

Photo: Justin Maconochie

DETROIT
FUTURE
CITY

Detroit Future City

The starting point for advancing the transformation of Detroit

In 2010, Detroiters came together to create a comprehensive framework to strategically coordinate, guide, and maximize the impact of the powerful work we are all doing every day. The result is the Detroit Future City (DFC) Strategic Framework.

Recognizing that a document alone cannot fulfill Detroiters objectives, the DFC Implementation Office was created in 2013 to ensure the hard work of so many could be translated into impact.

In 2014, the DFC Implementation Office opened a brick-and-mortar hub to engage Detroiters interested in contributing to Detroit's transformation and cultivating innovative action.

The DFC Implementation Office is a recognized center for thoughtful exchange about creative, impactful, and innovative ways to fulfill the DFC Strategic Framework. Here, participation and innovation are integrated to develop pilot initiatives, inform decision-making, and strategically coordinate actions.



Participation

Just as hundreds of thousands of voices helped to develop a shared vision during DFC's planning period, many people living, working, and investing in Detroit are needed to fulfill that vision: the DFC Strategic Framework.

Building Civic Capacity through Collaboration, Information and Resources.



Blight Bootcamp

In June, the DFC Implementation Office brought nearly 300 members of the community and other experts together to share information, best practices, and resources on blight elimination. Blight Bootcamp, which took place at the Wayne County Community College District Downtown Detroit Campus, was a component of the DFC 2014 'Spring into Action' campaign. The daylong event featured 12 workshops with 44 speakers, and outlined various blight elimination efforts and resources, and copies of the Blight Removal Task Force Report were distributed.

Charlie Beckham, City Of Detroit Department of Neighborhoods Director, addresses the Blight Bootcamp participants about the City's blight elimination efforts.



District Meetings

With the help of community partners from across the city, the DFC Implementation Office held a community meeting in each of the seven Detroit City Council districts in May and June. Each meeting included a district-specific presentation of the DFC Implementation Office's efforts, presentations from organizations in that district, community resource booths from organizations in the district, and community questions, feedback, and resource sharing. More than 500 people attended the meetings and 120 survey cards were collected. That DFC Implementation Office continues to utilize the community feedback to drive priorities and identify possible projects across the seven City Council districts.

DFC Implementation Office Executive Director Kenneth Cockrel Jr. and Director of Operations Heidi Alcock speaking with a community member at one of the seven DFC District Meetings.



Denby High School

The DFC Implementation Office, with visionary support from DFC Steering Committee member Sandra Turner-Handy, partnered with Denby High School to incorporate the DFC Strategic Framework into senior math, science, and language arts classes, as well as into the senior portfolio defenses required for graduation. Learning about DFC in their classes inspired the students to take a hands-on approach to improving their neighborhood. The students recruited neighbors to join the Denby Neighborhood Alliance and cleaned up 16 blocks around the school, boarded up 11 vacant homes, and worked to transform Skinner Park.

Denby High School Principal Tracie McKissic with two seniors at the Skinner Park celebration.



ARISE Detroit!

The DFC Implementation Office was the lead sponsor for the eighth annual ARISE Detroit!, which brought more than 100 neighborhoods and thousands of volunteers together to participate in hundreds of community service and improvement projects. Our sponsorship also supported a voucher program for communities to purchase supplies and materials to make their projects even more successful. Combined with AAA Hardware's match, nearly \$12,000 in Neighborhoods Day materials were purchased by 60 community groups as a result of the DFC Implementation Office's support.

Community members participating in one of ARISE Detroit!'s Neighborhoods Day events.



Challenge Detroit

The DFC Implementation Office joined Challenge Detroit as their final partner challenge for the 2013–2014 Cohort and developed the Blight & Neighborhood Quality of Life challenge. This provided the DFC Implementation Office an opportunity to work directly with five neighborhoods in partnership with the Challenge Detroit fellows. The Challenge Detroit fellows provided a needs assessment and offered creative blight solutions that were based on neighborhood needs and priorities. The DFC Implementation Office helped connect the neighborhood blight work to the DFC Strategic Framework and other city initiatives, such as the Detroit Blight Removal Task Force Report. Project deliverables were presented in a concluding event, shared with all the neighborhood partners and other stakeholders, and displayed at the DFC Implementation Office.

A stop on the Challenge Detroit fellows tour with Osborn Neighborhood Alliance Director Quincy Jones to better understand the blight remediation initiatives that have taken place in the 'Live Osborn' target area.

Innovation

To ensure the DFC Strategic Framework is fulfilled, the DFC Implementation Office partners with a wide range of stakeholders to develop, define, and execute innovative pilot initiatives to advance Detroit's transformation, improve quality of life, and demonstrate how such initiatives may be executed by others to create change. The DFC Implementation Office works to foster these collaborative initiatives by providing the space, expertise, and commitment to integrating ideas, people, and the DFC Strategic Framework.

Pilot initiatives are coordinated with partners to realize one or more of the DFC Implementation Office's 2014–2015 Priorities. The Implementation Priorities, launched in February of 2014, incorporate key recommendations within the DFC Strategic Framework with important early objectives for implementation that will enable greater impact over time. Current Implementation Priorities include:

Employ More Detroiters

Maximize the impact of economic development to provide employment opportunities to more Detroiters

Fulfill Policy and Regulatory Reform

Update and transform important policy and regulation to better reflect today's circumstances, and tomorrow's opportunities

Renew Systems Strategically and Innovatively

Improve system and service performance by integrating operational and capital decisions with innovative solutions, land use, investment, and community need

Stabilize Neighborhoods

Realize the DFC Strategic Framework's Quality of Life measures to provide an effective value proposition to existing residents and potential future residents

Transform Vacant Land into an Innovative Open Space Network

Integrate policy and projects to demonstrate how Detroit's current vacant land liability can be transformed into an asset that improves quality of life, provides food and energy, cleans our air and water, and provides employment opportunities

The result is more than 50 pilot initiatives developed so far to fulfill the DFC Strategic Framework, and the DFC Implementation Office's 2014–2015 Priorities. The following is a small sample of pilot initiatives that demonstrate the breadth and depth of the DFC Implementation Office's work:



Materials salvaged from vacant property deconstruction are being prepared for retailing and reuse.

Partial Deconstruction Initiative

The Partial Deconstruction pilot, made possible by a grant from the Kresge Foundation, is one of the DFC Implementation Office's first initiatives and it illustrates how thoughtful analyses, innovative solutions, and community collaboration can be integrated to define a new course for blight elimination in Detroit that improves the quality of life for Detroiters.

Detroit is contending with 40,000 vacant and blighted structures that require removal. Therefore, a high scale of action and innovative methods are necessary to ensure the following:

- Health, safety, and welfare of neighbors
- Reutilization of remaining land
- New material salvage techniques
- Resale opportunities for salvaged material that can yield employment for Detroiters

The Partial Deconstruction pilot was designed and executed to engage all of these important issues to create short-term improvements and long-term opportunities.



Careful salvaging of flooring, and other valuable materials, is part of the deconstruction process. The potential resale and reuse of these materials can make deconstruction a more environmentally sustainable, employment-rich, and cost-effective method for building removal.

The Partial Deconstruction pilot is a model for how the DFC Implementation Office can serve as a conduit and catalyst for innovation to turn into actions. Here's how this initiative contributed to a comprehensive model for blight elimination in 2014:

Measuring Impact

Detailed study and measurements of how the partial deconstruction and demolition of 10 blighted structures can create jobs and to what extent these practices pollute the air and soil through the release of dust, lead, and other heavy metals.

Contributing to Public Policy

Partial deconstruction practices developed in the pilot, along with other recommendations from the DFC Strategic Framework, have been incorporated into policy recommendations being coordinated with the Detroit Building Authority. These include a strategic assessment tool, and material retailing.

Empowering Detroiters with Resources

Partial deconstruction practices were integrated into several sessions at the Blight Bootcamp that was held by the DFC Implementation Office in June.

Informing Decision-makers

Partial deconstruction practices, which included important health precautions, were referenced in the Blight Removal Taskforce report.

Partnering for Success

Close coordination between the DFC Implementation Office, Urban Neighborhoods Initiatives, Wayne State University, Loveland Technologies, and Ed Siegel yielded a comprehensive approach.



Reutilizing available vacant land to mitigate impact on the Great Lakes, reduce fixed infrastructure costs, and define Detroit as a leader in stormwater management.

Great Lakes Restoration Initiative (GLRI)

GLRI is a model of community collaboration and wise resource-sharing that advances the recommendations of the DFC Strategic Framework and the 2014–2015 Implementation Priorities for open space and city systems.

Detroit is at the center of 84 percent of the United States' fresh surface water supply, yet seven times the federally mandated limit of combined stormwater and sanitary waste is being discharged into the Detroit River each year.

The GLRI goal is to deploy blue infrastructure to manage and retain storm water in areas outlined by the Lower Eastside Action Plan (LEAP) and RecoveryPark. The project was catalyzed in March of 2014, when the Environmental Protection Agency (EPA), Fred A. and Barbara M. Erb Family Foundation, and Kresge Foundation committed a combined \$2 million. The DFC Implementation Office provides strategic leadership to the infrastructure project, works with the Detroit Economic Growth Corporation (DEGC) to administer the Erb and Kresge Foundation portion of the grant, and teamed with the Southeast Michigan Council of Governments (SEMCOG), DEGC, and others to win the EPA grant.

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LETTERS

Detroit fortunate to have Niblock

Editors:

Detroit Future City would like to commend *Crain's* June 30 article on the work and priorities of new Detroit CIO Beth Niblock ("New CIO Beth Niblock starts from scratch to overhaul Detroit's 'fundamentally broken' IT system"). Detroit is lucky to have a person of her caliber and vision working diligently to improve technology infrastructure and open data in City Hall.

By leapfrogging to municipal best practices in information technology and taking advantage of innovations from across the country, Detroit has the opportunity to become a national leader in using technology to create a more responsive, efficient and connected municipal government.

Detroit Future City's implementation office worked with the White House Office of Science and

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welcomes letters to the editor. All letters will be considered for publication, provided they are signed and do not defame individuals or organizations. Letters may be edited for length and clarity.

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Technology to bring the all-star team of CIOs to Detroit, supporting the team in developing recommendations for how to leverage information technology to improve service delivery and support technological innovation inside and outside City Hall. DFC connected the White House team to a network of public and private officials, technology entrepreneurs

and civic hackers eager to work with the future CIO to realize a vision for "Detroit 2.0."

Detroit Future City continues to work with Ms. Niblock to implement her vision of harnessing technology to improve city operations and service delivery, supporting her efforts to recruit a deputy director for technology community engagement and identify opportunities to open data to Detroit entrepreneurs, universities and the general public.

We look forward to connecting the CIO to additional opportunities for municipal innovation in line with other transformative change taking place in Detroit through the Detroit Future City's strategic framework and other initiatives.

Kenneth Cockrel Jr.

Executive director
Detroit Future City's implementation office

A letter to the editor in *Crain's Detroit Business* from DFC Implementation Office Executive Director Kenneth Cockrel Jr. praising the City of Detroit for using the data from the OSTP initiative to support placing Beth Niblock as the City's CIO.

White House OSTP "Detroit 2.0" Human Capital Support

The Detroit 2.0 initiative outlines how the DFC Implementation Office drives collaboration between local and federal partners to realize substantial long-term transformation.

Beginning in the fall of 2013, the DFC Implementation Office coordinated with the White House Office of Science Technology and Policy (OSTP) to convene a group of national public-sector technology and innovation leaders in Detroit to develop a platform to dramatically improve the City's technological capacity.

As a result, the DFC Implementation Office developed a 21-point set of recommendations, a five-member national chief information officer peer group (from which Detroit's current chief information officer, Beth Niblock, was selected,) and a work session that included a variety of stakeholders from Detroit's digital community. The DFC Implementation Office also garnered funding from the Knight Foundation and Rock Ventures to fund staff and other support, including a set of tools that could help identify and institute important systems changes.



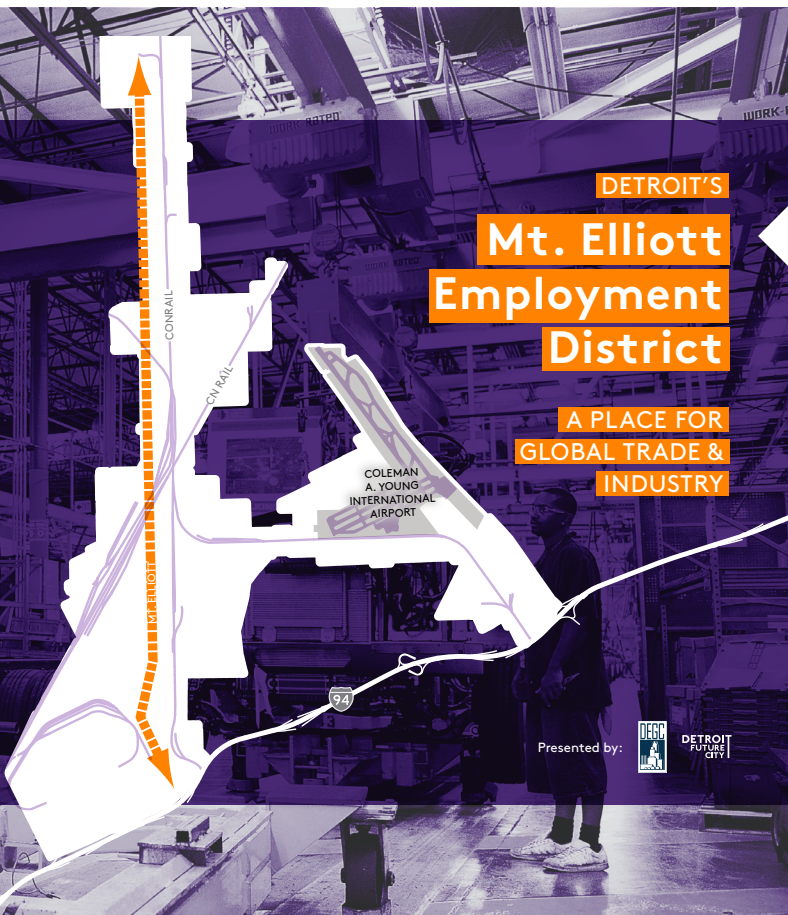
Community volunteers, including the DFC Implementation Office staff, Greening of Detroit staff, City of Detroit representatives, Wayne State University students and Quicken Loans employees, working together to plant trees along Southfield Freeway at Joy Road.

Green Corridor Initiative

The Green Corridor Initiative demonstrates the power of partnerships, and works to fulfill important aspects of the DFC Implementation Office's broader "carbon-buffering" program.

Detroit's childhood asthma rate is nearly three times the U.S. average. To improve the health of Detroiters, especially our children, DFC recognizes a critical step is to improve air quality by reutilizing vacant land near busy roadways and noxious industrial areas.

The DFC Implementation Office, in partnership with the Greening of Detroit, kicked off the Green Corridor Initiative, in support of the DFC Strategic Framework's recommendations to improve Detroit's green infrastructure. In October, more than 500 volunteers planted nearly 400 trees along the Southfield Freeway, near Joy Road, and in the surrounding neighborhoods. This carbon-buffering effort provides multiple benefits to the community, including cleaner air, as well as reduced noise from the freeway, potentially lower heating and cooling costs, reduced storm water runoff, and beautification.



The Mt. Elliott, Southwest, and Eastern Market/Dequindre employment district marketing materials outline previously undefined, and often overlooked, centers of economic activity in the city.

Employment District Marketing

The Employment District Marketing initiative illustrates how the DFC Implementation Office partners to garner critical investment in Detroit's centers of employment, and drive greater awareness of employment districts throughout the City.

With half of Detroit's population not actively employed, it is essential for Detroit to have more employment opportunities in a wider array of districts that connect with residents' skill sets.

The DFC Implementation Office is partnering with the Detroit Economic Growth Corporation (DEGC) to create marketing materials for Detroit's seven primary employment districts. The longstanding partnership yields powerful tools to inform and attract potential investors. Each employment district marketing piece contains information on the assets and economic anchors within the district—outlining DFC's place-based strategy for economic growth—while highlighting how businesses in target industries would benefit from locating within each district.



The Vacant Land Transformation Guide will give residents, community groups, and contractors an important tool to stabilize their neighborhoods.

Vacant Land Transformation Guide

With considerable city wide residential land vacancy, and the Blight Removal Task Force recommendation for 40,000 blighted structures to be removed, the DFC Implementation Office, is developing a user-friendly Vacant Land Transformation Guide with support from the Erb Family Foundation.

The Guide will provide an online resource, complemented by workshops and a small printed publication, that will specify the use of landscape materials, installation techniques and maintenance strategies for residential and commercial land in Detroit. It will also serve as a template through which new solutions and case studies, as well as existing demonstrated successes, can be catalogued and shared with others.

The Guide is in the development phase, and the DFC Implementation Office is currently working with a local Stakeholder Advisory Group that is helping develop content and strategies for implementation. The Guide is set to launch in the spring of 2015.



Jefferson-Chalmers residents gather at Coffee and (_____) to brainstorm their neighborhood's strengths, weaknesses, opportunities, and threats and begin to imagine how art could address these.

CPAD 'New Urban Places'

Community+public arts: DETROIT (CPAD), Greening of Detroit, the DFC Implementation Office, artists, and community residents are collaborating to transform vacant and underutilized spaces in four Detroit neighborhoods into spaces where the arts and green infrastructure combine to express unique community visions. With the remarkably creative spirit of Detroiters and the significant need to improve physical conditions, the New Urban Places initiative provides a model for integrating community aspiration with imperative action.

The DFC Implementation Office supports overall project planning, links CPAD to broader revitalization initiatives, provides technical assistance, shares the participatory process and outcomes via its robust communications platform, and situates CPAD in a citywide context of collaborative and strategic improvement.

This is a meaningful opportunity for the DFC Implementation Office to help build civic capacity to align community projects with the DFC Strategic Framework. Residents have the ability to apply data, transformative ideas, implementation strategies, and actions specific to their neighborhood typology to the visioning and site selection process of an on-the-ground project.

2014 Big Picture

Below are a few measures of the DFC Implementation Office's work in 2014:

DFC IN THE COMMUNITY

In 2014, members of the DFC Implementation Office gave nearly 120 presentations in Detroit and internationally, communicating the vision for Detroit's transformation and inspiring collective action to achieve it.

THE COMMUNITY IN DFC

In 2014, nearly 5,000 people from Detroit and around the world visited the DFC Implementation Office to work with the team to bring the DFC Strategic Framework out of the 349-page document and into life.

45,000 People

Engaged nearly 45,000 people locally, nationally, and internationally through online and social media

52 Initiatives

Developed and activated over 52 pilot initiatives

\$74 Million

Leveraged over \$74 million in investment to fulfill the DFC Strategic Framework

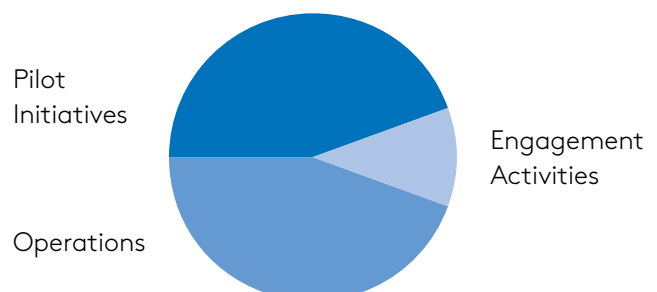
BREADTH OF PARTNERS WHO WORKED WITH THE DFC IN 2014 TO EXECUTE INITIATIVES

- 11 Federal Government
- 10 State Government
- 17 Local Government
- 37 Civic Organizations
- 9 Foundations
- 9 Education Entities

How DFC is funded?

The DFC Implementation Office is a program of the Detroit Economic Growth Corporation. Its operations and programs are funded by the Kresge Foundation, John S. and James L. Knight Foundation, The W.K. Kellogg Foundation, Fred A. and Barbara M. Erb Family Foundation, and the Michigan State Housing Development Authority.

DFC IMPLEMENTATION OFFICE FUNDING



What's to come in **2015**

As we all continue contributing to our city's transformation, the DFC Implementation Office will leverage the hard work and relationships fostered in our first full year to create additional collaborative, impactful, and dynamic initiatives to fulfill Detroit's long-term transformation, and improve quality of life today. At the center of the DFC Implementation Office's work will be a focus on continued capacity building, strategic coordination with partners, and innovative place-based initiatives. Each of these focus areas will intersect with DFC's Implementation Priorities, translating into piloting initiatives that capitalize on the DFC Implementation Office's strengths, while opening doors to more substantial results.

A few important aspects of the DFC Implementation Office's 2015 agenda will include:

Expanding Partnerships

We will continue to grow critical local partnerships with residents, advocates, nonprofits, and private and public sector leaders, while expanding our rapidly growing coordination with important federal and state partners.

Driving Impactful, Collaborative, and Enterprising Initiatives

We will continue to focus our efforts to generate initiatives that demonstrate what is possible when shared action fulfills the DFC Strategic Framework and defines an innovative and shared vision for our city's future.

Defining an Innovative Agenda for Decision-Making

We will advance research, recommendations, and cases linking important strategies in the DFC Strategic Framework with critical decisions being made every day by all Detroiters. We will incorporate robust dialogue around this work.

Thought Leadership

We will leverage our position and networks to celebrate and raise awareness of innovative, thoughtful, and emerging concepts that can shape new opportunities.

Ensure Equity and Opportunity

We will continue to champion an equitable stake in our city's future for all Detroiters, ensuring opportunity comes to all rather than a few.

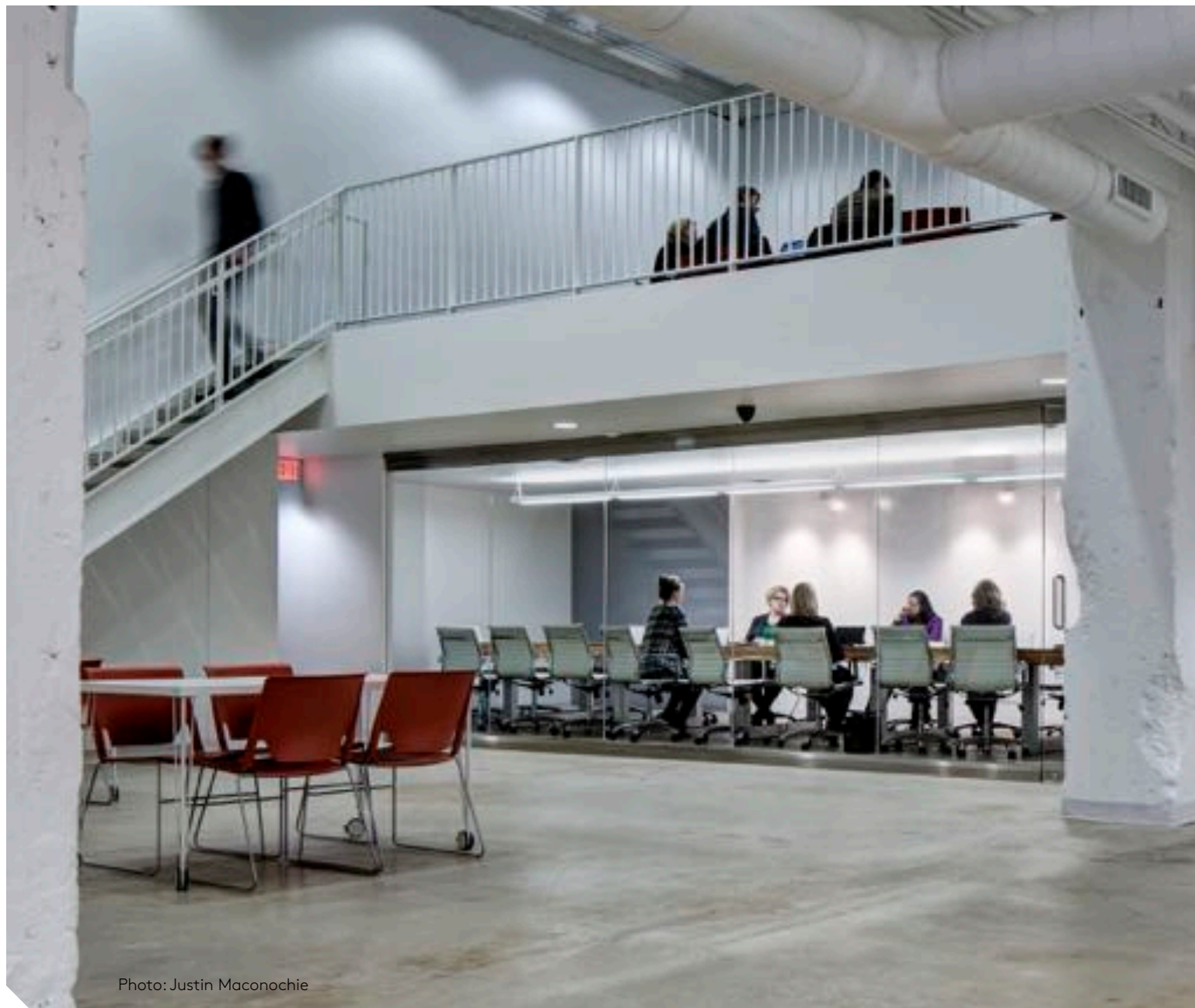


Photo: Justin Maconochie

A special thanks to those listed
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