pantry boxes were also supplied at the 10/22/20 event. To engage residents who could not attend in-person events, the City developed a newsletter providing recaps of these events and descriptions of the resident recommendations and concerns we received regarding Housing, Neighborhood, and People Strategy plans. At these in-person meetings, residents provided feedback to be incorporated into the Transformation Plan in a variety of ways, including collaboratively discussing a map of proposed neighborhood critical community improvements, placing stickers on posters next to the names of community organizations they trusted and would like to work with to receive education, health and economic self-sufficiency supports, and ranking their preferred housing features and design concepts.

The Transformation Plan addresses key themes that emerged from community engagement. One example of how resident feedback was directly incorporated into the Transformation Plan is that during the 8/25/20 meeting, residents consistently said they wanted exercise resources close to home. In response, the Transformation Plan includes dedicated fitness space in the redeveloped CKG and access to free physical activities and nutrition resources organized by People partners. Additional plan elements that respond directly to resident needs include: incorporating community areas into the redeveloped CKG in response to residents’ desire for meeting space; partnering with Build Institute to provide entrepreneurship resources in response to residents’ interest in developing small businesses; improving site lighting in all housing phases in response to concerns about inadequate lighting creating safety issues; and partnering with education providers in the City to connect youth to academic resources and activities, in response to residents’ interest in having more children involved in after-school programming and academic tutoring. These engagements led to a final set of recommendations for the Transformation Plan that was presented to the community in September and October of 2020.

Within the CNI planning process, the City also conducted targeted outreach at Victor Attar Apartments, a 29-unit, formerly affordable housing building in Greater Corktown, so that the team could help prevent displacement and serve residents' housing, education, health, and workforce development needs. Zoom meetings were conducted through the planning process to introduce residents to CNI, outline the manner in which the survey would be deployed (5/27/20), and provide a summary of the survey findings (7/15/20). This engagement revealed needs similar to those of CKG residents; the People Strategy offers opportunities for their needs to be met as well by the health, education, income and employment providers.

I.2 Community Engagement

The City will continue a multi-pronged community-engagement strategy to provide residents and other community members opportunities to stay informed, provide feedback and meaningfully contribute to the implementation process. The City and its partners will use this input to continually improve processes and ensure all Plan services are responsive to community needs and visions for the future. UCHC will continue as the Resident Engagement team to ensure that CKG residents receive communication from a trusted source from submission of the application through grant award and implementation. UCHC will serve as a liaison between residents and the Implementation Team through the life of the grant. In addition to maintaining a strong line of communication with target housing residents, the City will continue frequent communication with residents and key stakeholder groups in Greater Corktown identified in Exhibit I.1. A CKG Resident Council, Resident Leaders and Greater Corktown Community Advisory Group will serve as formalized mechanisms for keeping residents and stakeholders informed and eliciting feedback and input. Community engagement will balance safety concerns due to COVID-19 and digital literacy/access barriers by offering safe in-person and online engagement, phone communication, and print and digital materials, so all community members are informed and empowered to participate throughout the implementation process.

Resident Leaders and Resident Council: UCHC will use its expertise in tenant organizing in HUD-assisted housing to support target housing residents to develop a CKG Resident Council, responding to

residents' requests for a community forum. The Resident Council will empower residents to have a voice in their community, serving as a venue to share information, hear concerns, and advocate for improvements, and will be designed to develop and train leaders to sustain the group beyond the life of the CNI grant.

During implementation, UCHC will coordinate between the Resident Council and the Implementation Team so residents can hear from the City and its partners and provide feedback on how the implementation process should be improved to meet their needs within these meetings. UCHC will assist residents with safe organizing strategies as long as there are still public health concerns related to COVID-19.

Community Advisory Group: The City will create an advisory group of residents from CKG and Greater Corktown, including representatives from the key stakeholder groups listed above. The City will host at least four meetings during each year of the grant to ensure implementation of the Transformation Plan remains responsive to community needs. Representatives from People, Housing and Neighborhood teams will be present as needed to provide updates and respond to questions, concerns and feedback. The group will provide input on any obstacles or barriers occurring during implementation, and suggest ways to improve resident access to resources, amenities, and service delivery.

Engagement Methods: When public health officials deem indoor gatherings safe, the City will host in-person meetings with CKG and Greater Corktown residents at local hubs such as community centers, schools and churches, or eventually on-site in new CNI phases, and will provide food, childcare and transportation. While COVID-19 restrictions remain in place, to increase accessibility for those who may not have access to or understand how to use technology for online engagement methods, the City will continue to host creative, socially distanced in-person meetings with Greater Corktown and CKG residents. Because some community members may not be able to attend in-person meetings due to health concerns, jobs, and childcare needs, the City will also continue to host virtual meetings. Outreach for these events will include phone calls, mass texts, online and print communications, and door-to-door canvassing, when possible.

With support from UCHC, the City will deploy a toolkit of online and print communication vehicles to keep residents and other stakeholders informed and to solicit input on the implementation process. The

City will expand distribution of a newsletter about the CNI process to include all Greater Corktown residents on a bimonthly or quarterly basis. It will also create a website to provide information on the CNI implementation process, connect residents with resources, such as Section 3 opportunities, and allow stakeholders to submit feedback online. Wayne State University's Center for Urban Studies will administer an annual survey to target area residents as part of its evaluation plan. These surveys will be distributed based on the preferred engagement method for residents, whether that be via phone call or door-to-door, and will solicit feedback that can be used immediately to improve Transformation Plan strategies.

I.3 Anchor Institution Engagement

Two anchor institutions have been closely involved with the City during the planning process: Ford Motor Company and Wayne State University. Both partners are significant players in the neighborhood and committed to supporting the Transformation Plan in numerous ways throughout implementation.

Ford Motor Company: In 2018, Ford Motor Company ("Ford") announced its acquisition of Michigan Central Station and a \$740 million Autonomous/Electric Vehicle Campus in Corktown. This major investment, which will bring 2,500 employees and an estimated 2,500 ancillary jobs within the neighborhood, has positioned Ford as an anchor institution in Greater Corktown. Through the city's Community Benefits Ordinance ("CBO") process, Ford worked with a Neighborhood Advisory Committee ("NAC") to shape a total of \$10 million in community benefits to serve the Ford Impact Area, which overlaps significantly with the Greater Corktown CNI boundaries. The Transformation Plan aligns with Ford's goal to revitalize the neighborhood while preserving and creating affordable housing. Ford has been an active partner throughout the Greater Corktown Planning process, serving on the selection committee for the HIE and PIE and working with the City and HIE to identify development sites. This led to Ford's contribution of an additional 3 acres of land in Historic Corktown, estimated at \$3.4 million in value, previously used as Ford surface parking lots, which will help bring additional mixed-income units to Greater Corktown through CNI Housing phases. Additional Ford commitments in the neighborhood include creation

of a local hiring hall to help residents apply for employment opportunities with Ford; a commitment to hiring Detroit residents as 51% of its construction workforce and Detroit-based businesses for 30% of the total value of construction contracts; public access to all retail and service amenities in Ford-owned buildings; and \$10 million in financial contributions. Just outside the target neighborhood, Ford Fund operates the Ford Resource and Engagement Center (“FREC”), a hub for community services and programs and has served more than 100,000 residents since its opening in 2013. Finally, Ford has committed to working with the City and the PIE team to offer temporary space for resident support services as needed within their community resource center, located at Rosa Parks Boulevard and Michigan Avenue.

Wayne State University (“WSU”): WSU is the preeminent university in Detroit and is actively engaged throughout the City and in Greater Corktown. WSU’s Center for Urban Studies (“the Center”) directly serves the Greater Corktown community through: the Healthy Homes and the AmeriCorps Urban Safety programs, which have included vacant home board-ups, safety initiatives, and grass-roots organizing; the Corktown Community CompStat initiative, in partnership with the Detroit Police Department, focused on engaging the community as active participants in crime prevention; and numerous other initiative-specific projects, educational outreach, and ongoing participation with community-based organizations and coalitions. Since its founding in 1967, the Center has developed a reputation as a well-respected member of the Detroit community, and its success relies in part on these long-standing relationships.

In development of this Transformation Plan, WSU has been a partner to the City throughout the planning process. Staff at the Center designed, implemented and analyzed the Resident Needs Assessment survey at both CKG and Victor Attar Apartments. The Center worked with the City to use these results to design strategies to meet resident needs, identify baseline metrics and goals, and create an evaluation plan for implementation. WSU will continue to play an active role in implementation and has committed to serving target residents through access to tuition scholarships, scholarships for summer enrichment programs, after-school tutoring, Financial Literacy Education, access to university food pantry and professional wardrobe resources, and tickets to performing arts events. The Detroit Education Research Partnership within the WSU

School of Education will serve as part of the Principal Education Partnership through a data-sharing agreement that will support the CNI Team in tracking and measuring educational outcomes. The Center will also serve as evaluator to the Transformation Plan based on the metrics and goals outlined in its evaluation plan, and work with CL Case Managers to connect survivors of domestic violence to the Community Advocacy Project. Attachment 42 provides further detail on commitments by Ford and WSU.

I.4 Organizational Framework for Implementation

The City of Detroit will lead the overall implementation process and oversee coordination among partners. Partnership certifications for the Lead Applicant and Principal Team Members are included in Attachment 8; this certification demonstrates the commitments of each entity to work collaboratively to achieve shared outcomes during the grant period, describes the roles of each organization, and outlines the process for resolution of conflicts. A full organizational chart is included in Attachment 44.

As the Lead Applicant, the City will be responsible for ensuring that each partner is delivering on implementing strategies and achieving the outcomes outlined within the Transformation Plan. Upon receipt of a CNI Implementation Grant, the City is prepared to hire a CNI Director and project specialists within the Housing and Revitalization (“HRD”) and Planning and Development (“PDD”) departments to oversee successful implementation of all activities within the Plan. The City will convene monthly Implementation Team meetings with all Principal Team Members to coordinate activities; track progress against program schedule and budget; identify solutions to conflicts or obstacles that arise; and refine program implementation as needed. UCHC will attend Implementation team meetings as the resident liaison, to ensure the team is aware of residents’ concerns and addresses them, and to identify updates to be communicated to the Resident Council. Disagreements that arise will be resolved collaboratively among Principal Team Members; as the Lead, the City will have final determination to resolve disputes with respect to implementation decisions. The City will also convene the Community Advisory Group (*see Section I.2*) and maintain regular communication with Anchor Institutions to oversee deployment of their commitments.

Each Implementation Entity will be responsible for activities and outcomes outlined within their respective strategies, and will convene subcommittees with partners and stakeholders to advance implementation work. As the Neighborhood Implementation Entity, PDD will oversee the execution of the Neighborhood Strategy and CCI projects by coordinating between City departments and other public and private partners. This is a regular function of PDD; the relationships and infrastructure for such coordination is already established.

The Housing Implementation Entity (“HIE”) will be responsible for overseeing the execution of all development phases, including entitlements, financing, and construction. This will include securing financing, coordinating third-party development services, ensuring compliance with all applicable regulations, overseeing property management, and implementing the Section 3 strategy. The HIE will work closely with staff within HRD to facilitate the development process.

Community Life (CL), as the People Implementation Entity (“PIE”) will ensure that residents of Clement Kern Gardens (“CKG”) receive all of the services and support outlined in the People strategy. The CL Senior Manager, Support Services Coordinator and CL Case Managers will work together and with all partner organizations, including the Principal Education Partnership, to oversee successful implementation of all components of the strategy. As an experienced PIE, CL is well-positioned to coordinate with American Community Developers (“ACD”) to ensure a seamless implementation of relocation and case management. CL will continue to work closely with United Community Housing Coalition (“UCHC”) as resident liaison. The CNI Director will receive reports of CKG resident enrollment in positions leveraged by committed People strategy partners from the CL Senior Manager, and assist with the management of relationships developed to drive progress toward the expected outcomes.

The WSU Center for Urban Studies (“The Center”) will assess the processes and impacts of the initiative as the lead evaluation partner. The Center will measure outcomes specific to the People, Housing, and Neighborhood plans based upon metrics identified in Exhibit H. The evaluation will use formative and summative approaches that allow the assessment of program processes, the extent to which the plans are being implemented, and the determination of whether the plans have had the intended effects. The Center

will work with stakeholders to design the evaluation, gather formative information on the extent to which the People, Housing, and Neighborhood plans are implemented, and assess whether CNI is achieving its goals.

I.5 Section 3 Plan

The City of Detroit Section 3 Program fosters local and neighborhood economic development, and individual self-sufficiency through opportunities to provide employment and job training to low- and very low-income persons (Section 3 Residents) and contracting opportunities to businesses that provide economic opportunities to low- and very low-income persons (Section 3 Business Concern) in connection with Section 3-covered projects and activities. Each Section 3-covered project and activity develops a Section 3 Plan to acknowledge and actively seek to achieve at least 10% of the total Detroit construction contracts and at least 3% of the total Detroit non-construction (including professional services) being awarded to Section 3 business concerns, and at least 30% of new hires are Section 3 residents. (Note: HUD's Revised Section 3 Rule (Notice 20-159) will be implemented in the City's processes and procedures during FY 2021-22.)

The City will oversee the HIE in successful implementation of the Section 3 Plans for Section 3-covered projects and activities. Both HIE developers within the joint venture have strong track records on Section 3 and broader economic inclusion (*see Section C.3*). The Section 3 plan utilizes a designated Inclusion Manager for all CNI development; is proactive in communicating opportunities in advance of contract awards and hiring; is flexible in implementation to reflect current economic conditions, industry capacity, community expectations; and reports transparent data. The HIE expects to exceed the 10% and 3% contracting goals with subcontracting opportunities for Section 3 businesses totaling \$12 million or more over the course of the five phases of the Housing Plan. Additionally, it is estimated that each of the five phases will generate opportunities for 50 Section 3 residents.

The City, the HIE and the Inclusion Manager will implement the following strategies to achieve these Section 3 goals described above: **1) *Coordination with workforce development***: The Inclusion Manager will coordinate closely between the PIE, the HIE and their construction teams. Income and employment People Strategy partners will offer an array of professional certifications and occupational training programs for in-

demand trades. A Job Development Specialist positioned within the Detroit Employment Solutions Corporation (DESC) will support residents with enrollment and completion of training programs, and will coordinate with the Inclusion Manager to connect residents with opportunities in these trades as they arise in CNI development phases. **2) *Ensuring priority consideration:*** In accordance with the City’s requirement, the HIE will ensure that general contractors and subcontractors give priority consideration to Section 3 persons and businesses. **3) *Outreach to residents and businesses:*** Initial outreach events will inform the local business community about the anticipated pipeline of opportunities. Additional outreach events will be conducted ahead of each construction phase bid package. The Inclusion Manager will facilitate ongoing engagement with the local contracting community, and will work with local organizations to provide pre-screening and applicant referrals. **4) *Coordination with contractors:*** The HIE will assist contractors with required subcontracting plans and plans for hiring Section 3 workers prior to entering contracts. The general contractors will be required to maintain transparent and thorough Section 3 business verification by third-party certification agencies. The Inclusion Manager will review monthly reports tracking contractor utilization. General contractor and subcontractor awards will mirror project goals based on the contractor track record and buyout plan. **5) *Section 3 website:*** Within the CNI website created by the City, information regarding Section 3 opportunities will be posted, with mechanisms for target housing and neighborhood residents to inquire about training and opportunities. The Inclusion Manager will conduct outreach to local businesses to support them in becoming certified Section 3 Businesses through the City’s website.

The Section 3 Program Office will work closely with the Inclusion Manager to ensure the HIE is meeting and exceeding Section 3 goals, and will monitor for compliance. More information regarding the City’s Section 3 Program is located on the City’s website. **Contact Information and Qualifications for Section 3 Staff:** Patricia Ford, Section 3 Program Manager, Housing and Revitalization, Coleman A. Young Municipal Center, 2 Woodward Avenue, Suite 908, Detroit, MI 48226, (313) 224-6380. Ms. Ford has nearly 30 years in program management, business certification, community liaison, systems analysis, and training and development for the City of Detroit.