

DETROIT'S

21st CENTURY DUAL CAMPUS CIVIC COMMONS

May 3rd, 2016





IMAGINE

What it would be like to remove the barriers that separate two anchoring institutions of higher learning from the community that surrounds them...

...and **create a new public realm**, a 21st Century Civic Commons, where the University of Detroit Mercy on the east, Marygrove College on the west, and the Fitzgerald community in between meet together as neighbors.

Five sites in Detroit's Livernois – McNichols area offer an opportunity to explore the meaning of “Civic Commons” at multiple scales: the neighborhood scale, the commercial corridor scale and the building scale...

...and at the same time explore the idea of the “Civic Commons” through multiple avenues: adaptive re-use, dense, pedestrian-oriented, mixed-use new development and greenway and open space development.

Awaking “Sleeping Assets”

- **AT THE NEIGHBORHOOD SCALE : FITZGERALD LAND STEWARDSHIP**

The Detroit Land Bank Authority controls *over 25 acres of vacant parcels clustered in the Fitzgerald neighborhood*, with the potential to create a new set of neighborhood amenities, including a passive recreational greenway for the neighborhood and a linear connection between the college, the university and the community. The City of Detroit has commissioned a landscape architect to re-imagine vacant land in the neighborhood and is creating a multi-sector partnership around workforce development programs to train residents in green-collar construction and maintenance jobs and participate in the revitalization of their communities.

- **AT THE CORRIDOR + BUILDING SCALE : LIVERNOIS CULTURAL CORRIDOR + IMMACULATA HIGH SCHOOL**

Defined today by obsolete, one-story commercial structures and multiple vacant parcels, *Livernois Avenue directly across from the UDM campus* offers an opportunity to revitalize a traditional Main Street with mixed-use retail and create a new front door for the campus. The corridor offers multiple, catalytic opportunities for new construction of higher-density, mixed-use commercial redevelopment that is pedestrian-oriented and anchored by local entrepreneurial talent. University of Detroit Mercy (UDM) owns a large vacant parcel, and there are several others under private ownership with an interest in redevelopment. Adaptive re-use and reprogramming of historic buildings offer an opportunity to remake the campus front door and open up to the community. *The former Immaculata High School* is a three-story structure on the Marygrove campus, which the college would like to re-purpose for community use. The building sits at the connection between the greenway and the campus, and remains in great condition, secured by Marygrove and ready for reactivation.

- **AT THE HUMAN SCALE : CIVIC ENGAGEMENT AND PROGRAMS**

Critical to the success of the project is the need to rejuvenate the civic character of the neighborhood which includes investing in and uplifting the communities of residents, students, faculty, staff, business and property owners to work together toward shared success. A major component of the project is the investment in human capital that builds trust within the community as well as the City, universities and development actors, as well as technical and employment support for business owners and residents. This investment includes a number of innovative programs, such as Storefront Stories, to create this trust.



**STOREFRONT STORIES PROTOTYPE -
MARCH 17, 2016**

Neighborhood residents, students, faculty, staff, current and prospective business owners and developers meet to share stories at a pop up event in a vacant storefront on Livorno in the Block Party Building, creating intimate and shared experiences with new people.



MAGGIE'S COMMUNITY CENTER

Long time residents like Maggie knit the community together and provide critical civic and social support to the neighborhood. Increasing support and security for the neighborhoods is essential to Detroit's recovery...and its character.

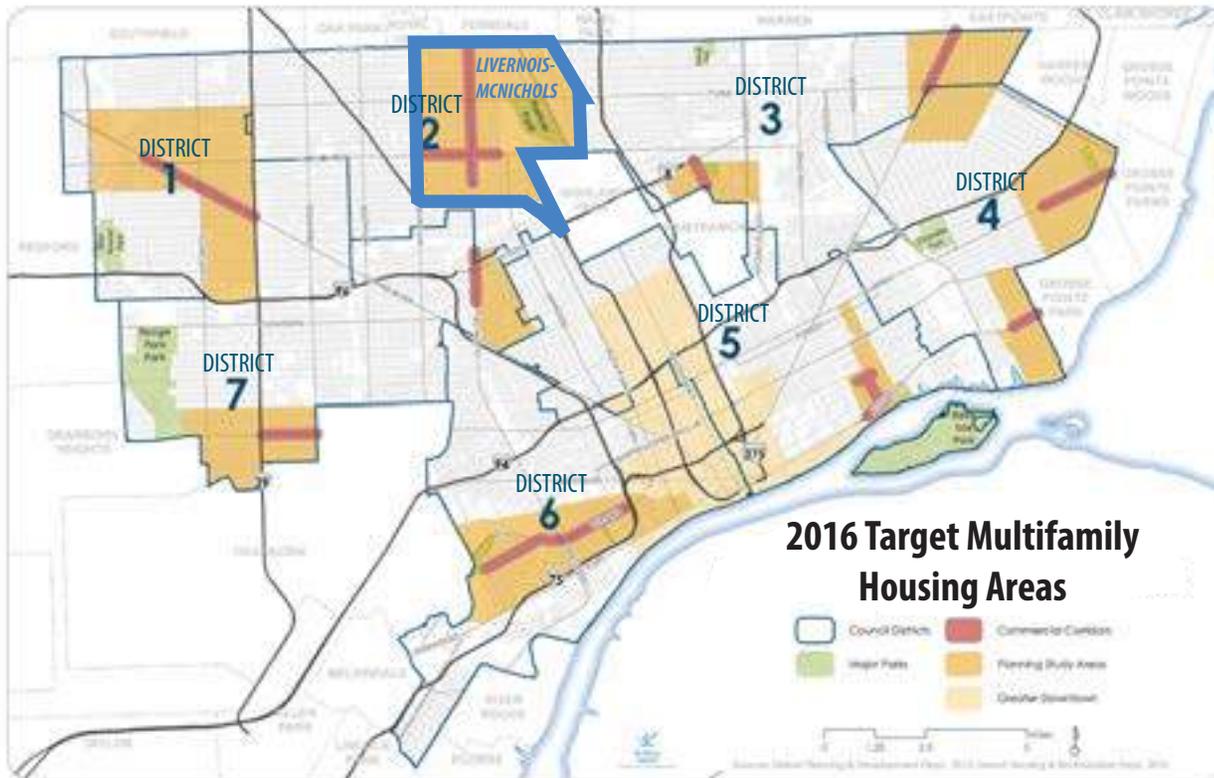
The Time for Detroit is Now...

The Civic Commons is coming at a critical moment for Detroit. The city is poised to make a comeback after emerging from bankruptcy in 2014 and development in the downtown core and Midtown are attracting investments, new residents and creating vibrant urban life. Crucial to this comeback are Detroit's neighborhoods that have yet to experience similar investment and recovery.

Mayor Mike Duggan is focused on bringing services, amenities and a revived sense of civic and urban life to the neighborhoods, and Detroit's Reimagining the Civic Commons proposal is based in the Mayor's top neighborhood revitalization priority area: Livernois/McNichols. Unique in the city for its two universities located within a 10-minute walk of each other,

Livernois/McNichols is anchored by many civic assets that can be reactivated through the project to contribute to a more vibrant, public life on the corridor and adjacent neighborhoods.

The Civic Commons has the potential to shape economic redevelopment in a way that lifts up local entrepreneurs, cultivates unique and place-based businesses that will form the core of a new "Main Street" and empowers African-American property owners, business owners and residents who have remained through tough times to shape and benefit from the redevelopment of their community. The strategies developed to revitalize the Livernois/McNichols neighborhoods will provide a role model for neighborhoods facing similar challenges and disinvestment across Detroit, and also for communities around the nation.



Project Context

- The Livernois-McNichols area is the **Mayor's #1 neighborhood revitalization priority** for Detroit in 2016.
- Building on successes in Midtown, the Civic Commons can **leverage finance tools and lessons learned** to revitalize the neighborhoods, creating denser, more diverse urban nodes.
- The project is **anchored** by University of Detroit Mercy and Marygrove College – combined home to almost **8,000 students and over 1,000 faculty and staff**.
- Fitzgerald neighborhood lies between the two campuses: arresting the spread of vacancy and **creating a new model of vacant land management could be applied in neighborhoods across the city and country**.
- The Kresge Foundation, Invest Detroit, Capital Impact Partners and other key private interests are creating a **Strategic Neighborhood Fund to support economic redevelopment**.
- A strong, **revitalized City government** leads the project in partnership with neighborhood organizations and new **Community Development Corporation** leadership: Live6 Alliance.
- Civic Commons supports a storied section of Detroit with a rich history of **African-American business** leadership and entrepreneurship:
 - City's historic "Avenue of Fashion"
 - World's oldest jazz club: Baker's Keyboard Lounge



UNIVERSITY OF DETROIT MERCY



MARYGROVE COLLEGE

Two Anchoring Institutions of Higher Learning

A History of Civic Leadership and Programming in the Community

CLINICS and CENTERS:

- Detroit Collaborative Design Center (DCDC)
- Law Clinics (downtown)
- Mobile Law Clinic
- Dental Clinics in Corktown, DMC and Mobile Clinic
- Nursing Clinics throughout the City
- Center for Social Entrepreneurship
- Institute for Leadership and Service

EVENTS and ACTIVITIES

- Public lecture series
- Design Festival events
- Community Trick or Treat on Campus
- Youth Mentoring, Tutoring and Adult Education
- Professional Continuing Education
- Summer camps for Architecture and Engineering
- GM Student Corps for high school students

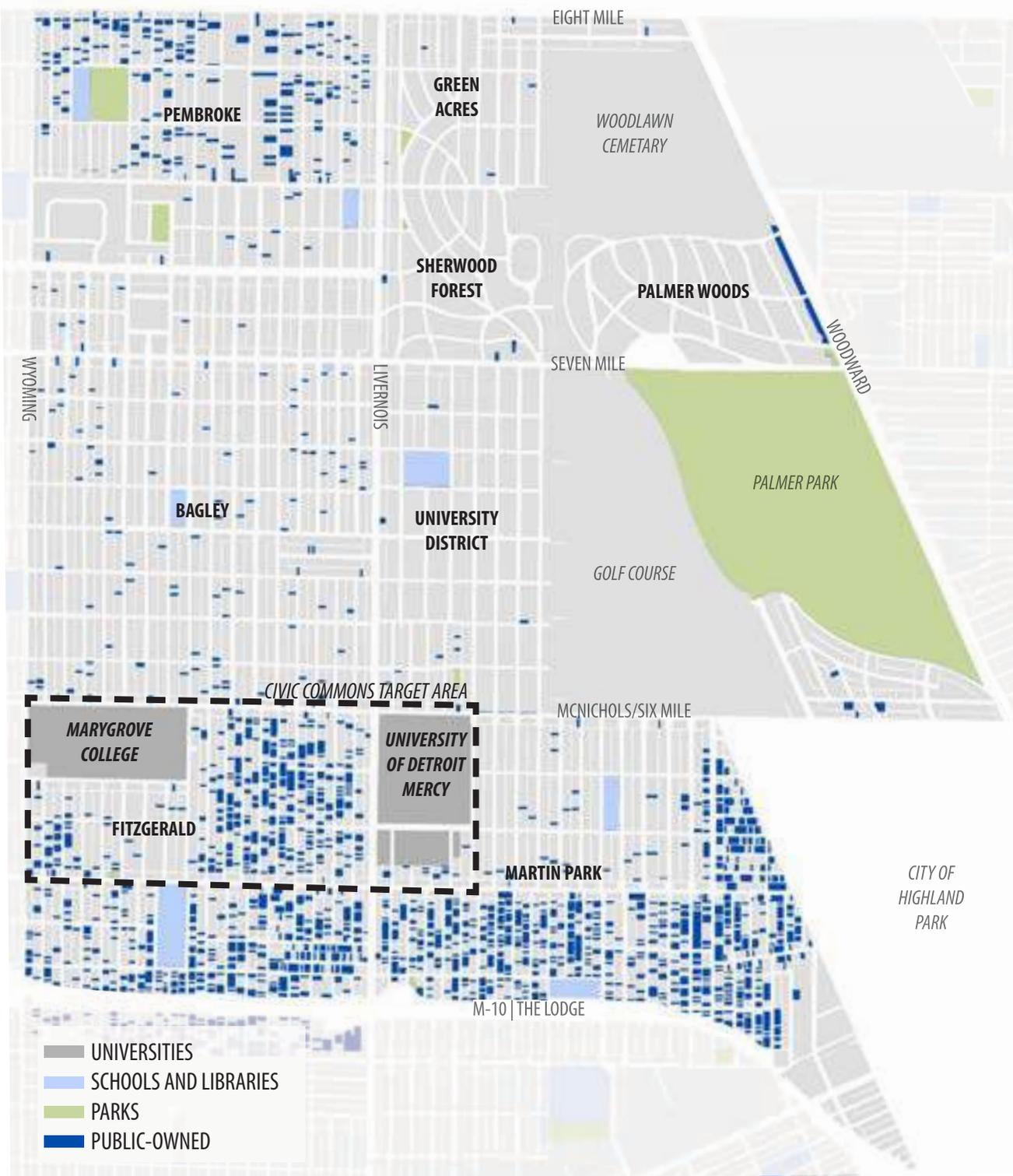
INSTITUTE FOR DETROIT STUDIES PROGRAMS:

- Academic credit and continuing education courses
- Lectures, exhibits, online resources, and performances
- Research activities and visiting scholar programs
- Workshops, programs, and presentations held on campus and throughout the metropolitan area

EVENTS and ACTIVITIES

- BOLD Initiative (Building Our Leadership in Detroit)
- IMD Institute of Music and Dance: music, art, drama, all ages
- Defining Detroit Film and Lecture Series
- CAALS (Contemporary American Authors Lecture Series)
- Certificate in Detroit Studies: interdisciplinary coursework devoted to analysis of metropolitan Detroit
- Detroit Bibliography: assembled books, articles and theses
- Tuxedo Project: recent winner of Knight Arts Challenge with Pulitzer Prize-winning Detroit journalist Stephen Henderson





Project Location

The Livernois corridor supports a number of economically diverse neighborhoods, from some of the city's strongest and most stable such as Palmer Woods and Sherwood Forest to neighborhoods that have experienced greater vacancy and disinvestment as many manufacturing jobs have left the city over the last several decades and the 2008 housing market crash hit the city particularly hard, such as in Fitzgerald. The corridor has great potential as a **civic space that could bring residents from all of these communities and the universities together.**

Detroit's Civic Commons proposal focuses on revitalizing the **area between the University of Detroit Mercy and Marygrove College**, enhancing the commercial corridors as well as the neighborhoods themselves. This location offers a number of advantages in mitigating the risks that can come with this type of economic development, and these include the presence of the two university anchors, the adjacency to several stable neighborhoods to the north and northeast, and a multi-layered set of investments that don't rely on a single asset, but a network of opportunities that layer and can be redeveloped independently of one another.

The proposal will create a **network of public and community-oriented commercial spaces within a five-to ten minute walk** of one another linked together by a revitalized street and neighborhood greenway that promotes an active, pedestrian-oriented public realm that connects into each campus.



CIVIC COMMONS ASSETS

1. NEIGHBORHOOD: FITZGERALD LAND STEWARDSHIP + GREENWAY
2. COMMERCIAL CORRIDOR + BUILDINGS:
MERCANTILE BUILDING + UDM LIVERNOIS LOT + BLOCK PARTY BUILDING
3. IMMACULATA HIGH SCHOOL



THE NEIGHBORHOOD



*"To see the activity coming back to this area...
it's like a renaissance to me..."*

Stephanie, San Juan Block Club President

BEAUTY MATTERS.

But this is more than just a beautification strategy...

STORMWATER GARDEN

The Spackman Mossop and Michaels design team will be creating number of innovative landscape treatments that will improve ecological sustainability and demonstrate design excellence. Shown here is a stormwater project they designed in New Orleans.

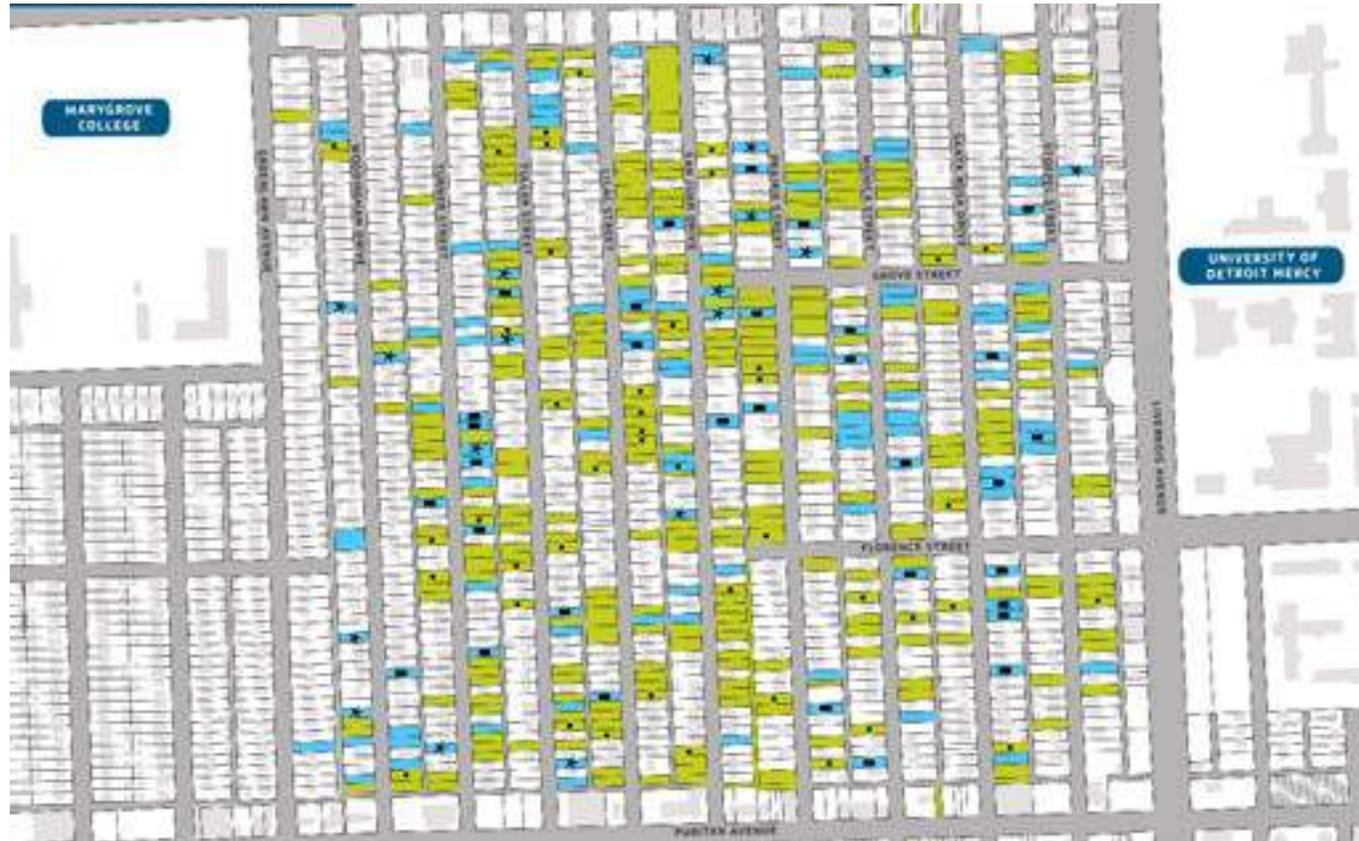
THE NEIGHBORHOOD

Fitzgerald Greenway + Vacant Land Stewardship

One of the foundational projects of Detroit's Civic Commons is to create a vibrant network of public spaces in the Fitzgerald neighborhood through the reactivation of over 25 acres of publicly-owned, vacant land.

This distributed landscape will become a civic asset, laying the groundwork for a new public realm that weaves through the neighborhood and knits the campuses together through cohesive physical design that transgresses the boundaries between campus and neighborhood. It provides the connective tissue from the campuses to the neighborhood to the commercial corridor.

One of the key features is the **development of a greenway which will create new connections through the neighborhood** and extend into each university campus as part of a unified experience, tying the many physical resources of the universities to the neighborhoods.



MAP OF PUBLIC OWNED PARCELS (DETROIT LAND BANK AUTHORITY) IN THE PROJECT AREA

- DLBA VACANT PARCELS
- DLBA VACANT STRUCTURES

PERFORMATIVE LANDSCAPES

Sustainable, low-maintenance lot treatments will provide ecological, social and economic benefits.

WORKFORCE DEVELOPMENT

The project will employ residents in the transformation of their neighborhoods.

WEALTH CREATION

Turning vacant land into a beautiful, neighborhood amenity will increase property values for long time residents.

QUICK WINS TO BUILD TRUST

Landscape implementation will create immediate physical change in the neighborhood - ribbon cutting in 2017.

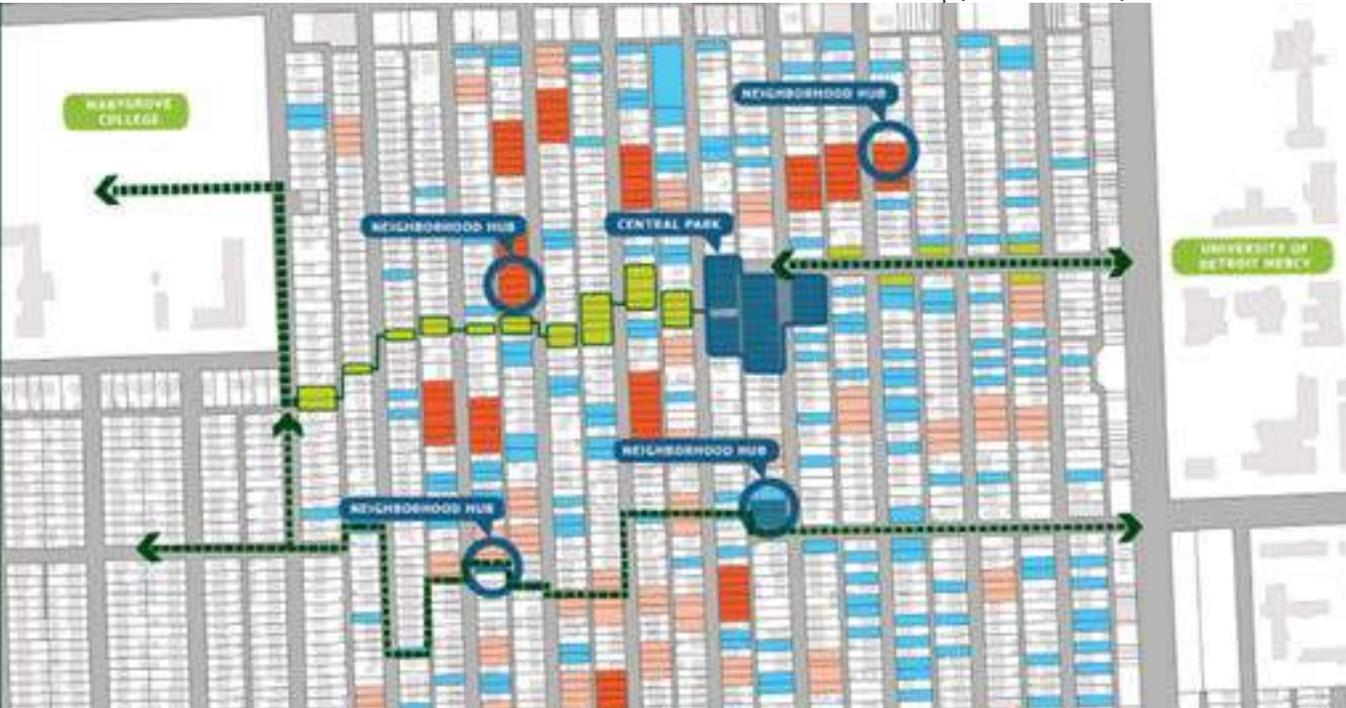
CATALYTIC IMPACT

The comprehensive strategy for 300+ vacant lots will transform the entire neighborhood and create a "blight-free quarter square mile."

ASSET 1 | FITZGERALD GREENWAY + STEWARDSHIP



FRAMEWORK PLANS OF THE GREENWAY, PARK, AND NETWORK OF NEIGHBOHOOD HUBS | *Spackman, Mossop and Michaels*



COMMUNITY FRAMEWORK + PLANNING

In February of 2016, the City of Detroit hired Spackman, Mossop and Michaels, an award-winning landscape architecture firm, to develop a comprehensive land stewardship plan with the community. The plan will create a strategy for every vacant parcel in the quarter-square-mile target area in Fitzgerald to stabilize and revitalize the neighborhood.

The team is developing innovative, sustainable, low-maintenance lot typologies that activate parcels and provide a variety of open space amenities, including recreation spaces, urban gardens, groves, orchards, green infrastructure to manage the 90th percentile storm, outdoor classrooms and public art, reactivating 25 acres of publicly held vacant land to link the community, college and university with a new land stewardship development model.

The greenway will begin to perforate the edges where it lands on the two campuses, taking the first step in reconnecting the campuses to the public space fabric of the community.

The design team has been working with the community to develop a framework plan for the neighborhood, and has identified the location for a "Central Park," recreation needs, the greenway alignment and a fitness loop, as well as a number of neighborhood hubs with gathering spaces for community events.

- Greenway [Parks + Recreation]
- Productive/Market Garden Lots Typology [Grower RFP]
- Orchard Typology [Developer RFP]
- Meadow Typology [Developer RFP]
- City Park [Parks + Recreation]

IMPLEMENTATION STRATEGY

To successfully implement and maintain the landscape the City is creating a number of innovative multi-sector partnerships: the Parks and Recreation Department has been looking to create a one-to-two acre park to address a deficiency in recreation space in the neighborhood and will take on the long term maintenance of the "Central Park" and greenway.

For the 100 vacant parcels with structures, the City will be issuing an RFP for developers to rehabilitate or demolish single family homes; the developer will also be responsible for implementing and maintaining a number of vacant lot typologies across the neighborhood. Some of these vacant parcels will be designed to accommodate future, market-driven infill while others remain open spaces, such as neighborhood gathering spaces for youth engagement and multi-seasonal programming. This project will bring in additional private and public investment.

The City will also be issuing a second RFP for land-based business ideas to identify local entrepreneurs interested in developing urban agriculture, silviculture, and other productive landscape projects on the larger aggregations of vacant parcels with the intent of encouraging land cooperatives and other means for developing true community equity in the project.

Owner: City + Developer + Land Coop/Market Garden

Convener: City

Operator: City + Developer + Land Steward + Block Clubs



EARLY RENDERINGS OF THE GREENWAY AND HUBS WHICH WILL PROVIDE GATHERING PLACES ACROSS THE NEIGHBORHOOD





GRADUATION CEREMONY

The graduates who will be working on the Fitzgerald DCC crew celebrate at the ceremony held on March 11, 2016.

THE NEIGHBORHOOD

Community revitalization & workforce development

The City and The Greening of Detroit are partnering on workforce development through green jobs training to enable residents to participate in the transformation of their neighborhood through implementing and maintaining the stewardship plan. These programs have a particular focus on working with residents with the greatest barriers to employment.

The Greening of Detroit has been working closely with the Department of Neighborhoods and Planning & Development to recruit neighborhood residents from the project area. From the most recent training cohort to complete The Greening of Detroit's eight-week program, eight residents from the neighborhood and surrounding area were chosen to participate in the Detroit Conservation Corps (DCC) program and begin cleaning and clearing vacant lots in the project area.

The generous support of the Knight Foundation as a bridge to future funding made it possible for these two crews of four workers to begin clearing vacant lots on April 4th and

will continue to work in full-time paid positions for the next twelve weeks. Their work has already begun to transform the neighborhood and demonstrate a renewed sense of care and investment. The crews have become important ambassadors for the project to the community.

In further support of this collaboration, The Greening of Detroit has just relocated their workforce development headquarters to McNichols Road and the Lodge (M-10), just west of the Civic Commons project. The development and maintenance of new landscape treatments for vacant lots in Fitzgerald can continue to play a role in The Greening of Detroit's continued training programs.



NEIGHBORHOOD IMPACT

The crews clean up trash, clear brush, trees and debris to prepare the lots for implementation beginning this summer. They cleaned 19 lots in their first week in Fitzgerald and have become project ambassadors in the community.

“When you see something clean, you see a transformation, and that is [in] the people and the community. They are looking forward to see a change...”

James, DCC Graduate and Fitzgerald Crew Member



THE CORRIDOR



“You walk up and down the avenue and you see different buildings...and you never know what’s inside...today it was really cool to go into a space and see that this could be something really unique and really cool...”

Maurice, Sherwood Forest resident at Storefront Stories

NEW BUSINESS OPENINGS

Jevona stands in the future home of Detroit Sip, the coffee and tea shop she is opening on McNichols that received funding from the Motor City Match program.

LOCAL ENTREPRENEURS MATTER.

Because this is more than just business-as-usual...

THE CORRIDOR

Reinvesting in Main Street

The Civic Commons will revive the commercial corridors that support the neighborhoods and the universities, creating a vibrant Main Street with a sense of urban, civic life. The street will be transformed to be safer and more inviting to pedestrians and bicycles rather than its current auto-dominated character, encouraging walkability and greater activity.

Framing this new street life will be a thriving retail and arts corridor that will attract residents, students, staff, faculty and visitors alike. The City, the Live6 Alliance, University Commons, Invest Detroit and other small business support entities are deploying a number of innovative programs to support local entrepreneurs and cultivate a unique set of businesses that enforce a local sense of place. These programs provide financing to help property and business owners transform vacant storefronts, particularly for a community where there has been limited commercial financing available. Other programs focus on helping business owners develop their business plans, management skills and provide a network to help each other navigate the early stages of launching a business.

The Civic Commons project will address the safety concerns of owners and potential patrons by investing in physical design and by supporting security programs and partnerships with the 12th Precinct police.



CONNECTING BUSINESS AND PROPERTY OWNERS

DEGC's Motor City Match program helps businesses locate and thrive in Detroit by matching the best businesses with Detroit's best available real estate. It provides competitive grants, loans and technical assistance to help building and business owners.

NEIGHBORHOOD INSTITUTIONS

Working with Live6 as the local community development corporation will provide a vehicle for encouraging local entrepreneurs who are committed to community revitalization.

AUTHENTIC LOCAL ARTS, CULTURE AND RETAIL

Creating a sense of place that will make Livernois a destination in the City will provide an engine for revitalization and support university recruiting to students looking for a dynamic, urban environment for their studies.

INTEGRATED NOT ADJACENT

The Civic Commons relies on building a shared experience between people in the public realm. Through unique programming and events, such as the use of storytelling, the corridor will be home to shared experiences that encourage interactions and creating new social connections between strangers.

A MORE INCLUSIVE MAIN STREET

The Civic Commons funding will support minority business and property owners to revitalize a corridor long supported by African American families. Increasing the cultivation of local entrepreneurial talent and technical assistance are critical to the corridor strategy.

INNOVATIVE GAP FINANCING

Invest Detroit and partners will be applying financing tools and strategies that were successfully deployed in Downtown and Midtown to stimulate development on the corridor.

THE CORRIDOR

Investing in Streets: The Heart of the Civic Life

The corridor needs to be redesigned to encourage walkability by creating a more compelling public realm as the center of civic life. Livernois, formerly served by a street car, has been reconfigured with an emphasis on the car and optimizing for traffic flow. The street shows signs of wear and disinvestment, as many of the street trees have been lost and the sidewalk has been irregularly patched creating an environment uncomfortable for pedestrians.

The Livernois right of way is 120' wide and has great potential to support bike lanes and slow vehicle traffic through transformation into a Complete Street.

The commission for the Spackman, Mossop and Michaels team includes the development of an urban design vision for the Livernois corridor that will address improvements to the streetscape; pedestrian and bicycle transportation; traffic calming; parking; lighting; signage; public safety and security, creating a cohesive identity; incorporating green infrastructure and storm water management; and, making the street a more inviting environment. This process has been funded by the City through CDBG and will formally kick off in May of 2016. Several concepts for incorporating bike lanes have already been tested through a Better Block event hosted in April.



RENDERED VIEW | STUDY OF WOODWARD BETWEEN MCNICHOLS AND EIGHT MILE ROADS *Detroit Collaborative Design Center*



RENDERED VIEW |
PLACEMAKING THROUGH INTEGRATED PEDESTRIAN-ORIENTED INFRASTRUCTURE
Mithun





UDM Livernois Lot

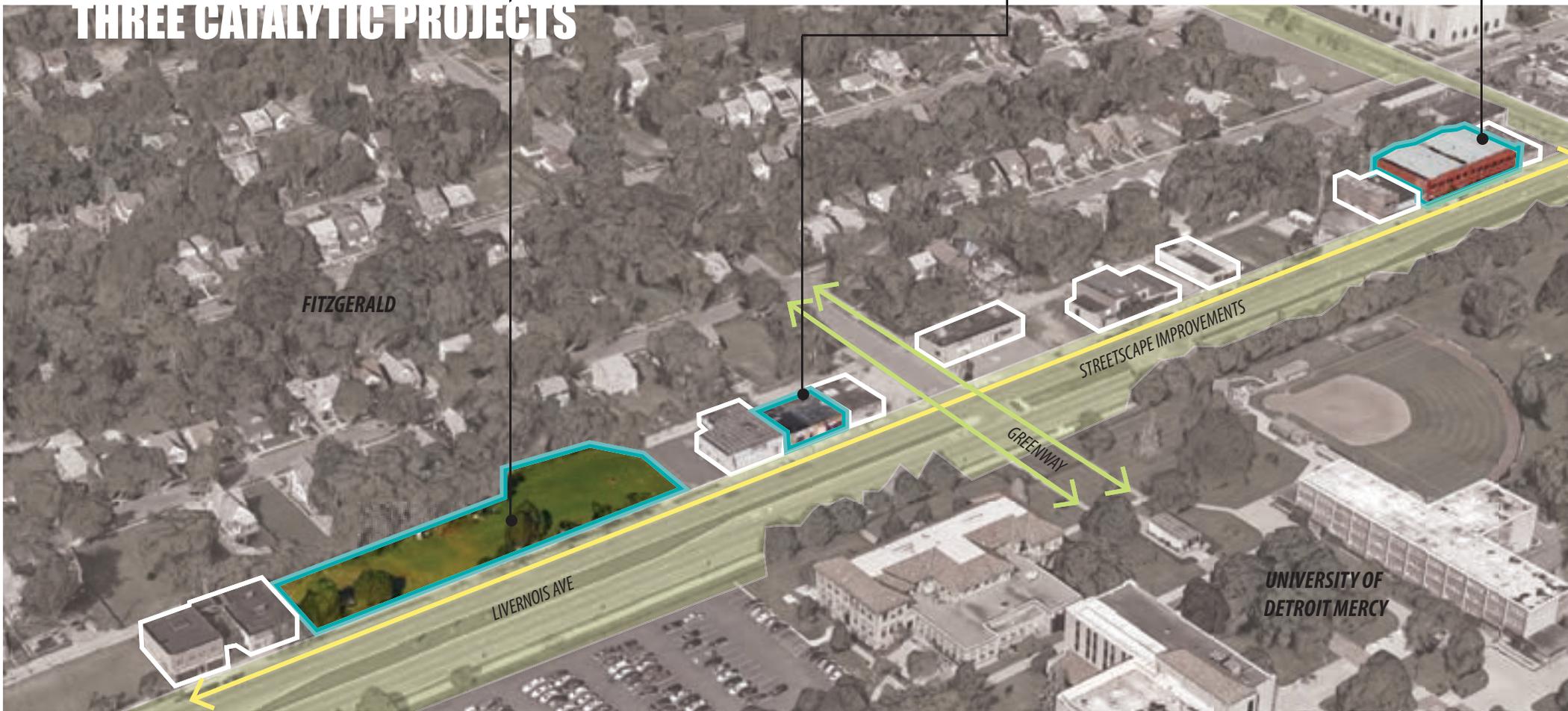


Block Party Building



Mercantile Building

THREE CATALYTIC PROJECTS



THE CORRIDOR

Adaptive reuse of historic Mercantile Building

This underutilized two-story historic building will be reactivated by supporting the current property owners, with the potential for ground-floor retail uses that appeal to residents in the neighborhood and the university community. This could include a wide slate of uses such as art exhibitions.

The retail space could provide for local, up-and-coming art and retail business owners, offering small white box spaces (800 sf), or an open market layout with rentable areas. This type of development would create an ecosystem of local businesses and reduce risk by providing small spaces and a critical mass of activity and foot traffic.

The project would provide a key link to the McNichols corridor, contributing to a stronger connection between the university and the community. Local retail could attract both students and residents and support entrepreneurs from the neighborhood.

The building is owned by the Bartell family, an African-American family with several successful businesses in the area who have invested in the corridor through tough economic times and could now benefit from gap financing tools and additional assistance that have not been previously available.

Owner: Bartell Family
Convener: City + Invest Detroit + Live6 + Bartell Family
Operator: Bartell Family



RENDERED VIEW | STUDY OF LIVERNOIS ADAPTIVE RE-USE *Detroit Collaborative Design Center*



EXISTING SITE STREET VIEW AND SITE MAP



CASE STUDY: RUST BELT MARKET

ASSET 2A | MERCANTILE BUILDING

THE CORRIDOR

Mixed-use housing as urban edge

This vacant lot at Livernois, owned by UDM, will be redeveloped into a mixed-use project that will accomplish several strategic goals:

1. Create a residential space that appeals to university students, staff and neighbors from the community to diversify from the area's predominant stock of single-family detached homes.
2. Connect retail activation along Livernois that is currently only widely scattered.
3. Activate a physically inviting and connective gateway from the community to campus.

The development will embrace green building techniques and reduce auto-dependence by increasing density and walkability.

Development of this site will create additional activity along the corridor and provide amenities that will attract students, faculty and staff and provide more impetus to open up physical connections between the university and neighborhood, extending activity along the length of the corridor.

In the short run, this space will be activated by a number of open space opportunities, such as a Farmer's Market on weekends as suggested by resident feedback at the Better Block.



RENDERED VIEW | STUDY OF LIVERNOIS ADAPTIVE RE-USE *Detroit Collaborative Design Center*



EXISTING SITE STREET VIEW AND SITE MAP



Owner: UDM + Development Partner
Convener: City + Invest Detroit + Live6 + DCDC
Operator: Development Partner

ASSET 2B | UDM LIVERNOIS LOT



THE CORRIDOR

Community events, coffee and Live6 Coworking space

This one-story building, former home of Corned Beef Unlimited, will become the new headquarters for the Live6 Alliance, the local community development organization. The space will also contain pop-up restaurant and gathering space featuring various local chefs and entrepreneurs that would serve as an incubator for businesses on the corridor. This will provide a crucial meeting space on the corridor, as there are currently few functioning indoor spaces for large gatherings or meetings to facilitate community interaction or business and property owner matchmaking such as Storefront Stories.

The Live6 Alliance is less than one year old and it is critically important to leverage the Civic Commons grant to strengthen the organization, both from a perspective of permanent physical space in the neighborhood and in terms of staff and capacity.

The building is owned by Block Party LLC, an entity that includes a UDM alumni and faculty member with strong ties to the neighborhood and the university and a vision for transforming the space into an inclusive, community hub on Livernois. Block Party LLC has received a grant from Motor City Match to begin renovating the building.



EXISTING SITE STREET VIEW AND SITE MAP



STOREFRONT STORIES PROTOTYPE AT THE BLOCK PARTY BUILDING

ASSET 2C | BLOCK PARTY BUILDING

Owner: Block Party LLC

Convener: Block Party + City + Invest Detroit + Live6 + DCDC

Operator: Block Party + Live6



CURATION OF CIVIC AND BUSINESS INSTITUTIONS THROUGH NEIGHBORHOOD ENGAGEMENT



STORYTELLING, COMMUNITY HISTORY AND ARTS AS CULTURAL PROGRAMMING ALONG THE CORRIDOR

THE CORRIDOR

Livernois Ave, from Commercial to Cultural Corridor

The process of developing entrepreneurs and businesses that will activate the corridor is intended to be one of *curation*, of working with long time residents and business owners to uncover the history of the place, and identify the hidden greatness and talent that already exists in the community.

Our ambition is that these new businesses grow into community institutions that become the long-time anchors that create a particular sense of place: the places where local kids from the neighborhood get their first job.

This curation of local histories and storytelling will provide an early program element that can activate Civic Commons assets in the short run, with “The Moth”-style storytelling events and workshops to collect neighborhood histories and *genius loci*. Through these programs, we intend to identify local talent and test ideas and business concepts with the community.



LOCAL LEGENDS

Wendy Hilliard, US National Rhythmic Gymnastics Team gold medalist and USA Gymnastics Hall of Fame inductee is looking to bring her successful Harlem-based youth gymnastics program to her hometown of Detroit.



STORIES MATTER.

Because this is about more than just bricks and mortar...



THE BUILDING

Anchoring Institution: Immaculata High School

Marygrove College owns the school and plans a conversion of the space for community and athletic use; the building is in great condition and could be activated incrementally as an incubator space for new programs.

This project will provide spaces for joint campus and community use, and exploration of youth engagement and early childhood education programs are underway. Features such as the theatre and gymnasium are unique assets that could support recreation or arts programs for a variety of daily as well as event-based users.

Several entities are interested in partnering with Marygrove College to activate the space, including Invest Detroit, Develop Detroit, and potentially a new gymnastics program led by the Wendy Hilliard Gymnastics Foundation, looking to bring the model of successful youth programs developed in Harlem back to the neighborhood of the foundation's namesake. The reactivation of Immaculata would benefit from the greenway that would enter the campus at the building's front door, reopening a connection to the community.



SITE MAP



FUTURE NEIGHBORHOOD CENTER

ASSET 3 | IMMACULATA SCHOOL

Owner: Marygrove College
Convener: City + Invest Detroit + Live6
Operator: Marygrove College + Development Partners

PROGRAMMING

Developing a Unique and Locally Driven Sense of Place

Additional programming and engagement activities will strengthen the investments in the Civic Commons area and ensure that projects are more rooted in the neighborhood and truly link the residential and campus communities. Each of these strategies also contributes to civic engagement in the planning, development and use of the Civic Commons assets by inviting the community into the process and encouraging participation and use.

Live6 Capacity-Building

The Live6 Alliance is the steward for cultural and real estate development in the Civic Commons area. Capacity-building for Live6 will include creating a space on the commercial corridor for Live6's offices and engagement center, where the organization can establish roots and provide a stronger link between the universities and the surrounding business and residential community. An additional staff person for Live6, specifically a project manager from the neighborhood, would also strengthen the organization's efficacy in the short term.

PROGRAMMING & SMALL BUSINESS DEVELOPMENT

Additional support for programming the future commercial and community spaces along Livernois and McNichols is needed. Initial community input for the programming of commercial spaces has been occurring via our prototype and pop-up events. Funding will allow for a more in depth community process to inform new business priorities for the commercial corridors. Local businesses interested in locating along Livernois may need additional support, and funding will also include small capacity-building programs such as business planning in partnership with relevant local programs such as those at Tech Town.

The City is funding an inclusionary housing and retail market analysis of the corridor and recently received responses to the RFP it issues for the study. The analysis will inform the future development of incentives, rezoning, parking strategies and financing tools to support corridor redevelopment. This study will be completed by the end of 2016.

Activation & Events

Funding for activation of Civic Commons assets will invite neighbors, students and staff to use the public spaces. Events will include interim uses before projects come to fruition and programs that invite the community into newly completed spaces. These activation events will contribute to a spirit of engagement that will strengthen the heart of Civic Commons and encourage public use. They will also allow us to pilot ideas and get real-time feedback from the community and stakeholders.



ITERATIVE PROCESS

The prototype and pop-up events held to date have given the team great feedback to inform future programming and events. One emerging theme has been to have a focus on activities for children to encourage greater participation from families.

STOREFRONT STORIES

Storefront Stories is an event that grew from our prototyping at the IDEO Bootcamp in Chicago. To test our hypothesis that storytelling could be a way to manage change in the neighborhood by building empathy and connections between existing residents, the university community, new residents, business and property owners, we spoke with the focus groups about our idea for an open mike storytelling event. Several focus group members voiced their reluctance to want to speak on stage and we began to explore other formats for building more intimate and shared connections, not adjacent experiences of the same event, that we wanted to encourage.

Instead, we tested “Story Pods” with our second focus group, a self-directed storytelling format where participants would pick questions from a container and share their responses with the group.

For our prototype, we created five-seat pods and invited guests to sit with people that they did not already know. Each pod was provided with a series of questions to prompt sharing and grew increasingly more personal as the event progressed. Significant time was given for members in the first groups to connect, followed by a brief intermission. Next, guests were asked to change groups to meet new people through the same process with a different set of questions. Through this event, connections were made to build empathy and bring down the barriers between the university and neighborhood communities. Participants were so engrossed in storytelling that the event ran late and surveys showed that they were interested in monthly events.



STOREFRONT STORIES BOOTCAMP

FEB 25, 2016

Piloting the Story Pods in Chicago: after feedback from our first focus group we created a small Story Pod for more intimate sharing than a featured story teller who would speak on stage to the whole group.



STOREFRONT STORIES PROTOTYPE

MAR 17, 2016

Five-seat Story Pods at our event provided the setting for an intimate conversation, but provided flexibility. We could manage the flow of participants to start smaller pods mid-round; leaving a chair or two empty did not leave the pod feeling awkward.



DINE & DEVELOP

Dine & Develop is a pop up workshop event where neighbors and area stakeholders engage in a facilitated dialogue to develop an inclusive transformation plan for vacant commercial properties along the Livernois/6 Mile corridors. The workshop will take place in vacant storefronts in need of occupants. Attendees will first hear neighborhood history from long time residents; second, they will hear from the property owner who will discuss his/her vision for the storefront, third, developers and funders will discuss current plans and available resources and lastly, entrepreneurs interested in setting up shop will present their business ideas as candidates for occupancy. The intended outcome is that the connections made will result in the establishment of locally owned, locally programmed businesses along the corridors. The first Dine & Develop took place on **April 28, 2016**.

SMALL BUSINESS PROTOTYPES

At each event, indoor and out, we invited local business owners interested in opening on Livernois to provide catering or foods and goods for sale. This let residents and businesses meet and test the waters. Most of the business owners had a personal connection to the corridor.



UDM LIVERNOIS LOT

Pop-up events and temporary activation of the UDM Livernois Lot may include a farmer's market or outdoor event space prior to new construction on site. Shown here is the pop-up market held during the Better Block event.

As we learned from the Storefront Stories prototype, preparing a vacant storefront for a pop up event can take considerable energy and resources, including the need for rentals of generators, porta potties, space heaters, decor or tents to accommodate the lack of plumbing, electricity, storage and basic services in these vacant spaces. The need for a more permanent and finished incubation space will be a short-term priority to build on the momentum and excitement generated from our first few events and add capacity to the ability to pilot new business ideas on the corridor.

BETTER BLOCK

Better Block is a program that envisions better uses for our public spaces and streetscapes. With community participation, Better Block creates a temporary streetscape that highlights possible improvements, celebrates existing assets and asks how we can better utilize our streets, sidewalks and open spaces. The team hosted Jason Roberts' Better Block Foundation for the first Knight-funded event in the Civic Commons area on **April 23**, featuring new bike lanes, crosswalks, and a pop-up market on the UDM Livernois Lot that served to connect UDM with Livernois street life. We had students and residents volunteer to help construct the Better Block. One of the most transformative impacts was getting buy-in from City traffic engineers who were initially skeptical about the project impact on traffic.

The next Better Block event is scheduled for **August 6th** further north on the corridor.



BUILDING A BETTER BLOCK - APRIL 23, 2016

Students and residents from 17-to-70 participate in remaking Livernois by prototyping two-way buffered bike lanes, angle-parking, crosswalks, and reducing vehicle travel lanes. Volunteers built tables for a vendor fair and music stage in a vacant lot.



VOICE MATTERS.

*Because the Civic Commons is not just a place you make
but how you make it...*

A COMMITMENT TO CIVIC ENGAGEMENT

Creating a process for civic engagement is a fundamental aspect of our Civic Commons proposal. For the development of each of our assets, we have begun a robust engagement process that encourages participation and begins a meaningful dialogue about what change looks like for these communities.

The City has created a Department of Neighborhoods that assigns a District Manager who is the first point of contact for residents in each Council District. The District Managers have been working to support and cultivate block clubs across every neighborhood to engage residents and provide a point of connection to city services, neighborhood issues and planning decisions. The District Manager helps arrange community meetings, and we have focused on holding larger neighborhood-wide town halls, as well as neighborhood and block specific conversations to make sure we're hearing a range of voices.

In the Livernois/McNichols area, DCDC has been working in the community for decades and has been a close partner of the City in crafting the engagement process. The process we are using for the Fitzgerald Land Stewardship + Greenway project is a good example of the model we use for our engagement process. We have held a number of meetings with the community and our design team, and have been working with block clubs to set up smaller conversations within each block to reach more residents. Through our neighborhood wide meetings, we cultivate new block clubs and resident leadership capacity. This in turn benefits the engagement process as development continues in the area.



FITZGERALD PROJECT KICKOFF

We held the first of our community sessions for the Fitzgerald Project on February 16, 2016 to introduce the project and talk with residents about community needs and ideas for revitalization.



VISION MATTERS.

THE TEAM

To successfully realize the Civic Commons project we have assembled a high-capacity multi-sector team led by the Planning and Development Department. Because this area is the Mayor's highest priority, we are able to work across departments within the City and bring together the resources from the full range of departments that manage the physical environment and neighborhood services. The City is joined by a number of institutional, non-profit and philanthropic partners who add capacity, skills and experience and unique financing tools to make the project a success. The cross-sector team meets weekly to track progress and coordinate.

Insitutional Anchors **Public Agencies** **Stakeholder Partners**



Marygrove College



University of Detroit Mercy



City of Detroit

- Mayor's Office
- Planning and Development
- Housing and Revitalization
- Department of Neighborhoods
- Public Works
- General Services Department
- Parks and Recreation
- Police Department



Detroit Economic Growth Corporation



Detroit Land Bank Authority



	2016				2017				2018				2019	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Neighborhood														
1: Fitzgerald Land Stewardship + Greenway	Planning/Design		Construction		Ongoing Programming + Evaluation									
Corridor + Buildings														
2: Corned Beed Unlimited		Predevelopment			Rehabilitation				Evaluation					
2: Mercantile Building		Predevelopment			Rehabilitation				Evaluation					
2: Livernois Lot		Activation		Predevelopment			Construction							
2: Corridor Streetscape Enhancements		Planning		Construction					Construction					
3: Immaculata		Programming		Rehabilitation	Initial Activation/Programming								Evaluation	
Programming + Evaluation														
Study: Corridor Market Study		Planning												
Funding: Motor City Match	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Program: Storefont Stories														
Program: Dine + Develop														
Program: Better Block														
Workforce: Detroit Conservation Corps														
Evaluation: Quarterly Steering Committee	x	x	x	x	x	x	x	x	x	x	x	x	x	x
	PRE-FUNDING		REIMAGINING THE CIVIC COMMONS											

Our proposed timeline for the Civic Commons projects is shown above. Several foundational planning studies are already underway, including the Fitzgerald Neighborhood Plan, an assessment of the streetscapes and public realm and a retail and housing market analysis of the commercial corridor. These studies, in addition to several of the programming activities is setting the groundwork for the predevelopment and construction that will reawaken our underperforming civic assets.

The Fitzgerald Land Stewardship + Greenway will be the first to begin construction and City

investment in the neighborhood will encourage further development and reinvent the public realm.

Programs and funding initiatives such as Motor City Match, which provides quarterly grants toward building improvements and technical assistance and Dine + Develop will support ongoing predevelopment work.

The team will continue using pop-up events and tactical urbanism interventions like the Better Block as a model of redevelopment, testing out ideas, plans and designs and

gathering real-time feedback from the community and stakeholders before more permanent investments are made.

The feedback from our current prototypes has helped us better understand the barriers to development faced by property owners along the corridor; similarly, the streetscape pilots have let us begin conversations and build relationships not only with the communities along the corridor, but also internally with Public Works and other agencies. We plan to continue quarterly meetings with the larger team to assess and reflect on our progress.

TIMELINE + BUDGET



MULTI-LAYERED NETWORK STRATEGY

No single asset will make or break the project; projects can proceed on timelines independent of one another.

CUMULATIVE

Each project will build on the success of prior projects and reduce the risk to subsequent projects. Investment in the landscape will provide a catalytic impact and change the perception of the area.

MULTIPLE PATHS TO SUCCESS

The Civic Commons includes multiple opportunity sites along the corridor and offer alternative paths forward.



INCREMENTAL

We envision that the creation of the Civic Commons and the barriers between campus and the neighborhood diminishing will be a multi-step process, with each project moving us closer to our goal. The process will include not only physical investment but also changing perception.

TOP DOWN MEETS BOTTOM UP

Comprehensive engagement pushes and pulls to move the projects forward.

FULL-COURT PRESS

Mayor priority, aligned City departments, strong partners with a track records of success.



An ambitious vision is necessary to create the kind of transformative change we aim to achieve in the neighborhood through Reimagining the Civic Commons. We have developed numerous strategies to manage the risks involved in this type of community revitalization in an area of the city that has sustained many decades of disinvestment and a lack of city services.

CHANGE CAN BE SCARY

Focused engagement strategy, development of social and cultural fabric in addition to physical assets, transparency and feedback loops, opportunity for dialogue, clarity of intention, storytelling and empathy-building.

MANAGING RISKS



WHAT SUCCESS LOOKS LIKE

Civic Commons will have been successful if...

- POPULATION GROWS AND DETERMINES ITS FUTURE**
 Retain existing residents in safe, high quality housing options. Maintain affordability and an economically diverse community. Attract new residents and celebrate homecomings of former residents. Increase number of faculty, staff, students and recent graduates living in adjacent area. Residents know more of their neighbors and feel connected to their community. Residents feel their voices are heard and have confidence in the direction in which their neighborhoods are moving. The universities play a role in the identity of the neighborhoods.
- RETAIL MAIN STREET THRIVES, ANCHORED BY AFRICAN-AMERICAN OWNED INSTITUTIONS**
 Vacant storefronts and commercial parcels are reactivated. Number of existing businesses with greater sales and better economic outlook increases. Number of new retail businesses and community institutions grows. Reduction in retail leakage from the corridor. Residents shop locally and are invested in the success of community institutions. Increased student, staff and faculty patronage of businesses. Celebrate milestones from ribbon cuttings through retirements.
- THE BARRIERS BETWEEN CAMPUS AND COMMUNITY DISAPPEAR**
 Development of a more porous edge between campus and neighborhood. Number of perforations, openings and gateways increases. New cross-sector partnerships between institutions, community, non-profits, CDCs and the City. Community programming on the campuses, and demand for civic spaces. Seamless movement between campus and community.
- FITZGERALD HAS A VIBRANT, STRENGTHENED IDENTITY**
 Residents feel a sense of pride and ownership in their neighborhood. Open spaces are well-used and cared for year-round. Property values stabilize and increase and opportunities exist for long-time residents to build equity. The public realm becomes a destination and model for neighborhood revitalization, attracting visitors from across the city, region and nation. New residents move to the neighborhood. Life milestones such as birthdays, weddings, graduations and reunions are scheduled in the public spaces in the neighborhood.
- DESIGN EXCELLENCE PERMEATES THE PUBLIC REALM**
 The physical environment of the neighborhoods and campuses inspires and elicits a sense of joy and pride. Community members feel a sense of ownership over spaces they helped design, implement and continue to use. Innovative landscapes and buildings throughout the district are recognized through awards. Historic and iconic places are integrated with new construction and creatively adapted to meet the needs of users.
- RESIDENTS HAVE THE OPPORTUNITY TO FIND EMPLOYMENT IN THEIR NEIGHBORHOODS**
 Short and long term opportunities to find jobs and launch careers. Full-time jobs. Green jobs. Summer jobs. After-school jobs. First-jobs. Self-employment. Careers. Opportunities exist for a diversity of needs, interests and skills within walking or biking distance of home, catering to individuals at all stages in life. Local entrepreneurs have access to technical assistance, incubator spaces and opportunities to launch formal businesses.

REIMAGINED CIVIC COMMONS



DETROIT TEAM



Elizabeth A. Burns, MD, MA
President – Marygrove College (Institutional Anchor)

Dr. Burns currently serves as the ninth President of Marygrove College. Prior to her appointment as President, she served as Interim Provost at Marygrove. She retired in July 2015 as Associate Dean for Faculty and Clinical Affairs and Assistant Dean for Graduate Medical Education/DIO at Western Michigan University Homer Stryker M.D. School of Medicine. Dr. Burns is a magna cum laude graduate of Marygrove College. She earned a medical degree from the University of Michigan Medical School, Ann Arbor, and completed a family practice residency at Harrisburg Hospital, Harrisburg, Pennsylvania. She has held leadership positions in three family medicine departments as program director (University of Iowa College of Medicine), professor and head of the Department of Family Medicine (University of Illinois at Chicago College of Medicine), and professor and chair of the Department of Family Medicine at the University of North Dakota School of Medicine and Health Sciences. Prior to moving to Kalamazoo she founded and directed the UND National Center of Excellence in Women's Health Region VIII Demonstration Project. Her community work includes service on the United Way Board of Directors in Grand Forks, ND and in Kalamazoo, MI.



Antoine Garibaldi, Ph.D.
President – University of Detroit Mercy (Institutional Anchor)

Dr. Garibaldi is the 25th President of University of Detroit Mercy, a Catholic, Master's Comprehensive University sponsored by the Religious Sisters of Mercy and the Society of Jesus (Jesuits). Founded in 1877 by the Jesuits, University of Detroit consolidated with Mercy College of Detroit in 1990. University of Detroit Mercy is the largest Catholic University in Michigan and has more than 5,100 students in 116 undergraduate and graduate academic programs, including professional programs in Architecture, Dentistry and Law. Dr. Garibaldi is the first lay president of the University and a tenured Professor of Education. Since June 2011, he has led the development and implementation of the University of Detroit Mercy Strategic Plan: 2012-2017, which includes major goals focused on UDM's academic and institutional excellence, enrollment, fundraising and community engagement. Dr. Garibaldi is a Fellow of both the American Psychological Association and the American Educational Research Association and the author of eleven books and more than 85 research articles and chapters. In 2015, he was selected among Crain's Detroit Business "100 Most Connected People in Detroit."



David Blaszkiewicz
President and CEO – Invest Detroit and Invest Detroit Foundation (Fiduciary)

Dave serves as president and CEO of Invest Detroit. He is responsible for the organization's development and implementation of collaborative economic growth strategies designed for the creation of density and jobs. In addition, Dave leads Invest Detroit's efforts to strengthen relationships with the public, private and philanthropic sectors to promote economic renewal and sustainability. He manages the activities of Invest Detroit's programs and coordinates a number of audiences to support and accelerate residential, commercial, retail, entertainment and place-making activity in Detroit's Greater Downtown and targeted neighborhoods. Dave has more than 25 years of leadership experience in the Detroit business community. Most recently, in addition to his current position, he served a dual role as president and CEO of the Downtown Detroit Partnership (DDP), expanding DDP's capacity to accelerate economic development.



Maurice D. Cox
Director -- City of Detroit Planning and Development Department (Convener)

Appointed Planning Director for the City of Detroit in March 2015, Maurice is an urban designer, architectural educator and former mayor of the City of Charlottesville, VA. He most recently served as Associate Dean for Community Engagement at Tulane University, School of Architecture and Director of the Tulane City Center, a university-affiliated practice operating at the intersection of design, urban research and civic engagement throughout the New Orleans community. Maurice has taught at Syracuse University, the University of Virginia and Harvard University's Graduate School of Design. His experience merging architecture, politics and design education led to his being named one of "20 Masters of Design" in 2004 by Fast Company Business Magazine. He served as Design Director of the National Endowment for the Arts from 2007-2010 where he led the NEA's Your Town Rural Institute, the Governor's Institute on Community Design, the Mayors' Institute on City Design, and oversaw direct design grants to the design community across the U.S. In 2013, Maurice was named one of the Most Admired Design Educators in America in the annual ranking of Design Intelligence.



Alexa Bush
Senior Planner – City of Detroit Planning and Development Department

Alexa is the City's first landscape architect in the Planning & Development Department (P&DD) and serves as the project lead for the Livernois-McNichols Neighborhood Planning Initiative. Additionally, her primary responsibilities include planning and managing development projects in Districts 1 and 2, including the State Fairgrounds Initiative, the Herman Kiefer Project, and the Grandmont/Rosedale/Brightmoor Resiliency Initiative. Alexa came to the City from SmithGroupJJR in Ann Arbor, MI, where she served as a project manager and designer for the past three years, gaining diverse experience in urban design and large-scale planning in cities and communities across the US. Alexa will provide P&DD with much needed landscape design and land stewardship expertise, city-wide. Alexa was educated in Visual and Environmental Studies at Harvard University and earned her Master's degree in Landscape Architecture at the University of Virginia. Her thesis was entitled, *A Productive Retrofit: Tactical Approaches to Catalyzing Post-Industrial Urbanism in Detroit's Post-Residential Landscapes*.



Cecily King
Senior Development Officer – City of Detroit Department of Housing and Revitalization

Cecily King is a Senior Development Officer for the City of Detroit's Housing & Revitalization Department, specializing in financial underwriting and developing strategies for holistic stabilization and redevelopment of key neighborhoods throughout the City. In previous roles she worked as a real estate development consultant for private developers and large institutional clients in New York City and Richmond, VA, including historic tax credit rehabilitations and advising major private universities on real estate strategy. She started her career as a structural engineer in Boston, MA serving a range of clients from high net worth individuals to universities around the country. Cecily earned a Bachelor of Science in Civil Engineering from Princeton University, a Masters in Structural Engineering from Lehigh University, and a Masters in Real Estate Development from Columbia University.



Michael Forsyth
Director of Small Business Development – Detroit Economic Growth Corporation (DEGC)

Michael Forsyth is Small Business Director with the Detroit Economic Growth Corporation. Michael has designed and managed two cutting edge programs, Motor City Match and REVOLVE Detroit to facilitate entrepreneurship, real estate development and arts investment in Detroit’s neighborhood business districts. Prior to his work in Detroit, Michael studied temporary use in Germany’s post-industrial cities and joined a Seattle consulting firm where he led a range of economic development projects. Michael attended Michigan State University where he earned a degree in Environmental Studies and a master’s in Urban Planning.



Ryan Friedrichs
Chief Development Officer – City of Detroit

Ryan is responsible for connecting local and national foundation and business philanthropic investment to key Mayoral and city initiatives. Ryan has served as chief executive of several national organizations, most recently leading the national civic technology organization State Voices and opening its offices in sixteen states. He has a BA from the University of Michigan and an MPP from Harvard University, focused on urban planning and civic engagement. Ryan is also a combat veteran who served as a paratrooper and an intelligence and infantry team leader in Afghanistan with the 173rd Airborne Brigade. Ryan lives in Detroit with his wife Jocelyn Benson, Dean of the WSU Law School.



Lauren Hood
Acting Director – Live6 - Detroit

Lauren specializes in ecosystem development with a strong focus on a community engagement. She is the newly installed director of Live6, U3’s latest initiative in Northwest Detroit, MI. Prior to joining U3, Lauren worked in various capacities within the realm of community revitalization. She was the Manager of the Economic Development project portfolio for the city of Highland Park, MI. In this role she directed the allocation of CDBG funds, housing rehab projects, demolition efforts and business attraction activities. Her subsequent role, as the Director of Community Engagement for Loveland Technologies, enabled her to build relationships nationally with social investors, real estate professionals and navigate various municipal governments. While at Loveland, a firm who seeks to place every parcel of land in America onto a public platform, Lauren was tasked with balancing the terrain between investment, government, and community members. Following those experiences and contacts, Lauren started DeepDive Detroit, a consciousness raising consultancy with a focus on racial, social and economic justice. Born and raised in the area of Detroit now occupied by Live6, Lauren returned to Detroit in 2007.



Jed Howbert

Executive Director – Jobs and Economy Team, Mayor's Office

Jed is responsible for designing and executing strategies that grow the population of Detroit and create jobs for Detroit residents. In this position, he is responsible for the City's Planning and Development Department, Housing and Revitalization Department, Office of Immigrant Affairs, and Office of International Affairs. He also oversees the activities of City affiliates including the Detroit Economic Growth Corporation and the Detroit Employment Solutions Corporation, the City's workforce training provider. Jed worked previously in several roles related to urban economic development, including as a Senior Policy Advisor to the Deputy Mayor for Economic Development in the Bloomberg Administration in New York City, and as a Vice President in the Urban Investment Group at Goldman Sachs. Earlier in his career, Jed was a Consultant with the Boston Consulting Group. Jed has an MBA from the Wharton School at the University of Pennsylvania, a Master's of International Affairs from the School of Advanced International Studies at Johns Hopkins University, and an AB from Harvard College.



Wendy Lewis Jackson

Deputy Director – Community Development Detroit, The Kresge Foundation

Wendy advances The Kresge Foundation's efforts to revitalize Detroit and strengthen the social and economic fabric of other large U.S. cities. Through grant-making, the foundation supports organizations that work to provide economic opportunity for low-income people and address the needs of vulnerable children and families. Prior to joining Kresge in 2008, Wendy was a program director for Children and Family Initiatives and executive director for education initiatives at the Grand Rapids Community Foundation in Grand Rapids, Mich. She taught at Grand Valley State University in Allendale, Mich., and has co-authored and assisted in the publication of several reports and publications that address community needs and problem solving. Wendy is an American Marshall Memorial Fellow of the German Marshall Fund of the United States; the Association of Black Foundation Executives named her an Emerging Leader in 2008. Wendy earned a bachelor's degree in political science and communications from the University of Michigan. She also holds a master's degree in social work from U-M, with a concentration in community organization and social policy and planning.



Ceara O'Leary

Senior Designer and Project Manager – Detroit Collaborative Design Center (DCDC)

Ceara O'Leary is a Senior Designer and Project Manager at the Detroit Collaborative Design Center (DCDC), where she leads collaborative community design and planning projects that support neighborhood revitalization efforts citywide. Ceara joined the DCDC in January 2012 as an Enterprise Rose Architectural Fellow. Previously, Ceara worked as a Community Designer with bcWORKSHOP in the Lower Rio Grande Valley and was the inaugural Public Design Intern at the Gulf Coast Community Design Studio in Biloxi, Mississippi. Ceara graduated from the University of California, Berkeley in 2010 with Master's degrees in Architecture and City & Regional Planning and earned her undergraduate degree from Brown University. She currently sits on the American Institute of Architects (AIA) Housing and Community Development Network Advisory Group and was recently named a "Top Urban Innovator" and 2015 Vanguard by Next City.



Dan Pitera

Executive Director – Detroit Collaborative Design Center (DCDC), University of Detroit Mercy

Dan is a political and social activist masquerading as an architect. He views the design profession as an essential force in establishing human relationships and engagement. The DCDC is dedicated to fostering university and community partnerships that create inspired and sustainable neighborhoods and spaces for all people. Dan holds the position that the sustainability and regeneration of any neighborhood lies in the hands of its residents. Dan led the Civic Engagement process for the Detroit Future City Long Term Planning initiative from 2011-2012. Dan was a 2004-2005 Loeb Fellow at Harvard University. He was a finalist for both the 2008-2009 Rafael Vinoly Architects Grants in Architecture, and the 2006-2007 James Stirling Memorial Lectures on the City. Dan was a resource member for the 40th and 43rd Mayor's Institute for City Design (MICD) and a facilitator for the MICD 25th anniversary in 2011. In 2011, Dan gave the keynote address at the Planning Institute of Australia's National Congress and the Keynote address in Lisbon to Portugal's equivalent to HUD.



Kim Tandy

District Manager – City of Detroit Department of Neighborhoods

Kim serves as Director of District 2 on the City's Department of Neighborhoods District team, where the Civic Commons site is located. The directors have been charged with the task of eliminating blight within each district by partnering and working closely with neighborhood and other community organizations, CDCs, faith-based organizations and local businesses to identify and prioritize concerns, and then coordinate with the appropriate City department to deliver results on all blight-related issues, including dangerous building demolition, re-purposing vacant lots and structurally sound vacant buildings, as well as non-structural blight. Prior to joining the City, Kim served as Program Manager with the University Commons Organization, which supports redevelopment along the Livernois corridor.



Michael Smith

Director of Neighborhood Strategies – Invest Detroit

As Invest Detroit's Director of Neighborhood Strategies, Mike oversees the day-to-day operations of the organization's revitalization initiatives for targeted Detroit neighborhoods. These activities include the collaborative prioritization and development of catalytic projects in each neighborhood, one of which is the Livernois/McNichols corridor. Mike joined Invest Detroit in August 2015 through the Detroit Revitalization Fellows Program. Previously, he spent the last fifteen years in Major League Baseball, most recently as Director of Baseball Operations for the Detroit Tigers. He also has served as a board member of The Greening of Detroit since 2010, and is currently board secretary. Mike received a Bachelor of Science in Geology & Geophysics from Yale University in 1999 and a Master of Community Development from the University of Detroit Mercy in 2013. He has resided in Detroit since 2005 and now makes his home in the Hubbard Farms neighborhood with his wife Kristen.



**Rebecca Salminen Witt
President – The Greening of Detroit**

Rebecca is the President of The Greening of Detroit, a 25-year-old non-profit environmental organization that works to secure the ecosystem of Detroit, Michigan by coordinating tree plantings, supporting community gardening, providing outdoor education to Detroit schoolchildren and sponsoring green jobs training programs for teenagers and adults. Rebecca finds inspiration in Detroit’s people and its possibilities. For the past 19 years she has turned inspiration into action by guiding The Greening’s growth from a staff of three with an annual budget of \$235,000 to a 34-person, \$6 million-per-year operation, planting 6,000 trees, providing nutrition and environmental education to nearly 10,000 children and placing 100 Detroiters in green jobs each year.



**David Williams
Senior Advisor – Jobs and Economy Team, Mayor’s Office**

David serves as a Senior Advisor to Mayor Mike Duggan and manages the City of Detroit’s real estate development system and renewable energy initiatives. He oversees several of the administration’s large-scale, inter-departmental redevelopment, planning, and policy efforts and focuses largely on Northwest Detroit, including the Livernois-McNichols Neighborhood. Before working for the City, David served as a real estate attorney at Klein Hornig LLP, a Boston-based law firm focused on community development and affordable housing. Earlier in his career, he served as a management consultant at Booz Allen Hamilton focusing on strategic planning in the government and non-profit sectors. David received his JD from Harvard Law School where he served as the President of the Harvard Legal Aid Bureau and led anti-foreclosure and anti-eviction efforts in Boston neighborhoods. He received his AB from Harvard College. David currently lives in the Cass Corridor neighborhood of Detroit and is the head coach of the City-wide champion Earhart Elementary soccer team.

Multi-Sector Partnerships:



